

Florida Department of Transportation



Affirmative Action & Individuals With Disabilities Plan

October 1, 2023 –September 30, 2028

Florida Department of Transportation 2023 – 2028 AAP

TABLE OF CONTENTS

Section One.....Page 4
Introduction.....Page 5
Department’s Organizational Chart.....Page 6
Affirmation of Policy and the Affirmative Action Plan.....Page 7
Dissemination of Policy.....Page 9

Section Two.....Page 10
Responsibilities for Implementing the Affirmative Action Plan.....Page 11

Section Three.....Page 14
Florida Labor Availability Analysis.....Page 15
Table 3.1.....Page 16
Table 3.2.....Page 17
Adverse Impact Analysis.....Page 18
Table 3.3.....Page 17

Section Four.....Page 20
EEO-4 Job Group Definitions.....Page 21
Analysis of Present Workforce.....Page 22
Table 4.1.....Page 25
Table 4.2.....Page 26

Section Five.....Page 27
Utilization Analysis.....Page 28
Identification of Areas of Concern.....Page 29
Table 5.1.....Page 31
Table 5.2.....Page 32
Table 5.3.....Page 33
Affirmative Action Goals.....Page 34

Section Six.....Page 35
Action Oriented Initiatives and Good Faith Efforts.....Page 36
Action Oriented Programs.....Page 37

Section Seven.....Page 42
Upward Mobility.....Page 43

Section Eight.....Page 46
Performance Evaluations.....Page 47

Section Nine.....Page 48
Program Evaluation.....Page 49

Section Ten.....Page 50
Internal Complaint Procedures.....Page 51

Florida Department of Transportation 2023 – 2028 AAP

Florida Department of Transportation

Effective Date: October 1, 2023 – September 31, 2028

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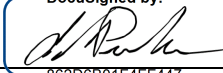
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SECTION ONE

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

Florida Department of Transportation 2023 – 2028 AAP

INTRODUCTION

The Florida Department of Transportation (the Department) is committed to a policy of Equal Employment Opportunity (EEO) for individuals with disabilities, and a plan of affirmative action to fulfill the goals and purpose of the policy. In accordance with [Section 110.12, Florida Statutes](#), and the Department of Management Services (DMS), Division of Human Resources Management Advisory ([HRMA](#)) #2016-001, this plan serves as a guide which outlines for management their role and responsibilities regarding the implementation of the Affirmative Action & Individuals with Disabilities Plan (AAP). The stated hiring goals within this plan are based on statewide data from the 2020 U.S. Census, available labor market for each of the EEO job categories.

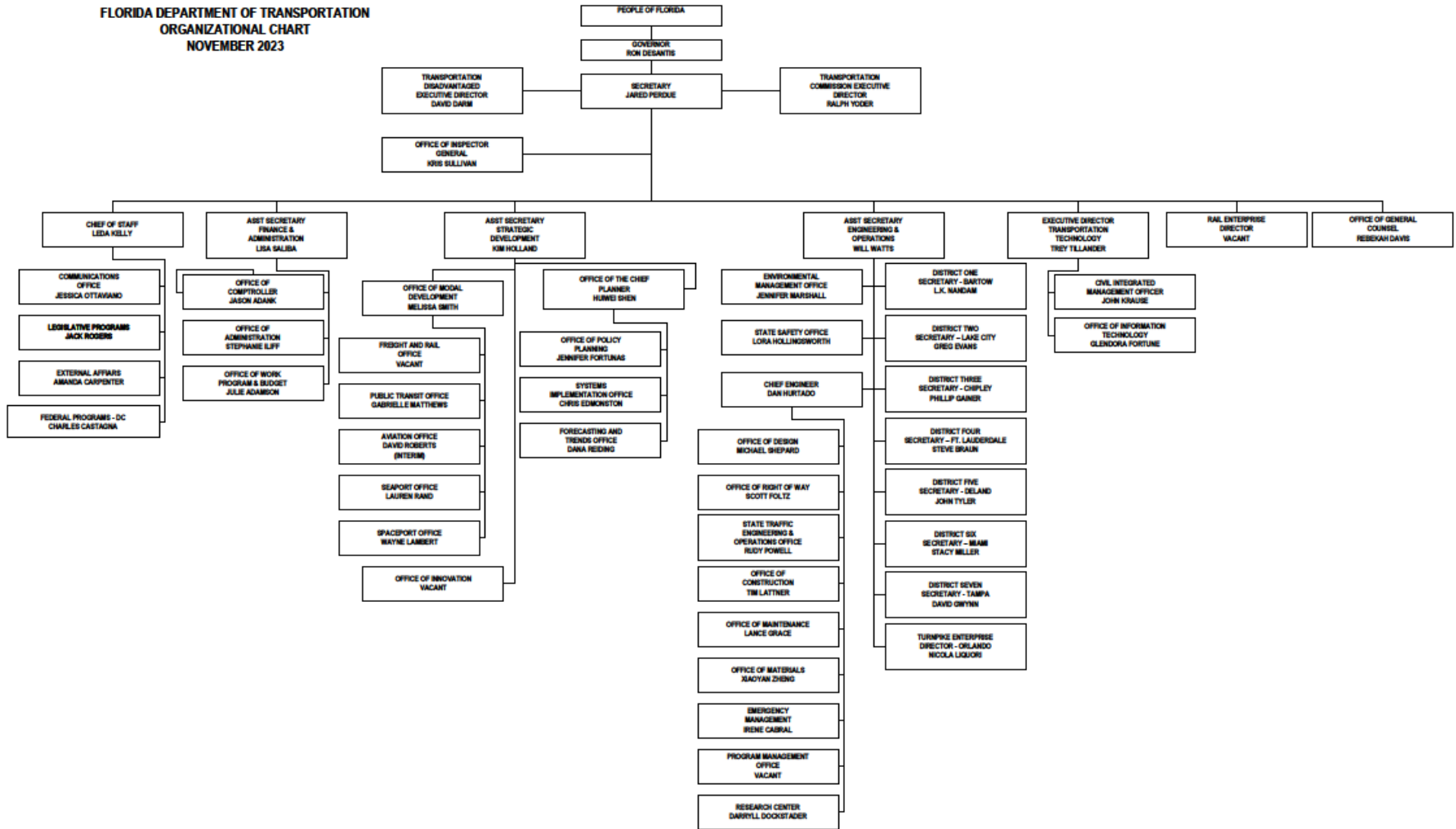
The Department was created by the Governmental Reorganization Act of 1969, by merging the powers, duties, and responsibilities of the Florida State Road Board; Florida State Road Department; Florida State Turnpike Authority; Florida Transportation Authority; Board of Highway Secondary Trust Fund Trustees;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

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

To support the Department in achieving the mission, this plan reinforces EEO principles by ensuring that individuals with disabilities have an equal opportunity to enter public service and work in an environment free of unlawful barriers to employment-based upon disabilities except as provided by law.

