

# **Florida Department of Transportation**



## **Affirmative Action Plan**

**October 1, 2018 –September 30, 2023**

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**Florida Department of Transportation  
Department Affirmative Action Plan**

**Effective Date of AA Plan: September 1, 2018 – July 31, 2023**

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# SECTION ONE

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

## INTRODUCTION

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

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

Pursuant to Chapter 334.046, Florida Statutes (2006), the mission of the Department shall be to provide a safe statewide transportation system that ensures the mobility of people and goods, enhances economic prosperity, and preserves the quality of our environment and communities. The Department's goals shall address the following:

- (1) *Preservation* – Protecting the state's transportation infrastructure investment;
- (2) *Economic competitiveness* – Ensuring that the state has a clear understanding of the economic consequences of transportation investments, and how such investments affect the state's economic competitiveness; and
- (3) *Mobility* – Ensuring a cost-effective, statewide, interconnected transportation system.

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

## **Department Secretary's Affirmation Statement in support of Equal Employment Opportunity and Affirmative Action**

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

Equal opportunity in employment means opportunity not just for some, but for all. The Department provides equal opportunity in employment regardless of race, color, sex, pregnancy, religion, national origin, age, disability, or marital status.

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

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

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

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

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Michael Dew  
Secretary

## **AFFIRMATION OF POLICY AND AFFIRMATIVE ACTION**

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

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

When attempting to fill vacancies in needed categories, effective recruitment strategies are essential in locating qualified female and minority applicants. Although People First is the primary source of applicants, the appointing authority in coordination with the Department's Human Resources Office should continue to advertise vacancies in publications that would be logically read by potential female and 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 two additional effective recruitment strategies hiring authorities should consider to recruit female and minority applicants in needed categories.

There are other strategies managers should consider in attempting to meet economic parity goals. This would include using non-traditional job internet web sites such as Monster.com. In addition, advertising in local publications that are normally found at convenience stores is also a cheap, but an effective way to advertise for jobs normally filled by applicants who don't have regular access to the Internet.

The Department supports upward mobility and encourages managers to promote and reassign qualified employees when possible. This is an effective tool to promote qualified employees into EEO job categories where there is a need. 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 that the Department is an equal opportunity employer with respect to recruitment, merit, retention, promotion, training and all other terms and conditions of employment. All employment decisions will be made without consideration of race, color, national origin, sex, religion, pregnancy, disability, age or marital status, except as provided by law. To monitor and report compliance with these equal employment opportunity policies, the Equal Opportunity Office will continue all necessary monitoring efforts, to include continuing the quality

assurance review program in the Department on an annual basis and to review employment practices in these areas.

## **DISSEMINATION OF POLICY**

### **(1) Internal Dissemination**

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

- (a) Copies of the Department's EEO/AA Policy Statement and Department Secretary's EEO/AA Affirmation Statement will be posted in all District and Central Office facilities in prominent locations convenient to all employees. This policy statement, as well as procedure 275-010-001, which specifies the process for filing discrimination/sexual harassment complaints, is also available in the Department's Equal Opportunity Office external webpage and its "SharePoint" site and the District's web page.
- (b) The Employee Handbook includes an equal employment opportunity statement, and will be distributed to all employees.
- (c) A copy of the Department's affirmative action plan is available to interested employees and applicants on the Equal Opportunity Office internal and external websites.
- (d) EEO/AA and Sexual Harassment training provides awareness of this policy and is required for all Department employees every three years.

### **(2) External Dissemination**

- (a) All application forms and recruitment documents shall contain an equal employment opportunity statement.
- (b) The Department's affirmative action plan and related policies will be made available to all interested parties.



# SECTION TWO

EEO/AA Program  
Responsibilities

## **RESPONSIBILITIES FOR IMPLEMENTING THE AFFIRMATIVE ACTION PLAN**

- (1) Secretary/ District Secretaries:** In accordance with Section 110.112, Florida Statutes, the Secretary of Transportation (the Secretary) is responsible for the development and implementation of the Department's affirmative action plan. All District Secretaries and the Director of Turnpike Enterprise shall support the Secretary in implementing the Department's affirmative action plan.
- (2) EEO/AA Officer:** The Equal Opportunity Office Manager is the EEO/AA Officer for the Department. The Equal Opportunity Office Manager reports to the Director of Transportation Support and has access to the Department 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 affirmative action plan 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 Affirmative Action Plan.
  - (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 cases for resolution of discrimination complaints.
  - (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:

Report areas of concern to senior management representatives for appropriate action.

Annually analyze the Department's workforce participation and distribution of minorities and females.

Review the effectiveness of programs designed to assist in obtaining goals and objectives.

