

Equal Employment Opportunity and Affirmative Action Program

2018 – 2023 Fiscal Years



**Washington State
Department of Transportation**

Office of Human Resources & Safety
310 Maple Park Avenue SE
P.O. Box 47315
Olympia, WA 98504-7315



The 2018 – 2023 Affirmative Action Plan has been approved for submission to Federal Highway Administration by:

Program Plan Written and Developed Under the Direction of:

A handwritten signature in black ink, appearing to read "Jeff Pelton", written over a horizontal line.

Jeff Pelton
Director of Human Resources & Safety

Reviewed and Approved By:

A handwritten signature in black ink, appearing to read "Roger Millar", written over a horizontal line.

Roger Millar
Secretary of Transportation

WSDOT Agency Commitment to Affirmative Action

Affirmative Employment Commitment

Our department serves citizens in every community, economic class and cultural group throughout the state. As such, we will meet our mission and vision only when the work we do reflects the principles of equal opportunity, diversity, affirmative action and cross-cultural respect.

The Department of Transportation is committed to Washington's statewide affirmative action and diversity efforts. Equal Employment Opportunity (EEO) is not only the law, but also it is fundamental to the Department's operations and success in meeting the transportation needs of Washington State and providing the best possible service to the people of Washington.

As Secretary of Transportation, on behalf of myself and all of our employees, I am committed to taking those affirmative action steps which will ensure equitable participation in our business and employment opportunities without regard to race, color, religion, sex, national origin, age, disability, veteran status, marital status or sexual orientation. All of us at WSDOT recognize that we must take positive actions to prevent and to remedy any discriminatory effects of business and employment practices.

We are committed to achieving a diverse workforce that is reflective of our communities through fair and effective implementation of our Affirmative Action Plan.

The following WSDOT executives are committed to holding all managers and employees accountable in carrying out this Affirmative Action Plan.

Roger Millar
Secretary of Transportation

Keith Metcalf
Deputy Secretary
Chief Operating Officer

Kevin Dayton
Assistant Secretary
Regional and Mega
Programs
Chief Engineer

Marshall Elizer
Assistant Secretary
Multimodal Development and
Delivery

Mike North
Assistant Secretary
Finance and Administrative

Patty Rubstello
Assistant Secretary
Urban Mobility & Access

Amy Scarton
Assistant Secretary
Washington State Ferries

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I. Agency Overview

The Washington State Department of Transportation (WSDOT) is the steward of a multimodal transportation system and responsible for ensuring that people and goods move safely and efficiently. In addition to building, maintaining, and operating the state highway system, WSDOT is responsible for the state ferry system, and works in partnership with others to maintain and improve local roads, railroads and airports, as well as to support alternatives to driving, such as public transportation, bicycles and pedestrian programs.

WSDOT at a Glance:

- Operates and maintains 18,600 lane miles of state highways
- Owns, operates and maintains nearly 3,300 bridge structures
- Runs the largest ferry system in the nation that moves 24.2 million passengers and 10 million vehicles a year
- Partners with 31 public transportation systems to provide more than 220 million passenger trips a year
- Owns three Talgo train sets in the Amtrak Cascades fleet and manages the Palouse River and Coulee City Rail system
- Manages one of the world's widest tunneling project and the world's longest floating bridge project.

Vision, Mission, and Values

WSDOT's Vision

The Washington State Department of Transportation's vision is to be the best in providing a sustainable and integrated multimodal transportation system.

Mission Statement

The Washington State Department of Transportation provides and supports safe, reliable and cost-effective transportation options to improve livable communities and economic vitality for people and businesses.

WSDOT's Values

- Safety - Promote the safety of the public and employees at all times
- Inclusion - Ensure a wide array of perspectives, disciplines and backgrounds are represented in our outreach, decision making and workforce
- Innovation - Foster an environment of trust that encourages creativity, finding solutions for challenges and leveraging opportunities
- Integrity - Build trust with each other and our communities by being ethical, accountable, responsive and honest
- Leadership - Inspire, motivate and support to give each other the confidence to do great things
- Sustainability - Make decisions and take actions that promote the conservation of resources for future generations by focusing on the balance of economic, environmental and community needs

Policy Goals, Objectives, and Measurable

WSDOT's transportation policy goals can be found in [RCW 47.04.280](#). Performance measures for projects and programs are found in the agency's quarterly performance report, [The Gray Notebook](#). A copy of each can be found in Appendix Tab A.

Washington State Department of Transportation Regions and Divisions Regions

WSDOT is organized in six divisions Finance & Administration, Urban Mobility & Access, Regional and Mega Programs, Multimodal Development & Delivery and Ferries. An Assistant Secretary is responsible for each division. WSDOT is also divided into six separate geographic regions as detailed in the map below. Each region is managed from a regional headquarters office and overseen by a Regional Administrator (RA). Each region has on-site support staff for safety, information technology as well as human resources. The regional administrators all report to the Chief Engineer, Regional and Mega Programs, at WSDOT Headquarters. The region locations and RA's are as follows:

Olympic Region
John Wynands, RA
5720 Capitol Blvd. S.
Tumwater, WA 98501
360-357-2658

Northwest Region
Lorena Eng, RA
15700 Dayton Ave. N.
Seattle, WA 98133
206-440-4706

North Central Region
Dan Sarles, RA
1551 North Wenatchee
Wenatchee, WA 98807
509-667-3001

Eastern Region
Mike Gribner, RA
2714 North Mayfair St.
Spokane, WA 99207
509-324-6010

South Central Region
Todd Trepanier, RA
2809 Rudkin Road
Union Gap, WA 98903
509-577-1620

Southwest Region
Kris Strickler, RA
11018 NE 51st Circle
Vancouver, WA 98682
360-905-2001



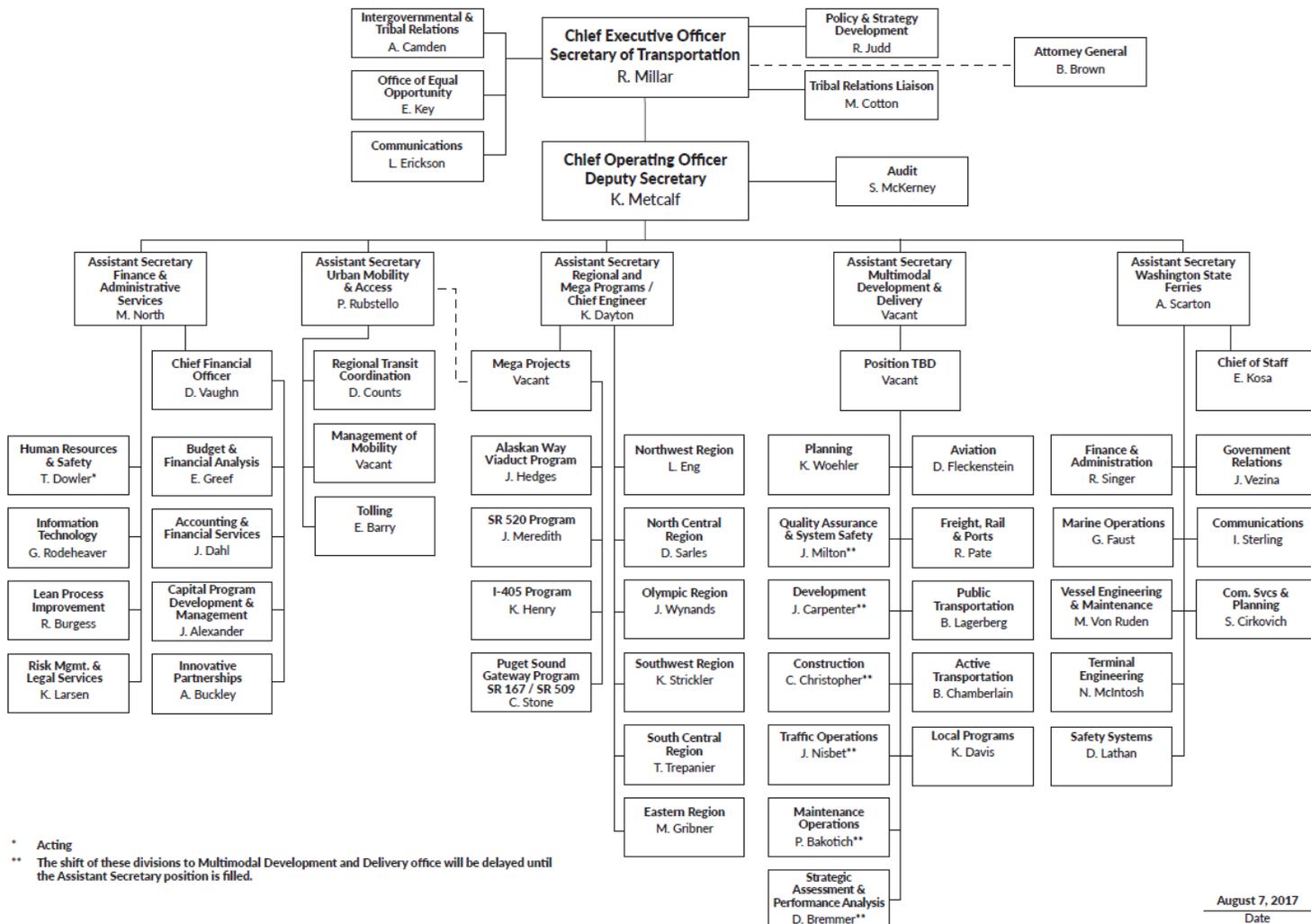
Headquarters and Modal Divisions

WSDOT Headquarters is located in Olympia, Washington. WSDOT Headquarters houses the Secretary of Transportation's office as well as, budget, finance, administrative functions and most modal operations of the agency. The Workforce Development – Diversity & Inclusion Unit within the Office of Human Resources & Safety (OHR&S), is tasked with internal civil rights reporting and is located at WSDOT Headquarters. The Washington State Ferries, Urban Mobility & Access and Mega Projects Offices are located in Seattle, WA.

There are presently forty-three senior staff members at WSDOT. Below a summary of demographic information for senior staff detailed in the chart and the reporting structure for each WSDOT division.

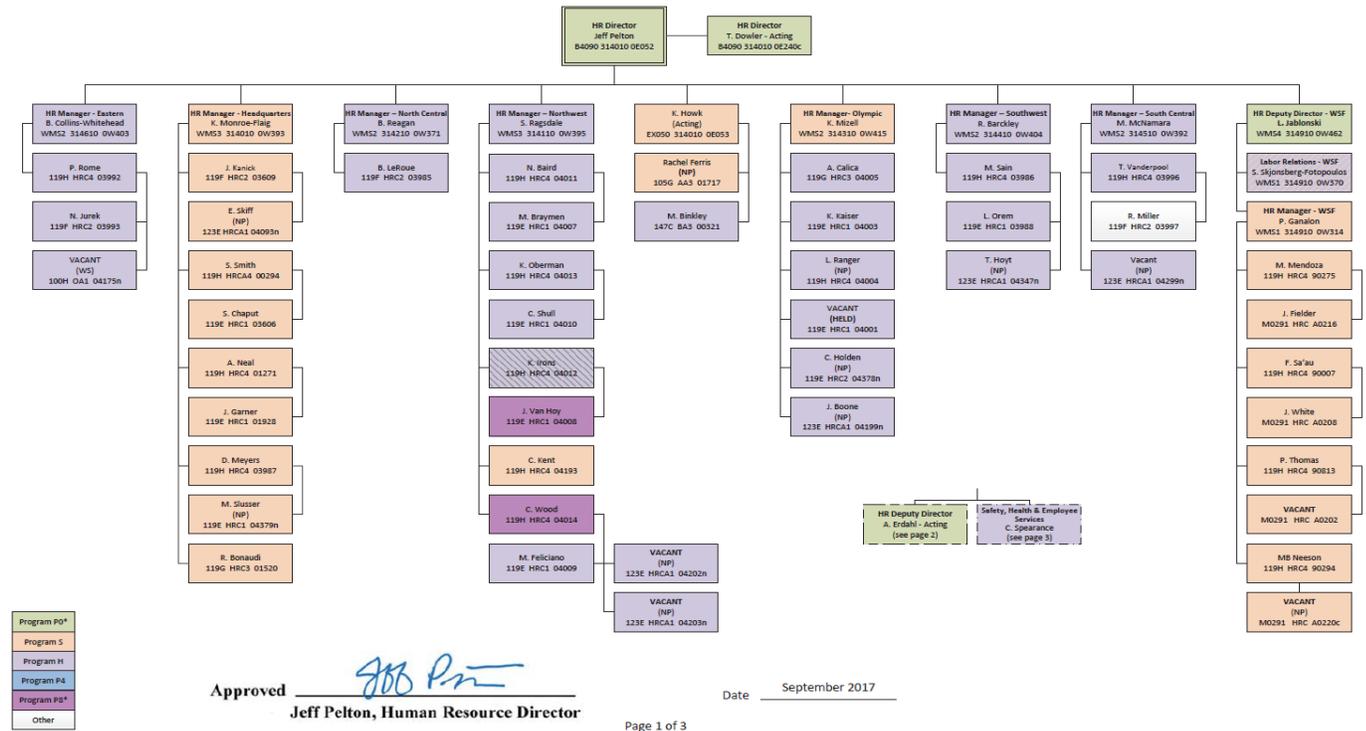
Total Senior Staff	Over 40	Male	Female	White	Hispanic	Black	Asian/PI	American Indian/Alaskan	Disabled
43	40	31	12	38	1	3	1	0	0
	93%	72%	28%	88%	2%	7%	2%	0%	0%

Source for Senior Staff List: Agency Org Chart dated 8/2017



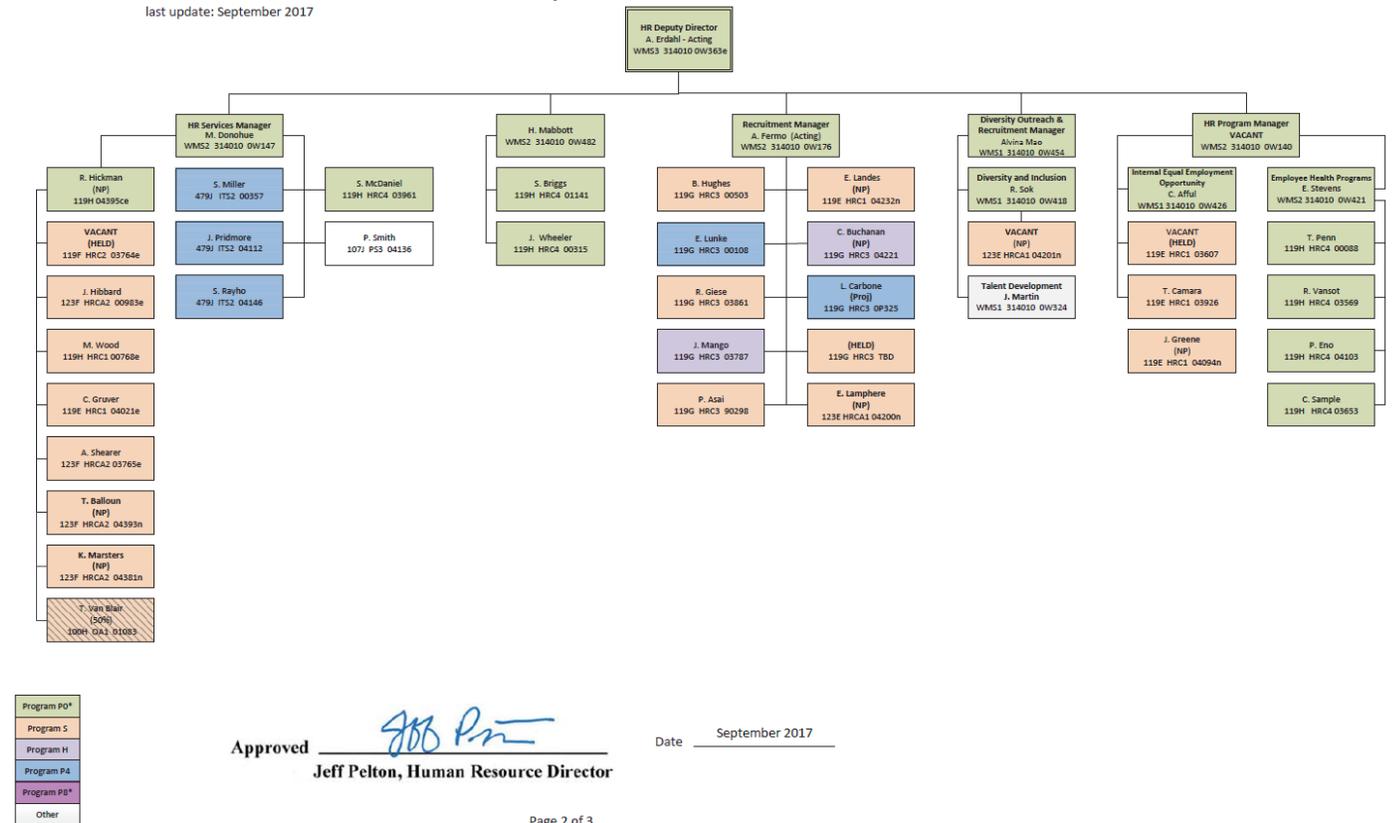
Office of Human Resources and Safety

last update: September 2017



Office of Human Resources and Safety

last update: September 2017



II. Equal Employment Opportunity and Affirmative Action

Affirmative Action Plan

The primary objective of the Affirmative Action Plan, beyond legal compliance, is to take positive steps to ensure equal employment opportunity guidelines apply to all employment practices and decisions throughout WSDOT. This document should be used as a tool by all WSDOT employees, especially management, in researching, referencing, and accessing information related to internal civil rights. The WSDOT 2018-2023 Affirmative Action Plan is written, developed and implemented by the Office of Human Resources & Safety (OHR&S) through the Diversity & Inclusion Manager. OHR&S is tasked with overseeing the agency-wide, internal Equal Employment Opportunity (EEO) Program and Affirmative Action (AA) goals and strategies. WSDOT strives to build a workplace that is respectful and inclusive and free from harassment and discrimination. In meeting these ideals, OHR&S conducts mandatory diversity training, internal investigations, workforce utilization data and reporting compliance, ADA/504 compliance, and technical assistance regarding internal civil rights to all managers and supervisors.

Managing internal civil rights from within OHR&S, gives WSDOT the advantage of maintaining a close working relationship and collaboration amongst Recruitment, Training and Development, ADA, Workforce Development, and Diversity and Inclusion functions. These functions contribute extensively in delivering equal opportunity to the WSDOT internal workforce.

This Affirmative Action Plan is composed of each WSDOT Regions' and Divisions' commitment to actively implement, measure, and evaluate program progress. Each Region and Division has acknowledged where underutilization exists within the workforce and has developed specific action items to address problems or deficiencies. Every executive, manager, and supervisor will be accountable for actively implementing effective equal opportunity and affirmative action ideals in all business and employment practices.

Specific Region and Division plans are attached for the Assistant Secretaries and individual strategies for each of the six WSDOT regions. They can be found in Appendix Tab F.

Shared Strategies

Affirmative Action goals will continue to equal availability and will be expressed as a percentage of all new appointments. In addition, promotional rates will be analyzed by utilizing the internal availability factor. A summary of workforce methodology can be found on Page 17 and in Appendix Tab C.

Anticipated vacancies and recruitments will be used to help determine which specific outreach strategies will be most successful. Each Region and Division will develop and commit to new innovative strategies that are progressive, flexible and effective. The OHR&S Recruitment Unit will provide statewide strategic recruitment planning, training, and consultation and the Workforce Development Unit will assist all managers in providing recommendations for the implementation of strategies. In developing this plan, WSDOT has compiled the following strategies and suggestions that executives and managers have submitted in their respective Affirmative Action plans. Some of these are new practices and efforts. However, some efforts outlined below are already successfully implemented and effective in areas of the agency.

Each Region and Division will review this shared list and adopt new strategies accordingly.

- Endorse WSDOT's core values of Inclusion, Integrity and Leadership.
- Leverage the state's employee engagement survey to gain an understanding and perspective of employees, on how the agency is doing and whether WSDOT is offering the support needed for staff to do their job well.
- Provide customize consultation with managers on state employee engagement survey results.
- Work with staff to resolve issues internally and to provide a positive working environment.
- Recognize and acknowledge employees for a job well done.
- Encourage employee attendance at diversity events and activities to enhance cross-cultural knowledge.
- Supervisory Skills Training – Department of Enterprise Services *Leading Others* – the training offers management skills training that includes coaching and counseling techniques.
- Establish and maintain contacts with local women and minority groups.
- Establish and maintain contacts with local and national colleges, universities, and technical and trade schools for a broad diversity outreach.
- Conduct phone and/or video-conference interviews with potential student recruits located outside of Washington State.
- Establish in-training programs that provide opportunities for employees through professional growth development and career paths. As resources allow, employees will be offered opportunities to temporarily upgrade to learn new skills and gain knowledge about higher-level positions.
- Create job rotations and cross-training opportunities wherever possible.
- Advertise for Engineering Interns at universities, community colleges and technical schools that have broad student diversity.
- Identify opportunities for (job sharing, mentorship, developmental/rotational job assignments) to retain and transfer expertise/knowledge to the future generation of employees and leaders.
- Continue to provide managers and employees with training and tools the Learning Management System to ensure consistent completion and tracking of mandatory training.
- Be supportive of employees who participate in the armed forces and reserves during times of training and deployment.
- Attain 100% participation in Reasonable Accommodation training for all managers as presented by the WSDOT Statewide ADA Coordinator.
- Revive and examine pathway programs which have targeted training, skill development and access for growth and advancement opportunities within the agency.
- Actively advertise pipeline programs (Maintenance Technician II in-training and Transportation Engineer Internships) to diversity communities and organization to include developing publications in different languages.
- Allow employee subject matter experts in their field to speak at local schools to promote employment at WSDOT.
- Partner with disadvantage and underrepresented communities and organization to include participating in community outreach events and career fairs.