Florida Department of Transportation 2023 – 2028 AAP

ORGANIZATIONAL CHART



Florida Department of Transportation 2023 – 2028 AAP

Department Secretary’s Affirmation Statement in support of Equal Employment Opportunity (EEO) and Affirmative Action (AA)

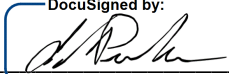
As the Florida Department of Transportation (the Department) moves forward in meeting the transportation needs of a dynamic and growing state, I reaffirm our commitment to the Affirmative Action Plan which ensures an equal opportunity in employment to all qualified individuals, inclusive of those with disabilities.

Regarding affirmative action, we must be an organization that seeks individuals with the best minds and broad experience to ensure every qualified person has an equal chance to compete and contribute to our business operations. Ensuring a diverse group of individuals, including those with disabilities, are included in this search is affirmative action at its best.

Equal employment opportunity inclusive of individuals with disabilities, covers all employment programs, management practices, and decisions including, but not limited to recruitment, hiring, promotion, transfer, reassignments, training and career development, benefits, and separation. The Department supports the rights of all individuals, including those with disabilities, to exercise their rights available under applicable civil rights laws. Retaliation against any individual including those with disabilities, who engages in an exercise of their rights against unlawful discrimination, will not be tolerated.

The Department provides an environment that promotes excellence, teamwork, fairness, and equality for all employees and applicants for employment. In all our employment actions, we strive to exemplify the principle all individuals, including those with disabilities, have the freedom to compete on a fair and level playing field. Upon request and as appropriate, we will provide reasonable accommodation to qualified individuals with disabilities.

In furtherance of the Department’s policy regarding affirmative action and equal employment opportunity, we have developed a written Affirmative Action Plan (AAP). The AAP sets forth the policies, procedures, and practices the Department is committed to in their goal of achieving affirmative action and equal opportunity for all qualified individuals, inclusive of those with disabilities. The AAP is available for inspection by any employee or applicant for employment upon request, during normal business hours, in the Department’s Equal Opportunity Office (EOO) located at 605 Suwannee Street, Tallahassee FL 32399. Interested persons should contact the EOO at 850-414-4747 for assistance.

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Jared W. Perdue, P.E
Secretary

Florida Department of Transportation 2023 – 2028 AAP

AFFIRMATION OF POLICY AND AFFIRMATIVE ACTION

Achieving the Department's economic parity goals requires the commitment and initiative of every manager and supervisor within the Department. To assist in the achievement of our economic parity goals, this Affirmative Action Plan establishes several tools to be used in all employment actions.

It is the Department's practice for appointing/hiring authorities filling vacancies, to inquire from the Department's Human Resources Office and review the most current economic parity needs, to determine whether there is a hiring need of an underrepresented group (such as females or minorities) in a particular Equal Employment Opportunity (EEO) job category, for the position being filled. When a need is identified, the appointing authorities must discuss with the Human Resources Office whether recruitment assistance would increase the pool of qualified females, individuals with disabilities or minority applicants for the position.

When attempting to fill vacancies in needed EEO job categories, utilizing effective recruitment strategies is fundamental to engaging qualified female, individuals with disabilities and minority applicants. Although People First is the primary method for advertising job openings at the Department, the appointing authority should coordinate with the Human Resources Office to identify other mediums to advertise their vacancies. They should seek options which might be more accessible to or target potential female and minority applicants for positions that traditionally do not have high female and minority employment rates. Recruitment activities and vacancy announcements posted at universities and vocational schools are effective alternative recruitment avenues hiring authorities should consider to successfully recruit female and minority applicants. Other strategies managers should consider would include advertising in publications, or on job websites [i.e., LinkedIn, Indeed.com, etc.] and social media. Advertising in local publications is also an inexpensive, but effective way to advertise positions more commonly filled by applicants who may not have regular access to the Internet.

The Department supports upward mobility and encourages managers to promote and reassign qualified employees whenever possible. This is also an effective tool when there is a need to promote qualified employees into EEO job categories. Other employment strategies such as the Internship Program as well as the Engineer and Right of Way Trainee programs, are excellent ways to identify and recruit employees to meet economic parity goals.

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

Florida Department of Transportation 2023 – 2028 AAP

DISSEMINATION OF POLICY

The Department is committed to ensuring every employee or applicant is aware of their rights concerning affirmative action and the Department's policies addressing EEO protections or the internal procedure for filing complaints of discrimination. Supervisors and managers at all levels are responsible for being familiar with and complying with these policies. They must also be committed to communicating the Department's EEO expectations to their subordinates, enforcing EEO in the work environment and taking corrective measures if necessary.

(1) Internal Dissemination

Listed below is the manner this AAP and related policies will be disseminated within the Department:

- (a) Copies of the Department AAP will be available to all employees on the EEO intranet site.
- (b) Copies of the Department's EEO/AA Policy Statement and the Secretary's Affirmation Statement in support of EEO/AA will be posted in all District and Central Office facilities in prominent locations convenient to all employees. These statements, as well as procedure [275-010-001, Employment Discrimination Complaints](#), which specifies the process for filing complaints related to discrimination, harassment and disability, are also available from the [Department's Equal Opportunity Office](#) website.

(2) External Dissemination

Listed below is the manner this AAP and related policies will be accessible to the public, or outside of the Department:

- (a) The Department's AAP and related information will be made available to interested parties on the EEO's external internet site at: <https://www.fdot.gov/equalopportunity>.
- (b) Completion of the Department's American with Disabilities Act (ADA) BT-20-0123 training is required for all hiring managers and supervisors prior to taking any employment actions, including hiring decisions on behalf of the Department.

(3) Procedures

- (a) Topic No: 001-275-001 **Equal Employment Opportunity/Affirmative Action Policy** at: https://fdotwww.blob.core.windows.net/sitefinity/docs/default-source/equalopportunity/secretary-perdue-eeo-aa-policy-statement.pdf?sfvrsn=49cbd5d8_2
- (b) Topic No: 250-015-005 **Recruitment and Selection** can be found on the Department's Procedural Document Library at: <https://pdl.fdot.gov/>
- (c) Topic No: 275-000-001 **ADA Request for Recommendation for Payment of Reasonable Accommodation** can be found on the Department's Procedural Document Library at: <https://pdl.fdot.gov/>