- (k) Coordinating EEO/AA and Sexual Harassment 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 Regional Managers:** The Human Resources Regional Managers are the EEO/AA Officers for the Districts. The Human Resources Regional Managers report to the Director of Human Resources in Central Office and have access to the District Secretary regarding matters relating to EEO/AA. The EEO/AA Officer's responsibilities include

- (a) Providing intake and notifying the EEO of discrimination complaints. This also includes assisting in the resolution of any complaints.
- (b) Maintain files on affirmative action-related materials in order to assure documentation on good faith efforts in this area.

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

- (a) **Managers:**

1. Monitoring and ensuring compliance with economic parity goals in all areas under their authority.
2. Ensuring that all subordinate managers and supervisors understand the Department's EEO/AA policies and soliciting their full support in achieving the Department's goals and objectives.
3. Monitoring all employment actions under their authority, such as hiring, promotion, training, and any other term or condition of employment. The goal is to ensure that no barriers preclude equal employment opportunities for females and minorities.
4. Ensuring that they and all managers and supervisors under their supervision have completed the EEO/AA and Sexual Harassment CBT mandatory training. In addition that they have completed the Supervisory EEO training.
5. Reporting immediately any complaint of sexual 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 and minorities 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 Sexual Harassment CBT mandatory training.
5. Reporting immediately any complaint of sexual harassment or hostile work environment relating to discrimination.

# SECTION THREE

Survey of Available Labor Market

## FLORIDA LABOR AVAILABILITY ANALYSIS

Labor market information 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 AA/EEO purposes, availability is defined as the percentage of minorities or females 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 that is available for employment within each of the job groups. The availability analysis provides the basis for determining whether or not minorities and women 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 job groups;
- 2) Calculating the number of persons available by race/ethnicity and gender 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 and females and will be different for each job group. The source used to determine this percentage is the 2010 Census Data. ***NOTE: Once the 2020 Census Data is available in 2023 that information will be used to revise the Department's current affirmative action goals.***

Table 3.1 reflects the 2010 census data for the Florida labor market in terms of population makeup, skills and availability for employment in the EEO-4 job categories.

**AVAILABLE LABOR MARKET IN FLORIDA BY EEO 4 CODES**  
(per 2010 US Census Data)

Equal Employment Opportunity Job Category		MALE						FEMALE				
		TOTAL	WHITE	BLACK	HISPANIC	ASIAN	AMERICAN INDIAN	WHITE	BLACK	HISPANIC	ASIAN	AMERICAN INDIAN
<b>01</b>	<b>Officials &amp; Administrators</b>	710255	328600	25300	72350	9303	933	184570	28825	47055	5425	470
<b>02</b>	<b>Professionals</b>	378555	164355	15105	35670	9775	330	99465	15770	27829	5644	389
<b>03</b>	<b>Technicians</b>	50095	28180	3745	5910	2470	109	5710	965	1530	740	4
<b>04</b>		9420	4655	535	1000	65	60	1965	410	530	30	55
<b>06</b>	<b>Office / Clerical</b>	72770	77995	12970	27704	2840	239	403065	61750	123095	8450	1080
<b>07</b>	<b>Skilled Craft</b>	494205	293415	42580	131479	4040	1025	10650	1499	3969	170	25
<b>08</b>	<b>Service / Maintenance</b>	476125	199150	71575	145735	5160	1245	23080	7825	14305	2450	175

**Table 3.1**

## **ADVERSE IMPACT ANALYSIS**

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

The accepted methodology to determine if adverse impact is occurring in the selection processes is to evaluate the selection rates using the “80% Rule”. The 80% Rule states that evidence of possible adverse impact or disparate treatment exists if the selection rate for any sex or race group being evaluated is less than 80% of the selection rate of the comparative group having the highest selection rate. The Department’s Equal Opportunity Office annually conducts an adverse impact analysis as part of normal reporting requirements to the Federal Highway Administration. In addition, the Equal Opportunity Office 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 District.

On the following page in Table 3.2 is the Available Labor Market in Florida utilizing the 80% rule. The analysis was conducted by the Departments OIS unit



## 80% VALUES OF THE AVAILABLE JOB MARKET IN FLORIDA

Equal Employment Opportunity Job Categories		MALE					FEMALE				
		WHITE	BLACK	HISPANIC	ASIAN	AMERICAN INDIAN	WHITE	BLACK	HISPANIC	ASIAN	AMERICAN INDIAN
<b>01</b>	Officials and Administrators	37.01%	2.85%	8.15%	1.05%	.11%	20.79%	3.25%	5.30%	.61%	.05%
<b>02</b>	Professionals	34.73%	3.19%	7.5%	2.07%	.07%	21.02%	3.33%	5.88%	1.19%	.08%
<b>03</b>	Technicians	45%	5.98%	9.44%	3.94%	.17%	9.12%	1.54%	2.44%	1.18%	.01%
<b>04</b>		39.53%	4.54%	8.49%	.55%	.51%	16.69%	3.48%	4.5%	.25%	.47%
<b>06</b>	Clerical / Administrative	8.57%	1.43%	3.05%	.31%	.03%	44.31%	6.795%	13.53%	.93%	.12%
<b>07</b>	Skilled Craft	47.50%	6.89%	21.28%	.65%	.17%	1.72%	.24%	.64%	.03%	.00%
<b>08</b>	Service Maintenance	33.46%	12.03%	24.49%	.87%	.21%	3.88%	1.31%	2.40%	.41%	.03%