- Assign senior engineers as mentors working with junior engineers offering assistance in learning WSDOT standards, code interpretations, and generally good practices.
- Offer resources to applicants and employees on successful communication during an interview, resume writing skills, and training on the use of NeoGov.
- Encourage training in communication skills such as that offered by Toastmasters and other organizations.
- Encourage employees to seek out free and low-cost training and development opportunities applicable to job duties. Within available resources, encourage employees to obtain professional certifications and continuing education in their field.
- When possible and applicable, unpaid internship opportunities for students interested in gaining work experience.
- Support Construction Career Day for local high school students.
- Publicize on-line exit interview process and encourage employees to complete exit interviews. Conduct in-person exit interviews when able, and gather feedback and closure from employees upon departure.
- Maintain an open door policy for employees to meet with management or HR staff to share their opinions of WSDOT culture and work environment.
- When external recruiting is an option, consult workforce utilization targets and conduct focused outreach in those areas.
- Continue to advertise opportunities on social networking platforms - Facebook, Twitter and LinkedIn to include sites that focuses on diversity recruitment and promotes diversity awareness.
- Review workforce utilization and program progress on a quarterly basis in coordination with the WSDOT Diversity & Inclusion Manager.

Policies, Procedures, Responsibilities, and Compliance

Policies and Procedures

Secretary's Executive Order – E 1014.04

WSDOT's commitment to Equal Employment Opportunity can be found in Secretary's Executive Order, E 1014.04, *Equal Opportunity, Affirmative Action, Freedom from Discrimination, and Freedom from Sexual Harassment*. WSDOT pledges to promote a diverse work environment that fosters dignity, inclusion, and cross-cultural respect, free from discrimination and harassment. E 1014.04 sets forth these ideals. In all employment practices, WSDOT does not discriminate on the basis of race, color, creed, religion, gender, national origin, age, sexual orientation, gender identity, marital status, use of a trained guide dog or service animal by a disabled person, veteran status, disabled veteran status, or the presence of a physical, mental or sensory disability.

E 1014.04 provides direction to all executives, managers, and employees in maintaining a respectful work environment. It strictly prohibits discrimination and harassment, including sexual harassment, and encourages all employees and applicants to report complaints of discrimination and harassment to the Office of Human Resources. A copy of E 1014.04 can be found in Appendix Tab B.

Secretary's Executive Order – E 1081.00

Secretary's Executive Order E 1081.00 provides consistent direction to providing reasonable accommodation to qualified employees and applicants, in compliance with Sections 503 and 504 of the Rehabilitation Act of 1973, as amended, Titles I and II of the Americans with Disabilities Act of 1990, as amended, and the Washington State law against discrimination, RCW 49.60, *Discrimination* – Human Rights Commission.

E 1081.00 provides direction to all executives, managers, and employees in responding to requests for reasonable accommodations. A copy of E 1081.00 can be found in Appendix Tab B.

During this reporting period, the agency was in the process of updating the E1014.04 and E1081.00 once updated it will be executed for the Secretary signature. A final, signed copy will be submitted to FHWA.

Human Resources Desk Manual

A complete, comprehensive detail of WSDOT human resource policies, procedures and forms can be found in *The Human Resources Desk Manual*. The desk manual, published and maintained by OHR, is available to all managers, supervisors, and employees and ensures statewide access to consistent application of the information provided. To assure compliance with federal and state law and in making a strong commitment to civil rights, WSDOT has developed Equal Employment Opportunity and Affirmative Action policies and procedures. EEO and AA specific policies can be found in Chapter 29 of the desk manual. Chapter 25, *Reasonable Accommodation*, provides policies and procedures specific to reasonable accommodation requests and ADA compliance. Chapters 25 and 29 of the Human Resources Desk Manual can be found in Appendix Tab B.

Responsibilities

Office of Human Resources

The WSDOT Office of Human Resources (OHR) is The OHR&S is responsible for implementing agency wide, internal equal employment opportunity, internal civil rights, Title I of the ADA, Title VII, diversity and affirmative action (AA) programs. The Secretary of Transportation has delegated all internal EEO duties to the Director of OHR&S. Therefore, the Director of OHR is the agency's EEO officer (for internal civil rights) and reports to the Secretary of Transportation on all internal EEO matters. The Director of OHR&S also reports to the Assistant Secretary Finance and Administrative Services for all other general OHR&S activities.

Equal Employment Opportunity and Affirmative Action

The Director of OHR&S has delegated internal EEO and Affirmative Action duties to the Diversity & Inclusion Manager. The WSDOT Diversity & Inclusion Manager reports to the Workforce Development Manager for general day-to-day tasks and diversity endeavors, but reports directly to the Director of OHR&S on all matters related to Equal Employment and Affirmative Action.

Diversity & Inclusion Manager is responsible for the following duties:

- Developing and recommending statewide EEO policies and procedures.

- Developing and implementing the written Affirmative Action plan and Affirmative Action program.
- Publicizing the Affirmative Action plan and WSDOT EEO policies both internally and externally.
- Assisting managers and supervisors in identifying problem areas, discriminatory barriers, and in setting goals to improve workforce utilization and eliminating the effects of past discrimination.
- Quarterly audit of workforce demographics.
- Facilitating the Diversity Advisory Group (DAG) comprised of employees from all areas of the agency.
- Providing updates to the Director of OHR&S and the Secretary of Transportation on all matters related to internal EEO and Affirmative Action.
- Serves as the agency liaison, on all internal EEO matters, to other federal and state agencies, women's organizations, cultural centers, community groups, and employee unions.
- Disseminating the most current legal information affecting EEO and Affirmative Action to executives, managers, and employees.
- Collaborating with the Recruitment and Training & Development Units, in recommending outreach strategies and identifying training in to help increase inclusion efforts.
- Developing statewide diversity activities and employee development events that foster diversity and inclusion.

Contact information for Diversity and ADA Affairs is as follows:

Director, Office of Human Resources and Safety
 Jeff Pelton
 310 Maple Park Avenue SE
 Olympia, WA 98501
 360-705-7388

Deputy Director, Office of Human Resource and Safety
 Todd Dowler
 310 Maple Park Avenue SE
 Olympia, WA 98501
 360-705-7037

Manager, Diversity and Inclusion
 Rafeeah Sok
 310 Maple Park Avenue SE
 Olympia, WA 98501
 360-705-7920

Manager, Internal Employment Equal Opportunity Manager
 Christian Afful
 310 Maple Park Avenue SE
 Olympia, WA 98501
 360-705-7922

Office of Equal Opportunity

The Office of Equal Opportunity (OEO) is responsible for fostering equal opportunity in procurement contracting and service delivery through the administration of various equal opportunity programs. The External Civil Rights Board (ECRB) is guided by the various department policies, and federal and state civil rights laws and regulations.

OEO's primary responsibilities are:

- Implementing the Equal Employment Opportunity (EEO) Contract Compliance Program.
- Implementing the On-the-Job Training (OJT) programs under the Training Special Provisions (TSP) of USDOT-assisted construction contracts.
- Implementing the Disadvantaged Business Enterprises (DBE) program on USDOT-assisted contracts and procurements.
- Setting annual overall DBE goals and DBE goals on individual projects.
- Establishing and monitoring a DBE Supportive Services program.
- Implementing the Minority and Women Business Enterprise (MWBE) program on state-funded contracts and procurements.
- Implementing the Title VI program.
- Providing training and technical assistance to WSDOT and its sub-recipients, and to contractors and consultants.
- Developing and revising program implementation plans.
- Investigating external civil rights complaints.
- Responsible for ensuring proper DBE Certification.
- Establishing and monitoring a DBE Supportive Services program.
- Implementing the Minority and Women Business Enterprise (MWBE) program on state-funded contracts and procurements.
- Implementing the Title VI program.
- Providing training and technical assistance to WSDOT and its sub-recipients, and to contractors and consultants.
- Developing and revising program implementation plans.
- Investigating external civil rights complaints.
- Responsible for ensuring proper DBE Certification.

Contact information for the Office of Equal Opportunity is as follows:

Director, Office of Equal Opportunity
Earl Key
310 Maple Park Avenue SE
Olympia, WA 98501
360-705-7095

Manager, ADA Compliance Manager
Larry Watkinson
310 Maple Park Avenue SE
Olympia, WA 98501
360-705-7097

Compliance

Federal Funding

All state departments of transportation receiving federal financial assistance are required to have an effective Equal Employment Opportunity program and Affirmative Action plan. The Washington State Department of Transportation (WSDOT) receives federal funds from a number of federal reporting agencies. These federal funds help support and maintain a number of WSDOT programs and projects. The funding disbursement, for federal funding only, as appropriated in the Washington State 2017 Legislative Session, is detailed in the chart below. The funds are provided by Federal Highway Administration (FHWA), Federal Transit Administration (FTA), Federal Railroad Administration, and Federal Aviation Administration.

WSDOT Appropriated Federal Funds Engrossed Senate Bill (ESB) 5096

Program Name		Operating	Capital
Aviation	F	4,900,000	
Program Delivery Management and Support	H	500,000	
Improvements (Highway)	I		216,647,000
Maintenance	M		7,000,000
Preservation	P		515,368,000
Traffic Operations	Q	2,050,000	5,106,000
Transportation Management and Support	S	1,656,000	
Transportation Planning Data and Research	T	37,991,000	
Public Transportation	V	3,574,000	
WSF Operating	X	8,743,000	
WSF Construction	W		152,838,000
Rail	Y		1,487,000
Highways and Local Programs	Z	2,567,000	65,405,000
WSDOT Subtotals		61,981,000	963,731,000
WSDOT TOTAL		1,025,712,000	

The amounts above do not include ARRA federal funding in Program Y totaling \$78,800,000. This funding was originally appropriated in the 2015-17 biennium, remained unspent, and has been carried into the 2017-19 biennium by an unanticipated receipt.

Code of Federal Regulations - 23 CFR pt. 230 (c) - State Highway Equal Employment Opportunity Programs

In accordance with 23 CFR pt. 230(c), this Affirmative Action plan is prepared and updated every five years, with annual progress reports provided to the Federal Highway Administration (FHWA) for approval. FHWA sets formatting standards and reporting requirements for WSDOT in developing and implementing an effective Affirmative Action program.

Federal Transit Administration – FTA Circular 4704.1 – *Equal Employment Opportunity Program Guidelines for Grant Recipients*

WSDOT is also required to provide Equal Employment Opportunity and Affirmative Action program reports to the Federal Transit Administration (FTA). FTA requires an updated plan every three years, with essentially the same workforce utilization components.

Washington State Regulations

State regulations RCW 41.06.150 – *Rules of director – Mandatory Subjects – Personnel administration* and WAC 357-25 – *Affirmative Action* and the Governor’s Executive Order 93-07 require WSDOT to prepare, submit, and annually maintain a program promoting Affirmative Action and Equal Employment Opportunity. Additionally, WSDOT Executive Order 1014.04 and Chapter 29 of the Human Resources Desk Manual indicate that each manager is to establish and maintain an Affirmative Action program within the organization he or she is responsible for.

More detailed information on federal and state regulations can be found in Appendix Tab B.

III. Workforce Utilization, Analyses, and Goals

WSDOT Workforce Utilization Overview

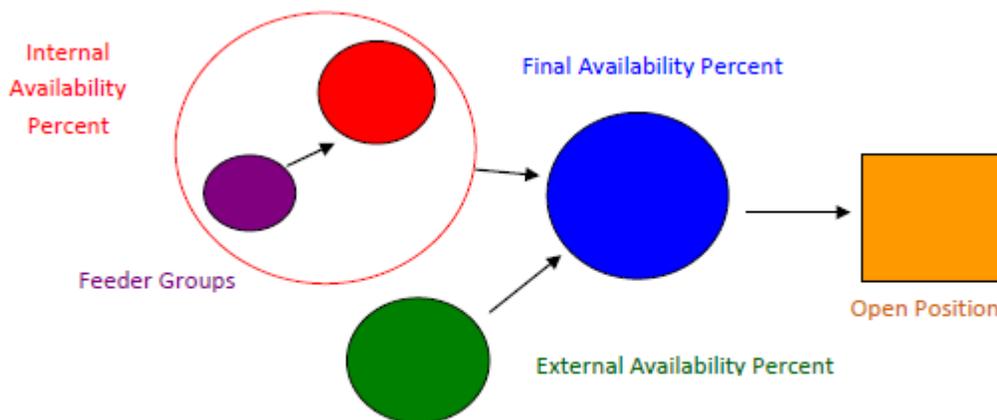
WSDOT determines workforce utilization by comparing internal workforce numbers to information from the U.S. Census Bureau. For the purpose of this Affirmative Action plan, WSDOT used data from the 2010 U.S. Census to determine labor market population and availability within the local labor force.

In analyzing external census data, WSDOT is able to determine whether the composition of the internal workforce reflects the proportion of women and minorities in the geographic area and within WSDOT occupational categories. If the workforce does not reflect an appropriate proportion of women and minorities, then WSDOT will make every good faith effort to identify and acknowledge where underutilization exists and set appropriate goals to remedy the deficiency.

Methodology

Workforce availability is determined by estimating the internal and external proportion of eligible candidates for an open position. A two-factor analysis is completed for each job group. The two factors are internal and external availability. The following chart illustrates how weighted statistics determine final availability. A complete description of workforce methodology can be found in Appendix Tab C.

- **Internal availability** = Percent of eligible minorities and women within WSDOT
- **Feeder Groups** = Job Classes within WSDOT with a natural career path
- **External availability** = Number of qualified people for a job in a recruitment area
- **Availability** = Percent of eligible minorities and women available from internal and external sources
- **Open Position/Recruitment**



Affected Classes

For each job group, WSDOT determines the number of individuals, presently in the workforce, that fit into the following affected classes:

- Female
- Race/Ethnic Minority
- Persons with Disabilities
- Persons Over 40
- Disabled Veterans
- Vietnam-Era Veterans

Race and Ethnic Definitions

Race and ethnic categories are defined as follows:

- White (not of Hispanic origin): All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.
- Black (not or Hispanic origin): All persons having origins in any of the Black racial groups of Africa.
- Hispanic: All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.
- Asian or Pacific Islander: All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes, for example, China, India, Japan, Korea, the Philippine Islands, and Samoa.
- American Indian or Alaskan Native: All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.

Job Groups

WSDOT will conduct quarterly workforce utilization analyses to determine changes, progress, and improvements needed. These analyses will be based on the many job classifications within WSDOT. Each WSDOT job classification falls into a job group as defined by the U.S. Equal Employment Opportunity Commission, EEOC Form 164 – *State and Local Government Information (EEO-4)*. Presently, WSDOT utilizes seven job groups in which all job classifications are represented. They are as follows:

- *Officials and Administrators* – This job category encompasses occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operation, or provide specialized consultation on a regional, district, or area basis.
- *Professionals* – The Professionals job category are occupations which require specialized and theoretical knowledge, which is usually acquired through college training or through work experience and other training which provide comparable knowledge.
- *Paraprofessionals* – Includes occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status.
- *Technicians* – Technicians require a combination of basic scientific or technical knowledge and manual skill that can be obtained through specialized post-secondary school education or through equivalent on-the-job training.
- *Office and Clerical* – Job classifications that fall into this category include Includes all clerical-type work regard-less of level of difficulty, where the activities are predominantly

non-manual though some manual work not directly involved with altering or transporting the products is included.

- *Skilled Craft* – Skilled Craft employees perform jobs which require special manual skill and a 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* – Service Maintenance occupations include duties which result in or contribute to the upkeep and care of buildings, facilities or grounds of public property.
- A complete list of WSDOT job classifications as represented in each EEO category, as of June 30, 2017, is detailed below. A complete list of the job class conversion, for future reporting, can be found in Appendix Tab C.

WSDOT Internal Promotional Availability Methodology-Feeder Group Progressions

Job Class Code	Job Title (WSDOT Classification)	Feeds INTO EEO Group	TO WHAT (Internal Track)
100H	OFFICE ASSISTANT 1	Office and Clerical	OFFICE ASSISTANT 2
100I	OFFICE ASSISTANT 2	Office and Clerical	OFFICE ASSISTANT 3
100J	OFFICE ASSISTANT 3	Office and Clerical	OFFICE ASSISTANT LEAD
100T	SECRETARY SENIOR	Office and Clerical	SECRETARY LEAD
100U	SECRETARY LEAD	Office and Clerical	SECRETARY SUPERVISOR
100V	SECRETARY SUPERVISOR	Paraprofessionals	ADMINISTRATIVE ASSISTANT 4
102B	CUSTOMER SERVICE SPECIALIST 2	Paraprofessionals	CUSTOMER SERVICES SPECIALIST 3
102C	CUSTOMER SERVICE SPECIALIST 3	Paraprofessionals	CUSTOMER SERVICES SPECIALIST 4
103D	CUSTOMER SERVICE MANAGER	Officials and Administrators	WMS BAND 1
105G	ADMINISTRATIVE ASSISTANT 3	Paraprofessionals	ADMINISTRATIVE ASSISTANT 4
105H	ADMINISTRATIVE ASSISTANT 4	Paraprofessionals	ADMINISTRATIVE ASSISTANT 5
105I	ADMINISTRATIVE ASSISTANT 5	Officials and Administrators	WMS BAND 1
107J	PROGRAM SPECIALIST 3	Professional - Administrative	PROGRAM SPECIALIST 4
107K	PROGRAM SPECIALIST 4	Professional - Administrative	PROGRAM SPECIALIST 5
107L	PROGRAM SPECIALIST 5	Officials and Administrators	WMS BAND 1
107M	PROGRAM ASSISTANT	Professional - Administrative	PROGRAM SPECIALIST 2
109L	MANAGEMENT ANALYST 4	Professional - Administrative	MANAGEMENT ANALYST 5
109M	MANAGEMENT ANALYST 5	Officials and Administrators	WMS BAND 1
112I	FORMS & RECORDS ANALYST 1	Professional - Administrative	FORMS & RECORDS ANALYST 2
112K	FORMS & RECORDS ANALYST 3	Professional - Administrative	FORMS AND RECORDS ANALYST SUPERVISOR
112M	RECORDS MANAGEMENT SUPERVISOR	Officials and Administrators	WMS BAND 1
114E	PROCUREMENT & SUPPLY SPECIALIST 1	Professional - Administrative	PROCUREMENT & SUPPLY SPECIALIST 2

114F	PROCUREMENT & SUPPLY SPECIALIST 2	Professional - Administrative	PROCUREMENT & SUPPLY SPECIALIST 3
114G	PROCUREMENT & SUPPLY SPECIALIST 3	Professional - Administrative	PROCUREMENT & SUPPLY SPECIALIST 4
114H	PROCUREMENT & SUPPLY SPECIALIST 4	Officials and Administrators	WMS BAND 1
115E	PROCUREMENT & SUPPLY SUPPORT SPEC 1	Paraprofessionals	PROCUREMENT & SUPPLY SUPPORT SPEC 2
115F	PROCUREMENT & SUPPLY SUPPORT SPEC 2	Paraprofessionals	PROCUREMENT & SUPPLY SUPPORT SPEC 3
117J	WAREHOUSE OPERATOR 2	Service-Maintenance	WAREHOUSE OPERATOR 3
119E	HUMAN RESOURCE CONSULTANT 1	Professional - Human Resources	HUMAN RESOURCE CONSULTANT 2
119F	HUMAN RESOURCE CONSULTANT 2	Professional - Human Resources	HUMAN RESOURCE CONSULTANT 3
119G	HUMAN RESOURCE CONSULTANT 3	Professional - Human Resources	HUMAN RESOURCE CONSULTANT 4
119H	HUMAN RESOURCE CONSULTANT 4	Officials and Administrators	WMS BAND 1
123E	HUMAN RESOURCE CONSULTANT ASSISTANT 1	Paraprofessionals	HUMAN RESOURCE CONSULTANT ASSISTANT 2
123F	HUMAN RESOURCE CONSULTANT ASSISTANT 2	Professional - Human Resources	HUMAN RESOURCE CONSULTANT 1
143I	FISCAL ANALYST 1	Professional - Budget and Accounting	FISCAL ANALYST 2
143J	FISCAL ANALYST 2	Professional - Budget and Accounting	FISCAL ANALYST 3
143K	FISCAL ANALYST 3	Professional - Budget and Accounting	FISCAL ANALYST 4
143L	FISCAL ANALYST 4	Professional - Budget and Accounting	FISCAL ANALYST 5
143M	FISCAL ANALYST 5	Officials and Administrators	WMS BAND 1
144F	CONTRACTS SPECIALIST 1	Professional - Administrative	CONTRACTS SPECIALIST 2
144G	CONTRACTS SPECIALIST 2	Professional - Administrative	CONTRACTS SPECIALIST 3
144H	CONTRACTS SPECIALIST 3	Professional - Budget and Accounting	BUDGET ANALYST 1
147A	BUDGET ANALYST 1	Professional - Budget and Accounting	BUDGET ANALYST 2
147C	BUDGET ANALYST 3	Professional - Budget and Accounting	BUDGET ANALYST 4
148M	FISCAL TECHNICIAN 2	Office and Clerical	FISCAL TECHNICIAN 3
148N	FISCAL TECHNICIAN 3	Office and Clerical	FISCAL TECHNICIAN LEAD
158B	AUDIT SPECIALIST - DOT 2	Professional - Auditor	AUDIT SPECIALIST - DOT 3
158C	AUDIT SPECIALIST - DOT 3	Professional - Auditor	AUDIT SPECIALIST - DOT 4
158D	AUDIT SPECIALIST - DOT 4	Officials and Administrators	WMS BAND 1