SECTION TWO

EEO/AA Program Responsibilities

Florida Department of Transportation 2023 – 2028 AAP

RESPONSIBILITIES FOR IMPLEMENTING THE AFFIRMATIVE ACTION PLAN

- (1) **Secretary/ District Secretaries:** In accordance with Section 110.112, Florida Statutes, the Secretary of Transportation (the Secretary) is responsible for the development and implementation of the Department's AAP. All District Secretaries and the Director of Turnpike Enterprise shall support the Secretary in implementing the of the AAP.
- (2) **EEO/AA Officer:** The Equal Opportunity Office Manager is the EEO/AA Officer for the Department. The Equal Opportunity Office Manager reports to the Director of Administration and has access to the Department's Secretary regarding matters relating to EEO/AA. The EEO/AA Officer's responsibilities include:
- (a) Developing EEO/AA goals, monitoring compliance, and providing consultation to District managers regarding progress, deficiencies, and appropriate corrective actions to achieve Departmental goals.
 - (b) Maintaining the Department's AAP and policy statements and publicizing their content.
 - (c) Monitoring hiring, recruitment, promotion, lay-off, termination, training, and other conditions of employment to ensure compliance with EEO/AA goals and other Departmental policies.
 - (d) Serving as liaison between the agency and the various state and federal compliance agencies.
 - (e) Developing reports as required by the state and federal government administering the AAP.
 - (f) Serving as a liaison between the Department and community action groups concerned with employment opportunities for females and minorities.
 - (g) Keeping management informed of the latest developments in the EEO/AA area.
 - (h) Investigating complaints relating to discrimination, harassment, and disability.
 - (i) Monitoring the agency's personnel practices to ensure no discriminatory practices exist.
 - (j) Compiling the annual Equal Employment Opportunity Plan. The report reflects the Department's status in meeting its goals and objectives and advises management of the program's progress on any issue needing attention. The following process are utilized in monitoring implementation:
 - 1. Report areas of concern to senior management representatives for appropriate action.
 - 2. Regularly analyze the Department's workforce participation and distribution of minorities and females.
 - 3. Review the effectiveness of programs designed to assist in obtaining goals and objectives.

Florida Department of Transportation 2023 – 2028 AAP

(k) Coordinating EEO/AA and Harassment Free Workplace Training.

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

(a) Providing intake and notifying the EEO of discrimination complaints. This also includes assisting in the resolution of any complaints.

(b) Monitoring hiring, recruitment, promotion, lay-off, termination, training and other conditions of employment to ensure compliance with EEO/AA goals and other Departmental policies.

(c) Coordinate efforts of various departments to effectively reach all employees with information on affirmative action and to provide training on affirmative action as needed.

(4) **Human Resources District Managers:** The Human Resources District Managers are the EEO/AA Officers for the Districts. The Human Resources District Managers reports to the District Secretary regarding matters relating to EEO/AA. Their responsibilities include:

(a) Intake of employment discrimination complaints, and timely notifying the Director of Human Resources, Employee Relations Manager and the EEO of all discrimination complaints. Assisting in the resolution, including the investigation, of any complaints.

(b) Maintaining files on affirmative action-related materials ensuring proper documentation of good-faith efforts by the Department to address and resolve any EEO/AA matters.

(5) **Department Managers and Supervisors:** It is the responsibility of all managers and supervisors to implement the following aspects of the Department's affirmative action plan and related policies:

(a) **Managers:**

1. Monitoring and ensuring compliance with affirmative action goals in all areas under their authority.
2. Ensuring all subordinate managers and supervisors understand their duty and obligation to comply with and promote the Department's AAP, and actively engage their full support in achieving the Department's affirmative action goals and objectives.
3. Monitoring all employment actions under their authority, such as hiring, promotion, training, and any other term or condition of employment. The goal is to ensure that no barriers preclude equal employment opportunities for females, minorities and individuals with disabilities.
4. Ensuring that they and all managers and supervisors under their supervision have completed the EEO/AA, Harassment Free Workplace, and ADA mandatory training. In addition, they have completed the Supervisory EEO training.

Florida Department of Transportation 2023 – 2028 AAP

5. Reporting immediately any complaint of harassment or hostile work environment relating to discrimination.

(b) Supervisors:

1. Identifying barriers to equal employment opportunity and communicating these problem areas to the appropriate manager or authority.
2. Ensuring that all non-management employees are aware of the Department policies and commitment to EEO/AA.
3. Ensuring that no barriers exist which preclude equal opportunities for females, minorities or individuals with disabilities in hiring, promotion, training, or any other term or condition of employment with the Department.
4. Ensuring that they and all employees under their supervision have attended or are scheduled to attend EEO/AA and Harassment Free Workplace mandatory training.
5. Reporting immediately any complaint of harassment or hostile work environment relating to discrimination.

(6) Review of Personnel Processes

The Human Resources Office will review all processes associated with recruitment and selection to ensure equal access. The goal of the review is to ensure equal access to personnel processes including application, recruiting and hiring, promotions, training, accommodation requests, and accessibility (physical and virtual). This information will be reviewed in the Department's Equal Employment Opportunity Program Plan.

(7) Review of Physical and Mental Qualifications

The Department maintains a position description portal for all positions where hiring managers can review the qualifications for each position prior to advertising. The position descriptions are reviewed on a recurring basis to ensure that knowledge, skills, and abilities standards (and minimum qualifications for Career Service positions) are job-related for each position and consistent with business necessity. The link to this website is:

<http://fdotwp2.dot.state.fl.us/enterpriseinformationassets/fdotenterprisearch/positiondescription/positiondescriptionsearch.aspx>

SECTION THREE

Survey of Available Labor Market

Florida Department of Transportation 2023 – 2028 AAP

FLORIDA LABOR AVAILABILITY ANALYSIS

Labor market information and data can be used to help affirmative action planning. For example, the demographic characteristics of the population, labor force, or employment in particular occupations can be compared to the characteristics of an employer's own workforce.

For EEO/AA purposes, availability is defined as the percentage of minorities, females, and individuals with disabilities in the relevant recruitment area, who have the skills necessary for entry into a specific job group or, who are capable of acquiring such skills. The purpose of the availability analysis is to determine the number of persons by race/ethnicity and gender who are available for employment within each of the job groups. The availability analysis provides the basis for determining whether minorities, females, and individuals with disabilities, are underutilized in the work force and the degree of significance of any such underutilization.

The availability analysis involves three major steps:

- 1) Determining the sources providing employees to EEO job groups;
- 2) Calculating the number of persons available by race/ethnicity, gender, and disability, from each source; and
- 3) Determining the relative number of employees provided by each source.

For the purposes of this analysis the percentage of minorities or females having requisite skills in the reasonable recruitment area applies to minorities, females, and individuals with disabilities, and will be different for each EEO job group. The source used to determine this percentage is the 2020 Census Data. Table 3.1 and 3.2 reflects the 2020 Census Data for the Florida labor market in terms of population makeup, skills and availability for employment in the EEO-4 job categories.