**Table 3.2**

# SECTION FOUR

Analysis of FDOT Workforce

## **JOB GROUP ANALYSIS**

### **FDOT EEO-4 Job Groups Job Group Category Definitions**

<b>Officials/Administrators</b>	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.
<b>Professionals</b>	Occupations which require specialized and theoretical knowledge which is usually acquired throughout college training or work experience and other training which provides compatible knowledge
<b>Technicians</b>	Occupations requiring a combination of basis 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.
<b>Office/Clerical</b>	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.
<b>Skilled Craft</b>	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.
<b>Service Maintenance</b>	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 up keep or care of building, facilities or grounds of public property.

## **LABOR FORCE ANALYSIS OF PRESENT WORKFORCE**

The following is a brief overview of FDOT's employment report as of 6/30/2018 and in comparison, with employments numbers noted on 6/30/2013 when the former plan was approved.

### **Officials & Administrators**

Males continued to have the largest representation in the Official & Administrators job group with one hundred and forty-eight (143) compared to one hundred fifty (150) in 2013. This was a decrease of seven (7). There were eighty-seven (87) females, which is an increase of one (1) from 2013. There were sixty-one (61) minorities in this job group, which is an increase of six (6).

### **Professionals**

Males continued to have the highest total of employees in the Professionals job group with two thousand ninety-two (2092), which is a increase of two hundred nine (209). There were one thousand seven hundred seventeen (1717) females, which is an increase of two hundred ninety-three (293) females from 2013. There were one thousand three hundred thirteen (1313) minorities in this job group, which is an increase of three hundred twenty-one (321) from 2013.

### **Technicians**

Males have the highest total of employees in the Technicians job group with three hundred twenty-seven (327) which is a decrease of three hundred sixty-six (366). There were one hundred eleven (111) females which is a one hundred fifty-eight (158) decrease. and one hundred forty-five (145) minorities which is a decrease of one hundred forty-five (145).

### **Office/ Clerical**

The Office/Clerical job group continued to have females as its highest total of employees with one hundred ninety-eight (198) which is a decrease of fifty-six (56) from 2013. There are thirty (30) males in this category which is a decrease of eleven (11). Minorities also continued to have a significant representation with ninety-nine (99) employees out of two hundred twenty-eight (228) overall employees.

## **Skilled Craft**

The Skilled Craft job group continued to have a large representation of male employees with three hundred seventy-seven (377) which is a decrease of thirty-four (34) male employees in 2013. There were one hundred and thirty-nine (197) minorities and fourteen (14) females compared to one hundred twenty-eight (128) minorities and four (4) females in 2013.

## **Service Maintenance**

The Service Maintenance job group had a total of two hundred ninety-eight (298) employees which is a decrease of one hundred forty-nine (149) employees in 2013. Of that number two hundred eighty-eight (288) were males, ten (10) were females and one hundred thirty-three (133) were minorities.

In summary, FDOT had an employment total of five thousand six hundred forty-one (5641) employees in its permanent workforce as of June 30, 2018. This was a **decrease** of one hundred seventy-five (175) employees (3.00%) as compared to the total number of permanent employees of five thousand eight hundred sixteen (5816) in the workforce as of June 30, 2013. Minorities composed eighteen hundred (1800) or 31.90%; while females composed two thousand one hundred forty (2140) or 37.93%. 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 four thousand fifty-one (4051) 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, 2018 in each of the EEO 4 Job Category by race and sex. In addition the statistical method used for determining the Parity Goals Percentage and Parity goals in this AA Plan 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 percent 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 Percent of Availability in EEO Group

#### **2. Calculate 80% of Availability**

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

The 80% of 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.

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 ( 5.3%) by the total number of employees in Category 1, which is two hundred and thirty seven (237).

$$5.3\% \times 237 = 12.56 \text{ or } 13 \text{ employees}$$

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

Current utilization of Hispanic Females is 7, which is less than 13.  
Therefore Hispanic Females **are underutilized**.