177Q	FINANCIAL RECOVERY ENFORCEMENT OFFICER 1	Professional - Investigator	Financial Recovery Enforcement Officer 2
177R	FINANCIAL RECOVERY ENFORCEMENT OFFICER 2	Professional - Investigator	Financial Recovery Enforcement Officer 3
179I	PROPERTY & ACQUISITION SPECIALIST 1	Professional - Administrative	PROPERTY & ACQUISITION SPECIALIST 2
179J	PROPERTY & ACQUISITION SPECIALIST 2	Professional - Administrative	PROPERTY & ACQUISITION SPECIALIST 3
179K	PROPERTY & ACQUISITION SPECIALIST 3	Professional - Administrative	PROPERTY & ACQUISITION SPECIALIST 4
179L	PROPERTY & ACQUISITION SPECIALIST 4	Professional - Administrative	PROPERTY & ACQUISITION SPECIALIST 5
179M	PROPERTY & ACQUISITION SPECIALIST 5	Professional - Administrative	PROPERTY & ACQUISITION SPECIALIST 6
179N	PROPERTY & ACQUISITION SPECIALIST 6	Officials and Administrators	WMS BAND 1
197I	COMMUNICATIONS CONSULTANT 1	Professional - Communications and Marketing	COMMUNICATIONS CONSULTANT 2
197J	COMMUNICATIONS CONSULTANT 2	Professional - Communications and Marketing	COMMUNICATIONS CONSULTANT 3
197K	COMMUNICATIONS CONSULTANT 3	Professional - Communications and Marketing	COMMUNICATIONS CONSULTANT 4
197L	COMMUNICATIONS CONSULTANT 4	Professional - Communications and Marketing	COMMUNICATIONS CONSULTANT 5
197M	COMMUNICATIONS CONSULTANT 5	Officials and Administrators	WMS BAND 1
199A	TOUR & INFORMATIONAL SERVICES COORD 1	Office and Clerical	TOUR & INFORMATIONAL SERVICES COORD 3
205G	PRINTING & DUPLICATION SPECIALIST 3	Skilled Craft Workers	PRINTING & DUPLICATION SUPERVISOR
261B	LIBRARY & ARCHIVAL PROFESSIONAL 2	Professional - Administrative	LIBRARY & ARCHIVES PROFESSIONAL 3
261C	LIBRARY & ARCHIVAL PROFESSIONAL 3	Professional - Administrative	LIBRARY & ARCHIVES PROFESSIONAL 4
261D	LIBRARY & ARCHIVAL PROFESSIONAL 4	Officials and Administrators	WMS BAND 1
385L	SECURITY GUARD 2	Protective Service Workers	SECURITY GUARD 3
394F	INDUSTRIAL HYGIENIST 3	Professional - Safety	INDUSTRIAL HYGIENIST 4
394G	INDUSTRIAL HYGIENIST 4	Officials and Administrators	WMS BAND 1
397B	EMERGENCY MANAGEMENT PROGRAM SPEC 2	Professional - Safety	EMERGENCY MANAGEMENT PROGRAM SPEC 3
397C	EMERGENCY MANAGEMENT PROGRAM SPEC 3	Professional - Safety	EMERGENCY MANAGEMENT PROGRAM SPEC 4
397D	EMERGENCY MANAGEMENT PROGRAM SPEC 4	#N/A	EMERGENCY AND SECURITY PROGRAM MANAGER
399E	SAFETY OFFICER ASSISTANT	Professional - Safety	SAFETY OFFICER 1
399G	SAFETY OFFICER 2	Professional - Safety	SAFETY OFFICER 3
399H	SAFETY OFFICER 3	Officials and Administrators	WMS BAND 1
399R	FLEET SAFETY/TRAINING ADMIN – WSF	Officials and Administrators	WMS BAND 1

401A	TRAFFIC SAFETY SYSTEMS OPERATOR 1	Technicians	TRAFFIC SAFETY SYSTEMS OPERATOR 2
401C	TRAFFIC SAFETY SYSTEMS OPERATOR 3	Technicians	TRAFFIC SAFETY SYSTEMS OPERATOR 4
401D	TRAFFIC SAFETY SYSTEMS OPERATOR 4	Officials and Administrators	WMS BAND 1
430E	TORT CLAIMS INVESTIGATOR 1	Professional - Investigator	TORT CLAIMS INVESTIGATOR 2
452F	COMMUNICATIONS SYSTEMS MANAGER	Professional - IT	COMMUNICATIONS SYSTEMS DIRECTOR
479I	IT SPECIALIST 1	Professional - IT	IT SPECIALIST 2
479J	IT SPECIALIST 2	Professional - IT	IT SPECIALIST 3
479K	IT SPECIALIST 3	Professional - IT	IT SPECIALIST 4
479L	IT SPECIALIST 4	Professional - IT	IT SPECIALIST 5
479M	IT SPECIALIST 5	Professional - IT	IT SYSTEMS/APP SPEC 6
479N	IT SYSTEMS/APP SPEC 6	Officials and Administrators	WMS BAND 1
481B	IT TECHNICIAN 2	Professional - IT	IT SPECIALIST 1
515Q	CHEMIST 2	Professional - Science	CHEMIST 3
515R	CHEMIST 3	Professional - Science	CHEMIST 4
515S	CHEMIST 4	Officials and Administrators	WMS BAND 1
519I	NATURAL RESOURCES TECHNICIAN 2	Technicians	NATURAL RESOURCES TECHNICIAN 3
519J	NATURAL RESOURCES TECHNICIAN 3	Professional - Engineering	TRANSPORTATION PLANNING SPECIALIST 1
530H	CIVIL ENGINEER 4	Officials and Administrators	WMS BAND 1
530K	TRANSPORTATION ENGINEER 1	Professional - Engineering	TRANSPORTATION ENGINEER 2
530L	TRANSPORTATION ENGINEER 2	Professional - Engineering	TRANSPORTATION ENGINEER 3
530M	TRANSPORTATION ENGINEER 3	Professional - Engineering	TRANSPORTATION ENGINEER 4
530N	TRANSPORTATION ENGINEER 4	Professional - Engineering	TRANSPORTATION ENGINEER 5
530O	TRANSPORTATION ENGINEER 5	Officials and Administrators	WMS BAND 1
530P	TRANSPORTATION TECHNICAL ENGINEER	Officials and Administrators	WMS BAND 1
531E	BRIDGE ENGINEER 1	Professional - Engineering	BRIDGE ENGINEER 2
531F	BRIDGE ENGINEER 2	Professional - Engineering	BRIDGE ENGINEER 3
531G	BRIDGE ENGINEER 3	Professional - Engineering	BRIDGE ENGINEER 4
531H	BRIDGE ENGINEER 4	Professional - Engineering	BRIDGE ENGINEER 5
531I	BRIDGE ENGINEER 5	Professional - Engineering	BRIDGE ENGINEER 6
531J	BRIDGE ENGINEER 6	Professional - Engineering	BRIDGE ENGINEER 7
531K	BRIDGE ENGINEER 7	Officials and Administrators	WMS BAND 1
532F	ELECTRICAL ENGINEER 4	Officials and Administrators	WMS BAND 1

532K	ELECTRONIC DESIGN ENGINEER	Professional - IT	ELECTRONICS ENGINEERING MANAGER
533E	INSPECTOR SPECIALIST, MARINE	END OF TRACK	END OF TRACK
533G	VESSEL PROJECT ENGINEER	Officials and Administrators	WMS BAND 1
533K	MARINE ENGINEER	Professional - Engineering	SENIOR MARINE ENGINEER
533L	SENIOR MARINE ENGINEER	Professional - Engineering	MARINE PROJECT ENGINEER
533M	MARINE PROJECT ENGINEER	Officials and Administrators	WMS BAND 1
533N	MARINE MECHANICAL ENGINEER	END OF TRACK	END OF TRACK
537J	CONSTRUCTION PROJECT COORDINATOR 2	Professional - Engineering	CONSTRUCTION PROJECT COORDINATOR 3
537K	CONSTRUCTION PROJECT COORDINATOR 3	Professional - Engineering	CONSTRUCTION PROJECT COORDINATOR 4
537L	CONSTRUCTION PROJECT COORDINATOR 4	Officials and Administrators	WMS BAND 1
538R	TRANSPORTATION TECHNICIAN 1	Technicians	TRANSPORTATION TECHNICIAN 2
538S	TRANSPORTATION TECHNICIAN 2	Technicians	TRANSPORTATION TECHNICIAN 3
538T	TRANSPORTATION TECHNICIAN 3	Professional - Engineering	TRANSPORTATION ENGINEER 2
538U	TRANSPORTATION ENGINEER INTERN	Professional - Engineering	TRANSPORTATION ENGINEER 1
538Y	MARINE DESIGNER	Officials and Administrators	WMS BAND 1
539F	ARCHITECT 2	Professional - Engineering	ARCHITECT SUPERVISOR
539V	NAVAL ARCHITECT 1	Professional - Engineering	NAVAL ARCHITECT 2
539W	NAVAL ARCHITECT 2	Professional - Engineering	CARTOGRAPHER 1
541F	CARTOGRAPHER 2	Professional - Engineering	CARTOGRAPHER 3
541G	CARTOGRAPHER 3	Professional - Engineering	CARTOGRAPHY SUPERVISOR
542G	FACILITIES PLANNER 1	Professional - Administrative	FACILITIES PLANNER 2
542H	FACILITIES PLANNER 2	Professional - Administrative	FACILITIES SENIOR PLANNER
543E	TRANSPORTATION PLANNING SPECIALIST 1	Professional - Engineering	TRANSPORTATION PLANNING SPECIALIST 2
543F	TRANSPORTATION PLANNING SPECIALIST 2	Professional - Engineering	TRANSPORTATION PLANNING SPECIALIST 3
543G	TRANSPORTATION PLANNING SPECIALIST 3	Professional - Engineering	TRANSPORTATION PLANNING SPECIALIST 4
543H	TRANSPORTATION PLANNING SPECIALIST 4	Professional - Engineering	TRANSPORTATION PLANNING SPECIALIST 5
543I	TRANSPORTATION PLANNING SPECIALIST 5	Professional - Engineering	TRANSPORTATION PLANNING SUPERVISOR
544H	TRANSPORTATION PLANNING TECHNICIAN 1	Technicians	TRANSPORTATION PLANNING TECHNICIAN 2

544I	TRANSPORTATION PLANNING TECHNICIAN 2	Technicians	TRANSPORTATION PLANNING TECHNICIAN 3
544J	TRANSPORTATION PLANNING TECHNICIAN 3	Professional - Engineering	TRANSPORTATION ENGINEER 2
594F	ELECTRONIC COMMUNICATIONS SYST TECH, FI	Technicians	SENIOR TELECOMMUNICATIONS SPECIALIST
594H	SENIOR TELECOMMUNICATIONS SPECIALIST	Officials and Administrators	WMS BAND 1
594K	ELECTRONICS SUPERVISOR - TRANSPORTATION	Officials and Administrators	WMS BAND 1
594M	TRANSPORTATION SYSTEMS TECHNICIAN A	Technicians	TRANSPORTATION SYSTEMS TECHNICIAN B
594N	TRANSPORTATION SYSTEMS TECHNICIAN B	Technicians	TRANSPORTATION SYSTEMS TECHNICIAN C
594O	TRANSPORTATION SYSTEMS TECHNICIAN C	Technicians	TRANSPORTATION SYSTEMS TECHNICIAN D
594P	TRANSPORTATION SYSTEMS TECHNICIAN D	Technicians	ELECTRONICS SUPERVISOR - TRANSPORTATION
595G	REST AREA ATTENDANT - TRANSPORTATION	Skilled Craft Workers	MAINTENANCE TECHNICIAN 1
595K	UTILITY WORKER 1	Service-Maintenance	UTILITY WORKER 2
595L	UTILITY WORKER 2	Service-Maintenance	UTILITY WORKER 3
596I	MAINTENANCE SPECIALIST 2	Skilled Craft Workers	MAINTENANCE SPECIALIST 3
596J	MAINTENANCE SPECIALIST 3	Skilled Craft Workers	MAINTENANCE SPECIALIST 4
596K	MAINTENANCE SPECIALIST 4	Skilled Craft Workers	MAINTENANCE SPECIALIST 5
596L	MAINTENANCE SPECIALIST 5	Officials and Administrators	WMS BAND 1
596O	MAINTENANCE TRAINEE	Skilled Craft Workers	MAINTENANCE TECHNICIAN 1
596P	MAINTENANCE TECHNICIAN 1	Skilled Craft Workers	MAINTENANCE TECHNICIAN 2
596Q	MAINTENANCE TECHNICIAN 2	Skilled Craft Workers	MAINTENANCE TECHNICIAN 3
596R	MAINTENANCE TECHNICIAN 3	Skilled Craft Workers	MAINTENANCE LEAD TECHNICIAN
596S	MAINTENANCE LEAD TECHNICIAN	Skilled Craft Workers	MAINTENANCE SUPERVISOR
596T	MAINTENANCE SUPERVISOR	Officials and Administrators	MNT OP STF ASST
596U	TUNNEL MAINTENANCE SUPERVISOR	Officials and Administrators	WMS BAND 1
597E	BRIDGE TENDER	Skilled Craft Workers	MAINTENANCE TECHNICIAN 1, BRIDGE
597F	MAINTENANCE TECHNICIAN 1, BRIDGE	Skilled Craft Workers	MAINTENANCE TECHNICIAN 2, BRIDGE
597G	MAINTENANCE TECHNICIAN 2, BRIDGE	Skilled Craft Workers	MAINTENANCE LEAD TECHNICIAN, BRIDGE
597K	MAINTENANCE SPECIALIST, SUSPENSION BRIDG	Skilled Craft Workers	MAINTENANCE LEAD TECHNICIAN, SUSPENSION BRIDGE
598N	FACILITY SERVICES COORDINATOR	Professional - Administrative	FACILITIES PLANNER 1

598P	MAINTENANCE - OPERATIONS ASSISTANT SUPT	Skilled Craft Workers	MAINTENANCE - OPERATIONS SUPERINTENDENT
598Q	MAINTENANCE - OPERATIONS SUPERINTENDENT	Skilled Craft Workers	MAINTENANCE - OPERATIONS STAFF ASSISTANT
598R	MAINTENANCE - OPERATIONS STAFF ASSISTANT	Officials and Administrators	WMS BAND 1
599B	AVALANCHE FORECAST & CONTROL SPEC 2	Technicians	AVALANCHE FORECAST & CONTROL SPEC 4
599D	AVALANCHE FORECAST & CONTROL SPEC 4	Officials and Administrators	WMS BAND 1
600I	EQUIPMENT TECHNICIAN 1	Skilled Craft Workers	EQUIPMENT TECHNICIAN 2
600J	EQUIPMENT TECHNICIAN 2	Skilled Craft Workers	EQUIPMENT TECHNICIAN 3
600K	EQUIPMENT TECHNICIAN 3	Skilled Craft Workers	EQUIPMENT TECHNICIAN 4
600L	EQUIPMENT TECHNICIAN LEAD	Skilled Craft Workers	EQUIPMENT TECHNICIAN 5
600M	EQUIPMENT TECHNICIAN SUPERVISOR	Officials and Administrators	WMS BAND 1
626J	MAINTENANCE MECHANIC 1	Skilled Craft Workers	MAINTENANCE MECHANIC 2
626K	MAINTENANCE MECHANIC 2	Skilled Craft Workers	MAINTENANCE MECHANIC 3
626L	MAINTENANCE MECHANIC 3	Skilled Craft Workers	MAINTENANCE MECHANIC 4
626M	MAINTENANCE MECHANIC 4	Skilled Craft Workers	MAINTENANCE SPECIALIST 5
632I	TRUCK DRIVER 1	Service-Maintenance	TRUCK DRIVER 2
652P	FERRY OPERATOR	Skilled Craft Workers	FERRY OPERATOR, SENIOR
653P	FERRY OPERATOR ASSISTANT	Skilled Craft Workers	FERRY OPERATOR
678H	MAINTENANCE CUSTODIAN	Service-Maintenance	CUSTODIAN 1
678I	CUSTODIAN 1	Service-Maintenance	CUSTODIAN 2
678J	CUSTODIAN 2	Service-Maintenance	CUSTODIAN 3
678K	CUSTODIAN 3	Service-Maintenance	CUSTODIAN 4
B4041	QUALITY ASSURANCE MANAGER - DOT	END OF TRACK	END OF TRACK
B4074	ADM URBAN COR OF	END OF TRACK	END OF TRACK
B4090	DIRECTOR, HUMAN RESOURCES	END OF TRACK	END OF TRACK
B4118	DEPUTY SECRETARY, POLICY -TRANSPORTATION	END OF TRACK	END OF TRACK
B4120	D/SEC OPER TRANS	END OF TRACK	END OF TRACK
B4140	ASSISTANT SECRETARY, ADMINISTRATION DIV	END OF TRACK	END OF TRACK
B4160	CEO WA STATE FER	END OF TRACK	END OF TRACK
B4161	CHIEF OF STAFF - DOT/WSF	END OF TRACK	END OF TRACK
B4162	DIRECTOR, SAFETY SYSTEMS - DOT/WSF	END OF TRACK	END OF TRACK
B4163	PUBLIC INFORMATION OFFICER - DOT/WSF	END OF TRACK	END OF TRACK

B4164	DIRECTOR, COMMUNITY SERVICES - DOT/WSF	END OF TRACK	END OF TRACK
B4165	DIRECTOR, FINANCE AND ADMIN - DOT/WSF	END OF TRACK	END OF TRACK
B4166	DIRECTOR, MARINE OPERATIONS - DOT/WSF	END OF TRACK	END OF TRACK
B4167	DIRECTOR, VESSEL MAINTENANCE - DOT/WSF	END OF TRACK	END OF TRACK
B4168	DIRECTOR, TERMINAL ENGINEERING - DOT/WSF	END OF TRACK	END OF TRACK
B4170	DIRECTOR, AVIATION DIVISION	END OF TRACK	END OF TRACK
B4172	STATE CONSTRUCTION ENGINEER - DOT	END OF TRACK	END OF TRACK
B4173	DIRECTOR, MAINTENANCE OPERATIONS - DOT	END OF TRACK	END OF TRACK
B4174	STATE TRAFFIC ENGINEER/TRAFFIC OPS - DOT	END OF TRACK	END OF TRACK
B4175	STATE DESIGN ENGINEER - DOT DEV DIV	END OF TRACK	END OF TRACK
B4176	COMMUNICATIONS DIRECTOR - DOT	END OF TRACK	END OF TRACK
B4177	DIRECTOR, EXTERNAL CIVIL RIGHTS - DOT	END OF TRACK	END OF TRACK
B4178	STATE ROUTE 520 PROGRAM ADMIN - DOT	END OF TRACK	END OF TRACK
B4179	PUGET SOUND GATEWAY PRGRM ADMINSTR - DOT	END OF TRACK	END OF TRACK
B4180	TRNSP DIST ADM 1	END OF TRACK	END OF TRACK
B4190	TRANSPORTATION REGIONAL ADMINISTRATOR	END OF TRACK	END OF TRACK
B4230	DIRECTOR, HIGHWAYS AND LOCAL PROGRAMS	END OF TRACK	END OF TRACK
B4250	DIR INTERGOV REL	END OF TRACK	END OF TRACK
B4345	CHAIRPERSON, BOARD OF PILOTAGE COMISSR	END OF TRACK	END OF TRACK
B4380	CFO/ASSIST SECY, STRATEGIC PLNG & PROG	END OF TRACK	END OF TRACK
B4390	ASSIST SECY, ENGINEERING AND REGNL OPERS	END OF TRACK	END OF TRACK
B4392	DIRECTOR, OFFICE OF INFORMATION TECH	END OF TRACK	END OF TRACK
B4395	DIR, POLICY & STRATEGY DEVELOPMENT	END OF TRACK	END OF TRACK
EX018	SECRETARY DOT	END OF TRACK	END OF TRACK
EX050	CONF SEC - DOT	Paraprofessionals	VARIOUS POSSIBILITIES
EX051	CONF. SECRETARY	Paraprofessionals	VARIOUS POSSIBILITIES
EX053	CONF SEC - DOT	Paraprofessionals	VARIOUS POSSIBILITIES
EX054	CONF SEC DOT	Paraprofessionals	VARIOUS POSSIBILITIES
M0225	SECRETARY	Office and Clerical	DISPATCH COORD