Florida Department of Transportation 2023 – 2028 AAP

Table 3.1
AVAILABLE LABOR MARKET IN FLORIDA BY EEO 4 CODES

EEO4 JOB CATEGORY	TOTAL EMP	MALE					TOTAL MALES	FEMALE					TOTAL FEMALES	TOTAL MINORITY
		WHITE	BLACK	HISPANIC	ASIAN	**OTHER**		WHITE	BLACK	HISPANIC	ASIAN	**OTHER**		
01- OFFICIALS AND ADMINISTRATORS	2,687,138	1,195,691	103,178	279,313	40,383	20,097	1,638,662	715,223	113,343	180,831	24,423	14,656	1,048,476	776,224
02 - PROFESSIONALS	5,515,756	1,722,548	193,703	372,663	115,998	33,772	2,438,684	2,013,250	421,518	490,293	109,127	42,884	3,077,072	1,779,958
03 - TECHNICIANS	957,371	287,750	47,907	88,483	20,009	8,198	452,347	304,798	96,271	81,402	14,144	8,409	505,024	364,823
04 - PROTECTIVE SERVICE WORKERS	704,720	325,674	91,485	102,244	6,693	8,656	534,752	84,085	56,062	25,892	1,547	2,382	169,968	294,961
05 - PARA-PROFESSIONALS	1,316,104	87,244	41,414	36,763	4,894	3,517	173,832	519,659	341,490	241,478	20,757	18,888	1,142,272	709,201
06 - ADMINISTRATIVE SUPPORT	7,590,800	1,691,443	358,987	611,501	78,641	43,855	2,784,427	2,856,575	714,466	1,058,176	100,065	77,091	4,806,373	3,042,782
07 - SKILLED CRAFT WORKERS	2,965,986	1,578,551	287,046	791,966	40,853	40,373	2,738,789	116,186	31,783	67,682	7,775	3,771	227,197	1,271,249
08 - SERVICE MAINTENANCE	5,795,510	1,603,031	655,272	1,195,192	80,542	49,834	3,583,871	1,024,230	388,489	676,365	85,564	36,991	2,211,639	3,168,249
TOTAL ALM #	27,533,385	8,491,932	1,778,992	3,478,125	388,013	208,302	14,345,364	7,634,006	2,163,422	2,822,119	363,402	205,072	13,188,021	11,407,447

*OTHER = Combination of American Indian/American Native; Native Hawaiian/Other Pacific Islander; and 2 or more Races

Florida Department of Transportation 2023 – 2028 AAP

Table 3.2
AVAILABLE LABOR MARKET IN FLORIDA BY EEO 4 CODES

Florida ALM	01- OFFICIALS AND ADMINISTRATORS	02 - PROFESSIONALS	03 - TECHNICIANS	04 - PROTECTIVE SERVICE WORKERS	05 - PARAPROFESSIONALS	06 - ADMINISTRATIVE SUPPORT	07 - SKILLED CRAFT WORKERS	08 - SERVICE MAINTENANCE	TOTAL
TOTAL CIVILIAN LABOR FORCE (CLF) 16 YEARS AND OVER	838,181	1,716,558	300,243	232,443	450,159	2,468,425	956,513	2,020,266	8,982,788
# WITH DISABILITY	38,258	73,867	14,429	13,659	27,114	140,915	58,464	146,508	513,214
%CLF WITH DISABILITY	4.56%	4.30%	4.81%	5.88%	6.02%	5.71%	6.11%	7.25%	5.71%
# NO DISABILITY	799,923	1,642,691	285,814	218,784	423,045	2,327,510	898,049	1,873,758	8,469,574
%CLF NO DISABILITY	95.44%	95.70%	95.19%	94.12%	93.98%	94.29%	93.89%	92.75%	94.29%

ADVERSE IMPACT ANALYSIS

The race/sex composition of the Department as it relates to economic parity, can be an indicator used to assess whether barriers exist to equal employment opportunity. Another method commonly used in evaluating affirmative action programs is called “Adverse Impact Analysis”, which evaluates the selection rates for females, minorities, and individuals with disabilities for various employment opportunities (hiring, promotion, merit, training, discharges, etc.). The method is intended to aid employers in determining if females, minorities, and individuals with disabilities are being selected for employment opportunities at rates significantly less than their non-minority counterparts.

The accepted methodology to determine if females, minorities, and individuals with disabilities are being adversely impacted in the recruitment and selection process, is to evaluate the selection rates of those groups using the “80% Rule”. The 80% Rule states that evidence of possible adverse impact or disparate treatment exists if the selection rate for any group being evaluated is less than 80% of the selection rate of the comparative group having the highest selection rate.

The Department’s EEO annually conducts an adverse impact analysis as part of normal reporting requirements to the Federal Highway Administration. In addition, the EEO will include an adverse impact analysis of various employment actions in its quality assurance program and will report its findings in a quality assurance review to the Districts.

The following Table 3.3 is the Available Labor Market in Florida utilizing the 80% rule.

Florida Department of Transportation 2023 – 2028 AAP

Table 3.3
80% VALUES OF THE AVAILABLE JOB MARKET IN FLORIDA

EEO4 JOB CATEGORY	ALM PERCENTAGE	MALE					TOTAL MALES	FEMALE					TOTAL FEMALES	TOTAL MINORITY
		WHITE	BLACK	HISPANIC	ASIAN	**OTHER**		WHITE	BLACK	HISPANIC	ASIAN	**OTHER**		
01- OFFICIALS AND ADMINISTRATORS	100.00%	44.50%	3.84%	10.39%	1.50%	0.76%	60.98%	26.62%	4.22%	6.73%	0.91%	0.55%	39.02%	28.89%
02 - PROFESSIONALS	100.00%	31.23%	3.51%	6.76%	2.10%	0.61%	44.21%	36.50%	7.64%	8.89%	1.98%	0.78%	55.79%	32.27%
03 - TECHNICIANS	100.00%	30.06%	5.00%	9.24%	2.09%	0.86%	47.25%	31.84%	10.06%	8.50%	1.48%	0.88%	52.75%	38.11%
04 - PROTECTIVE SERVICE WORKERS	100.00%	46.21%	12.98%	14.51%	0.95%	1.23%	75.88%	11.93%	7.96%	3.67%	0.22%	0.34%	24.12%	41.86%
05 - PARA-PROFESSIONALS	100.00%	6.63%	3.15%	2.79%	0.37%	0.27%	13.21%	39.48%	25.95%	18.35%	1.58%	1.43%	86.79%	53.89%
06 - ADMINISTRATIVE SUPPORT	100.00%	22.28%	4.73%	8.06%	1.04%	0.58%	36.68%	37.63%	9.41%	13.94%	1.32%	1.01%	63.32%	40.09%
07 - SKILLED CRAFT WORKERS	100.00%	53.22%	9.68%	26.70%	1.38%	1.36%	92.34%	3.92%	1.07%	2.28%	0.26%	0.13%	7.66%	42.86%
08 - SERVICE MAINTENANCE	100.00%	27.66%	11.31%	20.62%	1.39%	0.86%	61.84%	17.67%	6.70%	11.67%	1.48%	0.64%	38.16%	54.67%
TOTAL ALM %	100.00%	30.84%	6.46%	12.63%	1.41%	0.76%	52.10%	27.73%	7.86%	10.25%	1.32%	0.75%	47.90%	41.43%
OTHER = Combination of American Indian/American Native; Native Hawaiian/Other Pacific Islander; and 2 or more Races														

SECTION FOUR

Analysis of FDOT Workforce

Florida Department of Transportation 2023 – 2028 AAP

JOB GROUP DEFINITIONS

FDOT EEO-4 Job Groups Job Group Category Definitions

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

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

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

04 - Protective Service Workers - Occupations in which workers are entrusted with public safety, security, and protection from destructive forces. Examples of these kinds of positions include police patrol officers; fire fighters; guards; deputy sheriffs; bailiffs; correctional officers; detectives; marshals; harbor patrol officers; and kindred workers.

