

Appendices

Equal Employment Opportunity and Affirmative Action Program

Five Year Plan
2015 – 2019



Office of Civil Rights
2701 Prospect Avenue
PO Box 201001
Helena, MT 59620-1001
(TTY) 800-335-7592

Find us on Social Media:  /montanadot  MontanaDOT
 MontanaDOT  @MDTRoadReport

APPENDIX A

MDT Structure and EEO/AA Program Delivery

Appendix A.1	EEO Assurance
Appendix A.2	Map of MDT Districts
Appendix A.3	Organizational Charts
Appendix A.4	MDT General Operations Biennium (2015 & 2017) Objectives

Appendix A.1 – EEO Assurance



Montana Department of Transportation

2701 Prospect
PO Box 201001
Helena MT 59620-1001

Michael T. Tooley, Director

Steve Bullock, Governor

In accordance with Section 19 of the UMT Act of 1964 and Subpart C of 23 CFR 230, the following document is MDT's policy statement for Equal Employment Opportunity:

Montana Department of Transportation ("MDT") is committed to conducting all of its business in an environment free of discrimination, harassment, and retaliation. In accordance with State and Federal law MDT prohibits any and all discrimination on the grounds of race, color, national origin, sex, age, physical or mental disability, parental/marital status, pregnancy, religion/creed/culture, political belief, genetic material, veteran status, or social origin/ancestry (hereafter "protected classes") by its employees or anyone with whom MDT chooses to do business.

Equal employment opportunity will be provided to all employees and applicants without regard to the protected classes. Every effort will be made to ensure that reasonable accommodations are provided to persons with disabilities. The MDT affirms its commitment to treat all applicants for employment and employees equally without regard to protected classes or any other basis prohibited by local, state or federal law.

The MDT is an Equal Employment Opportunity employer. It is prohibited for MDT or any of its employees to discriminate against an applicant for employment or another employee on the basis of protected classes or any other basis prohibited by local, state or federal law or to be excluded from participation in, or denied the benefits of, or be subject to discrimination under any project, program, or activity funded in whole or in part through federal financial assistance.

The MDT supports the concept of an active affirmative action (AA) program consistent with Federal laws, court decisions, Executive Orders, and regulations, including goals and timetables, in order to overcome the effects of past discrimination on minorities and women.

The MDT is committed to building and maintaining a diverse workforce where everyone, regardless of protected classes, can:

- feel valued as individuals.
- work together in an environment where they are treated with dignity and respect.
- have the opportunity to contribute and exchange ideas.
- be a part of building a cohesive, enjoyable and successful transportation agency.

The responsibility for the direction and implementation of the MDT's AA/EEO Program is assigned to Mike Tooley, Director of the MDT. The MDT has assigned Jeff Edmunds, MDT Affirmative Action Officer, the primary duty of administering the State's Equal Employment Opportunity Program as established pursuant to these assurances.

All MDT managers and supervisors share in the responsibility of ensuring compliance is achieved through understanding, communicating, and active involvement in the support of this policy. Managers and supervisors will assume responsibility for reviewing, revising, and recommending changes in the employment qualifications, standards, policies and procedures to ensure compliance with the laws.

Performance evaluations of managers and supervisors shall include evaluating the success of the AA/EEO program in the same manner as performance on other goals. Successful achievement of EEO goals will provide benefits to the MDT through fuller utilization and development of previously underutilized human resources.

Violations of the employment policies and procedures of the MDT will be investigated in accordance with the MDT EEO, Nondiscrimination, and Harassment Prevention Policy. Employees who cannot resolve problems with their supervisors and managers are urged to contact the MDT Civil Rights Bureau.

Applicants and employees have the right to file complaints alleging discrimination internally with the Affirmative Action Officer in the Civil Rights Bureau as well as externally with the Montana Human Rights Bureau, and/or the U.S. Equal Employment Opportunity Commission (EEOC) and the U.S. Department of Transportation, and other federal or state compliance agencies.

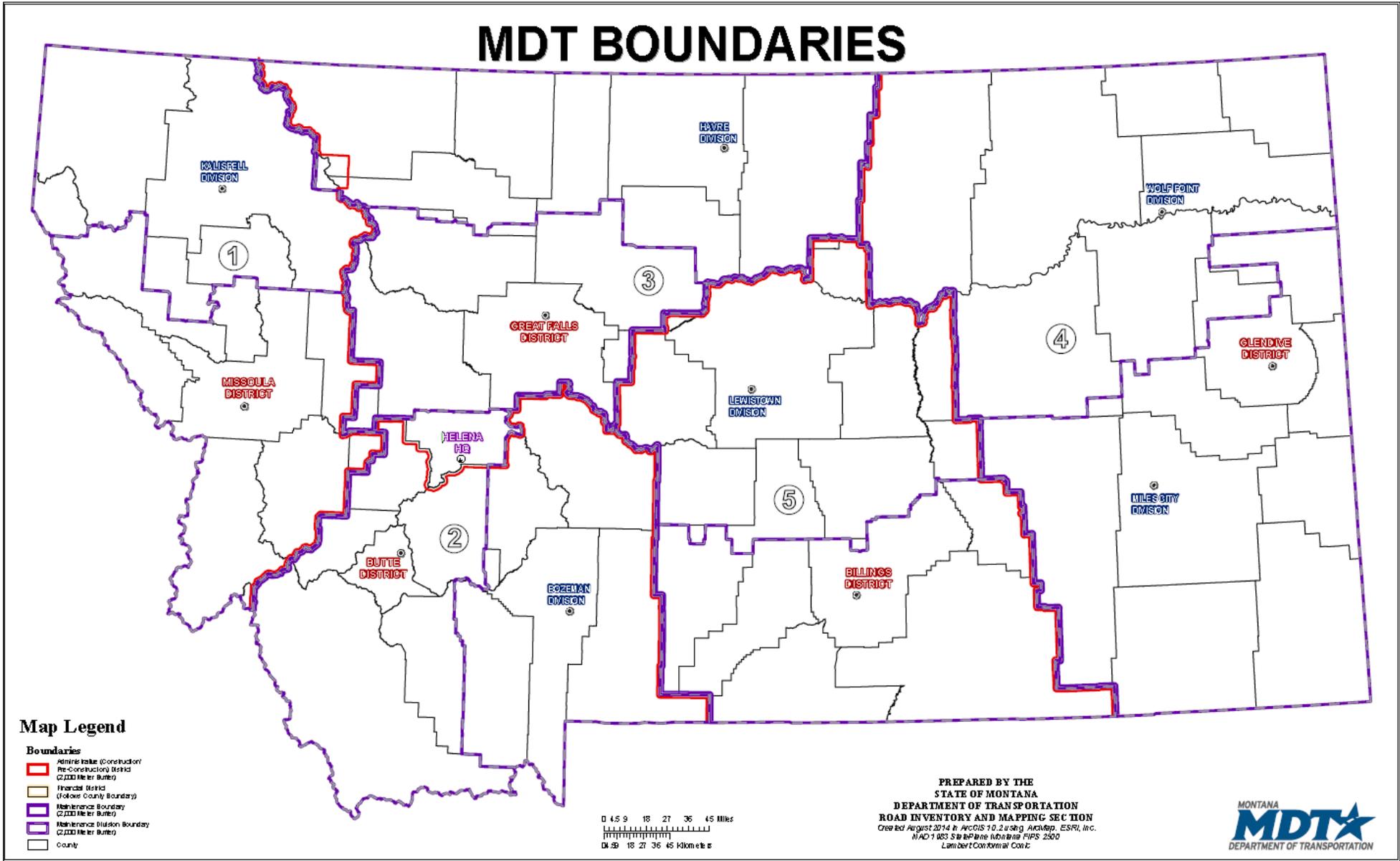
This policy extends to all areas of employment including recruitment, selection and placement, compensation, promotion, transfer, discipline, demotion, lay-off, termination, training, daily working conditions, benefits and all other terms and conditions of employment.



Mike Tooley, MDT Director

Date 12/1/2019

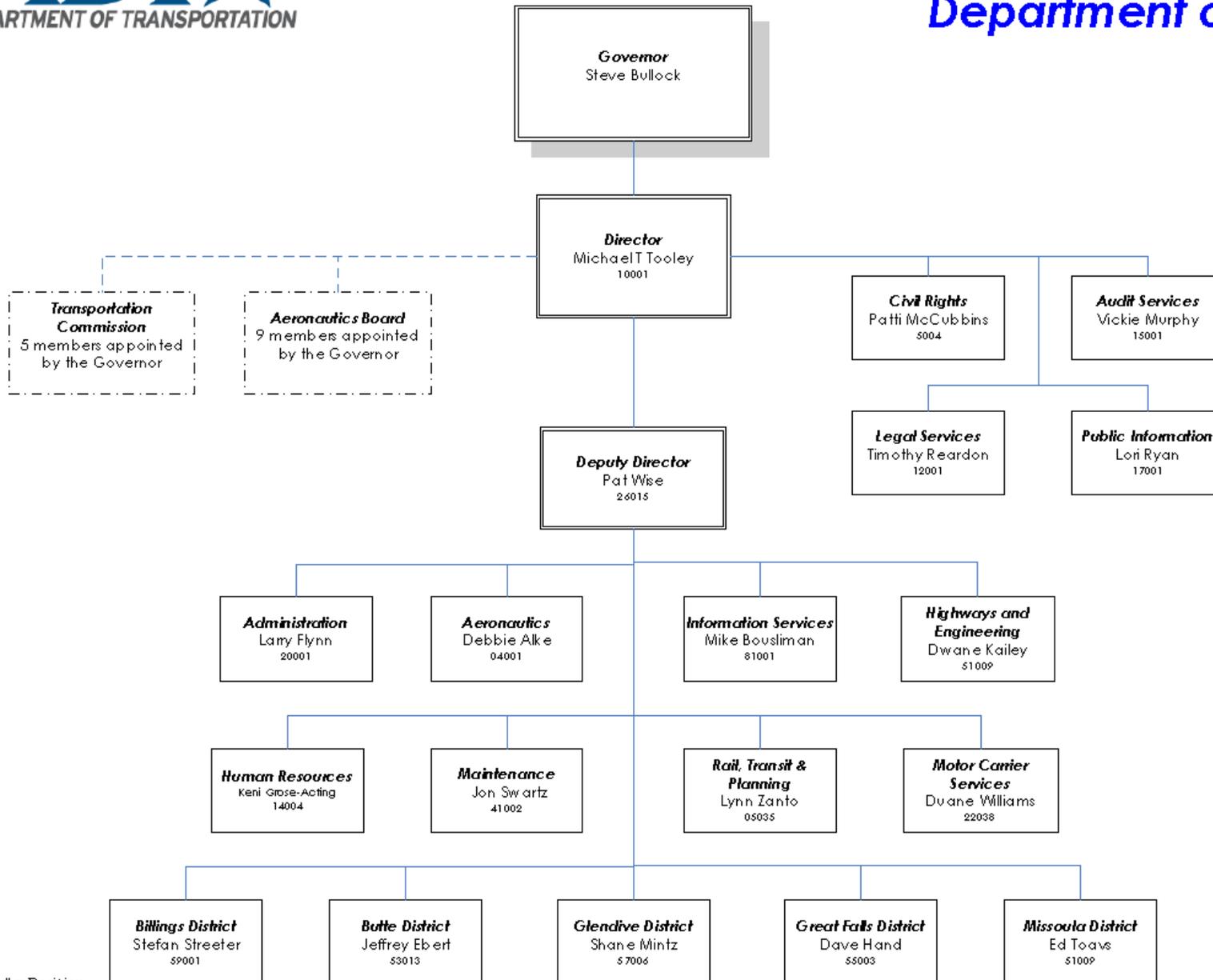
Appendix A.2 – Map of MDT Districts





Montana Department of Transportation

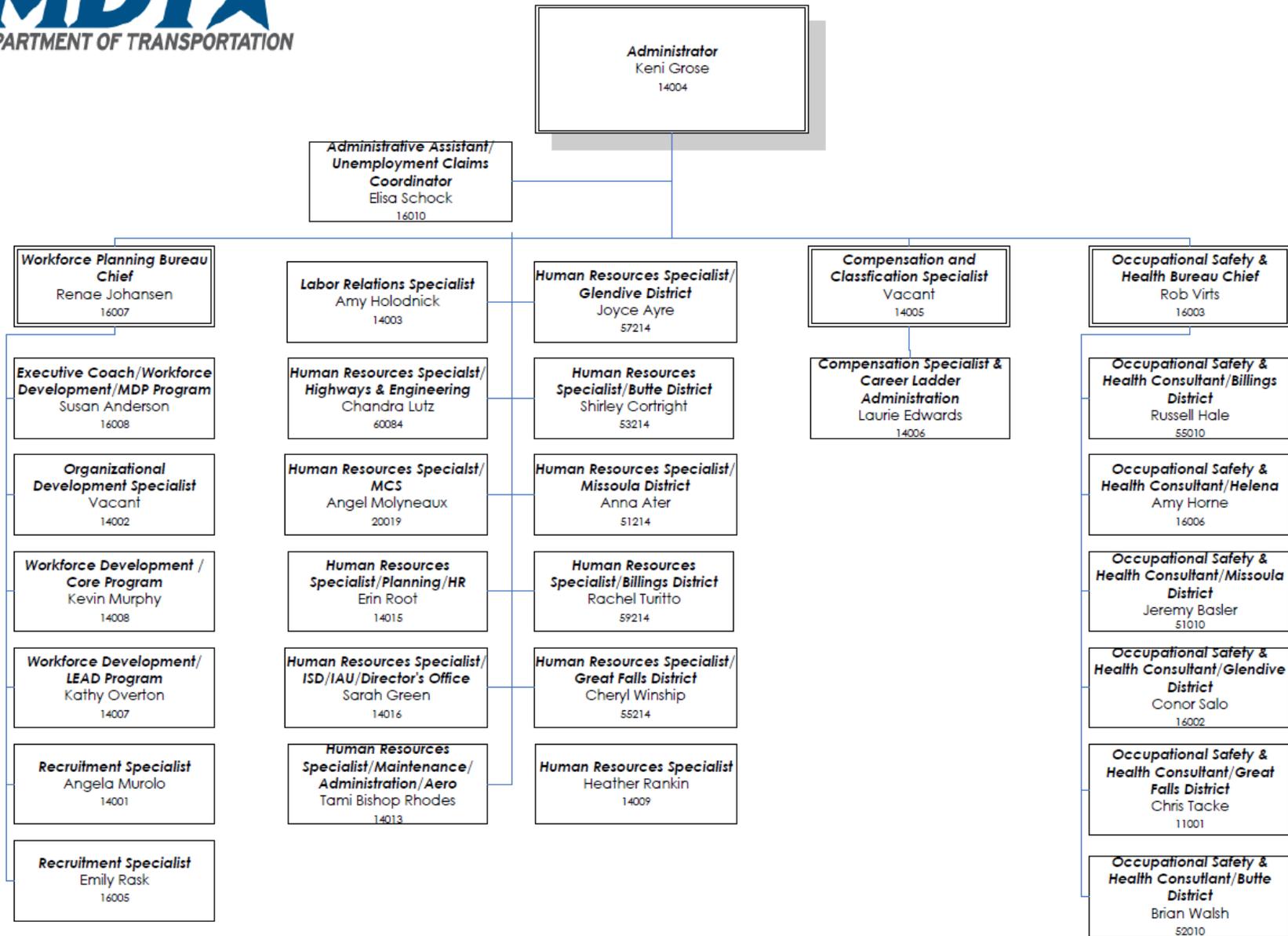
Department outline



= Position Number

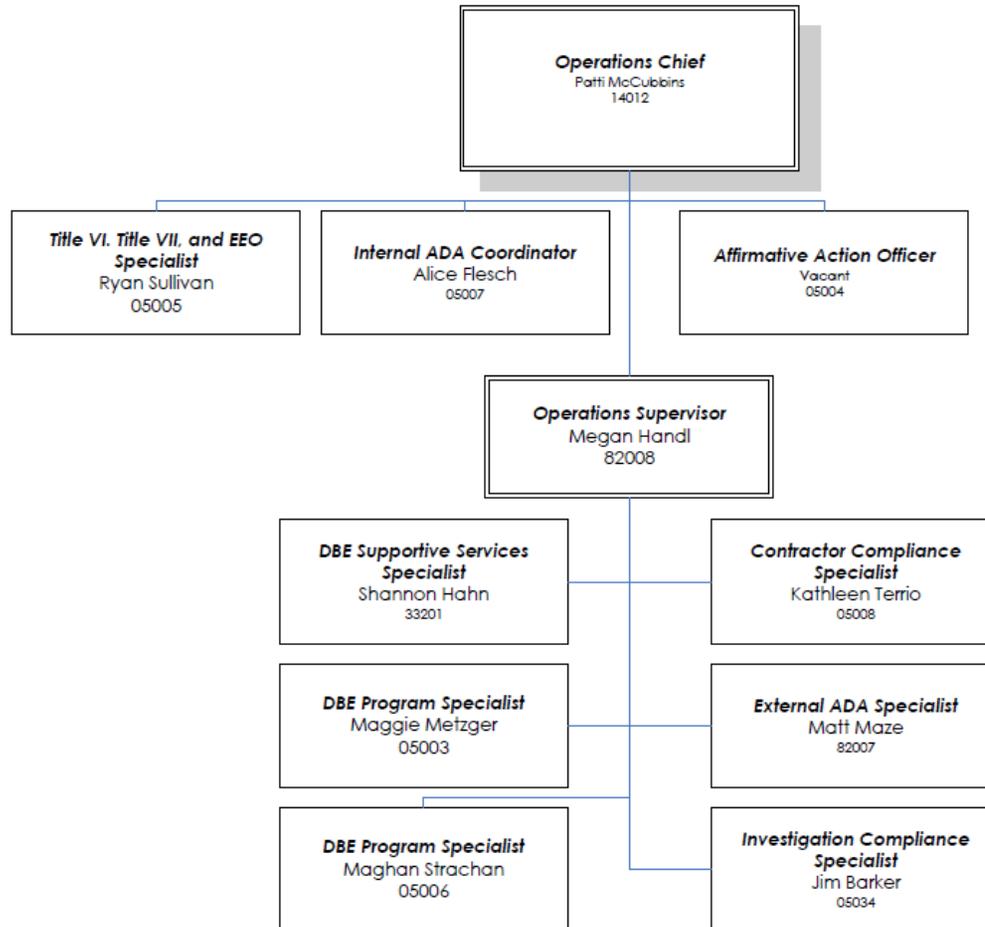


Human Resources & Occupational Safety Division



= Position Number

May 27, 2015



Appendix A.4 – MDT General Operations Biennium (2015 & 2017) Objectives

2015 Biennium Goals and Objectives

General Operations

Director's Office

1. Promote long-term fiscal stability within the department.
 1. MDT has submitted and is managing its 2013 biennium budget.
 2. The department has recently completed the Tentative Construction Plan through 2015, which plans how to utilize all federal aid authority through the next five years. This allows fiscal management and constraint over the long term for both state and federal dollars.
2. Maximize utilization of Federal Highway Funds
 1. MDT continues to utilize all available federal highway funding and will apply for additional funds through earmarks and redistributions.
3. Ensure that all available Federal Funds are obligated
 1. All federal funds will be obligated.
4. Deliver an environmentally responsible highway construction program
 1. MDT will comply with federal and state requirements under NEPA and MEPA.
5. Promote department operations in a streamlined, efficient manner
 1. MDT continues to promote department operations in a streamlined, efficient manner.
6. Promote coordination between entities for highway traffic safety programs.
 1. MDT manages a highway traffic safety grants program and puts priority towards traffic safety when allocating financial resources.

Audit Services

1. Encourage taxpayer compliance through a comprehensive audit program to level the "playing field" for all taxpayers.
 1. Fulfill our contractual audit requirements under the IFTA and IRP programs.
 2. Improve our taxpayer account selection process to optimize revenues and voluntary compliance, and minimize evasion.
2. Provide management with independent, objective assurance and consulting services designed to add value and improve department operations.
 1. Promote compliance with laws, regulations, policies, procedures, rules, and agreements through reviews and analyses of the department's activities.
 2. Promote adequate systems of internal control.
 3. Improve operational efficiency and effectiveness.
 4. Advance contract compliance.
 5. Develop an annual audit plan that evaluate and improve the effectiveness of risk management, control, operational and governance processes.
 6. Conduct quality assurance reviews in accordance with professional auditing standards.
 7. Monitor office operations and staff engagement for conformance to IIA Standards.

Human Resources Division

1. Expand the succession planning process identifying critical positions; establish a key talent pool and provide effective development tools and programs.
2. Continue building strong relationships with key universities for college recruiting and enhance internship program to create a pipeline of quality talent.
3. Implement MDT's Construction Career Days for High School students that will excite and pique interest in careers in transportation and the public sector.
4. Continue development and implementation of an efficient Talent Management system that integrates all processes; Recruitment and Selection, Performance Management, Training and Development, Career Planning and Succession Management.
5. Provide efficiencies by expanding e-learning delivery methods for effective distance learning.
6. Implement an EEO/Labor Compliance toolkit for the contracting community that incorporates training, services, and regulatory requirements.
7. Continue implementation of the job safety analysis process to identify, analyze and record potential safety and health hazards to reduce the risk of a workplace injury or illness.
8. Ensure a safe working environment for all work locations by increasing oversight, training, and consultation services to managers and employees
9. Reduce the cost of work injuries by maintaining an early-return-to-work program.
10. Reduce the cost of insurance premiums by participating in defensive driving, property loss management and early-return-to-work programs.

Information Services Division

1. Maintain MDT's computing resources and environment
 1. Provide after-hours on-call support for MDT's computer network
 2. Provide hardware repair and maintenance support on an on-going basis
 3. Develop and implement a long-term computer equipment replacement plan
 4. Perform daily network maintenance and support activities as necessary
 5. Provide MDT computing resources to meet the business requirement demands of the agency as necessary
2. Maintain existing application systems
 1. Correct all MDT application bug fixes within 24 hours of problem identification
 2. Identify and manage all routine MDT application maintenance needs as necessary
3. Create new and enhanced applications to meet the business needs of MDT
 1. Perform all approved MDT application enhancement requests on an on-going basis
 2. Perform all approved new application development work on an on-going basis
4. Provide customer support for all ISD services
 1. Provide computer help desk support for MDT users between the hours of 7:30 a.m. and 5:00 p.m.
 2. Provide records center support for MDT users between the hours of 7:30 a.m. and 5:00 p.m.
 3. Provide Print Shop support for MDT users between the hours of 7:30 a.m. and 4:00 p.m.
 4. Procure all routine purchase requests within four weeks of receipt
 5. Provide continual support for all approved MDT application requests

Administration Division

1. Protect departmental assets

1. Continue to assess, implement and monitor internal controls associated with the department's material business processes.
2. Continue to strive to maintain a stable and well-trained workforce
 1. Continue to identify opportunities for career growth
3. Provide management with sound financial information to make operational and investment decisions
 1. Continuously monitor department finances, trends and revenue data to project budgetary needs and fund stability.

