



District Department of Transportation

# AFFIRMATIVE ACTION PLAN

Five Year Plan

2015-2020





District Department of Transportation

**DISTRICT DEPARTMENT OF TRANSPORTATION  
FIVE YEAR AFFIRMATIVE ACTION PLAN**

Plan Effective Date: July 1, 2015  
Plan Expiration Date: July 2, 2020

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Approved by: Leif A. Dormsjo, Director





District Department of Transportation

## **APPROVAL OF FIVE YEAR PLAN**

The Affirmative Action Plan has been approved for submission to the Federal Highway Administration (FHWA) by Leif A. Dormsjo, Director.

\_\_\_\_\_  
Leif A. Dormsjo  
Director, DDOT

\_\_\_\_\_  
Date



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## *2015 Affirmative Action Plan Update*

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## 1.0 Abbreviations and Definitions

### 1.1. Abbreviations

**AA:** Affirmative Action  
**AAO:** Affirmative Action Officer  
**AAP:** Affirmative Action Plan/Affirmative Action Program  
**ADA:** Americans with Disabilities Act  
**ASA:** Administrative Services Administration  
**CFR:** Code of Federal Regulations  
**DBE:** Disadvantaged Business Enterprise  
**DCHR:** District Department of Human Resources  
**DDOT:** District Department of Transportation  
**EO:** Equal Opportunity  
**EEO:** Equal Employment Opportunity  
**EEOC:** Equal Employment Opportunity Commission  
**EEO Codes:**  
    (1) Officials and Administrators  
    (2) Professionals  
    (3) Technicians  
    (4) Protective Service Workers  
    (5) Paraprofessionals  
    (6) Office and Clerical  
    (7) Skilled Craft  
    (8) Service Maintenance  
**FHWA:** Federal Highway Administration  
**FY:** Fiscal Year  
**IT:** Information Technology  
**LEP:** Limited English Proficiency  
**NPC:** No Probable Cause  
**OCR:** Office of Civil Rights  
**PC:** Probable Cause  
**PAR:** Program Assurance Review  
**USC:** United States Code

### 1.2. Definitions

**Adverse Impact:** a substantially different rate of selection in hiring, promotion, transfer, training or other employment decisions, which works to the disadvantage of members of an affected group. Rates less than 80% of the highest selection rate that was experienced are generally regarded as evidence of adverse impact. This is sometimes referred to as the “Four-Fifths or eighty percent rule.”

**Affected Class:** a group of persons who are identified victims of a pattern or practice of discrimination

**Affected Group:** groups specified in affirmative action laws, including African Americans, Asian Americans, Hispanics, Native Americans, women, persons age 40 and over and persons with disabilities



**Affirmative Action:** actions, policies and procedures to which an employer commits itself that are designed to achieve equal employment opportunity, including engaging in recruitment and outreach activities and making efforts to prevent discrimination from occurring or to detect it and eliminate it as promptly as possible

**Affirmative Action Goals:** the end results achieved by attaining specific AA objectives

**Affirmative Action Plan Objectives:** specific actions to be taken by designated, responsible officials or by some specified date to achieve one or more Affirmative Action Plan goals

**Applicant Flow Analysis:** breakdown of the race or sex of every applicant for a position compared to the total number of applicants for the position

**Attrition:** the gradual reduction of the size of a workforce that occurs when personnel lost through retirement or resignation are not replaced

**Availability:** the percentage of members of an affected class, in the relevant labor area, who have the requisite qualifications, or capability of acquiring them, to perform in a particular position of a given job category

**Civil Rights:** right or rights belonging to a person by reason of citizenship including especially the fundamental freedoms and privileges guaranteed by the 13th and 14th amendments and subsequent acts of Congress including the right to legal and social and economic equality

**Disabled Person:** a person may be disabled if he or she –

- 1) has a physical or mental condition that substantially limits a major life activity (such as walking, talking, seeing, hearing or learning);
- 2) has a history of a disability (such as cancer that is in remission); or,
- 3) is believed to have a physical or mental impairment that is not transitory and minor, even if he or she does not have such an impairment

**Substantially limits** = *prohibits or significantly restricts an individual's ability to perform a major life activity as compared to the ability of an average person in the general population to perform the same activity*

**Transitory** = *lasting, or expected to last, six months or less*

**Discrimination:** an unfair distinction in treatment, whether intentional or unintentional, of a person or group on the basis of prejudice

**Harassment:** behavior that threatens or torments somebody, especially persistently

**Protected Categories:**

- **Age:** discrimination or harassment based on years of age (40 years or over)
- **Color:** discrimination or harassment based on skin-tone, racial group or perceived racial group, race-linked characteristics (i.e. – hair texture, color, facial features), or marriage to, or association with, someone of a particular race or color
- **Disability:** discrimination or harassment based on a physical or mental condition that substantially limits a major life activity of the individual, including having a history of disability or being believed to have a physical or mental impairment that is not transitory and minor, even if the individual does not have such an impairment

- **Genetic Information:** discrimination or harassment based on an individual's genetic information which includes information about an individual's genetic tests and the genetic tests of an individual's family members, as well as information about the manifestation of a disease or disorder in an individual's family members (i.e. family medical history). Genetic information also includes an individual's request for, or receipt of, genetic services, or the participation in clinical research that includes genetic services by the individual or a family member of the individual, and the genetic information of a fetus carried by an individual or by a pregnant woman who is a family member of the individual and the genetic information of any embryo legally held by the individual or family member using an assisted reproductive technology.

**Military Status:** discrimination or harassment based on an individual's past, present or future service in the uniformed services

**National Origin:** discrimination or harassment based on birthplace, ancestral, cultural, familial descent or lineage; linguistic characteristics common to a specific nationality; marriage to, or association with, persons of a national origin group; membership or association with organizations identified with, or promoting the interests of, a national origin group's attendance or participation in schools, churches, temples or mosques generally associated with a national origin group; or, a surname associated with a national origin group

**Race:** discrimination or harassment based on physical, tribal, ancestral, cultural, geographic or linguistic characteristics common to a specific ethnic group or stock including, but not limited to, persons having origins in any of the original people of the Americas, Europe, Asia, Africa, Australia or Antarctica

**Race Categories:**

- **American Indian or Alaskan Native:** all persons having origins in any of the original peoples of North America who maintain cultural identification through tribal affiliation or community recognition
- **Asian or Pacific Islander:** all persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands
- **Black or African American:** all persons having origins in any of the Black racial groups of Africa, not of Hispanic origin
- **Hispanic:** all persons of Mexican, Puerto Rican, Cuban, Central or South American or other Spanish culture or origin, regardless of race
- **White:** all persons having origins in any of the original peoples of Europe, North Africa or the Middle East

**Religion:** discrimination or harassment based on the religious nature of a practice or belief, which include moral or ethical beliefs as to what is right or wrong that are sincerely held with the strength of traditional religious views

**Sex:** discrimination or harassment against any employee or applicant for employment because of his or her sex, including making decisions based on stereotypes and assumptions about abilities, traits or the performance of individuals on the basis of sex and discrimination on the basis of pregnancy, childbirth or related medical condition

**Sexual Orientation:** discrimination or harassment based on a person's actual or perceived homosexuality, bisexuality or heterosexuality, by orientation or practice, by and between adults who have the ability to give consent

**Gender Identity:** the gender a person associates with him or herself, regardless of the gender others might attribute to that person

**Sexual Harassment:** occurs when unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature when this conduct explicitly or implicitly affects an individual's work performance or creates an intimidating, hostile or offensive work environment

**Diversity:** the condition of having or being composed of differing elements; the inclusion of different types of people (such as people of different races or cultures) in a group or organization  
**Equal Employment Opportunity:** all persons, regardless of race, color, religion, sex or national origin shall have equal access to positions limited only by their ability to do the job

**Equal Opportunity:** principle of non-discrimination that emphasizes that opportunities in education, employment, benefits, programs and services should be freely available to all people regardless of any particular individual or group characteristic they might possess (such as race, color, religion, sex or national origin) which is not related to their qualifications or performance

**Good Faith Efforts:** an employer's efforts to make all aspects of its Affirmative Action Plan work by analyzing its employment and recruitment practices as they affect equal opportunity, identifying problem areas, designing and implementing measures to address the problems, and monitoring the effectiveness of its program and making adjustments as circumstances warrant. The basic components of good faith efforts are: (1) outreach and recruitment measures to broaden candidate pools from which selection decisions are made to include women and minorities and (2) systematic efforts to assure that selections thereafter are made without regard to race, sex or other prohibited factors.

**Job Categories:** eight categories designated by the Equal Employment Opportunity Commission for affirmative action reporting to federal agencies

**Officials and Administrators:** occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis – includes deputy directors and office administrators

**Professionals:** occupations which require specialized and theoretical knowledge, which is usually acquired through college training, or through work experience and other training which provide comparable knowledge – includes administrative assistants, attorneys, EEO officers, programmer analysts and engineers

**Technicians:** occupations which require a combination of basic scientific or technical knowledge and manual skill that can be obtained through specialized post-secondary school education or through equivalent on-the-job training – includes radio operators, survey technicians and transportation technicians

**Protective Service Workers:** occupations in which workers are entrusted with public safety, security and protection from destructive forces – includes police officers, fire fighters and correctional officers. DDOT has no employees in this category.



**Paraprofessionals:** 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 – includes medical aides.

**Office and 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 – includes secretaries, account clerks, mail clerks, telephone operators and word processing specialists

**Skilled Craft:** occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs – includes aircraft maintenance technicians, auto mechanics, carpenters, electricians, highway technicians and plumbers

**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 and care of buildings, facilities or grounds of public property – includes aircraft attendants, building maintenance supervisors, bridge specialists, maintenance repair workers and welders

**Minority Groups:** as defined by U.S. federal agencies for employment purposes, persons who are identified as Blacks (not of Hispanic origin), Hispanics, Asian or Pacific Islanders and American Indians or Alaskan Natives

**Parity:** a condition where the representation of members of an affected group in the workforce, or in the job category, job group or class equals its availability

**Prejudice:** a preformed opinion, usually an unfavorable one, based on insufficient knowledge, irrational feelings, or inaccurate stereotypes

**Protected Class:** a group of people who share common characteristics and are protected from discrimination and harassment

**Reasonable Accommodation:** something done to accommodate, or assist, a disabled person that does not jeopardize safety or pose an undue hardship for the party/employer doing it OR something done to accommodate a religious need that does not create undue hardship for an employer

**Retaliation:** to deliberately harm somebody in response or revenge for a harm he or she has done

**Stereotype:** blanket beliefs and expectations about members of certain groups that present an oversimplified opinion or prejudiced attitude. They go beyond necessary and useful categorizations and generalizations in that they are typically negative, are based on little information and are highly resistant to change.

**Turnover:** the number of employees in an organization who leave and are replaced over a given period

**Undue Hardship:** action requiring significant difficulty or expense

**Utilization Analysis:** the comparison of the employer's actual employment of women and minorities identified by job category with their availability



**Underutilization:** having fewer affected group members in a particular job category than would be reasonably expected based upon their availability

**END OF SECTION**

## **2.0 Introduction**

### **2.1. District Department of Transportation Affirmative Action Plan**

As provided in 23 CFR §230.305(a)(1), the District Department of Transportation Affirmative Action Plan (“AAP”) is a written document detailing the positive action steps the agency will take to assure equal employment opportunity. The AAP sets annual utilization targets by job group for underutilized women and minorities. The employment data that was analyzed to establish the utilization targets for the 2015 AAP was taken from the 2014-2015 period (07/02/2014 – 07/01/2015).

The primary objective of the AAP is to take results oriented steps to assure equal employment opportunity. Affirmative Action guidelines apply to employment decisions including, but not limited to, hiring, promotion, demotion, and retention.<sup>1</sup>

The District Department of Transportation (DDOT) receives federal funds from the Federal Highway Administration (FHWA). All State Departments of Transportation that receive federal financial assistance in connection with the Federal-Aid Highway Program are required to have an AAP and assure compliance with the equal employment opportunity requirements of federally-assisted highway construction contracts.<sup>2</sup>

In accordance with 23 CFR §230.311(a), the AAP is prepared in the format and manner set forth in Part II of Appendix A to 23 CFR 230 C . It is updated annually and submitted to the Federal Highway Administration Division office for review and approval.

The AAP uses Census data to analyze utilization in the District Department of Transportation’s workforce. The composition of DDOT’s workforce should reflect the proportion of women and minorities in the area labor market with the relevant qualifications. Where the percentage of women and minorities employed with DDOT is not substantially similar to the percentage of women and minorities in the area labor force with the relevant qualifications, underutilization exists.

The AAP uses the “Four-Fifth rule” to determine whether adverse impact exists in employment decisions. The Four-Fifth rule states, “A selection rate of any race, sex, or ethnic group which is less than Four-Fifths (4/5) or eighty percent (80%) of the rate for the group with the highest rate will generally be regarded by the federal

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<sup>1</sup> Uniform Guidelines on Employee Selection Procedures, 29 CFR §1607.2(B) & §1607.17 (1978)

<sup>2</sup> 23 CFR §230.303

enforcement agencies as evidence of adverse impact, while a greater than Four-Fifths rate will generally not be regarded by federal enforcement agencies as evidence of adverse impact.”<sup>3</sup>

Prior to the Secretary of Transportation approving federal aid for highway projects, a State Department of Transportation must assure the highway projects will be conducted in a nondiscriminatory manner. Any State Department of Transportation seeking federal aid for highway projects will not have projects approved by FHWA until the State Department of Transportation executes assurances that employment in connection with all projects will be provided without regard to race, color, creed, national origin, or sex.<sup>4</sup>

## **2.2. Overview of the District Department of Transportation**

The “Department of Transportation Establishment Act of 2002”, was adopted on first and second readings on February 19, 2002, and March 5, 2002, respectively. Signed by the District of Columbia Mayor on March 26, 2002, it was assigned Act No. 14-313 and transmitted to both Houses of Congress for its review. D.C. Law 14-137 became effective on May 21, 2002. In April 2005 D.C. Law 15-354 substituted “District Department of Transportation (“DDOT”) for Department of Transportation (“DOT”). Pursuant to § 1204.04(b), the Council established the District Department of Transportation (“DDOT”) as an agency within the executive branch of the government of the District of Columbia to improve the District's economic competitiveness and quality of life by developing and maintain a cohesive sustainable transportation system that delivers safe, affordable, and convenient ways to move people and goods - while protecting and enhancing the natural, environmental and cultural resources of the District. The Department’s vision is committed to achieving an exceptional quality of life in the nation’s capital through more sustainable travel practices, safer streets and outstanding access to goods and services. Central to this vision is improving energy efficiency and modern mobility by providing next generation alternatives to single occupancy driving in the city.

During the past 10 years, DDOT has made significant strides toward making the District a prosperous, equitable, and sustainable city. From increasing transportation options and improving the safety of its neighborhoods to maintaining its flourishing tree canopy and implementing innovative storm water management solutions, DDOT has helped the District become a model of cutting-edge policies and practices in government and sustainability.

Specifically, DDOT manages and maintains transportation infrastructure in the following ways: plans, designs, constructs, and maintains the District's streets, alleys, curbs, sidewalks, bridges, traffic signals, street lights, tunnels, public spaces, and trees on public spaces including along streets and in parkland and schoolyards;

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<sup>3</sup> Uniform Guidelines on Employee Selection Procedures, 29 CFR §1607.4(D) (1978)

<sup>4</sup> Federal-Aid Highway Act of 1968, 23 U.S.C. 140





manages and makes improvements to the street system to facilitate traffic flow through the District of Columbia; manages, with the Department of Public Works, the removal of snow and ice from the streets; and, Coordinates the District's mass transit services, including the reduced-fare program for students using Metro Bus and Metro Rail.

DDOT oversees 1,100 miles of roads; 217 highway bridges, 16 pedestrian bridges, 16 tunnels and underpasses; 80,000 street, alley, bridge, tunnel, and navigation lights; 17,500 metered spaces (approximately 14,000 single-space meters and 607 multi-space meters); 250,000 intersections; School Zones; 56 miles of bike lanes; 130,000 street trees; and 1,680 signalized intersections. Additionally, DDOT has responsibility for the District's bicycle and pedestrian facilities, traffic and pedestrian safety, and managing the District's public space and rights-of-way.

DDOT's budget for operating and capital cost/expenditures is funded from three (3) different sources: (1) local funds which are allocated from the District's general budget (largely from general obligations bonds); (2) federal grant funds through the Highway Transportation Bills, with local matching funds from motor fuel revenues and right of way revenues; and (3) special purpose revenues that are collected from various services rendered for/on behalf of private entities for special events. Revenue collected is used to fund DDOT initiatives and programs.

### **2.3. Changes in DC Government and DDOT Administration**

On November 4, 2014, Muriel Bowser was elected as DC's Mayor, effective January 1, 2015. On January 5, 2015, Mayor Bowser appointed Leif A. Dormsjo, as DDOT's Director. Accordingly, Director Dormsjo proposed the realignment of the agency according to the Mayor's vision for the agency in its effort to maximize the agency's internal and external efficiency and to move the agency towards operating as a State Transportation Agency (STA).

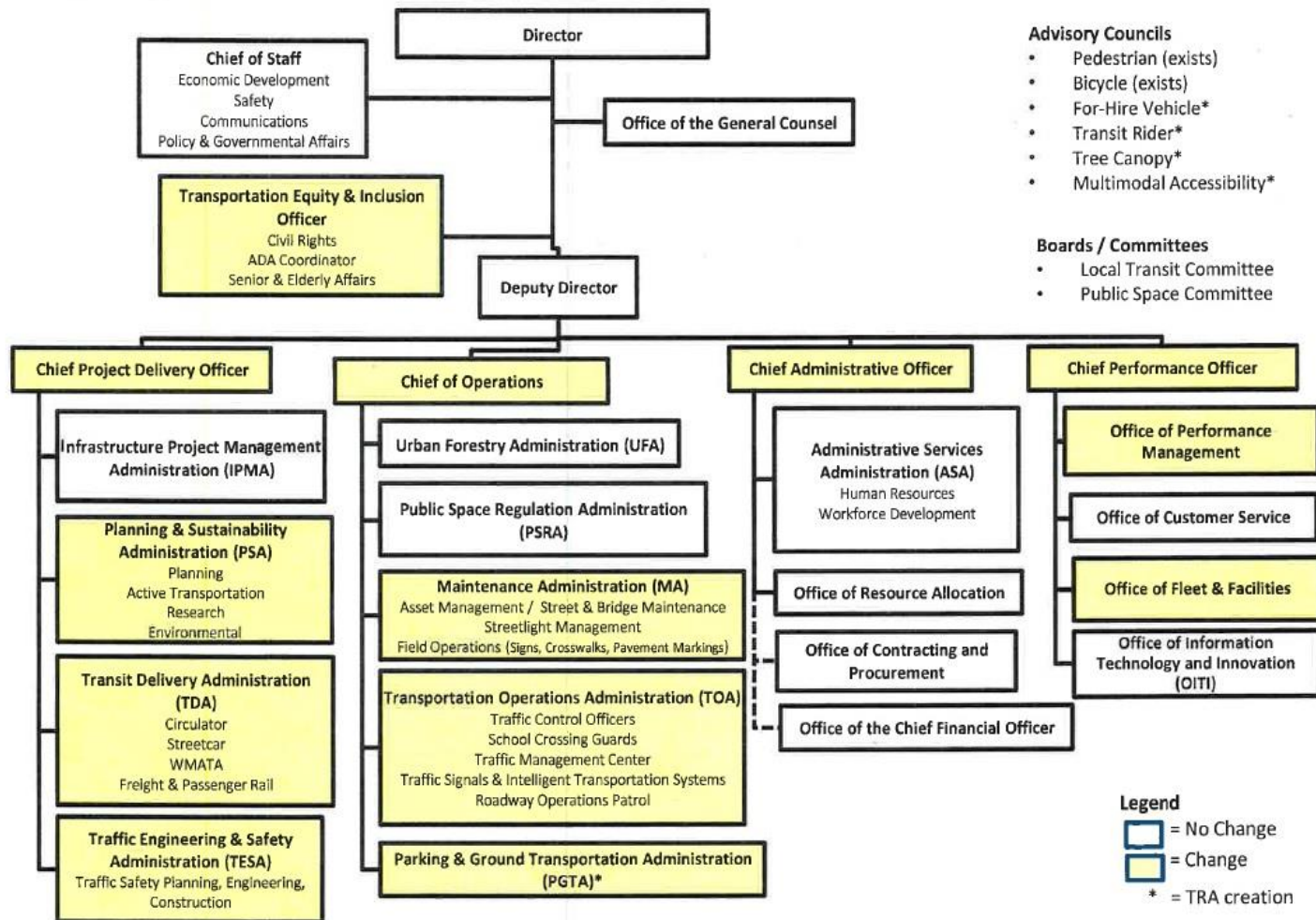
### **2.4. Proposed Reorganization Chart**

The proposed reorganization chart is pending approval by the DC City Council. The proposed reorganizational chart is provided on the next page.<sup>5</sup>

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<sup>5</sup> The Transportation Reorganization Act has been introduced and heard in the Council but has not yet received final approval. Additionally, from an administrative perspective, DDOT submitted the proposed realignment to DCHR for their review and concurrence. There are parallel processes in place, but the realignment has not yet received final approval.

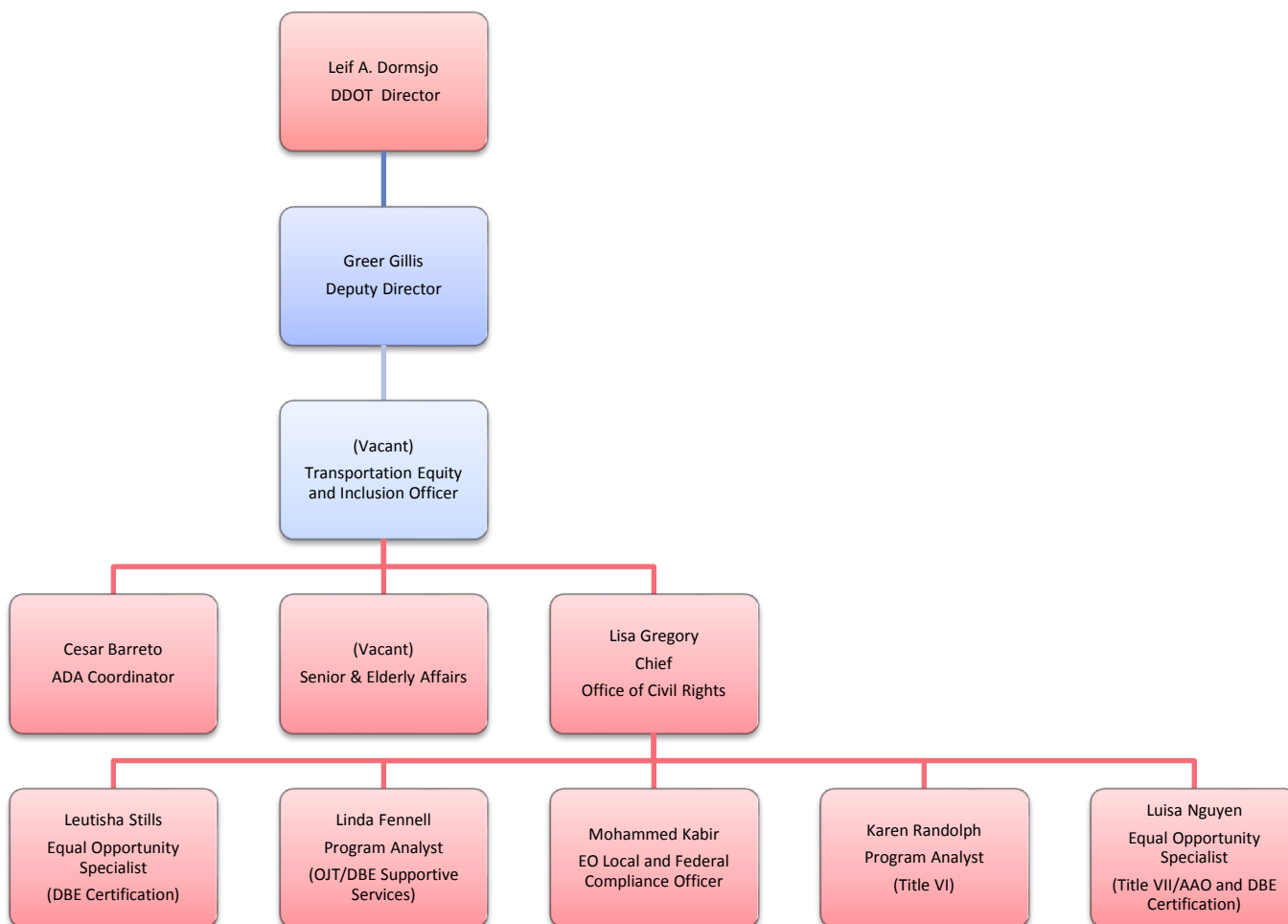
## DRAFT District Department of Transportation (DDOT) Reorganization Chart



DRAFT – September 30, 2015

## 2.5. Proposed Reorganization of the Office of Civil Rights

Again, DDOT's leadership has proposed the reorganization of the agency and some of these changes affect the organizational structure of the Office of Civil Rights. However, the changes do not affect the direct access the Office of Civil Rights and the Agency's Affirmative Action Officer (AAO) has to the Director of the Agency. The proposed reorganizational chart is provided below.



**END OF SECTION**

### **3.0 State Highway Agency Employment**

#### **3.1. Statement on Equal Employment Opportunity and Affirmative Action Policy**

The District Department of Transportation (DDOT) and its Director is firmly committed to the principles and spirit of Equal Employment Opportunity (EEO) for all employees and employment applicants. It is a fundamental policy of DDOT to comply with all federal laws that prohibit employment discrimination on the basis of race, color, sex, national origin, religion, age (40 and older), disability, genetic information or retaliation.

In addition to the protected traits covered by federal laws, the District of Columbia Human Rights Act (DCHRA) also prohibits employment discrimination on the basis of: age (18 and older), marital status, personal appearance, sexual orientation, gender identity or expression, family responsibilities, political affiliation, and matriculation.

As a recipient of federal funds, DDOT is also committed to taking affirmative action to hire and advance minorities and women as well as qualified individuals with disabilities and covered veterans. We invite all applicants and employees who wish to be included under our Affirmative Action Program to self-identify as such with the AA Officer or ADA Coordinator. The self-identification is strictly voluntary and confidential and will not result in retaliation of any sort.

Employees of and applicants to DDOT will not be subject to harassment, intimidation, threats, coercion, or discrimination because they have engaged or may engage in filing a complaint, assisting in a review, investigation, or hearing, or have otherwise sought to obtain their legal rights related to any federal or local law regarding EEO for qualified individuals with disabilities or qualified protected veterans.

The Director of DDOT is committed to the principles of Affirmative Action and Equal Employment Opportunity. To further assure that appropriate program measures are implemented and monitored Luisa Nguyen is designated as the Affirmative Action Officer (AAO). Specifically, the AAO is responsible for: 1) developing a written Affirmative Action Program Plan; and publicizing its content internally and externally; 2) working collaboratively with DDOT's Administrative Services Administration (ASA) in collecting and analyzing employment data, identifying problem areas, setting goals, and timetables and developing programs to achieve goals. Programs should include specific remedies to eliminate any discriminatory practices discovered in the employment system; 3) handling and processing discrimination complaints; 4) designing, implementing and monitoring internal audit and reporting systems to measure program effectiveness and to determine where progress has been made and where further action is needed; and 5) reporting, at least quarterly, to DDOT's Director on progress and deficiencies of each unit in relation to agency goals.



Moreover, for effective administration and implementation of the Equal Employment Opportunity Program, there must be involvement, commitment and support of executives, managers, and supervisors. The Office of Director *via* its Civil Rights Office will advise all branches (Office of the Director, Project Delivery Cluster, Operations Cluster, Administration Cluster, and Performance Cluster) that responsibility for positive implementation of the Affirmative Action Program will be expected and shared by all management and supervisory personnel. DDOT administrations will be further advised that they will be held accountable for their actions or inaction in this area and will be evaluated in carrying out these responsibilities. Specifically, all managers will be assigned responsibilities for program implementation and the prescribed responsibility will be added to all managers' performance evaluations. Therefore, each administration shall implement equal opportunity in all employment practices, including but not limited to recruitment, hiring, transfers, promotions, training, compensation, benefits, recognition, lay-offs and other termination within their area of authority.

In furtherance of DDOT's policy regarding Affirmative Action and Equal Employment Opportunity, DDOT has developed the program set forth below which outlines the policies, practices and procedures which DDOT is committed to applying in order to ensure that its policy of non-discrimination and affirmative action is accomplished. The major responsibility shall be recognition and removal of any barriers toward equal employment opportunity, identification of problem areas, and of persons unfairly excluded or held back and action(s) enabling them to compete for jobs on an equal basis. This type of commitment not only benefits those who have been denied equal employment opportunity, but will also greatly benefit the organization by attaining maximum utilization of untapped human resources and skills, especially among minorities and women.

This Affirmative Action Program will be available for inspection by any employee or applicant for employment, upon request, between 8:00 AM and 5:00 PM at: 55 M Street, SE, Washington, DC 20003 or *via* DDOT's Compendium Page (<http://comp.ddot.dc.gov/SitePages/Civil%20Rights.aspx> ). The AAP will also be available on DDOT's Office of Civil Rights internet page (<http://ddot.dc.gov/service/civil-rights-program-and-services>).

Equal Employment Opportunity is not only fundamental to this Department's operations, it is the law and the Agency's legal obligation. It is the Director's expectation that each employee and management cooperates fully by integrating and promoting Equal Employment Opportunity at all levels.

As an expression of the commitment to and support of DDOT's Affirmative Action Program, below is the signature of Leif A. Dormsjo, as Director of DDOT.

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Director of DDOT

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Date

### **3.2. Assignment of Responsibilities for Implementation of the Affirmative Action Plan**

**Leif A. Dormsjo, DDOT Director**, is responsible for overall administration of the internal Equal Employment Opportunity/Affirmative Action (EEO/AA) Program including the total integration of equal opportunity into all facets of personnel management.

**Lisa Gregory is the Chief of DDOT's Office of Civil Rights** which includes all internal programs such as: Title VII – Equal Employment Opportunity Program, the Americans with Disability Act (ADA) Program, the Affirmative Action Program (AAP) and as well as external programs: Contractor Compliance, Title VI, Disadvantaged Business Enterprise (DBE) and Small Business Enterprise (SBE) Programs. Lisa Gregory reports directly to DDOT's Chief of Staff, William Hwang, with direct access to the Director and Deputy Director of the Agency.

**Luisa Nguyen, DDOT's Title VII Coordinator** is responsible for managing the internal and external components of DDOT's Title VII program which includes: Title VII internal and external activities. She is also **DDOT's Affirmative Action Officer (AAO)** and is responsible for monitoring the internal Affirmative Action Program/EEO program which continues to be the primary responsibility of the AAO. Luisa Nguyen reports directly to DDOT's Office of Civil Rights Chief.