05 - Office/Clerical - Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Paraprofessionals were included in this job category and 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.

06 - Skilled Craft - Occupations in which workers perform jobs which require special manual skill and thorough and comprehensive knowledge of the processes involved in the work which is acquired throughout on-the-job training and experienced or throughout apprenticeship or other formal training programs.

07 - Service Maintenance - Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene, or safety of the general public or which contribute to the upkeep or care of building, facilities or grounds of public property.

Florida Department of Transportation 2023 – 2028 AAP

ANALYSIS OF PRESENT WORKFORCE

The following is a brief overview of FDOT's employment report as of 07/01/2023 and is offered with comparison to the employment numbers noted on 6/30/2018, the date the former plan was approved.

Officials & Administrators

Males continued to have the largest representation in the Official & Administrators job group, with one hundred forty-eight (148) males in this job group, compared to one hundred fifty (150) in 2018. This was a decrease of twenty-six (26). There were seventy-seven (77) females in this job group, which is a decrease of ten (10) from 2018. There were sixty-four (64) minorities in this job group, which is an increase of three (3).

Professionals

Males continued to have the highest total of employees in the Professionals job group with two thousand ninety-two (2092), which is an increase of one (1). There were one thousand seven hundred twenty-six (1726) females, which is an increase of nine (9) females from 2018. There were one thousand three hundred fifty-five (1355) minorities in this job group, which is an increase of forty-two (42) from 2018.

Technicians

Males have the highest total of employees in the Technicians job group with three hundred eleven (311) which is a decrease of sixteen (16). There were one hundred nine (109) females which is a decrease of two (2) and one hundred forty-eight (148) minorities which is an increase of three (3).

Office/ Clerical

The Office/Clerical job group continued to have females as its highest total of employees with one hundred sixty-three (163) which is a decrease of thirty-five (35) from 2018. There are twenty-four (24) males in this category which is a decrease of six (6). Minorities also continued to have a significant representation with eighty-three (83) employees out of one hundred eighty-seven (187) overall employees.

Skilled Craft

The Skilled Craft job group continued to have a large representation of male employees which stayed the same as 2018 with three hundred seventy-seven (377). There were one hundred forty-four (144) minorities and eleven (11) females compared to one hundred ninety-seven (197) minorities and fourteen (14) females in 2018.

Florida Department of Transportation 2023 – 2028 AAP

Service Maintenance

The Service Maintenance job group had a total of two hundred sixty-nine (269) employees which is a decrease of twenty-nine (29) employees in 2018. Of that number two hundred fifty-seven (257) were males, twelve (12) were females and one hundred nine (109) were minorities.

In summary, FDOT had an employment total of five thousand two hundred fifty (5250) employees in its permanent workforce as of June 30, 2023. This was a **decrease** of three hundred ninety-one (391) employees (7.45%) as compared to the total number of permanent employees of five thousand six hundred forty-one (5641) in the workforce as of June 30, 2018. Minorities composed one thousand nine hundred nine (1909) or 36.36%; while females composed two thousand one hundred seven (2107) or 40.13%. In relation to percentage, there were increases for both minority and female employees. The majority of employees continued to work in the Professional job group with a total of three thousand eight hundred fifty-nine (3859) employees, with Hispanics being the largest number of minorities in this job group.

The charts on the following pages reflect the breakdown of FDOT employees as of June 30, 2023, in each of the EEO 4 Job Category by race and sex (Table 4.1) and individuals with disabilities (Table 4.2). In addition, the statistical method used for determining the Parity Goals Percentage and goals in this AAP is the 80% Rule.

The 80 Percent Method

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

80% Rule

The third method used to compare Incumbency to Availability is the 80% Rule. This rule is also sometimes referred to as the 4/5ths Rule, Impact Ratio Analysis, or Disparate Impact Testing. When using this method, underutilization is declared when the rate of utilization is less than 80% of the EEO groups' availability.

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

Steps

1. Calculate Expected number Based on percentage of Availability in EEO Group

Total number Employees in Job Group x the Percent of Availability in EEO Group.

2. Calculate 80% of Availability

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

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

Florida Department of Transportation 2023 – 2028 AAP

In the tables on the following pages 80% of the current available workforce has been calculated and is in the “Parity Goal Percentage” column. To calculate underutilization, multiply the “Parity Goal Percentage” for Hispanic Females in Category 1, Officials and Administrators and (3.76%) by the total number of employees in Category 1, which is two hundred and thirty-seven (237).

$3.76\% \times 186 = 12.26$ or 9.81 employees.

The current number of Hispanic females in Category 1 is 7.

Current utilization of Hispanic females is 7, which is less than 9.81. Therefore, Hispanic females **are underutilized**.

Those categories with specific underutilization are reflected in the NEEDS column of the tables listed below in Table 4.1 and Table 4.2:

Florida Department of Transportation 2023 – 2028 AAP

**Table 4.2
DISABILITY INCUMBENCY TO AVAILABILITY ANALYSIS**

INDIVIDUALS WITH DISABILITIES	01 - OFFICIALS AND ADMINISTRATORS	02 - PROFESSIONALS	03 - TECHNICIANS	04 - PROTECTIVE SERVICE WORKERS	05 - PARA - PROFESSIONALS	06 - ADMINISTRATIVE SUPPORT	07 - SKILLED CRAFT WORKERS	08 - SERVICE MAINTENANCE	TOTAL
TOTAL WORKFORCE #	183	3,846	423	0	40	160	390	269	5,311
STATUS NOT DISCLOSED #	177	3,706	392	0	40	155	380	254	5,104
IWD IN WORKFORCE #	6	140	31	0	0	5	10	15	207
IWD IN WORKFORCE %	3.28%	3.64%	7.33%	0.00%	0.00%	3.13%	2.56%	5.58%	3.90%
IWD ALM #	38,258	73,867	14,429	13,659	27,114	140,915	58,464	146,508	513,214
IWD ALM %	4.56%	4.30%	4.81%	5.88%	6.02%	5.71%	6.11%	7.25%	N/A
EXPECTED AVAILABILITY	8.34	165.38	20.35	0.00	2.41	9.14	23.83	19.5	N/A
80% OF EXPECTED AVAILABILITY	6.68	132.30	16.28	0.00	1.93	7.31	19.06	15.6	N/A
UNDERUTILIZED?	Y	N	N	N	Y	Y	Y	Y	N/A
GOAL	4.56%	N/A	N/A	N/A	6.02%	5.71%	6.11%	7.25%	N/A

SECTION FIVE

Underutilization Short and Long Term Goals

Florida Department of Transportation 2023 – 2028 AAP

UNDERUTILIZATION ANALYSIS

The goals developed and subsequently approved by the Federal Highway Administration (FHWA) in its approval of the Department's Equal Employment Opportunity Program reflect the availability in Florida of females and minorities who possess the knowledge, skills and abilities to be qualified for employment with the Department. With these goals, the Department can compare their workforce to the available labor market, and then determine if females, minorities, or individuals with disabilities are under-represented in the eight (8) Federally recognized EEO job categories. If they identify under-representation, efforts must be taken to ensure the Department can reach economic parity between the available labor market and their workforce. The tool the Department uses to compare the Department's workforce to the available labor market is the monthly Economic Parity Report prepared by the EEO for the Executive Board. Appendix A is the Economic Parity Report for the month of June 2023, and reflects the statewide goals in each of the EEO job categories.