Construction Program

Engineering Division

1. To survey, design, acquire the right-of-way, and construct safe, cost effective highway improvement projects in order to develop and maintain a cost effective, efficient and safe transportation system.
 1. 85% of projects planned for the fiscal year are ready for contract
 2. Maintain statewide average construction engineering costs under 10% of total contract costs.
 3. Maintain statewide final costs under 7% above award amount.
 4. Proactively manage to ensure a high percentage of all projects have a certificate of completion within 180 days of finishing the construction.
 5. Obligate 100% of available federal funds.

Maintenance Program

1. Maintain safe winter driving conditions through snow removal and application of abrasive materials and anti-icing chemicals to reduce roadway hazards and slippery surface conditions.
 1. Ensure the Interstate System has bare pavement within 24 hours of a typical winter storm event.
2. Continue to research new equipment, materials, and processes to improve winter driving conditions of roadways.
3. A biennial customer survey will be taken to determine the Maintenance Program's effectiveness.
4. Perform pavement preservation activities to improve the system index.
5. Improve customer satisfaction levels for Rest Area maintenance.
6. Increase public and internal utilization of the Maintenance Program's electronic information systems.
7. Provide visible, legible and understandable signs and pavement markings.
8. 85% of roads under MDT jurisdiction will meet reflectivity standards for striping by July 1 annually.
9. 90% of funding allocated for pavement work for the state maintenance program will be allocated based on Pavement Management System analysis.

State Motor Pool

1. Provide efficient and reliable vehicles on a daily and extended use basis to state employees conducting official business.

1. Maintain or reduce variance between actual and projected needs as identified in the annual fleet analysis.
 2. Ensure 90% of the fleet is meeting the Level II preventive maintenance schedule.
 3. Ensure safety inspections are performed on 50% of the fleet each year.
 4. Purchase vehicles meeting the 20X10 initiative.
2. Enhance customer satisfaction.
 1. Maintain or enhance the customer satisfaction index through a biennial survey and comparison to established baseline.

Equipment Program

1. Provide safe and reliable vehicles and equipment to meet the needs of the department's users.
 1. Maintain or reduce variance between actual and projected needs as identified in the annual fleet analysis.
 2. Ensure 90% of the fleet is meeting the Level II preventive maintenance schedule.
 3. Ensure safety inspections are performed on 95% of the fleet each year.
 4. Purchase vehicles meeting the 20X10 initiative.

Motor Carrier Services

1. Protect Montana's and the federal government's investment in Montana's highway system and assure the safety of the traveling public through customer service oriented regulation of the commercial motor carrier industry and enforcement of state and federal commercial motor carrier laws and regulations.
2. Establish 24 hour per day/seven day per week availability of services to the commercial motor carrier industry through the Internet.
3. Maintain or enhance commercial motor carrier size and weight compliance through the annual development of the Federal Size and Weight Enforcement Plan. Annually submit the Federal Certification of Accomplishment Report.
4. Maintain or enhance commercial motor carrier safety compliance through development and implementation of Montana's Commercial Vehicle Safety Plan and Certification. Ensure continued federal funding for Montana's commercial motor carrier safety program by submitting and implementing a federally approved Plan and Certification annually.
5. Decrease the number of commercial vehicle related crashes and fatalities by reducing the number of safety non-compliant commercial vehicles and commercial drivers and motor carriers who operate on Montana roadways through effective vehicle, driver inspection and, public education and motor carrier compliance programs.

Aeronautics Program

1. Advance further growth and promote Montana Aviation.
 1. Ensure Montana pilots register with the department.
2. Provide for the protection of the flying public and the promotion of flight safety and accident prevention programs and other state aviation interests.
 1. Coordinate safety programs for pilots and other aviation industry interests.
3. Continue to expand and improve the statewide air search and rescue program.

1. Build relationships with statewide and federal partners that have the charge of search and rescue, emergency services and homeland security.
4. Continue to provide aviation education and a resource aviation education center for Montana teachers and students.
 1. Conduct aviation educator program, career awareness programs and make available a library of resources.
5. Provide airport development programs to assist airport sponsors to plan, construct, and maintain Montana's public use airports.
 1. Provide annual updates to state aviation system plan, offer technical assistance to airports and ensure loan and grant program information is readily available.
6. Provide safe, modern, well-maintained state-owned and operated airports including the Yellowstone commercial service airport.
 1. 100% readiness for anticipated aircraft operations and 100% compliance with part 139 goals and recommendations. 100% readiness with ARFF and security requirements. 100% availability for aircraft and FBO hangar development.

Transportation Planning Program

1. Develop and implement a long-range multi-modal construction program that addresses Montana's most important statewide transportation needs, is consistent with statewide long-range transportation plan and management system output, and maximizes the use of federal funds through the Performance Programming Process (P3).
 1. Ensure at least 70% of available federal and state resources are prioritized into a performance based funding plan to support core state highway system needs (I, NH, P) based on system goals defined through P3. P3 outcome goals include:
 1. Pavement Condition: provide a ride experience for the traveling public within desirable or superior range (average ride index above 60) with less than 3% of lane miles exhibiting poor ride characteristics,
 2. Reduce the number of structurally deficient and functionally obsolete bridges,
 3. Maintain average statewide mobility within desirable or superior ranges (Level of Service C or greater),
 4. Project selection supports the goal and objectives of the CHSP to reduce fatal and incapacitation injury crashes by half by 2030.
2. Ensure 90% of the projects programmed are consistent with the funding plan developed through P3.
3. For environmental documents with negotiated timelines, MDT will meet all timeframes barring unanticipated events.
4. Utilize the Performance Programming Process to improve planning and programming decisions.
5. Ensure progress or completion on 90% of the high priority goals and objectives identified in the department's long range multi-modal transportation plan.

2017 Biennium Goals and Objectives

General Operations

Director's Office

1. Promote long-term fiscal stability within the department.
 1. MDT has submitted and is managing its 2015 biennium budget.
 2. The department has recently completed the Tentative Construction Plan through 2015, which plans how to utilize all federal aid authority through the next five years. This allows fiscal management and constraint over the long term for both state and federal dollars.
2. Maximize utilization of Federal Highway Funds
 1. MDT continues to utilize all available federal highway funding and will apply for additional funds through earmarks and redistributions.
3. Ensure that all available Federal Funds are obligated
 1. All federal funds will be obligated.
4. Deliver an environmentally responsible highway construction program
 1. MDT will comply with federal and state requirements under NEPA and MEPA.
5. Promote department operations in a streamlined, efficient manner
 1. MDT continues to promote department operations in a streamlined, efficient manner.
 2. Legal staff will work with the various divisions and bureaus within the department to identify contracts that can be drafted as templates which would insure appropriate legal requirements and allow bureaus to work off an approved template without the need for individual contracts needing to be reviewed and signed.
 3. Legal staff will study the effectiveness of placing an attorney in some of the district offices at least on a part time (1 or 2 days/month) basis to assist in long term utilization/effectiveness planning.
 4. Legal staff will complete the review and update, in conjunction with HR, IT and Audit, of all of the department policies, memorandums, management memos, guidelines etc. with a goal of eliminating unnecessary and duplicative guidance and establish a consistent, accessible repository.
 5. Civil Rights will administer, provide oversight responsibilities, and ensure compliance with the law and federal and state guidance on the following programs: Affirmative Action, Contractor Compliance, Disadvantaged Business Enterprise (DBE) and DBE Supportive Services, External and Internal ADA, Non-Discrimination and Equal Employment Opportunity, and On-The-Job Training (OJT) and OJT Supportive Services.
 6. Civil Rights will ensure MDT conducts business in an environment free of discrimination, harassment, and retaliation on the grounds of race, color, national origin, sex, age, pregnancy, parental/marital status, disability (physical or mental), religion, creed, political ideas, or genetic material in State, Federal and Federally-assisted MDT programs.
6. Promote coordination between entities for highway traffic safety programs.
 1. MDT manages a highway traffic safety grants program and puts priority towards traffic safety when allocating financial resources.

Audit Services

1. Taxpayer Compliance
 1. Encourage taxpayer compliance through a comprehensive audit program that will level the playing field for all taxpayers.
2. Advance Contract Compliance
 1. Ensure consultants and contractors comply with contract requirements and federal costs principles when performing work and billing MDT. We will accomplish this by selectively identifying contractors or consultants for audit and perform a comprehensive audit of their billing and accounting system.
3. Add Value

1. Provide management with independent, objective assurance and consulting services designed to add value and improve the effectiveness of the department operations and internal controls. This will be accomplished by performing internal audits as designated in the Internal Audit Plan approved by the Audit Committee.

Human Resources Division

1. Develop a strategic workforce development plan that fully integrates the department's approach to total talent management and places an emphasis on recruitment and selection and customer service.
2. Encourage a safe working environment for all work locations by increasing oversight, training, and consultation services to managers and employees.
3. Implement and review HR operations programs including MDT's compensation plan and collective bargaining contracts.

Information Services Division

1. Implement IT solutions to meet customer needs
 1. Implement new IT systems identified and approved by the MDT Executive
 2. Continue the implementation of major new systems such as the Maintenance Management System, ePART, and Safety Management
2. Implement IT service Improvements
 1. Implement an ISD service portal
 2. Develop data management practices and develop a strategy
3. Improve ISD Processes
 1. Develop and implement a portfolio management process
 2. Develop and implement a disaster recovery strategy
 3. Assess and manage IT risks
 4. Implement a security program for MDT
4. Research and Develop New Technologies and Services
 1. Assess and develop mobile computing solutions and endpoint management tools
 2. Investigate file sharing and collaboration tools
5. Develop the IT workforce
 1. Assess future human resource needs and develop staffing and recruitment strategies
 2. Assess and implement technical and soft-skill training, provide cross-training opportunities, and update all career ladders
 3. Explore employee incentives and recognition strategies
6. Implement IT solutions to meet customer needs
 1. Implement IT systems identified and approved by the MDT Executive
 2. Continue to implement Business Continuity Plans for MDT
 3. Analyze and plan system improvements for the Engineering Division
 4. Support system improvements for MAP21 compliance
 5. Continue the Maintenance Management System project
 6. Continue the ePART project
 7. Continue the Safety Information Management System project
7. Implement IT service Improvements

1. Implement an electronic records management solution for MDT
2. Develop and implement a GIS strategic plan
3. Develop and implement a web strategy
4. Implement an ISD service portal
5. Develop data management practices and develop a strategy
6. Assess video conferencing alternatives
7. Assess IT training needs
8. Assess and upgrade existing technologies
8. Improve ISD Processes
 1. Develop and implement a portfolio management process
 2. Develop and implement a disaster recovery strategy
 3. Develop and implement change management processes
 4. Develop and implement decision and communication processes
 5. Assess and manage IT risks
 6. Define the information architecture and technology strategy
 7. Implement project management processes
 8. Assess and implement new application development methodologies
 9. Develop a strategy for assessing and migrating old technologies
 10. Implement a security program
1. Research and Develop New Technologies and Services
 1. Assess and develop mobile computing solutions
 2. Assess unified communication technologies
 3. Assess desktop computing alternatives
 4. Assess and implement new endpoint management tools
 5. Develop a Software-as-a-Service (SaaS) strategy
 6. Investigate cloud storage strategies
 7. Investigate file sharing and collaboration tools
 8. Develop a business intelligence technology for MDT
2. Develop the IT workforce
 1. Provide team collaboration opportunities
 2. Assess future human resource needs and develop staffing strategies
 3. Assess and implement technical and soft-skill training, and provide cross-training opportunities
 4. Investigate recruitment strategies
 5. Improve and expand career ladder opportunities
 6. Explore employee incentives and recognition strategies

Administration Division

1. Protect departmental assets
 1. Continue to assess, implement and monitor internal controls associated with the department's material business processes.
2. Continue to strive to maintain a stable and well-trained workforce
 1. Continue to identify opportunities for career growth
3. Provide management with sound financial information to make operational and investment decisions
 1. Continuously monitor department finances, trends and revenue data to project budgetary needs and fund stability.

Construction Program

Engineering Division

1. To survey, design, acquire the right-of-way, and construct safe, cost effective highway improvement projects in order to develop and maintain a cost effective, efficient and safe transportation system.
 1. 85% of projects planned for the fiscal year are ready for contract
 2. Maintain statewide average construction engineering costs under 10% of total contract costs.
 3. Maintain statewide final costs under 7% above award amount.
 4. 90% of all contracts with final estimate paid within 90 days of final acceptance.
 5. Obligate 100% of available federal funds.
 6. Maintain Federal-aid overrun under \$2 million.
 7. Maintain Inactive projects to not exceed 12 months.

Maintenance Program

1. Perform winter maintenance activities that provide consistent levels of service and optimize MDT resources to ensure 90% or more of Maintenance Survey respondents are satisfied with MDT's winter maintenance service.
2. Continue to research new equipment, materials, and processes to improve winter driving conditions of roadways by participating in national winter maintenance pooled fund organizations such as Clear Roads and the Pacific Northwest Snowfighters.
3. Monitor pavement distresses, select appropriate treatments and perform pavement preservation activities to improve the system index.
4. Improve customer satisfaction levels for Rest Area maintenance by utilizing biennial customer surveys.
5. Continue to develop and enhance mobile applications that provide timely and relevant traveler information.
6. Provide visible, legible, and understandable signs and pavement markings to ensure the traveling public's safety.
7. 85% of roads under MDT jurisdiction will meet reflectivity standards for striping by July 1 annually.
8. Utilize the Pavement Management System analysis to appropriate at least 90% of federal funding for pavement preservation work associated with the state maintenance program.

State Motor Pool

1. Provide efficient and reliable vehicles on a daily and extended use basis to state employees conducting official business.
 1. Maintain or reduce variance between actual and projected needs as identified in the annual fleet analysis.
 2. Ensure 90% of the fleet is meeting the Level II preventive maintenance schedule.
 3. Ensure safety inspections are performed on 50% of the fleet each year.
 4. Ensure that each light duty vehicle that is purchased meets or exceeds the CAFÉ standard in order to provide fuel efficient vehicles to Motor Pool customers.

5. Maintain or enhance customer satisfaction through a biennial survey.

Equipment Program

1. Provide safe and reliable vehicles and equipment to meet the needs of the department's users.
 1. Maintain or reduce variance between actual and projected needs as identified in the annual fleet analysis.
 2. Ensure 90% of the fleet is meeting the Level II preventive maintenance schedule.
 3. Ensure safety inspections are performed on 95% of the light duty fleet each year.
 4. Ensure that each light duty vehicle that is purchased meets or exceeds the CAFÉ standard in order to provide fuel efficient vehicles to the departments users.

Motor Carrier Services

1. Protect Montana's and the federal government's investment in Montana's highway system and assure the safety of the traveling public through customer service oriented regulation of the commercial motor carrier industry and enforcement of state and federal commercial motor carrier laws and regulations.
2. Establish 24 hour per day/seven day per week availability of services to the commercial motor carrier industry through the Internet.
3. Maintain or enhance commercial motor carrier size and weight compliance through the annual development of the Federal Size and Weight Enforcement Plan. Annually submit the Federal Certification of Accomplishment Report.
4. Maintain or enhance commercial motor carrier safety compliance through development and implementation of Montana's Commercial Vehicle Safety Plan and Certification. Ensure continued federal funding for Montana's commercial motor carrier safety program by submitting and implementing a federally approved Plan and Certification annually.
5. Decrease the number of commercial vehicle related crashes and fatalities by reducing the number of safety non-compliant commercial vehicles and commercial drivers and motor carriers who operate on Montana roadways through effective vehicle, driver inspection and, public education and motor carrier compliance programs.

Aeronautics Program

1. Advance further growth and promote Montana Aviation.
 1. Ensure Montana pilots register with the department.
2. Provide for the protection of the flying public and the promotion of flight safety and accident prevention programs and other state aviation interests.
 1. Coordinate safety programs for pilots and other aviation industry interests.
3. Continue to expand and improve the statewide air search and rescue program.
 1. Build relationships with statewide and federal partners that have the charge of search and rescue, emergency services and homeland security.
4. Continue to provide aviation education and a resource aviation education center for Montana teachers and students.
 1. Conduct aviation educator program, career awareness programs and make available a library of resources.

5. Provide airport development programs to assist airport sponsors to plan, construct, and maintain Montana's public use airports.
 1. Provide annual updates to state aviation system plan, offer technical assistance to airports and ensure loan and grant program information is readily available.
6. Provide safe, modern, well-maintained state-owned and operated airports including the Yellowstone commercial service airport.
 1. 100% readiness for anticipated aircraft operations and 100% compliance with part 139 goals and recommendations. 100% readiness with ARFF and security requirements. 100% availability for aircraft and FBO hangar development.

Transportation Planning Program

1. Develop and implement a long-range multi-modal construction program that addresses Montana's most important statewide transportation needs, is consistent with statewide long-range transportation plan and management system output, and maximizes the use of federal funds through the Performance Programming Process (P3).
 1. Ensure at least 70% of available federal and state resources are prioritized into a performance based funding plan to support core state highway system needs (I, NH, P) based on system goals defined through P3. P3 outcome goals include:
 1. Pavement Condition: provide a ride experience for the traveling public within desirable or superior range (average ride index above 60) with less than 3% of lane miles exhibiting poor ride characteristics,
 2. Reduce the structurally deficient bridge deck area (square feet),
 3. Maintain average statewide mobility within desirable or superior ranges (Level of Service C or greater),
 4. Project selection supports the goal and objectives of the CHSP to reduce fatal and incapacitation injury crashes by half by 2030.
2. Ensure 90% of the projects programmed Interstate, National Highway, & Primary Systems are consistent with the funding plan developed through P3.
3. Complete environmental documents within agreed upon schedules and timeframes, barring unanticipated events.
4. Utilize the Performance Programming Process to improve planning and programming decisions.
5. Ensure 50% of the public and transportation stakeholders perception of MDT's overall quality of service at an A or B level in our TranPlan 21 Public involvement surveys, which measures progress on the departments long range multi-modal transportation plan.

APPENDIX B

Workforce Data

Appendix B.1	Current Census and Availability Data
Appendix B.2	2014 EEO 4 Report
Appendix B.3	2014 Agency Wide Hiring Report
Appendix B.4	2014 Agency Wide Personnel Activity Report
Appendix B.5	2014 Personnel Activity Report by Division and District
Appendix B.6	2014 MDT Job Codes with corresponding EEO 4 Categories
Appendix B.7	2014 ADA Reasonable Accommodations
Appendix B.8	State of Montana Employee Profile
Appendix B.9	2014 Montana State Government Pay Audit

Appendix B.1 – Current Census and Availability Data

2010 Census of Population and Employment by Ethnic Group and Gender

State of Montana	Number	Percent
Total Population	989,415	100%
White	856,396	86.6%
Black	4,027	0.4%
Hispanic	28,565	2.9%
American Indian	62,555	6.3%
Asian/Pacific Islander	6,921	0.7%
Some other race*	5,975	0.6%
Two or more races	24,976	2.5%

Total Labor Force by Occupational Categories*

EEO-4 Job Category	Male							Female							Total Labor Force
	White	Black	Hispanic	Asian / Pacific Islander	American Indian / Alaskan Native	2 or more Races	Total	White	Black	Hispanic	Asian / Pacific Islander	American Indian / Alaskan Native	2 or more Races	Total	
Officials/ Administrators	37,565	85	365	250	1,265	65	39,595	21,050	40	520	165	1,090	25	22,890	62,485
	60.1%	0.1%	0.6%	0.4%	2.0%	0.1%	63.4%	33.7%	0.1%	0.8%	0.3%	1.7%	0.0%	36.6%	
Professionals	32,210	235	625	429	1,190	89	34,778	41,945	120	695	370	1,945	140	45,215	79,993
	40.3%	0.3%	0.8%	0.5%	1.5%	0.1%	43.5%	52.4%	0.2%	0.9%	0.5%	2.4%	0.2%	56.5%	
Technicians	4,175	15	100	140	159	15	4,604	6,090	15	310	20	345	15	6,795	11,399
	36.6%	0.1%	0.9%	1.2%	1.4%	0.1%	40.4%	53.4%	0.1%	2.7%	0.2%	3.0%	0.1%	59.6%	
Protective Service	6,005	10	70	33	600	4	6,722	1,690	0	28	24	230	0	1,972	8,694
	69.1%	0.1%	0.8%	0.4%	6.9%	0.0%	77.3%	19.4%	0.0%	0.3%	0.3%	2.6%	0.0%	22.7%	
Administrative Support	35,245	1,280	320	185	1,280	75	38,385	74,700	145	1,575	510	4,005	100	81,035	119,420
	29.5%	1.1%	0.3%	0.2%	1.1%	0.1%	32.1%	62.6%	0.1%	1.3%	0.4%	3.4%	0.1%	67.9%	
Skilled Craft Workers	44,405	150	1,345	174	2,445	65	48,584	2,360	8	148	40	90	10	2,656	51,240
	86.7%	0.3%	2.6%	0.3%	4.8%	0.1%	94.8%	4.6%	0.0%	0.3%	0.1%	0.2%	0.0%	5.2%	
Service/Maintenance	64,240	395	2,250	615	4,350	180	72,030	51,485	420	1,870	965	4,220	190	59,150	131,180
	49.0%	0.3%	1.7%	0.5%	3.3%	0.1%	54.9%	39.2%	0.3%	1.4%	0.7%	3.2%	0.1%	45.1%	
Total	223,845	2,170	5,075	1,826	11,289	493	244,698	199,320	748	5,146	2,094	11,925	480	219,713	464,411
	48.2%	0.5%	1.1%	0.4%	2.4%	0.1%	52.7%	42.9%	0.2%	1.1%	0.5%	2.6%	0.1%	47.3%	

EEO-4 Job Category	State Wide Availability %						
	Total Females	Total Minority	Minorities by Racial Category				
			Black	Hispanic	Asian / Pacific Islander	American Indian / Alaskan Native	2 or More Races
Officials/ Administrators	36.6%	6.2%	0.2%	1.4%	0.7%	3.8%	0.1%
Professionals	56.5%	7.3%	0.4%	1.7%	1.0%	3.9%	0.3%
Technicians	59.6%	9.9%	0.3%	3.6%	1.4%	4.4%	0.3%
Protective Service	22.7%	11.5%	0.1%	1.1%	0.7%	9.5%	0.0%
Administrative Support	67.9%	7.9%	1.2%	1.6%	0.6%	4.4%	0.1%
Skilled Craft	5.2%	8.7%	0.3%	2.9%	0.4%	4.9%	0.1%
Service/Maintenance	45.1%	11.8%	0.6%	3.1%	1.2%	6.5%	0.3%

Appendix B.2 – 2014 EEO 4 Report

EQUAL EMPLOYMENT OPPORTUNITY COMMISSION STATE AND LOCAL GOVERNMENT INFORMATION (EEO-4) EXCLUDE SCHOOL SYSTEMS AND EDUCATIONAL INSTITUTIONS (Read attached instructions prior to completing this form)	APPROVED BY OMB 3046-008 EXPIRES 01/31/2004
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DO NOT ALTER INFORMATION PRINTED IN THIS BOX	MAIL COMPLETED FORM TO State & Local Reporting Committee (EEO-4) P.O. Box 62229 Virginia Beach, VA 23466-2229
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A. TYPE OF GOVERNMENT (Check one box only)

<input checked="" type="checkbox"/>	1. State	<input type="checkbox"/>	2. County	<input type="checkbox"/>	3. City	<input type="checkbox"/>	4. Township	<input type="checkbox"/>	5. Special District
<input type="checkbox"/>	6. Other (Specify) _____								

B. IDENTIFICATION

1. NAME OF POLITICAL JURISDICTION (If same as label, skip to item C)
 Montana Department of Transportation

2. Address--Number and Street	City/Town	County	State/Zip	EOCU ONLY
2701 Prospect Avenue	Helena	Lewis and Clark	Montana 59620-1001	A B

C. Function

(Check 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.)