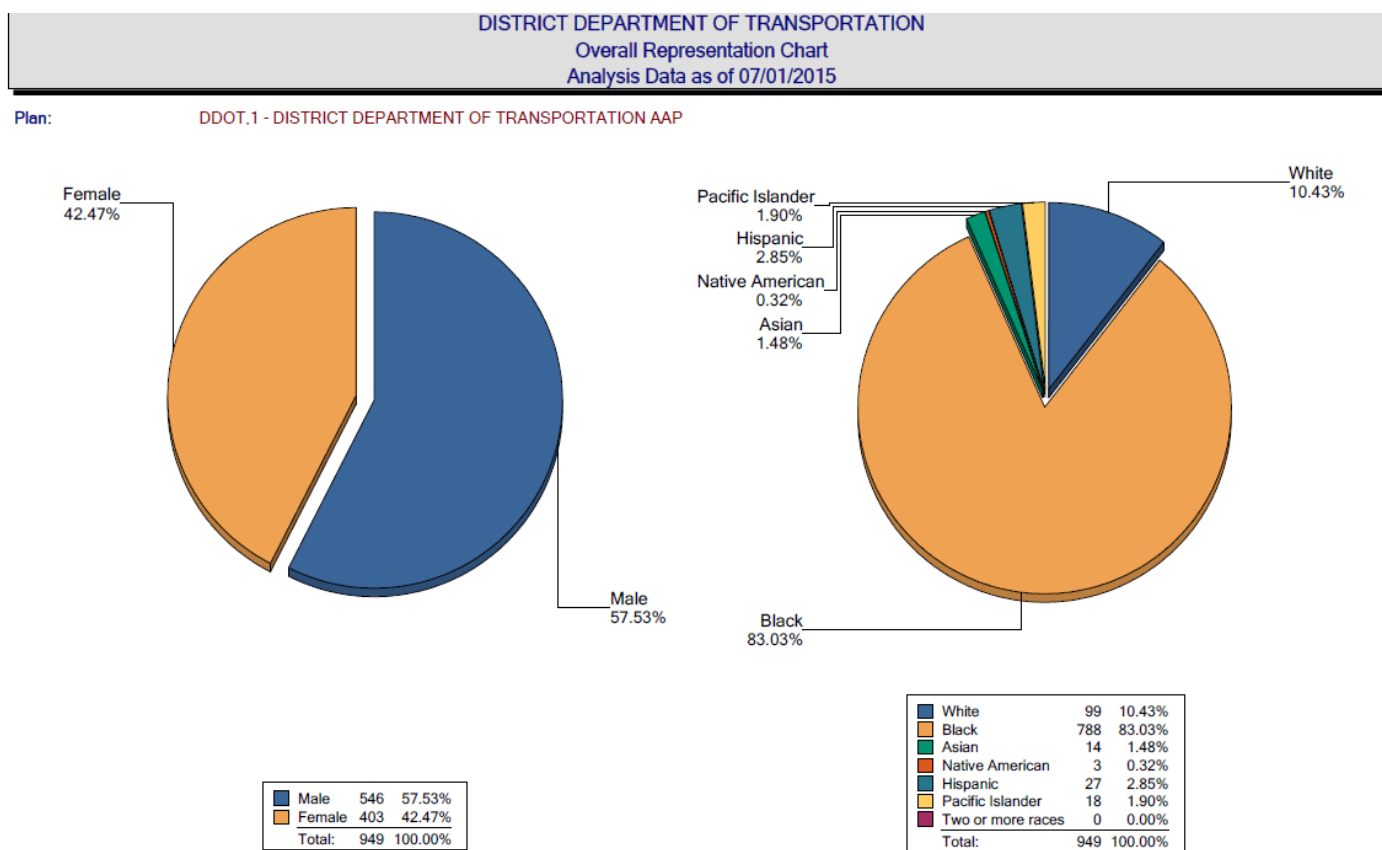
**Administrative Services Administration (ASA)** is responsible for human resources and training services for the agency. This includes filling vacancies, maintaining data in PeopleSoft and JobScience; and providing employees with training and educational experiences that build technical competencies and certifications. ASA is responsible for administering the District Department of Human Resources (DCHR) policies and procedures under the District Personnel Manual (DPM).

- **Kenneth Chandler, Associate Director** will assist the Affirmative Action Officer in implementing action items outlined in the Plan that fall under ASA's scope of responsibilities within the agency.
- **Ndumba Lutangu, Operations Manager** will serve as a liaison between ASA and OCR. She will assist in bridging the communication and cooperation between ASA and OCR.
- **Sylvester Dixon, Special Assistant** will assist the Affirmative Action Officer with the collection of data necessary to analyze the agency's EEO/AA program.
- **Dr. Juliette Lane-Hailey, Interim Chief Learning Officer** will assist the Affirmative Action Officer with the collection of data necessary to analyze the Agency's training division.

**Managers** will be encouraged to discuss EEO programs during meetings as mandated by the Director of DDOT. It is proposed that managers' performance plans include a SMART Goal regarding EEO/AA efforts and act consistent with our stated policy.

### 3.3. Survey of Labor Market Area and Overview of DDOT Workforce

As of July 1, 2015, DDOT employed **949** persons in its permanent workforce. There was an increase of four (4) employees as compared to the number of permanent employees in the workforce as of July 1, 2014.



Similarly, DDOT did employ a temporary workforce of four (4) employees. The temporary workforce consisted of one (1) Hispanic male, one (1) White female, and two (2) Black females. All were working as Administrative Support Staff.

### 3.4. Plan Methodology and Data Sources

DDOT's statistician vendor, PeopleFluent, used 2010 U.S. Census data. Specifically, the labor market data was derived from the 2010 U.S. Census data (EEO 6w/ EEO Tabulation 2006-2010 (5-Year ACS data)).



In addition, training and promotion data were obtained from DDOT University and PeopleSoft *via* ASA and District of Columbia Department of Human Resources (DCHR). The database of employees and resultant employees count used in this plan was also obtained by PeopleSoft *via* ASA and DCHR that included permanent and temporary employees on the roster at this time.

### Census Data<sup>6</sup>

2010 Census of Population and Employment by Ethnic Group and Gender		
District of Columbia	Number	Percent
<b>Total Population</b>	670,812	100%
<b>White</b>	251,265	0.37
<b>Black</b>	310,379	0.46
<b>Hispanic</b>	54,749	0.08
<b>American Indian</b>	3,264	0.00
<b>Asian/Pacific Islander</b>	22,475	0.03
<b>Some other race*</b>	14,340	0.02
<b>Two or more races</b>	14,340	0.02

Total Labor Force by Occupational Categories													
EEO-4 Job Category	White Female	Black Female	Hispanic Female	Asian Female	American Indian Female	Total Female	White Male	Black Male	Hispanic Male	Asian Male	American Indian Male	Total Male	Total Labor Force
Officials and Administrators	150,615	58,920	14,465	18,425	660	243,085	225,080	44,250	20,320	24,040	525	314,215	557,300
Professionals	258,490	89,435	20,946	44,610	570	414,051	270,865	60,515	21,220	55,915	635	409,150	823,201
Technicians	17,355	13,285	2,055	5,025	105	37,825	21,470	7,910	2,510	5,375	30	37,295	75,120
Protective Services	9,140	11,730	1,045	360	145	22,420	33,890	23,495	4,035	1,790	55	63,265	85,685
Para Professionals	0		0	0	0	0	0	0	0	0	0	0	0
Administrative Support	217,610	133,255	44,110	32,870	960	428,805	134,290	67,760	22,385	23,130	445	248,010	676,815
Skilled Craft	4,495	2,495	1,165	1,815	4	9,974	97,305	33,275	57,560	8,835	385	197,360	207,334
Service Maintenance	77,545	68,225	71,185	25,655	580	243,190	90,700	83,335	79,355	20,410	435	274,235	517,425
<b>Total</b>	<b>735,250</b>	<b>377,345</b>	<b>154,971</b>	<b>128,760</b>	<b>3,024</b>	<b>1,399,350</b>	<b>873,600</b>	<b>320,540</b>	<b>207,385</b>	<b>139,495</b>	<b>2,510</b>	<b>1,543,530</b>	<b>2,942,880</b>

EEO-4 Job Category	Avilability %					
	Minorities by Racial Category					
	Total Female	Total Minorities	Black	Hispanic	Asian	American Indian
Officials and Administrators	43.6%	32.6%	18.5%	6.2%	7.6%	0.2%
Professionals	50.3%	35.7%	18.2%	5.1%	12.2%	0.1%
Technicians	50.4%	48.3%	28.2%	6.1%	13.8%	0.2%
Protective Services	26.2%	49.8%	41.1%	5.9%	2.5%	0.2%
Para Professionals	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Administrative Support	63.4%	47.8%	29.7%	9.8%	8.3%	0.0%
Skilled Craft	4.8%	50.9%	17.3%	28.3%	5.1%	0.2%
Service Maintenance	47.0%	67.5%	29.3%	29.1%	8.9%	0.2%

<sup>6</sup> Per the U.S. Census, the right categories will add to more than the total population and the percentage may add to more than 100% because individuals were allowed to report more than one race. "Some other race" - the respondent identified with a race not identified on the census.



### 3.5. Workforce Analysis

The following is a brief overview of DDOT's EEO-4 Employment Report as of 07/01/2015.

A Workforce Analysis (FHWA Table 2) is provided as **Exhibit 1**. The analysis is 109 pages long. The analysis provides a breakdown of DDOT's workforce by Department. Then it is also broken down by Job Title, Salary Code, EEO Code ("Job Group")<sup>7</sup>, total employees in each department, and the number of Female and Minority employees for each department.

Similarly, Workforce Analysis (FHWA Table 3) provided below provides an agency-wide breakdown of DDOT's workforce by Job Group. It is broken down by Total Employees, and the number of Female and Minority employees for each job group.<sup>8</sup>

Workforce Agency Wide Analysis											
Job Group	Total Employees	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am. Indian Male
1 - Officials - Executives	19	2	2	0	0	0	6	8	0	1	0
%	2.00%	6.67%	0.56%	0.00%	0.00%	0.00%	8.70%	1.86%	0.00%	3.45%	0.00%
2 - Professionals	241	19	59	6	1	1	36	96	4	19	0
%	25.40%	63.33%	16.48%	60.00%	33.33%	50.00%	52.17%	22.33%	23.53%	65.52%	0.00%
3 - Technicians	172	3	35	2	0	0	18	100	5	9	0
%	18.12%	10.00%	9.78%	20.00%	0.00%	0.00%	26.09%	23.26%	29.41%	31.03%	0.00%
5 - Paraprofessionals	12	0	5	1	0	0	2	4	0	0	0
%	1.26%	0.00%	1.40%	10.00%	0.00%	0.00%	2.90%	0.93%	0.00%	0.00%	0.00%
6 - Office - Clerical	61	3	42	0	2	0	4	10	0	0	0
%	6.43%	10.00%	11.73%	0.00%	66.67%	0.00%	5.80%	2.33%	0.00%	0.00%	0.00%
7 - Skilled Craft	124	0	18	0	0	0	2	100	3	0	1
%	13.07%	0.00%	5.03%	0.00%	0.00%	0.00%	2.90%	23.26%	17.65%	0.00%	100.00%
8 - Services/Maintenance	320	3	197	1	0	1	1	112	5	0	0
%	33.72%	10.00%	55.03%	10.00%	0.00%	50.00%	1.45%	26.05%	29.41%	0.00%	0.00%
Total	949	30	358	10	3	2	69	430	17	29	1

<sup>7</sup> Please refer to the abbreviation section for EEO Codes. Job Group (4) Protective Service Workers is not shown because the group does not apply to DDOT's workforce.

<sup>8</sup> For narrative context see Job Group Analysis Narrative in Section 3.11

### 3.6. Changes in Employment Agency-Wide by Job Group

Net Changes in Employment Analysis by Job Group																													
Ethnic Catagories	Females				Minority				White				Black				Hispanics				Asians				Am. Indian				
	Years	2014	2015	Net Diff.	%	2014	2015	Net Diff.	%	2014	2015	Net Diff.	%	2014	2015	Net Diff.	%	2014	2015	Net Diff.	%	2014	2015	Net Diff.	%	2014	2015	Net Diff.	%
Officials - Executives	2	4	2	100.00%	10	11	1	10.00%	-	8	-	-	-	10	-	-	-	-	0	-	-	-	1	-	-	-	0	-	-
Professionals	87	86	-1	-1.15%	202	186	-16	-7.92%	-	55	-	-	-	155	-	-	-	-	10	-	-	-	20	-	-	-	1	-	-
Technicians	40	40	0	0.00%	150	151	1	0.67%	-	21	-	-	-	135	-	-	-	-	7	-	-	-	9	-	-	-	0	-	-
Paraprofessionals	14	6	8	57.14%	19	10	-9	-47.37%	-	2	-	-	-	9	-	-	-	-	1	-	-	-	0	-	-	-	0	-	-
Office - Clerical	36	47	11	30.56%	41	54	13	31.71%	-	7	-	-	-	52	-	-	-	-	0	-	-	-	2	-	-	-	0	-	-
Skilled Craft	23	18	5	21.74%	123	122	-1	-0.81%	-	2	-	-	-	118	-	-	-	-	3	-	-	-	0	-	-	-	1	-	-
Services - Maintenance	207	202	5	2.42%	324	316	-8	-2.47%	-	4	-	-	-	309	-	-	-	-	6	-	-	-	0	-	-	-	1	-	-

[illegible]

The net-changes in employment between 2014 and 2015 reflect the following<sup>9</sup>:

The total for Officials – Executives job group in 2015 was nineteen (19) employees. This was an increase of three (3) employees as compared to 2014. Similarly, there was an increase of two (2) females and one (1) minority employee.

The total for Professionals job group in 2015 was two hundred and forty-one (241) employees. This was a decrease of eight (8) employees as compared to 2014. Similarly, there was a decrease of one (1) female and sixteen (16) minority employees.

The total for Technicians job group in 2015 was one hundred and seventy-two (172) employees. This was a decrease of one (1) employee as compared to 2014. Similarly, there was no change in females; however, there was a decrease of one (1) minority employee.

The total for Paraprofessionals job group in 2015 was twelve (12) employees. This was a decrease of nine (9) employees as compared to 2014. Similarly, there was an increase of eight (8) female and nine (9) minority employees.

<sup>9</sup> The statistician's format was slightly different in 2014 as the racial groups were not broken out as represented in 2015. Moving forward, the format will mirror that of 2015 and DDOT will be able to show the breakouts and net difference and percentages for the different racial groups.



The total for Office – Clerical job group in 2015 was sixty-one (61) employees. This was an increase of twenty (20) employees as compared to 2014. Similarly, there was an increase of eleven (11) females and thirteen (13) minority employees

The total for Skilled Craft job group in 2015 was one hundred and twenty-four (124) employees. There was no change in the number of employees as compared to 2014. Similarly, there was an increase of five (5) female and a decrease of one (1) male employee.

The total for Service – Maintenance job group in 2015 was three hundred and twenty (320) employees. There was a decrease of nine (9) employees as compared to 2014. Similarly, there was a decrease of four (4) female and eight (8) minority employees.

### **3.7. EEO – 4 Report**

The EEO-4 Report provides a job group analysis of DDOT’s workforce. The EEO-4 Report provides the number of employees at DDOT during the plan year by job category, salary, race and gender. The EEO-4 Report for DDOT as July 1, 2015 is included with the Job Group Analysis. DDOT’s EEO-4 Report is provided on the next page. See **Exhibit 2.**



<b>EQUAL EMPLOYMENT OPPORTUNITY COMMISSION</b> <b>STATE AND LOCAL GOVERNMENT INFORMATION (EEO-4)</b> <small>EXCLUDE SCHOOL SYSTEMS AND EDUCATIONAL INSTITUTIONS</small> <small>(Read attached instructions prior to completing this form-  <a href="https://eoc.gov.eoc.gov/eoc4/pdf/Computer_Printout.pdf">https://eoc.gov.eoc.gov/eoc4/pdf/Computer_Printout.pdf</a>)</small>				<b>INTERNAL USE ONLY</b>	
<b>DO NOT ALTER INFORMATION PRINTED IN THIS BOX</b> not modify this form in any way.			Please do <b>DONOT MAIL HARDCOPY -- THIS FORM IS FOR HEADQUARTERS CIVIL RIGHTS PURPOSES ONLY</b>		
<b>A. TYPE OF GOVERNMENT (Check one box only)</b>					
1. State		2. County		3. City	
4. Township		5. Special District		6. Other(Specify) _____	
<b>B. IDENTIFICATION</b>					
1. NAME OF POLITICAL JURISDICTION (If same as label, skip to Item C) <b>DISTRICT OF COLUMBIA</b>					
2. 55 M Street, SE 3rd Floor		Washington		DC	DC, 20003
					<small>EEOC USE ONLY A</small> <small>B</small>
<b>C. FUNCTION</b> <small>(Put an "X" in one box to indicate the function(s) for which this form is being submitted. Data should be reported for all departments and agencies in your government covered by the function(s) indicated. If you cannot supply the data for every agency within the function(s) attach a list showing name and address of agencies whose data are not included.)</small>					
1. Financial Administration. Tax billing and collection, budgeting, purchasing, central accounting and similar financial administration carried on by a treasurer's, auditor's or comptroller's office and  GENERAL CONTROL. Duties usually performed by boards of supervisors or commissioners, central administration offices and agencies, central personnel or planning agencies, all judicial offices and employees (judges, magistrates, bailiffs, etc.)		8. HEALTH. Provision of public health services, out-patient clinics, visiting nurses, food and sanitary inspections, mental health, alcohol rehabilitation service, etc.			
		9. HOUSING. Code enforcement, low rent public housing, fair housing ordinance enforcement, housing for elderly, housing rehabilitation, rent control.			
<b>X</b> 2. STREETS AND HIGHWAYS. Maintenance, repair, construction and administration of streets, alleys, sidewalks, roads, highways and bridges.		10. COMMUNITY DEVELOPMENT. Planning, zoning, land development, open space, beautification, preservation.			
3. PUBLIC WELFARE. Maintenance of homes and other institutions for the needy; administration of public assistance. (Hospitals and sanatoriums should be reported as item 7.)		11. CORRECTIONS. Jails, reformatories, detention homes, half-way houses, prisons, parole and probation activities			
4. POLICE PROTECTION. Duties of a police department sheriff's, constable's, coroner's office, etc., including technical and clerical employees engaged in police activities.		12. UTILITIES AND TRANSPORTATION. Includes water supply, electric power, transit, gas, airports, water transportation and terminals.			
5. FIRE PROTECTION. Duties of the uniformed fire force and clerical employees. (Report any forest fire protection activities as item 6.)		13. SANITATION AND SEWAGE. Street cleaning, garbage and refuse collection and disposal. Provision, maintenance and operation of sanitary and storm sewer systems and sewage disposal plants.			
6. NATURAL RESOURCES. Agriculture, forestry, forest fire protection, irrigation drainage, flood control, etc., and PARKS AND RECREATION. Provision, maintenance and operation of parks, playgrounds, swimming pools, auditoriums, museums, marinas, zoos, etc.		14. EMPLOYMENT SECURITY STATE GOVERNMENTS ONLY			
7. HOSPITALS AND SANATORIUMS. Operation and maintenance of institutions for inpatient medical care.		15. OTHER (Specify on Page Four)			

FEDERAL HIGHWAY ADMINISTRATION  
STATE AND LOCAL GOVERNMENT INTERNAL EMPLOYMENT DATA


ENTER NAME OF STATE HERE: DISTRICT OF COLUMBIA

		1. EMPLOYMENT DATA AS OF JULY 1, 2015											
JOB CATEGORIES	ANNUAL SALARY (In thousands 000)	TOTAL (COLUMN S B-K)	MALE					FEMALE					
			NON- HISPANIC ORIGIN	BLACK	HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN	NON- HISPANIC ORIGIN	BLACK	HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN	
			A	WHITE B	C	D	E	F	WHITE G	H	I	J	K
OFFICIALS AND ADMINISTRATORS	1. \$0.1-15.9	0											
	2. 16.0-19.9	0											
	3. 20.0-24.9	0											
	4. 25.0-32.9	0											
	5. 33.0-42.9	0											
	6. 43.0-54.9	0											
	7. 55.0-69.9	0											
	8. 70.0- PLUS	64	14	29	1	7		2	11		0		
TOTAL		64	14	29	1	7	0	2	11	0	0	0	
PROFESSIONALS	9. \$0.1-15.9	0											
	10. 16.0-19.9	0											
	11. 20.0-24.9	0											
	12. 25.0-32.9	0											
	13. 33.0-42.9	0											
	14. 43.0-54.9	4							4				
	15. 55.0-69.9	32	3	11				3	13	2			
	16. 70.0- PLUS	195	34	72	4	14	1	20	46	4	1		
TOTAL		232	37	83	4	14	1	23	63	6	1	0	
TECHNICIANS	17. \$0.1-15.9	65											
	18. 16.0-19.9	106											
	19. 20.0-24.9	3											
	20. 25.0-32.9	8	1		1								
	21. 33.0-42.9	0											
	22. 43.0-54.9	9	1	6	1				2				
	23. 55.0-69.9	55	4	41					10				
	24. 70.0- PLUS	100	8	66	4	7		3	12				
TOTAL		346	14	151	6	7	0	3	165	0	0	0	
PROTECTIVE SERVICE	25. \$0.1-15.9	0											
	26. 16.0-19.9	0											
	27. 20.0-24.9	0											
	28. 25.0-32.9	0											
	29. 33.0-42.9	0											
	30. 43.0-54.9	0											
	31. 55.0-69.9	0											
	32. 70.0- PLUS	0											
TOTAL		0	0	0	0	0	0	0	0	0	0	0	
PARA- PROFESSIONAL	33. \$0.1-15.9	0											
	34. 16.0-19.9	0											
	35. 20.0-24.9	0											
	36. 25.0-32.9	0											
	37. 33.0-42.9	0											
	38. 43.0-54.9	0											
	39. 55.0-69.9	0											
	40. 70.0- PLUS	0											
TOTAL		0	0	0	0	0	0	0	0	0	0	0	
ADMINISTRATIVE SUPPORT	41. \$0.1-15.9	0											
	42. 16.0-19.9	0											
	43. 20.0-24.9	0											
	44. 25.0-32.9	0											
	45. 33.0-42.9	39		19	2			2	16				
	46. 43.0-54.9	88		41					44	3			
	47. 55.0-69.9	59	1	16					38	1	2	1	
	48. 70.0- PLUS	9	1	3					5				
TOTAL		195	2	79	2	0	0	2	103	4	2	1	
SKILLED CRAFT	49. \$0.1-15.9	0											
	50. 16.0-19.9	0											
	51. 20.0-24.9	1		1									
	52. 25.0-32.9	7	1	4			1		1				
	53. 33.0-42.9	0											
	54. 43.0-54.9	0											
	55. 55.0-69.9	1			1								
	56. 70.0- PLUS	0											
TOTAL		9	1	5	1	0	1	0	1	0	0	0	
SERVICE MAINTENANCE	57. \$0.1-15.9	0											
	58. 16.0-19.9	1											
	59. 20.0-24.9	23	1	20	2				1				
	60. 25.0-32.9	64		52					12				
	61. 33.0-42.9	3		3									
	62. 43.0-54.9	1			1								
	63. 55.0-69.9	12		8	1				3				
	64. 70.0- PLUS	2	0	2									
TOTAL		106	1	85	4	0	0	0	16	0	0	0	
85. TOTAL FULL TIME (LINES 1-64)		962	69	432	18	28	2	30	359	10	3	1	
2. OTHER THAN FULL-TIME EMPLOYEES (Including temporary employees)													
66. OFFICIALS/ADMIN													
67. PROFESSIONALS													
68. TECHNICIANS													
69. PROTECTIVE SERVICE													
70. PARA-PROFESSIONAL													
71. ADMIN. SUPPORT					1			1	2				
72. SKILLED CRAFT													
73. SERVICE/MAINTENANCE													
74. TOTAL OTHER THAN FULL TIME (Lines 66-73)		0	0	0	1	0	0	1	2	0	0	0	
3. NEW HIRES DURING FISCAL YEAR (Permanent full time only)													
75. OFFICIALS/ADMIN		9	3	2		1		1	2				
76. PROFESSIONALS		14	2	1		1		6	4				
77. TECHNICIANS		29	4	12					13				
78. PROTECTIVE SERVICE		0											
79. PARA-PROFESSIONAL		0											
80. ADMIN. SUPPORT		15		11	1			1	2				
81. SKILLED CRAFT		1	1										
82. SERVICE/MAINTENANCE		1		1									
83. TOTAL NEW HIRES(Lines 75-82)		69	10	27	1	2	0	8	21	0	0	0	



KA16130000 Team 2  
 KA16140000 Team 3  
 KA16150000 Team 4  
 KA19130000 Traffic Control Officers & Sch  
 KA19131000 Traffic Control Officers Progr  
 KA19300000 Traffic Services Field Operati  
 KA19322000 Traffic Signal Maintenance Sec  
 KA17300000 Transportation Business Unit  
 KA19110000 Transportation Management Cent  
 KA19100000 Transportation Operations Divi  
 KA10100000 UFA  
 KA19411000 Ward 1 & 2  
 KA19412000 Ward 3 & 4  
 KA19413000 Ward 5 & 6  
 KA19414000 Ward 7 & 8

CERTIFICATION. I certify that the information given in this report is correct and true to the best of my knowledge and was reported in accordance with accompanying instructions. (Willfully false statements on this report are punishable by law, U.S. Code, Title 18, Section 1001.)

Name of Contact Person: Hnin Khaing Title of Contact Person: Compliance Manager  
 Address: 441 4th St. NW Ste. 570N Washington, DC 20001 Telephone: 202-741-5865  
 Authorized Official:  
 Name Typed: Hnin Khaing  
 Signature:  Date: 10/30/2015

### 3.8. EEO-4 Job Category – Personnel Activities Analysis

Below is an overview of DDOT's Workforce and required by FHWA Tables. The following tables show personnel activity broken down by job group. Specifically, we are looking at new hires, promotions, training, and terminations.<sup>10</sup>

PERSONNEL ACTIVITIES													
NEW HIRES AGENCYWIDE ANALYSIS													
EEO-4 Job Category	Female						Male						
	White	Black	Hispanic	Asian/Pacific	American Indian	Total Female	White	Black	Hispanic	Asian/Pacific	American Indian	Total Male	Grand Total
Officials and Administrators	2	1	0	0	0	3	1	1	0	1	0	3	6
Professionals	5	6	0	0	0	11	8	2	0	1	0	11	22
Technicians	0	1	0	0	0	1	0	4	0	0	0	4	5
Para Professionals	0	0	0	0	0	0	0	0	0	0	0	0	0
Administrative Support	0	1	0	0	0	1	2	4	0	0	0	6	7
Skilled Craft	0	0	0	0	0	0	1	2	0	0	0	3	3
Service Maintenance	0	12	0	0	0	12	0	11	1	0	0	12	24
<b>Total</b>	<b>7</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>28</b>	<b>12</b>	<b>24</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>39</b>	<b>67</b>

<sup>10</sup> DDOT did not collect data for demotions, disciplinary actions, layoffs/recalls for 2015. Moving forward, DDOT will attempt to collect data for the aforementioned areas.



	PROMOTIONS AGENCYWIDE												
	Female						Male						
EEO-4 Job Category	White	Black	Hispanic	Asian/Pacific	American Indian	Total Female	White	Black	Hispanic	Asian/Pacific	American Indian	Total Male	Grand Total
Officials and Administrators	0	0	0	0	0	0	1	1	0	0	0	2	2
Professionals	3	9	0	0	0	12	8	9	0	1	0	18	30
Technicians	0	4	0	0	0	4	2	15	0	0	0	17	21
Para Professionals	0	4	1	0	0	5	0	2	0	0	0	2	7
Administrative Support	0	10	0	1	0	11	0	3	0	0	0	3	14
Skilled Craft	0	5	0	0	0	5	0	37	1	0	1	39	44
Service Maintenance	0	54	0	0	0	54	0	28	0	2	0	30	84
Total	3	86	1	1	0	91	11	95	1	3	1	111	202

	TRAINING AGENCYWIDE												
	Female						Male						
EEO-4 Job Category	White	Black	Hispanic	Asian/Pacific	American Indian	Total Female	White	Black	Hispanic	Asian/Pacific	American Indian	Total Male	Grand Total
Officials and Administrators	0	0	0	0	0	0	5	4	0	5	2	16	16
Professionals	12	41	4	1	1	59	20	59	2	15	1	97	156
Technicians	1	17	2	0	0	20	9	39	2	7	1	58	78
Para Professionals	0	1	0	0	0	1	1	3	0	0	0	4	5
Administrative Support	3	24	0	0	0	27	3	5	0	0	0	8	35
Skilled Craft	0	5	0	0	0	5	2	22	2	0	0	26	31
Service Maintenance	0	24	0	0	0	24	1	30	1	0	0	32	56
Total	16	112	6	1	1	136	41	162	7	27	4	241	377

	TERMINATIONS AGENCYWIDE												
	Female						Male						
EEO-4 Job Category	White	Black	Hispanic	Asian/Pacific	American Indian	Total Female	White	Black	Hispanic	Asian/Pacific	American Indian	Total Male	Grand Total
Officials and Administrators	2	3	0	0	0	5	0	1	0	1	0	2	7
Professionals	3	4	1	0	0	8	5	5	0	1	0	11	19
Technicians	0	3	0	0	0	3	1	4	0	0	0	5	8
Para Professionals	0	0	0	0	0	0	1	0	0	0	0	1	1
Administrative Support	1	0	0	0	0	1	0	0	0	0	0	0	1
Skilled Craft	1	0	0	0	0	1	0	5	0	0	0	5	6
Service Maintenance	3	12	1	0	0	16	0	14	0	0	0	14	30
Total	10	22	2	0	0	34	7	29	0	2	0	38	72

### 3.9. Job Group Analysis

The following is a further expansive analysis of DDOT's workforce based on job group.

Positions at DDOT are assigned a classification according to the job classification system established by the District of Columbia Government Comprehensive Merit Personnel Act of 1978. (*DC Law 2-139*). The Census Bureau and EEOC use a coding system to allocate job classifications to a job category or job group. Job classifications are combined to form job groups based on the duties and responsibilities of the job, wage rates and opportunities for training, transfers, promotions, pay, mobility and other career enhancement opportunities (*41 CFR §60-2.12*). DDOT follows Census and EEOC guidelines in order to allocate job classifications into the appropriate job category or job group.

The EEOC established eight job categories that are designated for affirmative action reporting to federal agencies. The eight categories are:

- (1) Officials and Administrators



- (2) Professionals
- (3) Technicians
- (4) Protective Service Workers
- (5) Paraprofessionals
- (6) Office and Clerical
- (7) Skilled Craft
- (8) Service Maintenance

Job classifications that fall into the **Officials and Administrators** job category are occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis.