In addition, **Table 5.1** contains the Economic Parity goals for the Department at the start of this plan's effective date. These goals were developed based upon the statewide Department economic parity numbers, job market, current economic conditions affecting employment, and available labor force. The Economic Parity goals for the Department are realistic and obtainable, as confirmed by extensive analysis. The Department's goals are identified on an annual basis and will be adjusted in coordination with the EEO during their annual Quality Assurance Review. A yearly goal (Table 5.2) has been established to reflect the number of females and minorities the Department needs in each EEO job category to fully achieve their five-year Economic Parity goal.

The Department uses information from People First, which is the State of Florida's online, self-service, secure web-based human resource information system (HRIS), to analyze parity data for individuals with disabilities in the workforce. As People First relies on optional self-identification by applicants and employees for its data, the individuals with disabilities goals in Table 5.3 are estimates only.

The Department and its managers should closely monitor all positions they fill and give special attention to focus on vacancies in EEO job category two (Professional) for females. With respect to minorities, special attention should be focused on vacancies in EEO job categories two (Professional), seven (Skilled Craft) and eight (Service Maintenance). In instances when managers are filling vacancies in these and any other EEO job category in which there is a need for candidates who are female, a minority, or individuals with a disability, managers should make a good faith effort to ensure they utilize effective recruitment and advertisement strategies to attract applicants from any protected class which is under-represented. The Department's Human Resource Office should also closely monitor vacancies in EEO job categories and identify if there is under-representation of any group. There should be a coordinated effort between the Department's Human Resources Office and hiring manager to ensure these positions are advertised in publications, on social media, or any medium that will maximize the potential and opportunity for applicants from the needed protected class(es) to respond to the job posting.

Florida Department of Transportation 2023 – 2028 AAP

IDENTIFICATION OF AREAS OF CONCERN

The Department's economic parity reporting process has been an extremely effective mechanism for the Department to monitor and improve its level of compliance with its affirmative action goals. Achieving economic parity is one of several areas of concern needing to be monitored by the Department during the effective period of this affirmative action plan. Other areas include, ensuring all employment opportunities offered by the Department are available to all employees equally, without regard to race, color, national origin, sex, religion, disability, age, and marital status, except as provided by law. While these areas of concern will continue to be monitored by the EOO, each manager and supervisor within the Department must fulfill their duty and responsibility to ensure the Department is an equal employment opportunity employer.

Within the Department it is noted that current economic conditions and available labor force have impacted recruitment within EEO Job Category 8 (Service Maintenance). Included within this EEO Job Category are the Highway Maintenance job series. Currently there is a significant need for minority, females, and individuals with disabilities in this job category. In addition, there is concern regarding EEO Job Category One (Officials/Administrators). All needs are of special concern and have received extraordinary attention for recruitment. However, current starting salaries and characteristics of the positions advertised are not competitive with comparable jobs in the private sector. In recognition of the Department's good faith efforts, the information obtained will be used and documented in each position where a need exists yet qualified female or minority applicants are not available.

As a matter of interest, the Department's employment parity goals based upon the 2020 Census were 49.07% female, and females comprise 47.59% of the Department's workforce. The 2020 Census workforce for minorities was 40.54%, compared to the Department's minority workforce of 34.98%. Additionally, according to the 2020 Census, individuals with disabilities make up 6.27% of the available labor market and 2.82% of the Department's current workforce. Based upon this analysis, there does appear to be a matter of concern regarding female and minority employment that should be given emphasis by Department management. However, there does not appear to be a matter of concern regarding employment parity for minority employment.

The utilization analysis is a comparison of the estimated availability percentages (calculated in the availability analysis) to the actual employment percentages (reflected in the job group analysis). This analysis serves as the basis for setting minimum goals and establishing timetables. For example, if the representation of females among incumbents in a particular job group is far enough below the corresponding estimated availability, females should be declared underutilized in that job category and a goal must be set for hiring or promoting females into that job category. This same goal establishment process must be applied to each minority group identified as underrepresented.

The 80% availability figure obtained in Step Two is compared to the number of employees utilized in the EEO group being examined. **If the 80% figure is greater than current utilization in the EEO group, underutilization exists.**

Florida Department of Transportation 2023 – 2028 AAP

In order to develop attainable and realistic short and long-term parity goals an analysis of the new hires for the past five (5) years was conducted. The analysis was conducted by EEO job category by race and gender, and the data is reflected in Table 5.1. Table 5.2 is a five-year average of parity hires by race, gender, and EEO job category. Table 5.3 reflects the parity needs of individuals with disabilities in the workforce.

Florida Department of Transportation 2023 – 2028 AAP

**Table 5.1
LABOR MARKET PARITY NEEDS FOR 2023-2025**

Equal Employment Opportunity Job Categories		MALES					FEMALES				
		White	Black	Hispanic	Asian	American Indian	White	Black	Hispanic	Asian	American Indian
1	Officials and Administrators	0	2	0	0	0	0	0	3	0	0
2	Professional	0	0	0	0	0	0	0	0	0	0
3	Technicians	0	0	0	12	0	0	0	0	1	0
6	Office/Clerical	0	0	4	0	0	0	0	1	0	0
7	Skilled Craft	0	0	22	0	0	0	0	0	0	0
8	Service Maintenance	0	0	31	0	0	3	1	0	0	0

Florida Department of Transportation 2023 – 2028 AAP

**TABLE 5.2
YEARLY GOALS FOR 2023-2025**

Equal Employment Opportunity Job Categories		MALES					FEMALES				
		White	Black	Hispanic	Asian	American Indian	White	Black	Hispanic	Asian	American Indian
1	Officials and Administrators	0	1	0	0	0	0	0	1	0	0
2	Professional	0	0	0	0	0	0	0	0	0	0
3	Technicians	0	0	0	4	0	0	0	0	1	0
6	Office/Clerical	0	0	1	0	0	0	0	1	0	0
7	Skilled Craft	0	0	6	0	0	0	0	0	0	0
8	Service Maintenance	0	0	7	0	0	1	1	0	0	0

Florida Department of Transportation 2023 – 2028 AAP

**TABLE 5.3
INDIVIDUAL WITH DISABILITIES GOAL FOR 2023-2025**

INDIVIDUALS WITH DISABILITIES	01 - OFFICIALS AND ADMINISTRATORS	02 - PROFESSIONALS	03 - TECHNICIANS	04 - PROTECTIVE SERVICE WORKERS	05 - PARA - PROFESSIONALS	06 - ADMINISTRATIVE SUPPORT	07 - SKILLED CRAFT WORKERS	08 - SERVICE MAINTENANCE
TOTAL WORKFORCE #	183	3,846	423	0	40	160	390	269
STATUS NOT DISCLOSED #	177	3,706	392	0	40	155	380	254
IWD IN WORKFORCE #	6	140	31	0	0	5	10	15
5 YEAR GOAL	7	0	0	0	2	7	19	16
ANNUAL GOAL	2	0	0	0	0	2	4	4