Those categories with specific underutilization is reflected in the NEEDS column of the tables listed below:

<b>EQUAL EMPLOYMENT OPPORTUNITY JOB CATEGORIES</b>		<b>CURRENT EMPLOYEES</b>	<b>RACE</b>	<b>CURRENT FEMALES</b>	<b>PARITY GOAL PERCENTAGE</b>	<b>PARITY GOALS</b>	<b>NEEDS</b>
<b>01</b>	<b>OFFICIALS AND ADMINISTRATORS</b>	<b>230</b>	<b>WHITE</b>	<b>61</b>	<b>20.79%</b>	<b>48</b>	<b>0</b>
			<b>BLACK</b>	<b>12</b>	<b>3.25%</b>	<b>7</b>	<b>0</b>
			<b>HISPANIC</b>	<b>9</b>	<b>5.3%</b>	<b>12</b>	<b>3</b>
			<b>ASIAN</b>	<b>4</b>	<b>.61%</b>	<b>1</b>	<b>0</b>
			<b>AMERICAN INDIAN</b>	<b>1</b>	<b>.05%</b>	<b>0</b>	<b>0</b>
<b>02</b>	<b>PROFESSIONALS</b>	<b>4051</b>	<b>WHITE</b>	<b>1100</b>	<b>21.02%</b>	<b>851</b>	<b>0</b>
			<b>BLACK</b>	<b>254</b>	<b>3.33%</b>	<b>135</b>	<b>0</b>
			<b>HISPANIC</b>	<b>257</b>	<b>5.88%</b>	<b>238</b>	<b>0</b>
			<b>ASIAN</b>	<b>65</b>	<b>1.19%</b>	<b>48</b>	<b>0</b>
			<b>AMERICAN INDIAN</b>	<b>14</b>	<b>.08%</b>	<b>3</b>	<b>0</b>
<b>03</b>	<b>TECHNICIANS</b>	<b>439</b>	<b>WHITE</b>	<b>79</b>	<b>9.12%</b>	<b>40</b>	<b>0</b>
			<b>BLACK</b>	<b>17</b>	<b>1.54%</b>	<b>7</b>	<b>0</b>
			<b>HISPANIC</b>	<b>10</b>	<b>2.44%</b>	<b>11</b>	<b>0</b>
			<b>ASIAN</b>	<b>7</b>	<b>1.18%</b>	<b>5</b>	<b>0</b>
			<b>AMERICAN INDIAN</b>	<b>1</b>	<b>.01%</b>	<b>0</b>	<b>0</b>

Table 4.1

EQUAL EMPLOYMENT OPPORTUNITY JOB CATEGORIES		CURRENT EMPLOYEES	RACE	CURRENT FEMALES	PARITY GOAL PERCENTAGE	PARITY GOALS	NEEDS
06	OFFICE/CLERICAL	228	WHITE	115	44.31%	101	0
			BLACK	49	6.79%	15	0
			HISPANIC	29	13.53%	31	2
			ASIAN	0	.93%	2	2
			AMERICAN INDIAN	1	.12%	0	0
07	SKILLED CRAFT	395	WHITE	9	1.72%	7	0
			BLACK	5	.41%	2	0
			HISPANIC	0	.64%	3	3
			ASIAN	0	.03%	0	0
			AMERICAN INDIAN	0	0	0	0
08	SERVICE MAINTENANCE	298	WHITE	4	3.88%	12	8
			BLACK	3	1.31%	4	1
			HISPANIC	2	2.4%	7	5
			ASIAN	0	.41%	1	1
			AMERICAN INDIAN	1	.03%	0	0



<b>EQUAL EMPLOYMENT OPPORTUNITY JOB CATEGORIES</b>	<b>CURRENT EMPLOYEES</b>	<b>RACE</b>	<b>CURRENT MALES</b>	<b>PARITY GOAL PERCENTAGE</b>	<b>PARITY GOALS</b>	<b>NEEDS</b>	
<b>01</b>	<b>OFFICIALS AND ADMINISTRATORS</b>	<b>230</b>	<b>WHITE</b>	<b>108</b>	<b>37.01%</b>	<b>85</b>	<b>0</b>
			<b>BLACK</b>	<b>9</b>	<b>2.85%</b>	<b>7</b>	<b>0</b>
			<b>HISPANIC</b>	<b>17</b>	<b>8.15%</b>	<b>19</b>	<b>2</b>
			<b>ASIAN</b>	<b>7</b>	<b>1.05%</b>	<b>2</b>	<b>0</b>
		<b>AMERICAN INDIAN</b>	<b>0</b>	<b>.11%</b>	<b>0</b>	<b>0</b>	
<b>02</b>	<b>PROFESSIONALS</b>	<b>4051</b>	<b>WHITE</b>	<b>1638</b>	<b>34.73%</b>	<b>1407</b>	<b>0</b>
			<b>BLACK</b>	<b>250</b>	<b>3.19%</b>	<b>129</b>	<b>0</b>
			<b>HISPANIC</b>	<b>284</b>	<b>7.54%</b>	<b>305</b>	<b>21</b>
			<b>ASIAN</b>	<b>108</b>	<b>2.07%</b>	<b>84</b>	<b>0</b>
			<b>AMERICAN INDIAN</b>	<b>22</b>	<b>.07%</b>	<b>3</b>	<b>0</b>
<b>03</b>	<b>TECHNICIANS</b>	<b>439</b>	<b>WHITE</b>	<b>214</b>	<b>45%</b>	<b>198</b>	<b>0</b>
			<b>BLACK</b>	<b>55</b>	<b>5.98%</b>	<b>26</b>	<b>0</b>
			<b>HISPANIC</b>	<b>45</b>	<b>9.44%</b>	<b>41</b>	<b>0</b>
			<b>ASIAN</b>	<b>3</b>	<b>3.94%</b>	<b>17</b>	<b>14</b>
			<b>AMERICAN INDIAN</b>	<b>4</b>	<b>.17%</b>	<b>1</b>	<b>0</b>