Job classifications that fall into the **Professionals** job category are occupations which require specialized and theoretical knowledge, which is usually acquired through college training or through work experience and other training which provide comparable knowledge.

Job classifications that fall into the **Technicians** job category are occupations which require a combination of basic scientific or technical knowledge and manual skill that can be obtained through specialized post-secondary school education or through equivalent on-the-job training.

Job classifications that fall into the **Protective Service Workers** job category are occupations in which workers are entrusted with public safety, security and protection from destructive forces. DDOT has no employees in this category.

Job classifications that fall into the **Paraprofessionals** job category are 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. DDOT has no employees in this category.

Job classifications that fall into the **Office and Clerical** job category are 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.

Job classifications that fall into the **Skilled Craft** job category are occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in



the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs.

Job classifications that fall into the **Service Maintenance** job category are 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 and care of buildings, facilities or grounds of public property.

Information on the EEOC job categories is provided in *EEOC Form 164, State and Local Government Information (EEO-4) Instruction Booklet*.

The list of DDOT's job classifications and designated job category is included with the Job Group Analysis.

### 3.10. List of DDOT Job Classifications and Designated Job Category by Job Group

The Census Codes and Job Titles tables below show how the Census Codes and descriptions correspond to DDOT job titles within each job group.

DISTRICT DEPARTMENT OF TRANSPORTATION Census Codes and Job Titles Analysis Data as of 07/01/2015	
<b>Plan:</b>	DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP
<b>Job Group:</b>	1 - OFFICIALS - EXECUTIVES
Census Code and Description	Job Title
0010 - Chief executives and legislators	CHIEF ADMINISTRATIVE OFFICER CHIEF OF STAFF
0060 - Public relations and fundraising managers	DEPUTY ASSOCIATE DIRECTOR PUBL
0100 - Administrative services managers	ASSOC. DIR., ADMIN. SERVICES
0220 - Construction managers	SUPVY CONSTRUCTION CONTROL REP
0430 - Miscellaneous managers, including funeral service managers and postmasters and mail superintendents	ASSOC DIR. POL PLAN & SUST ADM ASSOCIATE DIRECTOR IV COMMUNITY ENGAGEMENT DIRECTOR DEPUTY ASSOCIATE DIRECTOR FOR DEPUTY CHIEF OF STAFF DEPUTY DIRECTOR DIRECTOR, DIST DEPT OF TRANSP. INTERIM DEPUTY CHIEF TRANSPORT
0740 - Business operations specialists, all other	SUPVY COMP REVIEW SPEC SUPVY. INVENTORY MANAGEMENT SP SURFACE PERMITTING MANAGER
1640 - Conservation scientists and foresters	ASSOC DIR., URBAN FORESTRY ADM DEP ASSOC DIR FOR URB FORESTRY
2100 - Lawyers, and judges, magistrates, and other judicial workers	SUPERVISORY TRIAL ATTORNEY



DISTRICT DEPARTMENT OF TRANSPORTATION  
Census Codes and Job Titles  
Analysis Data as of 07/01/2015

Plan: DDOT,1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP

Job Group: 2 - PROFESSIONALS

<i>Census Code and Description</i>	<i>Job Title</i>
0110 - Computer and information systems managers	SUP IT SPEC (SPA DATA SYS/GIS) SUPV IT SPECIALIST SUPVY INFO TECH SPEC
0160 - Transportation, storage, and distribution managers	EMERGENCY TRANSPORTATION PROJE
0300 - Architectural and engineering managers	SUPERVISORY CIVIL ENGINEER SUPERVISORY GENERAL ENGINEER SUPERVISORY, CIVIL ENGINEER I SUPVY CIVIL ENGINEER
0430 - Miscellaneous managers, including funeral service managers and postmasters and mail superintendents	ASST. CITY-WIDE PROGRAM SUPPORT HEARING OFFICER INSPECTIONS OFFICER MASS TRANSPORTATION OFFICER
0565 - Compliance officers	COMPLIANCE SPEC. (AIR QUALITY) DEPUTY COMPLIANCE OFFICER HIGHWAY SAFETY OFFICER
0630 - Human resources workers	EQUAL EMPLOY. OPPORT. SPECIAL. EQUAL OPPORT. COMPLIANCE SPEC. EQUAL OPPORTUNITY SPEC TRAINING & ORGANIZATIONAL DEVE
0710 - Management analysts	LEGISLATIVE ANALYST MANAGEMENT ANALYST
0740 - Business operations specialists, all other	ADMIN CONSTR PROJECT OFFICER COMM SPEC COMMUNICATIONS SPECIALIST



DISTRICT DEPARTMENT OF TRANSPORTATION  
Census Codes and Job Titles  
Analysis Data as of 07/01/2015

Plan: DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP  
Job Group: 2 - PROFESSIONALS

*Census Code and Description*

*Job Title*

1006 - Computer systems analysts

CUSTOMER SVS PROGRAM OFFICER  
FACILITIES & SPACE MGMT. SPEC.  
FACILITIES AND SPACE MGT SPEC  
OPERATIONS MANAGER  
OPERATIONS MGR  
PERMITS TRANSACTIONS OFFICER  
POLICY ANALYST  
PROGRAM ANALYST  
PROGRAM ANALYST III  
PUBLIC INFORMATION OFFICER  
RECOVERY PROGRAM ANALYST  
RESOURCE ALLOCATION ANALYST  
RISK MANAGEMENT SPECIALIST  
SPECIAL ASSISTANT  
SUPERVISORY TRANSPORTATION ASS  
SUPPORT SERVICES ASSISTANT  
SUPV MGMT AND PROGRAM ANALYST  
SUPVRY PROGRAM ANALYST  
SUPVY TRANSP. MGMT PLANNER  
TRANS PLANNER (CITYWIDE)  
TRANS SPEC (SAFETY/SYS INTEGR)  
TRANSPORT. PLANNER (MASS TRANS  
TRANSPORTATION MANAGEMENT SPEC  
TRANSPORTATION PLANNER (REGION  
TRANSPORTATION PROGRAM SPEC  
TRANSPORTATION SPECIAL PROJECT  
TRANSPORTATION SPECIALIST  
  
INFORMATION TECHNOLOGY SPECIAL  
IT SPECIAL. (NETWORK SVCS.)



DISTRICT DEPARTMENT OF TRANSPORTATION  
Census Codes and Job Titles  
Analysis Data as of 07/01/2015

Plan: DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP  
Job Group: 2 - PROFESSIONALS

<i>Census Code and Description</i>	<i>Job Title</i>
	SUPV IT SPEC (CUSTOMER SUPPORT)
1007 - Information security analysts	TELECOMMUNICATIONS SPECIALIST WRITER-EDITOR (WEBMASTER)
1300 - Architects, except naval	LANDSCAPE ARCHITECT
1360 - Civil engineers	CIVIL ENGINEER CIVIL ENGINEER I HIGHWAY ENGINEER STRUCTURAL ENGINEER SUPV CIVIL ENGINEER SUPV CIVIL ENGINEER SUPV GEN ENGINEER SUPVY GEN ENGINEER TRANSPORTATION ENGINEER
1640 - Conservation scientists and foresters	FORESTER II
1840 - Urban and regional planners	PUBLIC SPACE MGR TRANSPORTATION PLANNER TRANSPORTATION PLANNER III TRANSPORTATION PLANNER IV
2100 - Lawyers, and judges, magistrates, and other judicial workers	ATTORNEY ADVISOR TRIAL ATTORNEY
3000 - Chiropractors	AMERICANS WITH DISABILITY ACT
3540 - Other healthcare practitioners and technical occupations	TRANS SAFETY/SYS INTEGRAT MGR
5140 - Payroll and timekeeping clerks	WAGE AND HOUR SPECIALIST
9000 - Supervisors of transportation and material moving workers	STREET & BRIDGE MAINT PROG MGR SUPPORT SERVICES SUPERVISOR SUPVY TRANSPORTATION PLANNER
9420 - Miscellaneous transportation workers, including bridge and lock tenders and traffic technicians	SUPV TRAFFIC OPERATIONS MNGR. TRANSP SPEC (SCH TRAN SUB PRO)



DISTRICT DEPARTMENT OF TRANSPORTATION  
Census Codes and Job Titles  
Analysis Data as of 07/01/2015

Plan: DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP  
Job Group: 3 - TECHNICIANS

<i>Census Code and Description</i>	<i>Job Title</i>
0220 - Construction managers	SUPVY CONST REP MAINTENANCE
0300 - Architectural and engineering managers	SUPERVISORY ENGINEERING TECH. SUPV ENGINEERING TECH SUPVY CIVIL ENGINEERING TECH
0430 - Miscellaneous managers, including funeral service managers and postmasters and mail superintendents	ROADWAY MAINTENANCE SUPV TRAFFIC SYSTEMS MAINTENANCE MA
0740 - Business operations specialists, all other	SUPVY MAINTENANCE & OP PLANNR
1006 - Computer systems analysts	IT SPEC. (NETWORK SERVICES) IT SPECIALIST
1020 - Software developers, applications and systems software	COMPUTER ENGINEER
1410 - Electrical and electronics engineers	ELECTRICAL ENGINEER ELECTRICAL ENGINEER III
1550 - Engineering technicians, except drafters	ENGINEERING TECH. (CIVIL) ENGINEERING TECH. (ELECTRICAL) ENGINEERING TECHNICIAN SUPERVISORY ENGINEERING TECHNI SUPVY ENGINEERING TECH TRANSPORTATION ENGINEERING TEC
1640 - Conservation scientists and foresters	FORESTER (URBAN) LEAD FORESTER (URBAN)
3540 - Other healthcare practitioners and technical occupations	SAFETY OVERSIGHT OFCR (RAIL)
6220 - Brickmasons, blockmasons, and stonemasons	MASONRY LEADER
9000 - Supervisors of transportation and material moving workers	ROADWAY MAINTENANCE SUPERVISOR
9420 - Miscellaneous transportation workers, including bridge and lock tenders and traffic technicians	LEAD TRAFFIC CONTROL OFFICER LEAD TRAFFIC SYSTEM OPER PARKING OPERATIONS SPECIALIST SUPERVISORY TRAFFIC CONTROL OF SUPVY TRAFFIC CONTROL OFFICER TRAFFIC SYSTEM OPERATOR TRANSPORTATION SPEC (TRAFF OP)



**DISTRICT DEPARTMENT OF TRANSPORTATION**  
**Census Codes and Job Titles**  
**Analysis Data as of 07/01/2015**

**Plan:** DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP  
**Job Group:** 5 - PARAPROFESSIONALS

<i>Census Code and Description</i>	<i>Job Title</i>
0740 - Business operations specialists, all other	CUSTOMER SERVICES PROGRAM SPEC
1840 - Urban and regional planners	PUBLIC SPACE COMMITTEE COOR PUBLIC SPACE COORDINATOR
2850 - Writers and authors	WRITER EDITOR WRITER-EDITOR
5240 - Customer service representatives	CUST SVC COMMUNICATIONS SPEC. CUSTOMER SERVICE COMM SPEC CUSTOMER SVS COMM SPEC (BILIN)

**DISTRICT DEPARTMENT OF TRANSPORTATION**  
**Census Codes and Job Titles**  
**Analysis Data as of 07/01/2015**

**Plan:** DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP  
**Job Group:** 6 - OFFICE - CLERICAL

<i>Census Code and Description</i>	<i>Job Title</i>
0430 - Miscellaneous managers, including funeral service managers and postmasters and mail superintendents	MANAGEMENT LIAISON SPECIALIST OUTREACH AND SERVICE SPECIALIS
0540 - Claims adjusters, appraisers, examiners, and investigators	LITIGATION CLAIMS SPEC
0740 - Business operations specialists, all other	BICYCLE/PEDESTRIAN PROGRAM SPE PROGRAM SPECIALIST (TRAINING) PROGRAM SUPPORT ASSISTANT TRAINING SPECIALIST III VISUAL INFORMATION SPECIALIST
0800 - Accountants and auditors	AUDITOR II
3540 - Other healthcare practitioners and technical occupations	EMERGENCY PREPARE SPEC
5240 - Customer service representatives	CUSTOMER SVS COMMUNICATIONS SP
5700 - Secretaries and administrative assistants	ADMINISTRATIVE ASSISTANT II EXECUTIVE ASSISTANT EXECUTIVE ASST
5940 - Miscellaneous office and administrative support workers, including desktop publishers	NEIGHBORHOOD MAINTENANCE COORD PROGRAM SUPPORT ASSISTANT (OA) PROGRAM SUPPORT ASST (OA) STAFF ASSISTANT STAFF ASSISTANT II STAFF ASST
9420 - Miscellaneous transportation workers, including bridge and lock tenders and traffic technicians	RIGHT OF WAY PROGRAM COORDINAT



## DISTRICT DEPARTMENT OF TRANSPORTATION

## Census Codes and Job Titles

Analysis Data as of 07/01/2015

Plan: DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP

Job Group: 7 - SKILLED CRAFT

<i>Census Code and Description</i>	<i>Job Title</i>
1550 - Engineering technicians, except drafters	ENGINEERING TECHNICIAN (CIVIL)
6200 - First-line supervisors of construction trades and extraction workers	ASPHALT WORKER FOREMAN
6220 - Brickmasons, blockmasons, and stonemasons	MASONRY WORKER
6260 - Construction laborers	ASPHALT WORKER ASPHALT WORKER LEADER BRIDGE REPAIRER
6300 - Paving, surfacing, and tamping equipment operators	PAVEMENT MARKING EQUIP OPER
6320 - Construction equipment operators except paving, surfacing, and tamping equipment operators	ENGINEER, EQUIPMENT OPERATOR ENGINEERING EQUIPMENT OPERATOR ENGINEERING EQUIPMENT OPR
6420 - Painters, construction and maintenance	SIGN PAINTER
6730 - Highway maintenance workers	STREET SIGN INSTALLER (MVO) STREET SIGN INSTALLER MVO
6765 - Misc construction wrks, incl solar photovoltaic installers, septic tank srvcers, sewerpipe cleaners	CONSTRUCTION REP MAINTENANCE CONSTRUCTION REPRESENTATIVE IV
7100 - Electrical and electronics repairers, transportation equipment, and industrial and utility	ELECTRONIC MECHANIC
9150 - Motor vehicle operators, all other	MOTOR VEHICLE OPERATOR
9420 - Miscellaneous transportation workers, including bridge and lock tenders and traffic technicians	DRAWBRIDGE OPERATOR TRANSPOR ASST (RO/MVO)

## DISTRICT DEPARTMENT OF TRANSPORTATION

## Census Codes and Job Titles

Analysis Data as of 07/01/2015

Plan: DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP

Job Group: 8 - SERVICE/MAINTENANCE

<i>Census Code and Description</i>	<i>Job Title</i>
3955 - Lifeguards and other recreational, and all other protective service workers	LEAD SAFETY TECHNICIAN SAFETY TECH (TRAINEE) SAFETY TECHNICIAN
4250 - Grounds maintenance workers	TREE SUPPORT TECHNICIAN TREE TRIMMER & REMOVER TREE TRIMMER & REMOVER LEADER TREE TRIMMER & REMOVER SUPVSR. TREE TRIMMER AND REMOVER
5940 - Miscellaneous office and administrative support workers, including desktop publishers	CONTACT REPRESENTATIVE
6765 - Misc construction wrks, incl solar photovoltaic installers, septic tank srvcers, sewerpipe cleaners	CONSTRUCTION CONTROL REP (MAIN CONSTRUCTION CONTROL REP. (MAI CONSTRUCTION REPRESENTATIVE
7000 - First-line supervisors of mechanics, installers, and repairers	FLEET MAINT. & REPAIR SUPRVSR
7340 - Maintenance and repair workers, general	MAINTENANCE MECHANIC
7610 - Helpers--installation, maintenance, and repair workers	LABORER
9420 - Miscellaneous transportation workers, including bridge and lock tenders and traffic technicians	PARKING & TRAFFIC ENFR OFR TRAFFIC CONTROL OFFICER

### **3.11. Job Group Analysis Report Narrative**

The Job Group Analysis Report gives an overview of all the classifications for each EEO-4 Job Group used at DDOT. The report indicates the race, sex, and number of individuals for each classification. Below is an overview of the Job Group Analysis for each EEO-4 job group during July 2, 2014 through July 1, 2015.

#### **OFFICIALS – EXECUTIVES**

Males have the largest representation in the Officials – Executives job group with fifteen (15), while females had four (4). The majority of the total employee representation was in such job classifications as Associate Director (4), Deputy Associate Director (3), and Supervisory Representative or Specialists (3). The highest representation of females and minorities was in the Associate Director classification with one (1) and four (4) respectively. Overall, there were no female or minority representations in five (5) of the sixteen (16) classifications in the Officials – Executives job group.

#### **PROFESSIONALS**

Males have the largest representation in the Professionals job group with one hundred fifty-five (155), while females had eighty-six (86). The majority of the total employee representation was in such job classifications as Civil Engineer (42), Program Analysts (22), Transportation Engineer (16), Transportation Planner (12), and Transportation Management Specialist (10). The highest representation of females and minorities was in Civil Engineer classifications with five (5) and (42) respectively. Overall, there were no female or minority representations in nine (9) of the eight-one (81) classifications in the Professional job group.

#### **TECHNICIANS**

Males have the largest representation in the Technicians job group with one thirty-two (132), while females had forty (40). The majority of the total employee representation was in such job classifications as Engineering Technician (Civil) (42), Engineering Technician (Electrical) (24), and Engineering Technician (24). The highest representation of females and minorities was in Engineering Technician classification (Civil) with ten (10) and forty (40) respectively. Overall, there was female or minority representation in all thirty (30) classifications in the Technicians job group.

#### **PARAPROFESSIONALS**

Females and males are in parity in the Paraprofessionals job group with six (6) each. The majority of the total employee representation was in such job classifications as Customer Service Communication Specialist (7) and Writer-Editor (3). The highest representation of females and minorities was in the Customer Service





Communication Specialist classification with four (4) and seven (7) respectively. Overall, there was female or minority representation in all eight (8) classifications in the Paraprofessional job group.

#### **OFFICE – CLERICAL**

Females have the largest representation in the Office – Clerical job group with forty-seven (47), while males had fourteen (14). The majority of the total employee representation was in such job classifications as Staff Assistant (17), and Program Support Assistant (17). The highest representation of females and minorities was in the Program Support Assistant classification with fourteen (14) and fifteen (15) respectively. Overall, there were no female or minority representations in one (1) of the eighteen (18) classifications Office – Clerical job group.

#### **SKILLED CRAFT**

Males have the largest representation in the Skilled Craft job group with one hundred and six (106), while females had eighteen (18). The majority of the total employee representation was in such job classifications as Motor Vehicle Operator (24), Asphalt Worker (19), and Street Sign Installer (17). The highest representation of females and minorities was in the Motor Vehicle Operator classification with six (6) and twenty-four (24) respectively. Overall, there was female or minority representation in all the nineteen (19) classifications in the Skilled Craft job group.

#### **SERVICE – MAINTENANCE**

Females have the largest representation in the Service – Maintenance job group with two hundred and two (202), while males had one hundred and eighteen (118). The majority of the total employee representation was in such job classifications as Safety Technician (152), Traffic Control Officer (94) and Safety Technician (Trainee) (26). The highest representation of females and minorities was in the Safety Technician classification with one hundred and seventeen (117) and one hundred and forty-nine (149) respectively. Overall, there was female or minority representation in all the seventeen (17) classifications in the Service - Maintenance job group.

**3.12. Job Group Analysis Report**

<b>Job Group Analysis</b>												
Officials - Executives												
Location: DC												
Job Title	Total Employees	Total Males	Total Females	Total Minority	Male				Female			
					Black	Hispanic	Asian	Am. Indian	Black	Hispanic	Asian	Am. Indian
Assoc Dir. Pol Plan & Sust ADM	1	1	0	0	0	0	0	0	0	0	0	0
Assoc Dir., Urban Forestry ADM	1	1	0	1	0	0	0	0	0	0	0	0
Assoc. Dir., Admin. Services	1	1	0	1	1	0	0	0	0	0	0	0
Associate Director IV	1	1	0	0	1	0	0	0	0	0	0	0
Chief Administrative Officer	1	0	1	0	0	0	0	0	0	0	0	0
Chief of Staff	1	1	0	1	0	0	1	0	0	0	0	0
Community Engagement Dir.	1	0	1	1	0	0	0	0	1	0	0	0
Dep. Assoc. Dir for Urb For.	1	1	0	0	0	0	0	0	0	0	0	0
Dep. Assoc. Dir for	1	1	0	0	0	0	0	0	0	0	0	0
Dep. Assoc. Dir for Publ	1	1	0	0	0	0	0	0	0	0	0	0
Deputy Chief of Staff	1	0	1	0	0	0	0	0	0	0	0	0
Deputy Director	1	0	1	1	0	0	0	0	1	0	0	0
Director of DDOT	1	1	0	0	0	0	0	0	0	0	0	0
Interim Dep. Chief Trans	1	1	0	1	1	0	0	0	0	0	0	0
Supervisory Trial Atty.	1	1	0	1	1	0	0	0	0	0	0	0
Supv Comp Review Spec	1	1	0	1	1	0	0	0	0	0	0	0
Supv Construction Control Rep	1	1	0	1	1	0	0	0	0	0	0	0
Supv Inventory Management Sp.	1	1	0	1	1	0	0	0	0	0	0	0
Surface Permitting Manager	1	1	0	1	1	0	0	0	0	0	0	0
Totals	19	15	4	11	8	0	1	0	2	0	0	0

<b>Job Group Analysis</b>												
Professionals												
Location: DC												
Job Title	Total Employees	Total Males	Total Females	Total Minority	Male				Female			
					Black	Hispanic	Asian	Am. Indian	Black	Hispanic	Asian	Am. Indian
Admin Constr Project Officer	1	1	0	0	0	0	0	0	0	0	0	0
Americans with Dis. Act	1	1	0	1	0	1	0	0	0	0	0	0
Asst. City-wide program Support	1	1	0	1	1	0	0	0	0	0	0	0
Attorney Advisor	4	2	2	1	0	0	0	0	1	0	0	0
Civil Engineer	46	41	5	42	34	0	4	0	4	0	0	0
Civil Engineer 1	2	1	1	1	0	0	0	0	1	0	0	0
Comm Spec	1	0	1	1	0	0	0	0	1	0	0	0
Communications Specialist	1	0	1	1	0	0	0	0	1	0	0	0
Compliance Spec (Air Quality)	1	0	1	1	0	0	0	0	1	0	0	0
Customer Svs Program Officer	1	0	1	1	0	0	0	0	1	0	0	0
Deputy Compliance Officer	1	0	1	1	0	0	0	0	1	0	0	0
Emergency Transportation Proj	1	0	1	1	0	0	0	0	1	0	0	0
Equal Employ. Opport. Special.	2	0	2	2	0	0	0	0	1	1	0	0
Equal Opport. Compliance Spec.	1	1	0	1	0	0	1	0	0	0	0	0
Equal Opportunity Spec	1	1	0	0	0	0	0	0	0	0	0	0



## District Department of Transportation

Facilities & Space Mgmt. Spec.	1	1	0	1	1	0	0	0	0	0	0	0
Facilities & Space Mgmt Spec	1	1	0	1	1	0	0	0	0	0	0	0
Forester II	1	1	0	0	0	0	0	0	0	0	0	0
Hearing Office	1	0	1	1	0	0	0	0	1	0	0	0
Highway Engineer	1	1	0	1	0	0	1	0	0	0	0	0
Highway Safety Officer	1	0	1	0	0	0	0	0	0	0	0	0
Information Technology Special	6	5	1	5	3	0	1	0	0	1	0	0
Inspections Officer	1	1	0	1	1	0	0	0	0	0	0	0
IT Special (Network SVSC.)	2	1	1	2	1	0	0	0	0	1	0	0
Landscape Architect	3	1	2	3	1	0	0	0	1	0	0	1
Legislative Analyst	1	1	0	1	1	0	0	0	0	0	0	0
Management Analyst	10	2	8	10	2	0	0	0	8	0	0	0
Mass Transportaiton Officer	1	1	0	0	0	0	0	0	0	0	0	0
Operations Manager	1	1	0	1	1	0	0	0	0	0	0	0
Operations Mgr	3	0	3	3	0	0	0	0	3	0	0	0
Permits Transactions Officer	1	0	1	1	0	0	0	0	1	0	0	0
Policy Analyst	3	3	0	2	0	1	1	0	0	0	0	0
Program Analyst	22	6	16	16	2	0	0	0	13	1	0	0
Program Analyst III	1	0	1	0	0	0	0	0	0	0	0	0
Public Information Officer	1	1	0	0	0	0	0	0	0	0	0	0
Public Space Mgr	1	0	1	1	0	0	0	0	1	0	0	0
Recovery Program Analyst	1	0	1	1	0	0	0	0	1	0	0	0
Resource Allocation Analyst	2	2	0	1	1	0	0	0	0	0	0	0
Risk Management Specialist	1	1	0	1	1	0	0	0	0	0	0	0
Special Assistant	2	1	1	2	1	0	0	0	1	0	0	0
Street & Bridge Maint Prog Mgr	1	1	0	1	1	0	0	0	0	0	0	0
Structural Engineer	1	1	0	0	0	0	0	0	0	0	0	0
Sup IT Spec (Spa Data Sys/GIS)	1	1	0	0	0	0	0	0	0	0	0	0
Supervisory Civil Engineer	2	1	1	1	0	0	1	0	0	0	0	0
Supervisory General Engineer	4	4	0	4	3	0	1	0	0	0	0	0
Supervisory Transportation Ass	2	2	0	2	2	0	0	0	0	0	0	0
Supervisory, Civil Engineer I	1	1	0	0	0	0	0	0	0	0	0	0
Support Services Assistant	1	1	0	1	1	0	0	0	0	0	0	0
Support Services Supervisor	1	0	1	1	0	0	0	0	1	0	0	0
Supv Civil Engineer	6	6	0	4	4	0	0	0	0	0	0	0
Supv Civil Engineer	6	4	2	4	2	0	1	0	1	0	0	0
Supv Gen Engineer	5	5	0	3	2	0	1	0	0	0	0	0
Supv IT Spec (Customer Support	1	1	0	1	1	0	0	0	0	0	0	0
Supv IT Specialist	1	1	0	1	1	0	0	0	0	0	0	0
Supv Mgmt and Program Analyst	1	1	0	1	1	0	0	0	0	0	0	0
Supv Traffic Operations Mgr	1	1	0	0	0	0	0	0	0	0	0	0
Supvry Program Analyst	1	0	1	0	0	0	0	0	0	0	0	0
Supvy Civil Engineer	7	6	1	6	3	0	2	0	1	0	0	0
Supby Gen Engineer	1	1	0	1	1	0	0	0	0	0	0	0
Supvy Info Tech Spec	1	1	0	1	0	1	0	0	0	0	0	0
Supvy Transp. Mgmt Planner	3	2	1	0	0	0	0	0	0	0	0	0
Supvy. Transportation Planner	1	1	0	1	1	0	0	0	0	0	0	0
Telecommunications Specialist	1	0	1	1	0	0	0	0	1	0	0	0
Training & Organizational Deve	1	1	0	1	1	0	0	0	0	0	0	0
Trans Planner (Citywide)	4	1	3	2	0	0	0	0	0	1	1	
Trans Safety/Sys Integrat Mgr	1	1	0	1	1	0	0	0	0	0	0	0
Trans Spec (Safety/Sys Integr)	1	1	0	1	1	0	0	0	0	0	0	0
Transp Spec (Sch Tran Sub Pro)	1	0	1	1	0	0	0	0	1	0	0	0
Transport. Planner (Mas Trans	2	1	1	2	0	0	1	0	1	0	0	0
Transportation Engineer	16	11	5	15	8	0	3	0	3	1	0	0



Transportation Management Spec	3	1	2	2	0	0	0	0	2	0	0	0
Transportation Planner	12	7	5	7	4	1	0	0	2	0	0	0
Transportation Planner (Region	1	1	0	1	1	0	0	0	0	0	0	0
Transportation Planner III	2	1	1	0	0	0	0	0	0	0	0	0
Transportation Planner IV	1	0	1	0	0	0	0	0	0	0	0	0
Transportation Program Spec	1	0	1	1	0	0	0	0	1	0	0	0
Transportation Special Project	1	1	0	1	1	0	0	0	0	0	0	0
Transportation Specialist	4	3	1	2	2	0	0	0	0	0	0	0
Trial Attorney	1	0	1	0	0	0	0	0	0	0	0	0
Wage and Hour Specialist	4	2	2	4	2	0	0	0	2	0	0	0
Writer-Editor (Webmaster)	1	1	0	1	0	0	1	0	0	0	0	0
Totals	241	155	86	186	96	4	19	0	59	6	1	1

Job Group Analysis												
Technicians												
Location: DC												
Job Title	Total Employees	Total Males	Total Females	Total Minority	Male				Female			
					Black	Hispanic	Asian	Am. Indian	Black	Hispanic	Asian	Am. Indian
Computer Engineer	1	1	0	1	1	0	0	0	0	0	0	0
Electrical Engineer	4	4	0	3	1	1	1	0	0	0	0	0
Electrical Engineer III	1	1	0	1	1	0	0	0	0	0	0	0
Engineering Tech. (Civil)	42	32	10	40	26	1	3	0	10	0	0	0
Engineering Tech. (Electrical)	24	23	1	22	17	2	2	0	1	0	0	0
Engineering Technician	24	21	3	23	20	0	0	0	3	0	0	0
Forester (Urban)	11	9	2	3	0	1	1	0	0	1	0	0
IT Spec. (Network Services)	1	1	0	1	1	0	0	0	0	0	0	0
IT Specialist	1	1	0	1	0	0	1	0	0	0	0	0
Lead Forester (Urban)	4	3	1	0	0	0	0	0	0	0	0	0
Lead Traffic Control Officer	6	3	3	6	3	0	0	0	3	0	0	0
Lead Traffic Sytem Oper	5	2	3	4	1	0	0	0	3	0	0	0
Masonry Leader	1	1	0	1	1	0	0	0	0	0	0	0
Parking Operations Specialist	1	0	1	1	0	0	0	0	1	0	0	0
Roadway Maintenance Supervisor	5	4	1	5	4	0	0	0	1	0	0	0
Roadway Maintenance Supv.	3	3	0	3	3	0	0	0	0	0	0	0
Safety Oversight Ofcr. (rail)	1	0	1	0	0	0	0	0	0	0	0	0
Supervisory Engineering Tech.	2	1	1	1	0	0	0	0	1	0	0	0
Supervisory Engineering Tech.	2	2	0	2	2	0	0	0	0	0	0	0
Supervisory Traffic Control Of	6	5	1	6	5	0	0	0	1	0	0	0
Supv Engineering Tech	3	3	0	3	2	0	1	0	0	0	0	0
Supvy Civil Engineering Tech	1	0	1	1	0	0	0	0	1	0	0	0
Supvy Const Rep Maintenance	2	1	1	2	1	0	0	0	1	0	0	0
Suvy Engineering Tech	1	1	0	1	1	0	0	0	0	0	0	0
Supvy Maintenance & Op Planner	1	1	0	1	1	0	0	0	0	0	0	0
Supv Traffic Control Officer	2	0	2	2	0	0	0	0	2	0	0	0
Traffic System Operator	8	4	4	8	4	0	0	0	3	1	0	0
Traffic System Maintenance Ma	1	1	0	1	1	0	0	0	0	0	0	0
Transportation Engineering Tec	3	2	1	3	2	0	0	0	1	0	0	0
Transportation Spec (Traff Op)	5	2	3	5	2	0	0	0	3	0	0	0
Totals	172	132	40	151	100	5	9	0	35	2	0	0