Florida Department of Transportation 2023 – 2028 AAP

AFFIRMATIVE ACTION GOALS

A goal is a way to measure success in attracting and employing under-represented groups. When we know a specific number of employees in an EEO job category equates to under-representation of a certain group, we can decide where to direct our recruitment efforts. Once problem areas are identified, affirmative action in recruitment begins by advertising in a manner which aids the Department in finding a satisfactory sized pool of qualified applicants in the under-represented group. If, in the final phase of selection, two applicants are equally suited for the position, if one is from a group within the affirmative action goal, we should extend employment to that candidate. Affirmative action does not mean hiring under-qualified persons to meet quotas or giving preference to persons in under-represented groups. However, Veterans' Preference must be granted regardless of affirmative action goals, in compliance with Chapter 295, Florida Statutes.

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

The overall affirmative action goal is to attract and employ qualified minority, female and individuals with disabilities candidates in the equal employment opportunity job categories identified as being under-represented in our Department. In establishing affirmative action goals, we strive to achieve a workforce which closely reflects the labor force. Because of various barriers in obtaining the labor market in one year, goals may not be achievable. However, managers and supervisors are encouraged to strive for equality in all EEO groups over time.

Based on the findings of the analysis, realistic hiring goals were set yearly, and a five-year plan was established. Each job category was analyzed by new hires based on race, ethnicity, gender, and those who chose the option to self-identify as an individual with a disability.

SECTION SIX

Achieving Goals

Florida Department of Transportation 2023 – 2028 AAP

ACTION ORIENTED INITIATIVES AND GOOD FAITH EFFORTS

As referenced throughout this Affirmative Action Plan, the EEO/AA initiatives and good faith efforts outlined below must be practiced by every manager and supervisor in all employment actions. The Department is known as a leader in the areas of recruitment strategies and training. The affirmative initiatives and good faith efforts outlined below express the commitment of the Department to EEO for all employees and applicants. The Department's expectation of managers is they ensure the Department has a diverse workforce and is a discrimination-free workplace which exemplifies the values of EEO. These initiatives include:

- (1) Awareness and monitoring of the Department's Economic Parity goals using an EEO Advisory Committee. The committee will consist of management level employees who are best able to effectively assess and make recommendations on current vacancies, along with hiring practices. The committee will review and advise the Department Executive Management of the Department's progress in meeting their statewide Economic Parity goals, on a quarterly basis.
- (2) Ensuring that needs in achieving economic parity are reported to hiring authorities as vacancies occur, by working in conjunction with their Human Resources Office.
- (3) Initiating recruitment strategies designed to attract qualified female, minority, and individuals with disabilities applicants, using available methods in addition to People First.
- (4) Exercising good faith hiring practices and strategies as vacancies are filled, by considering applicants from groups underrepresented in EEO job categories.
- (5) When possible, provide mentoring and cross training to develop female and minority employees, or employees with disabilities, to be qualified for promotional opportunities, to assist in meeting Economic Parity goals.
- (6) Ensuring all employment actions, such as recruitment, merit, retention, promotions, training, and all other terms and conditions of employment, are available to all employees and applicants equally and occur consistent with the Department's EEO policy.
- (7) Managers/Supervisors being proactive to ensure their direct reports attend mandatory EEO/AA and Harassment Free Workplace Training as required.
- (8) Making a firm commitment to the Department's EEO/AA programs.
- (9) Supporting events celebrating equal employment opportunity and differences within the workforce.
- (10) When possible, attending training in equal employment opportunity.

Florida Department of Transportation 2023 – 2028 AAP

(11) Contact various minority agencies to notify them of job availabilities:

- a.** Florida Hispanic Construction Association
14395 SW 139th Court, Suite 101
Miami, Florida 33186
Phone: (305) 791-8848
Fax: (305) 378-1616
info@flhca.org

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

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

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

Florida Department of Transportation 2023 – 2028 AAP

ACTION ORIENTED PROGRAMS

A. Professional Development Programs

The Department sponsors a variety of professional development programs to enhance employees' skills in their current position or to prepare them for promotion Department-wide. The Department also participates in the state tuition-free university course program.

B. Mandatory Training

All employees are required to complete the Equal Employment Opportunity (EEO) [Discrimination and Harassment Awareness and Prevention] CBT within the first 30 days of their start date, and as required. Supervisors will also be required to complete the Americans with Disabilities Act (ADA) CBT prior to participating in any recruitment and selection process.

The EEO CBT outlines different forms of harassment, such as any action motivated based upon an individual's national origin, religion, race, disability, age, and other protected class characteristics, as well as workplace harassment. This training teaches employees how to recognize forms of harassment, avoid behaviors that may be considered harassment, how to respond to a co-worker or third party who is participating in inappropriate behavior, and how to report the situation to their managers, an Intake Officer, the Employee Relations Manager, or the EEO. The ADA CBT instructs supervisors and hiring managers to be familiar with the areas addressed under the ADA and ensures applicants and employees are protected in all phases of the hiring process and while employed within the Department.

C. Career Fairs

As part of a proactive effort to recruit minorities, females and other qualified applicants, the Department participates in career fairs and community events sponsored by universities or minority university programs and others. Continued involvement is anticipated, whenever possible, in career fairs and other community events to reach targeted groups.

D. Recruitment Strategies

In the Department's strategic objective to increase equal employment opportunity within the organization, the Department will continue to make a concerted effort to target recruitment resources toward under-utilized groups as identified in the Affirmative Action Plan. An integral part of any affirmative action program is an effective recruitment strategy. To ensure an active recruitment program, the Department does the following:

1. Makes our job announcements accessible to those with disabilities.
2. Advertises positions via the People First system which allows candidates in various geographic locations to learn of and apply for the Department's vacancies electronically.

Florida Department of Transportation 2023 – 2028 AAP

- 3.** When applicable, attends career fairs and recruiting activities offered by high schools, colleges and universities and other organizations that reach females and minorities in targeted categories.
- 4.** Advertises in newspapers, periodicals and magazines that have a large minority and female audience.
- 5.** Advises organizations and agencies involved in the recruitment process of the Department's policy on equal employment opportunity and affirmative action.
- 6.** Periodically reviews assessment tools to reduce the potential for a cultural employment bias.
- 7.** Maintains information on minority professional organizations and trade groups in order to contact those that may be able to assist us in recruiting targeted categories.
- 8.** Recognizes internships as a means to recruit females and minorities into entry-level positions, as well as difficult-to-fill positions and EEO job categories.