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	8. HEALTH. Provision of public health services, outpatient 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.
<input checked="" type="checkbox"/> 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, halfway 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, marine piers, 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)

D. Employment data

Job Categories	Annual Salary (thousands)	Total Columns (B-K)	Male					Female				
			Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native
			White	Black				White	Black			
			A	B	C	D	E	F	G	H	I	J
1. Full-Time Employees (Temporary employees are not included)												
Officials/Administrators	1 \$0.1 - 15.9	0	0	0	0	0	0	0	0	0	0	0
	2 16.0 - 19.9	0	0	0	0	0	0	0	0	0	0	0
	3 20.0 - 24.9	0	0	0	0	0	0	0	0	0	0	0
	4 25.0 - 32.9	0	0	0	0	0	0	0	0	0	0	0
	5 33.0 - 42.9	0	0	0	0	0	0	0	0	0	0	0
	6 43.0 - 54.9	0	0	0	0	0	0	0	0	0	0	0
	7 55.0 - 69.9	0	0	0	0	0	0	0	0	0	0	0
	8 70.0 PLUS	17	13	0	1	0	0	3	0	0	0	0
Professionals	9 \$0.1 - 15.9	0	0	0	0	0	0	0	0	0	0	0
	10 16.0 - 19.9	0	0	0	0	0	0	0	0	0	0	0
	11 20.0 - 24.9	0	0	0	0	0	0	0	0	0	0	0
	12 25.0 - 32.9	0	0	0	0	0	0	0	0	0	0	0
	13 33.0 - 42.9	36	7	0	0	0	1	23	0	1	0	4
	14 43.0 - 54.9	309	194	0	3	5	6	95	0	2	2	2
	15 55.0 - 69.9	465	344	1	2	3	6	104	0	0	2	3
16 70.0 PLUS	182	139	0	0	0	1	40	0	0	0	2	
Technicians	17 \$0.1 - 15.9	0	0	0	0	0	0	0	0	0	0	0
	18 16.0 - 19.9	0	0	0	0	0	0	0	0	0	0	0
	19 20.0 - 24.9	1	1	0	0	0	0	0	0	0	0	0
	20 25.0 - 32.9	126	66	1	2	1	3	47	0	2	2	2
	21 33.0 - 42.9	74	41	0	0	0	0	30	0	0	1	2
	22 43.0 - 54.9	2	1	0	0	0	0	1	0	0	0	0
	23 55.0 - 69.9	0	0	0	0	0	0	0	0	0	0	0
	24 70.0 PLUS	0	0	0	0	0	0	0	0	0	0	0
Protective Service	25 \$0.1 - 15.9	0	0	0	0	0	0	0	0	0	0	0
	26 16.0 - 19.9	0	0	0	0	0	0	0	0	0	0	0
	27 20.0 - 24.9	0	0	0	0	0	0	0	0	0	0	0
	28 25.0 - 32.9	0	0	0	0	0	0	0	0	0	0	0
	29 33.0 - 42.9	71	55	0	1	1	1	12	0	0	1	0
	30 43.0 - 54.9	32	29	0	0	0	0	3	0	0	0	0
	31 55.0 - 69.9	5	4	0	0	0	0	1	0	0	0	0
	32 70.0 PLUS	0	0	0	0	0	0	0	0	0	0	0
Para Professionals	33 \$0.1 - 15.9	0	0	0	0	0	0	0	0	0	0	0
	34 16.0 - 19.9	0	0	0	0	0	0	0	0	0	0	0
	35 20.0 - 24.9	0	0	0	0	0	0	0	0	0	0	0
	36 25.0 - 32.9	0	0	0	0	0	0	0	0	0	0	0
	37 33.0 - 42.9	0	0	0	0	0	0	0	0	0	0	0
	38 43.0 - 54.9	0	0	0	0	0	0	0	0	0	0	0
	39 55.0 - 69.9	0	0	0	0	0	0	0	0	0	0	0
	40 70.0 PLUS	0	0	0	0	0	0	0	0	0	0	0

D. Employment data

Job Categories	Annual Salary (thousands)	Total Columns (B-K)	Male					Female				
			Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native
			White	Black				White	Black			
			A	B	C	D	E	F	G	H	I	J
Administrative Support	41 \$0.1 - 15.9	0	0	0	0	0	0	0	0	0	0	0
	42 16.0 - 19.9	0	0	0	0	0	0	0	0	0	0	0
	43 20.0 - 24.9	0	0	0	0	0	0	0	0	0	0	0
	44 25.0 - 32.9	4	1	0	0	0	0	3	0	0	0	0
	45 33.0 - 42.9	2	0	0	0	0	0	2	0	0	0	0
	46 43.0 - 54.9	0	0	0	0	0	0	0	0	0	0	0
	47 55.0 - 69.9	0	0	0	0	0	0	0	0	0	0	0
	48 70.0 PLUS	0	0	0	0	0	0	0	0	0	0	0
Skilled Craft Workers	49 \$0.1 - 15.9	0	0	0	0	0	0	0	0	0	0	0
	50 16.0 - 19.9	0	0	0	0	0	0	0	0	0	0	0
	51 20.0 - 24.9	1	1	0	0	0	0	0	0	0	0	0
	52 25.0 - 32.9	3	2	0	0	0	0	1	0	0	0	0
	53 33.0 - 42.9	444	399	0	1	0	28	15	0	0	0	1
	54 43.0 - 54.9	219	207	0	2	0	8	2	0	0	0	0
	55 55.0 - 69.9	27	26	0	0	0	1	0	0	0	0	0
	56 70.0 PLUS	0	0	0	0	0	0	0	0	0	0	0
Service/Maintenance	57 \$0.1 - 15.9	0	0	0	0	0	0	0	0	0	0	0
	58 16.0 - 19.9	0	0	0	0	0	0	0	0	0	0	0
	59 20.0 - 24.9	0	0	0	0	0	0	0	0	0	0	0
	60 25.0 - 32.9	0	0	0	0	0	0	0	0	0	0	0
	61 33.0 - 42.9	40	35	0	0	0	1	4	0	0	0	0
	62 43.0 - 54.9	31	27	0	0	1	2	1	0	0	0	0
	63 55.0 - 69.9	1	1	0	0	0	0	0	0	0	0	0
	64 70.0 PLUS	0	0	0	0	0	0	0	0	0	0	0
65. Total Full-Time (Lines 1 - 64)	2,092	1,593	2	12	11	58	387	0	5	8	16	

(Do not include elected/appointed officials. Blanks will be counted as zeros)

Job Categories	Annual Salary (thousands)	Total Columns (B-K)	Male					Female				
			Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native
			White	Black				White	Black			
			A	B	C	D	E	F	G	H	I	J
2. Other Than Full-Time Employees (Including temporary employees)												
66 Officials/Administrators		0	0	0	0	0	0	0	0	0	0	0
67 Professionals		21	13	0	0	0	0	8	0	0	0	0
68 Technicians		49	27	0	2	0	1	17	0	1	0	1
69 Protective Service		0	0	0	0	0	0	0	0	0	0	0
70 Para Professionals		0	0	0	0	0	0	0	0	0	0	0
71 Administrative Support		71	38	0	0	1	0	28	0	0	1	3
72 Skilled Craft Workers		207	182	0	0	0	14	11	0	0	0	0
73 Service/Maintenance		5	2	0	0	0	0	2	0	1	0	0
74 Total other than Full-Time (Lines 66 - 73)		353	262	0	2	1	15	66	0	2	1	4
3. New Hires During Calendar Year - Permanent full time only January 1 - December 31												
75 Officials/Administrators		0	0	0	0	0	0	0	0	0	0	0
76 Professionals		55	27	0	1	5	2	18	0	0	1	1
77 Technicians		36	21	0	0	1	0	12	0	0	1	1
78 Protective Service		14	11	0	0	0	0	3	0	0	0	0
79 Para Professionals		0	0	0	0	0	0	0	0	0	0	0
80 Administrative Support		0	0	0	0	0	0	0	0	0	0	0
81 Skilled Craft Workers		27	26	0	0	0	0	1	0	0	0	0
82 Service/Maintenance		5	5	0	0	0	0	0	0	0	0	0
83 Total New Hires (Lines 75 - 82)		137	90	0	1	6	2	34	0	0	2	2

REMARKS: (List National Crime Information Center (NCIC) number assigned to any Criminal Justice Agencies whose data are included in this report)

*** List Agencies Included on this form ***

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, US Code, Title 18, Section 1001.)

Name of person to contact regarding this form		Title
Address (Number and Street, City, State, Zip Code) 2701 Prospect Ave PO Box 201001 Helena, MT 59620-1001		Telephone Number: Extension: Fax Number: 406-444-7685
DATE	Typed name/title of authorized official: Mike Tooley Director	SIGNATURE:
E-Mail		

Appendix B.3 – 2014 Agency Wide Hiring Report

	Male							Female							Other	Total
	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Other	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Other	Total		
	White	Black						White	Black							
Agency																
Totals																
Applicants	3,732	49	47	96	111	59	4,094	1,413	15	21	16	77	45	1,587	178	5,682
Screened Out	93	0	1	5	4	4	107	27	0	0	1	2	3	33	30	141
Qualified Applicants	3,639	49	46	91	107	55	3,987	1,386	15	21	15	75	42	1,554	148	5,541
New Hires	155	0	3	7	3	0	168	56	0	2	3	5	0	66	0	234
Affirmative Hire	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Selection Rate of Applicants	4.2%	0.0%	6.4%	7.3%	2.7%	N/A	4.2%	4.0%	0.0%	9.5%	18.8%	6.5%	N/A	4.3%	N/A	4.2%
4/5ths Rule (80% of Base)	57.5%	0.0%	87.7%	100.0%	37.0%		97.7%	21.3%	0.0%	50.5%	100.0%	34.6%		100.0%		
Adverse Impact	Yes	Yes	No	No	Yes		No	Yes	Yes	Yes	No	Yes		No		
Selection Rate of Qualified	4.3%	0.0%	6.5%	7.7%	2.8%	N/A	4.3%	4.0%	0.0%	9.5%	20.0%	6.7%	N/A	4.4%	N/A	4.3%
4/5ths Rule (80% of Base)	55.8%	0.0%	84.4%	100.0%	36.4%		97.7%	20.0%	0.0%	47.5%	100.0%	33.5%		100.0%		
Adverse Impact	Yes	Yes	No	No	Yes		No	Yes	Yes	Yes	No	Yes		No		
Current Workforce	1,603	2	12	10	59	0	1,686	399	0	6	8	16	0	429	0	2,115
Availability Rate	48.2%	0.5%	1.1%	0.4%	2.4%		52.7%	42.9%	0.2%	1.1%	0.5%	2.6%		47.3%		
Percent of Current Workforce	75.8%	0.1%	0.6%	0.5%	2.8%	0.0%	79.7%	18.9%	0.0%	0.3%	0.4%	0.8%	0.0%	20.3%	0.0%	
Underutilized	No	Yes	Yes	No	No		Yes	Yes	No	Yes	Yes	Yes		Yes		
New Hires Needed for Parity	0	9	11	0	0		20	508	4	17	3	39		571		

Male							Female						Other	Total	
Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Other	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Other			Total
White	Black						White	Black							

Agency

Officials/Administrators

Applicants	24	0	2	1	0	0	27	3	0	0	0	0	0	3	3	33
Screened Out	5	0	0	0	0	0	5	0	0	0	0	0	0	0	1	6
Qualified Applicants	19	0	2	1	0	0	22	3	0	0	0	0	0	3	2	27
New Hires	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Affirmative Hire	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Selection Rate of Applicants	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	0.0%	N/A	0.0%
4/5ths Rule (80% of Base)	0.0%	0.0%	0.0%	0.0%	0.0%		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		0.0%		
Adverse Impact	Yes	N/A	Yes	Yes	N/A		Yes	Yes	N/A	N/A	N/A	N/A		Yes		
Selection Rate of Qualified	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	0.0%	N/A	0.0%
4/5ths Rule (80% of Base)	0.0%	0.0%	0.0%	0.0%	0.0%		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		0.0%		
Adverse Impact	Yes	N/A	Yes	Yes	N/A		Yes	Yes	N/A	N/A	N/A	N/A		Yes		
Current Workforce	14	0	1	0	0	0	15	3	0	0	0	0	0	3	0	18
Availability Rate	60.1%	0.1%	0.6%	0.4%	2.0%		63.4%	33.7%	0.1%	0.8%	0.3%	1.7%		36.6%		
Percent of Current Workforce	77.8%	0.0%	5.6%	0.0%	0.0%	0.0%	83.3%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%	
Underutilized	No	No	No	Yes	Yes		Yes	Yes	No	Yes	Yes	Yes		Yes		
New Hires Needed for Parity	0	0	0	0	0		0	3	0	0	0	0		4		

Male							Female						Other	Total	
Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Other	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Other			Total
White	Black						White	Black							

Agency

Professionals

Applicants	1,078	17	16	44	16	29	1,200	595	2	4	10	12	27	650	67	1,917
Screened Out	48	0	0	5	2	2	57	21	0	0	1	2	2	26	14	97
Qualified Applicants	1,030	17	16	39	14	27	1,143	574	2	4	9	10	25	624	53	1,820
New Hires	31	0	1	5	2	0	39	18	0	0	1	1	0	20	0	59
Affirmative Hire	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Selection Rate of Applicants	2.9%	0.0%	6.3%	11.4%	12.5%	N/A	3.3%	3.0%	0.0%	0.0%	10.0%	8.3%	N/A	3.2%	N/A	3.3%
4/5ths Rule (80% of Base)	23.2%	0.0%	50.4%	91.2%	100.0%		100.0%	30.0%	0.0%	0.0%	100.0%	83.0%		97.0%		
Adverse Impact	Yes	Yes	Yes	No	No		No	Yes	Yes	Yes	No	No		No		
Selection Rate of Qualified	3.0%	0.0%	6.3%	12.8%	14.3%	N/A	3.5%	3.1%	0.0%	0.0%	11.1%	10.0%	N/A	3.3%	N/A	3.4%
4/5ths Rule (80% of Base)	21.0%	0.0%	44.1%	89.5%	100.0%		100.0%	27.9%	0.0%	0.0%	100.0%	90.1%		94.3%		
Adverse Impact	Yes	Yes	Yes	No	No		No	Yes	Yes	Yes	No	No		No		
Current Workforce	671	1	5	8	12	0	697	251	0	3	4	10	0	268	0	965
Availability Rate	40.3%	0.3%	0.8%	0.5%	1.5%		43.5%	52.4%	0.2%	0.9%	0.5%	2.4%		56.5%		
Percent of Current Workforce	69.5%	0.1%	0.5%	0.8%	1.2%	0.0%	72.2%	26.0%	0.0%	0.3%	0.4%	1.0%	0.0%	27.8%	0.0%	
Underutilized	No	Yes	Yes	No	Yes		Yes	Yes	No	Yes	Yes	Yes		Yes		
New Hires Needed for Parity	0	2	3	0	2		7	255	2	6	1	13		276		

	Male							Female							Other	Total
	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Other	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Other	Total		
	White	Black						White	Black							
Agency																
Technicians																
Applicants	429	5	6	22	19	10	491	417	4	7	5	24	7	464	23	978
Screened Out	5	0	0	0	1	1	7	5	0	0	0	0	0	5	1	13
Qualified Applicants	424	5	6	22	18	9	484	412	4	7	5	24	7	459	22	965
New Hires	42	0	2	1	1	0	46	19	0	1	1	2	0	23	0	69
Affirmative Hire	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Selection Rate of Applicants	9.8%	0.0%	33.3%	4.5%	5.3%	N/A	9.6%	4.6%	0.0%	14.3%	20.0%	8.3%	N/A	5.0%	N/A	7.4%
4/5ths Rule (80% of Base)	29.4%	0.0%	100.0%	13.5%	15.9%		100.0%	23.0%	0.0%	71.5%	100.0%	41.5%		52.1%		
Adverse Impact	Yes	Yes	No	Yes	Yes		No	Yes	Yes	Yes	No	Yes		Yes		
Selection Rate of Qualified	9.9%	0.0%	33.3%	4.5%	5.6%	N/A	9.7%	4.6%	0.0%	14.3%	20.0%	8.3%	N/A	5.1%	N/A	7.4%
4/5ths Rule (80% of Base)	29.7%	0.0%	100.0%	13.5%	16.8%		100.0%	23.0%	0.0%	71.5%	100.0%	41.5%		52.6%		
Adverse Impact	Yes	Yes	No	Yes	Yes		No	Yes	Yes	Yes	No	Yes		Yes		
Current Workforce	116	1	2	1	3	0	123	88	0	2	3	4	0	97	0	220
Availability Rate	36.6%	0.1%	0.9%	1.2%	1.4%		40.4%	53.4%	0.1%	2.7%	0.2%	3.0%		59.6%		
Percent of Current Workforce	52.7%	0.5%	0.9%	0.5%	1.4%	0.0%	55.9%	40.0%	0.0%	0.9%	1.4%	1.8%	0.0%	44.1%	0.0%	
Underutilized	No	No	No	Yes	Yes		Yes	Yes	No	Yes	No	Yes		Yes		
New Hires Needed for Parity	0	0	0	2	0		2	29	0	4	0	3		36		

Male							Female						Other	Total	
Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Other	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Other			Total
White	Black						White	Black							

Agency

Protective Service Workers

Applicants	934	25	9	16	39	8	1,031	222	7	9	0	35	7	280	33	1,344
Screened Out	7	0	0	0	0	0	7	0	0	0	0	0	0	0	7	14
Qualified Applicants	927	25	9	16	39	8	1,024	222	7	9	0	35	7	280	26	1,330
New Hires	11	0	0	0	0	0	11	3	0	0	0	0	0	3	0	14
Affirmative Hire	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Selection Rate of Applicants	1.2%	0.0%	0.0%	0.0%	0.0%	N/A	1.1%	1.4%	0.0%	0.0%	0.0%	0.0%	N/A	1.1%	N/A	1.1%
4/5ths Rule (80% of Base)	100.0%	0.0%	0.0%	0.0%	0.0%		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%		100.0%		
Adverse Impact	No	Yes	Yes	Yes	Yes		No	No	Yes	Yes	N/A	Yes		No		
Selection Rate of Qualified	1.2%	0.0%	0.0%	0.0%	0.0%	N/A	1.1%	1.4%	0.0%	0.0%	0.0%	0.0%	N/A	1.1%	N/A	1.1%
4/5ths Rule (80% of Base)	100.0%	0.0%	0.0%	0.0%	0.0%		100.0%	100.0%	0.0%	0.0%	0.0%	0.0%		100.0%		
Adverse Impact	No	Yes	Yes	Yes	Yes		No	No	Yes	Yes	N/A	Yes		No		
Current Workforce	78	0	1	0	0	0	79	15	0	0	1	0	0	16	0	95
Availability Rate	69.1%	0.1%	0.8%	0.4%	6.9%		77.3%	19.4%	0.0%	0.3%	0.3%	2.6%		22.7%		
Percent of Current Workforce	82.1%	0.0%	1.1%	0.0%	0.0%	0.0%	83.2%	15.8%	0.0%	0.0%	1.1%	0.0%	0.0%	16.8%	0.0%	
Underutilized	No	No	No	Yes	Yes		Yes	Yes	No	Yes	No	Yes		Yes		
New Hires Needed for Parity	0	0	0	0	7		7	3	0	0	0	2		6		

Male							Female						Other	Total	
Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Other	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Other			Total
White	Black						White	Black							