Job Group Analysis												
Paraprofessionals												
Location: DC												
Job Title	Total Employees	Total Males	Total Females	Total Minority	Male				Female			
					Black	Hispanic	Asian	Am. Indian	Black	Hispanic	Asian	Am. Indian
Cust Svcs Communications Spec.	2	2	0	2	2	0	0	0	0	0	0	0
Cust Service Comm Spec	3	1	2	3	1	0	0	0	2	0	0	0
Customer Services Program Spec	1	0	1	1	0	0	0	0	1	0	0	0
Customer Svcs Comm Spec (Bilin)	1	0	1	1	0	0	0	0	0	1	0	0
Public Space Committee Coord	1	0	1	1	0	0	0	0	1	0	0	0
Public Space Coordinator	1	1	0	0	0	0	0	0	0	0	0	0
Writer-Editor	1	1	0	1	0	0	0	0	1	0	0	0
Writer-Editor	2	1	1	0	0	0	0	0	0	0	0	0
Totals	12	6	6	9	3	0	0	0	5	1	0	0

Job Group Analysis												
Office - Clerical												
Location: DC												
Job Title	Total Employees	Total Males	Total Females	Total Minority	Male				Female			
					Black	Hispanic	Asian	Am. Indian	Black	Hispanic	Asian	Am. Indian
Administrative Assistant II	1	1	0	1	1	0	0	0	0	0	0	0
Auditor II	1	1	0	0	0	0	0	0	0	0	0	0
Bicycle/Pedestrian Program Spec	5	3	2	2	1	0	0	0	1	0	0	0
Customer Svcs Communication Sp	7	3	4	7	3	0	0	0	4	0	0	0
Emergency Prepare Spec	1	0	1	1	0	0	0	0	1	0	0	0
Executive Assistant	1	0	1	1	0	0	0	0	1	0	0	0
Executive Asst	1	0	1	1	0	0	0	0	1	0	0	0
Litigation Claims Spec	1	0	1	1	0	0	0	0	1	0	0	0
Management Liaison Specialist	2	0	2	2	0	0	0	0	2	0	0	0
Neighborhood Maintenance Coord	2	0	2	2	0	0	0	0	2	0	0	0
Outreach and Service Specialist	1	1	0	1	1	0	0	0	0	0	0	0
Program Specialist (Training)	1	0	1	1	0	0	0	0	1	0	0	0
Program Support Assistant	4	0	4	4	0	0	0	0	4	0	0	0
Program Support Assistant (OA)	12	3	9	10	3	0	0	0	7	0	0	0
Program Support Asst (OA)	1	0	1	1	0	0	0	0	1	0	0	0
Right of Way Program Coordinator	1	1	0	0	0	0	0	0	0	0	0	0
Staff Assistant	13	0	13	13	0	0	0	0	11	0	2	0
Staff Assistant II	1	0	1	1	0	0	0	0	1	0	0	0
Staff Asst	3	0	3	3	0	0	0	0	3	0	0	0
Training Specialist III	1	0	1	1	0	0	0	0	1	0	0	0
Visual Information Specialist	1	1	0	1	1	0	0	0	0	0	0	0
Totals	61	14	47	54	10	0	0	0	42	0	2	0



Job Group Analysis												
Skilled Craft												
Location: DC												
Job Title	Total Employees	Total Males	Total Females	Total Minority	Male				Female			
					Black	Hispanic	Asian	Am. Indian	Black	Hispanic	Asian	Am. Indian
Asphalt Worker	19	16	3	19	14	2	0	0	3	0	0	0
Asphalt Worker Foreman	2	2	0	2	2	0	0	0	0	0	0	0
Asphalt Worker Leader	7	5	2	7	5	0	0	0	2	0	0	0
Bridge Repairer	9	9	0	9	9	0	0	0	0	0	0	0
Construction Rep maintenance	1	1	0	1	1	0	0	0	0	0	0	0
Construction Representative IV	2	2	0	2	2	0	0	0	0	0	0	0
Drawbridge Operator	1	1	0	1	1	0	0	0	0	0	0	0
Electronic Mechanic	5	4	1	4	3	0	0	0	1	0	0	0
Engineer Equipment Operator	4	4	0	4	4	0	0	0	0	0	0	0
Engineering Equipment Operator	1	1	0	1	1	0	0	0	0	0	0	0
Engineering Equipment Opr	6	5	1	6	5	0	0	0	1	0	0	0
Engineering Technician (Civil)	1	1	0	1	1	0	0	0	0	0	0	0
Masonry Worker	3	3	0	2	2	0	0	0	0	0	0	0
Motor Vehicle Operator	24	18	6	24	18	0	0	0	6	0	0	0
Pavement Marking Equip Oper	5	5	0	5	5	0	0	0	0	0	0	0
Sign Painter	5	3	2	5	3	0	0	0	2	0	0	0
Street Sign Installer (MVO)	5	5	0	5	5	0	0	0	0	0	0	0
Street Sign Installer MVO	12	10	2	12	10	0	0	0	2	0	0	0
Transpor Asst (RO/RVO)	12	11	1	12	11	0	0	0	1	0	0	0
Totals	124	106	18	122	102	2	0	0	18	0	0	0

Job Group Analysis												
Services - Maintenance												
Location: DC												
Job Title	Total Employees	Total Males	Total Females	Total Minority	Male				Female			
					Black	Hispanic	Asian	Am. Indian	Black	Hispanic	Asian	Am. Indian
Construction Control Rep	16	13	3	16	13	0	0	0	3	0	0	0
Construction Control Rep (Main)	4	4	0	4	4	0	0	0	0	0	0	0
Construction Representative	3	3	0	3	3	0	0	0	0	0	0	0
Contact Representative	1	0	1	1	0	0	0	0	1	0	0	0
Fleet Maint. & Repair Supervsr	1	1	0	1	1	0	0	0	0	0	0	0
Laborer	5	4	1	5	4	0	0	0	1	0	0	0
Lead Safety Technician	6	0	6	6	0	0	0	0	6	0	0	0
Maintenance Mechanic	2	2	0	2	2	0	0	0	0	0	0	0
Parking & Traffic Enfr Ofc	1	1	0	1	1	0	0	0	0	0	0	0
Safety Tech (trainee)	26	6	20	26	6	0	0	0	20	0	0	0
Safety Technician	152	35	117	149	34	1	0	0	114	0	0	0
Traffic Control Officer	94	40	54	94	38	2	0	0	53	1	0	0
Tree Support Technician	1	1	0	1	1	0	0	0	0	0	0	0
Tree Trimmer & Remover	4	4	0	3	2	1	0	0	0	0	0	0
Tree Trimmer & Remover Leader	1	1	0	1	1	0	0	0	0	0	0	0
Tree Trimmer & Remover Superv.	1	1	0	1	1	0	0	0	0	0	0	0
Tree Trimmer and Remover	2	2	0	2	1	1	0	0	0	0	0	0
Totals	320	118	202	316	112	5	0	0	198	1	0	0

### **3.13. Utilization Analysis**

The following pages contain the result of the Utilization Analysis. The Utilization Analysis is used to analyze DDOT's workforce to identify jobs, departments and units where women and minorities are underutilized.

The purpose of the Utilization Analysis is to determine whether or not affected group members are equitably represented in the workforce. The Utilization Analysis compares the "what is", or the employer's workforce, with the "what should be", or the external labor force and internal availability, by examining whether the composition of DDOT's workforce reflects the proportion of women and minorities in the area labor force with the relevant qualifications.

Census data is used to determine the availability of women and minorities in the area labor force with the relevant qualifications. The percentage of women and minorities employed with DDOT in each job category should be substantially similar to the percentage of women and minorities in the area labor force with the relevant qualifications. If DDOT's workforce is below availability, underutilization exists and goals will be set to enable DDOT to reach parity in each job category for each affected group that is underutilized.

To determine whether there is underutilization of women or minorities in the given job category, the Census data percentage was compared to DDOT's workforce percentage. When DDOT's workforce percentage is less than the available census percentage, underutilization exists.

Good faith efforts will be made to increase the employment of women and minorities in each of the categories where underutilization exists.

### **3.14. Utilization Analysis Summary**

The two-factor analysis broke out DDOT's work force data by gender and minorities (grouped). The analysis identified underutilization of females in the Officials – Executives job group. However, when breaking out the workforce data by gender within minority group, the Utilization analysis revealed underutilization in the following areas:

- Officials – Executives: Hispanic males; and White and Asian females
- Professionals: Hispanic males; and White and Asian females
- Technicians: Hispanic and Asian males; and White, Hispanic and Asian females
- Office-Clerical: Hispanic and Asian males; and White, Hispanic and Asian females
- Skilled Craft: Hispanic and Asian males; and White, Hispanic and Asian females
- Service – Maintenance: Hispanic and Asian males; and White, Hispanic and Asian females



### Utilization Analysis Report

Utilization Analysis Report											
Job Category	Total Workforce	Males					Females				
		Whites	Blacks	Hispanics	Asian	Am. Indian	Whites	Blacks	Hispanics	Asian	Am. Indian
Officials - Executives											
Current # Workforce	19	6	8	0	1	0	2	2	0	0	0
% in Category		31.58%	42.11%	0.00%	5.26%	0.00%	10.53%	10.53%	0.00%	0.00%	0.00%
% of Avail			7.90%	3.60%	4.30%	0.09%	27.03%	10.57%	2.60%	3.30%	0.12%
% Utilization			34.21%	-3.60%	0.96%	-0.09%	-16.50%	-0.04%	-2.60%	-3.30%	-0.12%
er-utilized (80% Rule) (Y/N)			N	Y	N	N	Y	N	N	Y	N
# Needed to Reach Parity			0	1	0	0	3	0	0	1	0
Professionals											
Current # Workforce	241	36	96	4	19	0	19	59	6	1	1
% in Category		14.94%	39.83%	1.66%	7.88%	0.00%	7.88%	24.48%	2.49%	0.41%	0.41%
% of Avail			7.35%	2.58%	6.80%	0.08%	31.40%	10.86%	2.54%	5.42%	0.07%
% Utilization			32.48%	-0.92%	1.08%	-0.08%	-23.52%	13.62%	-0.05%	-5.01%	0.34%
Under-utilized (Y/N)			N	Y	N	N	Y	N	N	Y	N
# Needed to Reach Parity			0	2	0	0	57	0	0	12	0
Technicians											
Current # Workforce	172	18	100	5	9	0	3	35	2	0	0
% in Category		10.47%	58.14%	2.91%	5.23%	0.00%	1.74%	20.35%	1.16%	0.00%	0.00%
% of Avail			10.53%	3.34%	7.16%	0.04%	23.10%	17.69%	2.74%	6.69%	0.14%
% Utilization			47.61%	-0.43%	-1.93%	-0.04%	-21.36%	2.66%	-1.58%	-6.69%	-0.14%
Under-utilized (Y/N)			N	Y	Y	N	Y	N	Y	Y	N
# Needed to Reach Parity			0	1	3	0	37	0	3	12	0
Para-Professionals											
Current # Workforce	12	2	4	0	0	0	0	5	1	0	0
% in Category		16.67%	33.33%	0.00%	0.00%	0.00%	0.00%	41.67%	8.33%	0.00%	0.00%
% of Avail			0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
% Utilization			33.33%	0.00%	0.00%	0.00%	0.00%	41.67%	8.33%	0.00%	0.00%
Under-utilized (Y/N)			N	N	N	N	N	N	N	N	N
# Needed to Reach Parity			0	0	0	0	0	0	0	0	0
Office - Clerical											
Current # Workforce	61	4	10	0	0	0	3	42	0	2	0
% in Category		6.56%	16.39%	0.00%	0.00%	0.00%	4.92%	68.85%	0.00%	3.28%	0.00%
% of Avail			10.01%	3.30%	3.42%	0.07%	32.15%	19.69%	6.52%	4.86%	0.14%
% Utilization			6.38%	-3.30%	-3.42%	-0.07%	-27.23%	49.16%	-6.52%	-1.58%	-0.14%
Under-utilized (Y/N)			N	Y	Y	N	Y	N	Y	Y	N
# Needed to Reach Parity			0	2	2	0	17	0	4	1	0
Skilled Craft											
Current # Workforce	124	2	100	3	0	1	0	18	0	0	0
% in Category		1.61%	80.65%	2.42%	0.00%	0.81%	0.00%	14.52%	0.00%	0.00%	0.00%
% of Avail			16.05%	27.76%	4.26%	0.19%	2.17%	1.20%	0.56%	0.86%	0.00%
% Utilization			64.60%	-25.34%	-4.26%	0.62%	-2.17%	13.32%	-0.56%	-0.86%	0.00%
Under-utilized (Y/N)			N	Y	Y	N	Y	N	Y	Y	N
# Needed to Reach Parity			0	31	5	0	3	0	1	1	0
Service - Maintenance											
Current # Workforce	320	1	112	5	0	0	3	197	1	0	1
% in Category		0.31%	35.00%	1.56%	0.00%	0.00%	0.94%	61.56%	0.31%	0.00%	0.31%
% of Avail			16.11%	15.33%	3.94%	0.08%	14.99%	13.19%	13.76%	4.96%	0.11%
% Utilization			18.89%	-13.77%	-3.94%	-0.08%	-14.05%	48.37%	-13.45%	-4.96%	0.20%
Under-utilized (Y/N)			N	Y	Y	N	Y	N	Y	Y	N
# Needed to Reach Parity			0	44	13	0	45	0	43	16	0



### **3.15. Weighted Factor Availability Analysis**

To determine total availability, DDOT considers internal and external availability. The internal availability report involves the percentage of females and minorities inside DDOT’s workforce who are considered promotable, transferable and trainable for a particular job group. This means the percentage of females and minorities who are in “feeder” jobs or job groups who are (at the start of the AAP year), or who will become (during AAP year) promotable or transferable from a current job or job group into another job group. This factor also requires an assessment of the number of employees who could, with appropriate training (that DDOT is reasonably able to provide), become promotable or transferable during the AAP year.

Similarly, for calculating external availability, DDOT will need to consider who is qualified for the job within the reasonable recruitment area for that job. The reasonable recruitment area represents the area from which DDOT usually seeks or reasonably seeks workers for that particular job group. The reasonable recruitment area availability can be determined by using the Total Civilian Labor Force (residency geography data) reported in the Census 2010 Data Tool.

It is recommended to weigh the external percentage factor and the internal percentage factor by historical usage patterns to reflect the proportion of incumbents hired or to be hired from external sources and the proportion from internal sources.

Specifically, DDOT’s Statistician, Peoplefluent, separately determined the internal and external availability for each job title within the job group and determined the proportion of job group incumbents employed in each job title. It then weighed the availability for each job title by the proportion of job group incumbents employed in that job group. The sum of the weighted availability estimates for all job titles in the job group is the composite availability for the job group.

### **3.16. Internal Availability Report**

The Internal Availability reports breaks down the internal availability for each job group. The first column weight is a proportioned weight of the feeder groups. For example, for Officials – Executive, the feeder groups are itself, professionals, and technicians and their proportions are 54.55%, 27.27%, and 18.18%, respectively. The second and third columns (total females and minorities) show the raw statistics (Avail) and weighted statistics (Wtd) for each feeder group. In addition, at the bottom of these columns, it shows the total internal availability for females and minorities. For example, for Officials – Executives, it shows the total internal availability for females (25.43%) and minorities (68.58%).



## DISTRICT DEPARTMENT OF TRANSPORTATION

## Internal Availability

Analysis Data as of 07/01/2015

Receiving Plan: DDOT,1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP

Receiving Job Group: 1 - OFFICIALS - EXECUTIVES

Source Job Group	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Source Plan: DDOT,1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP																	
1 - OFFICIALS - EXECUTIVES	54.55	21.05	11.48	57.89	31.58	52.63	28.71	0.00	0.00	0.00	0.00	0.00	0.00	5.26	2.87	0.00	0.00
2 - PROFESSIONALS	27.27	35.68	9.73	77.17	21.04	64.31	17.53	4.14	1.13	0.41	0.11	4.14	1.13	4.14	1.13	0.00	0.00
3 - TECHNICIANS	18.18	23.25	4.22	87.79	15.96	78.48	14.26	2.32	0.42	0.00	0.00	4.06	0.73	2.90	0.52	0.00	0.00
Total Internal Availability:		25.43		68.58		60.50		1.55		0.11		1.86		4.52		0.00	

## DISTRICT DEPARTMENT OF TRANSPORTATION

## Internal Availability

Analysis Data as of 07/01/2015

Receiving Plan: DDOT,1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP

Receiving Job Group: 2 - PROFESSIONALS

Source Job Group	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Source Plan: DDOT,1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP																	
2 - PROFESSIONALS	82.94	35.68	29.59	77.17	64.01	64.31	53.34	4.14	3.44	0.41	0.34	4.14	3.44	4.14	3.44	0.00	0.00
3 - TECHNICIANS	3.41	23.25	0.79	87.79	2.99	78.48	2.67	2.32	0.07	0.00	0.00	4.06	0.13	2.90	0.09	0.00	0.00
5 - PARAPROFESSIONALS	7.69	50.00	3.84	83.33	6.40	75.00	5.76	0.00	0.00	0.00	0.00	8.33	0.64	0.00	0.00	0.00	0.00
6 - OFFICE - CLERICAL	2.56	77.04	1.97	88.52	2.26	85.24	2.18	0.00	0.00	0.00	0.00	0.00	0.00	3.27	0.08	0.00	0.00
7 - SKILLED CRAFT	1.70	14.51	0.24	98.38	1.67	95.16	1.61	0.00	0.00	0.80	0.01	2.41	0.04	0.00	0.00	0.00	0.00
8 - SERVICE/MAINTENANCE	1.70	63.12	1.07	98.75	1.67	96.56	1.64	0.00	0.00	0.31	0.00	1.87	0.03	0.00	0.00	0.00	0.00
Total Internal Availability:		37.50		79.00		67.20		3.51		0.35		4.28		3.61		0.00	

## DISTRICT DEPARTMENT OF TRANSPORTATION

## Internal Availability

Analysis Data as of 07/01/2015

Receiving Plan: DDOT,1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP

Receiving Job Group: 3 - TECHNICIANS

Source Job Group	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Source Plan: DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP																	
2 - PROFESSIONALS	5.17	35.68	1.84	77.17	3.99	64.31	3.32	4.14	0.21	0.41	0.02	4.14	0.21	4.14	0.21	0.00	0.00
3 - TECHNICIANS	79.33	23.25	18.44	87.79	69.64	78.48	62.26	2.32	1.84	0.00	0.00	4.06	3.22	2.90	2.30	0.00	0.00
6 - OFFICE - CLERICAL	1.72	77.04	1.32	88.52	1.52	85.24	1.46	0.00	0.00	0.00	0.00	0.00	0.00	3.27	0.05	0.00	0.00
7 - SKILLED CRAFT	1.72	14.51	0.24	98.38	1.69	95.16	1.63	0.00	0.00	0.80	0.01	2.41	0.04	0.00	0.00	0.00	0.00
8 - SERVICE/MAINTENANCE	12.06	63.12	7.61	98.75	11.90	96.56	11.64	0.00	0.00	0.31	0.03	1.87	0.22	0.00	0.00	0.00	0.00
Total Internal Availability:		29.45		88.74		80.31		2.05		0.06		3.69		2.56		0.00	



District Department of Transportation

**DISTRICT DEPARTMENT OF TRANSPORTATION**  
Internal Availability  
Analysis Data as of 07/01/2015

Receiving Plan: DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP

Receiving Job Group: 5 - PARAPROFESSIONALS

Source Job Group	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Source Plan: DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP																	
5 - PARAPROFESSIONALS	70.00	50.00	35.00	83.33	58.33	75.00	52.50	0.00	0.00	0.00	0.00	8.33	5.83	0.00	0.00	0.00	0.00
6 - OFFICE - CLERICAL	20.00	77.04	15.40	88.52	17.70	85.24	17.04	0.00	0.00	0.00	0.00	0.00	0.00	3.27	0.65	0.00	0.00
8 - SERVICE/MAINTENANCE	10.00	63.12	6.31	98.75	9.87	96.56	9.65	0.00	0.00	0.31	0.03	1.87	0.18	0.00	0.00	0.00	0.00
Total Internal Availability:		56.71		85.90		79.19		0.00		0.03		6.01		0.65		0.00	

**DISTRICT DEPARTMENT OF TRANSPORTATION**  
Internal Availability  
Analysis Data as of 07/01/2015

Receiving Plan: DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP

Receiving Job Group: 6 - OFFICE - CLERICAL

Source Job Group	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Source Plan: DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP																	
2 - PROFESSIONALS	17.64	35.68	6.29	77.17	13.61	64.31	11.34	4.14	0.73	0.41	0.07	4.14	0.73	4.14	0.73	0.00	0.00
5 - PARAPROFESSIONALS	14.70	50.00	7.35	83.33	12.25	75.00	11.02	0.00	0.00	0.00	0.00	8.33	1.22	0.00	0.00	0.00	0.00
6 - OFFICE - CLERICAL	64.72	77.04	49.86	88.52	57.29	85.24	55.17	0.00	0.00	0.00	0.00	0.00	0.00	3.27	2.12	0.00	0.00
8 - SERVICE/MAINTENANCE	2.94	63.12	1.85	98.75	2.90	96.56	2.83	0.00	0.00	0.31	0.00	1.87	0.05	0.00	0.00	0.00	0.00
Total Internal Availability:		65.35		86.05		80.36		0.73		0.07		2.00		2.85		0.00	

**DISTRICT DEPARTMENT OF TRANSPORTATION**  
Internal Availability  
Analysis Data as of 07/01/2015

Receiving Plan: DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP

Receiving Job Group: 7 - SKILLED CRAFT

Source Job Group	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Source Plan: DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP																	
7 - SKILLED CRAFT	91.94	14.51	13.34	98.38	90.45	95.16	87.49	0.00	0.00	0.80	0.74	2.41	2.22	0.00	0.00	0.00	0.00
8 - SERVICE/MAINTENANCE	8.06	63.12	5.08	98.75	7.95	96.56	7.78	0.00	0.00	0.31	0.02	1.87	0.15	0.00	0.00	0.00	0.00
Total Internal Availability:		18.42		98.40		95.27		0.00		0.76		2.37		0.00		0.00	

**DISTRICT DEPARTMENT OF TRANSPORTATION**  
Internal Availability  
Analysis Data as of 07/01/2015

Receiving Plan: DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP

Receiving Job Group: 8 - SERVICE/MAINTENANCE

Source Job Group	Weight	Total Female		Total Minorities		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races	
		Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd	Avail	Wtd
Source Plan: DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP																	
2 - PROFESSIONALS	0.92	35.68	0.32	77.17	0.71	64.31	0.59	4.14	0.03	0.41	0.00	4.14	0.03	4.14	0.03	0.00	0.00
3 - TECHNICIANS	0.92	23.25	0.21	87.79	0.80	78.48	0.72	2.32	0.02	0.00	0.00	4.06	0.03	2.90	0.02	0.00	0.00
8 - SERVICE/MAINTENANCE	98.16	63.12	61.96	98.75	96.93	96.56	94.78	0.00	0.00	0.31	0.30	1.87	1.84	0.00	0.00	0.00	0.00
Total Internal Availability:			62.49		98.44		96.09		0.05		0.30		1.90		0.05		0.00

### 3.17. External Availability

For the Officials – Executives job group, DDOT recruits 20% of the time nationally, and 80% of the time from Washington, Arlington, Alexandria, DC, VA, MD, WV, and DC Metro Area. Similarly, for the Professionals, Technicians, Paraprofessionals, Office – Clerical, Skilled Craft, and Service and Maintenance job groups, DDOT recruits 100% of the time from the Washington, Arlington, Alexandria, DC, VA, MD, WV, and DC Metro Area. See Reasonable Recruitment Labor Area Distribution Table below.

DISTRICT DEPARTMENT OF TRANSPORTATION Reasonable Recruitment Labor Area Distributions Analysis Data as of 07/01/2015			
Plan: DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP			
Job Group and Description	Location and Description	Area	Area Distribution Percent
1 - OFFICIALS - EXECUTIVES	DC - WASHINGTON, DC	United States	20.00
		Washington-Arlington-Alexandria, DC-VA-MD-WV Metro Area	80.00
2 - PROFESSIONALS	DC - WASHINGTON, DC	Washington-Arlington-Alexandria, DC-VA-MD-WV Metro Area	100.00
3 - TECHNICIANS	DC - WASHINGTON, DC	Washington-Arlington-Alexandria, DC-VA-MD-WV Metro Area	100.00
5 - PARAPROFESSIONALS	DC - WASHINGTON, DC	Washington-Arlington-Alexandria, DC-VA-MD-WV Metro Area	100.00
6 - OFFICE - CLERICAL	DC - WASHINGTON, DC	Washington-Arlington-Alexandria, DC-VA-MD-WV Metro Area	100.00
7 - SKILLED CRAFT	DC - WASHINGTON, DC	Washington-Arlington-Alexandria, DC-VA-MD-WV Metro Area	100.00
8 - SERVICE/MAINTENANCE	DC - WASHINGTON, DC	Washington-Arlington-Alexandria, DC-VA-MD-WV Metro Area	100.00

### 3.18. Incumbency vs. Availability Report

The Incumbency vs. Availability reports breaks down the internal and external availability for each job group. The first column weight is a proportioned weight of the factors considered: Requisite Skill in Recruitment Area (External) and Internal Availability. For example, for Officials – Executive, the factors are weighted proportionally at 50% each. The second and third columns (total females and minorities) show the raw statistics (Avail) and weighted statistics (Wtd) for each factor. In addition, at the bottom of these columns, it shows the total weighted availability for Females and Minorities. Below the weighted availability, DDOT's current availability is provided. Lastly, based on the Four-Fifth Rule (80%), the results for underutilization are determined. For example, for Officials – Executives, it shows the total weighted availability for females (32.67%) and minorities (49.24%). These total weighted availabilities are also regarded as the annual goal. Similarly, our current utilization for females and minorities in the Officials – Executives are 21.05% and 57.89%, respectively. Based on the Four-Fifth Rule (80%), DDOT shows an underutilization for females by 11.62%, equivalent to 2.20 female employees.



**DISTRICT DEPARTMENT OF TRANSPORTATION**  
Incumbency vs. Availability  
Analysis Data as of 07/01/2015

Plan: DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP

Job Group: 1 - OFFICIALS - EXECUTIVES

Total Employees in Job Group: 19

Factor	Weight	Total Female		Total Minorities	
		Avail	Wtd	Avail	Wtd
Requisite skills in recruitment area	50.00	39.91	19.95	29.90	14.95
Internally available	50.00	25.43	12.71	68.58	34.29
<b>Total Weighted Availability</b>			32.67		49.24
<b>Current Utilization</b>			21.05		57.89

Underutilized (80% Rule)

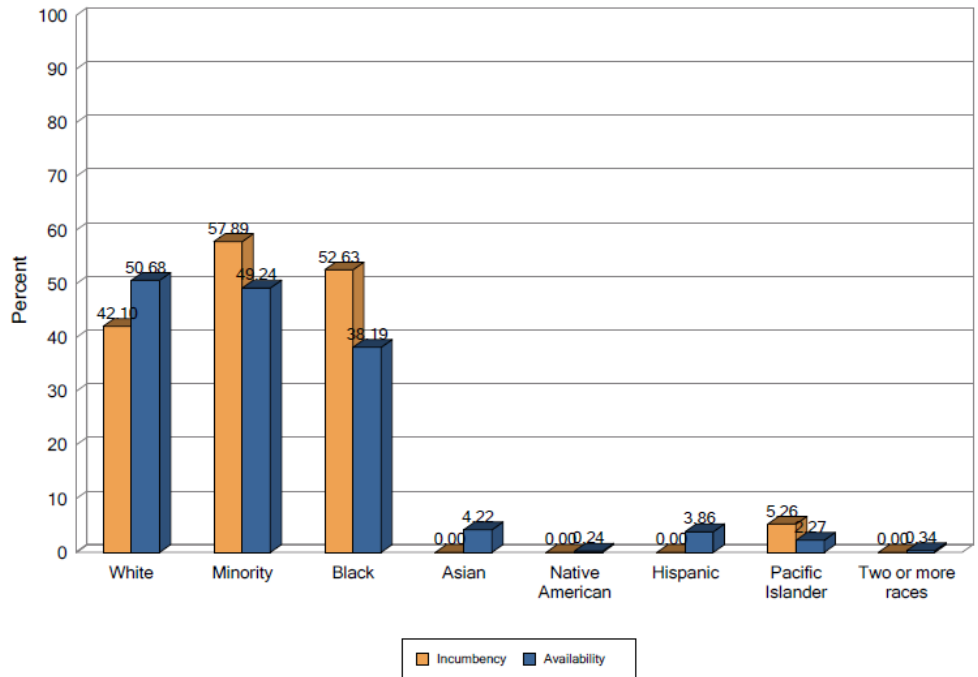
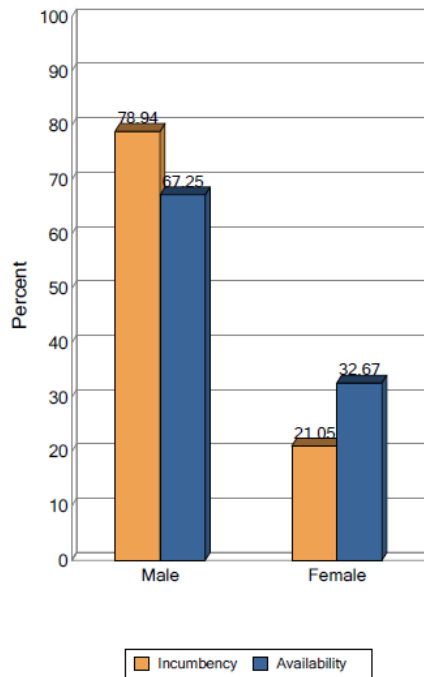
Yes No

**DISTRICT DEPARTMENT OF TRANSPORTATION**  
Incumbency vs. Availability Chart  
Analysis Data as of 07/01/2015

Plan: DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP

Job Group: 1 - OFFICIALS - EXECUTIVES

Total Employees: 19



Note: This chart does not assume that a goal has or has not been established for any class in the Job Group.