Due to the uniqueness of the challenges individuals with disabilities face in the workplace, and employers face in the recruitment of qualified individuals with disabilities, the Department has established specific recruitment goals and strategies, which include:

Goal 1: Ensure a collaborative effort to increase recruitment and hiring of individuals with disabilities is established among Senior Leadership, HR, EOO, and hiring managers.

Activity	Timeframe	Office/ Person(s) Responsible	Activity Description	Performance Outcomes
Secretary issued notice encouraging managers and supervisors to recruit, hire and retain individuals with disabilities.	January 2021	Equal Employment Opportunity / Affirmative Action Officer (EEO/AA Officer)	Issue notice encouraging managers and supervisors to recruit, hire, and retain people with disabilities, describing the agency's obligations under Section 110.112, F.S.	Executive leadership, managers, and supervisors will demonstrate a shared commitment to the employment of individuals with disabilities.

Goal 2. Create and publicize a hiring goal for individuals with disabilities.

Activity	Timeframe	Office/ Person(s) Responsible	Activity Description	Performance Outcomes
Set a hiring goal for individuals with disabilities.	FY 2021-2023	EEO/AA Officer	Memorandum disseminating the hiring goal will be sent out by email by the Secretary once the plan is finalized. March 31, 2021.	All managers, supervisors, and HR staff are aware of the hiring goal.

Goal 3. Increase outreach and recruitment efforts for individuals with disabilities.

Activity	Timeframe	Office/ Person(s) Responsible	Activity Description	Performance Outcomes
Meeting with Division of Vocational Rehabilitation (VR).	March 31, 2021	Recruitment Manager and EEO/AA Officer	Provide information regarding job vacancies and discuss their client support services.	Build a direct relationship with VR to assist with identifying qualified candidates for job vacancies.

Goal 4. Ensure tools used within the selection process support the employment of individuals with disabilities.

Activity	Timeframe	Office/ Person(s) Responsible	Activity Description	Performance Outcomes
Review and ensure that job announcements accurately describe any required qualifications, especially any essential physical requirements.	FY 2021-2023	Recruitment Manager and ADA Coordinator	<ul style="list-style-type: none"> a. Eliminate non-essential physical requirements and add “with accommodation when necessary”. b. Distribute any revised “boiler plates”. c. Promote the use of the revised announcements. d. Review announcements to ensure when physical requirements, such as lifting, are essential to the job, they are clearly stated. e. Include disability accommodation language. 	<ul style="list-style-type: none"> a. All agency job announcements will welcome individuals with disabilities to apply, and make any physical requirements clear. b. Applicants will understand what is needed to perform the essential functions of the position and how to request an accommodation.

Goal 5. Administer an effective reasonable accommodation program.

Activity	Timeframe	Office/ Person(s) Responsible	Activity Description	Performance Outcomes
1. Require a reasonable accommodation training course using computer-based training (CBT).	On-going	EEO/AA Officer/Organizational Development Office	<ul style="list-style-type: none"> a. Mandatory training course b. Train current managers and supervisors. 	All new supervisors/hiring managers are trained on reasonable accommodation.
2. Inform all employees of the proper procedures for requesting a reasonable accommodation	On-going	EEO/AA Officer	<ul style="list-style-type: none"> c. Draft and release an agency notice. d. Post procedure on the Equal Opportunity Office website. 	All employees receive notice of proper procedures to request an accommodation.

SECTION SEVEN

Upward Mobility Training, Internships and
other programs to help meet goals

UPWARD MOBILITY

The following is a list of the programs currently being offered to encourage upward mobility within the Department.

1. P.E. TRAINING PROGRAM

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

The P.E. Training Program is a four-year program divided into two (2) components. The first component is the Engineer in Training (EIT): a 24-month rotational assignment encompassing most phases of the Department's operations. The second component is the Senior Engineer in Training (SET): a 24-month internship combining on-the-job training in both the technical and managerial functions of a specific work area in the Department.

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

2. RIGHT OF WAY TRAINING PROGRAM

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

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

3. SUPERVISOR ACADEMY

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

4. MANAGEMENT ACADEMY

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

5. LEADERSHIP ACADEMY

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

6. CERTIFIED PUBLIC MANAGER (CPM)

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

6. INTERNSHIP PROGRAM

The Department's Internship Program provides a strong link to our communities through providing part-time jobs to college students and allows interns to benefit from on-the-job experience in our various programs. Our intern positions enable a diverse group of students the opportunity to develop experience while learning about transportation related careers in the Department. The Internship Program has led to many of the participating students joining the Department's workforce after graduation. Those interested in applying to the Internship programs may do so by contacting the Central Office Human Resources.

SECTION EIGHT

Managers/Supervisors Responsibility

PERFORMANCE EVALUATIONS

All managers and supervisors are responsible for being in compliance with the Department's EEO/AA goals and objectives as expressed in this Affirmative Action Plan.

For Manager and Supervisory personnel, Agency Core Expectations and Values in their Performance Plan will be used to reflect compliance with the goals and objectives of this Affirmative Action Plan.

The tool the Department uses to compare the Department's workforce to the available labor market is the monthly Department Wide Economic Parity Report prepared by the EOO for the District Secretaries and Executive Leadership. The information presented in the monthly report is disseminated via e-mail to allow for distribution to both Central Office and District managers. Appendix A is the Economic Parity Report for the month of June 2020 and reflects statewide goals in each of the EEO job categories.

SECTION NINE

Systems in Place To Monitor AAP Progress

PROGRAM EVALUATION

The Affirmative Action Officer has the task of monitoring and reporting the Department's progress towards Equal Employment Opportunity in the workforce.

INTERNAL PROGRAM EVALUATION

On a monthly basis the Department Wide Economic Parity Report, which includes employment activity information, is reviewed. The report includes the current workforce profile which provides information for an analysis of the Department's progress toward achieving affirmative action goals. The information is presented to encourage the hiring/promoting of individuals in underutilized job groups if opportunities were to occur, and to promote the importance of Affirmative Action/ EEO efforts in the Department.

Affirmative Action Program updates are prepared and submitted to the Federal Highway Administration's Division Administrator with the following information:

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

SECTION TEN

Discrimination Complaint Process

INTERNAL COMPLAINT PROCEDURE

Any employee or applicant for a position with the Department may file a discrimination complaint if they believe they have been denied equal treatment or employment opportunities because of their race, color, national origin, sex, religion, disability, age, or marital status. Employees are also protected from unwelcome sexual advances or conduct of a sexual nature they find offensive or intimidating.

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

SEXUAL HARASSMENT POLICY

Under federal law, sexual harassment is a prohibited practice that violates the sex discrimination provisions of Title VII of the Civil Rights Act of 1964; and in Florida, are prohibited by the Florida Civil Rights Act of 1992, also known as Chapter 760, Florida Statutes. In accordance with the Governor's Executive Order Number 17-319 (Preventing Sexual Harassment in State Agencies), the Department charges each and every manager and supervisor with the responsibility of taking preventative measures to ensure the workplace is free of sexually inappropriate, intimidating, or threatening conduct which infringes upon an employee's right to work in an environment free of such conduct.

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