Agency																
Administrative Support																
Applicants	38	0	0	2	0	0	40	117	1	1	0	3	1	123	4	167
Screened Out	1	0	0	0	0	0	1	0	0	0	0	0	0	0	1	2
Qualified Applicants	37	0	0	2	0	0	39	117	1	1	0	3	1	123	3	165
New Hires	31	0	0	1	0	0	32	11	0	0	1	2	0	14	0	46
Affirmative Hire	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Selection Rate of Applicants	81.6%	0.0%	0.0%	50.0%	0.0%	N/A	80.0%	9.4%	0.0%	0.0%	0.0%	66.7%	N/A	11.5%	N/A	28.4%
4/5ths Rule (80% of Base)	100.0%	0.0%	0.0%	61.3%	0.0%		100.0%	14.1%	0.0%	0.0%	0.0%	100.0%		14.4%		
Adverse Impact	No	N/A	N/A	Yes	N/A		No	Yes	Yes	Yes	N/A	No		Yes		
Selection Rate of Qualified	83.8%	0.0%	0.0%	50.0%	0.0%	N/A	82.1%	9.4%	0.0%	0.0%	0.0%	66.7%	N/A	11.5%	N/A	28.6%
4/5ths Rule (80% of Base)	100.0%	0.0%	0.0%	59.7%	0.0%		100.0%	14.1%	0.0%	0.0%	0.0%	100.0%		14.0%		
Adverse Impact	No	N/A	N/A	Yes	N/A		No	Yes	Yes	Yes	N/A	No		Yes		
Current Workforce	10	0	0	0	0	0	10	18	0	0	0	1	0	19	0	29
Availability Rate	29.5%	1.1%	0.3%	0.2%	1.1%		32.1%	62.6%	0.1%	1.3%	0.4%	3.4%		67.9%		
Percent of Current Workforce	34.5%	0.0%	0.0%	0.0%	0.0%	0.0%	34.5%	62.1%	0.0%	0.0%	0.0%	3.4%	0.0%	65.5%	0.0%	
Underutilized	No	Yes	Yes	No	Yes		Yes	Yes	No	Yes	Yes	No		Yes		
New Hires Needed for Parity	0	0	0	0	0		1	0	0	0	0	0		1		

Male							Female						Other	Total	
Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Other	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Other			Total
White	Black						White	Black							

Agency

Skilled Craft Workers

Applicants	956	2	8	9	29	11	1,015	41	0	0	0	3	1	45	33	1,093
Screened Out	22	0	0	0	1	1	24	0	0	0	0	0	0	0	5	29
Qualified Applicants	934	2	8	9	28	10	991	41	0	0	0	3	1	45	28	1,064
New Hires	35	0	0	0	0	0	35	5	0	0	0	0	0	5	0	40
Affirmative Hire	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Selection Rate of Applicants	3.7%	0.0%	0.0%	0.0%	0.0%	N/A	3.5%	12.2%	0.0%	0.0%	0.0%	0.0%	N/A	11.4%	N/A	3.8%
4/5ths Rule (80% of Base)	100.0%	0.0%	0.0%	0.0%	0.0%		30.7%	100.0%	0.0%	0.0%	0.0%	0.0%		100.0%		
Adverse Impact	No	Yes	Yes	Yes	Yes		Yes	No	N/A	N/A	N/A	Yes		No		
Selection Rate of Qualified	3.7%	0.0%	0.0%	0.0%	0.0%	N/A	3.6%	12.2%	0.0%	0.0%	0.0%	0.0%	N/A	11.4%	N/A	3.9%
4/5ths Rule (80% of Base)	100.0%	0.0%	0.0%	0.0%	0.0%		31.6%	100.0%	0.0%	0.0%	0.0%	0.0%		100.0%		
Adverse Impact	No	Yes	Yes	Yes	Yes		Yes	No	N/A	N/A	N/A	Yes		No		
Current Workforce	653	0	3	0	41	0	697	18	0	0	0	1	0	19	0	716
Availability Rate	86.7%	0.3%	2.6%	0.3%	4.8%		94.8%	4.6%	0.0%	0.3%	0.1%	0.2%		5.2%		
Percent of Current Workforce	91.2%	0.0%	0.4%	0.0%	5.7%	0.0%	97.3%	2.5%	0.0%	0.0%	0.0%	0.1%	0.0%	2.7%	0.0%	
Underutilized	No	Yes	Yes	Yes	No		Yes	Yes	No	Yes	No	No		Yes		
New Hires Needed for Parity	0	2	16	2	0		20	15	0	2	1	0		18		

	Male							Female						Other	Total	
	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Other	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Other			Total
	White	Black						White	Black							
Agency																
Service/Maintenance																
Applicants	247	0	5	2	7	1	262	12	0	0	1	0	1	14	14	290
Screened Out	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1
Qualified Applicants	246	0	5	2	7	1	261	12	0	0	1	0	1	14	14	289
New Hires	5	0	0	0	0	0	5	0	0	1	0	0	0	1	0	6
Affirmative Hire	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Selection Rate of Applicants	2.0%	0.0%	0.0%	0.0%	0.0%	N/A	1.9%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	7.7%	N/A	2.2%
4/5ths Rule (80% of Base)	100.0%	0.0%	0.0%	0.0%	0.0%		24.7%	0.0%	0.0%	0.0%	0.0%	0.0%		100.0%		
Adverse Impact	No	N/A	Yes	Yes	Yes		Yes	Yes	N/A	N/A	Yes	N/A		No		
Selection Rate of Qualified	2.0%	0.0%	0.0%	0.0%	0.0%	N/A	1.9%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	7.7%	N/A	2.2%
4/5ths Rule (80% of Base)	100.0%	0.0%	0.0%	0.0%	0.0%		24.7%	0.0%	0.0%	0.0%	0.0%	0.0%		100.0%		
Adverse Impact	No	N/A	Yes	Yes	Yes		Yes	Yes	N/A	N/A	Yes	N/A		No		
Current Workforce	61	0	0	1	3	0	65	6	0	1	0	0	0	7	0	72
Availability Rate	49.0%	0.3%	1.7%	0.5%	3.3%		54.9%	39.2%	0.3%	1.4%	0.7%	3.2%		45.1%		
Percent of Current Workforce	84.7%	0.0%	0.0%	1.4%	4.2%	0.0%	90.3%	8.3%	0.0%	1.4%	0.0%	0.0%	0.0%	9.7%	0.0%	
Underutilized	No	Yes	Yes	No	No		Yes	Yes	Yes	Yes	Yes	Yes		Yes		
New Hires Needed for Parity	0	0	1	0	0		1	22	0	0	1	2		25		

Male							Female						Other	Total	
Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Other	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Other			Total
White	Black						White	Black							

Agency

Unknown

Applicants	26	0	1	0	1	0	28	6	1	0	0	0	1	8	1	37
Screened Out	4	0	1	0	0	0	5	1	0	0	0	0	1	2	1	8
Qualified Applicants	22	0	0	0	1	0	23	5	1	0	0	0	0	6	0	29
New Hires	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Affirmative Hire	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Selection Rate of Applicants	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	0.0%	N/A	0.0%
4/5ths Rule (80% of Base)	0.0%	0.0%	0.0%	0.0%	0.0%		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		0.0%		
Adverse Impact	Yes	N/A	Yes	N/A	Yes		Yes	Yes	Yes	N/A	N/A	N/A		Yes		
Selection Rate of Qualified	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	0.0%	N/A	0.0%
4/5ths Rule (80% of Base)	0.0%	0.0%	0.0%	0.0%	0.0%		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		0.0%		
Adverse Impact	Yes	N/A	Yes	N/A	Yes		Yes	Yes	Yes	N/A	N/A	N/A		Yes		
Current Workforce	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Availability Rate	0.0%	0.0%	0.0%	0.0%	0.0%		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		0.0%		
Percent of Current Workforce																
Underutilized	No	No	No	No	No		No	No	No	No	No	No		No		
New Hires Needed for Parity	0	0	0	0	0		0	0	0	0	0	0		0		

Appendix B.4 – 2014 Agency Wide Personnel Activity Report

	Male					Female					Total		
	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander		American Indian or Alaskan Native	Total
	White	Black					White	Black					
Agency													
Employee Advancement													
Total Workforce	1,603	2	12	10	59	1,686	399	0	6	8	16	429	2,115
Career Ladder Promotions	10	0	0	0	2	12	3	0	0	0	0	3	15
Competitive Promotions	25	0	0	0	1	26	3	0	0	0	0	3	29
Competency Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0
Strategic Adjustment	1	0	0	0	0	1	0	0	0	0	0	0	1
Performance Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0
Promotion Selection Rate	2.2%	0.0%	0.0%	0.0%	5.1%	2.3%	1.5%	0.0%	0.0%	0.0%	0.0%	1.4%	2.1%
4/5ths Rule (80% of Base)	43.1%	0.0%	0.0%	0.0%	100.0%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	60.9%	
Adverse Impact	Yes	Yes	Yes	Yes	No	No	No	N/A	Yes	Yes	Yes	Yes	

	Male						Female						Total
	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	
	White	Black					White	Black					
Agency													
Employee Exit Information													
Workforce at Start of Period	1,701	2	11	5	70	1,789	397	0	5	6	15	423	2,212
New Hires	155	0	3	7	3	168	56	0	2	3	5	66	234
Voluntary Terminations	248	0	2	2	12	264	54	0	1	1	4	60	324
Non-Voluntary Terminations	5	0	0	0	2	7	0	0	0	0	0	0	7
Eligible for Retirement	236	0	2	0	4	242	50	0	1	0	1	52	294
# Separated within First Year	168	0	2	1	11	182	29	0	0	1	3	33	215
Retired During Period	35	0	0	0	2	37	9	0	0	0	0	9	46
Workforce at Close of Period	1,603	2	12	10	59	1,686	399	0	6	8	16	429	2,115
Retention Rate	86.4%	100.0%	85.7%	83.3%	80.8%	86.2%	88.1%	100.0%	85.7%	88.9%	80.0%	87.7%	86.5%
4/5ths Rule (80% of Base)	86.4%	100.0%	85.7%	83.3%	80.8%	98.3%	88.1%	100.0%	85.7%	88.9%	80.0%	100.0%	
Adverse Impact	No	No	No	No	No	No	No	N/A	No	No	Yes	No	

	Male					Female					Total		
	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander		American Indian or Alaskan Native	Total
	White	Black					White	Black					
Agency													
Employee Discipline													
Total Workforce	1,603	2	12	10	59	1,686	399	0	6	8	16	429	2,115
# of Individuals Disciplined	45	0	0	0	3	48	5	0	0	0	0	5	53
# of Disciplinary Actions	50	0	0	0	3	53	6	0	0	0	0	6	59
Rate of Discipline	2.8%	0.0%	0.0%	0.0%	5.1%	2.8%	1.3%	0.0%	0.0%	0.0%	0.0%	1.2%	2.5%
4/5ths Rule (80% of Base)	97.2%	100.0%	100.0%	100.0%	94.9%	98.4%	98.7%	100.0%	100.0%	100.0%	100.0%	100.0%	
Adverse Impact	No	N/A	N/A	N/A	No	No	No	N/A	N/A	N/A	N/A	No	

Male						Female						Total
Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	
White	Black					White	Black					

Agency

Employee Demotion

Total Workforce	1,603	2	12	10	59	1,686	399	0	6	8	16	429	2,115
# of Demotions	1	0	0	0	0	1	0	0	0	0	0	0	1
Rate of Demotion	0.1%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
4/5ths Rule (80% of Base)	99.9%	100.0%	100.0%	100.0%	100.0%	99.9%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
Adverse Impact	No	No	No	No	No	No	No	N/A	No	No	No	No	

Appendix B.5 – 2014 Personnel Activity Report by Division and District

	Male					Female					Total		
	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander		American Indian or Alaskan Native	Total
	White	Black					White	Black					
Administration													
Employee Advancement													
Total Workforce	14	0	0	0	2	16	36	0	1	1	2	40	56
Career Ladder Promotions	0	0	0	0	0	0	1	0	0	0	0	1	1
Competitive Promotions	0	0	0	0	0	0	1	0	0	0	0	1	1
Competency Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0
Strategic Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0
Performance Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0
Promotion Selection Rate	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.6%	0.0%	0.0%	0.0%	0.0%	5.0%	3.6%
4/5ths Rule (80% of Base)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	
Adverse Impact	Yes	N/A	N/A	N/A	Yes	Yes	No	N/A	Yes	Yes	Yes	No	

	Male					Female					Total		
	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander		American Indian or Alaskan Native	Total
	White	Black					White	Black					
Administration													
Employee Exit Information													
Workforce at Start of Period	14	0	0	0	2	16	35	0	1	1	2	39	55
New Hires	2	0	0	0	0	2	4	0	0	0	0	4	6
Voluntary Terminations	1	0	0	0	0	1	3	0	0	0	0	3	4
Non-Voluntary Terminations	1	0	0	0	0	1	0	0	0	0	0	0	1
Eligible for Retirement	2	0	0	0	1	3	6	0	0	0	1	7	10
# Separated within First Year	2	0	0	0	0	2	1	0	0	0	0	1	3
Retired During Period	0	0	0	0	0	0	0	0	0	0	0	0	0
Workforce at Close of Period	14	0	0	0	2	16	36	0	1	1	2	40	56
Retention Rate	87.5%	100.0%	100.0%	100.0%	100.0%	88.9%	92.3%	100.0%	100.0%	100.0%	100.0%	93.0%	91.8%
4/5ths Rule (80% of Base)	87.5%	100.0%	100.0%	100.0%	100.0%	95.6%	92.3%	100.0%	100.0%	100.0%	100.0%	100.0%	
Adverse Impact	No	N/A	N/A	N/A	No	No	No	N/A	No	No	No	No	

Male						Female						Total
Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	
White	Black					White	Black					

Administration													
Employee Discipline													
Total Workforce	14	0	0	0	2	16	36	0	1	1	2	40	56
# of Individuals Disciplined	0	0	0	0	0	0	1	0	0	0	0	1	1
# of Disciplinary Actions	0	0	0	0	0	0	2	0	0	0	0	2	2
Rate of Discipline	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.8%	0.0%	0.0%	0.0%	0.0%	2.5%	1.8%
4/5ths Rule (80% of Base)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	97.2%	100.0%	100.0%	100.0%	100.0%	97.5%	
Adverse Impact	N/A	N/A	N/A	N/A	N/A	N/A	No	N/A	N/A	N/A	N/A	No	

	Male					Female					Total		
	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander		American Indian or Alaskan Native	Total
	White	Black					White	Black					
Aeronautics													
Employee Exit Information													
Workforce at Start of Period	9	0	0	0	0	9	3	0	0	0	0	3	12
New Hires	1	0	0	0	0	1	0	0	0	0	0	0	1
Voluntary Terminations	0	0	0	0	0	0	0	0	0	0	0	0	0
Non-Voluntary Terminations	0	0	0	0	0	0	0	0	0	0	0	0	0
Eligible for Retirement	1	0	0	0	0	1	1	0	0	0	0	1	2
# Separated within First Year	0	0	0	0	0	0	0	0	0	0	0	0	0
Retired During Period	0	0	0	0	0	0	0	0	0	0	0	0	0
Workforce at Close of Period	10	0	0	0	0	10	3	0	0	0	0	3	13
Retention Rate	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
4/5ths Rule (80% of Base)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
Adverse Impact	No	N/A	N/A	N/A	N/A	No	No	N/A	N/A	N/A	N/A	No	

Male						Female						Total
Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	
White	Black					White	Black					

Billings													
Employee Advancement													
Total Workforce	208	0	2	1	10	221	27	0	0	0	1	28	249
Career Ladder Promotions	1	0	0	0	0	1	0	0	0	0	0	0	1
Competitive Promotions	2	0	0	0	0	2	0	0	0	0	0	0	2
Competency Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0
Strategic Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0
Performance Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0
Promotion Selection Rate	1.4%	0.0%	0.0%	0.0%	0.0%	1.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.2%
4/5ths Rule (80% of Base)	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Adverse Impact	No	N/A	Yes	Yes	Yes	No	Yes	N/A	N/A	N/A	Yes	Yes	

	Male					Female					Total		
	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander		American Indian or Alaskan Native	Total
	White	Black					White	Black					
Billings													
Employee Exit Information													
Workforce at Start of Period	227	0	2	1	12	242	29	0	1	0	1	31	273
New Hires	17	0	0	1	1	19	3	0	0	0	0	3	22
Voluntary Terminations	36	0	0	1	3	40	5	0	1	0	0	6	46
Non-Voluntary Terminations	0	0	0	0	0	0	0	0	0	0	0	0	0
Eligible for Retirement	31	0	1	0	1	33	6	0	0	0	0	6	39
# Separated within First Year	25	0	0	0	3	28	1	0	0	0	0	1	29
Retired During Period	2	0	0	0	0	2	2	0	0	0	0	2	4
Workforce at Close of Period	208	0	2	1	10	221	27	0	0	0	1	28	249
Retention Rate	85.2%	100.0%	100.0%	50.0%	76.9%	84.7%	84.4%	100.0%	0.0%	100.0%	100.0%	82.4%	84.4%
4/5ths Rule (80% of Base)	85.2%	100.0%	100.0%	50.0%	76.9%	100.0%	84.4%	100.0%	0.0%	100.0%	100.0%	97.3%	
Adverse Impact	No	N/A	No	Yes	Yes	No	No	N/A	Yes	N/A	No	No	

Male						Female						Total
Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	
White	Black					White	Black					

Billings

Employee Discipline

Total Workforce	208	0	2	1	10	221	27	0	0	0	1	28	249
# of Individuals Disciplined	6	0	0	0	1	7	1	0	0	0	0	1	8
# of Disciplinary Actions	7	0	0	0	1	8	1	0	0	0	0	1	9
Rate of Discipline	2.9%	0.0%	0.0%	0.0%	10.0%	3.2%	3.7%	0.0%	0.0%	0.0%	0.0%	3.6%	3.2%
4/5ths Rule (80% of Base)	97.1%	100.0%	100.0%	100.0%	90.0%	100.0%	96.3%	100.0%	100.0%	100.0%	100.0%	99.6%	
Adverse Impact	No	N/A	N/A	N/A	No	No	No	N/A	N/A	N/A	N/A	No	

Male						Female						Total
Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	
White	Black					White	Black					

Billings

Employee Demotion

Total Workforce	208	0	2	1	10	221	27	0	0	0	1	28	249
# of Demotions	1	0	0	0	0	1	0	0	0	0	0	0	1
Rate of Demotion	0.5%	0.0%	0.0%	0.0%	0.0%	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%
4/5ths Rule (80% of Base)	99.5%	100.0%	100.0%	100.0%	100.0%	99.5%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
Adverse Impact	No	N/A	No	No	No	No	No	N/A	N/A	N/A	No	No	

	Male					Female					Total		
	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander		American Indian or Alaskan Native	Total
	White	Black					White	Black					
Butte													
Employee Advancement													
Total Workforce	267	0	2	0	3	272	27	0	1	0	1	29	301
Career Ladder Promotions	4	0	0	0	0	4	0	0	0	0	0	0	4
Competitive Promotions	5	0	0	0	0	5	0	0	0	0	0	0	5
Competency Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0
Strategic Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0
Performance Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0
Promotion Selection Rate	3.4%	0.0%	0.0%	0.0%	0.0%	3.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.0%
4/5ths Rule (80% of Base)	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Adverse Impact	No	N/A	Yes	N/A	Yes	No	Yes	N/A	Yes	N/A	Yes	Yes	

	Male					Female					Total		
	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander		American Indian or Alaskan Native	Total
	White	Black					White	Black					
Butte													
Employee Exit Information													
Workforce at Start of Period	318	0	2	0	4	324	33	0	1	0	1	35	359
New Hires	21	0	1	0	0	22	5	0	0	0	0	5	27
Voluntary Terminations	71	0	1	0	1	73	11	0	0	0	0	11	84
Non-Voluntary Terminations	1	0	0	0	0	1	0	0	0	0	0	0	1
Eligible for Retirement	29	0	1	0	0	30	4	0	1	0	0	5	35
# Separated within First Year	58	0	1	0	1	60	7	0	0	0	0	7	67
Retired During Period	9	0	0	0	0	9	3	0	0	0	0	3	12
Workforce at Close of Period	267	0	2	0	3	272	27	0	1	0	1	29	301
Retention Rate	78.8%	100.0%	66.7%	100.0%	75.0%	78.6%	71.1%	100.0%	100.0%	100.0%	100.0%	72.5%	78.0%
4/5ths Rule (80% of Base)	78.8%	100.0%	66.7%	100.0%	75.0%	100.0%	71.1%	100.0%	100.0%	100.0%	100.0%	92.2%	
Adverse Impact	Yes	N/A	Yes	N/A	Yes	No	Yes	N/A	No	N/A	No	No	

Male						Female						Total
Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	
White	Black					White	Black					

Butte

Employee Discipline

Total Workforce	267	0	2	0	3	272	27	0	1	0	1	29	301
# of Individuals Disciplined	9	0	0	0	0	9	0	0	0	0	0	0	9
# of Disciplinary Actions	9	0	0	0	0	9	0	0	0	0	0	0	9
Rate of Discipline	3.4%	0.0%	0.0%	0.0%	0.0%	3.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.0%
4/5ths Rule (80% of Base)	96.6%	100.0%	100.0%	100.0%	100.0%	96.7%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
Adverse Impact	No	N/A	N/A	N/A	N/A	No	N/A	N/A	N/A	N/A	N/A	N/A	

	Male					Female					Total		
	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander		American Indian or Alaskan Native	Total
	White	Black					White	Black					
Directors Office													
Employee Advancement													
Total Workforce	32	0	2	0	0	34	36	0	1	0	5	42	76
Career Ladder Promotions	0	0	0	0	0	0	1	0	0	0	0	1	1
Competitive Promotions	0	0	0	0	0	0	0	0	0	0	0	0	0
Competency Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0
Strategic Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0
Performance Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0
Promotion Selection Rate	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.8%	0.0%	0.0%	0.0%	0.0%	2.4%	1.3%
4/5ths Rule (80% of Base)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	
Adverse Impact	Yes	N/A	Yes	N/A	N/A	Yes	No	N/A	Yes	N/A	Yes	No	

	Male					Female					Total		
	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander		American Indian or Alaskan Native	Total
	White	Black					White	Black					
Directors Office													
Employee Exit Information													
Workforce at Start of Period	34	0	2	0	0	36	32	0	1	0	5	38	74
New Hires	1	0	0	0	0	1	5	0	0	0	2	7	8
Voluntary Terminations	3	0	0	0	0	3	1	0	0	0	2	3	6
Non-Voluntary Terminations	0	0	0	0	0	0	0	0	0	0	0	0	0
Eligible for Retirement	6	0	0	0	0	6	2	0	0	0	0	2	8
# Separated within First Year	1	0	0	0	0	1	1	0	0	0	1	2	3
Retired During Period	1	0	0	0	0	1	0	0	0	0	0	0	1
Workforce at Close of Period	32	0	2	0	0	34	36	0	1	0	5	42	76
Retention Rate	91.4%	100.0%	100.0%	100.0%	100.0%	91.9%	97.3%	100.0%	100.0%	100.0%	71.4%	93.3%	92.7%
4/5ths Rule (80% of Base)	91.4%	100.0%	100.0%	100.0%	100.0%	98.5%	97.3%	100.0%	100.0%	100.0%	71.4%	100.0%	
Adverse Impact	No	N/A	No	N/A	N/A	No	No	N/A	No	N/A	Yes	No	