**DISTRICT DEPARTMENT OF TRANSPORTATION**  
Incumbency vs. Availability  
Analysis Data as of 07/01/2015

Plan: DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP

Job Group: 2 - PROFESSIONALS

Total Employees in Job Group: 241

Factor	Weight	Total Female		Total Minorities	
		Avail	Wtd	Avail	Wtd
Requisite skills in recruitment area	41.50	37.67	15.63	36.28	15.05
Internally available	58.50	37.50	21.93	79.00	46.21
<b>Total Weighted Availability</b>			37.57		61.27
<b>Current Utilization</b>			35.68		77.17

Underutilized (80% Rule)

No

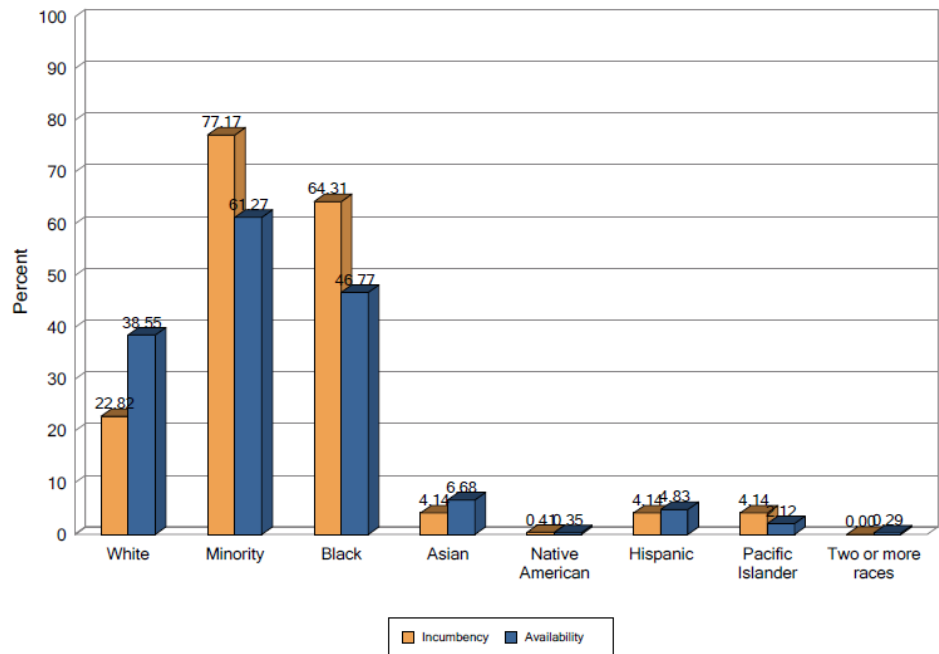
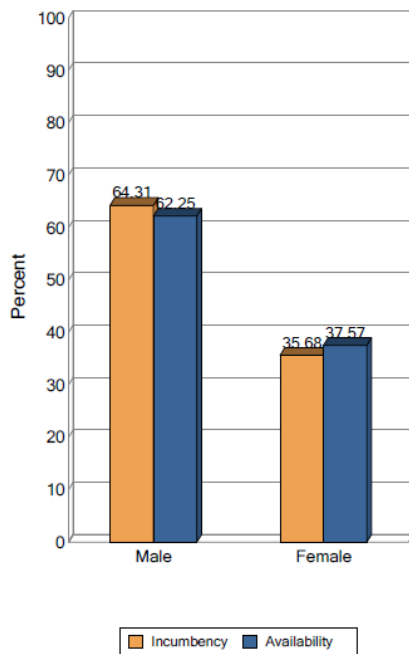
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**DISTRICT DEPARTMENT OF TRANSPORTATION**  
Incumbency vs. Availability Chart  
Analysis Data as of 07/01/2015

Plan: DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP

Job Group: 2 - PROFESSIONALS

Total Employees: 241



Note: This chart does not assume that a goal has or has not been established for any class in the Job Group.



**DISTRICT DEPARTMENT OF TRANSPORTATION**  
Incumbency vs. Availability  
Analysis Data as of 07/01/2015

Plan: DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP

Job Group: 3 - TECHNICIANS

Total Employees in Job Group: 172

Factor	Weight	Total Female		Total Minorities	
		Avail	Wtd	Avail	Wtd
Requisite skills in recruitment area	24.68	16.80	4.14	48.57	11.98
Internally available	75.32	29.45	22.18	88.74	66.83
<b>Total Weighted Availability</b>			<b>26.32</b>		<b>78.82</b>
<b>Current Utilization</b>			<b>23.25</b>		<b>87.79</b>

Underutilized (80% Rule)

No

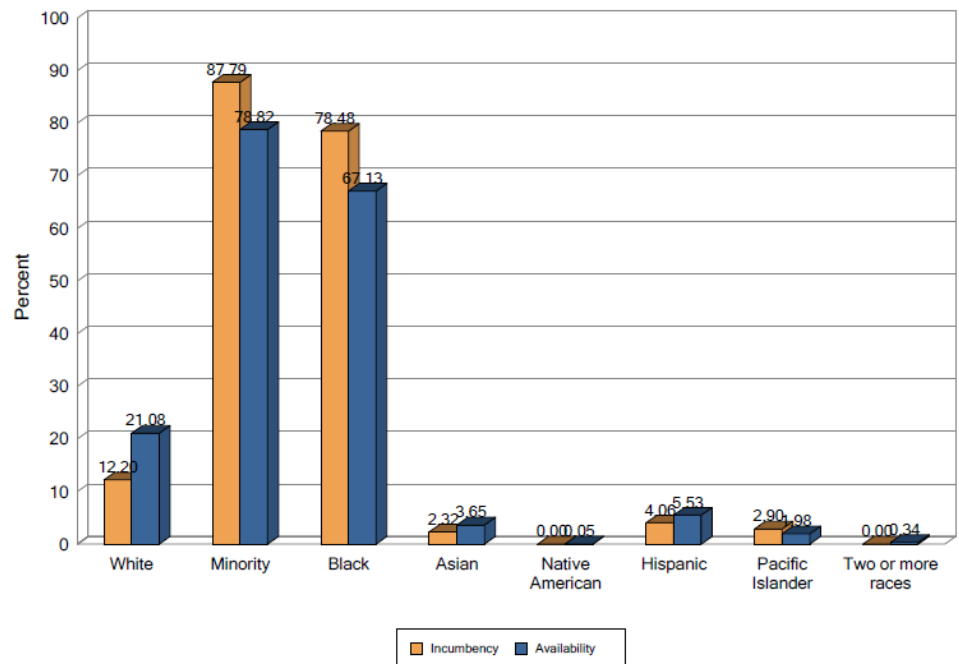
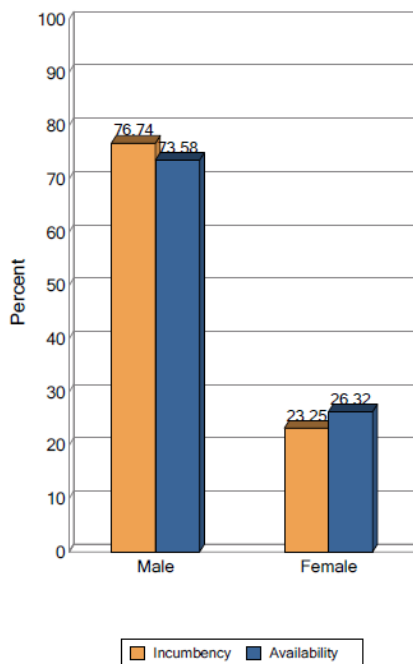
No

**DISTRICT DEPARTMENT OF TRANSPORTATION**  
Incumbency vs. Availability Chart  
Analysis Data as of 07/01/2015

Plan: DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP

Job Group: 3 - TECHNICIANS

Total Employees: 172



Note: This chart does not assume that a goal has or has not been established for any class in the Job Group.

**DISTRICT DEPARTMENT OF TRANSPORTATION**  
Incumbency vs. Availability  
Analysis Data as of 07/01/2015

Plan: DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP

Job Group: 5 - PARAPROFESSIONALS

Total Employees in Job Group: 12

Factor	Weight	Total Female		Total Minorities	
		Avail	Wtd	Avail	Wtd
Requisite skills in recruitment area	16.67	59.38	9.89	42.67	7.11
Internally available	83.33	56.71	47.25	85.90	71.58
<b>Total Weighted Availability</b>			57.15		78.69
<b>Current Utilization</b>			50.00		83.33

Underutilized (80% Rule)

No

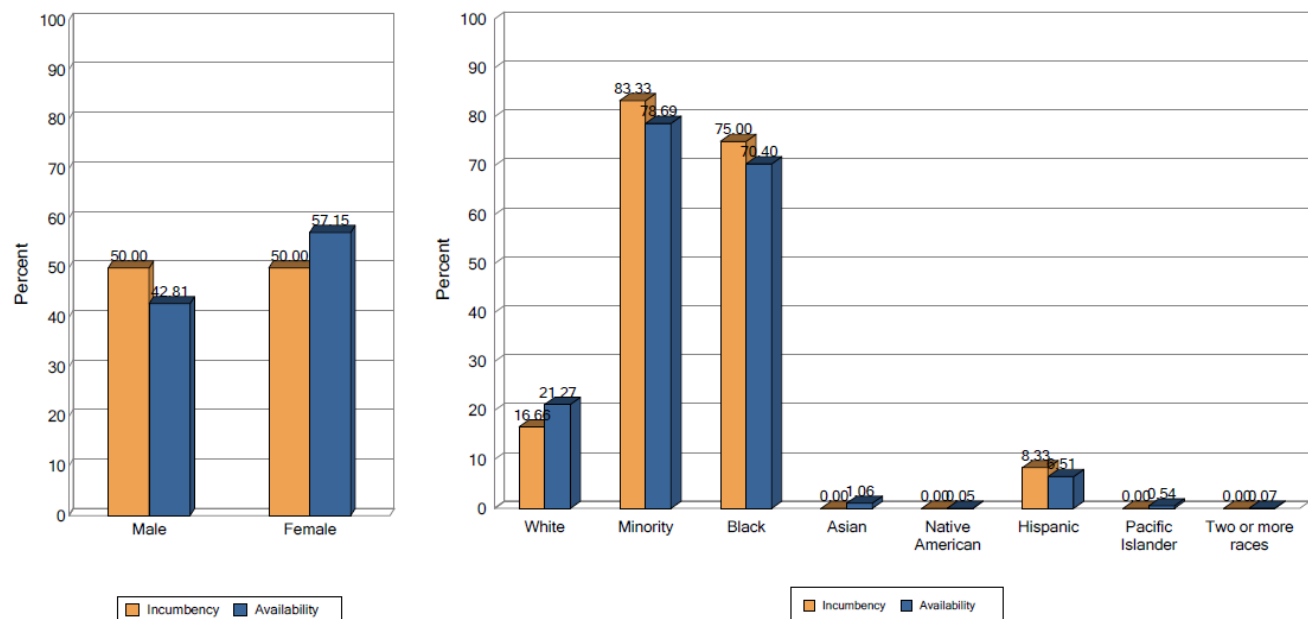
No

**DISTRICT DEPARTMENT OF TRANSPORTATION**  
Incumbency vs. Availability Chart  
Analysis Data as of 07/01/2015

Plan: DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP

Job Group: 5 - PARAPROFESSIONALS

Total Employees: 12



Note: This chart does not assume that a goal has or has not been established for any class in the Job Group.





# DISTRICT DEPARTMENT OF TRANSPORTATION

Incumbency vs. Availability  
Analysis Data as of 07/01/2015

Plan: DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP

Job Group: 6 - OFFICE - CLERICAL

Total Employees in Job Group: 61

Factor	Weight	Total Female		Total Minorities	
		Avail	Wtd	Avail	Wtd
Requisite skills in recruitment area	40.36	68.36	27.59	49.05	19.79
Internally available	59.64	65.35	38.97	86.05	51.32
Total Weighted Availability			66.56		71.11
Current Utilization			77.04		88.52

Underutilized (80% Rule)

No

No

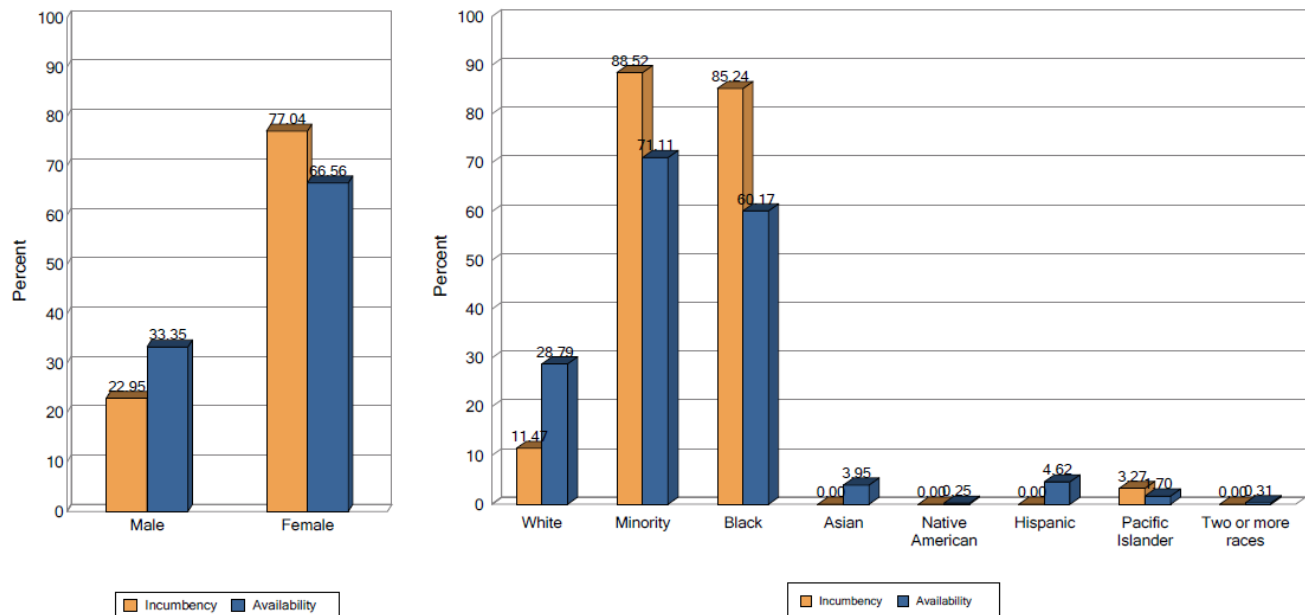
# DISTRICT DEPARTMENT OF TRANSPORTATION

Incumbency vs. Availability Chart  
Analysis Data as of 07/01/2015

Plan: DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP

Job Group: 6 - OFFICE - CLERICAL

Total Employees: 61



Note: This chart does not assume that a goal has or has not been established for any class in the Job Group.



## DISTRICT DEPARTMENT OF TRANSPORTATION

Incumbency vs. Availability  
Analysis Data as of 07/01/2015

Plan: DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP

Job Group: 7 - SKILLED CRAFT

Total Employees in Job Group: 124

Factor	Weight	Total Female		Total Minorities	
		Avail	Wtd	Avail	Wtd
Requisite skills in recruitment area	15.07	4.92	0.74	68.35	10.30
Internally available	84.93	18.42	15.64	98.40	83.57
<b>Total Weighted Availability</b>			16.38		93.87
<b>Current Utilization</b>			14.51		98.38

Underutilized (80% Rule)

No

No

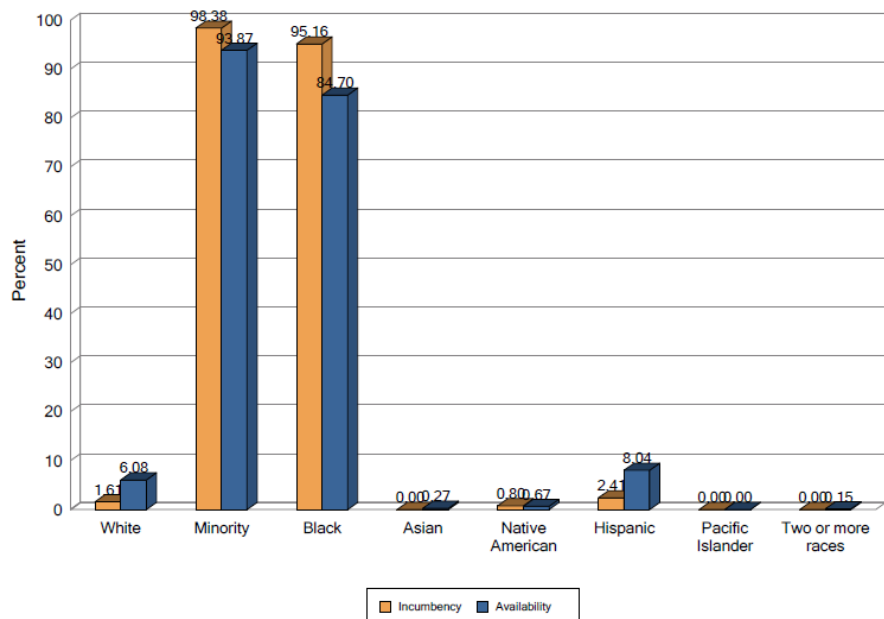
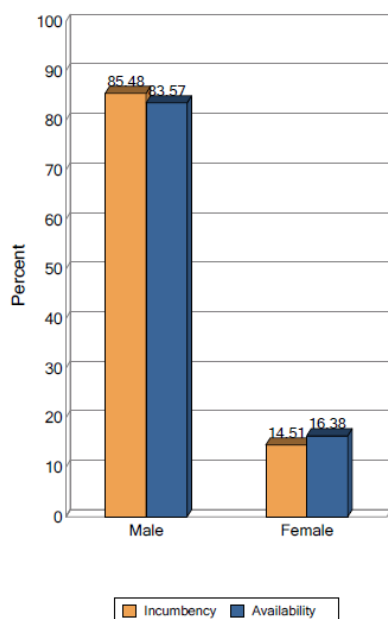
## DISTRICT DEPARTMENT OF TRANSPORTATION

Incumbency vs. Availability Chart  
Analysis Data as of 07/01/2015

Plan: DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP

Job Group: 7 - SKILLED CRAFT

Total Employees: 124



Note: This chart does not assume that a goal has or has not been established for any class in the Job Group.



# DISTRICT DEPARTMENT OF TRANSPORTATION

Incumbency vs. Availability  
Analysis Data as of 07/01/2015

Plan: DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP

Job Group: 8 - SERVICE/MAINTENANCE

Total Employees in Job Group: 320

Factor	Weight	Total Female		Total Minorities	
		Avail	Wtd	Avail	Wtd
Requisite skills in recruitment area	64.71	28.84	18.66	48.93	31.66
Internally available	35.29	62.49	22.05	98.44	34.73
Total Weighted Availability		40.71		66.40	
Current Utilization		63.12		98.75	

Underutilized (80% Rule)

No

No

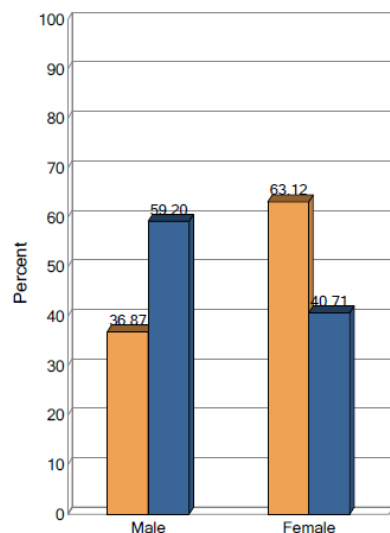
# DISTRICT DEPARTMENT OF TRANSPORTATION

Incumbency vs. Availability Chart  
Analysis Data as of 07/01/2015

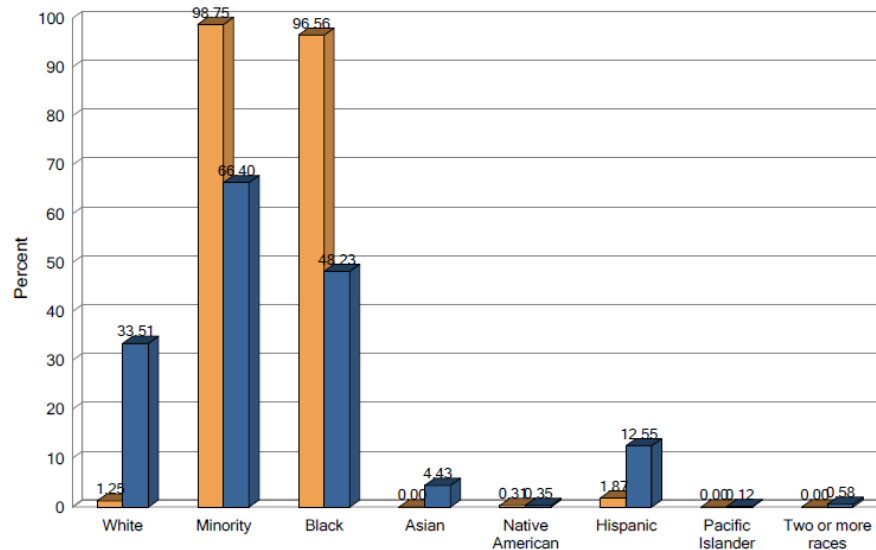
Plan: DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP

Job Group: 8 - SERVICE/MAINTENANCE

Total Employees: 320



Incumbency Availability



Incumbency Availability

Note: This chart does not assume that a goal has or has not been established for any class in the Job Group.

### **3.19. Setting Goals**

The first step in the construction of any AAP should be an analysis of the employer's work force to determine whether percentages of sex, race, or ethnic groups in individual job classifications are substantially similar to the percentages of those groups available in the relevant job market who possess the basic job-related qualifications. When disparities are found, the employer should initiate affirmative steps to remedy the situation. Such steps include the establishment of annual goals and timetables for the specific job classifications, all of which should take into account the availability of basically qualified persons in the relevant job market. (29 CFR §1607.17 (2) & (3)(a))

The purpose of the Utilization Analysis is to determine whether or not affected group members are equitably represented in the workforce. The Utilization Analysis compares the “what is” (the employer’s workforce) with the “what should be” (the external labor force and internal availability). If the employer’s workforce is below availability, the Utilization Analysis enables the employer to set goals to reach parity in each job group for each affected group that is underutilized. (*U.S. Department of Transportation, Federal Highway Administration, Desk Reference on State Internal Equal Employment Opportunity Programs*)

A Utilization Analysis was conducted to determine if parity has been met for each job category. Where underutilization is present, specific, measurable, attainable hiring and promotional goals have been set in each area of underutilization with target dates. In an effort to enable progression toward parity in job categories where women or minorities are underutilized, specific actions will be taken to meet those goals. Annual goals are designed to help achieve parity in areas of underutilization. Goals, timetables and affirmative action standards will not be used to discriminate against any person because of race, color, religion, sex, or national origin. (41 CFR §60-4.3(a)(10)) Should a vacancy occur, ASA and the hiring manager are to identify the job category. If the job category indicates that an annual goal has been set, ASA must make a good faith effort to recruit qualified women and minority candidates for the position using targeted recruitment for the classification within the underutilized job category. (29 CFR §1607.17 (3)(e))

DDOT’s workforce will be monitored on a regular basis to assess the progress being made toward the achievement of its annual goals. Goals are updated every year as part of the federal AAP to show the progress toward parity. Goals may be discontinued in applicable areas if parity has been achieved.



### **3.20. Quantitative Target Measure**

**To calculate short and long term goals:**

To determine DDOT's annual goals, internal and external availability is considered. The total weighted availability becomes DDOT's annual goal. The Incumbency vs. Availability Analysis shows how the annual goal was determined.

**To calculate short and long term target dates:**

Annual Goals and the target date are set for the end of the plan year. Therefore, the target date for achieving Annual Goals is on July 1<sup>st</sup> at the end of the plan year.

Where the box blank, underutilization does not exist and no target has been set.

### **3.21. Short and Long Term Goals**

DDOT set short and long term goals with the reasonable expectation that by repeating the same goals for each plan year will show how DDOT either failed to meet, met or exceeded the goals through out the five-year period. See chart below:



DDOT 5 - Year Projected Goals									
Job Category	Males				Females				Plan Year
	Blacks	Hispanics	Asian	Am. Indian	Whites	Blacks	Hispanics	Asian	
Officials - Executives		1			3			1	2015
Professionals		2			57			12	
Technicians		1	3		37		3	12	
Para-Professionals									
Office - Clerical		2	3		17		4	1	
Skilled Craft		31	5		3		1	1	
Service - Maintenance		44	13		45		43	16	
Job Category	Males				Females				Plan Year
	Blacks	Hispanics	Asian	Am. Indian	Whites	Blacks	Hispanics	Asian	
Officials - Executives		1			3			1	2016
Professionals		2			57			12	
Technicians		1	3		37		3	12	
Para-Professionals									
Office - Clerical		2	3		17		4	1	
Skilled Craft		31	5		3		1	1	
Service - Maintenance		44	13		45		43	16	
Job Category	Males				Females				Plan Year
	Blacks	Hispanics	Asian	Am. Indian	Whites	Blacks	Hispanics	Asian	
Officials - Executives		1			3			1	2017
Professionals		2			57			12	
Technicians		1	3		37		3	12	
Para-Professionals									
Office - Clerical		2	3		17		4	1	
Skilled Craft		31	5		3		1	1	
Service - Maintenance		44	13		45		43	16	
Job Category	Males				Females				Plan Year
	Blacks	Hispanics	Asian	Am. Indian	Whites	Blacks	Hispanics	Asian	
Officials - Executives		1			3			1	2018
Professionals		2			57			12	
Technicians		1	3		37		3	12	
Para-Professionals									
Office - Clerical		2	3		17		4	1	
Skilled Craft		31	5		3		1	1	
Service - Maintenance		44	13		45		43	16	
Job Category	Males				Females				Plan Year
	Blacks	Hispanics	Asian	Am. Indian	Whites	Blacks	Hispanics	Asian	
Officials - Executives		1			3			1	2019
Professionals		2			57			12	
Technicians		1	3		37		3	12	
Para-Professionals									
Office - Clerical		2	3		17		4	1	
Skilled Craft		31	5		3		1	1	
Service - Maintenance		44	13		45		43	16	

END OF SECTION

#### **4.0 Consideration of Minorities and Females not Currently in the Workforce**

DDOT is a City Agency of the District of Columbia acting as a SHA. The District Government has core agencies that consider minorities and females not currently in the workforce. For example, Department of Employment Services (DOES), The DC Office of Human Rights (OHR), DC Age and Elderly Affairs, DC Lesbian, Gay, Bisexual, and Transexual Affairs (LGBT), DC Office of African Affairs (OAA), DC Office of Veteran Affairs (OVA), and the DC Office of Asian and Pacific Islander Affairs (OAAPI); all of which offer a form of employment assistance.

#### **5.0 DDOT Office of Civil Rights and EEO Complaint Procedures**

##### **5.1. Office of Civil Right Responsibilities**

The Office of Civil Rights (“OCR”) is comprised of the following program areas: Americans with Disabilities Act/Section 504 and any other ADA related regulations, Title VI, Transportation Equity and Inclusion, Equity and Senior and Elderly Affairs, and Title VII - Affirmative Action/Equal Employment Opportunity. The primary function of the Office of Civil Rights is to ensure that the District Department of Transportation is in full compliance with all related federal and state nondiscrimination laws, regulations, directives, and executive orders in all its programs and activities. In particular, when dealing with complainants, OCR will help the Complainants refine their complaint to make sure they are properly characterized as a Title VI or Title VII complaint.

Similarly, the Office of Civil Rights is the focal point for equal opportunity compliance activities and functions conducted throughout the Department’s multi-modal transportation divisional programs and districtwide activities. The mission of the Office of Civil Rights is to advocate, administer, implement, and monitor the Department’s services and activities, through civil rights programs to ensure compliance with federal and state nondiscrimination laws, rules, regulations, and executive orders, as well as policies of the Department.

The Office of Civil Rights is committed to promoting opportunity and diversity for applicants and employees of the Department. The Office of Civil Rights will assist the Department in fulfilling its fundamental value of striving to have a workforce that reflects the diversity of the District by facilitating and endeavoring to achieve full compliance with federal and local civil rights regulations by providing technical assistance and guidance in the area of civil rights to the Department’s multi-modal transportation divisional programs and staff.

To fulfill the responsibilities of administering the Department’s Americans with Disabilities/Section 504; Title VI; and Title VII - Affirmative Action/Equal Employment Opportunity Programs, the Office of Civil Rights performs various functions. These functions include: 1) developing and implementing plans, policies and procedures; 2)



preparing and submitting reports; 3) developing and conducting training; 4) monitoring compliance; 5) evaluating accommodation requests; 6) conducting investigations; 7) developing, implementing and participating in recruitment and outreach programs; and 8) providing technical assistance.

### **Americans with Disabilities Act/Section 504 (ADA/504) Program**

The ADA/504 Program is responsible for assuring that individuals with disabilities are provided fair and equal access to the Department's employment opportunities and programs and services, as well as its facilities and public rights of way.

### **Title VI Program**

The Title VI Program is responsible for assuring nondiscrimination in programs and activities receiving federal financial assistance. The Title VI Program incorporates the principles of Environmental Justice (EJ), which ensures that there are no transportation system related disproportionate adverse impacts particularly to low-income and minority populations, and Limited English Proficiency (LEP), which ensures that meaningful access is provided to persons who are limited in the English language.

### **Title VII - Affirmative Action/Equal Employment Opportunity (EEO) Program**

The AAP/EEO Program is responsible for assuring nondiscrimination in the Department's employment practices and remedying the underutilization of women and minorities in the Department's workforce.

### **Transportation Equity and Inclusion**

The District's population has expanded at a rapid pace in recent years and the transit options available for newcomers, long-time residents and visitors have as well. From Capital Bikeshare and the Circulator to the D.C. Streetcar, the District continues to invest in innovative efforts to link our vibrant neighborhoods. Unfortunately, some efforts and policies have failed to address the needs of certain neighborhoods, particularly in underserved parts of the District. As Mayor, Muriel Bowser will designate a senior District Department of Transportation (DDOT) official to be the agency's **Transportation Equity and Inclusion Officer**. This official will ensure that the agency's policies and plans address the needs and concerns of all residents, particularly those in the District's most underserved communities. This official will also coordinate with other agencies to ensure that all city services include accessibility as a priority. The District's transit policies will not be truly successful unless they benefit residents in all eight (8) wards; this newly created officer will move us closer to that goal.