M0226	STAFF AIDE	END OF TRACK	END OF TRACK
M0231	ACCT ASST 2	Professional - Budget and Accounting	ACCT ASST 3
M0232	ACCT ASST 3	Professional - Budget and Accounting	ACCOUNTANT
M0233	ACCOUNTANT	Professional - Budget and Accounting	FISCAL ANALYST 5
M0234	DISPATCH COORD	Officials and Administrators	WMS BAND 1
M0235	DISPATCHER	Office and Clerical	DISPATCH COORD
M0237	BID ADMINISTRATOR	Officials and Administrators	WMS BAND 1
M0239	SAFETY SPEC	END OF TRACK	END OF TRACK
M0243	STAFF AIDE	END OF TRACK	END OF TRACK
M0252	BUYER 3	END OF TRACK	END OF TRACK
M0255	CONTRACT COORD 1	Paraprofessionals	CONTRACT COORD 2
M0256	CONTRACT COORD 2	END OF TRACK	END OF TRACK
M0270	STOCK CLERK	Paraprofessionals	BUYER 2
M0277	INVENTORY AGENT	Paraprofessionals	BUYER 2
M0278	MAINT MATL COORD	END OF TRACK	END OF TRACK
M0279	PURCHASING AGENT	END OF TRACK	END OF TRACK
M0291	PERS ASST 2	Professional - Human Resources	HUMAN RESOURCE CONSULTANT 1
M0292	RELIEF DISPATCHER	Office and Clerical	DISPATCH COORD
M0300	SHIPWRIGHT FOREPERSON	Skilled Craft Workers	GEN FOREMAN
M0301	SHIPWRIGHT LEADPERSON	Skilled Craft Workers	SHIPWRIGHT FORE
M0302	SHIPWRIGHT JOURNEY	Skilled Craft Workers	SHIPWRIGHT LEAD
M0307	SHIPWRIGHT VESSEL GEN FORE	Officials and Administrators	WMS BAND 1
M0315	MACHINIST FORE	Skilled Craft Workers	GEN FOREMAN
M0316	MACHINIST LEAD	Skilled Craft Workers	MACHINIST FORE
M0317	MACHINIST	Skilled Craft Workers	MACHINIST LEAD
M0320	ELECTRICIAN FORE	Skilled Craft Workers	GEN FOREMAN
M0321	ELECTRICIAN LEAD	Skilled Craft Workers	ELECTRICIAN FORE
M0322	ELECTRICIAN	Skilled Craft Workers	ELECTRICIAN LEAD
M0324	EH APPRENTICE	Skilled Craft Workers	ELECTRICIAN
M0330	TRUCKDRIVER LEAD	END OF TRACK	END OF TRACK
M0340	BOILERMAKER FORE	Skilled Craft Workers	GEN FOREMAN

M0341	BOILERMAKER LEAD	Skilled Craft Workers	BOILERMAKER FORE
M0342	BOILERMAKER	Skilled Craft Workers	BOILERMAKER LEAD
M0350	PIPEFITTER FORE	Skilled Craft Workers	GEN FOREMAN
M0351	PIPEFITTER LEAD	Skilled Craft Workers	PIPEFITTER FORE
M0352	PIPEFITTER	Skilled Craft Workers	PIPEFITTER LEAD
M0360	SHEETMETAL FORE	Skilled Craft Workers	GEN FOREMAN
M0361	SHEETMETAL LEAD	Skilled Craft Workers	SHEETMETAL FORE
M0362	SHEETMETAL WRKR	Skilled Craft Workers	SHEETMETAL LEAD
M0370	STOREKEEPER FORE	END OF TRACK	END OF TRACK
M0371	STOREKEEPER LEAD	Service-Maintenance	STOREKEEPER FORE
M0372	STOREKEEPER	Service-Maintenance	STOREKEEPER LEAD
M0381	TERM FOREPERSON	END OF TRACK	END OF TRACK
M0385	PLANNER/EH	END OF TRACK	END OF TRACK
M0386	HEALTH/SFTY SUPV	Officials and Administrators	WMS BAND 1
M0391	INSULATION LEAD	Skilled Craft Workers	INSULATION FORE
M0392	INSULATION	Skilled Craft Workers	INSULATION LEAD
M0400	STAFF CHIEF	Officials and Administrators	WMS BAND 1
M0405	ALT STAFF CHIEF	Professional - Engineering	STAFF CHIEF
M0410	CHIEF ENGINEER	Professional - Engineering	STAFF CHIEF
M0420	RELIEF CHIEF	Professional - Engineering	STAFF CHIEF
M0430	ASST ENGINEER	Professional - Engineering	CHIEF ENGINEER
M0450	OILER	Professional - Engineering	ASST ENGINEER
M0452	RELIEF OILER	Professional - Engineering	ASST ENGINEER
M0460	WIPER	Service-Maintenance	OILER
M0465	YARD OILER	Professional - Engineering	ASST ENGINEER
M0470	E INTERN	Skilled Craft Workers	ELECTRICIAN
M0500	STAFF MASTER	Officials and Administrators	WMS BAND 1
M0505	MASTER	Professional - Administrative	STAFF MASTER
M0507	R MASTER	Professional - Administrative	STAFF MASTER
M0510	CHIEF MATE	Professional - Engineering	MASTER
M0512	RELIEF CM	Professional - Engineering	MASTER
M0520	SECOND MATE	Professional - Safety	CHIEF MATE
M0600	ABLE SEAMAN	Professional - Safety	SECOND MATE

M0602	RELIEF AB	Professional - Safety	SECOND MATE
M0605	ABLE BOS'N	Professional - Safety	SECOND MATE
M0607	QUARTERMASTER	Professional - Safety	SECOND MATE
M0610	OS	Service-Maintenance	ABLE SEAMAN
M0612	OS RELIEF	Service-Maintenance	ABLE SEAMAN
M0650	SHOREGANG FORE	END OF TRACK	END OF TRACK
M0655	SHOREGANG LEAD	Service-Maintenance	SHOREGANG FORE
M0660	SHOREGANG	Service-Maintenance	SHOREGANG LEAD
M0700	TERM SUPERVISOR	Officials and Administrators	WMS BAND 1
M0702	RELIEF SUPERVISOR	Professional - Administrative	TERM SUPERVISOR
M0704	RR TERM SUPER	Professional - Administrative	TERM SUPERVISOR
M0705	TICKET SELLER/A	Professional - Administrative	TERM SUPERVISOR
M0707	RELIEF SELLER/A	Professional - Administrative	TERM SUPERVISOR
M0720	TICKET TAKER	Office and Clerical	TICKET SELLER/A
M0730	TERM ATTD/WATCH	Office and Clerical	TICKET SELLER/A
M0743	WEB INFO AGENT	END OF TRACK	END OF TRACK
M0745	INFO AGENT	END OF TRACK	END OF TRACK
M0750	DECK TO TERM / AB	Professional - Administrative	TERM SUPERVISOR
M0805	JANITOR	Service-Maintenance	JANITOR FOREMAN
M0900	MARINE OPERATIONS WATCH SUPERVISOR	Officials and Administrators	WMS BAND 1
M0901	FLEET AND FACILITY SECURITY OFFICER	END OF TRACK	END OF TRACK
M9990	ON-CALL TERMINAL	Office and Clerical	TERM ATTD/WATCH
M9994	TEMP A/E	Professional - Engineering	ASST ENGINEER
M9997	DECK MM&P	Professional - Safety	SECOND MATE
M9999	ON-CALL DECK	Service-Maintenance	OS
WMS01	WMS BAND 1	Officials and Administrators	WMS BAND 2
WMS02	WMS BAND 2	Officials and Administrators	WMS BAND 3
WMS03	WMS BAND 3	Officials and Administrators	WMS BAND 4
WMS04	WMS BAND 4	Officials and Administrators	EMS

FEDERAL HIGHWAY ADMINISTRATION
STATE AND LOCAL GOVERNMENT INTERNAL EMPLOYMENT DATA

WASHINGTON STATE DEPARTMENT OF TRANSPORTATION

		1. EMPLOYMENT DATA AS OF JUNE 30										
JOB CATEGORIES	ANNUAL SALARY (In thousands 000)	MALE						FEMALE				
		TOTAL (COLUMNS B-K)	NON- HISPANIC ORIGIN	BLACK	HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN	NON- HISPANIC ORIGIN	BLACK	HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN
		A	WHITE B	C	D	E	F	WHITE G	H	I	J	K
OFFICIALS AND ADMINISTRATOR	1. \$0.1-15.9											
	2. 16.0-19.9											
	3. 20.0-24.9											
	4. 25.0-32.9											
	5. 33.0-42.9											
	6. 43.0-54.9											
	7. 55.0-69.9	12	2	1				9				
	8. 70.0 PLUS	630	426	10	14	27	2	128	4	3	14	2
TOTAL		642	428	11	14	27	2	137	4	3	14	2
PROFESSIONALS	9. \$0.1-15.9											
	10. 16.0-19.9											
	11. 20.0-24.9											
	12. 25.0-32.9											
	13. 33.0-42.9	35	10			2		19			3	1
	14. 43.0-54.9	145	50	1	2	4		73	4	3	7	1
	15. 55.0-69.9	841	467	10	19	49	2	247	6	8	31	2
	16. 70.0 PLUS	1554	1,073	21	24	82	17	290	7	7	25	8
TOTAL		2575	1600	32	45	137	19	629	17	18	66	12
TECHNICIANS	17. \$0.1-15.9											
	18. 16.0-19.9											
	19. 20.0-24.9											
	20. 25.0-32.9											
	21. 33.0-42.9	5	3		1							
	22. 43.0-54.9	131	68	4	4	6	2	38		3	5	1
	23. 55.0-69.9	237	164	5	8	7	1	44	1	4	1	2
	24. 70.0 PLUS	116	106			4	3	3				
TOTAL		489	341	9	13	17	7	85	1	7	6	3
PROTECTIVE SERVICE	25. \$0.1-15.9											
	26. 16.0-19.9											
	27. 20.0-24.9											
	28. 25.0-32.9											
	29. 33.0-42.9											
	30. 43.0-54.9	1	1									
	31. 55.0-69.9											
	32. 70.0 PLUS	2	2									
TOTAL		3	3									
PARA- PROFESSIONAL	33. \$0.1-15.9											
	34. 16.0-19.9											
	35. 20.0-24.9											
	36. 25.0-32.9											
	37. 33.0-42.9	18	4	2				12				
	38. 43.0-54.9	33	2		1			26		1	2	1
	39. 55.0-69.9	39	3					33	2			1
	40. 70.0 PLUS	3	1					2				
TOTAL		93	10	2	1			73	2	1	2	2
ADMINISTRATIVE SUPPORT	41. \$0.1-15.9											
	42. 16.0-19.9											
	43. 20.0-24.9											
	44. 25.0-32.9	5	1									
	45. 33.0-42.9	184	54	3		3	1	113	2	4	3	1
	46. 43.0-54.9	212	70	5	1	3	4	114	3	1	9	2
	47. 55.0-69.9	111	36	2	4	1	1	56	2	2	5	2
	48. 70.0 PLUS	1						1				
TOTAL		513	161	10	5	7	6	288	7	7	17	5
SKILLED CRAFT	49. \$0.1-15.9											
	50. 16.0-19.9	1	1									
	51. 20.0-24.9											
	52. 25.0-32.9											
	53. 33.0-42.9	246	206	3	10	5	7	14				1
	54. 43.0-54.9	683	612	8	13	11	11	25		2	1	
	55. 55.0-69.9	510	452	7	9	9	7	25		1		
	56. 70.0 PLUS	29	26	1				2				
TOTAL		1469	1297	19	32	25	25	66		3	1	1
SERVICE MAINTENANCE	57. \$0.1-15.9											
	58. 16.0-19.9											
	59. 20.0-24.9											
	60. 25.0-32.9	9	3					5				
	61. 33.0-42.9	58	35	2	2			17			2	
	62. 43.0-54.9	455	338	2	9	6	3	90	1		4	2
	63. 55.0-69.9	201	146	8	5	6	6	25			4	1
	64. 70.0 PLUS	1	1									
TOTAL		724	523	12	17	12	9	137	1		10	3
65. TOTAL FULL TIME (LINES 1-64)		6508	4363	95	127	225	68	1415	32	39	116	28
2. OTHER THAN FULL-TIME EMPLOYEES (Including temporary employees)												
66. OFFICIALS/ADMIN		6	1					5				
67. PROFESSIONALS		184	122	1	2	4		52	1	1	1	
68. TECHNICIANS		86	50	2	1	2		29		1	1	
69. PROTECTIVE SERVICE												
70. PARA-PROFESSIONAL		17	2					14			1	
71. ADMIN. SUPPORT		31	4	2				23			2	
72. SKILLED CRAFT		131	106	2	7	2	2	11			1	
73. SERVICE/MAINTENANCE		75	51	1	4		1	18				
74. TOTAL OTHER THAN FULL TIME (Lines 66-73)		530	336	8	14	8	3	152	1	2	6	
3. NEW HIRES DURING FISCAL YEAR (Permanent full time only)												
75. OFFICIALS/ADMIN		19	10			1		6		1	1	
76. PROFESSIONALS		154	76	2	4	7	5	52		3	4	1
77. TECHNICIANS		25	16		1	1		5		2		
78. PROTECTIVE SERVICE												
79. PARA-PROFESSIONAL		8						7	1			
80. ADMIN. SUPPORT		71	39			1		27	1	1	2	
81. SKILLED CRAFT		107	92	2	4	2	1	5		1		
82. SERVICE/MAINTENANCE		73	64	2				7				
83. TOTAL NEW HIRES(Lines 75-82)		457	297	6	9	12	6	109	2	8	7	1

Employee Representation and Labor Market (Availability) Analysis Workforce Analysis

Ultimately, the purpose of an Affirmative Action plan is to identify and remedy areas of “adverse impact”. Adverse impact occurs when individuals within affected groups (such as women and minorities) are selected for hiring and/or promotional opportunities less frequently than individuals in the majority class (Caucasian). Statistically speaking, adverse impact occurs when individuals in an affected class (such as women and minorities) are selected at less than 80% of the rate for selection of the majority group (Caucasian). This is generally referred to as the “four-fifths” rule. The results of the following analyses indicate where adverse impact exists in the WSDOT workforce.

It should be noted that differences in selection rate may not necessarily constitute adverse impact where the differences are based on small numbers and therefore are not statistically significant. However, WSDOT considers even low results of underutilization to be evidence of potential adverse impact and will monitor those instances very closely. WSDOT will continue to make a good faith effort toward increasing the number of qualified women, minorities, and other individuals within all affected classes.

In the charts below, the green boxes indicate where WSDOT has met its Affirmative Action goals based on job category and protected class. All other areas on the charts offer an opportunity for WSDOT to improve its diversity in all affected classes.

WSDOT Workforce Utilization and Availability (Goals)
As of June 30, 2017

EEO Groups	% African American /Black		% American Indian / Alaska Native		% Asian / Pacific Islander		% Hispanic / Latino		% Female	
	Current	Goal	Current	Goal	Current	Goal	Current	Goal	Current	Goal
Officials and Administrators	2.3%	2.5%	0.6%	1.8%	6.4%	6.9%	2.6%	3.7%	24.9%	38.6%
Professionals	1.9%	1.9%	1.2%	1.2%	7.9%	11.9%	2.4%	3.5%	28.8%	26.2%
Technicians	2.0%	3.1%	2.0%	1.9%	4.7%	9.9%	4.1%	6.8%	20.9%	51.9%
Para-Professionals	4.3%	6.1%	2.2%	2.5%	2.2%	7.8%	2.2%	7.0%	86.0%	87.9%
Office and Clerical	3.3%	4.2%	2.1%	2.1%	4.7%	8.2%	2.3%	6.4%	63.2%	74.3%
Skilled Crafts	1.3%	2.5%	1.8%	2.0%	1.8%	4.9%	2.4%	12.5%	4.8%	5.8%
Service Maintenance	1.8%	4.5%	1.7%	2.7%	3.0%	8.4%	2.3%	18.2%	20.8%	35.8%
WSDOT Total	2.0%	2.7%	1.5%	1.7%	5.2%	8.9%	2.6%	7.7%	25.0%	30.5%

EEO Groups	% Vietnam Era Veterans		% Disabled Veterans		% Persons with a Disability		% Persons Over 40	
	Current	Goal	Current	Goal	Current	Goal	Current	Goal
Officials and Administrators	1.2%	3.0%	0.2%	0.8%	3.3%	4.7%	89.6%	N/A
Professionals	1.4%	3.0%	0.2%	0.8%	4.3%	3.8%	77.0%	N/A
Technicians	1.2%	3.0%	0.8%	0.8%	6.3%	5.7%	75.3%	N/A
Para-Professionals	0.0%	3.0%		0.8%	8.6%	7.7%	81.7%	N/A
Office and Clerical	0.2%	3.0%		0.8%	5.1%	6.5%	81.3%	N/A
Skilled Crafts	0.7%	3.0%	0.1%	0.8%	2.2%	7.5%	77.1%	N/A
Service Maintenance	0.1%	3.0%		0.8%	1.8%	8.7%	68.8%	N/A
WSDOT Total	1.0%	3.0%	0.2%	0.8%	3.7%	5.7%	77.6%	N/A

The chart below shows utilization between FY 2016 vs FY 2017. The green boxes indicate increase in utilization.

**WSDOT Workforce Utilization and Availability
FY 2016 vs FY 2017**

EEO Groups	% African American /Black		% American Indian / Alaska Native		% Asian / Pacific Islander		% Hispanic / Latino		% Female	
	FY 16	FY 17	FY 16	FY 17	FY 16	FY 17	FY 16	FY 17	FY 16	FY 17
Officials and Administrators	1.8%	2.3%	0.8%	0.6%	6.0%	6.4%	2.2%	2.6%	24.3%	24.9%
Professionals	2.0%	1.9%	1.0%	1.2%	7.8%	7.9%	2.3%	2.4%	27.8%	28.8%
Technicians	2.4%	2.0%	1.6%	2.0%	4.3%	4.7%	3.4%	4.1%	20.9%	20.9%
Para-Professionals	3.8%	4.3%	1.9%	2.2%	2.9%	2.2%	2.9%	2.2%	84.6%	86.0%
Office and Clerical	2.1%	3.3%	2.3%	2.1%	4.5%	4.7%	2.1%	2.3%	64.8%	63.2%
Skilled Crafts	1.1%	1.3%	1.6%	1.8%	1.6%	1.8%	2.2%	2.4%	3.6%	4.8%
Service Maintenance	1.8%	1.8%	1.6%	1.7%	3.0%	3.0%	2.2%	2.3%	21.5%	20.8%

EEO Groups	% Vietnam Era Veterans		% Disabled Veterans		% Persons with a Disability		% Persons Over 40	
	FY 16	FY 17	FY 16	FY 17	FY 16	FY 17	FY 16	FY 17
Officials and Administrators	1.3%	1.2%	0.2%	0.2%	3.3%	3.3%	91.0%	89.6%
Professionals	1.8%	1.4%	0.2%	0.2%	4.3%	4.3%	78.6%	77.0%
Technicians	1.8%	1.2%	0.8%	0.8%	6.3%	6.3%	77.1%	75.3%
Para-Professionals		0.0%			7.7%	8.6%	76.9%	81.7%
Office and Clerical	0.4%	0.2%	0.2%		5.8%	5.1%	82.1%	81.3%
Skilled Crafts	1.1%	0.7%	0.1%	0.1%	2.5%	2.2%	77.6%	77.1%
Service Maintenance	0.2%	0.1%			1.8%	1.8%	70.5%	68.8%

Workforce Utilization Analysis

As noted above, adverse impact for the entire WSDOT workforce is calculated using the general 80% rule. A compilation of workforce utilization charts can be found in Appendix Tab D.

An analysis of the WSDOT workforce and relative labor market revealed adverse impact for the following groups:

- Officials/ Administrators: American Indian/Alaskan Native, Hispanic/Latino, Asian/Pacific Islander, Female, Vietnam Era Veteran, Disabled Veteran, and Persons with Disabilities.
- Professionals: Asian/Pacific Islander, Hispanic/Latino, Vietnam Era Veteran and Disabled Veteran.
- Paraprofessionals: African American/Black, American Indian/Alaskan Native, Asian/Pacific Islander, Hispanic/Latino, Asian/Pacific Islander, Female, Vietnam Era Veteran and Disabled Veteran.
- Office and Clerical: African American/Black, Asian/Pacific Islander, Hispanic/Latino, Asian/Pacific Islander, Female, Vietnam Era Veteran and Disabled Veteran.
- Skilled Crafts: African American/Black, American Indian/Alaskan Native, Asian/Pacific Islander, Hispanic/Latino, Asian/Pacific Islander, Female, Vietnam Era Veteran, Disabled Veteran and Persons with Disabilities.

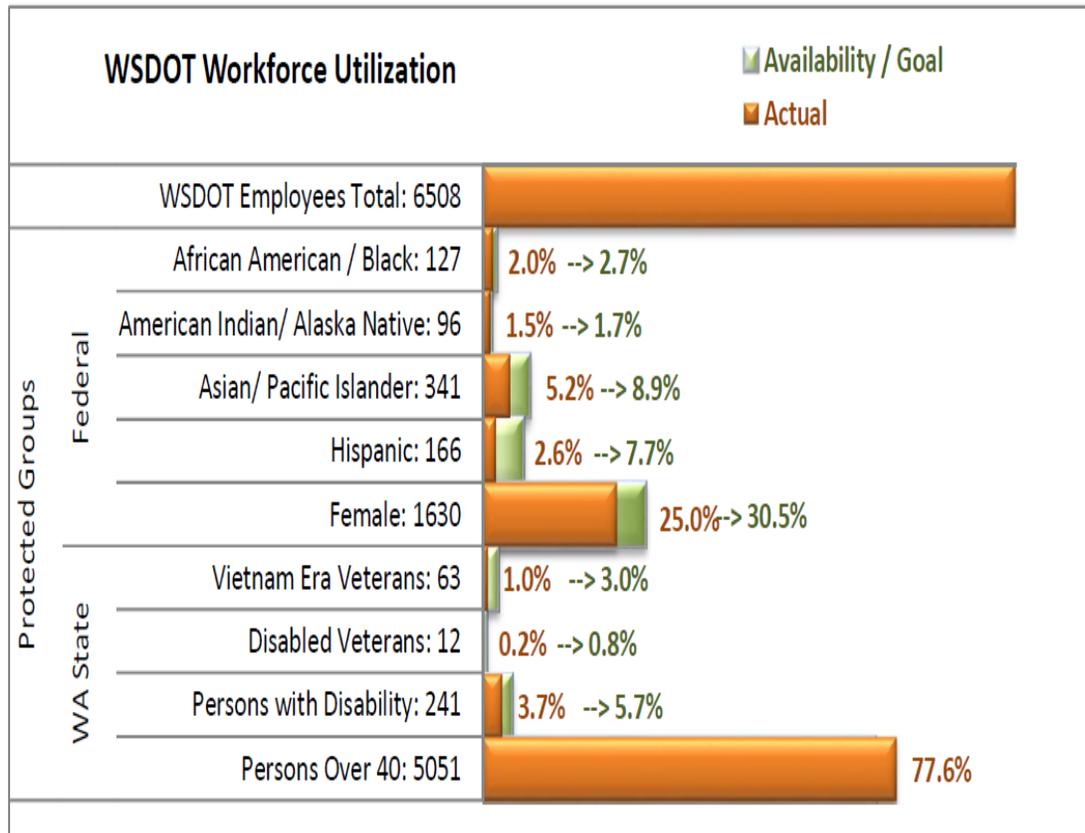
- Technicians: African American/Black, Asian/Pacific Islander, Hispanic/Latino, Asian/Pacific Islander, Female and Vietnam Era Veteran.
- Services/Maintenance: African American/Black, American Indian/Alaskan Native, Asian/Pacific Islander, Hispanic/Latino, Asian/Pacific Islander, Female, Vietnam Era Veteran, Disabled Veteran and Persons with Disabilities.