EQUAL EMPLOYMENT OPPORTUNITY JOB CATEGORIES		CURRENT EMPLOYEES	RACE	CURRENT MALES	PARITY GOAL PERCENTAGE	PARITY GOALS	NEEDS
06	OFFICE/CLERICAL	228	WHITE	14	8.57%	20	6
			BLACK	7	1.43%	3	0
			HISPANIC	8	3.05%	7	0
			ASIAN	1	.31%	1	0
			AMERICAN INDIAN	0	.03%	0	0
07	SKILLED CRAFT	395	WHITE	263	47.5%	188	0
			BLACK	65	6.89%	27	0
			HISPANIC	43	21.28%	84	41
			ASIAN	3	.65%	3	0
			AMERICAN INDIAN	3	.17%	1	0
08	SERVICE / MAINTENEANCE	298	WHITE	161	33.46%	100	0
			BLACK	93	12.03%	36	0
			HISPANIC	29	24.49%	73	44
			ASIAN	0	.87%	3	3
			AMERICAN INDIAN	3	.21%	1	0

# SECTION FIVE

Underutilization  
Short and Long Term Goals

## UNDERUTILIZATION ANALYSIS

The goals developed and subsequently approved by the Federal Highway Administration in its annual approval of the Department's Equal Employment Opportunity Program, reflect the availability of females and minorities suitable for employment with the Department, in the state of Florida. With these goals, the Department is able to compare the DOT workforce with the available labor market in an effort to determine if females and minorities are under-represented in the eight federally recognized EEO job categories. In those instances where under-representation has been found, a need is established to reach economic parity between the available labor market and the Department's workforce.

The tool the Department uses to compare the Department's workforce to the available labor market is the monthly Department Wide Economic Parity Report prepared by the Equal Opportunity Office for the Executive Board. Appendix A is the Economic Parity Report for the month of June 2012 that reflects 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 and based upon statewide Department economic parity numbers, job market, current economic conditions affecting employment and available labor force. The goals developed by the Department are realistic and obtainable based upon extensive analysis. The Department's goals are expressed on an annual basis and will be adjusted in coordination with the Equal Opportunity Office during the annual Quality Assurance Review. A five year goal has been established that reflects the Department's need for the number of females and minorities in each EEO job category to fully achieve economic parity.

The Department and its managers should closely monitor all positions filled, with special attention focused 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) and In instances when managers are filling vacancies in these and any other EEO job category where there is a need, managers should make a good faith effort and ensure that effective recruitment and advertisements strategies have been used to attract female and minority applicants. The Department's Human Resource Office should closely monitor vacancies in needed EEO job categories and ensure these positions are advertised in publications or in such a way that will maximize the vacancy announcement to potential female and minority applicants.

## **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 to be monitored by the Department during the effective period of this affirmative action plan. Other areas of concern include ensuring that all employment opportunities offered by the Department are available to all employees without regard to race, color, national origin, sex, religion, disability, age and marital status, except as provided by law. While these areas of concern will continue to be monitored by the Equal Opportunity Office, each manager and supervisor within the Department will fulfill their responsibilities to ensure that the Department is an equal employment opportunity employer.

Within the Department, it is noted that current economic conditions and available labor force has impacted recruitment within EEO Job Category 8 (Service Maintenance). Within this EEO Job Category is the Highway Maintenance job series. Currently there is a large need for minority and female employees 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 private jobs. In recognition of this good faith efforts will be used and documented in each position where a need exists, but qualified female or minority applicants are not available.