## Senior and Elderly Affairs

While many District residents and visitors have adapted to the evolving landscape of transit options now available to move throughout the District, many of the District’s seniors – for a variety of reasons – have not. As Mayor, Muriel Bowser will work with the D.C. Office on Aging (DCOA) to create Seniors on the Move, a District-wide initiative designed to ensure the District’s Seniors are aware and can take advantage of the new and exciting transit options that are making District neighborhoods more accessible than ever before. Mayor Bowser will work with the Office of Disability Rights (ODR) to ensure that residents with disabilities are also able to enjoy the expanding transit options available in the District.

### 5.2. Relevant OCR Contacts

To contact the Office of Civil Rights, please call:

General Numbers	
Main Line	(202) 673-6813   TTY: (202) 673-6813
Contact List	
Lisa Gregory, Chief	(202) 671-2628   <a href="mailto:lisa.gregory@dc.gov">lisa.gregory@dc.gov</a>
Luisa Nguyen, AAO	(202) 671-0630   <a href="mailto:Luisa.nguyen@dc.gov">Luisa.nguyen@dc.gov</a>
Cesar Barreto, ADA Coordinator	(202) 671-2829   <a href="mailto:cesar.barreto@dc.gov">cesar.barreto@dc.gov</a>

### 5.3. Civil Rights Discrimination Complaint Summary

Below is the OCR Complaint Summary for the period of July 2, 2014 through December 31, 2015. These complaints are all EEO complaints filed with the OCR.

Office of Civil Rights Complaint Summary for the Period of July 2, 2014 through December 31, 2015						
Date Filed	Complaint No.	Basis	Alleged Discrimination	Complaint Status	Closure Date	Findings
6/12/2015	15-001	N/A	Disparate Treatment	Closed	N/A	Complainant no longer wanted to pursue the complaint.
7/9/2015	15-002	Race, Color, Personal Appearance	Hostile Work Environment, Demotion, Discipline	Closed	8/26/2015	Exit Letter Issued.
6/18/2015	15-003	Age, Disability	Hostile Work Environment	Closed	7/1/2015	Complaint was forwarded to the Office of Disability Rights.
7/10/2015	15-004	Sex	Hostile Work Environment	Closed	8/21/2015	Complainant was issued an exit letter. Mayor's GC came to DDOT and interviewed upper management.
7/14/2015	15-005	Sex	Hostile Work Environment	Closed	8/13/2015	Complainant was issued an exit letter. Mayor's GC came to DDOT and interviewed upper management.
7/6/2015	15-006	Race, Color	Hostile Work Environment, Demotion or Promotion, Discipline, and Retaliation	Closed	8/24/2015	Complainant was issued an exit letter.
8/11/2015	15-007	Retaliation	Retaliation - Demotion	Closed	9/30/2015	Complainant was issued an exit letter.
11/12/2015	15-008	Disability	Disparate Treatment, Harassment	Open	Pending	Pending Settlement

## 5.4. Filing an EEO Complaint

Allegations of EEO violations or questions regarding the Affirmative Action Program should be directed to Luisa Nguyen, EEO Coordinator and Affirmative Action Officer, [Luisa.Nguyen@dc.gov](mailto:Luisa.Nguyen@dc.gov) , 202.671.0630 or Lisa Gregory, Chief, [Lisa.Gregory@dc.gov](mailto:Lisa.Gregory@dc.gov) , 202.671.2628.

The Complaint Process is as follows:

**Step 1: Informal EEO Counseling.** The counseling is documented through the completion of appropriate counseling forms. See **Exhibit 3**. Complainants are informed of their rights and responsibilities and are required to acknowledge receipt in writing. See **Exhibit 4**. Complainants must consult with the Department’s EEO Counselor or any DC Government EEO Counselor-At-Large within 180 Calendar days of the occurrence or discovery of an alleged unlawful (non-sexual harassment) discriminatory employment practice. An exception is made under D.C. law for sexual harassment complaints, which may bypass the Department and be filed directly with the D.C. Office of Human Rights (OHR).<sup>11</sup> In addition, all Complainants now have the option of taking their complaints directly to court.<sup>12</sup>

**Step 2: Internal Counseling Process.** The EEO Coordinator (“EEO Counselor”) has thirty (30) calendar days in which to seek a solution on an informal basis. The EEO Counselor advises the Complainant, in writing, in the final interview of the Complainant’s right to file a formal complaint with OHR if the matter has not been resolved to the Complainant’s satisfaction. In addition to or in lieu of the final interview, the EEO Counselor will submit a confidential written report (See **Exhibit 5**), with a copy to the Complainant, his/her representative, and DDOT’s General Counsel, summarizing his/her actions and advice to resolve the matter within the Department, including, but limited to:

- Complainant’s allegations
- A thorough review of the circumstance under which the alleged discrimination occurred
- The treatment of members of the Complainant’s group, if any, identified by the complaint, as compared with the treatment of other employees in the organizational unit in which the alleged discrimination occurred
- The examination of the pertinent records, including investigative techniques, legal theories, etc.
- The review of any policies and practices related to the work situation that may constitute or appear to constitute discrimination, even though they have not been expressly cited by the Complainant

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<sup>11</sup> Former employees who left D.C. Government because of sexual harassment must file a complaint within 180 days of separation.

<sup>12</sup> To ensure compliance with FHWA guidelines, all complaints that are filed directly with the OHR or other agencies, by DDOT employees, will be coordinated with DDOT prior to final disposition.

- Final Agency Decision (“Letter of Determination”), i.e. Findings of Probable Cause or No Probable Cause
- Exit Letter

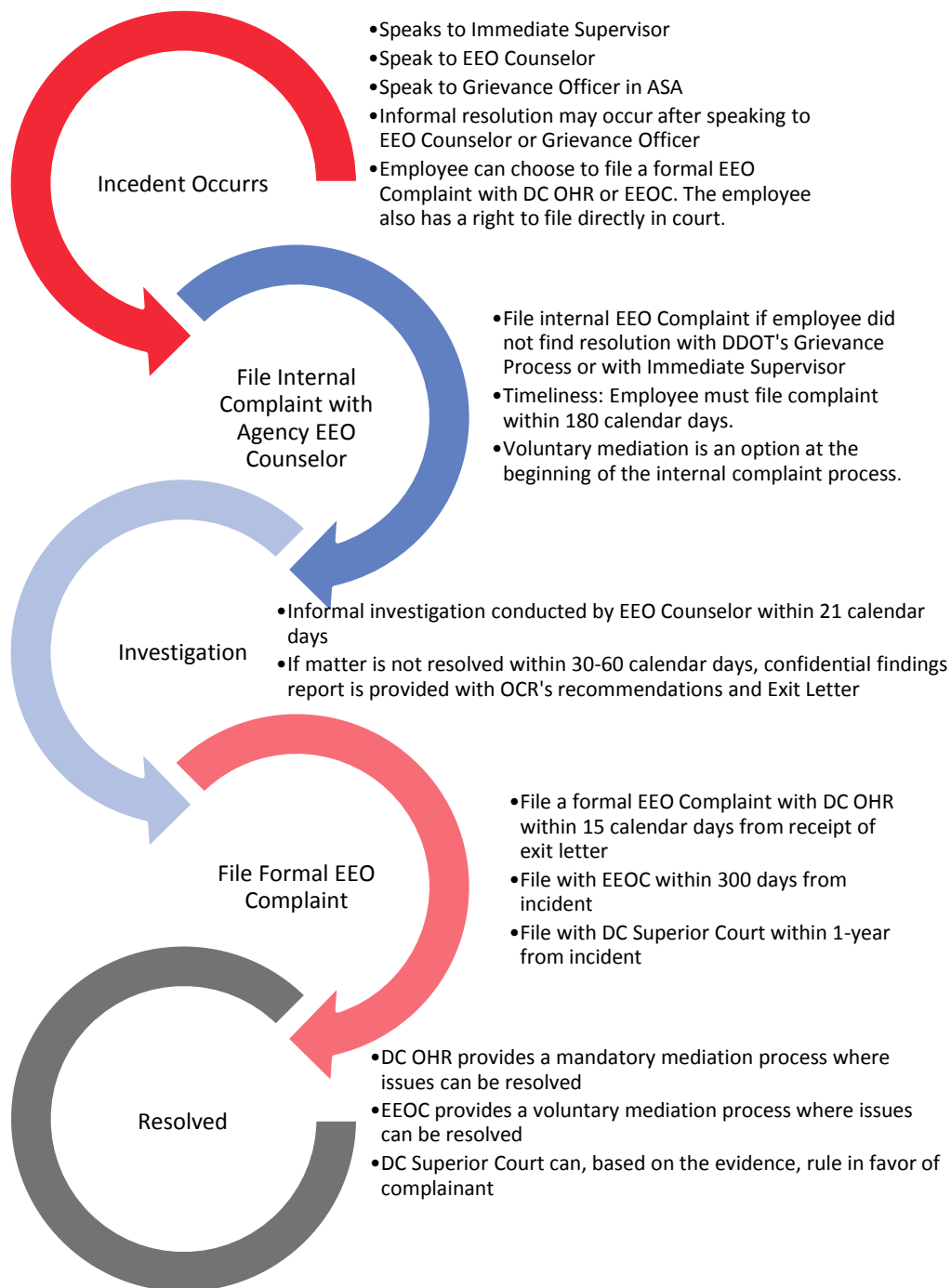
**Step 3: Filing Formal Complaint.** The Complainant must file a formal complaint with OHR within fifteen (15) calendar days of the Complainant’s receipt of the notice of final interview from the EEO Counselor. If the Complainant does not file a formal complaint with OHR within fifteen (15) calendar days of the final interview, the complaint shall be dismissed as untimely. An exception is made if the EEO Counselor does not complete the review within the thirty (30) day counseling period, then the Complainant may file a complaint with OHR after thirty (30) calendar days from the date the matter was brought to the EEO Counselor’s attention. In this and any other cases in which the EEO Counselor does not conduct a final interview, the Complainant may file a formal complaint with OHR within sixty (60) calendar days after the matter was brought to the EEO Counselor’s attention. Complaints filed beyond this sixty (60) calendar day period shall be deemed untimely and dismissed by OHR.

In addition to filing a formal complaint with OHR, Complainant can also chose to file a complaint with the Equal Employment Opportunity Commission (EEOC). Information on EEOC’s complaint process can be found on their internet page (<http://www.eeoc.gov/employees/charge.cfm>).

## 5.5. Maintenance of EEO Complaint files

The AA Officer maintains all, informal counseling and complaint files, in a file cabinet that is kept under lock and key. Only the AA Officer has access to the files. In a need to know basis (i.e. formal litigation against the agency), General Counsel’s office is provide a copy of the relevant file. The file is also shared with external enforcement agencies (i.e. EEOC and OHR), upon request.

## 5.6. Complaint Flow Chart



### **5.7. Publicizing the Department's EEO Complaint Procedure**

For more information, please visit the District Department of Transportation, Office of Civil Rights internet page (<http://ddot.dc.gov/service/civil-rights-program-and-services>). Information is provided on federal and local EEO and nondiscrimination laws and contacts for filing a discrimination complaint and making reasonable or religious accommodations requests.

Similarly, each DDOT employee is provided a copy of the Department's EEO complaint procedures after issuance; as well as posted on bulletin boards throughout the Department via its workplace posters.

### **5.8. Publicizing the AAP**

#### **Internally**

This Affirmative Action Program will be available for inspection by any employee or applicant for employment, upon request, between 8:00 AM and 5:00 PM at: 55 M Street, SE, Washington, DC 20003 or via DDOT's Compendium Page (<http://comp.ddot.dc.gov/SitePages/Home.aspx>).

Similarly, the AAO will report, at least quarterly, to DDOT's Director via the Deputy Director on progress and deficiencies of each unit in relation to agency goals.

The AAO will work with ASA to include AAP in employee orientation and in all EEO Training for DDOT employee. It is proposed that the AAO provide this information during ASA's "On-Board Pilot Program" which serves as the initial orientation for new employees.

#### **Externally**

The AAP plan will also be available on DDOT's Office of Civil Rights internet page (<http://ddot.dc.gov/service/civil-rights-program-and-services>).

**END OF SECTION**

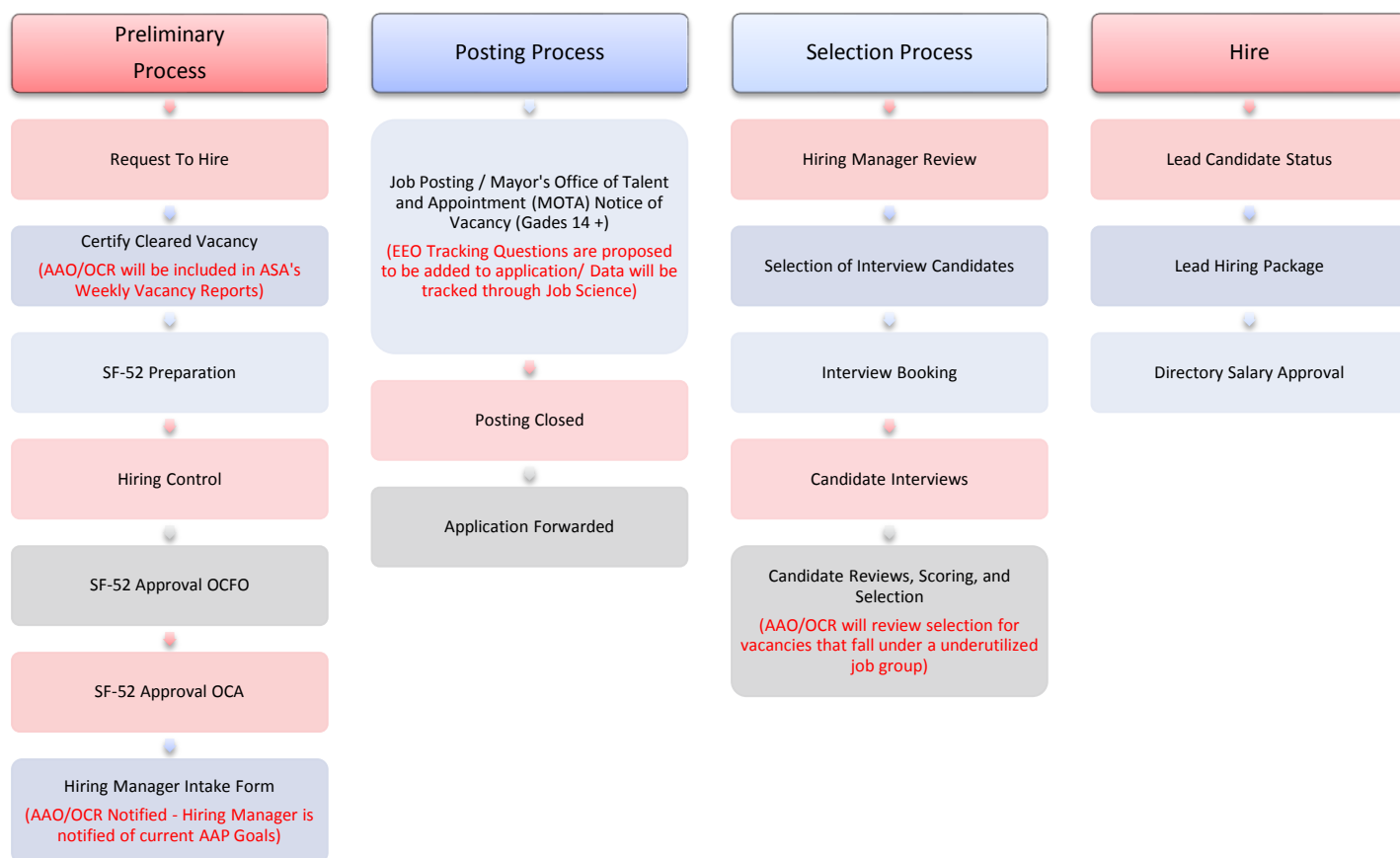
## 6.0 Specific Programs to Eliminate Discriminatory Barriers

### 6.1. Job Structuring

During our review of the relevant data, DDOT noticed that some employees were incorrectly classified by DCHR. Therefore, AAO will work with ASA to periodically check and correct inaccurate position descriptions and to ensure that positions are allocated to the appropriate job group classification.

Similarly, qualification requirements are assessed by ASA and DCHR. However, it is proposed that the AAO/OCR will be integrated into the hiring process to ensure that all qualification requirements are closely job related. This proposed process will need to be approved by DDOT's Chief Administrative Officer.

See proposed Hiring Process Chart with AAO/OCR inclusion below:



## **6.2. Upward Mobility Program**

DDOT does not have an upward mobility program in place. However, it does have an Employee Development Curriculum and a Leadership Curriculum that addresses the training and development needs of DDOT's population. This includes suggested educational as well as experiential opportunities for all of our employees.<sup>13</sup>

The AAO will work closely with the ASA Liaison and Chief Learning Officer to determine whether the aforementioned curriculums are effective measures designed to provide opportunities for employees to advance in relation to the present and projected manpower needs of the agency and the employees' career goals.

The AAO proposes the following action items and will work with the Chief Administrator Officer and Chief Learning Officer:

- To review profiles of training course participants to ensure that training opportunities are being offered to all eligible employees on an equal basis and to correct any inequities discovered
- Develop a Career Counseling and Guidance program for DDOT employees. The specifics of this program have not yet been specified.

## **6.3. Recruitment and Outreach Activities**

### **Recruitment Sources**

DDOT continually establishes and maintains connections with women, minority, veterans and senior groups and provides them with information about the transportation industry, DDOT, and opportunities with DDOT. The Department has established recruitment partnerships with a variety of the following organizations within the Washington, DC region:

- District of Columbia Office on Aging
- District of Columbia Office of Latino Affairs (OLA)
- Carlos Rosario International Public Charter School
- Catholic Charities
- DC Office of Veteran's Affairs (DC Agency)
- Spanish-Catholic Center (DC-based organization)
- Linden Resources (Virginia-based job placement agency that services people with disabilities)
- Grant Associates (New York-based job placement agency that has contracted services with DOES to help businesses find qualified, well-trained employees)
- Edgewood-Brookland Family Support Collaborative (DC-based organization that assists residents of Wards 5 and 6 find employment)

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<sup>13</sup> More about these training curriculum is explained/expanded on in Section 7.10.



- DC Department of Employment Services (DC Agency)
- Referral Program (candidates are referred by current employees of DDOT)
- Sasha Bruce House (DC-based organization)
- American Association of State Highway Transportation Officials (AASHTO) and American Public Works Association (APWA) - (professional transportation organizations)
- Job postings on the DCHR employment website.

Similarly, DDOT uses the following online employment services to reach perspective candidates:

- American Public Work Association (APWA)
- Conference of Minority Transportation Officials (COMTO)
- International Public Management Association for Human Resources (IPMA\_HR)
- Institute of Transportation Engineers (ITE)
- The Washington Post Jobs
- URISA Marketplace
- Simply hired
- GIS Job Clearinghouse
- Supervisory positions have been posted on professional transportation sites for AASHTO and APWA
- American Planning Association (APA)
- American Public Transportation Association (APTA)
- American Council of Engineering Companies (ACEC)
- Women's Transportation Seminar (WTS)
- National Association of City Transportation Officials (NACTO)
- National Forum of Black Administrators (NFBPA)
- LinkedIn.

#### **6.4. Recruitment and Outreach Activities**

DDOT also participates in recruitment and outreach activities. DDOT's recruitment and outreach activities include attending career fairs, job shadowing and employee mentoring. Human Resources in DC Government's central office and DDOT's ASA participate in recruitment and outreach activities year round. The Disadvantaged Business Enterprises (DBE) Program also participates in outreach activities each year, including the Summer Transportation Institute at Howard University and the DBE Summit.

Some of the activities that DDOT's ASA has participated in 2015 include:

- George Washington Career Fair
- Transportation Resource Board Conference (TRB)
- Summer Youth Employment Program (SYEP)
- Congressional Black Caucus (CBC)
- Capital City Fellows Program

## **6.5. Promotions**

It is proposed that the AAO will be integrated into the hiring process to continually review that no barriers exist with job requirements. Specifically, the AAO/OCR will do this by having conversations with managers concerning the requirements for positions. Similarly, the AAO will work with the ASA Liaison to evaluate promotion criteria and their use by selecting officials to identify and eliminate factors which may lead to non-selection of employees or applicants, particularly, Minorities and Females, who traditionally have not had access to better jobs. It may be appropriate to require selecting officials to submit a written justification when well qualified persons are not selected over for upgrading or promotion.

The AAO will also work with ASA to assure that all job vacancies are posted conspicuously via ASA reception area located on the third floor, and that all employees are encouraged to apply on all jobs for which they are qualified. Specifically, the AAO will encourage managers to remind employees of available vacancies.

This proposal will need to be approved by the Chief Administrative Officer.

## **6.6. Employee Training Activities**

The Office of Civil Rights will develop and implement a mandatory EEO training program. The training program will offer courses designed for all employees and will cover lessons of the protections under EEO, applying affirmative action in hiring decisions, civil rights laws, and enforcement agencies and how the complaint and reasonable accommodation request process works. The training courses will also cover lessons on the value of diversity, skills for tolerance, perceptions, primary and secondary dimensions of diversity, workplace harassment laws and forms of harassment. Employees will be required to attend EEO training every year.

In addition, the OCR also provides EEO training upon request. EEO trainings will also be provided by the Office of Humans Rights, as needed.

## **6.7. Cultural Sensitivity Training and Diversity Events**

The agency's vision of diversity and the level of success in promoting diversity initiatives must start from the top. The Director of the agency must possess the vision and leadership to inspire his/her top managers and all employees to embrace diversity as a tool for success in the workplace. As the agency head, he/she must champion diversity by infusing into all of the agency's processes to ensure that diversity is integrated into the core values of the agency at all levels. Specifically, all employees and, in particular, management, must learn how to effectively interact with others in a diverse workplace. Through diversity trainings/events, that either educate and/or celebrate cultural differences, the agency can create a common frame of reference and establish a solid foundation upon which employees can understand each other and eliminate biases and barriers

that often impede on the agency's overall ability to effectively promote a culture of inclusion. Diversity trainings/events involve not only general diversity training, but also covers a broad range of specific diversity-related topics such as seminars on HIV/AIDS in the workplace and sexual harassment awareness trainings. The objectives of these diversity trainings/events are to identify the business implications of valuing diversity; to examine the effects that personal attitudes and stereotypes have on behavior; to develop a communication model that emphasizes cultural diversity and to develop personal as well as professional strategies to help cultivate a climate that values diversity. DDOT has instituted a Diversity Task Group, comprised of DDOT employees whose membership would include rank and file employees, with minority and female representatives from various job levels and department that will meet with the Affirmative Action Officer on a monthly basis. The diverse group of twelve (12) employees oversees diversity initiatives headed by OCR. This structure will send a message that diversity initiatives are important. In addition to spearheading training and supporting other ideas to promote diversity in the workplace; this group will address conflict and opportunities within DDOT.

Specifically in 2015, DDOT' Diversity Task Group developed, arranged, organized and/or led the following item:

- Black History Month
  - Moments in Black History and Transportation Flyer
  - Screening of "The Black Power Mixtape 1967 -1975"
- Women's History Month
  - Six (6) Part Screening of "Half the Sky"
  - Women's History Fast Fact Flyer
- Asian American and Pacific Islander Month
  - Asian American and Pacific Islander Potluck
  - Portrait of Grandmas and Their Cuisine from Around the World Article Flyer
- Lesbian, Gay, Bisexual and Transgender Month
  - D.iversity Focus Circulator
  - Screening of "Stonewall Uprising" and "For the Bible Tells Me So"<sup>14</sup>

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<sup>14</sup> DDOT invited partner agencies and organizations: The Mayor's Office of Gay, Lesbian, Bisexual, and Transgender Affairs, DC Office of Human Rights, Prider at Work, The American Federation of Government Employees (AFGE) – Women and Fair Practice Office to attend the diversity events to speak on LGBT Rights.

## **6.8. Other Programs to Eliminate Discriminatory Barriers**

DDOT strives to ensure that we have a workforce that reflects the diversity of our city, Washington, D.C. To achieve that goal, we make a continuous effort to improve our Affirmative Action Program. In addition to our recruitment and outreach activities and making plans for continued improvement, we have engaged in other activities that enable the agency to build a better program.

## **6.9. EEO Tracking Procedures**

DDOT abides by the District Personnel Manual – Chapter 8: Career Service as it relates to policies and procedures on the merit system, including recruitment, examination, competitive and non-competitive selection and prohibited personnel practices. Chapter 8 sets forth our commitment to equal employment opportunity for all qualified persons and directs ASA to review the AAP to determine whether there are utilization targets for women or minorities in the particular job category to identify recruitment and selection needs before posting any vacancy.

ASA, with the assistance of the AAO, must always make a good faith effort to attain a diverse applicant pool for each position that is posted. To ensure that a diverse applicant pool is attained, ASA will focus recruiting on underutilized groups.

When making determinations as to who is the best candidate for the position, ASA and hiring managers are directed to consult our utilization targets and select qualified female/minority candidates pursuant to achieving our affirmative action goals.

Once positions are filled, applicant EEO data is tracked so that it can be analyzed for the purpose of assessing our progress toward meeting our affirmative action goals and to set new goals.

However, based on a review of the Job Science Tracking System<sup>15</sup>, OCR and ASA have determined that DCHR does not ask the necessary EEO data tracking questions in the application. OCR and ASA will work with DCHR to have the necessary and voluntary EEO data tracking questions entered into DDOT's applications.

In addition to the EEO data tracking questions, the AAO proposes that the following statement be included in the application:

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<sup>15</sup> DCHR recently implemented a new data collection system called Job Science Tracking System. The system tracks ethnic group and military status. Similarly, track veterans w/disability among other fields.



***The District Department of Transportation (“DDOT”) is subject to certain governmental recordkeeping and reporting requirements for the administration of civil rights laws and regulations. In order to comply with these laws, the DDOT invites applicants to voluntarily self-identify their race, ethnicity, sex, veteran status and disability status. Submission of this information is voluntary and refusal to provide it will not subject you to any adverse treatment. The information obtained will be kept confidential and may only be used in accordance with the provision of applicable laws, executive orders, and regulations, including those that require information to be summarized and reported to the federal government for civil rights enforcement. When reported, data will not identify any specific individual. Although providing this information is voluntary, the information you provide is vital to the District Government’s compliance with applicable AA/EEO laws and District policies. The information also assists the DDOT with its ongoing efforts and commitment to providing equal employment opportunities and increasing diversity in the workplace. This information will be maintained separate and apart from your application. Thank you for your cooperation.***

## **6.10. Annual Quality Assurance Reviews**

Program Area Reviews (PAR) is a requirement under Title VI and will be performed annually with all DDOT Divisions to ensure that all equal employment opportunity and affirmative action policies are being followed and that work is being done to meet DDOT’s affirmative action goals.

It will be DDOT’s policy to use the PAR process to ensure that the organizational units within DDOT adhere to all laws, regulations, policies, and standard operating procedures in carrying out the Department’s day to day business. The policy is necessary to ensure compliance and it will provide support and assistance to remedy areas of noncompliance.

The Office of Civil Rights and Affirmative Action PAR will monitor DDOT’s activity related to the recruitment, selection and hire process, employee retention, complaints of discrimination and workplace harassment. Also the OCR/PAR will monitor progress toward remedying the underutilization of women and minorities in the District workforce and goal setting.

## **6.11. Additional Monitoring Activities**

Employment and labor law bulletin boards in DDOT buildings will be monitored bi-annually. The bulletins boards will be reviewed to ensure those federal and state labor law posters and other policies and approved plans are posted in conspicuous places in all DDOT buildings where employees work, so employees without e-mail/internet access are able to review those laws, policies and plans. If any bulletin board does not contain all of the required information, the board will be brought into compliance by OCR.

**END OF SECTION**

## **7.0 Data Overview of New Hires**

The Desk Reference calls for the Agency to identify their hiring process and relevant policies.

### **7.1. District Government Merit System**

DDOT abides by the District Personnel Manual – Chapter 8: Career Service as it relates to policies and procedures on the merit system, including recruitment, examination, competitive and non-competitive selection and prohibited personnel practices. See **Exhibit 6**.

Specifically, Section 802 – Merit Selection Policy states:

*As provided in section 801 (a) of the CMPA (D.C. Official Code §1 – 608.01(a)), and except as otherwise provided by law or regulation, all initial appointments to the Career Service and all subsequent assignments and promotions of employees in the Career Service shall be made by open competition, involving positive recruitment and examining procedures designed to achieve maximum objectivity, reliability, and validity. All such initial appointments and subsequent assignments and promotions shall be made on the basis of merit by selection from the highest qualified available eligible [candidate] based on specific job requirements with appropriate regard for affirmative action goals, veterans' preference, and residency preference.*

### **7.2. How to Apply**

To apply for a job at DDOT, applications must be submitted online at <http://careers.dc.gov>. Applicants can obtain assistance by visiting the D.C. Department of Human Resources (DCHR) Customer Care Center located in the South Lobby at 441 4th Street, NW, Washington, D.C. 20001, or by visiting one of its partner agencies. Similarly, applicants can apply at DDOT's ASA Office located at 55 M Street, SE, 3<sup>rd</sup> Floor, Washington, DC 20003. Applicants are also encouraged to visit [Career Opportunities Site Locations](#) to locate partner agencies and community based organizations that provide computer and internet access. See **Exhibit 7**.

### **7.3. Applicant Flow Analysis**

The Job Groups identified in the Hires Count Analysis are: (1) Officials and Administrators; (2) Professionals; (3) Technicians; (4) Protective Service Workers; (5) Paraprofessionals; (6) Office and Clerical; (7) Skilled Craft; and (8) Service Maintenance. The analysis shows how many known applications were submitted by males, females, and ethnic group for each job group. Respectively, it also shows how many known hires by males, females, and ethnic group for each job group. Furthermore, it shows how many unknown applications were submitted. It breaks up the unknown applications by race and gender.

**DISTRICT DEPARTMENT OF TRANSPORTATION**  
**Hires Counts**  
Analysis Date Range is 07/02/2014 - 07/01/2015

Plan: **DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP**

Job Group	Male		Female		White		Black		Asian		Native American		Hispanic		Pacific Islander		Two or more races		Unknown		Total		
	Apps	Hires	Apps	Hires	Apps	Hires	Apps	Hires	Apps	Hires	Apps	Hires	Apps	Hires	Apps	Hires	Apps	Hires	Race Apps	Gender Apps	Known Race Apps	Known Gender Apps	Hires
1	9	3	6	3	7	3	5	2	0	0	1	0	0	0	1	1	0	0	235	234	14	15	6
2	11	11	15	11	13	13	11	8	1	0	0	0	0	0	1	1	0	0	198	198	26	26	22
3	13	4	7	1	0	0	19	5	0	0	0	0	0	0	0	0	0	0	375	374	19	20	5
5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6	9	6	8	1	2	2	15	5	0	0	0	0	0	0	0	0	0	0	569	569	17	17	7
7	6	3	0	0	1	1	5	2	0	0	0	0	0	0	0	0	0	0	62	62	6	6	3
8	32	12	20	12	0	0	47	23	0	0	0	0	2	1	0	0	0	0	1,125	1,122	49	52	24
Totals	80	39	56	28	23	19	102	45	1	0	1	0	2	1	2	2	0	0	2,564	2,559	131	136	67

Based on the hires counts during the July 2, 2014 through July 1, 2015 period:

(1) **Officials and Administrators:** Nine (9) applications were submitted by males and six (6) applications were provided by females. Of these submitted applications, three (3) males and three (3) females were hired. Seven (7) applications were submitted by Whites, five (5) by Blacks, zero by Asians, one (1) by Native Americans, zero by Hispanics, and one (1) by Pacific Islanders.