Affirmative Action information is self-identified by employees on a voluntary basis. All employee counts include permanent full-time employees and are compiled from the Washington State HRMS Business Intelligence system.

- Caucasian: A person with origins in any of the original peoples of Europe, North Africa, or the Middle East.
- African American/Black: A person with origins in any of the Black racial groups of Africa.
- American Indian or Alaskan Native: A person with origins in any of the original peoples of North America and who maintains cultural identification through documented tribal affiliation or community recognition.
- Asian or Pacific Islander: A person with origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. For example, China, Japan, Korea, Pakistan, the Philippine Republic, and Samoa.
- Hispanic/Latino: A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin regardless of race. For example, persons from Brazil, Guyana, or Surinam would be classified according to their race and would not necessarily be included in the Hispanic category. This category does not include persons from Portugal, who should be classified according to race.
- Person with Disability: A person with a permanent physical, mental, or sensory impairment which substantially limits one or more major life activities. Physical, mental, or sensory impairment means: (a) any physiological or neurological disorder or condition, cosmetic functions; or (b) any mental or psychological disorders such as mental retardation, organic brain syndrome, emotional or mental illness, or any specific learning disability. The impairment must be material rather than slight, and permanent in that it is seldom fully corrected by medical replacement, therapy or surgical means.
- Disabled Veteran: A person entitled to disability compensation under laws administered by the Veterans Administration for a disability rated at 30 percent or more, or disability rated at least 10 percent in the case of a veteran who has been determined by the Veterans Administration to have a serious employment handicap, or whose discharge or release from active duty was for a disability incurred or aggravated in the line of duty.
- Vietnam-Era Veteran: A person who served on active duty for more than 180 days, any part of which occurred between February 28, 1961 and May 7, 1975 in the Republic of Vietnam, or between August 5, 1964 and May 7, 1975 in all other cases; and was discharged or released from active duty with other than a dishonorable discharge; or who was discharged or released from active duty for a service-connected disability if any part of such active duty was performed between August 5, 1964 and May 7, 1975.

Employee Profile

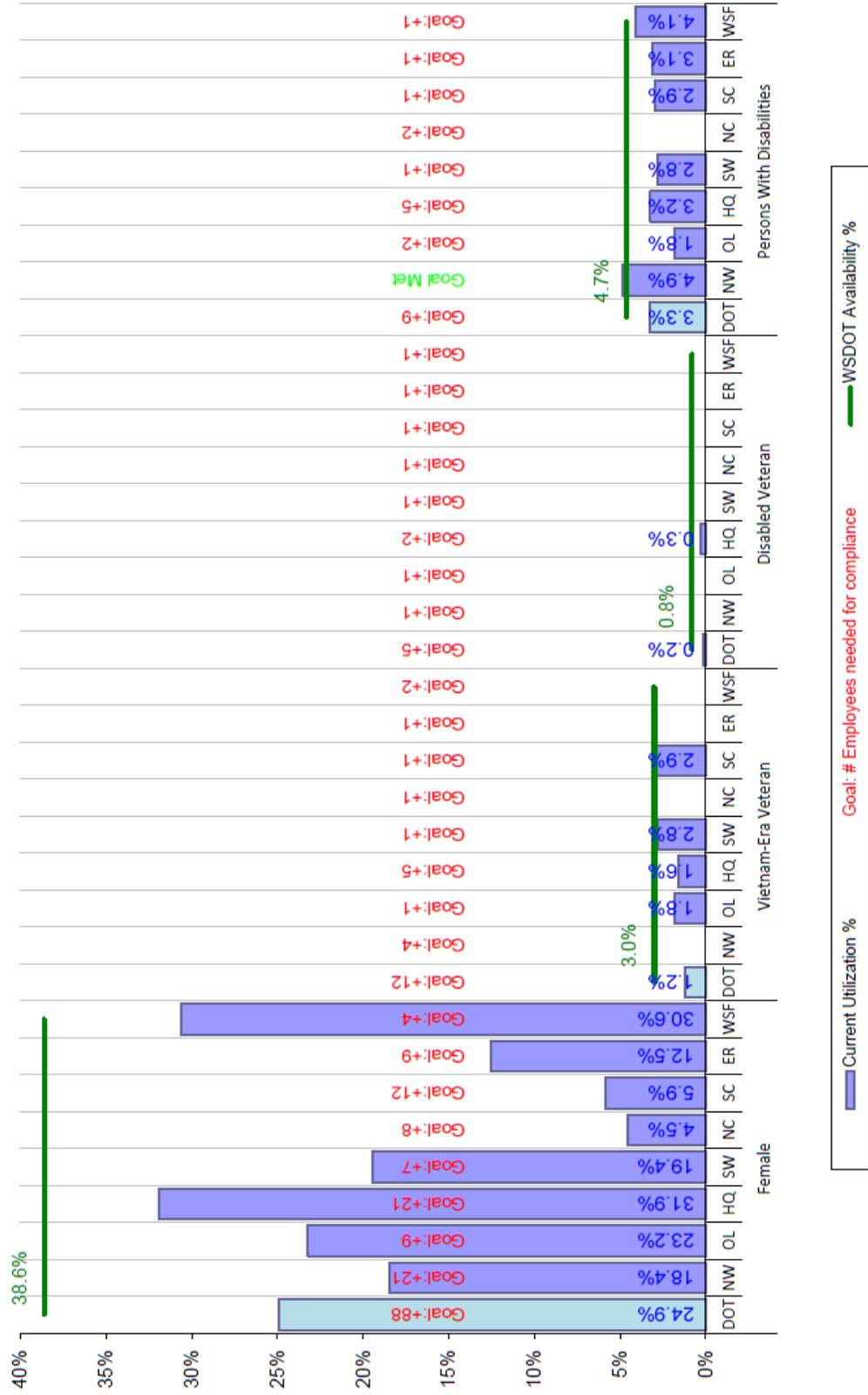
The chart on the following page represents the WSDOT statewide workforce “employee profile”. This data reflects the percentages of women, minorities, and all other affected groups as compared to the total number of employees.¹ The orange bars represent current percentages in the internal workforce while the green bars indicate the goal to be met. Presently, WSDOT is fully utilized in Persons over 40.



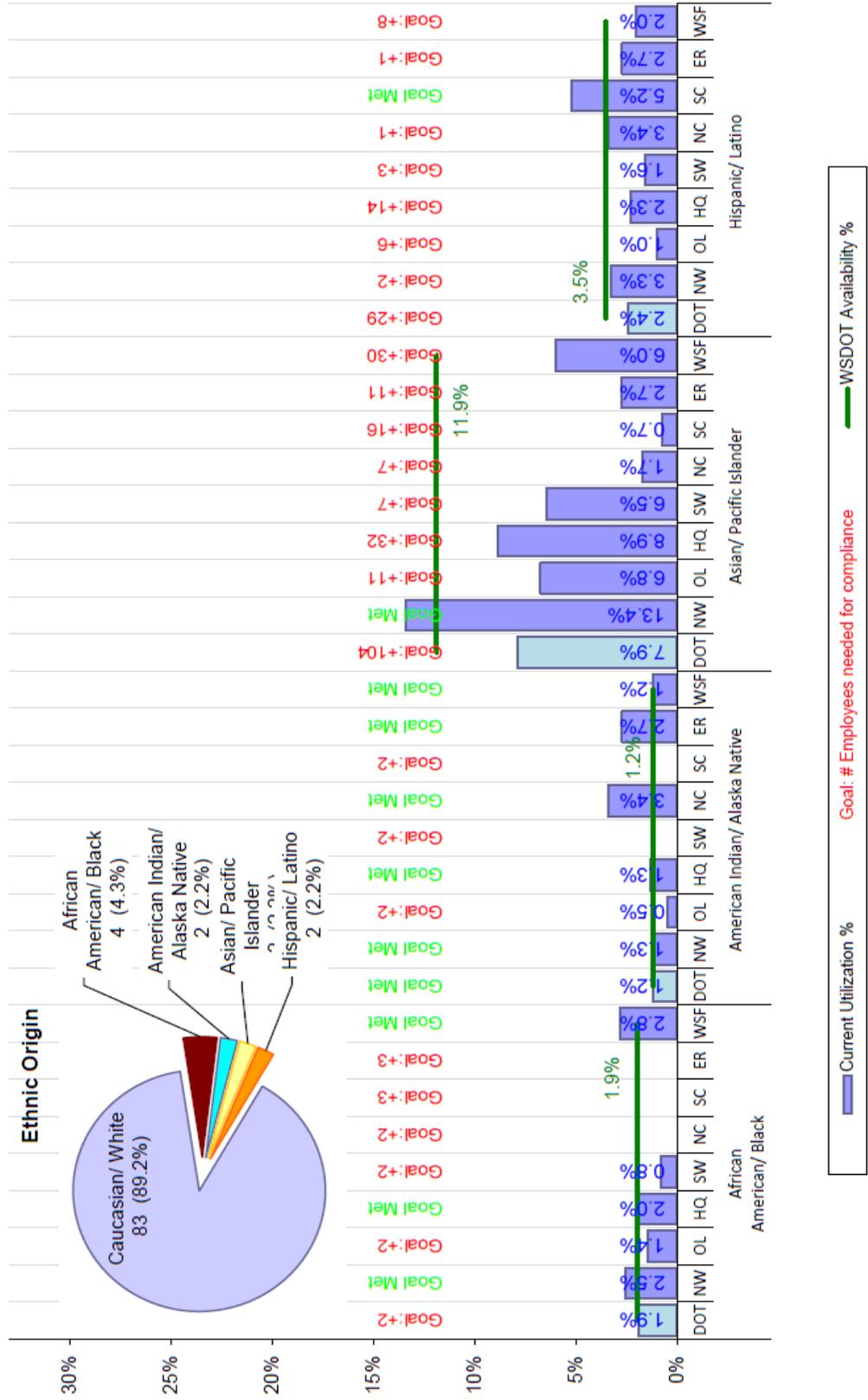
Workforce Analysis by Job Group: FY2017 by Region

The charts on the following pages provide a workforce comparison for fiscal year 2017, by region, with goals for each affected class.

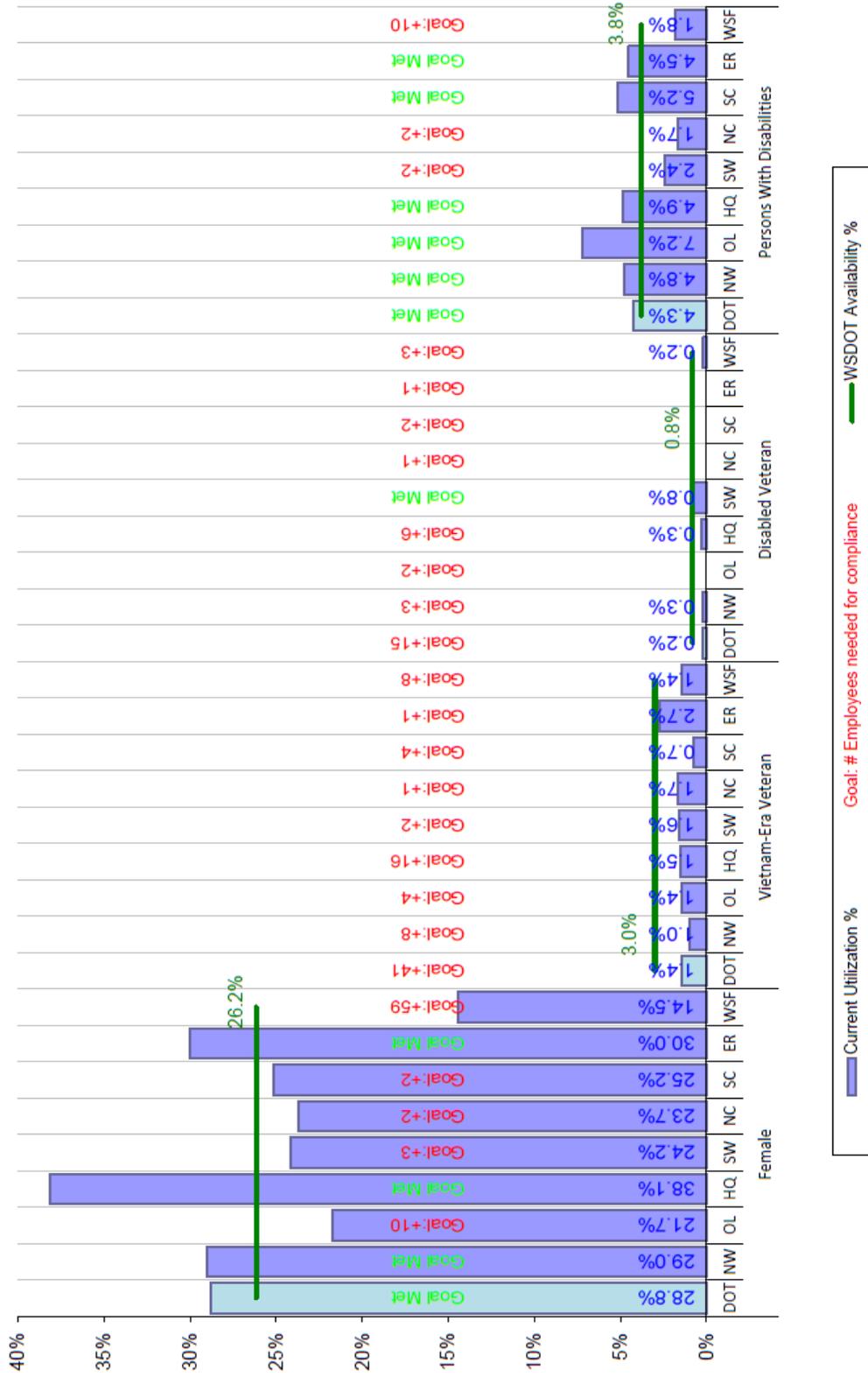
WSDOT UTILIZATION ANALYSIS by REGION
JOB GROUP: Officials/Administrators
June 30, 2017



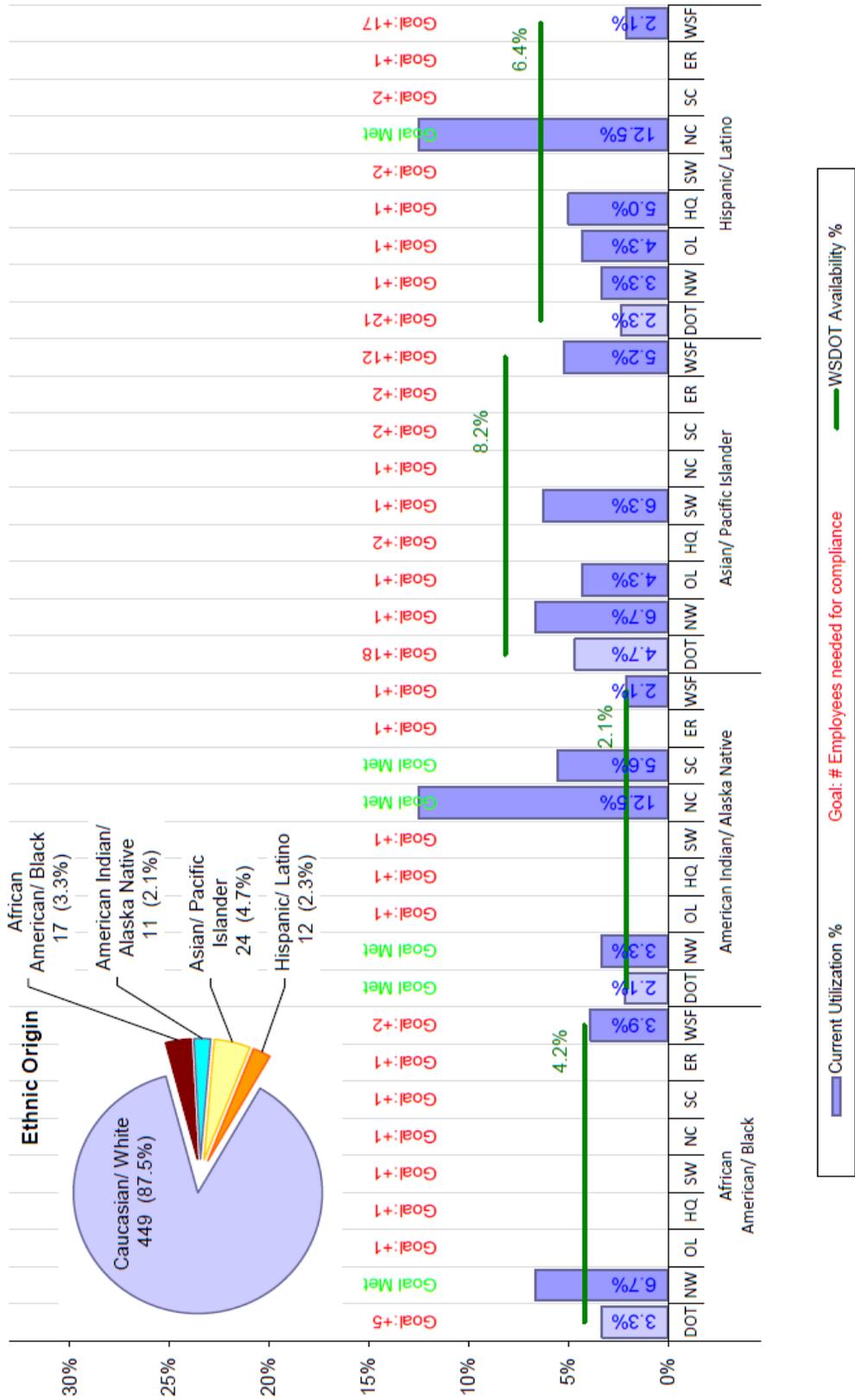
WSDOT UTILIZATION ANALYSIS by REGION
JOB GROUP: Professionals
June 30, 2017



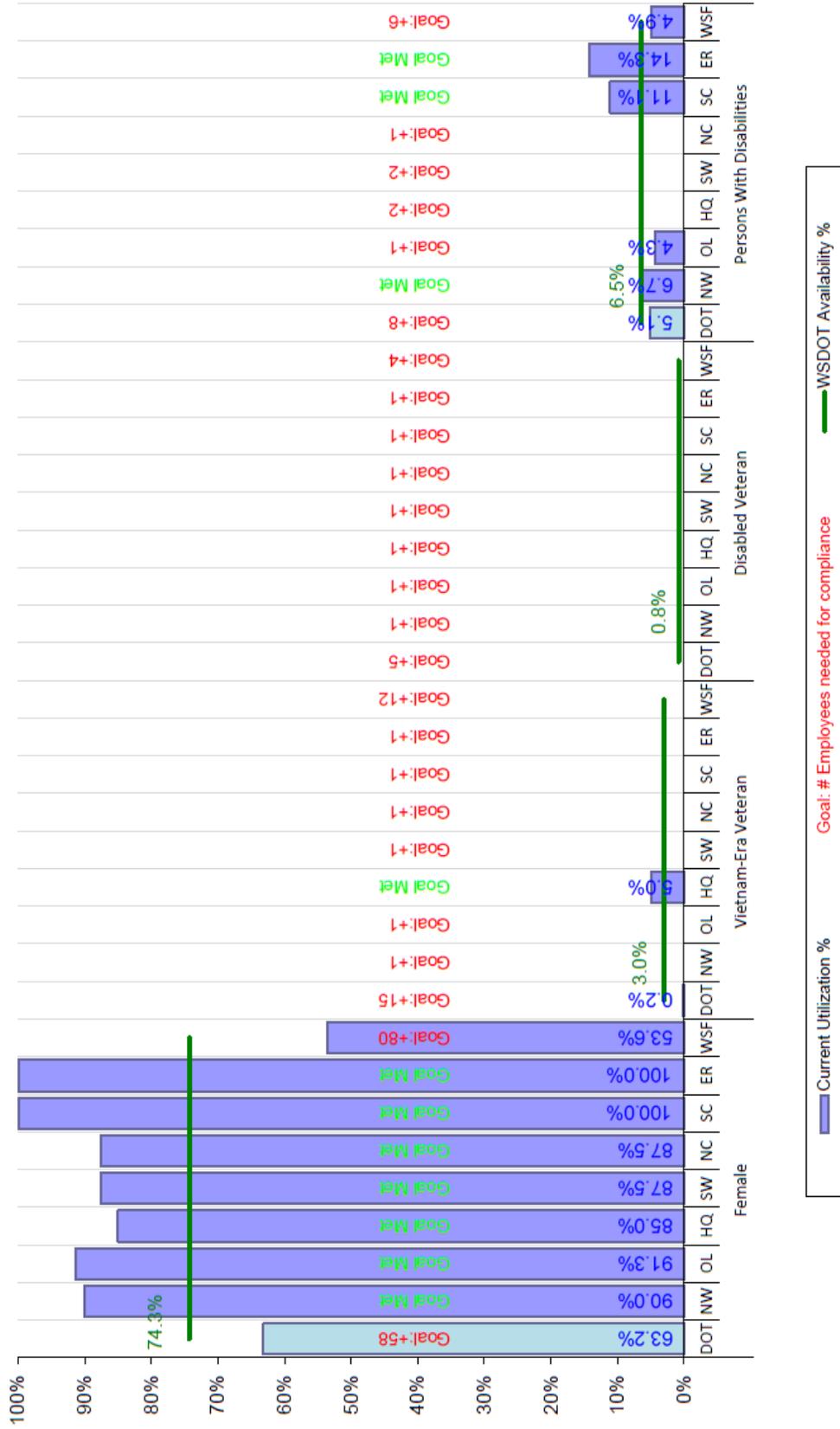
WSDOT UTILIZATION ANALYSIS by REGION
JOB GROUP: Professionals
June 30, 2017