	Male					Female					Total		
	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander		American Indian or Alaskan Native	Total
	White	Black					White	Black					
Engineering													
Employee Advancement													
Total Workforce	224	1	1	3	1	230	66	0	0	2	2	70	300
Career Ladder Promotions	0	0	0	0	0	0	0	0	0	0	0	0	0
Competitive Promotions	3	0	0	0	1	4	1	0	0	0	0	1	5
Competency Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0
Strategic Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0
Performance Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0
Promotion Selection Rate	1.3%	0.0%	0.0%	0.0%	100.0%	1.7%	1.5%	0.0%	0.0%	0.0%	0.0%	1.4%	1.7%
4/5ths Rule (80% of Base)	1.3%	0.0%	0.0%	0.0%	100.0%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	82.4%	
Adverse Impact	Yes	Yes	Yes	Yes	No	No	No	N/A	N/A	Yes	Yes	No	

	Male					Female					Total		
	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander		American Indian or Alaskan Native	Total
	White	Black					White	Black					
Engineering													
Employee Exit Information													
Workforce at Start of Period	217	1	1	2	1	222	59	0	0	1	2	62	284
New Hires	27	0	0	1	0	28	17	0	0	2	1	20	48
Voluntary Terminations	19	0	0	0	0	19	10	0	0	1	1	12	31
Non-Voluntary Terminations	1	0	0	0	0	1	0	0	0	0	0	0	1
Eligible for Retirement	45	0	0	0	0	45	6	0	0	0	0	6	51
# Separated within First Year	11	0	0	0	0	11	7	0	0	1	1	9	20
Retired During Period	4	0	0	0	0	4	2	0	0	0	0	2	6
Workforce at Close of Period	224	1	1	3	1	230	66	0	0	2	2	70	300
Retention Rate	91.8%	100.0%	100.0%	100.0%	100.0%	92.0%	86.8%	100.0%	100.0%	66.7%	66.7%	85.4%	90.4%
4/5ths Rule (80% of Base)	91.8%	100.0%	100.0%	100.0%	100.0%	100.0%	86.8%	100.0%	100.0%	66.7%	66.7%	92.8%	
Adverse Impact	No	No	No	No	No	No	No	N/A	N/A	Yes	Yes	No	

	Male					Female					Total		
	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander		American Indian or Alaskan Native	Total
	White	Black					White	Black					
Engineering													
Employee Discipline													
Total Workforce	224	1	1	3	1	230	66	0	0	2	2	70	300
# of Individuals Disciplined	3	0	0	0	0	3	1	0	0	0	0	1	4
# of Disciplinary Actions	3	0	0	0	0	3	1	0	0	0	0	1	4
Rate of Discipline	1.3%	0.0%	0.0%	0.0%	0.0%	1.3%	1.5%	0.0%	0.0%	0.0%	0.0%	1.4%	1.3%
4/5ths Rule (80% of Base)	98.7%	100.0%	100.0%	100.0%	100.0%	100.0%	98.5%	100.0%	100.0%	100.0%	100.0%	99.9%	
Adverse Impact	No	N/A	N/A	N/A	N/A	No	No	N/A	N/A	N/A	N/A	No	

Male						Female						Total
Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	
White	Black					White	Black					

Glendive

Employee Advancement

Total Workforce	191	0	3	5	10	209	31	0	0	3	1	35	244
Career Ladder Promotions	3	0	0	0	1	4	0	0	0	0	0	0	4
Competitive Promotions	3	0	0	0	0	3	0	0	0	0	0	0	3
Competency Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0
Strategic Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0
Performance Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0
Promotion Selection Rate	3.1%	0.0%	0.0%	0.0%	10.0%	3.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%
4/5ths Rule (80% of Base)	31.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Adverse Impact	Yes	N/A	Yes	Yes	No	No	Yes	N/A	N/A	Yes	Yes	Yes	

Male						Female						Total
Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	
White	Black					White	Black					

Glendive

Employee Exit Information

Workforce at Start of Period	187	0	2	1	12	202	30	0	0	2	0	32	234
New Hires	29	0	2	5	1	37	3	0	0	1	1	5	42
Voluntary Terminations	24	0	1	1	2	28	2	0	0	0	0	2	30
Non-Voluntary Terminations	1	0	0	0	1	2	0	0	0	0	0	0	2
Eligible for Retirement	27	0	0	0	0	27	7	0	0	0	0	7	34
# Separated within First Year	13	0	1	1	2	17	2	0	0	0	0	2	19
Retired During Period	7	0	0	0	1	8	0	0	0	0	0	0	8
Workforce at Close of Period	191	0	3	5	10	209	31	0	0	3	1	35	244
Retention Rate	88.4%	100.0%	75.0%	83.3%	76.9%	87.4%	93.9%	100.0%	100.0%	100.0%	100.0%	94.6%	88.4%
4/5ths Rule (80% of Base)	88.4%	100.0%	75.0%	83.3%	76.9%	92.4%	93.9%	100.0%	100.0%	100.0%	100.0%	100.0%	
Adverse Impact	No	N/A	Yes	No	Yes	No	No	N/A	N/A	No	N/A	No	

Male						Female						Total
Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	
White	Black					White	Black					

Glendive

Employee Discipline

Total Workforce	191	0	3	5	10	209	31	0	0	3	1	35	244
# of Individuals Disciplined	0	0	0	0	1	1	0	0	0	0	0	0	1
# of Disciplinary Actions	0	0	0	0	1	1	0	0	0	0	0	0	1
Rate of Discipline	0.0%	0.0%	0.0%	0.0%	10.0%	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%
4/5ths Rule (80% of Base)	100.0%	100.0%	100.0%	100.0%	90.0%	99.5%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
Adverse Impact	N/A	N/A	N/A	N/A	No	No	N/A	N/A	N/A	N/A	N/A	N/A	

	Male					Female					Total		
	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander		American Indian or Alaskan Native	Total
	White	Black					White	Black					
Great Falls													
Employee Advancement													
Total Workforce	198	0	1	1	18	218	31	0	1	0	1	33	251
Career Ladder Promotions	1	0	0	0	1	2	0	0	0	0	0	0	2
Competitive Promotions	3	0	0	0	0	3	0	0	0	0	0	0	3
Competency Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0
Strategic Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0
Performance Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0
Promotion Selection Rate	2.0%	0.0%	0.0%	0.0%	5.6%	2.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.0%
4/5ths Rule (80% of Base)	35.7%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Adverse Impact	Yes	N/A	Yes	Yes	No	No	Yes	N/A	Yes	N/A	Yes	Yes	

	Male					Female					Total		
	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander		American Indian or Alaskan Native	Total
	White	Black					White	Black					
Great Falls													
Employee Exit Information													
Workforce at Start of Period	209	0	1	1	22	233	30	0	0	0	1	31	264
New Hires	13	0	0	0	0	13	3	0	1	0	1	5	18
Voluntary Terminations	23	0	0	0	3	26	2	0	0	0	1	3	29
Non-Voluntary Terminations	1	0	0	0	1	2	0	0	0	0	0	0	2
Eligible for Retirement	33	0	0	0	0	33	4	0	0	0	0	4	37
# Separated within First Year	13	0	0	0	2	15	2	0	0	0	1	3	18
Retired During Period	3	0	0	0	1	4	0	0	0	0	0	0	4
Workforce at Close of Period	198	0	1	1	18	218	31	0	1	0	1	33	251
Retention Rate	89.2%	100.0%	100.0%	100.0%	81.8%	88.6%	93.9%	100.0%	100.0%	100.0%	50.0%	91.7%	89.0%
4/5ths Rule (80% of Base)	89.2%	100.0%	100.0%	100.0%	81.8%	96.6%	93.9%	100.0%	100.0%	100.0%	50.0%	100.0%	
Adverse Impact	No	N/A	No	No	No	No	No	N/A	N/A	N/A	Yes	No	

	Male					Female					Total		
	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander		American Indian or Alaskan Native	Total
	White	Black					White	Black					
Great Falls													
Employee Discipline													
Total Workforce	198	0	1	1	18	218	31	0	1	0	1	33	251
# of Individuals Disciplined	8	0	0	0	1	9	0	0	0	0	0	0	9
# of Disciplinary Actions	10	0	0	0	1	11	0	0	0	0	0	0	11
Rate of Discipline	4.0%	0.0%	0.0%	0.0%	5.6%	4.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.6%
4/5ths Rule (80% of Base)	96.0%	100.0%	100.0%	100.0%	94.4%	95.9%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
Adverse Impact	No	N/A	N/A	N/A	No	No	N/A	N/A	N/A	N/A	N/A	N/A	

	Male					Female					Total		
	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander		American Indian or Alaskan Native	Total
	White	Black					White	Black					
Information Services													
Employee Advancement													
Total Workforce	42	0	0	0	3	45	19	0	1	0	0	20	65
Career Ladder Promotions	1	0	0	0	0	1	1	0	0	0	0	1	2
Competitive Promotions	0	0	0	0	0	0	0	0	0	0	0	0	0
Competency Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0
Strategic Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0
Performance Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0
Promotion Selection Rate	2.4%	0.0%	0.0%	0.0%	0.0%	2.2%	5.3%	0.0%	0.0%	0.0%	0.0%	5.0%	3.1%
4/5ths Rule (80% of Base)	100.0%	0.0%	0.0%	0.0%	0.0%	44.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	
Adverse Impact	No	N/A	N/A	N/A	Yes	Yes	No	N/A	Yes	N/A	N/A	No	

	Male					Female					Total		
	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander		American Indian or Alaskan Native	Total
	White	Black					White	Black					
Information Services													
Employee Exit Information													
Workforce at Start of Period	37	0	0	0	2	39	21	0	1	0	0	22	61
New Hires	7	0	0	0	1	8	1	0	0	0	0	1	9
Voluntary Terminations	2	0	0	0	0	2	3	0	0	0	0	3	5
Non-Voluntary Terminations	0	0	0	0	0	0	0	0	0	0	0	0	0
Eligible for Retirement	3	0	0	0	0	3	3	0	0	0	0	3	6
# Separated within First Year	1	0	0	0	0	1	1	0	0	0	0	1	2
Retired During Period	0	0	0	0	0	0	1	0	0	0	0	1	1
Workforce at Close of Period	42	0	0	0	3	45	19	0	1	0	0	20	65
Retention Rate	95.5%	100.0%	100.0%	100.0%	100.0%	95.7%	86.4%	100.0%	100.0%	100.0%	100.0%	87.0%	92.9%
4/5ths Rule (80% of Base)	95.5%	100.0%	100.0%	100.0%	100.0%	100.0%	86.4%	100.0%	100.0%	100.0%	100.0%	90.9%	
Adverse Impact	No	N/A	N/A	N/A	No	No	No	N/A	No	N/A	N/A	No	

	Male					Female					Total		
	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander		American Indian or Alaskan Native	Total
	White	Black					White	Black					
Maintenance													
Employee Advancement													
Total Workforce	54	0	0	0	2	56	13	0	1	0	0	14	70
Career Ladder Promotions	0	0	0	0	0	0	0	0	0	0	0	0	0
Competitive Promotions	2	0	0	0	0	2	0	0	0	0	0	0	2
Competency Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0
Strategic Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0
Performance Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0
Promotion Selection Rate	3.7%	0.0%	0.0%	0.0%	0.0%	3.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%
4/5ths Rule (80% of Base)	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Adverse Impact	No	N/A	N/A	N/A	Yes	No	Yes	N/A	Yes	N/A	N/A	Yes	

	Male					Female					Total		
	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander		American Indian or Alaskan Native	Total
	White	Black					White	Black					
Maintenance													
Employee Exit Information													
Workforce at Start of Period	54	0	0	0	2	56	14	0	0	0	0	14	70
New Hires	3	0	0	0	0	3	2	0	1	0	0	3	6
Voluntary Terminations	3	0	0	0	0	3	3	0	0	0	0	3	6
Non-Voluntary Terminations	0	0	0	0	0	0	0	0	0	0	0	0	0
Eligible for Retirement	10	0	0	0	1	11	0	0	0	0	0	0	11
# Separated within First Year	0	0	0	0	0	0	1	0	0	0	0	1	1
Retired During Period	1	0	0	0	0	1	0	0	0	0	0	0	1
Workforce at Close of Period	54	0	0	0	2	56	13	0	1	0	0	14	70
Retention Rate	94.7%	100.0%	100.0%	100.0%	100.0%	94.9%	81.2%	100.0%	100.0%	100.0%	100.0%	82.4%	92.1%
4/5ths Rule (80% of Base)	94.7%	100.0%	100.0%	100.0%	100.0%	100.0%	81.2%	100.0%	100.0%	100.0%	100.0%	86.8%	
Adverse Impact	No	N/A	N/A	N/A	No	No	No	N/A	N/A	N/A	N/A	No	

Male						Female						Total
Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	
White	Black					White	Black					

Maintenance

Employee Discipline

Total Workforce	54	0	0	0	2	56	13	0	1	0	0	14	70
# of Individuals Disciplined	1	0	0	0	0	1	0	0	0	0	0	0	1
# of Disciplinary Actions	2	0	0	0	0	2	0	0	0	0	0	0	2
Rate of Discipline	1.9%	0.0%	0.0%	0.0%	0.0%	1.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.4%
4/5ths Rule (80% of Base)	98.1%	100.0%	100.0%	100.0%	100.0%	98.2%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
Adverse Impact	No	N/A	N/A	N/A	N/A	No	N/A	N/A	N/A	N/A	N/A	N/A	

	Male					Female					Total		
	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander		American Indian or Alaskan Native	Total
	White	Black					White	Black					
Missoula													
Employee Advancement													
Total Workforce	250	1	0	0	9	260	46	0	0	2	1	49	309
Career Ladder Promotions	0	0	0	0	0	0	0	0	0	0	0	0	0
Competitive Promotions	6	0	0	0	0	6	1	0	0	0	0	1	7
Competency Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0
Strategic Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0
Performance Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0
Promotion Selection Rate	2.4%	0.0%	0.0%	0.0%	0.0%	2.3%	2.2%	0.0%	0.0%	0.0%	0.0%	2.0%	2.3%
4/5ths Rule (80% of Base)	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	87.0%	
Adverse Impact	No	Yes	N/A	N/A	Yes	No	No	N/A	N/A	Yes	Yes	No	

	Male					Female					Total		
	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander		American Indian or Alaskan Native	Total
	White	Black					White	Black					
Missoula													
Employee Exit Information													
Workforce at Start of Period	288	1	0	0	12	301	51	0	0	2	1	54	355
New Hires	20	0	0	0	0	20	1	0	0	0	0	1	21
Voluntary Terminations	58	0	0	0	3	61	6	0	0	0	0	6	67
Non-Voluntary Terminations	0	0	0	0	0	0	0	0	0	0	0	0	0
Eligible for Retirement	33	0	0	0	1	34	5	0	0	0	0	5	39
# Separated within First Year	40	0	0	0	3	43	2	0	0	0	0	2	45
Retired During Period	8	0	0	0	0	8	1	0	0	0	0	1	9
Workforce at Close of Period	250	1	0	0	9	260	46	0	0	2	1	49	309
Retention Rate	81.2%	100.0%	100.0%	100.0%	75.0%	81.0%	88.5%	100.0%	100.0%	100.0%	100.0%	89.1%	82.2%
4/5ths Rule (80% of Base)	81.2%	100.0%	100.0%	100.0%	75.0%	90.9%	88.5%	100.0%	100.0%	100.0%	100.0%	100.0%	
Adverse Impact	No	No	N/A	N/A	Yes	No	No	N/A	N/A	No	No	No	

	Male					Female					Total		
	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander		American Indian or Alaskan Native	Total
	White	Black					White	Black					
Missoula													
Employee Discipline													
Total Workforce	250	1	0	0	9	260	46	0	0	2	1	49	309
# of Individuals Disciplined	15	0	0	0	0	15	1	0	0	0	0	1	16
# of Disciplinary Actions	16	0	0	0	0	16	1	0	0	0	0	1	17
Rate of Discipline	6.0%	0.0%	0.0%	0.0%	0.0%	5.8%	2.2%	0.0%	0.0%	0.0%	0.0%	2.0%	5.2%
4/5ths Rule (80% of Base)	94.0%	100.0%	100.0%	100.0%	100.0%	96.1%	97.8%	100.0%	100.0%	100.0%	100.0%	100.0%	
Adverse Impact	No	N/A	N/A	N/A	N/A	No	No	N/A	N/A	N/A	N/A	No	

Male						Female						Total
Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	
White	Black					White	Black					

Motor Carrier Services

Employee Exit Information

Workforce at Start of Period	21	0	0	0	0	21	17	0	0	0	0	17	38
New Hires	1	0	0	0	0	1	2	0	0	0	0	2	3
Voluntary Terminations	2	0	0	0	0	2	0	0	0	0	0	0	2
Non-Voluntary Terminations	0	0	0	0	0	0	0	0	0	0	0	0	0
Eligible for Retirement	4	0	0	0	0	4	4	0	0	0	0	4	8
# Separated within First Year	0	0	0	0	0	0	0	0	0	0	0	0	0
Retired During Period	0	0	0	0	0	0	0	0	0	0	0	0	0
Workforce at Close of Period	20	0	0	0	0	20	19	0	0	0	0	19	39
Retention Rate	90.9%	100.0%	100.0%	100.0%	100.0%	90.9%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	95.1%
4/5ths Rule (80% of Base)	90.9%	100.0%	100.0%	100.0%	100.0%	90.9%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
Adverse Impact	No	N/A	N/A	N/A	N/A	No	No	N/A	N/A	N/A	N/A	No	

Male						Female						Total
Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	
White	Black					White	Black					

Motor Carrier Services													
Employee Discipline													
Total Workforce	20	0	0	0	0	20	19	0	0	0	0	19	39
# of Individuals Disciplined	1	0	0	0	0	1	1	0	0	0	0	1	2
# of Disciplinary Actions	1	0	0	0	0	1	1	0	0	0	0	1	2
Rate of Discipline	5.0%	0.0%	0.0%	0.0%	0.0%	5.0%	5.3%	0.0%	0.0%	0.0%	0.0%	5.3%	5.1%
4/5ths Rule (80% of Base)	95.0%	100.0%	100.0%	100.0%	100.0%	100.0%	94.7%	100.0%	100.0%	100.0%	100.0%	99.7%	
Adverse Impact	No	N/A	N/A	N/A	N/A	No	No	N/A	N/A	N/A	N/A	No	

	Male					Female					Total		
	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander		American Indian or Alaskan Native	Total
	White	Black					White	Black					
Rail, Transit & Planning													
Employee Advancement													
Total Workforce	93	0	1	0	1	95	45	0	0	0	2	47	142
Career Ladder Promotions	0	0	0	0	0	0	0	0	0	0	0	0	0
Competitive Promotions	1	0	0	0	0	1	0	0	0	0	0	0	1
Competency Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0
Strategic Adjustment	1	0	0	0	0	1	0	0	0	0	0	0	1
Performance Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0
Promotion Selection Rate	1.1%	0.0%	0.0%	0.0%	0.0%	1.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.7%
4/5ths Rule (80% of Base)	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Adverse Impact	No	N/A	Yes	N/A	Yes	No	Yes	N/A	N/A	N/A	Yes	Yes	

	Male					Female					Total		
	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander		American Indian or Alaskan Native	Total
	White	Black					White	Black					
Rail, Transit & Planning													
Employee Exit Information													
Workforce at Start of Period	86	0	1	0	1	88	43	0	0	0	2	45	133
New Hires	13	0	0	0	0	13	10	0	0	0	0	10	23
Voluntary Terminations	6	0	0	0	0	6	8	0	0	0	0	8	14
Non-Voluntary Terminations	0	0	0	0	0	0	0	0	0	0	0	0	0
Eligible for Retirement	12	0	0	0	0	12	2	0	0	0	0	2	14
# Separated within First Year	4	0	0	0	0	4	4	0	0	0	0	4	8
Retired During Period	0	0	0	0	0	0	0	0	0	0	0	0	0
Workforce at Close of Period	93	0	1	0	1	95	45	0	0	0	2	47	142
Retention Rate	93.9%	100.0%	100.0%	100.0%	100.0%	94.1%	84.9%	100.0%	100.0%	100.0%	100.0%	85.5%	91.0%
4/5ths Rule (80% of Base)	93.9%	100.0%	100.0%	100.0%	100.0%	100.0%	84.9%	100.0%	100.0%	100.0%	100.0%	90.9%	
Adverse Impact	No	N/A	No	N/A	No	No	No	N/A	N/A	N/A	No	No	

Male						Female						Total
Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	Non-Hispanic Origin		Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Total	
White	Black					White	Black					

Rail, Transit & Planning

Employee Discipline

Total Workforce	93	0	1	0	1	95	45	0	0	0	2	47	142
# of Individuals Disciplined	2	0	0	0	0	2	0	0	0	0	0	0	2
# of Disciplinary Actions	2	0	0	0	0	2	0	0	0	0	0	0	2
Rate of Discipline	2.2%	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.4%
4/5ths Rule (80% of Base)	97.8%	100.0%	100.0%	100.0%	100.0%	97.9%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
Adverse Impact	No	N/A	N/A	N/A	N/A	No	N/A	N/A	N/A	N/A	N/A	N/A	