Moreover, two hundred and thirty-five (235) applications were submitted where race was not disclosed. Similarly, two hundred and thirty-four (234) applications were submitted where gender was not disclosed. Of these submitted applications, three (3) Whites, two (2) Blacks, and one (1) Pacific Islander were hired.

(2) **Professionals:** Eleven (11) applications were submitted by males and fifteen (15) applications were provided by females. Of these submitted applications, eleven (11) males and eleven (11) females were hired. Thirteen (13) applications were submitted by Whites, eleven (11) by Blacks, one (1) by Asians, zero by Native Americans, zero by Hispanics, and one (1) by Pacific Islander.

Moreover, one hundred and ninety-eight (198) applications were submitted where race and gender was not disclosed. Of these submitted applications, thirteen (13) Whites, eight (8) Blacks, and one (1) Pacific Islander were hired.

(3) **Technicians:** Thirteen (13) applications were submitted by males and seven (7) applications were provided by females. Of these submitted applications, four (4) males and one (1) female were hired. Zero applications were submitted by Whites, nineteen (19) by Blacks, zero by Asians, zero by Native Americans, zero by Hispanics, and zero by Pacific Islanders.

Moreover, three hundred and seventy-five (375) applications were submitted where race was not disclosed. Similarly, three hundred and seventy-four (374) applications were submitted where gender was not disclosed. Of these submitted applications, five (5) Blacks were hired.

(4) **Protective Service Workers:** Not Applicable.

(5) **Paraprofessionals:** Zero applications were submitted by males and females. Similarly, zero applications were submitted where race and gender was not disclosed. Finally, there were no hires for this job group.

(6) **Office and Clerical:** Nine (9) applications were submitted by males and eight (8) applications were provided by females. Of these submitted applications, six (6) males and one (1) female were hired. Two (2) applications were submitted by Whites, fifteen (15) by Blacks, zero by Asians, zero by Native Americans, zero by Hispanics, and zero by Pacific Islanders.

Moreover, five hundred and sixty-nine (569) applications were submitted where race and gender was not disclosed. Of these submitted applications, two (2) Whites, and five (5) Blacks were hired.

(7) **Skilled Craft:** Six (6) applications were submitted by males and zero applications were provided by females. Of these submitted applications, three (3) males and zero females were hired. One (1) application was submitted by Whites, five (5) by Blacks, zero by Asians, zero by Native Americans, zero by Hispanics, and zero by Pacific Islanders.

Moreover, sixty-two (62) applications were submitted where race and gender was not disclosed. Of these submitted applications, one (1) White, and two (2) Blacks were hired.

(8) **Service Maintenance:** Nine (9) applications were submitted by males and six (6) applications were provided by females. Of these submitted applications, three (3) males and three (3) females were hired. Seven (7) applications were submitted by Whites, five (5) by Blacks, zero by Asians, one (1) by Native Americans, zero by Hispanics, and one (1) by Pacific Islanders.

Moreover, two hundred and thirty-five (235) applications were submitted where race was not disclosed. Similarly, two hundred and thirty-four (234) applications were submitted where gender was not disclosed. Of these submitted applications, three (3) Whites, two (2) Blacks, and one (1) Pacific Islander was hired.



## 8.0 Application of the Four-Fifth Rule<sup>16 17</sup>

### 8.1. Hires

The following pages contain the results of the New Hire Analysis. An agency wide adverse impact analysis was completed for new hires. The New Hire Analysis was completed by gender and by race. Agency wide new hire data for full-time employees was analyzed from 07/02/2014 through 07/01/2015.

Applicant data was pulled for all of the position numbers that were posted from DCHR's PeopleSoft System. The New Hire Analysis compares new hire data with the number of all applicants for the posted positions to determine whether adverse impact exist for women or minorities in the given job category. Persons transferring from other DC Government agencies to DDOT are considered new hires and their data is included in this analysis.

Once positions are filled, applicant EEO data is tracked. Applicant EEO data is used to complete this analysis. Trends in applicant flow are also tracked, which allows for the identification of positions where there is the most difficulty attracting women and minority candidates. Trends are identified to correct past adverse impact in future employment decisions.

The Four-Fifths rule is used to determine whether adverse impact exists. Adverse impact exists when the selection rate for any race or gender group is less than Four-Fifths of the rate for the group with the highest selection rate. (29 CFR §1607.4(D))

Before posting a vacancy, DDOT ASA will use the AAP to determine whether there are utilization targets for women or minorities in the particular job category to identify our recruitment and selection needs. Focused recruiting will be done with underutilized groups to ensure that we have a diverse applicant pool. (29 CFR §1607.17(3)(e))

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<sup>16</sup> The Four-Fifths Rule (4/5ths rule or 80% rule) is the simplest and most common way of estimating adverse impact. The Uniform Guidelines indicate that the 4/5ths rule is the preferred method for determining adverse impact. Similarly, the impact ratio (IRA) could be considered a test of practical significance because it focuses on an effect size (i.e., the ratio of selection rates). The advantages of the impact ratio include (a) it is easy to use and does not require statistical software or training in statistics, (b) it describes the magnitude of the selection rate difference between the groups that are being compared, and (c) it is more powerful than statistical tests.

<sup>17</sup> In *Jones v. City of Boston*, 738 F. Supp. 604 (Dist. Court, D. Massachusetts 1990) the First Circuit Court rejected the City's argument that satisfaction of EEOC's four-fifth rule trumps more sophisticated evidence of statistical significance means that employers cannot simply rely on the four-fifth rule of thumb in defending against disparate impact claims. It also makes it easier for plaintiffs to advance claims regarding allegedly discriminatory practices that, while statistically significant, had very little practical significance. Employers that use selection procedures that appear to screen out minorities and other protected group members at a disproportionate rate are well-advised to conduct a more rigorous statistical analysis of any such disparities rather than simply assuming that satisfaction of the four-fifth rule will protect them from Title VII liability.



To prevent adverse employment decisions from being made, DDOT uses a structured interview process. ASA is involved with every interview to ensure the integrity of the interview questions. Hiring managers are instructed to stay within the parameters of the structured interview questions to prevent inappropriate questions. Diverse interview panels ensure well-rounded hiring decisions are made. Interview panels are to document hiring decisions and keep a historical record intact for reference purposes. When deemed necessary and appropriate, the assessment process is used in conjunction with the structured interview process to better assess a candidate's skills. The structured interview and assessment process together ensure that the most qualified candidate is selected for the position.

In addition, as previously stated above, it has been proposed that the AAO/OCR become involved in the hiring process.

Selection under the AAP must be based upon the qualifications of the applicant. Every candidate selected for a position must be qualified. The Code of Federal Regulations provides that the goal of an AAP is the achievement of genuine equal employment opportunity for all qualified persons. Selection under an AAP should be based upon the ability of the applicant to do the work. Affirmative action plans do not require the selection of the unqualified, or the unneeded, nor do they require the selection of persons on the basis of race, color, sex, religion, or national origin. (29 CFR §1607.17 (4))

Utilization targets will be consulted and our affirmative action goals will be taken into consideration when determining the best candidate for a position. When individuals have equivalent qualifications, the hiring manager and ASA must consider women and minorities according to the guidelines of the Affirmative Action Plan. Individuals who make hiring decisions will be held accountable for efforts in promoting equal employment opportunity and taking affirmative action.

## 8.2. Hire Analysis Report

Application of Four-Fifth Rule Analysis						
HIRES						
Race Category	Total Applicants	Total Hires	Selection Rate	Ratio To Highest Rate	4/5 Rule 80% of Base of Base	Adverse Impact
White Males	16	12	75.00%	0.75	.75<.80	Y
Black Males	56	24	42.86%	0.43	.43<.80	Y
Hispanic Males	2	1	50.00%	0.50	.50<.80	Y
Asian/Pacific Males	2	2	100.00%	1.00	1.0>.80	N
Am. Indian Males	1	0	0.00%	0.00	.0<.80	Y
White Females	7	7	100.00%	1.00	1.0>.80	N
Black Females	48	21	43.75%	0.44	.44<.80	Y
Hispanic Females	0	0	-	-	-	N
Asian/Pacific Females	1	0	0.00%	0.00	.0<.80	Y
Am. Indian Females	0	0	-	-	-	N
Total Males	80	39	48.75%	0.98	.98>.80	N
Total Females	56	28	50.00%	1	1.0>.80	N
<b>*2,564 Unknown Race Applications *2,559 Unknown Gender Applications</b>						

## 8.1. Hire Analysis Report Narrative

The New Hire Analysis Report is a “most-favored” impact analyses for hires.

The most favored racial subgroup for the New Hire Analysis Report is Pacific Islanders.

Personnel data is provided for the different job groups.

The Asians v. Pacific Islanders impact ratio analysis for hires shows that there is adverse impact against Asians in the Professionals job group.

The Blacks v. Pacific Islanders impact ratio analysis for hires shows that there is adverse impact against Blacks in the Officials-Executives and Professionals job groups.

The Hispanics v. Pacific Islanders impact ratio analysis for hires does not shows adverse action against Hispanics in any job group.

The Native Americans v. Pacific Islander impact ratio analysis for hires shows that there is adverse impact against Native Americans in the Officials – Executives job Group.

The Whites v. Pacific Islanders impact ratio analysis for hires shows that there is adverse impact against Whites in the Officials – Executives job group.

Similarly, in the Males v. Females impact ratio analysis for hires shows adverse impact against males in the Officials-Executives and Service job group. It also shows adverse impact against females in the Technicians and Office-Clerical job groups.

DDOT will research its selection and hire process to ensure that all hires are based on the applicant pool and that every applicant was held to the same criteria during the hiring process.

## **8.2. Promotions**

The following pages contain the results of the Promotional Analysis. A statewide adverse impact analysis was completed for promotions. The Promotional Analysis was completed by gender and by race. Statewide promotions for full-time employees were analyzed from 07/02/2014 through 07/01/2015.

Applicant data was pulled for all of the position numbers that were posted from DCHR's PeopleSoft System. The Promotional analysis compares promotional data with the number of all applicants for the posted positions to determine if adverse impact exists for women or minorities in the given job category.

Once positions are filled, applicant EEO data is tracked. Applicant EEO data is used to complete this analysis. Trends in applicant flow are also tracked, which allows for the identification of positions where there is the most difficulty attracting women and minority candidates. Trends are identified to correct past adverse impacts and ensure better future employment decisions.

The Four-Fifths Rule is used to determine whether adverse impact exists. Adverse impact exists when the selection rate for any race, sex or ethnic group is less than Four-Fifths of the rate for the group with the highest selection rate. (29 CFR §1607.4(D))

## **8.3. Promotions Counts Report**

The Promotions Counts Table below shows a breakdown of promotion data by job group, males, and females. It also breaks down the specific ethnicity groups: White, Black, Asian, Native American, Hispanic, Pacific Islander, and Two or more races. Under each gender and ethnicity group, the available employees (Emps) and actual promotions (Promos) are provided. The far right column shows the total employees and promotions for each job group.

**DISTRICT DEPARTMENT OF TRANSPORTATION**  
**Promotions Counts**  
Analysis Date Range is 07/02/2014 - 07/01/2015

Plan: DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP

Job Group	<u>Male</u>		<u>Female</u>		<u>White</u>		<u>Black</u>		<u>Asian</u>		<u>Native American</u>		<u>Hispanic</u>		<u>Pacific Islander</u>		<u>Two or more races</u>		<u>Total</u>	
	Emps	Promos	Emps	Promos	Emps	Promos	Emps	Promos	Emps	Promos	Emps	Promos	Emps	Promos	Emps	Promos	Emps	Promos	Emps	Promos
1	14	2	2	0	6	1	9	1	1	0	0	0	0	0	0	0	0	0	16	2
2	162	18	87	12	47	11	170	18	10	1	2	0	10	0	10	0	0	0	249	30
3	133	17	40	4	23	2	134	19	3	0	0	0	8	0	5	0	0	0	173	21
5	7	2	14	5	2	0	16	6	1	0	0	0	2	1	0	0	0	0	21	7
6	5	3	36	11	0	0	39	13	0	0	0	0	0	0	2	1	0	0	41	14
7	101	39	23	5	1	0	119	42	0	0	1	1	3	1	0	0	0	0	124	44
8	122	30	207	54	5	0	316	82	0	0	2	0	6	2	0	0	0	0	329	84
<b>Totals</b>	<b>544</b>	<b>111</b>	<b>409</b>	<b>91</b>	<b>84</b>	<b>14</b>	<b>803</b>	<b>181</b>	<b>15</b>	<b>1</b>	<b>5</b>	<b>1</b>	<b>29</b>	<b>4</b>	<b>17</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>953</b>	<b>202</b>

Based on the Promotion counts during the July 2, 2014 through July 1, 2015 period:

(1) **Officials and Administrators:** Fourteen (14) male and two (2) female employees were eligible for promotion. Of these employees, only two (2) males were promoted. Six (6) White, nine (9) Black, and one (1) Asian employee were eligible for promotions. Of these eligible employees, one (1) White and one (1) Black employee was promoted.

(2) **Professionals:** One hundred and sixty-two (162) male and eighty-seven (87) female employees were eligible for promotion. Of these employees, eighteen (18) males and twelve (12) females were promoted. Forty-seven (47) White, one hundred and seventy (170) Black, ten (10) Asian, two (2) Native American, ten (10) Hispanic employees, and ten (10) Pacific Islander employees were eligible for promotions. Of these eligible employees, eleven (11) White, eighteen (18) Black, one (1) Asian employee was promoted.

(3) **Technicians:** One hundred and thirty-three (133) male and forty (40) female employees were eligible for promotion. Of these employees, seventeen (17) males and four (4) females were promoted. Twenty-three (23) White, one hundred and thirty-four (134) Black, three (3) Asian, eight (8) Hispanic, and ten (10) Pacific Islander employees were eligible for promotions. Of these eligible employees, two (2) White and nineteen (19) Black employees were promoted.

(4) **Protective Service Workers:** Not Applicable.

(5) **Paraprofessionals:** Seven (7) male and fourteen (14) female employees were eligible for promotion. Of these employees, two (2) males and five (5) females were promoted. Two (2) White, sixteen (16) Black, one Asian, and two (2) Hispanic employees were eligible for promotions. Of these eligible employees, six (6) Black, and one (1) Hispanic employee was promoted.

(6) **Office and Clerical:** Five (5) male and thirty-six (36) female employees were eligible for promotion. Of these employees, three (3) males and eleven (11) females were promoted. Thirty-nine (39) Black and two (2) Pacific Islander employees were eligible for promotions. Of these eligible employees, thirteen (13) Black and one (1) Pacific Islander employee was promoted.

(7) **Skilled Craft:** One hundred and one (101) male and twenty-three (23) female employees were eligible for promotion. Of these employees, thirty-nine (39) males and five (5) females were promoted. One (1) White, one hundred and nineteen (119) Black, one (1) Native American, and three (3) Hispanic employees were eligible for promotions. Of these eligible employees, forty-two (42) Black, one (1) Native American, and one (1) Hispanic employee was promoted.

(8) **Service Maintenance:** One hundred twenty-two (122) male and two hundred and seven (207) female employees were eligible for promotion. Of these employees, thirty (30) males and fifty-four (54) females were promoted. Five (5) White, three hundred and sixteen (316) Black, two (2) Native American, and six (6) Hispanic employees were eligible for promotions. Of these eligible employees, eighty-two (82) Black, and two (2) Hispanic employees were promoted.

#### 8.4. Promotion Analysis Report

Application of Four-Fifth Rule Analysis						
PROMOTIONS						
Race Category	Total Workforce	Total Promotions	Selection Rate	Ratio To Highest Rate	4/5 Rule 80% of Base of Base	Adverse Impact
White Males	69	11	15.94%	0.16	.16<.80	Y
Black Males	430	96	22.33%	0.22	.22<.80	Y
Hispanic Males	17	2	11.76%	0.12	.12<.80	Y
Asian/Pacific Males	29	1	3.45%	0.03	.03<.80	Y
Am. Indian Males	1	1	100.00%	1.00	1.0>.80	N
White Females	30	3	10.00%	0.10	.10<.80	Y
Black Females	358	85	23.74%	0.24	.24<.80	Y
Hispanic Females	10	2	20.00%	0.20	.20<.80	Y
Asian/Pacific Females	3	1	33.33%	0.33	.33<.80	Y
Am. Indian Females	2	0	0.00%	0.00	.0<.80	Y
Total Males	546	111	20.33%	0.90	.90>.80	N
Total Females	403	91	22.58%	1.00	1.0>.80	N

#### 8.5. Promotions Analysis Report Narrative

The Promotions Analysis Report is a “most-favored” impact analyses for promotions.

The most favored racial subgroup for the Promotion Analysis Report is Blacks.

Personnel data is provided for the different job groups.

The Asians v. Blacks impact ratio analysis shows adverse impact against Asians in Officials-Executives, Technicians, and Paraprofessionals job group.

The Hispanics v. Black impact ratio analysis shows adverse impact against Hispanics in the Professionals, Technicians, Paraprofessionals, and Service-Maintenance job group.

The Native Americans v. Blacks impact ratio analysis shows adverse impact against Native Americans in the Professionals and Services Maintenance job group. It also showed adverse impact against Blacks in the Skilled Craft job group.

The Pacific Islanders v. Black impact ratio analysis shows adverse impact against Pacific Islanders in the Professionals and Technicians job group. It also showed adverse impact against Blacks in the Office – Clerical job group.

The Whites v. Hispanics impact ratio analysis shows adverse impact against Blacks in the Officials-Executives and Professionals job groups. It also showed adverse impact against Whites in the Technicians, Paraprofessionals, Skilled Craft, and Service-Maintenance group.

Similarly, the Females v. Males impact ratio analysis shows adverse impact against females in the Officials-Executives, Office-Clerical, and Skilled Craft job groups. It also showed adverse impact against males in the Professionals job group.

DDOT will research its selection and promotion process to ensure that all promotions are based on applicant pool and that every applicant was held to the same criteria during the hiring process.

## **8.6. Terminations**

The following pages contain the results of the Retention Analysis. A statewide adverse impact analysis was completed on rate of retention. The Retention Analysis was completed by gender and by race. The Retention Analysis determines rate of retention by analyzing data for all separations including resignations, retirements, disability retirements, disability separations, removals, probationary removals, unclassified terminations and deaths. Separation data for fulltime and part-time permanent employees was analyzed from 07/02/2014 through 07/01/2015.



The rate of retention was calculated by determining the total number of employees at the beginning of the AAP Year in the given job category and the number of separations. The number of separations was subtracted from the total number of employees to determine the number of retained employees. The number of retained employees was divided by the total number of employees to determine the percentage retained or retention rate. Retention rates for targeted groups (women and minorities) are compared to the retention rates for non-targeted groups (men and non-minorities) to determine whether adverse impact exists for women or minorities.

The Four-Fifths Rule was used to determine whether adverse impact exists. Adverse impact exists when the selection rate for any race, sex or ethnic group is less than Four-Fifths of the rate for the group with the highest selection rate. (29 CFR §1607.4(D))

For removals for cause, all disciplinary procedures leading to termination follow the District's General Discipline and Grievance Policies and Procedures (DPM 1600). The guidance found in the District's Personnel Manual (DPM 1600) ensures that discipline is followed in a consistent manner for every employee in accordance with the District's Equal Opportunity/Nondiscrimination Policy. The Equal Opportunity/Nondiscrimination Policy states that it shall be an unlawful discriminatory practice in employment to do any of the following acts, wholly or partially for a discriminatory reason based upon the actual or perceived: race, color, religion, national origin, sex, age, marital status, genetic information, personal appearance, sexual orientation, gender identity or expression, familial status, family responsibilities, disability, matriculation, political affiliation, or place of residence or business of any individual to fail or refuse to hire, or to discharge, any individual; or otherwise to discriminate against any individual, with respect to his compensation, terms, conditions, or privileges of employment, including promotion. To limit, segregate, or classify his/her employees in anyway which would deprive or tend to deprive any individual of employment opportunities, or otherwise adversely affect his status as an employee.

The provisions of these regulations apply to all DC Government agencies and Career Service employees. Appropriate disciplinary action shall be taken against employees who violate [the] rules of this policy.

## **8.7. DPM, Chapter 16 – General Discipline and Grievances Contents**

**See Exhibit 8.**

## **8.8. Involuntary Terminations Counts Report**

The Involuntary Counts Table below shows a breakdown of promotion data by job group, males, females, White, Black, Asian, Native American, Hispanic, Pacific Islander, and Two or more races. Under each gender and ethnicity group, the available employees (Emps) and actual terminations (Terms) are provided. The far right column shows the total employees and terminations for each job group.



**DISTRICT DEPARTMENT OF TRANSPORTATION**  
**Involuntary Terminations Counts**  
**Analysis Date Range is 07/02/2014 - 07/01/2015**

Plan: **DDOT,1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP**

Job Group	<i>Male</i>		<i>Female</i>		<i>White</i>		<i>Black</i>		<i>Asian</i>		<i>Native American</i>		<i>Hispanic</i>		<i>Pacific Islander</i>		<i>Two or more races</i>		<i>Total</i>	
	Emps	Terms	Emps	Terms	Emps	Terms	Emps	Terms	Emps	Terms	Emps	Terms	Emps	Terms	Emps	Terms	Emps	Terms	Emps	Terms
1	14	0	2	2	6	1	9	1	1	0	0	0	0	0	0	0	0	0	16	2
2	162	1	87	1	47	1	170	1	10	0	2	0	10	0	10	0	0	0	249	2
3	133	2	40	0	23	0	134	2	3	0	0	0	8	0	5	0	0	0	173	2
5	7	0	14	0	2	0	16	0	1	0	0	0	2	0	0	0	0	0	21	0
6	5	0	36	0	0	0	39	0	0	0	0	0	0	0	2	0	0	0	41	0
7	101	0	23	0	1	0	119	0	0	0	1	0	3	0	0	0	0	0	124	0
8	122	2	207	1	5	0	316	2	0	0	2	0	6	1	0	0	0	0	329	3
<b>Totals</b>	<b>544</b>	<b>5</b>	<b>409</b>	<b>4</b>	<b>84</b>	<b>2</b>	<b>803</b>	<b>6</b>	<b>15</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>29</b>	<b>1</b>	<b>17</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>953</b>	<b>9</b>

Based on the Involuntary Terminations counts during the July 2, 2014 through July 1, 2015 period:

(1) **Officials and Administrators:** Fourteen (14) male and two (2) female employees were available for involuntary termination. Of these employees, two (2) females were involuntarily terminated.

Six (6) White, nine (9) Black, and one (1) Asian employee were available for involuntary termination. Of these available employees, one (1) White and one (1) Black employee was involuntarily terminated.

(2) **Professionals:** One hundred and sixty-two (162) male and eighty-seven (87) female employees were available for involuntary termination. Of these employees, one (1) male and one (1) female were involuntarily terminated.

Forty-seven (47) White, one hundred and seventy (170) Black, ten (10) Asian, two (2) Native American, ten (10) Hispanic employees, and ten (10) Pacific Islander employees were available for involuntary termination. Of these available employees, one (1) White, and one (1) Black employee was involuntarily terminated.

(3) **Technicians:** One hundred and thirty-three (133) male and forty (40) female employees were available for involuntary termination. Of these employees, only two (2) males were involuntarily terminated.

Twenty-three (23) White, one hundred and thirty-four (134) Black, three (3) Asian, eight (8) Hispanic, and five (5) Pacific Islander employees were available for involuntary termination. Of these available employees, only two (2) Black employees were involuntarily terminated.

(4) **Protective Service Workers:** Not Applicable.

(5) **Paraprofessionals:** Seven (7) male and fourteen (14) female employees were available for involuntary termination.

Similarly, two (2) White, sixteen (16) Black, one Asian, and two (2) Hispanic employees were available for involuntary termination. Of these available employees, zero employees were involuntarily terminated.

(6) **Office and Clerical:** Five (5) male and thirty-six (36) female employees were available for involuntary termination.

Similarly, thirty-nine (39) Black and two (2) Pacific Islander employees were available for involuntary termination. Of these available employees, zero employees were involuntarily terminated.

(7) **Skilled Craft:** One hundred and one (101) male and twenty-three (23) female employees were available for involuntary termination.

Similarly, one (1) White, one hundred and nineteen (119) Black, one (1) Native American, and three (3) Hispanic employees were available for involuntary termination. Of these available employees, zero employees were involuntarily terminated.

(8) **Service Maintenance:** One hundred twenty-two (122) male and two hundred and seven (207) female employees were available for involuntary termination. Of these employees, two (2) males and one (1) female were involuntarily terminated.

Five (5) White, three hundred and sixteen (316) Black, two (2) Native American, and six (6) Hispanic employees were available for involuntary termination. Of these available employees, two (2) Black, and one (1) Hispanic employee were involuntarily terminated.

## **8.9. Voluntary Terminations Counts Report**

The Voluntary Counts Table below shows a breakdown of promotion data by job group, males, and females. It also breaks down the data by ethnicity: White, Black, Asian, Native American, Hispanic, Pacific Islander, and Two or more races. Under each gender and ethnicity group, the available employees (Emps) and actual terminations (Terms) are provided. The far right column shows the total employees and terminations for each job group.

DISTRICT DEPARTMENT OF TRANSPORTATION  
Voluntary Terminations Counts  
Analysis Date Range is 07/02/2014 - 07/01/2015

Plan: DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP

Job Group	<i>Male</i>		<i>Female</i>		<i>White</i>		<i>Black</i>		<i>Asian</i>		<i>Native American</i>		<i>Hispanic</i>		<i>Pacific Islander</i>		<i>Two or more races</i>		<i>Total</i>	
	Emps	Terms	Emps	Terms	Emps	Terms	Emps	Terms	Emps	Terms	Emps	Terms	Emps	Terms	Emps	Terms	Emps	Terms	Emps	Terms
1	14	2	2	3	6	1	9	3	1	0	0	0	0	0	0	1	0	0	16	5
2	162	10	87	7	47	7	170	8	10	1	2	0	10	1	10	0	0	0	249	17
3	133	3	40	3	23	1	134	5	3	0	0	0	8	0	5	0	0	0	173	6
5	7	1	14	0	2	1	16	0	1	0	0	0	2	0	0	0	0	0	21	1
6	5	0	36	1	0	1	39	0	0	0	0	0	0	0	2	0	0	0	41	1
7	101	5	23	1	1	1	119	5	0	0	1	0	3	0	0	0	0	0	124	6
8	122	12	207	15	5	3	316	24	0	0	2	0	6	0	0	0	0	0	329	27
<b>Totals</b>	<b>544</b>	<b>33</b>	<b>409</b>	<b>30</b>	<b>84</b>	<b>15</b>	<b>803</b>	<b>45</b>	<b>15</b>	<b>1</b>	<b>5</b>	<b>0</b>	<b>29</b>	<b>1</b>	<b>17</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>953</b>	<b>63</b>

\* The number of Employees is less than the number of Voluntary Terminations

Based on the Voluntary Terminations counts during the July 2, 2014 through July 1, 2015 period:

(1) **Officials and Administrators:** Fourteen (14) male and two (2) female employees were available for voluntary termination. Of these employees, two (2) males and three (3) females voluntarily terminated their employment.

Six (6) white, nine (9) Black, and one (1) Asian employee were eligible for promotions. Of these available employees, one (1) White, three (3) Black, and one (1) Pacific Islander employee voluntarily terminated their employment.

(2) **Professionals:** One hundred and sixty-two (162) male and eighty-seven (87) female employees were available for voluntary termination. Of these employees, ten (10) males and seven (7) females voluntarily terminated their employment.

Forty-seven (47) White, one hundred and seventy (170) Black, ten (10) Asian, two (2) Native American, ten (10) Hispanic employees, and ten (10) Pacific Islander employees were available for voluntary termination. Of these available employees, seven (7) White, eight (8) Black, one (1) Asian, and one (1) Hispanic employee voluntarily terminated their employment.

(3) **Technicians:** One hundred and thirty-three (133) male and forty (40) female employees were available for voluntary termination. Of these employees, three (3) males and three (3) females voluntarily terminated their employment.

Twenty-three (23) White, one hundred and thirty-four (134) Black, three (3) Asian, eight (8) Hispanic, and five (5) Pacific Islander employees were available for voluntary termination. Of these available employees, one (1) White and five (5) Black employees voluntarily terminated their employment.

(4) **Protective Service Workers:** Not Applicable.

(5) **Paraprofessionals:** Seven (7) male and four (4) female employees were available for voluntary termination. Of these employees, one (1) male employee voluntarily terminated their employment.

Two (2) White, sixteen (16) Black, one (1) Asian, and two (2) Hispanic employees were available for voluntary termination. Of these available employees, one (1) White employee voluntarily terminated their employment.

(6) **Office and Clerical:** Five (5) male and thirty-six (36) female employees were available for voluntary termination. Of these employees, one (1) female voluntarily terminated their employment.

Thirty-nine (39) Black and two (2) Pacific Islander employees were available for voluntary termination. Of these available employees, one (1) White employee voluntarily terminated their employment.

(7) **Skilled Craft:** One hundred and one (101) male and twenty-three (23) female employees were available for voluntary termination. Of these employees, five (5) males and one (1) female voluntarily terminated their employment.

One (1) White, one hundred and nineteen (119) Black, one (1) Native American, and three (3) Hispanic employees were available for voluntary termination. Of these available employees, one (1) White, five (5) Black employees voluntarily terminated their employment.

(8) **Service Maintenance:** One hundred twenty-two (122) male and two hundred and seven (207) female employees were available for voluntary termination. Of these employees, twelve (12) males and fifteen (15) females voluntarily terminated their employment.

Five (5) White, three hundred and sixteen (316) Black, two (2) Native American, and six (6) Hispanic employees were available for voluntary termination. Of these available employees, three (3) White and twenty-four (24) Black employees voluntarily terminated their employment.

## 8.10. Total Terminations Counts Report

The Total Termination Counts Report is a collective count of the Involuntary and Voluntary Terminations count reports narrated above. There was a total of 9 involuntary terminations and 63 voluntary terminations. The total terminations for the plan year was 72. Of these terminations, seventeen (17) were White, fifty-one (51) were Black, one (1) was Asian, two (2) were Hispanics, and one (1) was Pacific Islander. Similarly, there was a total of 38 male and 34 female terminations.