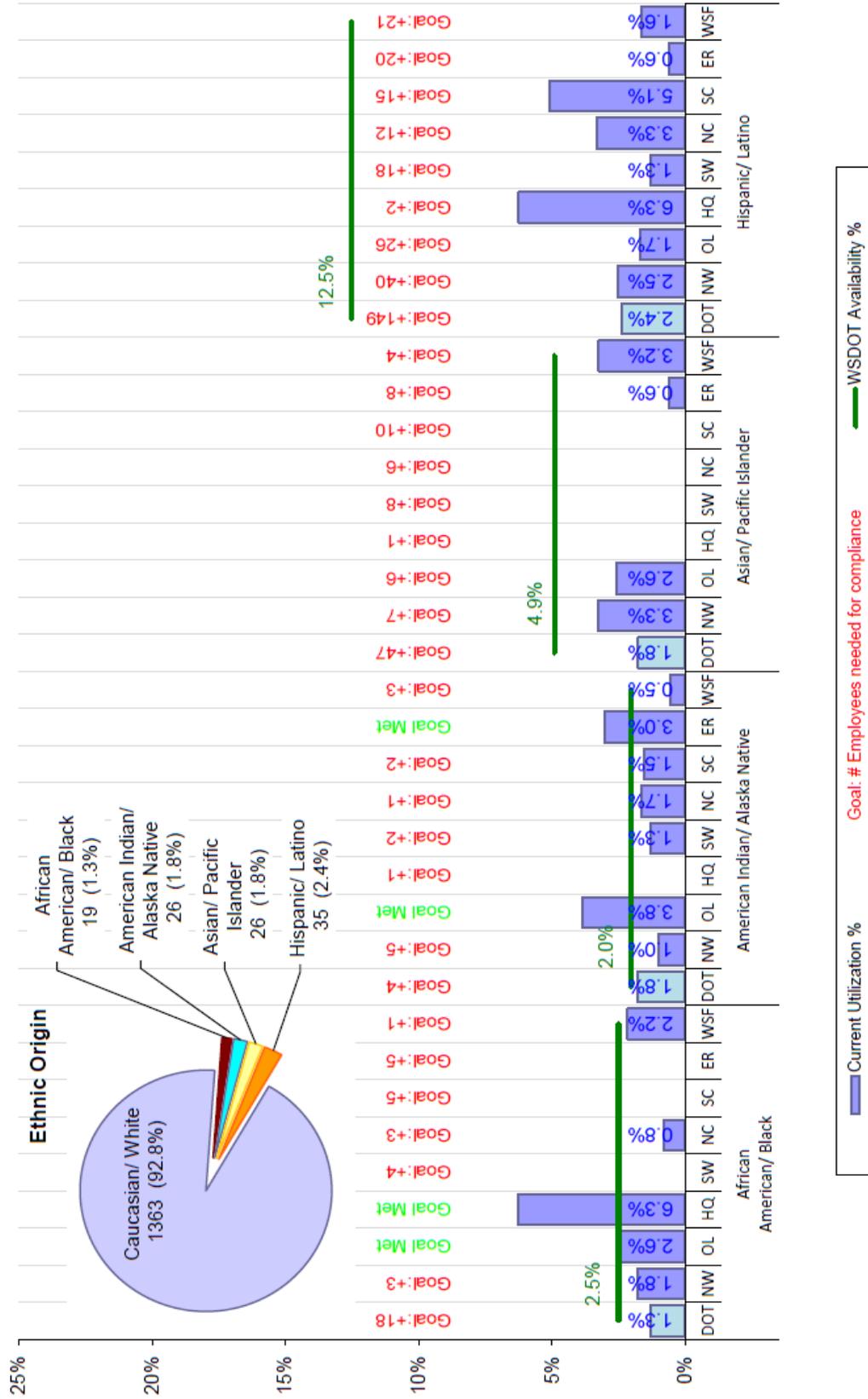
WSDOT UTILIZATION ANALYSIS by REGION
JOB GROUP: Office and Clerical
June 30, 2017



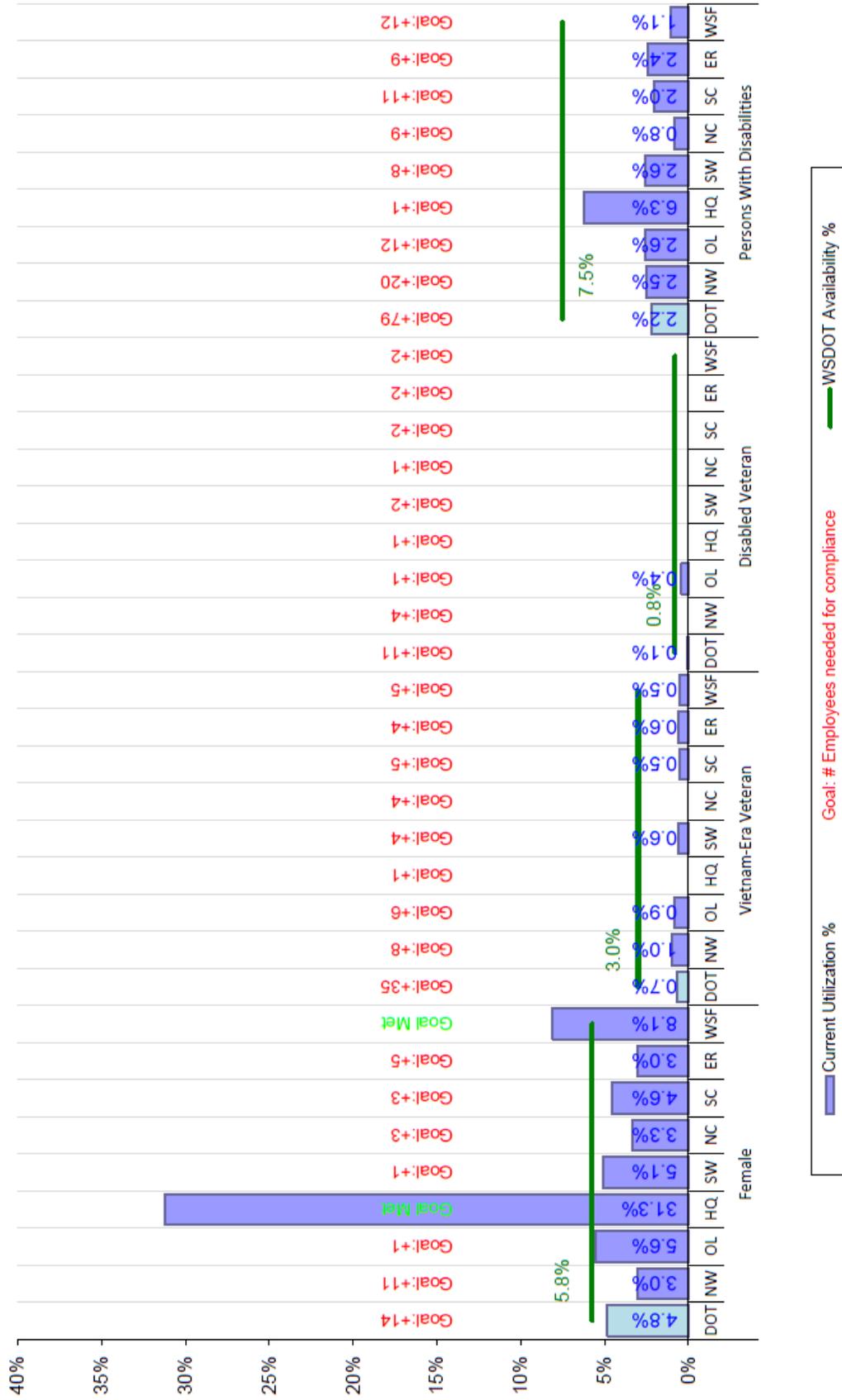
WSDOT UTILIZATION ANALYSIS by REGION
JOB GROUP: Office and Clerical
June 30, 2017



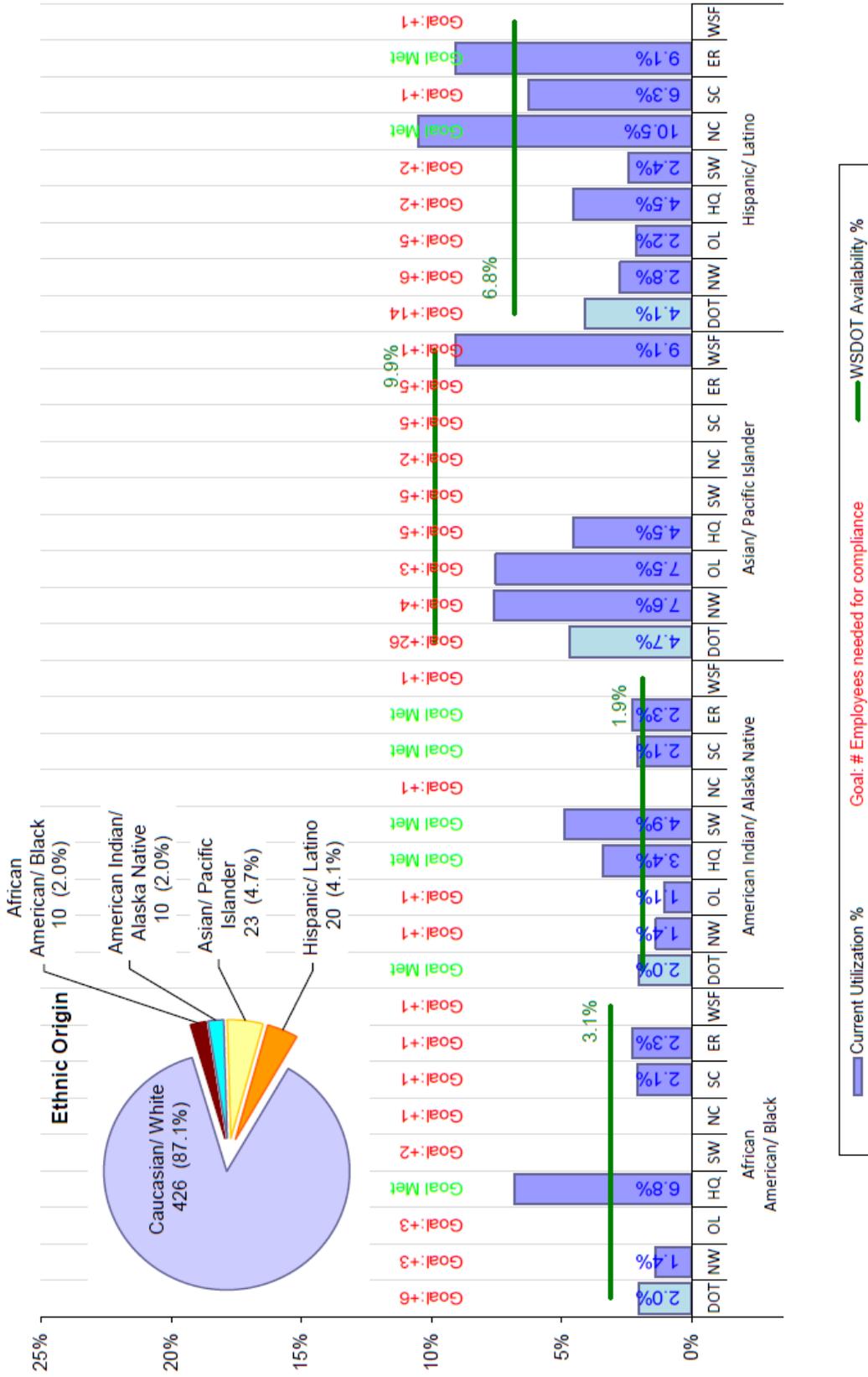
WSDOT UTILIZATION ANALYSIS by REGION
JOB GROUP: Skilled Craftpersons
 June 30, 2017



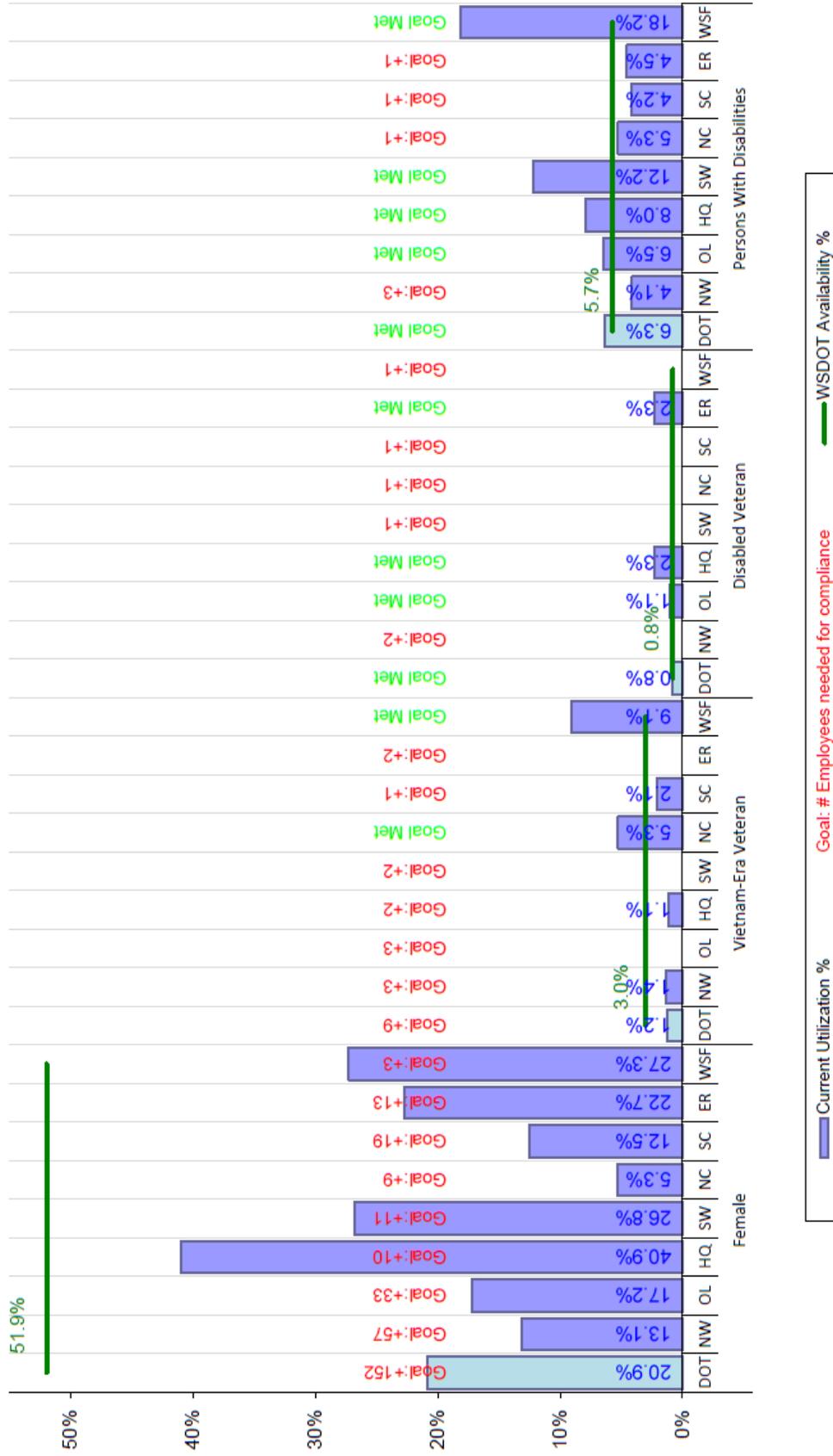
WSDOT UTILIZATION ANALYSIS by REGION
JOB GROUP: Skilled Craftpersons
 June 30, 2017



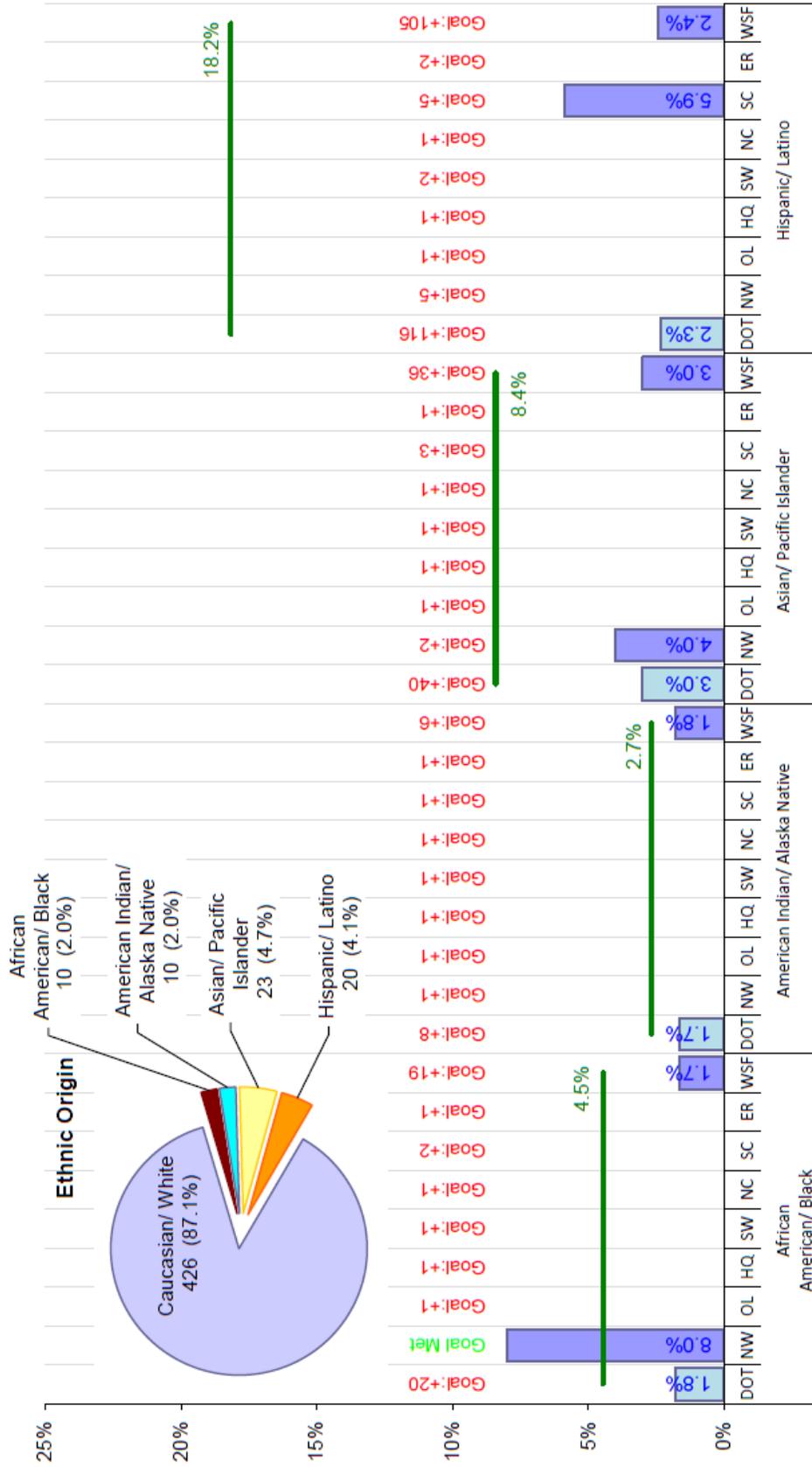
WSDOT UTILIZATION ANALYSIS by REGION JOB GROUP: Technicians June 30, 2017