Appendix B.6 – 2014 MDT Job Codes with corresponding EEO 4 Categories

EEO Category	Job Code Title
ADMINISTRATIVE SUPPORT	ADMINISTRATIVE CLERK
ADMINISTRATIVE SUPPORT	LEGAL SECRETARY
ADMINISTRATIVE SUPPORT	MAIL CLERK
ADMINISTRATIVE SUPPORT	MAIL CLK
ADMINISTRATIVE SUPPORT	PURCHASING TECHNICIAN
ADMINISTRATIVE SUPPORT	RECORDS MANAGEMENT AST
ADMINISTRATIVE SUPPORT	SHORT TERM WORKER
ADMINISTRATIVE SUPPORT	STUDENT INTERN
OFFICIALS/ADMINISTRATORS	DIRECTOR
OFFICIALS/ADMINISTRATORS	OPERATIONS MGR
PROFESSIONALS	ACCOUNTANT
PROFESSIONALS	ADMINISTRATIVE SPC
PROFESSIONALS	AIRCRAFT PILOT
PROFESSIONALS	AIRFIELD OPS SPECIALIST
PROFESSIONALS	AUDITOR
PROFESSIONALS	BENEFITS SPC
PROFESSIONALS	BUDGET ANALYST
PROFESSIONALS	BUSINESS DEVELOPEMENT SPECIALIST
PROFESSIONALS	BUSINESS DEVELOPMENT SPECIALIST
PROFESSIONALS	BUSINESS OPERATIONS SUPERVISOR
PROFESSIONALS	CHEMIST
PROFESSIONALS	CIVIL ENGINEER PE
PROFESSIONALS	CIVIL ENGINEERNG SPC
PROFESSIONALS	CIVIL ENGINEERNG TCH
PROFESSIONALS	COMPENSATION & CLASSIFICATION SPECIALIST
PROFESSIONALS	COMPENSATION CLASSIFICATION SPECIALIST
PROFESSIONALS	COMPLIANCE SPECIALIST
PROFESSIONALS	COMPUTER INFORMATION SYS
PROFESSIONALS	COMPUTER PROGRAMMER
PROFESSIONALS	COMPUTER SECURITY SPECIALIST
PROFESSIONALS	COMPUTER SUP
PROFESSIONALS	COMPUTER SUPERVISOR
PROFESSIONALS	COMPUTER SUPPORT SPC
PROFESSIONALS	COMPUTER SUPPORT SPECIALIST
PROFESSIONALS	COMPUTER SYS ANALYST
PROFESSIONALS	DATABASE ANALYST
PROFESSIONALS	DESIGN ENGINEER
PROFESSIONALS	DESIGNER
PROFESSIONALS	EEO SPECIALIST
PROFESSIONALS	ELECTRONIC ENGINEER
PROFESSIONALS	ELECTRONICS ENGINEER
PROFESSIONALS	EMERGENCY MANAGEMENT SPECIALIST
PROFESSIONALS	ENGINEERING CONTRACT SPEC
PROFESSIONALS	ENGINEERING CONTRACT SPECIALIST
PROFESSIONALS	ENGINEERING MGR
PROFESSIONALS	ENGINEERING SUPERVISOR MGR
PROFESSIONALS	ENVIRONMENTAL ENGINEERING SPECIALIST
PROFESSIONALS	ENVIRONMENTAL PROGRAM MGR
PROFESSIONALS	ENVIRONMENTAL SCIENCE SPC
PROFESSIONALS	ENVIRONMENTAL SCIENCE SPECIALIST
PROFESSIONALS	FINANACIAL OPERATIONS SUP

PROFESSIONALS	FINANCIAL OPERATIONS SUP
PROFESSIONALS	FINANCIAL SPECIALIST
PROFESSIONALS	HUMAN RESOURCE MGR
PROFESSIONALS	HUMAN RESOURCE SPC
PROFESSIONALS	HUMAN RESOURCE SPECIALIST
PROFESSIONALS	LABOR RELATIONS SPECIALIST
PROFESSIONALS	LAWYER
PROFESSIONALS	LIBRARIAN
PROFESSIONALS	LICENSE EXAMINER SPECIALIST
PROFESSIONALS	MATERIALS LAB SPC
PROFESSIONALS	NETWORK SYS ANALYST
PROFESSIONALS	NETWORK SYSTEMS ANALYST
PROFESSIONALS	OCCUPATIONAL HEALTH SAFETY SPECIALIST
PROFESSIONALS	OPERATIONS MGR
PROFESSIONALS	OPERATIONS RESEARCH ANALYST
PROFESSIONALS	PARALEGAL LEGAL AST
PROFESSIONALS	PHOTOGRAMMETRIST
PROFESSIONALS	PHOTOGRAPHER
PROFESSIONALS	PROGRAM MANAGER
PROFESSIONALS	PROGRAM MGR
PROFESSIONALS	PROGRAM SPECIALIST
PROFESSIONALS	PROJECT FACILITATION SPECIALIST
PROFESSIONALS	PUBLIC RELATIONS SPC
PROFESSIONALS	PUBLICS RELATIONS SPECIALISTS
PROFESSIONALS	PURCHASING AGENT
PROFESSIONALS	REGULATORY PROGRAM MGR
PROFESSIONALS	RIGHT OF WAY SPC
PROFESSIONALS	SURVEYOR
PROFESSIONALS	TRAINING DEVELOPMENT SPC
PROFESSIONALS	TRANSPORTATION PLANNER
PROFESSIONALS	TRANSPORTATION PLANNING MANAGER
PROFESSIONALS	UTILITY ENGINEERING SPEC
PROFESSIONALS	WEB DEVELOPER
PROTECTIVE SERVICES	FIRE FIGHTER
PROTECTIVE SERVICES	MOTOR VEHICLE INSPECTORS
PROTECTIVE SERVICES	MOTOR VEHICLE SAFETY INS
PROTECTIVE SERVICES	MOTOR VEHICLE SAFETY INSPECTOR
SERVICE/MAINTENANCE	CUSTODIAN
SERVICE/MAINTENANCE	CUSTODIAN CREW LEADER
SERVICE/MAINTENANCE	FACILITY TECHNICIAN
SERVICE/MAINTENANCE	LABORER
SERVICE/MAINTENANCE	MAINTENANCE CREW LEADER
SERVICE/MAINTENANCE	MECHANIC MAINTENANCE SUPM
SERVICE/MAINTENANCE	PRODUCTION SERVICES SUPV/MGR
SERVICE/MAINTENANCE	SERVICE COMBINTATION A
SERVICE/MAINTENANCE	SERVICE COMBINTATION B
SERVICE/MAINTENANCE	STOCKPERSON
SERVICE/MAINTENANCE	VEGETATION & NOXIOUS WEED SPRAY FOREMAN
SKILLED CRAFT WORKERS	AIRCRAFT MECHANIC
SKILLED CRAFT WORKERS	COMMUNICATIONS TCG
SKILLED CRAFT WORKERS	CONSTRUCTION TRADES WORKER SUPERVISOR MANAGER
SKILLED CRAFT WORKERS	DRILL OPERATOR
SKILLED CRAFT WORKERS	DRILL SUPMGR

SKILLED CRAFT WORKERS	ELECTRONIC REPAIR TCG
SKILLED CRAFT WORKERS	LITHOGRAPHIC PRESS OPERATOR
SKILLED CRAFT WORKERS	MAINTENANCE CARPENTER
SKILLED CRAFT WORKERS	MAINTENANCE TECH IV
SKILLED CRAFT WORKERS	MAINTENANCE TECHNICIAN I
SKILLED CRAFT WORKERS	MAINTENANCE TECHNICIAN II
SKILLED CRAFT WORKERS	MAINTENANCE TECHNICIAN III
SKILLED CRAFT WORKERS	MATERIALS INSPECTION AIDE
SKILLED CRAFT WORKERS	MATERIALS INSPECTION TCH
SKILLED CRAFT WORKERS	MECHANIC MAINTENANCE SUPM
SKILLED CRAFT WORKERS	MECHANIC/MACHINIST (MDT)
SKILLED CRAFT WORKERS	PAINTER SIGN SHOP
SKILLED CRAFT WORKERS	PRINTNG DUPLICATNG SVC SU
SKILLED CRAFT WORKERS	STRIPING FOREMAN
SKILLED CRAFT WORKERS	STRIPING MACHINE OPERATOR/DRIVER
SKILLED CRAFT WORKERS	WORKING SHOP FOREMAN
TECHNICIANS	ACCOUNTING TCH
TECHNICIANS	ADMINISTRATIVE AST
TECHNICIANS	AUDITING TCH
TECHNICIANS	CIVIL ENGINEERNG TCH
TECHNICIANS	CIVIL ENGINEERNG TECHNICIAN
TECHNICIANS	COLLECTIONS TCH
TECHNICIANS	COMPLIANCE TECHNICIAN
TECHNICIANS	COMPUTER SUPPORT TCH
TECHNICIANS	DATA CONTROL TECH
TECHNICIANS	DESIGN TECHNICIAN
TECHNICIANS	DRAFTER
TECHNICIANS	INSTRUMENT CALIBRATION TECH
TECHNICIANS	LICENSE PERMIT TCH
TECHNICIANS	PLANNING TCH
TECHNICIANS	RIGHT OF WAY TCH
TECHNICIANS	SURVEYOR

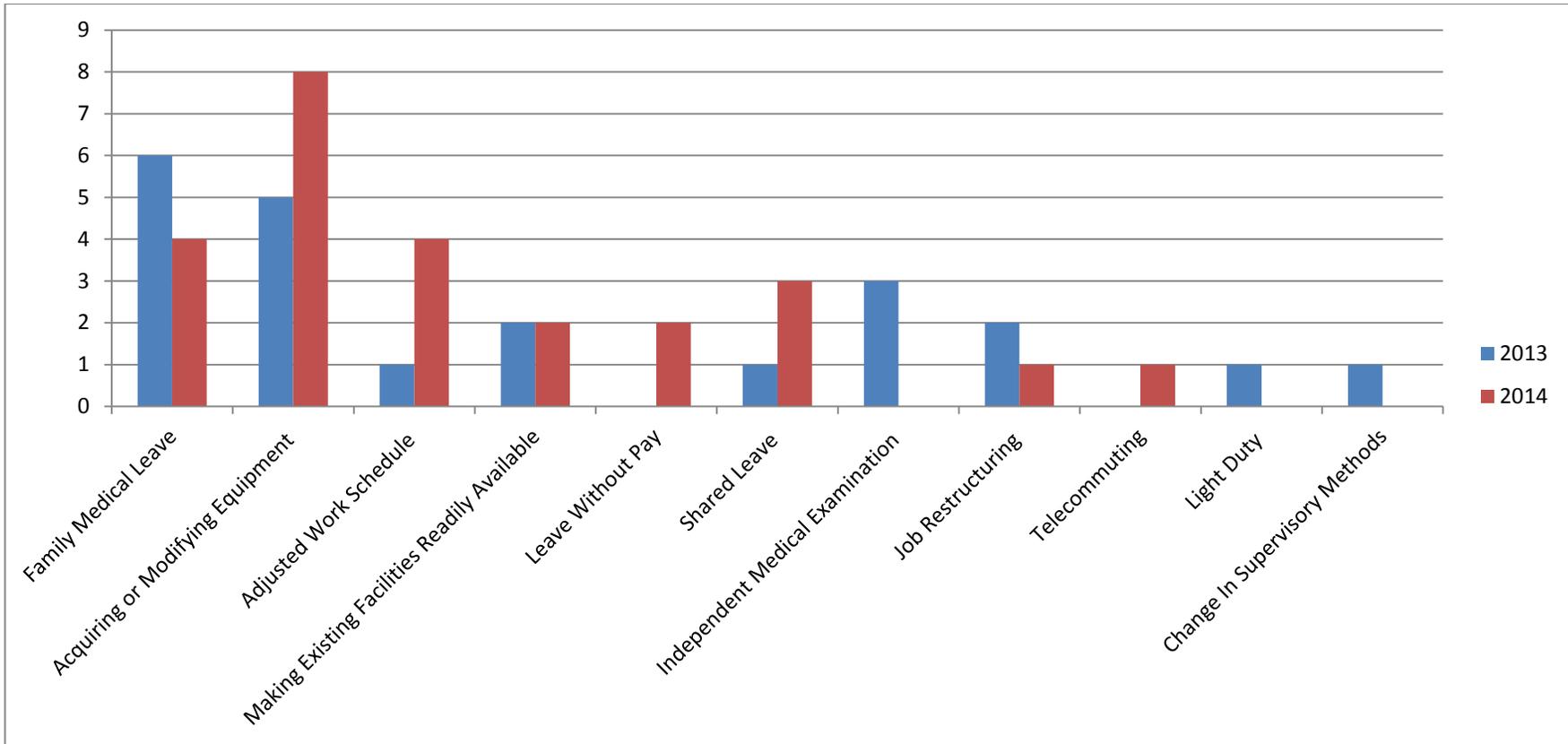
Appendix B.7 – 2014 ADA Reasonable Accommodations

Reasonable Accommodations Provided	Number of Employees	Percentage of Accommodations
Family Medical Leave	4	16.00%
Acquiring or Modifying Equipment	8	32.00%
Adjusted Work Schedule	4	16.00%
Making Existing Facilities Readily Available	2	8.00%
Leave that goes beyond FMLA, Shared, Annual, or Sick Leave (ex. Leave Without Pay)	2	8.00%
Shared Leave	3	12.00%
Independent Medical Examination	0	0.00%
Job Restructuring	1	4.00%
Telecommuting	1	4.00%
Light Duty	0	0.00%
Change In Supervisory Methods	0	0.00%
Total Accommodations provided in 2014	25	

The number of accommodations increased from calendar year 2013:

Reasonable Accommodations Provided	2013	2014
	# of accommodations	
Family Medical Leave	6	4
Acquiring or Modifying Equipment	5	8
Adjusted Work Schedule	1	4
Making Existing Facilities Readily Available	2	2
Leave Without Pay	0	2
Shared Leave	1	3
Independent Medical Examination	3	0
Job Restructuring	2	1
Telecommuting	0	1
Light Duty	1	0
Change In Supervisory Methods	1	0
Total Accommodations provided	22	25

Reasonable Accommodations Provided by Year



Appendix B.8 – State of Montana Employee Profile

STATE OF MONTANA

Employee Profile

JANUARY 2013



Note: Alternative accessible formats of this report will be provided upon request. Persons who need an alternative format should contact the State Human Resources Division, Department of Administration, 125 N. Roberts St., PO Box 200127, Helena, MT 59620-0127. Telephone 406-444-3871. Those using a TTY may call through the Montana Relay Service at 711.

Ken McElroy of [Ken McElroy Photography](#) contributed the yellow-headed blackbird photo for the front cover. Ken recently retired after a 25-year career with the State of Montana.

OFFICE OF THE GOVERNOR - ELECT
STATE OF MONTANA

STEVE BULLOCK
GOVERNOR - ELECT



JOHN WALSH
LT. GOVERNOR - ELECT

January 2013

I am pleased to introduce this year's Employee Profile. This annual report provides information about state employees in the executive branch – including demographics, diversity, benefits and other useful data.

Montana's state employees provide essential services in communities throughout our state. Their efforts help ensure that our communities remain healthy, safe and prosperous. From the social worker dedicated to protecting children, to the Fish, Wildlife and Parks warden who tracks down poachers, to the engineer who redesigns high-accident roadways, state employees contribute in hundreds of different ways to the quality of life we enjoy in Montana.

As Governor, I rely on state employees to efficiently deliver these important services to Montana citizens. Lt. Governor John Walsh and I are proud of our state's public employees and appreciate their dedication to serving the state of Montana.

I encourage you to pass along any feedback concerning the Employee Profile to the State Human Resources Division of the Department of Administration at 444-3871.

Sincerely,

A handwritten signature in black ink, appearing to read "Steve Bullock".

Steve Bullock
Governor

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Introduction

The State Human Resources Division publishes the *Employee Profile* annually. The profile reports information about the executive branch workforce excluding elected officials and their exempt personal staff, university system employees, and employees of the Montana State Fund.

Montana state government's ability to meet its vision, mission, and goals depends upon the quality of its workforce. The State Human Resources Division, Department of Administration, functions to assist the State of Montana to become an "employer of choice," -- a competitive recruiter and a long-term employer of successful employees.

An in-depth look at the executive branch workforce is included. The 2011 and 2012 annual data referenced are from November 1, 2010, to November 1, 2011, and from November 1, 2011, to November 1, 2012, respectively. The report includes information about employee demographics, benefits, leave use and accrual, and compensation. Diversity statistics and information about state government's organized workers is also provided.

The report is organized into chapters. Each chapter includes a summary of the information contained in the detailed reports, charts, and graphs that follow.

For additional information or questions concerning this report, please contact Linda Davis at (406) 444-3796, e-mail ldavis@mt.gov, or Therese Simpson at (406) 444-3852, email tsimpson@mt.gov, or mail to:

Department of Administration
State Human Resources Division
P.O. Box 200127
Helena, MT 59620-0127

Chapter 1 – Executive Branch Employees

There were **11,698** regular, full-time and part-time employees in the executive branch on November 1, 2012. This is an increase of 182 employees from November 1, 2011, of last year. The normal variance occurs when agencies fill vacant positions and can change depending upon the number of unfilled, vacant positions at any given point in time.

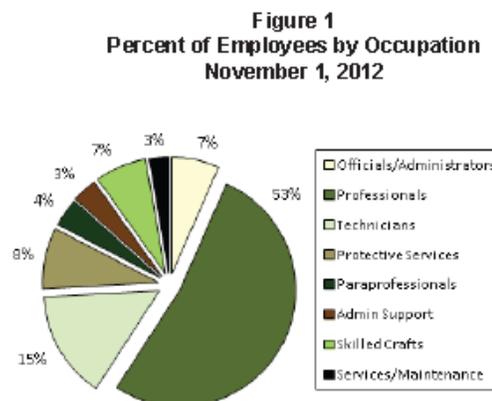
The average employee is **47 years old**, has worked for state government **12 years**, and earns **\$42,574** annually. The average age has increased slightly while the years of service have remained relatively the same over the past four years. The average annual salary increased by \$91 from 2011.

Over half of the employees hold positions requiring a bachelor's degree or equivalent education and experience.¹ In contrast, only about 17 percent of Montana's jobs require a bachelor's degree or higher level of education.²

Occupational Groups

Figure 1 illustrates the breakdown of the executive branch workforce by occupational group. Professional-level positions once again constitute the largest occupational group, representing 53 percent of the workforce. This group represents positions requiring a minimum of a college degree or equivalent education and experience.

Professionals, technicians, and protective services combined represent 76 percent of the workforce. Skilled crafts, officials and administrators, administrative support, paraprofessionals, and service and maintenance workers comprise the remaining 24 percent of the workforce.



Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

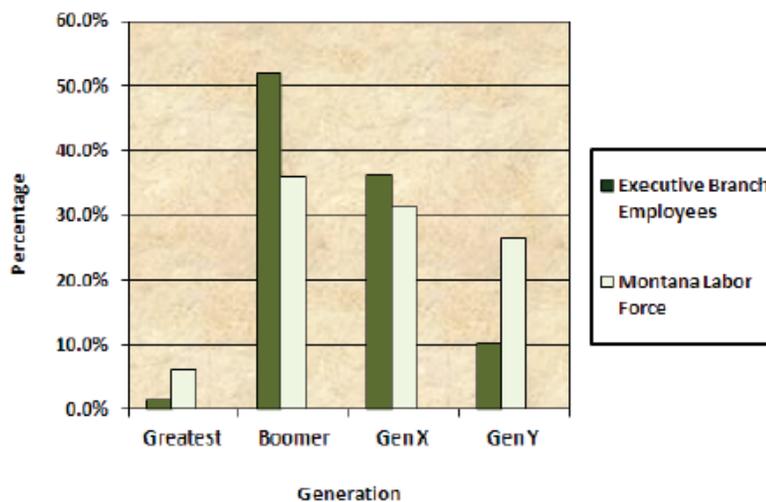
¹ - Department of Administration, State Human Resources Division, Human Resources Policy & Programs Bureau.

² - Department of Labor and Industry, Research and Analysis Bureau.

Generational Makeup

The generational makeup of the executive branch continues to remain concentrated in the baby boomer generation (48-66 years of age) and generation X (31-47 years of age) at 52.1 percent and 36.3 percent respectively. Generation Y (18-30 years of age) represents 10.2 percent of state government's workforce. In contrast, 26.6 percent of Montana's labor force is generation Y. Figure 2 illustrates the comparison between the executive branch and the Montana labor force. Appendix A contains a historical look at employees by age group.

Figure 2
Generations of Executive Branch Employees
Compared to the Montana Labor Force
November 1, 2012



Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS), and Department of Labor and Industry, Research and Analysis Bureau.

Figure 4
Annual Payroll for Executive Branch Employees
by County of Residence
November 1, 2011 - November 1, 2012

County	Resident Employees	Annual Payroll	County	Resident Employees	Annual Payroll
Beaverhead	170	\$4,218,905	McCone	12	\$395,059
Big Horn	65	\$1,882,784	Meagher	17	\$564,385
Blaine	35	\$876,801	Mineral	65	\$2,478,372
Broadwater	157	\$5,544,911	Missoula	963	\$31,430,740
Carbon	86	\$2,190,322	Musselshell	34	\$1,171,458
Carter	15	\$166,943	Park	105	\$2,896,885
Cascade	841	\$27,129,221	Petroleum	9	\$137,104
Chouteau	38	\$959,540	Phillips	17	\$511,200
Custer	369	\$11,579,416	Pondera	60	\$2,196,377
Daniels	13	\$352,680	Powder River	20	\$595,461
Dawson	158	\$5,142,040	Powell	549	\$17,645,845
Deer Lodge	828	\$23,546,212	Prairie	17	\$511,868
Fallon	25	\$596,290	Ravalli	266	\$7,464,235
Fergus	375	\$9,219,109	Richland	45	\$1,174,411
Flathead	849	\$25,416,970	Roosevelt	118	\$3,361,357
Gallatin	584	\$16,049,015	Rosebud	60	\$1,658,414
Garfield	22	\$408,947	Sanders	123	\$2,834,147
Glacier	70	\$2,357,204	Sheridan	29	\$745,771
Golden Valley	12	\$359,446	Silver Bow	802	\$26,837,911
Granite	40	\$1,323,041	Stillwater	67	\$1,486,870
Hill	113	\$4,196,723	Sweet Grass	27	\$1,153,902
Jefferson	914	\$33,017,590	Teton	65	\$1,760,920
Judith Basin	25	\$644,186	Toole	36	\$1,324,486
Lake	181	\$4,717,528	Treasure	13	\$301,226
Lewis and Clark	5,445	\$225,646,158	Valley	121	\$4,172,097
Liberty	10	\$313,951	Wheatland	11	\$413,220
Lincoln	155	\$4,356,866	Wibaux	11	\$423,931
Madison	113	\$2,354,833	Yellowstone	1,005	\$33,603,427



Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

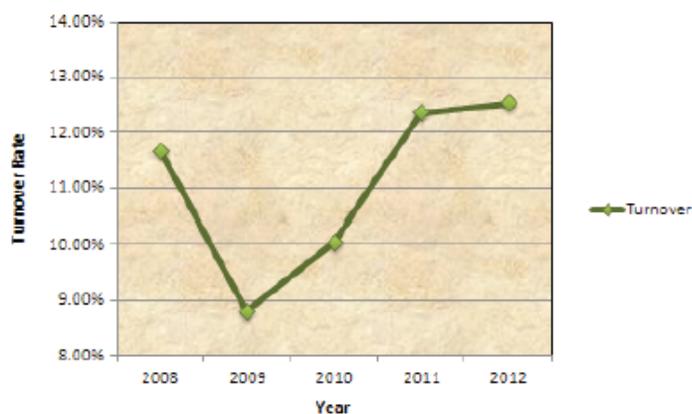
Statewide Employee Turnover Rate

The statewide turnover rate is the number of employees who terminated divided by the current executive branch workforce.