**DISTRICT DEPARTMENT OF TRANSPORTATION**  
Total Terminations Counts  
Analysis Date Range is 07/02/2014 - 07/01/2015

Plan: DDOT,1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP

Job Group	<i>Male</i>		<i>Female</i>		<i>White</i>		<i>Black</i>		<i>Asian</i>		<i>Native American</i>		<i>Hispanic</i>		<i>Pacific Islander</i>		<i>Two or more races</i>		<i>Total</i>	
	Emps	Terms	Emps	Terms	Emps	Terms	Emps	Terms	Emps	Terms	Emps	Terms	Emps	Terms	Emps	Terms	Emps	Terms	Emps	Terms
1	14	2	2	5	6	2	9	4	1	0	0	0	0	0	0	1	0	0	16	7
2	162	11	87	8	47	8	170	9	10	1	2	0	10	1	10	0	0	0	249	19
3	133	5	40	3	23	1	134	7	3	0	0	0	8	0	5	0	0	0	173	8
5	7	1	14	0	2	1	16	0	1	0	0	0	2	0	0	0	0	0	21	1
6	5	0	36	1	0	1	39	0	0	0	0	0	0	0	2	0	0	0	41	1
7	101	5	23	1	1	1	119	5	0	0	1	0	3	0	0	0	0	0	124	6
8	122	14	207	16	5	3	316	26	0	0	2	0	6	1	0	0	0	0	329	30
<b>Totals</b>	<b>544</b>	<b>38</b>	<b>409</b>	<b>34</b>	<b>84</b>	<b>17</b>	<b>803</b>	<b>51</b>	<b>15</b>	<b>1</b>	<b>5</b>	<b>0</b>	<b>29</b>	<b>2</b>	<b>17</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>953</b>	<b>72</b>

\* The number of Employees is less than the number of Terminations

## 8.11. Termination Analysis Report

<b>Application of Four-Fifth Rule Analysis</b>						
Termination						
Race Category	Total Workforce	Total Terminations	Selection Rate	Ratio To Highest Rate	4/5 Rule 80% of Base of Base	Adverse Impact
White Males	69	8	11.59%	0.39	.39<.80	Y
Black Males	430	28	6.51%	0.22	.22<.80	Y
Hispanic Males	17	0	0.00%	0.00	.0<.80	Y
Asian/Pacific Males	29	2	6.90%	0.23	.23<.80	Y
Am. Indian Males	1	0	0.00%	0.00	.0<.80	Y
White Females	30	9	30.00%	1.00	1.0>.80	N
Black Females	358	23	6.42%	0.21	.21<.80	Y
Hispanic Females	10	2	20.00%	0.67	.67<.80	Y
Asian/Pacific Females	3	0	0.00%	0.00	.0<.80	Y
Am. Indian Females	2	0	0.00%	0.00	.0<.80	Y
Total Males	546	38	6.96%	0.82	.82>.80	N
Total Females	403	34	8.44%	1.00	1.0>.80	N

## 8.12. Termination Analysis Report Narrative

The Retention Analysis Report is a “most-favored” impact analyses for retention.

The most favored racial subgroup for the Retention Analysis Report is Native Americans.

Personnel data is provides for the different job groups.

Only the Females v. Males impact ratio analysis shows adverse impact against Females in the Officials-Executives job group.

DDOT will research its separation process to ensure that all separation actions are based on non-discriminatory reasons and that every employee who was separated from its employment at DDOT was held to the same criteria during the process.

### 8.13. Training and Learning Policy

DDOT's Training and Learning Policy applies to all DDOT employees, including those in facilities and technical and service support centers, who have completed at least one year of DDOT employment service. This policy does not apply to DDOT interns or temporary, term or part-time employees. It also does not apply to employees of other District government agencies (with the exception of special intra-agency agreements); the federal government; or contractors unless the training announcement specifically includes reference to the inclusion of one or more of these non-DDOT employees. For more details regarding DDOT's Training and Learning Policy, See **Exhibit 9**.

Similarly, DDOT has an Employee Training and Development Curriculum. It also has a Leadership Development Curriculum. For more details regarding these curriculums, see **Exhibit 10**.

### 8.14. Training Hours Analysis

The Training Analysis below breaks down training participants data by job group. It also breaks down the data by number of hours, gender and ethnicity.

TOTAL TRAINING HOURS ANALYSIS													
EEO-4 Job Category	FEMALE						MALE						Grand Total
	White	Black	Hispanic	Asian/Pacific	American Indian	Total Female	White	Black	Hispanic	Asian/Pacific	American Indian	Total Males	
Officials/Administrators	0	0	0	0	0	0	168	350	0	0	0	518	518
Professionals	592	1924	248	0	72	2836	1232	2137	256	644	0	4269	7,105
Technicians	0	415	88	0	0	503	236	1014	24	192	0	1466	1,969
Protective Services	0	0	0	0	0	0	0	0	0	0	0	0	0
ParaProfessionals	0	8	0	0	0	8	8	32	0	0	0	40	48
Administrative Support	64	961	0	0	0	1025	80	96	0	0	0	176	1,201
Skilled Craft	0	40	0	0	0	40	24	417	16	0	0	457	497
Service/Maintenance	0	345	0	0	0	345	8	546	0	0	0	554	899
TOTAL COUNT	656	3693	336	0	72	4757	1756	4592	296	836	0	7480	12,237

	NUMBER	PERCENT
TOTAL MINORITIES =	9825	80%
TOTAL FEMALES =	4757	39%

## 8.15. Training Participants and Cost Analysis

The below table provide a breakdown of training participant data by job group. It also breaks down the data by number of employees, gender, ethnicity, and total cost per job group.

TOTAL TRAINING PARTICIPANTS ANALYSIS														
EEO-4 Job Category	FEMALE						MALES						Grand Total	Grand Total Cost
	White	Black	Hispanic	Asian/Pacific	American Indian	Total Female	White	Black	Hispanic	Asian/Pacific	American Indian	Total Males		
Officials/Administrators	0	0	0	0	0	0	5	4	0	0	0	9	9	\$ 23,841.07
Professionals	12	41	4	1	1	59	20	59	2	15	0	96	155	\$ 452,944.76
Technicians	1	17	2	0	0	20	9	39	2	7	0	57	77	\$ 214,526.27
Protective Services	0	0	0	0	0	0			0	0	0	0	0	\$ -
ParaProfessionals	0	1	0	0	0	1	1	3	0	0	0	4	5	\$ 4,320.86
Administrative Support	3	24	0	0	0	27	3	5	0	0	0	8	35	\$ 128,798.45
Skilled Craft	0	5	0	0	0	5	2	22	2	0	0	26	31	\$ 22,713.00
Service/Maintenance	0	24	0	0	0	24	1	30	1	0	0	32	56	\$ 54,329.40
TOTAL COUNT	16	112	6	1	1	136	41	162	7	22	0	232	368	\$ 901,473.81

## 8.16. Training Analysis under Four-Fifth rule

The Training Analysis under the Four-Fifth Rule (80%) is below. The analysis breaks down the training data by race, total workforce, total participants, training rate, ratio to highest rate and whether or not the ratio rate falls under 80%. When the ration to the highest rate falls under 80%, adverse impact exists.

The Analysis reveals that there is no adverse impact as it relates to the participation of males and females. However, there is adverse impact amongst the ethnicity groups listed.

DDOT will work with the training division to research what can be done to increase the diversity among the training participants.

TRAINING						
Race Category	Total Workforce	Total Participants	Training Rate	Ration to Highest Rate	4/5 Rule 80% of Base of Base	Adverse Impact
White Males	69	41	59.42%	0.59	.59<,.80	Y
Black Males	432	162	37.50%	0.38	.38<,.80	Y
Hispanic Males	18	7	38.89%	0.39	.39<,.80	Y
Asian/Pacific Males	28	22	78.57%	0.79	.79<,.80	Y
American Indian Males	2	0	0.00%	0.00	.00<,.80	Y
White Females	30	16	53.33%	0.53	.53<,.80	Y
Black Females	359	112	31.20%	0.31	.30<,.80	Y
Hispanic Females	10	6	60.00%	0.60	.60<,.80	Y
Asian/Pacific Females	3	1	33.33%	0.33	.33<,.80	Y
American Indian Females	1	1	100.00%	1.00	1.00>,.80	N
Total Males	549	232	42.26%	1.00	1.00>,.80	N
Total Females	403	136	33.75%	0.80	.80=,.80	N

END OF SECTION

## 9.0 Program Evaluation

The AAO continues monitoring and reporting DDOT's progress toward equal employment opportunity in the workforce. On a consistent basis, DDOT will review its recruitment and outreach efforts, and any possible barriers that may exist within each job group. In addition, it will implement the items outlined in *Section 6.0 – Specific Programs to Eliminate Discriminatory Barriers*.

We anticipate approval of this five year plan and moving forward, the AAO, under DDOT's new administration, will, on a quarterly basis prepare an AAP update for the administration. This update will be sent to the Agency Director via the Deputy Director. The AAP update will include employment activity information from ASA and DCHR. The report will include the current workforce profile which will provide information for an analysis of DDOT's progress toward achieving its affirmative action goals.

Similarly, the AAO will continue to prepare and submit an annual AAP Update to the Federal Highway Administration's Division Administrator with the following information:

- Efforts toward implementing recommendations
- Progress toward achievement of agency AA goals
- Progress toward the correction of problem areas
- General comments about the agency's EEO/AA program

### 9.1. Goals Not Obtained Explanation

**Background:** In the 2014 plan year, DDOT needed to meet the set annual utilization goal of 35.69% for females in the Officials – Executives job group. Similarly, DDOT needed to meet a 48.92% annual utilization goal for females in the Professionals job group. Unfortunately, DDOT did not meet these goals.

Under the 2015 plan year, DDOT met all but one annual utilization goal of 32.67% for females in the Officials-Executives job group. DDOT's current utilization rate is 21.05%.

According to the Changes in Employment Agency-Wide Summary, the total for Officials – Executives job group was nineteen (19) employees for 2015. This was an increase of three (3) employees as compared to 2014. Similarly, there was an increase of two (2) females and one (1) minority employee.

However, even though DDOT made good faith efforts and recruited and hired more females in the underutilized group, it also hired more males. This affected the total weight of the Officials-Executives job group. In other words, it created a flat effect instead of increasing the representation of females.



To support this flat effect, DDOT considered the effects of adverse impact on this group. Specifically, the Promotions Counts report shows that zero (0) female employees were promoted within the plan year into the Officials-Executives job group. Similarly, the Terminations/Retention Impact Ratio Analysis shows the possible adverse impact against females in the Officials-Executives job group. Males were the most-favored group in this job group with a 92.86% selection rate and 13/14 males retained. However, females had a 0% selection rate with zero (0) females retained of the two (2) females that were in the Officials-Executive job group.<sup>18</sup> Thus, DDOT can determine that it is having difficulty retaining women in this job group.

Furthermore, DDOT showed underutilization in specific gender within minority group. DDOT will look more closely into why underutilization exist and will provide an update in 2016.

## **9.2. Plan for Specific Programs to Remove Barriers**

Moving forward, DDOT will continue to strive to remove the barriers that exist and will continue to enforce new and current programs to remove discriminatory barriers. Specifically, the AAO will conduct an internal evaluation of the Officials-Executive Group.<sup>19</sup> This will include interviewing Official-Executives employees, ASA representatives who recruit for this particular job group and ASA representatives who conduct exit interviews of Officials-Executives employees who voluntarily or involuntarily leave DDOT during the plan year, and review exit interview notes.

The AAO also proposes that the appropriate DDOT offices take on the following initiatives:

- Post vacancies for Officials – Executive position in women-centric organizations (WTS, SWE, etc.)
- Participate in career fairs with literature and marketing materials targeting women
- Hold Women’s Forum to discuss how internal women candidates can prepare for leadership roles
- Hold managers training to discuss Job Group Analysis and highlight areas where they need to focus on recruitment of women and minorities

## **9.3. Results of Previous Year AAP and Progress Under Current Program**

The AAP Profile Monitoring Table is a year-end report that shows the goal attainment for the previous plan year and the adverse impact results in the current year for hires, promotions, and terminations for all job groups. Specifically, the results are broken down by female and minority employees.

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<sup>18</sup> These positions serve at the pleasure of the Mayor and can be removed by the Mayor’s or Administration’s discretion. This factor is considered in our analysis, as it is outside of the control of the agency.

<sup>19</sup> The specific programs to eliminate discriminatory barriers are mentioned in detail in Section 5.0.



**DISTRICT DEPARTMENT OF TRANSPORTATION**  
**AAP Profile Monitoring**  
**Analysis Date Range is 07/02/2014 - 07/01/2015**

**Plan:** DDOT,1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP

Job Group	Goal Attainment				Adverse Impact				
	07/01/2014				07/02/2014 - 07/01/2015				
	Plan Date Employees Total	#	Goal %	Goal Attained?	Hires	Promotions	Terminations	Involuntary Terminations	Voluntary Terminations
1 - OFFICIALS - EXECUTIVES	16								
Female		2	35.69	No			6.28	4.00	3.87
Minority		10							
2 - PROFESSIONALS	249		48.92	No					
Female		87							
Minority		202			2.17	2.65	-2.69		-2.43
3 - TECHNICIANS	173								
Female		40							
Minority		150							
5 - PARAPROFESSIONALS	21								
Female		14							
Minority		19					-3.15		-3.15
6 - OFFICE - CLERICAL	41								
Female		36			2.26				
Minority		41							
7 - SKILLED CRAFT	124								
Female		23							
Minority		123					-4.45		-4.45
8 - SERVICE/MAINTENANCE	329								
Female		207							
Minority		324					-3.98		-4.25
Totals	953								
Female		409	2	0	1	0	1	1	1
		42.91%	28.57%	0.00%	14.28%	0.00%	14.28%	14.28%	14.28%
Minority		869	0	0	1	1	4	0	4
		91.18%	0.00%	0.00%	14.28%	14.28%	57.14%	0.00%	57.14%
Female & Minority			2	0	2	1	5	1	5
			14.28%	0.00%	14.28%	7.14%	35.71%	7.14%	35.71%

*Goal % and Goal Attained populated when the protected class has a goal*

*Goal Attained Totals counts classes that have attained their goal (Yes)*

*Adverse Impact columns populated when number of standard deviations is greater than or equal to 2 (Female or Minority) or less than or equal to -2 (Male or Non-Minority)*

## 9.4. Personnel Analysis for Goals

The following personnel analysis reports are provided for each job group. The scorecard table breaks down the data by class (female, minority, and its respective minority ethnicity group), employees (Emps) on the beginning of the plan date (07/02/14) and employees on the monitor date (07/01/15). It shows whether or not the class was underutilized, its respective goal placement rate and actual placement rate, and if the goal was met.



## DISTRICT DEPARTMENT OF TRANSPORTATION

## AAP Scorecard

Analysis Date Range is 07/02/2014 - 07/01/2015

Plan: DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP

Job Group: 1 - OFFICIALS - EXECUTIVES

Class	Emps on Plan Date	Emps on Mon Date	Under- utilized at Plan Date?	Goal Placement Rate %	Actual Placement Rate %	Goal Met?	Entrances: 13						Exits: 9					
							Hires			Promotions			Transfers			Terminations		
							#	%	#	%	#	%	#	%	#	%	#	%
Total	16	19					6		7		0		2		0		7	
Female	2	4	Yes	35.69	23.07	No	3	50.00	0	0.00	0	0.00	0	0.00	0	0.00	5	71.42
Minority	10	11	No	51.46	38.46	N/A	3	50.00	2	28.57	0	0.00	1	50.00	0	0.00	5	71.42
Black	9	10	No	38.20	30.76	N/A	2	33.33	2	28.57	0	0.00	1	50.00	0	0.00	4	57.14
Asian	1	0	No	5.85	0.00	N/A	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Native American	0	0	Yes	0.50	0.00	No	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Hispanic	0	0	Yes	4.93	0.00	No	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Pacific Islander	0	1	Yes	1.43	7.69	Yes	1	16.66	0	0.00	0	0.00	0	0.00	0	0.00	1	14.28
Two or more races	0	0	Yes	0.40	0.00	No	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00

N/A indicates class was not underutilized at plan date.

## DISTRICT DEPARTMENT OF TRANSPORTATION

## AAP Scorecard

Analysis Date Range is 07/02/2014 - 07/01/2015

Plan: DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP

Job Group: 2 - PROFESSIONALS

Class	Emps on Plan Date	Emps on Mon Date	Under- utilized at Plan Date?	Goal Placement Rate %	Actual Placement Rate %	Goal Met?	Entrances: 43						Exits: 49					
							Hires			Promotions			Transfers			Terminations		
							#	%	#	%	#	%	#	%	#	%	#	%
Total	249	241					22		21		0		30		0		19	
Female	87	86	Yes	48.92	48.83	No	11	50.00	10	47.61	0	0.00	12	40.00	0	0.00	8	42.10
Minority	202	186	No	63.45	58.13	N/A	9	40.90	16	76.19	0	0.00	19	63.33	0	0.00	11	57.89
Black	170	155	No	48.30	51.16	N/A	8	36.36	14	66.66	0	0.00	18	60.00	0	0.00	9	47.36
Asian	10	10	Yes	7.37	2.32	No	0	0.00	1	4.76	0	0.00	1	3.33	0	0.00	1	5.26
Native American	2	1	No	0.37	0.00	N/A	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Hispanic	10	10	Yes	5.27	2.32	No	0	0.00	1	4.76	0	0.00	0	0.00	0	0.00	1	5.26
Pacific Islander	10	10	No	1.51	2.32	N/A	1	4.54	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Two or more races	0	0	Yes	0.39	0.00	No	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00

N/A indicates class was not underutilized at plan date.



District Department of Transportation

**DISTRICT DEPARTMENT OF TRANSPORTATION**  
**AAP Scorecard**  
**Analysis Date Range is 07/02/2014 - 07/01/2015**

**Plan:** DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP

**Job Group:** 3 - TECHNICIANS

Class	Emps on Plan Date	Emps on Mon Date	Under- utilized at Plan Date?	Goal Placement Rate %	Actual Placement Rate %	Goal Met?	Entrances: 31						Exits: 29									
							Hires		Promotions		Transfers		Promotions		Transfers		Terminations					
							#	%	#	%	#	%	#	%	#	%	Total #	Involuntary #	Voluntary #			
Total	173	172					5		26		0		21		0		8		2		6	
Female	40	40	No	21.12	25.80	N/A	1	20.00	7	26.92	0	0.00	4	19.04	0	0.00	3	37.50	0	0.00	3	50.00
Minority	150	151	No	66.80	96.77	N/A	5	100.00	25	96.15	0	0.00	19	90.47	0	0.00	7	87.50	2	100.00	5	83.33
Black	134	135	No	51.29	96.77	N/A	5	100.00	25	96.15	0	0.00	19	90.47	0	0.00	7	87.50	2	100.00	5	83.33
Asian	3	4	Yes	5.31	0.00	No	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Native American	0	0	Yes	0.10	0.00	No	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Hispanic	8	7	Yes	7.60	0.00	No	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Pacific Islander	5	5	No	1.67	0.00	N/A	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Two or more races	0	0	Yes	0.69	0.00	No	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00

N/A indicates class was not underutilized at plan date.

**DISTRICT DEPARTMENT OF TRANSPORTATION**  
**AAP Scorecard**  
**Analysis Date Range is 07/02/2014 - 07/01/2015**

**Plan:** DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP

**Job Group:** 5 - PARAPROFESSIONALS

Class	Emps on Plan Date	Emps on Mon Date	Under- utilized at Plan Date?	Goal Placement Rate %	Actual Placement Rate %	Goal Met?	Entrances: 1						Exits: 8									
													Terminations									
							Hires		Promotions		Transfers		Promotions		Transfers		Total		Involuntary		Voluntary	
							#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Total	21	12					0		1		0		7		0		1		0		1	
Female	14	6	No	73.24	0.00	N/A	0	0.00	0	0.00	0	0.00	5	71.42	0	0.00	0	0.00	0	0.00	0	0.00
Minority	19	10	No	83.83	100.00	N/A	0	0.00	1	100.00	0	0.00	7	100.00	0	0.00	0	0.00	0	0.00	0	0.00
Black	16	9	No	71.99	100.00	N/A	0	0.00	1	100.00	0	0.00	6	85.71	0	0.00	0	0.00	0	0.00	0	0.00
Asian	1	0	No	3.56	0.00	N/A	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Native American	0	0	Yes	0.08	0.00	No	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Hispanic	2	1	No	6.16	0.00	N/A	0	0.00	0	0.00	0	0.00	1	14.28	0	0.00	0	0.00	0	0.00	0	0.00
Pacific Islander	0	0	Yes	1.82	0.00	No	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Two or more races	0	0	Yes	0.16	0.00	No	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00

N/A indicates class was not underutilized at plan date.



District Department of Transportation

**DISTRICT DEPARTMENT OF TRANSPORTATION**  
**AAP Scorecard**  
**Analysis Date Range is 07/02/2014 - 07/01/2015**

**Plan:** DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP

**Job Group:** 6 - OFFICE - CLERICAL

Class	Emps on Plan Date	Emps on Mon Date	Under- utilized at Plan Date?	Goal Placement Rate %	Actual Placement Rate %	Goal Met?	Entrances: 30						Exits: 15									
																Terminations						
							Hires # %	Promotions # %	Transfers # %	Promotions # %	Transfers # %	Total # %	Involuntary # %	Voluntary # %								
Total	41	61					7		23		0		14		0		1		0		1	
Female	36	47	No	76.33	63.33	N/A	1	14.28	18	78.26	0	0.00	11	78.57	0	0.00	1	100.00	0	0.00	1	100.00
Minority	41	54	No	70.05	83.33	N/A	5	71.42	20	86.95	0	0.00	14	100.00	0	0.00	0	0.00	0	0.00	0	0.00
Black	39	52	No	56.75	80.00	N/A	5	71.42	19	82.60	0	0.00	13	92.85	0	0.00	0	0.00	0	0.00	0	0.00
Asian	0	0	Yes	5.21	0.00	No	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Native American	0	0	Yes	0.37	0.00	No	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Hispanic	0	0	Yes	5.53	0.00	No	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Pacific Islander	2	2	No	1.62	3.33	N/A	0	0.00	1	4.34	0	0.00	1	7.14	0	0.00	0	0.00	0	0.00	0	0.00
Two or more races	0	0	Yes	0.46	0.00	No	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00

N/A indicates class was not underutilized at plan date.

**DISTRICT DEPARTMENT OF TRANSPORTATION**  
**AAP Scorecard**  
**Analysis Date Range is 07/02/2014 - 07/01/2015**

**Plan:** DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP

**Job Group:** 7 - SKILLED CRAFT

Class	Emps on Plan Date	Emps on Mon Date	Under- utilized at Plan Date?	Goal Placement Rate %	Actual Placement Rate %	Goal Met?	Entrances: 48						Exits: 50											
							Hires # %	Promotions # %	Transfers # %	Promotions # %	Transfers # %	Total # %	Involuntary # %	Voluntary # %										
Total	124	124					3		45		0		44		0		6		0		6			
Female	23	18	No	15.76	8.33	N/A	0	0.00	4	8.88	0	0.00	5	11.36	0	0.00	1	16.66	0	0.00	1	16.66		
Minority	123	122	No	83.75	97.91	N/A	2	66.66	45	100.00	0	0.00	44	100.00	0	0.00	5	83.33	0	0.00	5	83.33		
Black	119	118	No	60.73	93.75	N/A	2	66.66	43	95.55	0	0.00	42	95.45	0	0.00	5	83.33	0	0.00	5	83.33		
Asian	0	0	Yes	0.98	0.00	No	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00		
Native American	1	1	No	0.47	2.08	N/A	0	0.00	1	2.22	0	0.00	1	2.27	0	0.00	0	0.00	0	0.00	0	0.00		
Hispanic	3	3	Yes	20.95	2.08	No	0	0.00	1	2.22	0	0.00	1	2.27	0	0.00	0	0.00	0	0.00	0	0.00		
Pacific Islander	0	0	No	0.00	0.00	N/A	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00		
Two or more races	0	0	Yes	0.51	0.00	No	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00		

N/A indicates class was not underutilized at plan date.



**DISTRICT DEPARTMENT OF TRANSPORTATION**  
**AAP Scorecard**  
**Analysis Date Range is 07/02/2014 - 07/01/2015**

**Plan:** DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP

**Job Group:** 8 - SERVICE/MAINTENANCE

Class	Empls on Plan Date	Empls on Mon Date	Under- utilized at Plan Date?	Goal Placement Rate %	Actual Placement Rate %	Goal Met?	Entrances: 103						Exits: 114																	
																			Terminations											
							Hires		Promotions		Transfers		Promotions		Transfers		Total			Involuntary			Voluntary							
							#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%								
Total	329	320					24		79		0		84		0		30	3	27											
Female	207	202	No	33.30	62.13	N/A	12	50.00	52	65.82	0	0.00	54	64.28	0	0.00	16	53.33	1	33.33	15	55.55								
Minority	324	316	No	55.90	100.00	N/A	24	100.00	79	100.00	0	0.00	84	100.00	0	0.00	27	90.00	3	100.00	24	88.88								
Black	316	309	No	32.51	97.08	N/A	23	95.83	77	97.46	0	0.00	82	97.61	0	0.00	26	86.66	2	66.66	24	88.88								
Asian	0	0	Yes	5.75	0.00	No	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00								
Native American	2	1	No	0.41	0.00	N/A	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00								
Hispanic	6	6	Yes	16.21	2.91	No	1	4.16	2	2.53	0	0.00	2	2.38	0	0.00	1	3.33	1	33.33	0	0.00								
Pacific Islander	0	0	Yes	0.15	0.00	No	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00								
Two or more races	0	0	Yes	0.74	0.00	No	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00								

N/A indicates class was not underutilized at plan date.

## 9.5. Analysis of Accomplishments v. Prior Year Goal

The goal attainment table shows the prior year goals. Specifically, DDOT had two (2) placement goals; 36.10% for females in the Officials – Executives and 42.20% for females in the Professionals job group. Although DDOT successfully placed one (1) employee in the Officials – Executives job group and fifty-seven (57) employees in the Professionals job group, it did not meet the goals for the 2014 plan year.

**DISTRICT DEPARTMENT OF TRANSPORTATION**  
**Goal Attainment**  
**Analysis Date Range is 07/02/2013 - 07/01/2014**

**Plan:** DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP

Job Group	Class	Employees as of Plan Date	Goal Placement Rate %	Total Job Group Placements	Actual Placements #	Actual Placement Rate %	Goal Attained?
1 - OFFICIALS - EXECUTIVES		13		1			
	Female	2	36.10		0	0.00	NO
2 - PROFESSIONALS		237		57			
	Female	80	42.20		20	35.08	NO

## 9.6. Analysis of Accomplishment v. Current Year Goal

The goal attainment table shows the current year goals. Specifically, the table shows that DDOT had two (2) placement goals; 35.69% for females in the Officials – Executives and 48.92% for females in the Professionals job group. DDOT successfully placed thirteen (13) employees in the Officials – Executives job group and forty-three (43) employees in the Professionals job group; however, it did not meet the goal for Officials-Executives.<sup>20</sup>

DISTRICT DEPARTMENT OF TRANSPORTATION Goal Attainment Analysis Date Range is 07/02/2014 - 07/01/2015							
Plan: DDOT.1 - DISTRICT DEPARTMENT OF TRANSPORTATION AAP							
Job Group	Class	Employees as of Plan Date	Goal Placement Rate %	Total Job Group Placements	Actual Placements #	Actual Placement Rate %	Goal Attained?
1 - OFFICIALS - EXECUTIVES		16		13			
	Female	2	35.69		3	23.07	NO
2 - PROFESSIONALS		249		43			
	Female	87	48.92		21	48.83	NO

## 9.7. Goal Implementation

In 2015, DDOT achieved parity in 6 out of 7 job groups meeting or exceeding EEO standard for hiring women and minorities. DDOT is working to achieve parity for females in the Officials-Executives job group.

Toward achieving this goal DDOT's ASA extended its recruitment and outreach efforts to include the following organizations:

- Supervisory positions have been posted on professional transportation sites for AASHTO and APWA
- American Planning Association (APA)
- American Public Transportation Association (APTA)
- American Council of Engineering Companies (ACEC)
- Women's Transportation Seminar (WTS)
- National Association of City Transportation Officials (NACTO)
- National Forum of Black Administrators (NFBPA)
- LinkedIn.

AAO/OCR advised the Training Division to track statistical data showing total participants by job group, race and gender; total participant hours; and total cost associated with each job group. This initiative was achieved and OCR was able to evaluate systemic issues within the Training Division.

<sup>20</sup> The Goal Attainment Table shows that DDOT did not meet the goal because its actual placement rate % is 48.83% as oppose to the 48.92% goal placement rate. The difference is extremely marginal as it falls within the same 48% and cannot be considered as "not met" number. Similarly, the Utilization Analysis supports this finding.





In addition, the AAO/OCR conducted a thorough review of the applicant and employment data. As a result, the AAO/OCR advised ASA of data tracking issues that existed in the applicant/hire data. It has been proposed and agreed to that the AAO/OCR and ASA will work together to correct any misclassification of job titles and its respective job group.

Similarly, it has been proposed and agreed that the AAO/OCR and ASA will work together to improve its method of tracking EEO data for applicants. Specifically, EEO data collection questions and statement are to be added to DDOT application.

A Diversity Task Group was created and implemented successfully. Task Group meetings were held monthly with a high participation rate. It also managed and oversaw several diversity newsletters, flyers and events throughout the year that were disseminated to all DDOT personnel.

In an effort to meet our annual goals, DDOT works to ensure that we provide equal access to all of our positions. To provide equal access to our positions, we make our vacancy announcements and job applications available online and at the DCHR Central Office. We post vacancy announcements in public places and in publications.

DDOT continually establishes and maintains connections with women, minority, veterans and seniors groups and provides them with information about DDOT opportunities and the transportation industry. These contacts are maintained within our Administrative Services Administration division.

DDOT participates in recruitment and outreach activities. Our recruitment and outreach activities include attending career fairs, job shadowing and employee mentoring. The Human Resources professionals in DDOT's Administrative Services Administration participate in recruitment and outreach activities year round. The Disadvantaged Business Enterprises (DBE) Program also participates in outreach activities each year, including the Transportation Resource Board Conference and Congressional Black Caucus.

DDOT also engages in activities to improve our Affirmative Action Program. We benchmark best practices with other state transportation agencies. We work with women and minority groups to increase opportunities in the transportation industry. We monitor our program to ensure compliance and make improvements. We provide training for our employees on equal employment opportunity and affirmative action. We seek training opportunities that will enable our EEO staff to better implement our Affirmative Action Program. We analyze our workforce to see where there are deficiencies and determine ways to remedy those deficiencies.

DDOT will continue to engage in good faith efforts to ensure that our workforce reflects the diversity of our city.

#### **END OF SECTION**