WSDOT UTILIZATION ANALYSIS by REGION
JOB GROUP: Technicians
June 30, 2017

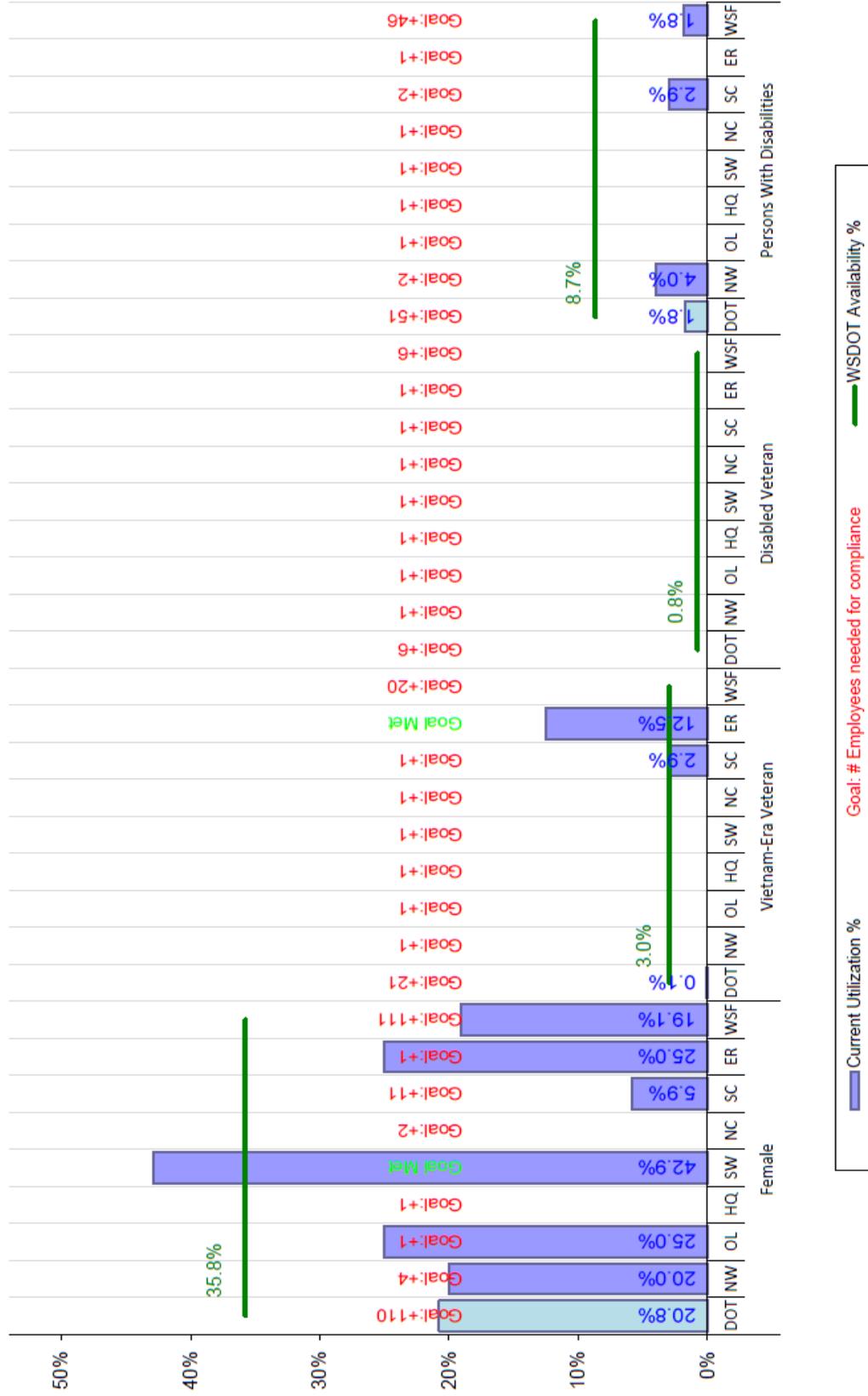


WSDOT UTILIZATION ANALYSIS by REGION
JOB GROUP: Services / Maintenance
June 30, 2017



Legend:
■ Current Utilization %
■ Goal: # Employees needed for compliance
■ WSDOT Availability %

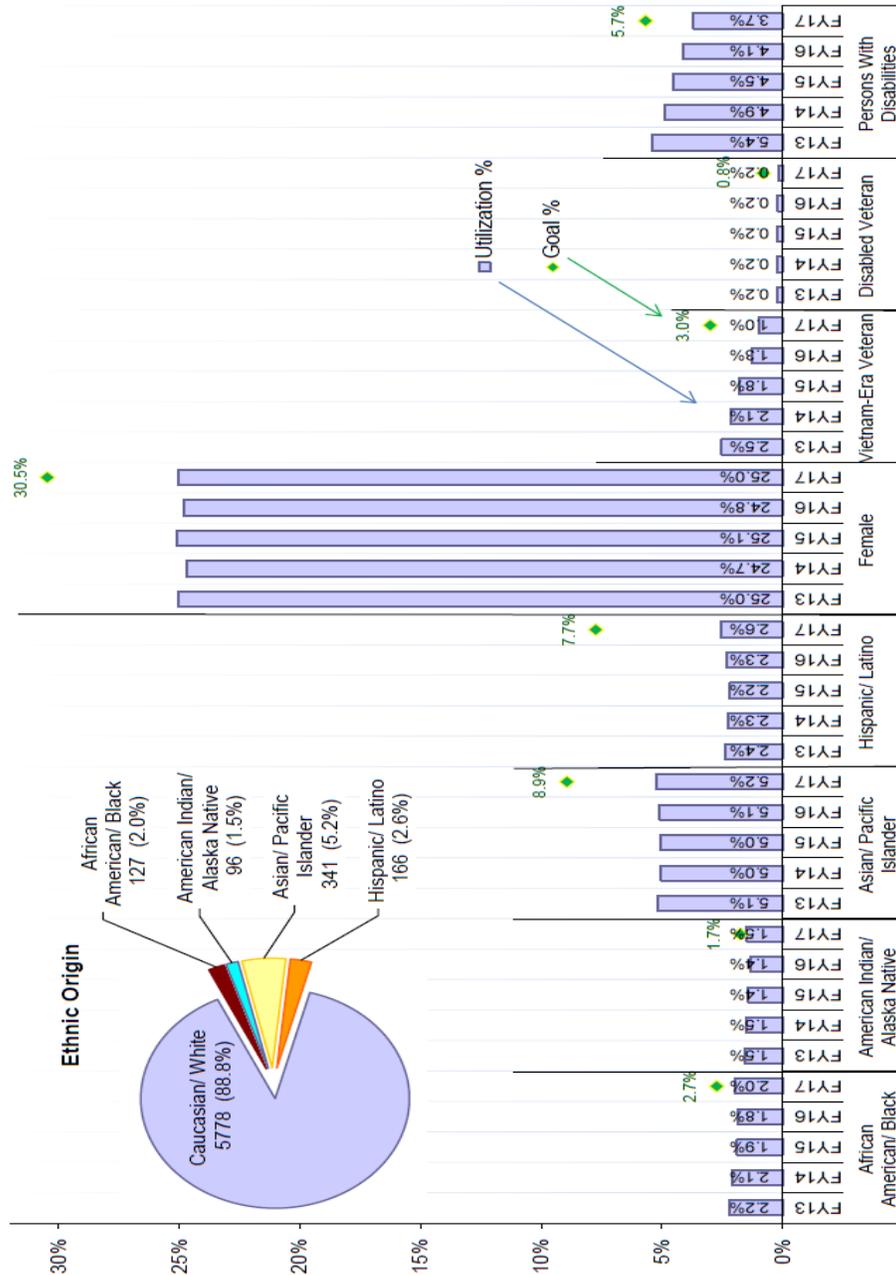
WSDOT UTILIZATION ANALYSIS by REGION
JOB GROUP: Services / Maintenance
 June 30, 2017



Workforce Analysis by Job Group: FY2017 vs. FY2013, FY2014, FY2015, and FY2016

The charts on the following pages provide a comparison and progression of workforce utilization by job group for fiscal years 2013, 2014, 2015, 2016, and 2017. The charts also provide the Affirmative Action goals to be met for affected classes in each job category, for each fiscal year. WSDOT was not able to meet Affirmative Action goals for some categories due to a legislatively mandated hiring freeze and reduction in force environment in the last two budget cycles. All executives, managers, and hiring authorities have been made aware of areas of underutilization and will partner with the Diversity & Inclusion Manager in making a good faith effort toward reaching parity.

WSDOT AGENCY-WIDE UTILIZATION ANALYSIS
 6,508 Full-time Permanent Employees
 FY 2017 versus FY2013 - FY2016



August 2017

WSDOT Office of Human Resources

IV. Employment Practices

ADA/504 Compliance and Reasonable Accommodation Data

WSDOT Headquarters, Regions, and Ferries Division report accommodation activities to the agency ADA and 504 Compliance Manager annually. Since 2007, Washington State law (RCW 49.60) has defined the term disability more broadly than the federal Americans with Disabilities Act (ADA). As a result, 54.4% of the accommodations granted met the criteria under both laws, while 45.6% were granted under the state law only.

During fiscal year 2017, a total of 57 WSDOT employees indicated a need to initiate the reasonable accommodation process. This is an increase of 11 employees from the previous fiscal year. A total of 51 employees received 64 accommodations. A total of 46 employees requested reasonable accommodation in FY 2015/16, and 55 accommodation requests were provided. At the end of the reporting period, accommodation requests for 2 employees were pending medical information. Accommodation requests were not approved for 6 employees. This is up from 1 employee during the previous reporting period. More specific detail is provided in Table 2.

The department reported obtaining a total of 14 technical assistance consultations. Last year, there were 13 such consultations reported. Sources of assistance are identified in Table 3.

Table 1: Reasonable Accommodations Provided	Number of Employees	Percentage of Accommodations
Leave that goes <u>beyond</u> FMLA, Shared, Annual, or Sick Leave (e.g., Leave without Pay)	12	18.8%
Acquiring or modifying equipment	9	14.1%
Adjusted Work Schedule	12	18.8%
Telecommuting	3	4.7%
Family Medical Leave	3	4.7%
Light Duty	5	7.8%
Job Restructuring (Duties/Methods)	11	17.2%
Making Existing Facilities Readily Accessible	2	3.1%
Reassignment to a vacant position	7	10.9%
Total Number of Accommodations	64	

Table 2: Reasons for Not Providing Accommodation	Number of Employees	Percentage of Accommodations
Requested Accommodation would fundamentally alter the nature or operation of WSDOT's business	1	16.7%
Requested Accommodation would be ineffective in that it would <u>not</u> remove a barrier in performing an essential job function	3	50.0%
Inadequate medical documentation	1	16.7%
Accommodation would modify essential job functions	1	16.7%
Total	6	

Table 3: Technical Assistance Obtained	Number of Inquiries	Percentage of Inquiries
Attorney General	2	14.3%
Ergonomic Assessment	1	7.1%
EEOC	1	7.1%
Reasonable Accommodation Coordination Team	9	64.3%
Division of Vocational Rehabilitation Consultation	1	7.1%
Total	14	

WSDOT initiates an Involuntary Disability Separation if an employee is unable to perform, with accommodation, the essential job functions of the current position held by the employee, or an available, vacant and funded alternative position for which the employee is qualified. Employees may request a Voluntary Disability Separation if medical information is provided confirming the individual cannot work due to a disabling condition. The General Government Transition Pool provides reemployment assistance to separated employees that are later able to return to work or are able to work in positions at other agencies. WSDOT employees expected to be permanently unable to work may be eligible to receive disability retirement benefits through the Public Employees Retirement System.

Table 4: Disability Separations	
Involuntary Disability Separations	5
Voluntary Disability Separations	1
Total Disability Separations	6

Accessibility Training

All deck and terminal employees are attending day-long classroom training classes on accessibility issues. As part of the curriculum, WSDOT has developed a specific, 90 minute training on *Equal Access*. In this module, personnel are trained on disability etiquette, respectful language, and disability related policies specific to ferries. The training class is interactive, through use of Turning Point Software, and uses a common sense approach to problem solving and ensuring all passengers are given equal access to Washington State Ferries.

Results WSDOT: WSDOT Moving Washington Forward

WSDOT Workforce Business Strategy has transitions to Results WSDOT which aligns with Governor Jay Inslee's initiative of Results Washington. Results WSDOT provides a clear road map that links the agency's six goals that include three agency emphasis areas with a pathway to achieve them. It calls on WSDOT employees as citizens of Washington to be innovative stewards to demonstrate our trustworthy leadership in providing sustainable, integrated multimodal transportation systems. WSDOT's Executive Leadership continues to emphasize the connection with the plan's goals, Agency Emphasis Areas (AEAs) and priority outcomes in their communications with internal and external stakeholders.

When the Legislature approved the \$16 billion Connecting Washington transportation package in 2015, WSDOT was delivering the last of the 2003 Nickel and 2005 Transportation Partnership Account funded transportation projects. The shift within the agency from gearing down from this work to now delivering the largest transportation investment in WSDOT history has created new opportunities and challenges. To respond to these challenges, the agency is focusing on three areas of its strategic plan to deliver effective, strategic investments in the state's transportation system. These Agency Emphasis Areas (AEAs) create an ethic for how WSDOT is delivering Connecting Washington:

Workforce Development - WSDOT aspires to maintain highly competent and motivated employees who continue to grow through appropriate training and developmental opportunities, with fair and equitable compensation.

Inclusion - WSDOT wants a workforce that looks like the diverse communities the agency serves. All businesses desiring to work with WSDOT will have fair and equal access to contracting opportunities. In order to be accountable to all citizens of Washington, WSDOT strives to be sensitive to the cultures of the many diverse communities the agency serves.

Practical Solutions is WSDOT's approach to achieving its mission—how the agency plans, designs, builds, operates and maintains the state's transportation system. WSDOT's goal is to identify and solve problems, not just apply standards. This approach uses performance-based, data-driven decision making and early community involvement to guide the development and delivery of transportation investment strategies. Practical solutions strategies include safety, state of good repair, system management, demand management and capacity expansion investments.

These AEAs are strategies in Results WSDOT, the agency's strategic plan, which has six goals: Strategic Investments, Modal Integration, Environmental Stewardship, Organizational Strength, Community Engagement and Smart Technology. They also support WSDOT's six legislatively established policy goals.

Workforce development efforts help attract and keep qualified workers.

While WSDOT delivers the 16-year Connecting Washington program, the agency is experiencing increasing attrition in mid-career and late-career engineering staff. Within the next five years, WSDOT projects it could lose up to 44% of its engineering staff through retirement or attrition. A recent study found that WSDOT's engineers lag up to 33% behind both public and private sector employers in compensation, health care, leave and employee pension benefits. This negatively affects the agency's ability to hire and keep experienced, qualified engineers. The Governor's budget supports WSDOT's retention efforts and included \$300,000 for resources specifically for workforce and leadership development training to successfully meet Connecting Washington delivery needs. Salary adjustments were funded at a level that begins to address the market disparity that exists for a number of engineering, technical, and maintenance positions. Recruitment efforts include targeted outreach to minorities and military communities; increased use of internship opportunities; a partnership with Department of Corrections' reentry program for hiring ex-offenders; and knowledge transfer activities including a retire/rehire option that would allow retired employees to work reduced hours and transfer knowledge.

Inclusion demonstrates WSDOT's commitment to diverse communities. WSDOT's values reflect an increased commitment to diversity and inclusion in planning, operations and delivery of services, both internally and externally. Results Washington goals reflect a renewed commitment to the diverse communities of Washington. These commitments focus the agency's workforce, equal access and opportunity, and public accountability. WSDOT's inclusion efforts are designed to increase the agency's cultural awareness and collaboration with Washington's communities. Work focuses on implementing business practices that result in a more diverse workforce and increased outreach and inclusion strategies to historically under-served communities. Activities include conducting cultural competency and diversity training for WSDOT staff; emphasizing environmental justice through community engagement; strengthening our Disadvantaged Business Enterprise program to ensure equal access and opportunity; and increasing outreach in workforce recruitment to reflect the diversity of the communities WSDOT serves.

Practical Solutions helps deliver Connecting Washington Practical Solutions is a performance-based approach to transportation decision making. This data-driven approach uses tools and performance measures to seek lower-cost approaches in operating highways, ferries, transit and rail to reduce travel demand; to reduce project costs; and to reduce the need for building costly new infrastructure expansion. Community engagement is key in developing solutions. Practical Solutions also represents a cultural shift among WSDOT employees, moving from a standards-based approach to a performance-based approach to solving transportation problems. The Legislature directed WSDOT to apply Practical Solutions to the projects funded through the Connecting Washington package.

Additional information on Results WSDOT: WSDOT Moving Washington Forward can be found in Appendix Tab A.

New Hires, Promotions, Separations, Applicant Flow, Disciplinary Actions, Investigations, and Training

New Hire Analysis

New hires include new permanent full-time and part-time appointments into WSDOT, and rehires after a break in service. A total number of 457 new hires and rehires were made during the 2017 fiscal year. There was no increase of new hires and rehires from the previous fiscal year. The chart below provides a detail of all new hires in fiscal year 2017. Statistical significant adverse impact was found for Vietnam Era Veterans and Employees over 40.

**Washington State Department of Transportation
Hiring Adverse Impact Analysis
Race and Gender Affected Groups: July 1, 2016 - June 30, 2017**

JOB GROUP: Statewide

TOTAL NUMBER OF NEW HIRES / REHIRS:

457

(Note: highlighted areas indicates data to be run and inserted each reporting period.)

	Total Employees	Non-Minority	African American/ Black	American Indian/ Alaska Native	Asian American/ Pacific Islander	Hispanic/ Latino	Total Minority	Female	Male
Current Workforce (FT-PERM)	6508	5778	127	96	341	166	730	1630	4878
Total New Hires / Rehires (Categorized as Perm)	457	406	8	7	19	17	51	124	333
Hiring Rate	7.02%	7.03%	6.30%	7.29%	5.57%	10.24%	6.99%	7.61%	6.83%
80% Factor			5.62%	5.62%	5.62%	5.62%	5.62%	5.46%	
Adverse Impact (Y/N)			NO	NO	YES	NO	NO	NO	
Proportion of Employees			2.15%	1.63%	5.57%	2.79%	11.22%	25.05%	
Percentage of the proportion of Employees			7.01%	7.03%	6.95%	7.12%	7.02%	7.02%	
Statistical Significance of Adverse Impact			NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	

	Total Employees	Non-Veteran	Vietnam Era Veteran	Non-Disabled Veteran	Disabled Veteran	Non-Disabled	Disabled	Employees under 40	Employees Over 40
Current Workforce (FT-PERM)	6508	6445	63	6496	12	6267	241	1457	5051
Total New Hires / Rehires (Categorized as Perm)	457	457	0	457	0	450	7	273	184
Hiring Rate	7.02%	7.09%	0.00%	7.04%	0.00%	7.18%	2.90%	18.74%	3.64%
80% Factor			5.67%		5.63%		5.74%		14.99%
Adverse Impact (Y/N)			YES		YES		YES		YES
Proportion of Employees			0.97%		0.18%		3.70%		77.61%
Percentage of the proportion of Employees			7.02%		7.02%		7.02%		7.02%
Statistical Significance of Adverse Impact			SIGNIFICANT		NOT SIGNIFICANT		SIGNIFICANT		SIGNIFICANT

Promotions

Promotions include permanent WSDOT employees that received permanent fulltime and part-time appointment to WSDOT position are a higher salary range. There were 827 promotions during the 2017 fiscal year, as detailed in the chart below. Statistical significant adverse impact was found for Employees over 40.

Washington State Department of Transportation
Promotions Adverse Impact Analysis
Race and Gender Affected Groups: July 1, 2016 - June 30, 2017

JOB GROUP: Statewide

TOTAL NUMBER OF PROMOTIONS:

827

(Note: highlighted areas indicates data to be run and inserted each reporting period.)

	Total Employees	Non-Minority	African American/ Black	American Indian/ Alaska Native	Asian American/ Pacific Islander	Hispanic/ Latino	Total Minority	Female	Male
Available for Promotion	6927	6196	128	96	341	166	731	1630	5297
Total Promotions (Categorized as Perm)	827	730	17	8	49	15	89	246	581
Promotions Rate	11.94%	11.78%	13.28%	8.33%	14.37%	9.04%	12.18%	15.09%	10.97%
80% Factor			9.43%	9.43%	9.43%	9.43%	9.43%	8.77%	
Adverse Impact (Y/N)			NO	YES	NO	YES	NO	NO	
Proportion of Employees Available for Promotion			2.02%	1.53%	5.22%	2.61%	10.55%	23.53%	
Percentage of the proportion of Employee Available for promotion			11.81%	11.73%	11.92%	11.71%	11.82%	11.94%	
Statistical Significance of Adverse Impact			NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	

	Total Employees	Non-Veteran	Vietnam Era Veteran	Non-Disabled Veteran	Disabled Veteran	Non-Disabled	Disabled	Employees under 40	Employees Over 40
Available for Promotion (FT Perm)	6927	6864	63	6915	12	6686	241	1876	5051
Total Promotions (Categorized as Perm)	827	822	5	827	0	812	15	298	529
Promotions Rate	11.94%	11.98%	7.94%	11.96%	0.00%	12.14%	6.22%	15.88%	10.47%
80% Factor			9.58%		9.57%		9.72%		12.71%
Adverse Impact (Y/N)			YES		YES		YES		YES
Proportion of Employees Available for Promotion			0.91%		0.17%		3.48%		72.92%
Percentage of the proportion of Employee Available for promotion			11.94%		11.94%		11.94%		11.94%
Statistical Significance of Adverse Impact			NOT SIGNIFICANT		NOT SIGNIFICANT		SIGNIFICANT		SIGNIFICANT

Separations

There were a total number of 44 involuntary separations, 499 voluntary separations, and 23 “other” separations that we not considered HR actions, such as death or permanent disability as determined by Labor and Industries for example. There were no significant adverse impact found.

**Washington State Department of Transportation
Involuntary Separation Adverse Impact Analysis
Race and Gender Affected Groups: July 1, 2016 - June 30, 2017**

JOB GROUP: Statewide

TOTAL NUMBER OF TERMINATIONS:

44

(Note: highlighted areas indicates data to be run and inserted each reporting period.)