As a matter of interest, the Department's employment parity goals based upon the 2010 Census were 37.4% female compared to the Department's female workforce of 31.2%. The 2010 Census workforce for minorities was 21.9% compared to the Department's minority workforce of 22.7%. Based upon this analysis, there does appear to be a matter of concern regarding female 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 group and a goal set for the hiring or promotion of females into that job group. The same goal establishment procedure applies to each minority group found to be underrepresented.

The 80% of 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.

In order to develop attainable and realistic short and long-term parity goals an analysis of the new hires for the past five 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 new hires by race, gender and EEO job category.

<b>NEW HIRES BY FISCAL YEAR AND EEO JOB CATEGORY</b>											
		<b>MALES</b>					<b>FEMALES</b>				
		<b>White</b>	<b>Black</b>	<b>Hispanic</b>	<b>Asian</b>	<b>American Indian</b>	<b>White</b>	<b>Black</b>	<b>Hispanic</b>	<b>Asian</b>	<b>American Indian</b>
<b>1</b>	<b>Officials and Administrators</b>										
	2013-2014	10	0	3	0	0	4	0	1	0	0
	2014-2015	21	2	3	3		9	2	1	0	0
	2015-2016	35	0	3	1	0	13	3	1	1	0
	2016-2017	16	1	2	0	0	12	1	0	0	0
	2017-2018	26	5	8	3	0	9	0	0	0	0
	<b>TOTAL</b>	<b>108</b>	<b>8</b>	<b>19</b>	<b>7</b>	<b>0</b>	<b>47</b>	<b>6</b>	<b>3</b>	<b>1</b>	<b>0</b>
<b>AVERAGE</b>	<b>21.6</b>	<b>1.6</b>	<b>3.8</b>	<b>1.4</b>	<b>0</b>	<b>9.4</b>	<b>1.2</b>	<b>.6</b>	<b>.2</b>	<b>0</b>	
<b>2</b>		<b>White</b>	<b>Black</b>	<b>Hispanic</b>	<b>Asian</b>	<b>American Indian</b>	<b>White</b>	<b>Black</b>	<b>Hispanic</b>	<b>Asian</b>	<b>American Indian</b>
	<b>Professionals</b>										
	2013-2014	182	9	14	4	1	120	26	15	7	2
	2014-2015	298	36	75	26	2	215	52	53	15	6
	2015-2016	306	43	44	18	3	201	30	50	7	3
	2016-2017	256	29	34	15	2	147	28	40	14	3
	2017-2018	199	38	41	16	3	136	28	39	8	0
<b>TOTAL</b>	<b>1241</b>	<b>155</b>	<b>208</b>	<b>79</b>	<b>11</b>	<b>819</b>	<b>164</b>	<b>197</b>	<b>51</b>	<b>14</b>	
<b>AVERAGE</b>	<b>248.2</b>	<b>31</b>	<b>41.6</b>	<b>15.8</b>	<b>2.2</b>	<b>163.8</b>	<b>32.8</b>	<b>39.4</b>	<b>10.2</b>	<b>2.8</b>	

Table 5.1

**NEW HIRES BY FISCAL YEAR AND EEO JOB CATEGORY**

<b>NEW HIRES BY FISCAL YEAR AND EEO JOB CATEGORY</b>											
	<b>MALES</b>					<b>FEMALES</b>					
	<b>White</b>	<b>Black</b>	<b>Hispanic</b>	<b>Asian</b>	<b>American Indian</b>	<b>White</b>	<b>Black</b>	<b>Hispanic</b>	<b>Asian</b>	<b>American Indian</b>	
3	<b>Technicians</b>										
	2013-2014	34	5	3	0	0	9	2	1	1	1
	2014-2015	52	9	16	0	0	12	1	4	4	0
	2015-2016	38	8	14	1	0	11	2	1	2	0
	2016-2017	26	6	1	0	2	9	2	2	1	1
	2017-2018	31	10	6	1	0	8	4	3	1	0
	<b>TOTAL</b>	<b>181</b>	<b>38</b>	<b>40</b>	<b>1.82</b>	<b>0 2</b>	<b>39</b>	<b>11</b>	<b>1.211</b>	<b>9</b>	<b>2</b>
<b>AVERAGE</b>	<b>36</b>	<b>7.6</b>	<b>8</b>	<b>.4</b>	<b>.4</b>	<b>7.8</b>	<b>2.2</b>	<b>2.2</b>	<b>1.8</b>	<b>.4</b>	
6	<b>Office/Clerical</b>										
	2013-2014	3	3	1	0	0	51	20	5	0	0
	2014-2015	7	2	0	0	0	15	10	6	2	0
	2015-2016	2	3	2	0	0	23	10	4	0	0
	2016-2017	5	0	1	0	0	16	3	7	1	0
	2017-2018	1	3	0	0	0	19	11	6	0	0
	<b>TOTAL</b>	<b>18</b>	<b>11</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>124</b>	<b>54</b>	<b>28</b>	<b>3</b>	<b>0</b>
<b>AVERAGE</b>	<b>3.6</b>	<b>2.2</b>	<b>.8</b>	<b>0</b>	<b>0</b>	<b>24.8</b>	<b>10.8</b>	<b>5.6</b>	<b>.6</b>	<b>0</b>	