Transfers to other agencies are not included in the statewide turnover rate. For detailed **turnover data by agency including transfers**, see Appendix B.

Employee turnover for 2012 increased slightly from 12.36 percent in 2011 to 12.53 percent in 2012. Figure 5 illustrates turnover data.

**Figure 5
Turnover Rate
by Year**



Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

Terminations

The number of employees leaving state government with less than two years of service increased to 26.1 percent, peaking at above 31 percent in 2009. Figure 6 illustrates terminations within the first two years of service for the past five years. Retirees leaving state government have decreased from 433 in 2011 to 407 in 2012. Figure 7 shows a 6-percent decrease from 2011. Figures 8 and 9 illustrate termination and retirement data for the past five years. Agency-specific information can be found in Appendix B.

Figure 6
Terminations with 0-2 Years of Service (YOS)
by Year



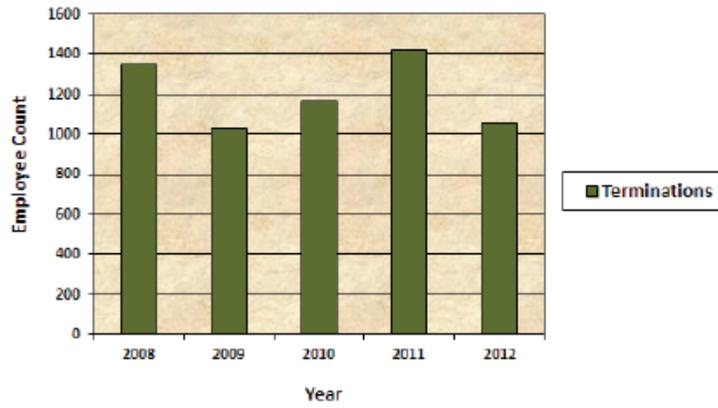
Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

Figure 7
Total Retirees
by Year

Year	Retirees	Percent Change From Last Year
2010 (Nov)	365	23.7%
2011 (Nov)	433	18.6%
2012 (Nov)	407	-6.0%

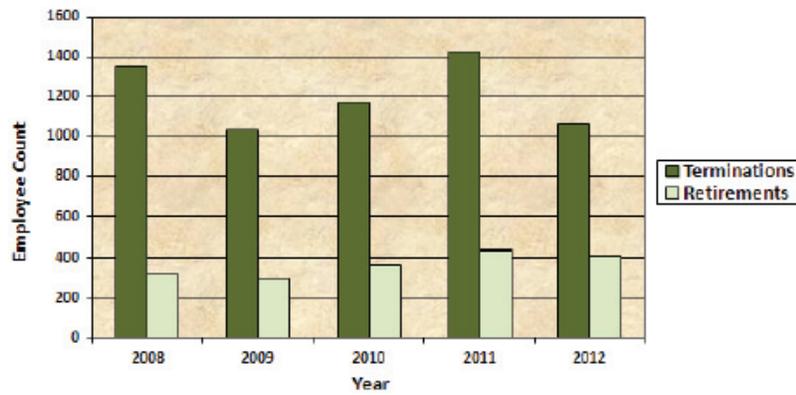
Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

**Figure 8
Total Terminations
by Year**



Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

**Figure 9
Total Terminations and Retirements
by Year**



Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

Agency Transfers

Last year, State Human Resources Division conducted phone interviews to gather information regarding why employees transfer between agencies. We spoke to 88 permanent employees who transferred between executive branch agencies in 2011.

Respondents' reasons for transferring generally fell into one of two categories—lack of advancement opportunities or problems with management.

Slightly more than 34 percent of respondents cited problems related to management as their reason for transferring. Respondents cited various examples of poor management, including failure to address problems and difficult coworkers, pressure to take on high workloads, lack of support and trust, and poor treatment.

Approximately 24 percent cited lack of advancement opportunities as their reason for transferring. They left to advance their careers and pursue more challenging work opportunities.

A small percentage of respondents addressed pay when describing their reasons for transferring. Less than 10 percent of respondents indicated they transferred solely for higher pay. Approximately 5 percent of respondents indicated they transferred to lower-paying positions to escape difficult working conditions.

The number of employees transferring between agencies is very low. About 1 percent of the total workforce transferred from one state agency to another in 2012. See Figure 10.

Figure 10
Transfers Between Executive Branch Agencies
November 1, 2011 - November 1, 2012

Agency	Transfers To	Transfers From	NET Gain/Loss
Administration	16	25	-9
Agriculture	0	0	0
Board of Public Education	0	0	0
Commerce	10	5	5
Department of Corrections	18	12	6
Environmental Quality	10	10	0
Fish, Wildlife, & Parks	7	7	0
Governor's Office	2	2	0
Justice	15	14	1
Labor & Industry	18	17	1
Livestock	0	0	0
Military Affairs	1	2	-1
Montana Arts Council	0	0	0
Montana Historical Society	2	0	2
Montana State Library	1	0	1
Natural Resources & Conservation	4	5	-1
Office of Public Instruction	6	5	1
Office of the Public Defender	4	8	-4
Political Practices	0	0	0
Public Health & Human Services	37	33	4
Public Service Commission	1	0	1
Revenue	13	9	4
School for Deaf and Blind	0	0	0
Secretary of State	3	2	1
State Auditor	3	7	-4
Transportation	22	5	17

Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System(SABHRS)

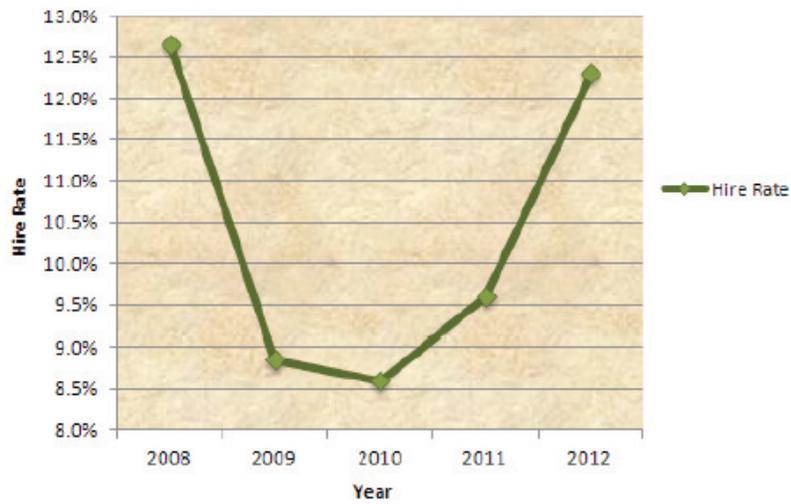
Statewide Hire Rates

The statewide hire rate includes all employees hired or rehired in the year by executive branch agencies divided by the total workforce. It does not include transfers from other agencies.

Agency-specific information can be found in Appendix B. Appendix B **includes hires, rehires, and transfers** from another agency.

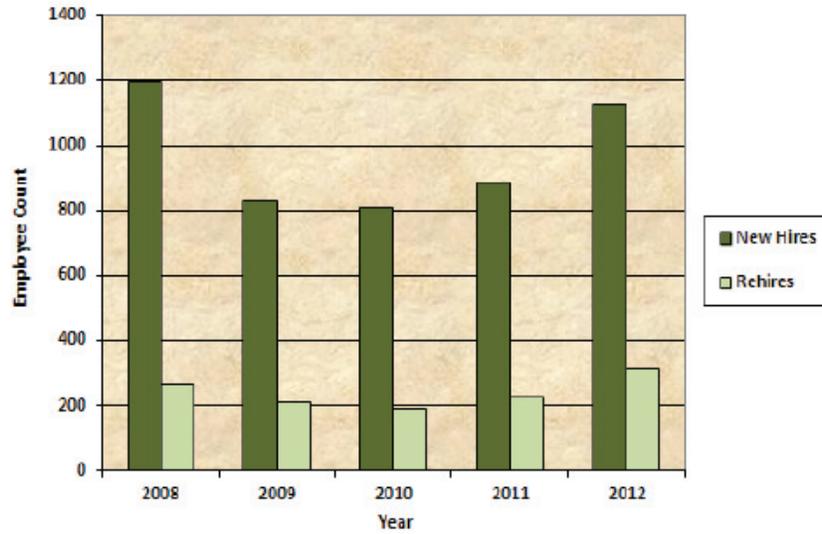
The total hire rate for 2012 was 12.3 percent. This is a 3-percent increase from 2011. Figures 11 and 12 illustrate the hire rate and the total number of hires and rehires for the past few calendar years.

Figure 11
Hire Rate by Year



Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

Figure 12
New Hires and Rehires
by Year



Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

Online Employment System

The State of Montana Employment Information website <http://mt.gov/statejobs/> is one of the most frequently visited websites in Montana state government. Figure 13 shows the average application pool for job listings with closing dates in 2012. The average application pool contains 23 applications.

Figure 13
Average Applicant Pool by Agency
As of November 14, 2012

Agency	Job Listings	Job Applications	Application Pool Average
Administration	80	1,964	25
Agriculture	37	701	19
Board of Public Education	1	52	52
Commerce	41	860	21
Corrections	177	4,084	23
Environmental Quality	65	1,036	16
Fish, Wildlife and Parks	90	2,951	33
Governor's Office	4	78	20
Justice	88	3,014	34
Labor and Industry	121	2,547	21
Livestock	11	157	14
Military Affairs	29	488	17
Montana Historical Society	12	191	16
Montana State Library	4	46	12
Natural Resources and Conservation	104	2,171	21
Office of Public Instruction	46	586	13
Office of State Public Defender	35	727	21
Public Health and Human Services	420	11,692	28
Public Service Commission	6	80	13
Revenue	101	2,959	29
School for the Deaf and Blind	4	73	18
Secretary of State	6	75	13
State Auditor	19	378	20
Transportation	318	4,885	15
State of Montana	1,873	43,131	23

Source: Department of Administration, State Human Resources Division, Online Employment System

Recruitment and Retention Forecast

The Montana Department of Labor and Industry predicts that roughly 6,674 more Montana jobs will be created annually between 2011 and 2021. The Department expects an annual growth rate of 1.4 percent in 2012 and 2013 and a slightly faster growth of 1.5 percent annually starting in 2014. In total, roughly 66,700 jobs will be created between 2011 and 2021. This growth rate is above the long-term average since 1976 of about 1.0 percent, but slower than the growth during the bubble years of 2001 to 2007. About 80 percent of those jobs will be in the service sector.³ Examples of service occupations include:

- administrative workers
- maintenance workers
- health care/social service workers
- lawyers
- computer services
- education workers

The aging of Montana's workforce is expected to cause significant tightening of Montana's labor force. The U.S. Census Bureau's population projections indicate that the working age population in Montana (ages 18-65) will start to decrease beginning in 2013, leaving businesses with fewer candidates for job openings. The higher unemployment and delayed retirements caused by the 2007 recession has reduced the urgency posed by the changing demographics of Montana's workforce. However, as our economy recovers, Montana's older workers will be leaving the workforce. Agency managers need to plan for the loss of knowledge and experience held by these workers and for the potential of a tight labor market in the future.

³ • Department of Labor and Industry, Research and Analysis Bureau.

Chapter 2 – Executive Branch Employee Pay

This chapter covers the two primary pay plans in the executive branch: the broadband pay plan and the blue-collar pay plan. There are 11,041 employees covered under the broadband pay plan. The blue-collar pay plan covers 657 employees.

Active Pay Plans for Executive Branch Employees

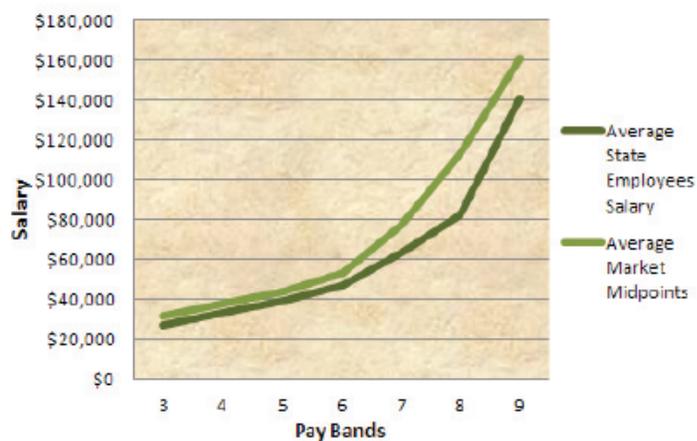
The Broadband Pay Plan - The broadband pay plan became the primary pay plan July 1, 2007. It is an enterprise-wide plan allowing state agencies flexibility to develop their own pay plan rules within broad statutory and policy parameters and within authorized funding levels. Employees in this plan earned an average annual base salary of \$44,145 in 2012. This is a \$1,435 increase from the average annual base salary of \$42,710 in 2011.

Salaries for employees whose positions are covered under the broadband pay plan are determined, in part, by a biennial market analysis. According to Montana law, at 2-18-201 (1), MCA, *"[i]t is the intent of the legislature that compensation plans for state employees . . . be based, in part, on an analysis of the labor market as provided by the department in a biennial salary survey . . ."* The department conducts and publishes this analysis in even-numbered years during the biennial executive budgeting process. This analysis includes base salaries paid to workers in the same occupations by public or private employers in Montana and the four surrounding states.

The department identifies the median salary for surveyed workers by occupation to determine "market midpoints." In other words, half the surveyed workers receive base salaries above the market midpoint and half receive base salaries below the market midpoint.

Figure 14 illustrates the difference in base salary between actual state employee salaries and market midpoints. Pay bands seven and eight lag the farthest behind the market midpoint. Figure 15 depicts the data for each pay band.

Figure 14
Market Midpoints compared to
Actual Pay Rates by Pay Band



Source: 2012 Market Analysis conducted by the Human Resources Policy and Programs (HRPP) Bureau, State Human Resources Division

Figure 15
Average State Employee Base Salary
Compared to the Average Market Salary
by Pay Band

Band	Number of Employees	Average State Employees Salary	Average Market Midpoints	Amount Below Market	Percent Below Market
1	1	\$21,424	\$24,549	\$3,125	12.73%
2	328	\$22,058	\$25,334	\$3,276	12.93%
3	1848	\$28,067	\$32,225	\$4,159	12.90%
4	1242	\$33,653	\$39,885	\$6,232	15.63%
5	2465	\$40,547	\$46,012	\$5,465	11.88%
6	3425	\$48,829	\$54,552	\$5,723	10.49%
7	1473	\$64,702	\$79,862	\$15,160	18.98%
8	230	\$84,993	\$127,832	\$42,839	33.51%
9	29	\$152,989	\$179,534	\$26,545	14.79%

Source: 2012 Market Analysis conducted by the Human Resources Policy and Programs (HRPP) Bureau, State Human Resources Division

The Blue-Collar Pay Plan - The blue-collar pay plan is a single rate plan for 657 skilled trade and craft positions (heavy equipment operators, laborers, carpenters, painters, etc.) in collective bargaining units. All aspects of the plan are determined through collective bargaining. The plan consists of 14 grades (no steps), each with a corresponding hourly wage. Employees advance to higher grades by successfully bidding for jobs or by completing experiential and testing steps in a career ladder. The plan was approved by the legislature in 1979. In 2012, the average full-time employee covered under the blue-collar plan received a base annual income of \$38,704.

Longevity

Eligible employees covered under the two pay plans receive a longevity allowance defined under 2-18-304, MCA. State law provides for longevity increments of 1.5 to 2 percent of the employee's base salary for each continuous five years of state service. Figure 16 shows longevity pay increments outlined in statute, the cumulative total multiplier, and the number of employees receiving each increment.

Figure 16
Longevity Pay Increments and
Employees Receiving Longevity Pay
November 1, 2012

Longevity Increments	Years of Service	Percent Increase	Total	2011 Employees	2012 Employees
First Increment	5	1.5%	1.5%	2,603	2,735
Second Increment	10	2.0%	3.5%	1,604	1,664
Third Increment	15	2.0%	5.5%	1,129	1,088
Fourth Increment	20	2.0%	7.5%	1,126	1,129
Fifth Increment	25	1.5%	9.0%	555	565
Sixth Increment	30	1.5%	10.5%	360	323
Seventh Increment	35	1.5%	12.0%	138	142
Eighth Increment	40	1.5%	13.5%	21	23
Ninth Increment	45	1.5%	15.0%	1	2
Tenth Increment	50	1.5%	16.5%	0	0
Totals				7,537	7,671

Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

Chapter 3 – Benefits

This chapter describes the major components of the state's benefit package including membership in a group benefit and retirement plan. The chapter also includes information regarding the statutory holiday, vacation, and sick-leave benefits provided to all Montana public employees.

Group Benefits

The state's benefit plan offers a comprehensive package:

- two medical plan choices;
- dental and prescription drug coverage;
- group term life insurance coverage;
- optional coverage for vision, long-term care, and long-term disability coverage;
- employee assistance programs;
- wellness programs and clinical management programs;
- availability of a cafeteria plan allowing for tax-advantaged purchase of these benefits; and
- participation in medical or dependent care flexible spending accounts.

Montana state government has offered a group benefits package since 1979⁴. The Department of Administration, in consultation with an advisory council, is responsible for designing the group benefits package and its operations (2-18-801, MCA).

The employer contribution to the group benefit package is part of the economic package negotiated during collective bargaining. The legislature then sets the employer contribution by statute (2-18-703, MCA). The amount is the same for every employee regardless of the family members covered. For 2012, the state contribution was \$733 per month.

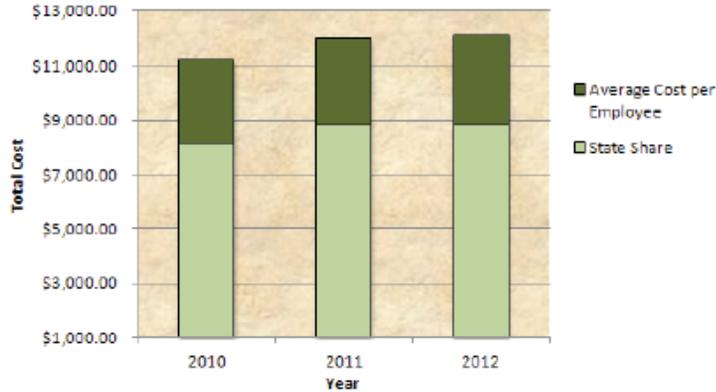
Retirees do not receive a contribution from the state. Medicare-eligible and non-Medicare-eligible retirees pay the full premium for their coverage through the state plan.

Over the past 20 years, the state's contribution, the plan cost sharing (deductibles, coinsurance, copayments), and the cost of family coverage under the state's traditional plan have risen at comparable rates. The cost of rising health care has been shared between Montana state government, participating employees, and the employees and family members who use the benefits.

⁴ • Prior to 1979, agencies individually offered group benefits to their employees.

In 2010 the average cost of health benefits per state employee was \$11,178 and \$3,030 was paid by the employee. In 2011 the figure rose to \$11,997 and \$3,201 was paid by the employee. As of September 30, 2012, the average total benefit cost was \$12,116 and \$3,320 was paid by the employee. Figure 17 depicts the rising cost of health care for state employees during the last three years.

Figure 17
Average Total Benefit Cost
per Employee



Source: Department of Administration, Health Care and Benefits Division

Paid Leave

Annual Leave - Annual leave is also known as vacation leave. Montana's executive branch employees earn vacation leave at the rate of 15 days per year or more, depending upon their total years of public employment (2-18-611, MCA). Part-time employees earn annual leave on a prorated basis. In 2012, the average executive branch employee continued to maintain a balance of 19 vacation days. The average executive branch employee used 14 days of earned vacation time in 2012, the same as in 2011 and 2010.

Vacation leave may be accumulated up to a total not exceeding two times the maximum number of days earned annually. Upon termination, an employee is entitled to a lump-sum payment for the employee's unused vacation leave based on the employee's salary at the time of termination.

Figure 18 shows the annual leave earned based on years of employment.

Figure 18
Annual Leave Accrual Rates for
Public Employees

Years of Employment	Days Earned
1 day through 9 years	15
10 years through 14 years	18
15 years through 19 years	21
20 years on	24

Source: MDM-Annual Vacation Leave Policy

Sick Leave - Full-time employees earn 12 days of sick leave per year. Part-time employees earn sick leave on a prorated basis. In 2012, the average executive branch employee had a balance of 36 days of sick leave. Executive branch employees used an average of eight days of sick leave in 2012, the same as in 2011.

All employees are eligible to earn sick leave from the first day of employment; however, they may not use the credits until they have been continuously employed for 90 days. There is no restriction upon the number of sick leave credits an employee can earn. Upon termination, an employee is entitled to a lump-sum payment equal to one-fourth of the pay attributed to sick leave credits based on the employee's salary at the time of termination.

Employees may receive sick leave credits beyond those accumulated by participating in a sick leave fund or by receiving direct grants of sick leave from other employees. No funds are attached to donated or received sick leave credits. The department employing the recipient of granted sick leave credits must pay the costs associated with the use of the sick leave.

Holiday Leave - Executive branch employees receive 10 paid holidays in odd-numbered years and 11 paid holidays in even-numbered years (1-1-216, MCA). Figure 19 lists these holidays.