	Total Employees	Non-Minority	African American/ Black	American Indian/ Alaska Native	Asian American/ Pacific Islander	Hispanic/ Latino	Total Minority	Female	Male
Current Workforce (FT-PERM)	6508	5778	127	96	341	166	730	1630	4878
Total Terminations	44	36	2	1	3	2	8	12	32
Termination Rate	0.68%	0.62%	1.57%	1.04%	0.88%	1.20%	1.10%	0.74%	0.66%
80% Factor			0.78%	0.78%	0.78%	0.78%	0.78%	0.82%	
Adverse Impact (Y/N)			YES	YES	YES	YES	YES	NO	
Proportion of Employees			2.15%	1.63%	5.57%	2.79%	11.22%	25.05%	
Proportion Employee Proportion			0.64%	0.63%	0.64%	0.64%	0.68%	0.68%	
Statistical Significance of Adverse Impact			NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	

	Total Employees	Non-Veteran	Vietnam Era Veteran	Non-Disabled Veteran	Disabled Veteran	Non-Disabled	Disabled	Employees under 40	Employees Over 40
Current Workforce (FT-PERM)	6508	5881	63	6496	12	6267	241	1457	5051
Total Terminations	44	44	0	44	0	43	1	15	29
Termination Rate	0.68%	0.75%	0.00%	0.68%	0.00%	0.69%	0.41%	1.03%	0.57%
80% Factor			0.94%		0.85%		0.86%		1.29%
Adverse Impact (Y/N)			NO		NO		NO		NO
Proportion of Employees			1.06%		0.18%		3.70%		77.61%
Proportion Employee Proportion			0.74%		0.68%		0.68%		0.68%
Statistical Significance of Adverse Impact			NOT SIGNIFICANT		NOT SIGNIFICANT		NOT SIGNIFICANT		NOT SIGNIFICANT

Applicant Flow Data Analysis

WSDOT tracked 27,272 applicants and 1,105 appointments. The chart below represents a total of all applicant flow data. Statewide result of Adverse Impact for WSDOT EEO Groups follows.

Washington State Department of Transportation
Applicant Flow Analysis
Race and Gender Affected Groups: July 1, 2016 - June 30, 2017

JOB GROUP: **Statewide** Total Applicants: **27,272**
Total Number of Selections: **1,105**

	Total	Non-Minority	African American/ Black	American Indian/ Alaska Native	Asian American/ Pacific Islander	Hispanic/ Latino	Total Minority	Female	Male
Responded Applicants	27,259	18,975	1,991	840	3,745	1,708	8,284	8,585	18,317
Number of Appointments	1,105	918	39	25	111	55	229	352	753
Selection Rate	4.05%	4.84%	1.93%	2.98%	2.95%	3.22%	2.76%	4.10%	4.11%
80% Factor			3.87%	3.87%	3.87%	3.87%	3.87%	3.29%	
Adverse Impact (Y/N)			YES	YES	YES	YES	YES	NO	
Proportion of Applicants Available for Hire			9.50%	4.24%	16.48%	8.26%	30.39%	31.91%	
Percentage of the Proportion of Applicants Available for Hire			4.56%	4.76%	4.53%	4.70%	4.21%	4.11%	
Statistical Significance of Adverse Impact			SIGNIFICANT	SIGNIFICANT	SIGNIFICANT	SIGNIFICANT	SIGNIFICANT	SIGNIFICANT	NOT SIGNIFICANT

	Total	Non-Vietnam Era Veteran	Vietnam Era Veteran	Non-Disabled Veteran	Disabled Veteran	Non-Disabled	Disabled	Under 40	Over 40
Responded Applicants	27,259	26,359	251	25,170	1,203	25,301	1,460	11,548	15,212
Number of Appointments	1,105	1,096	9	1,064	41	1,079	26	590	515
Selection Rate	4.05%	4.16%	3.59%	4.23%	3.41%	4.26%	1.78%	5.11%	3.39%
80% Factor			3.33%		3.38%		3.41%		4.09%
Adverse Impact (Y/N)			NO		NO		YES		YES
Proportion of Applicants Available for Hire			0.94%		4.56%		5.46%		56.85%
Percentage of the Proportion of Applicants Available for Hire			4.15%		4.19%		4.13%		4.13%
Statistical Significance of Adverse Impact			NOT SIGNIFICANT		NOT SIGNIFICANT		SIGNIFICANT		SIGNIFICANT

Officials and Administrators: African American/Black, American Indian/Alaska Native, Asian/Pacific Islander, Vietnam Era Veteran, Disable Veteran and Persons with Disabilities *(Statistical Significance of Adverse Impact was found for Asian/Pacific Islanders in this job group)*

Professionals: African American/Black, Asian/Pacific Islander, Hispanic/Latino, Vietnam Era Veteran, Disable Veteran, Persons with Disabilities and Persons over 40 *(Statistical Significance of Adverse Impact was found for African American/Black, Asian/Pacific Islander, Persons with Disabilities and Persons over 40 in this job group.)*

Para-Professionals: African American/Black, American Indian/Alaska Native, Asian/Pacific Islander, Hispanic/Latino, Vietnam Era Veteran, Persons with Disabilities and persons over 40 *(Statistical Significance of Adverse Impact was found for Asian/Pacific Islander and Persons over 40 in this job group.)*

Office and Clerical: African American/Black, American Indian/Alaska Native, Asian/Pacific Islander, Hispanic/Latino, Disable Veteran and Persons with Disabilities *(Statistical Significance of Adverse Impact was found for African American/Black and Asian/Pacific Islander in this job group.)*

Skilled Craft Workers: African American/Black, American Indian/Alaska Native, Asian/Pacific Islander, Hispanic/Latino, Vietnam Era Veteran, Disable Veteran and Persons with Disabilities *(No Statistical Significance of Adverse Impact was found this job group.)*

Technicians: African American/Black, Asian/Pacific Islander, Hispanic/Latino, Vietnam Era Veteran, Persons with Disabilities and Persons over 40 *(Statistical Significance of Adverse Impact was found for Persons over 40 in this job group.)*

Services/Maintenance: African American/Black, American Indian/Alaska Native, Hispanic/Latino and Vietnam Era Veteran *(Statistical Significance of Adverse Impact was found for African American/Black, American Indian/Alaska Native, Hispanic/Latino and Vietnam Era Veteran in this job group.)*

Applicant flow reporting to appointing authorities and HR staff is critical in assessing recruitment achievements and challenges. The collection of applicant flow data is compiled in NeoGov, a tracking system implemented by the Washington State Department Human Resources and utilized by OHR Recruitment Unit. This system has enhanced the process of entering, reviewing, and extracting recruitment data statewide. The NeoGov system has the capacity to generate reports on a timely basis for review by agency divisions or regions as needed.

Disciplinary Actions

WSDOT conducted a total of 138 disciplinary actions during the reporting period. The following charts detail each action by gender and race.

Disciplinary Action July 1, 2016 to June 30, 2017

Preferred Race	Drug & Alcohol		Ethics		Leave		Performance		Safety		Violence		Sexual Harrasment		Total
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	
American Indian/Alaskan Native	0	0	0	0	0	0	0	2	0	0	1	0	0	0	3
Asian	0	1	1	0	0	0	0	3	0	0	0	0	0	1	5
Black/African American	0	0	0	1	0	0	0	0	0	2	0	3	0	0	6
Hispanic	0	0	0	0	0	0	0	2	0	3	0	0	0	0	5
White	1	6	1	10	1	1	6	14	1	28	3	18	1	1	92
Two or more races	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Unknown	0	1	1	6	0	0	1	7	1	3	0	5	0	0	25
Total	1	8	3	17	2	1	7	28	2	36	4	26	1	2	138
		9		20		3		35		38		30		3	

Sanction July 1, 2016 to June 30, 2017

Preferred Race	Demotion		Letter of Reprimand		Other		Reduction in Pay		Suspension		Termination		Total
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	
American Indian/Alaskan Native	0	0	1	1	0	0	0	1	0	0	0	0	3
Asian	0	0	1	2	0	0	0	0	0	2	0	1	6
Black/African American	0	1	0	2	0	0	0	3	0	0	0	0	6
Hispanic	0	0	0	2	0	0	0	2	0	1	0	0	5
White	0	0	8	52	1	2	1	16	1	7	0	1	89
Two or more races	0	0	0	0	0	0	0	0	1	0	3	1	5
Unknown	0	0	2	12	0	2	0	2	1	2	0	3	24
Total	0	1	12	71	1	4	1	24	3	12	3	6	138
		1		83		5		25		15		9	

The data above appears to have no adverse impacts; all disciplinary actions are taken in accordance with the agency's policy in accordance with just cause.

Investigations

WSDOT investigated 7 new cases, 0 internal and 7 external, consisting of 12 bases of complaints during the reporting period. Of these, 3 investigations included more than one basis of complaint. WSDOT closed 0 internal investigations, and an additional 4 external investigations were completed. As of June 30, 2017, 12 investigations, 5 internal and 7 external, remained active.

A comparison table of 2016 and 2017 investigation activity is provided below. A flow chart of the investigation process is provided in Appendix Tab E.

WSDOT EEO Investigations

Fiscal Year 2016 and 2017 Comparison

Types of Complaints	Race/Color		National Origin		Religion		Age		Sex/Gender		Disability		Retaliation		Marital Status		
	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2107	
Internal	1	0	1	1	0	0	0	0	3	3	2	0	0	0	0	0	0
External	4	2	0	0	0	1	1	2	2	2	4	6	4	6	0	0	0
Total	5	2	1	1	0	1	1	2	5	5	6	6	4	6	0	0	0
# Violations	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0
# Violations																	
Difference		0		0		0		0		0		0		0		0	0
Difference																	
Internal		-1		0		0		0		0		-2		0		0	0
Difference																	
External		-2		0		1		1		0		2		2		0	0
Total Difference		-3		0		1		1		0		0		2		0	0

Total Charges Investigated

FY 2016

22

Total Violations | FY 2016

1

Total Charges Investigated

FY 2017

23

Total Violations | FY 2017

1

Grand Total Difference

1

Difference in Violations

0

Training

Presently, WSDOT requires all employees take mandatory diversity training. *Valuing Diversity* (CD3), *Sexual Harassment and Discrimination Prevention* (CD5), and *Disability Awareness* (CD8) are required upon hire. Employees are required to take a refresher course for *Sexual Harassment and Discrimination Prevention* every five years. Managers and supervisors are required to take refresher training for *Sexual Harassment/Discrimination Prevention* every three years.

A complete detail of statewide reports for Hiring, Promotions, Separations, Applicant Flow, Disciplinary Actions and Investigations is provided in Appendix Tab E.

V. Strategies, Improvements, and Good Faith Efforts

Strategies

A compilation of shared Affirmative Action strategies gathered during the development of this plan can be found on Pages 9 and 10.

Improvements and Good Faith Efforts

Training

WSDOT is providing Cultural Competency training to Senior Management and Executive Leadership. Since April 2016, senior leaders have participated in two trainings facilitated by Dr. Caprice Hollins from Cultures Connecting, including Foundations of Cultural Competence and Unpacking White Privilege in the Workplace. Foundations of Cultural Competence provides a framework on how to address issues of equity and race Unpacking White Privilege in the Workplace examines how white cultural norms and privileges can create barriers to equity.

WSDOT has implemented new training for supervisors throughout the agency focusing on retaining and hiring a diverse workforce. The agency has trained 260 supervisors or managers in six regions. WSDOT is currently coordinating efforts to train Ferries and Headquarters supervisors and managers. The agency is working in developing a web based workforce tool kit for managers that would offer information and tools that will complement the course.

Additionally, WSDOT has taken a comprehensive approach in ensuring that all employees have completed *mandatory diversity training*. WSDOT mandatory diversity training includes Valuing Diversity, Sexual Harassment and Discrimination, and Disability Awareness. Employees are also required to take Violence that Affects the Workplace, Information Security, Ethical Standards, and System Security Awareness. The Training Development Team, within OHR&S, ensure delivery of mandatory training to all employees in the Regions, Ferries Division, and Headquarters through the Learning Management System (LMS). LMS allows all employees to complete mandatory training online, making it more accessible to staff in outlying areas of the agency such as maintenance sheds and ferry vessels and terminals.

WSDOT mandatory training is delivered in compliance with Washington State law. Employees of state agencies are required to complete sexual harassment awareness and prevention training at least every three years.

In providing mandatory training to new employees, WSDOT has met 90% compliance. The 90% compliance goal is a benchmark that WSDOT has established as an agency expectation. As of June 30, 2017 this goal has been met.

Supervisory Skills/Leadership Training

The agency strives to provide a culture of learning. WSDOT understands that training helps employee's grow and develop their skills and knowledge to better perform and advance in their roles. However, the agency also understands that offering developmental training, specifically leadership training at various levels, increases employee loyalty, engagement and ultimately retention. As resources allow, the agency will continue to offer Speed of Trust, CPI 260, Four Lenses and Leading Others.

Below is an overview of each training:

Speed of Trust Foundations: In a work setting of low team trust, people's unseen agendas or motivations generate suspicion and ultimately hinder getting things done. Guarded communication, speculation, and disengagement slow productivity and fuel frustration. But when individuals trust each other—and are trusted by others—communication improves and productivity accelerates as attention is redirected toward team objective.

Leading at the Speed of Trust: Leading at the Speed of Trust is a highly interactive workshop that engages leaders at all levels in the real work of identifying and closing the trust gaps that exist in your organization. Doing business at the “speed of trust” dramatically lowers costs, speeds up results, and increases profits and influence.

California Psychological Inventory - CPI 260: The CPI 260 personality assessment provides a distinctive view of people applying for or incumbent in leadership positions in organizations. Using a sophisticated technique to extract detailed insights about someone's personality, it is able to summarize and explain how other people would see that person, and how others would judge their leadership style. In this way, it provides a unique view of leadership ability or potential that cannot be accessed by most other personality assessments.

Four Lenses: There are as many different ideas and theories about human interaction as there are people. The Four Lenses is one approach. It is one of the most valuable things a person can ever learn to look with understanding into the heart of another. This training is specifically designed for that purpose. This training has strengthened marriages, opened the lines of communication between children and parents, reduced personal misunderstandings, and generally helped individuals communicate with others in a way that fosters mutual understanding and acceptance. Used properly, the principles you will discover in this workshop will empower you to improve aspects of every personal relationship in your life.

Leading Others: Leading Others is required for all new supervisors. This course fulfills Washington Administrative Code (WAC) 357-34-055 that requires new supervisors to attend management training within their first six months of assignment. You will learn tips, tools and techniques that you can use immediately. The Leading Others course focuses on the mindset, interpersonal skills, and technical knowledge it takes to successfully lead others in the public sector. Leading Others combines self-reflection, e-Learning, classroom instruction, cohort and small group work, and experiential learning. In this course we will explore how to motivate staff, manage risk, and develop effective teams to meet your

organization's objectives. A person will learn to communicate better, manage conflict, and help those you supervise to navigate change effectively.

Additionally, the agency is in route to developing a Leadership Program. WSDOT will be evaluating a tiered approach, hoping to offer progressive and effective leadership development, depending on the employee's role in the organization. This effort will focus on building, enhancing and evolving leadership skills and expanding current and future leaders' knowledge to continuously grow and remain effective.

Diversity Observance Months and Events

The agency continues to build a diversity program that acknowledges diversity issues that occur in the workplace with the goal of educating employees and management and eliminating discrimination, in all forms, through education and open discussion. WSDOT diversity events are typically held in conjunction with federal observances and presidential proclamation. During the reporting period, WSDOT's DAG publicized information on African American History; Women History; Diversity, Asian-American and Pacific Islander Heritage, and Lesbian, Recognizing the signing of Americans with Disabilities Act, International Friendship, Gay, Bisexual, Transgender, Questioning (LGBTQ), Women's Equality Day and Hispanic Heritage. Given limited resources for internal activities, WSDOT will also encourage participation at events hosted by other state agencies and local groups. Information on recent events and activities promoted by WSDOT can be found in Appendix Tab G.

Recruitment and Outreach

WSDOT faces a number of workforce-related challenges as experienced employees retire and retention of current employees, due a competitive job and wage market, become a constant focus. WSDOT is working to be more strategic about workforce planning and pursue new approaches to recruitment, succession planning, training, and organizational restructuring. WSDOT is committed to recruit, develop, and retain a diverse, competent and qualified workforce and is working toward a comprehensive state-wide strategy in the outreach, recruitment, hire and retention of diverse candidates. WSDOT will focus on targeted outreach, the agency believes effective outreach is best approached as an *active and on-going* effort, rather than an effort limited to a particular hiring process. The goal over the next year will be to partner with diverse organizations and communities statewide (ex. Tabor100, TERO/Tribal Employment Rights Office, Housing Authorities); evaluate partnership with pre-apprenticeship and trades programs as possible talent pipelines; targeted outreach to minorities and military communities; work with reentry programs for hiring ex-offenders and reviving pipeline programs.

The Diversity and Inclusion Manager will work OHR&S Recruitment Unit and hiring authorities to ensure that a good faith effort is achieved through outreach in underutilized areas. The Workforce Development Unit will provide quarterly workforce demographics to executives and managers and provide support accordingly.

All managers will be responsible for implementing, maintaining, and being actively involved in developing and monitoring recruiting activities within their offices. All hiring authorities will work closely with the OHR&S Recruitment Unit in researching and incorporating innovative recruiting techniques that target under-represented populations as resources allow.

Promotions

For qualified positions and as resources allows, WSDOT managers and hiring authorities will establish flexible internal training programs that encourage career advancement and employee development. Employees interested in career changes will be encouraged to participate in training and educational opportunities that not only increase knowledge in present positions, but also prepares individuals for future opportunities.

Separations

All managers will carefully monitor employee separations to determine adverse impact to under-utilized groups. An electronic exit interview database is available for employees leaving WSDOT. All employees are encouraged to utilize this tool upon departing employment. The exit interview survey can be found on OHR's website at: <http://wwwi.wsdot.wa.gov/HR/Managers/ExitInterview.htm>.

Retention

WSDOT managers will make every effort to retain qualified employees. However, with the competitive job climate, competition for qualified talent is strong. WSDOT is far behind in compensation by local public sector and private sector employers. Less competitive wages put WSDOT in a difficult position to attract qualified talent. As a state agency, WSDOT is required to follow the state classification structure, policies and procedures. Through OFMs classification and compensation proposal process – outline in RCW 41.06.152, in 2015 the agency was able to obtain overall wage increase for the Maintenance Technician Bridge Series, Equipment Technician Series, Maintenance Technician Series, and Engineering Series. For 2017, the agency has submitted 13 classification and compensation proposals for the classifications that has been identified as being behind market.

The agency acknowledges compensation may not always be the driving factor in employee retention. WSDOT is making efforts to engage current employees by offering developmental training, telework choices, schedule adjustments, creating job rotations and cross-training opportunities, and evaluating options for modern workspace and overall work environment.

Reasonable Accommodation

All managers and supervisors will work closely with their local HR Consultant and/or the EEO Manager to ensure appropriate and timely response to reasonable accommodation requests. Managers and supervisors are expected to be familiar with Chapter 25 of the Human Resources Desk Manual in regard to procedures for handling reasonable accommodations, as well as Secretary's Executive Order, E 1081.00.

Job Structure and Upward Mobility

By completing current job classification and position review, managers will be able to ensure appropriate job structure and mobility. Through annual performance evaluations, managers will assist employees in identifying the next steps in their respective careers. Managers will work with interested employees in creating career development plans.

- Managers and supervisors, in partnership with OHR, will review all job classifications and position descriptions on an annual basis to ensure unbiased, necessary qualifications and job duties are reflected.
- All performance evaluations will be completed accurately and on time. Managers and supervisors will be evaluated on accurate and effective job performance as well as on individual efforts to practice and promote equal opportunity and affirmative action within their work units.
- Every employee will be evaluated on performance annually. Clear expectations and accountability are critical for a successful program and productive employees. Performance objectives and goals will be set for the proceeding year and employees will be encouraged to meet performance goals that foster education and career advancement.

Periodic Review and Audit

This Affirmative Action Plan will be discussed and reviewed regularly with managers and supervisors, and updated as appropriate. All managers and supervisors are expected to be familiar with agency policies and procedures as set forth in Secretary's Executive Orders 1014.04 and 1081.00 as well as The Human Resources Desk Manual, Chapter 29, in regard to *Equal Opportunity in the Workplace* and Chapter 25, in regard to *Reasonable Accommodation*.

- In partnership with OHR&S, all managers will review workforce utilization quarterly and will continue to make every good faith effort toward increasing utilization of under-represented groups.
- To ensure effective strategies, all managers will review this plan at least annually.

Afterword

The Washington State Department of Transportation is fully committed to the concept and practice of Equal Employment Opportunity and Affirmative Action in all aspects of employment.

In the development of this Affirmative Action Plan, WSDOT has used terminology such as “underutilized”, “under-represented”, “barrier”, etc. It should not be construed as an admission by WSDOT that any problem area exists, or women, minorities, or individuals with disabilities have been or are being intentionally underutilized or discriminated against by WSDOT or that WSDOT is in violation of federal or state Equal Employment laws. WSDOT conducts all employment practices in accordance with agency policies, collective bargaining agreements, and federal and state regulations. Any goals or strategies established in the making of this plan are to be used as suggestions in a good faith effort to ensure Equal Employment Opportunity. The goals and strategies identified, and the effect of such goals and strategies, are not intended to discriminate against any individuals or group of individuals with respect to employment opportunities for which he, she, or they are qualified. All employment decisions at WSDOT are made based on job-related criteria.

This Affirmative Action Plan does not constitute an express or implied contract between WSDOT and its employees, job applicants, or other persons. Nothing in the Affirmative Action Plan provides any individual or group with a private right of action against WSDOT.

Appendix Document	Tab
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RCW 47.04.280	
The Gray Notebook	
Secretary's Executive Order – E 1014.04	B
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• Chapter 25	
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