**NEW HIRES BY FISCAL YEAR AND EEO JOB CATEGORY**



		MALES					FEMALES				
		White	Black	Hispanic	Asian	American Indian	White	Black	Hispanic	Asian	American Indian
7	<b>Skilled Craft</b>										
	2013-2014	8	0	4	0	0	2	0	0	0	0
	2014-2015	28	5	2	0	0	0	1	0	0	0
	2015-2016	21	4	4	0	0	1	0	0	0	0
	2016-2017	30	4	3	0	1	1	1	0	0	0
	2017-2018	45	7	5	0	0	1	0	0	0	0
	<b>TOTAL</b>	<b>132</b>	<b>20</b>	<b>16</b>	<b>0</b>	<b>1</b>	<b>5</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>AVERAGE</b>	<b>26.4</b>	<b>4</b>	<b>3.2</b>	<b>0</b>	<b>.2</b>	<b>1</b>	<b>.4</b>	<b>0</b>	<b>0</b>	<b>0</b>	
8		<b>White</b>	<b>Black</b>	<b>Hispanic</b>	<b>Asian</b>	<b>American Indian</b>	<b>White</b>	<b>Black</b>	<b>Hispanic</b>	<b>Asian</b>	<b>American Indian</b>
		<b>Service Maintenance</b>									
	2013-2014	16	4	0	1	0	1	0	0	0	0
	2014-2015	26	12	3	1	1	3	0	0	0	0
	2015-2016	49	16	3	0	0	5	1	0	0	0
	2016-2017	33	11	3	0	1	2	0	0	0	0
	2017-2018	40	13	4	0	0	0	1	0	0	0
	<b>TOTAL</b>	<b>164</b>	<b>56</b>	<b>13</b>	<b>2</b>	<b>2</b>	<b>11</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>AVERAGE</b>	<b>32.8</b>	<b>11.2</b>	<b>2.6</b>	<b>.4</b>	<b>.4</b>	<b>2.2</b>	<b>.4</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## **AFFIRMATIVE ACTION GOALS**

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

An affirmative action effort must be reasonable in consideration of the extent of under-representation, the availability of candidates, the number of vacancies, the timeframe of the Affirmative Action Plan and 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.

The overall affirmative action goal is to attract and employ qualified candidates in the minority and female groups for the equal employment opportunity categories identified as 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 equal employment opportunity 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 and Gender.**

**Table 5.2 is the Department's yearly hiring goals based on the five-year hiring analysis depicted in Tables 5.1.**

**Table 5.3 is the Department's five-year hiring goals based on the analysis depicted in Tables 5.1**

FLORIDA DEPARTMENT OF TRANSPORTATION  
LABOR MARKET PARITY NEEDS FOR 2018-2023

Equal Employment Opportunity Job Categories		MALES					FEMALES				
		White	Black	Hispanic	Asian	American Indian	White	Black	Hispanic	Asian	American Indian
01	Officials and Administrators			2				3			
02	Professional			21							
03	Technicians				14			1			
06	Office/Clerical							2			
07	Skilled Craft			41							
08	Service Maintenance			44			1	5			

Table 5.2

## YEARLY GOALS

Equal Employment Opportunity Job Categories		MALES					FEMALES				
		White	Black	Hispanic	Asian	American Indian	White	Black	Hispanic	Asian	American Indian
01	Officials and Administrators			1				1			
02	Professional			4							
03	Technicians				3			1			
04											
06	Office/Clerical							1			
07	Skilled Craft			8							
08	Service Maintenance			9			1	1			

Table 5.3

## 5 YEAR GOALS

Equal Employment Opportunity Job Categories		MALES					FEMALES				
		White	Black	Hispanic	Asian	American Indian	White	Black	Hispanic	Asian	American Indian
01	Officials and Administrators			2				3			
02	Professional			21							
03	Technicians				14			1			
06	Office/Clerical							2			
07	Skilled Craft			41							
08	Service Maintenance			44	3			5			

Table 5.4

# SECTION SIX

Achieving Goals

## **ACTION ORIENTED INITIATIVES and GOOD FAITH EFFORTS**

As referenced throughout this Affirmative Action Plan, the EEO/AA initiatives and good faith efforts outlined below will be practiced by each and every manager and supervisor within the Department. The Department is a leader in areas of recruitment strategies and training in diversity. These affirmative initiatives and good faith efforts outlined below express the commitment of the Department. The Department's expectation towards managers is to make the Department a diverse and discrimination free workplace that expresses the highest values of equality. These initiatives include:

- (1) Awareness and monitoring of the Department's economic parity goals using an EEO Advisory Committee. The committee will review and advise Department Management of the Department's progress in meeting Department wide Economic Parity goals on a quarterly basis. The committee make up will be at the management level to effectively assess and make recommendations on current vacancies and hiring practices.
- (2) Ensuring that needs in achieving economic parity is reported to appointing authorities as vacancies occur.
- (3) Initiating active recruitment strategies to include attracting an applicant pool of qualified female and minority applicants.
- (4) Exercising good faith hiring practices and strategies as vacancies are filled.
- (5) When possible, mentoring, cross training and developing female and minority subordinates for promotional opportunities to assist in meeting economic parity goals.
- (6) Ensuring that all employment actions such as recruitment, merit, retention, promotions, training, and all other terms and conditions of employment, are available to all employees.
- (7) Ensuring that their employees attend mandatory EEO/AA and Sexual Harassment training every three years.
- (8) Making a firm commitment to the Department's EEO/AA programs.
- (9) Supporting events celebrating diversity and differences within the workforce.
- (10) When possible, attending training in diversity when conducted.

- (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](mailto: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](mailto:Executive@flcities.com)
  
  - d. United Minority Contractors Association Inc.  
925 Anchor Rd.  
Casselberry, Florida 32707  
Phone: 877-849-6701 Arlen Best, President



## **ACTION ORIENTED PROGRAMS**

### **A. Professional Development Programs**

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

### **B. Mandatory Training**

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

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

### **C. Career Fairs**

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

### **E. Recruitment Strategies**

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

- a. Makes our job announcements accessible to those with disabilities.
- b. Advertises positions via the People First system that enables candidates in various geographic locations to learn of and apply for the Department's vacancies electronically.
- c. When applicable, attends career fairs and recruiting activities offered by high schools, colleges and universities and other organizations that reach females and minorities in targeted categories.
- d. Advertises in newspapers, periodicals and magazines that have a large minority and female audience.

- e. Advises organizations and agencies involved in the recruitment process of the Department's policy on equal employment opportunity and affirmative action.
- f. Periodically reviews assessment tools to reduce the potential for a cultural employment bias.
- g. Maintains information on minority professional organizations and trade groups in order to contact those that may be able to assist us in recruiting targeted categories.
- h. Recognizes internships as a means to recruit females and minorities into entry-level positions as well as difficult-to-fill positions and in areas

# 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. PE TRAINING PROGRAM**

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

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

Candidates from accredited universities and employed within the Department may apply to any District, or the Central Office, for consideration to enter the Program. The final authority for candidate selection remains with each District, or appropriate Central Office Manager in cases where the trainee position is in 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 FDOT's overall policy to increase its internal professional standards and improve its operating practices and procedures, formalized training programs have been developed for Right of Way Specialist I employees and selected Right of Way Specialist II employees.

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

### **3. SUPERVISOR ACADEMY**

The Supervisors Academy is designated by the Executive Team as a required training. Employees appointed into supervisory positions must complete this training within a year of the appointment. The Supervisors Academy focuses on the one-to-one relationship skills a supervisor uses to successfully hire, train, develop and influence the performance of an employee. This academy also includes the legal aspects of supervision. Some of the topics covered in this program include: recruitment & selection; attendance & leave; performance planning & evaluation; conduct standards & 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; 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 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 Certified Public Manager 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 Florida Department of Transportation'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 diversity of students throughout the opportunity to learn about transportation related careers in the Department and has resulted in a large number of 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 Office.

# SECTION EIGHT

Managers/Supervisors Responsibility

## **PERFORMANCE EVALUATIONS**

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

For Manager and Supervisory personnel, 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 Equal Opportunity Office for the District Secretaries. 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 2018 that reflects statewide goals in each of the EEO job categories.



# SECTION NINE

Systems in Place To  
Monitor AA Progress

## **PROGRAM EVALUATION**

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

### **INTERNAL PROGRAM EVALUATION**

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

An annual Affirmative Action Program Update is prepared and submitted to the Federal Highway Administration's Division Administrator with the following information:

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

# SECTION TEN

## Discrimination Complaint Process

## **INTERNAL COMPLAINT PROCEDURE**

Any employee or applicant for a Departmental position may file a discrimination complaint if they feel that 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 that they find offensive or intimidating.

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

## **SEXUAL HARASSMENT POLICY**

Under federal law, sexual harassment is a prohibited practice that violates the sex discrimination provisions of Title VII of the Civil Rights Act of 1964. 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 that the workplace is free of sexually inappropriate, intimidating, or threatening conduct which infringes upon an employee's right to work in an environment free of such conduct.

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