Figure 19
Holidays for Public Employees

Holiday	Observed
New Year's Day	January 1
Martin Luther King, Jr., Day	Third Monday in January
Presidents' Day	Third Monday in February
Memorial Day	Last Monday in May
Independence Day	July 4
Labor Day	First Monday in September
Columbus Day	Second Monday in October
Veterans' Day	November 11
Thanksgiving Day	Fourth Thursday in November
Christmas Day	December 25
State General Election Day	First Tuesday after first Monday in November of even-numbered years.

State Retirement Plans

Most executive branch employees are enrolled in one of seven retirement plans⁵. The plans and the number of participating state employees are listed in Figure 20.

Figure 20
State Retirement Plans

State Retirement Plans	Participants
Public Employees' Retirement System (PERS) Defined Benefit Retirement Plan	10,718
PERS Defined Contribution Retirement Plan	915
Highway Patrol Officers' Retirement System	218
Game Wardens' and Peace Officers' Retirement System	938
Sheriffs' Retirement System	54
Firefighters' Unified Retirement System	17
Teachers' Retirement System	174

The Montana Public Employee Retirement Administration (MPERA) administers all but the Teachers' Retirement System (TRS).

The Highway Patrol Officers' Retirement System, Game Wardens' and Peace Officers' Retirement System, Sheriffs' Retirement System, and Teachers' Retirement System are *defined benefit plans*. The Public Employees' Retirement System offers employees a one-time choice between participating in the defined benefit retirement plan or the *defined contribution retirement plan*. Retirement benefits under the defined benefit retirement plan are determined by a formula based on a factor, service credits, and salary. The employer assumes the risk under the defined benefit retirement plan.

In contrast, the benefit of defined contribution retirement plans depends on how much is contributed to the plans. The defined contribution retirement plan does not specify the benefit. The employee invests in selected options offered within the plan and assumes the risk.

Although each of these retirement plans has its own unique features, they have these in common:

- With few exceptions, employee participation is compulsory.
- Both employees and state government must contribute to the plans based on a percentage amount of the employee's salary.
- Each plan provides service, disability, and death benefits.
- Service credits are portable among the plans, permitting credits earned in one system to be transferred to another.
- All plans are subject to periodic actuarial valuations to determine the financial status of the funds.

⁵ • Montana Public Employee Retirement Administration (MPERA) and Teachers' Retirement Administration

Deferred Compensation Plan

The State of Montana offers employees a deferred compensation program, as authorized under Section 457 of the federal Internal Revenue Code, and has done so since 1976. On June 30, 2012, 4,111 state employees were participating in the program⁶. Under this program, administered by the Montana Public Employees Retirement Administration, employees may defer a portion of their salary through pre-tax payroll deductions to be invested in a fixed or variable investment option selected by the Montana Public Employees Retirement Board.

The deferred funds and investment earnings are exempt from state and federal taxes until they are paid to the program participant. Payouts are available only upon termination, retirement, death, or unforeseeable emergency. The state contributes no money on behalf of employees who choose to participate in this plan.

⁶ • Montana Public Employee Retirement Administration

Chapter 4 – Diversity

This chapter compares the race, ethnicity, and gender composition of the executive branch workforce to the Montana state labor force. The Census 2000 Special Equal Employment Opportunity Tabulation serves as the primary benchmark for comparing the race, ethnicity, and gender composition of an organization's internal workforce to the external labor market by geographic location and job category.⁷ The tabulation does not contain statistics for the number of people with disabilities in the Montana labor force.

Race and Ethnicity

Census 2000 contains demographic data on race and ethnicity according to the minimum standards established by the U.S. Office of Management and Budget (OMB). These standards include a minimum of five racial categories:

- American Indian or Alaska Native (AIAN)
- Asian
- Black or African American
- Native Hawaiian or Other Pacific Islander
- White

Demographic Highlights

Overall, there was very little change in executive branch demographics between 2011 and 2012. Ninety-six percent of executive branch employees specified a race. Below are the highlights of the 2012 diversity statistics:

- The percent of *women* in the executive branch is 3.3 percent higher than the Montana labor force, the same as in 2011.
- There are 3.14 percent fewer *American Indian or Alaska Native* employees in state government than in the Montana labor force.
- There is 1 percent fewer *other minority group* employees in state government than the Montana labor force.

Gender

The executive branch employs nearly equal numbers of women and men in the workforce. Seventy-eight percent of the female workforce is in professional and technical occupations. Figure 21 shows the executive branch by gender.

⁷ • U.S. Census Bureau, Census 2000 Special Equal Employment Opportunity Tabulation. The 2010 special EEO tabulation will not be available until December 2012.

**Figure 21
Executive Branch by Gender
November 1, 2012**

EEO Category	Total	Women	Percent	Men	Percent
Officials and Administrators	771	316	40.99%	455	59.01%
Professionals	6,152	3,326	54.06%	2,826	45.94%
Technicians	1,749	1,231	70.38%	518	29.62%
Protective Service	996	152	15.26%	844	84.74%
Paraprofessionals	462	287	62.12%	175	37.88%
Administrative Support	410	352	85.85%	58	14.15%
Skilled Craft	838	26	3.10%	812	96.90%
Service Maintenance	320	130	40.63%	190	59.38%
Total	11,698	5,820	49.75%	5,878	50.25%

Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

Appendix A includes tables illustrating comparisons of the Montana labor force to the executive branch workforce by EEO category based on race and gender. Appendix A also includes a five-year comparison of the executive branch employees by race and gender and base pay by race and gender.

NOTE: The U.S. Department of Labor defines the labor force as "all persons age 16 and over who are working or looking for work."

Our demographic data is based on the following categories: white, American Indian or Alaska Native, other minorities, and gender.

Employees with Disabilities

The U.S. Census Bureau 2009 reports 15.7 percent of the total Montana civilian non-institutionalized population age 16 and older had a disability. Twenty-eight percent were employed in the Montana labor force.

According to the U.S. Census Bureau's 2010 American Community Survey, state government, which includes all branches of state government and the university system, employs 6.7 percent, or 2,178, of the people with disabilities employed in Montana. However, the number of executive branch employees reporting a disability is only 125. The difference between these two numbers indicates employees with disabilities choose not to self-identify their disability to employers.

Chapter 5 – Collective Bargaining

Sixty-one percent of Montana's executive branch employees are unionized. The Collective Bargaining for Public Employees Act covers the State of Montana and its political subdivisions. Collective bargaining is a "process whereby employees, as a group, and their employers make offers and counteroffers, in good faith, on the conditions of their employment for the purpose of reaching a mutually acceptable agreement" (39-31-100, MCA).

This chapter provides:

- the process by which mandatory subjects of collective bargaining (wages, hours, fringe benefits, and other conditions of employment) are negotiated; and
- the extent of current unionization in state government.

Process of Collective Bargaining

The Chief of the State Office of Labor Relations is designated by Executive Order No. 40-2008 to represent the State of Montana in collective bargaining with representatives of certified collective bargaining units.

The State Office of Labor Relations begins pay and benefit negotiations with major state employee unions during the year-long executive planning process preceding each regular legislative session. State labor negotiators meet either simultaneously or jointly with these unions. The goal is to reach a settlement before the governor's executive budget is submitted.

If the parties are unable to settle before the legislature convenes, negotiations may continue during the session and beyond. Regardless of whether a settlement is reached before the legislative session begins, the budget director must submit a proposed pay plan to the legislative fiscal analyst no later than November 15 in the year preceding a session (17-7-112(4), MCA).

Extent of Unionization

There are 65 collective bargaining units in the executive branch. All collective bargaining agreements cover a two-year period, expiring June 30 in odd-numbered years. The State Office of Labor Relations negotiates each of these 65 agreements. Members of bargaining units cannot receive a legislatively authorized pay increase until the bargaining unit has ratified a completely integrated collective bargaining agreement (2-18-303, MCA).

The Montana Public Employees Association (MPEA) is the largest state employee union. Three unions (MPEA, Montana Education Association and Montana Federation of Teachers [MEA-MFT], and the American Federation of State, County, and Municipal Employees [AFSCME]) represent 91 percent of organized state employees. Figure 22 shows the number of unionized employees by bargaining agent.

Figure 22
Numbers of Unionized State Employees by Bargaining Agent
November 1, 2012

Exclusive Bargaining Agent	Employees Represented	Percent
American Federation of State, County & Municipal Employees (AFSCME)	779	6.66%
Capitol Complex Craft Council	20	0.17%
Department of Transportation Craft Council	367	3.14%
Great Falls Firefighters Association	26	0.22%
International Association of Machinists (IAM)	11	0.09%
International Brotherhood of Teamsters	7	0.06%
Labor Relations and Appeals Union	8	0.07%
Montana Education Association and Montana Federation of Teachers (MEA-MFT)	1,950	16.67%
Montana Developmental Center Craft Council	12	0.10%
Montana State Hospital Craft Council	30	0.26%
Montana Nurses Association	85	0.73%
Montana Public Employees Association (MPEA)	3,272	27.97%
Montana Public Employees Association - MEA-MFT Revenue	469	4.01%
Montana State Prison Craft Council	13	0.11%
United Food and Commercial Workers	23	0.20%
Total Executive Branch State Employees --- 11,698	7,072	60.45%

Source: State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

The number of employees represented by the bargaining units ranges from seven to 3,272. Membership in the units includes professionals, law-enforcement personnel, nurses, clerical, blue collar, and craft workers. Some agencies have a majority of employees who are unionized; others have none. Figure 23 shows the number of organized employees by executive branch agency.

Figure 23
Number of Unionized State Employees by Agency
November 1, 2012

Executive Branch Agency	Total Employees	Total Union Employees	Percent Union
Administration	556	67	12.05%
Agriculture	104	72	69.23%
Board of Public Education	3	0	0.00%
Commerce	179	0	0.00%
Corrections	1,257	850	67.62%
Environmental Quality	441	294	66.67%
Fish, Wildlife, & Parks	702	203	28.92%
Governor's Office	32	0	0.00%
Justice	742	360	48.52%
Labor & Industry	764	494	64.66%
Livestock	143	0	0.00%
Military Affairs	204	71	34.80%
Montana Arts Council	9	0	0.00%
Montana Historical Society	60	40	66.67%
Montana State Library	48	0	0.00%
Natural Resources & Conservation	496	12	2.42%
Office of Public Instruction	161	140	86.96%
Office of the Public Defender	203	164	80.79%
Political Practices	4	0	0.00%
Public Health & Human Services	2,808	2,163	77.03%
Public Service Commission	31	0	0.00%
Revenue	627	477	76.08%
School for Deaf & Blind	41	26	63.41%
Secretary of State	45	0	0.00%
State Auditor	69	0	0.00%
Transportation	1,969	1,639	83.24%
TOTAL	11,698	7,072	60.45%

Source: State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

Validity of Collective Bargaining Agreements

The economic agreements reached between the governor and state employee unions, during the executive planning process and prior to the regular legislative session, are contingent upon the legislature's passage and approval of the pay bill. Once those two-year collective bargaining agreements are signed, the legislature may not alter the conditions of those agreements "if such action impermissively impairs the contractual obligation of the state towards those employees."⁸

⁸ • Montana Legislative Council legal memorandum, State Employee Salaries and Collective Bargaining – Legislative Consideration, May 1986

Appendix A – Executive Branch Comparisons

Comparison of Montana Labor Force to Executive Branch by Race

Montana Labor Force by Race
2000 U.S. Census Data

EEO Category	Total	White	Percent	American Indian or Alaska Native	Percent	All Other Minorities	Percent
Officials and Managers	69,755	66,215	94.90%	2,219	3.20%	1,303	1.90%
Professional	75,275	70,280	93.40%	3,135	4.20%	1,852	2.50%
Technicians	9,920	9,205	92.80%	510	5.10%	215	2.20%
Protective Service	7,545	6,185	82.00%	1,103	14.60%	260	3.40%
Paraprofessional	NA	NA	NA	NA	NA	NA	NA
Administrative Support	104,760	96,245	91.90%	5,550	5.30%	2,974	2.80%
Skilled Craft	51,060	47,095	92.20%	2,793	5.50%	1,166	2.30%
Service Maintenance	133,850	119,640	89.40%	9,175	6.90%	5,025	3.80%
Total	454,685	416,635	91.60%	25,175	5.50%	12,852	2.80%

Source: U.S. Census Bureau, Census 2000 Special Equal Employment Opportunity Tabulation. The 2010 special EEO tabulation will not be available until December 2012.

Executive Branch Employees by Race
November 1, 2012

EEO Category	Total	White	Percent	American Indian or Alaska Native	Percent	All Other Minorities	Percent
Officials and Managers	771	723	93.77%	10	1.30%	7	0.91%
Professional	6,152	5,609	91.17%	147	2.39%	98	1.59%
Technicians	1,749	1,574	89.99%	37	2.12%	40	2.29%
Protective Service	996	882	88.55%	8	0.80%	29	2.91%
Paraprofessional	462	425	91.99%	12	2.60%	15	3.25%
Administrative Support	410	376	91.71%	7	1.71%	10	2.44%
Skilled Craft	838	753	89.86%	46	5.49%	4	0.48%
Service Maintenance	320	285	89.06%	9	2.81%	10	3.13%
Total	11,698	10,627	90.84%	276	2.36%	213	1.82%

Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System(SABHRS)

Note: Table does not include the 582 (4.98%) employees who did not specify their race.

Comparison of Montana Labor Force to Executive Branch by Gender

Montana Labor Force by Gender 2000 U.S. Census Data

EEO Category	Total	Women	Percent	Men	Percent
Officials and Managers	69,755	25,055	35.90%	44,682	64.10%
Professional	75,275	41,964	55.70%	33,303	44.20%
Technicians	9,920	5,953	60.00%	3,977	40.10%
Protective Service	7,545	1,451	19.20%	6,097	80.80%
Paraprofessional	NA	NA	NA	NA	NA
Administrative Support	104,760	74,380	71.00%	30,389	29.00%
Skilled Craft	51,060	2,666	5.20%	48,388	94.80%
Service Maintenance	133,850	59,510	44.50%	74,330	55.50%
Total	454,685	212,203	46.70%	242,459	53.30%

Source: U.S. Census Bureau, Census 2000 Special Equal Employment Opportunity Tabulation.
The 2010 special EEO tabulation will not be available until December 2012.

Executive Branch Employees by Gender November 1, 2012

EEO Category	Total	Women	Percent	Men	Percent
Officials and Administrators	771	316	40.99%	455	59.01%
Professionals	6152	3326	54.06%	2826	45.94%
Technicians	1749	1231	70.38%	518	29.62%
Protective Service	996	152	15.26%	844	84.74%
Paraprofessionals	462	287	62.12%	175	37.88%
Administrative Support	410	352	85.85%	58	14.15%
Skilled Craft	838	26	3.10%	812	96.90%
Service Maintenance	320	130	40.63%	190	59.38%
Total	11,698	5,820	49.75%	5,878	50.25%

Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

Executive Branch – Comparison by Race, Gender, and Age

American Indian or Alaska Native by EEO Category Five-Year Comparison November 1, 2012

EEO Category	2008		2009 (Nov)		2010 (Nov)		2011 (Nov)		2012 (Nov)	
	No.	Percent								
Officials and Managers	6	0.80%	7	0.87%	6	0.78%	8	1.05%	10	1.30%
Professional	130	2.20%	135	2.22%	134	2.19%	126	2.08%	147	2.39%
Technicians	29	1.60%	28	1.58%	31	1.77%	31	1.81%	37	2.12%
Protective Service	17	1.80%	15	1.53%	8	0.85%	7	0.70%	8	0.80%
Paraprofessional	12	2.60%	19	4.13%	15	3.30%	14	3.25%	12	2.60%
Administrative Support	12	2.60%	9	1.95%	6	1.35%	7	1.67%	7	0.24%
Skilled Craft	31	3.80%	40	4.82%	39	4.66%	41	5.02%	46	5.49%
Service Maintenance	3	0.90%	7	2.17%	6	1.95%	7	2.22%	9	2.81%
Total	240	2.10%	260	2.22%	245	2.11%	241	2.09%	276	2.36%

Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System(SABHRS)

All Other Minorities by EEO Category Five-Year Comparison November 1, 2012

EEO Category	2008		2009 (Nov)		2010 (Nov)		2011 (Nov)		2012 (Nov)	
	No.	Percent								
Officials and Managers	7	0.90%	9	1.12%	7	0.91%	8	1.05%	7	0.91%
Professional	86	1.50%	96	1.58%	93	1.52%	84	1.39%	98	1.59%
Technicians	28	1.50%	33	1.86%	33	1.88%	30	1.75%	40	2.29%
Protective Service	21	2.30%	22	2.24%	24	2.55%	24	2.40%	29	2.91%
Paraprofessional	15	3.30%	19	4.13%	16	3.52%	16	3.71%	15	3.25%
Administrative Support	8	1.70%	7	1.52%	5	1.13%	7	1.67%	10	2.44%
Skilled Craft	5	0.60%	7	0.84%	6	0.72%	5	0.61%	4	0.48%
Service Maintenance	10	3.10%	8	2.48%	7	2.28%	11	3.48%	10	3.13%
Total	180	1.60%	201	1.72%	191	1.64%	185	1.61%	213	1.82%

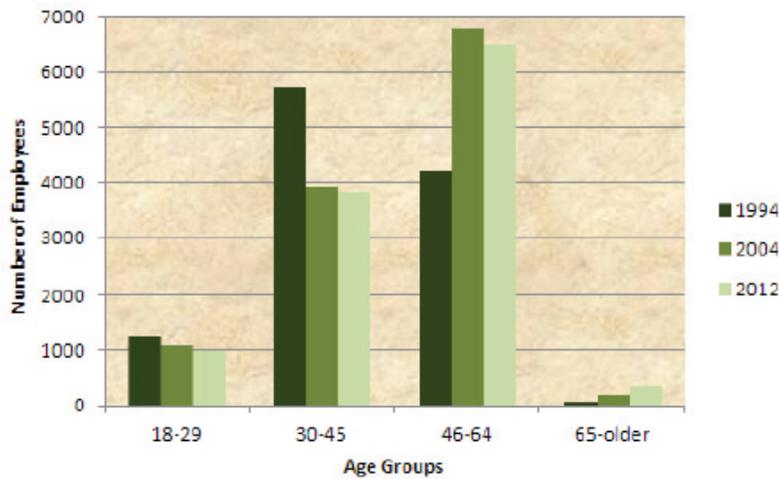
Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System(SABHRS)

**Females by EEO Category
Five-Year Comparison
November 1, 2012**

EEO Category	2008		2009 (Nov)		2010 (Nov)		2011 (Nov)		2012 (Nov)	
	No.	Percent								
Officials and Managers	277	36.00%	305	38.07%	304	39.53%	300	39.42%	316	40.99%
Professional	2,969	51.10%	3,204	52.78%	3,264	53.46%	3,276	54.06%	3,326	54.06%
Technicians	1,395	76.30%	1,335	75.33%	1,281	73.07%	1,249	72.87%	1,231	70.38%
Protective Service	144	15.60%	150	15.29%	146	15.55%	141	14.13%	152	15.26%
Paraprofessional	298	65.50%	290	63.04%	290	63.74%	287	66.59%	287	62.12%
Administrative Support	399	85.10%	392	84.84%	373	84.39%	356	84.96%	352	85.85%
Skilled Craft	29	3.50%	28	3.37%	30	3.58%	27	3.30%	26	3.10%
Service Maintenance	121	37.10%	132	40.99%	114	37.13%	123	38.92%	130	40.63%
Total	5,632	49.40%	5,836	49.89%	5,802	49.98%	5,759	50.01%	5,820	49.75%

Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

**Employee Age Comparison for
1994, 2004, and 2012
November 1, 2012**



Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

Executive Branch – Average Salary by Race and Gender

**Average Annual Salary by Race
November 1, 2012**

EEO Category	Employees	White	American Indian or Alaska Native	All Other Minorities
Officials and Managers	\$70,925	\$71,092	\$74,125	\$60,846
Professional	\$48,474	\$48,726	\$44,149	\$45,385
Technicians	\$31,373	\$31,486	\$31,049	\$30,319
Protective Service	\$38,744	\$38,896	\$37,658	\$37,342
Paraprofessional	\$26,486	\$26,481	\$26,676	\$26,494
Administrative Support	\$27,576	\$27,743	\$22,844	\$24,764
Skilled Craft	\$39,964	\$40,184	\$39,927	\$40,976
Service Maintenance	\$29,506	\$29,589	\$27,694	\$24,336

Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

**Average Annual Salary by Gender
November 1, 2012**

EEO Category	Employees	Women	Men	Women to Men Ratio
Officials and Managers	\$70,925	\$68,304	\$72,746	94%
Professional	\$48,474	\$45,371	\$52,126	87%
Technicians	\$31,373	\$30,257	\$34,025	89%
Protective Service	\$38,744	\$34,352	\$39,535	87%
Paraprofessional	\$26,486	\$26,020	\$27,250	95%
Administrative Support	\$27,576	\$27,809	\$26,159	106%
Skilled Craft	\$39,964	\$36,268	\$40,083	90%
Service Maintenance	\$29,506	\$22,412	\$34,359	65%

Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

Appendix B – Employee Data by Agency

Average Age and Years of Service
November 1, 2012

Agency	Executive Branch Workforce	Average Age	Years of Service
Administration	556	49	12
Agriculture	104	46	11
Board of Public Education	3	46	13
Commerce	179	48	12
Corrections	1257	45	10
Environmental Quality	441	47	11
Fish, Wildlife, & Parks	702	46	14
Governor's Office	32	48	11
Justice	742	46	13
Labor & Industry	764	50	12
Livestock	143	49	14
Military Affairs	204	47	10
Montana Arts Council	9	56	13
Montana Historical Society	60	49	14
Montana State Library	48	49	12
Natural Resources & Conservation	496	49	14
Office of Public Instruction	161	51	12
Office of the Public Defender	203	44	6
Political Practices	4	49	10
Public Health & Human Services	2,808	48	12
Public Service Commission	31	48	13
Revenue	627	47	12
School for Deaf & Blind	41	49	11
Secretary of State	45	51	13
State Auditor	69	46	11
Transportation	1969	48	14
TOTAL	11,698	48	12

Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

**Hire and Turnover Rates by Agency
November 1, 2011 - November 1, 2012**

Agency	Executive Branch Workforce	Hires	Hire Rate	Turnover	Turnover Rate
Administration	556	78	14.0%	77	13.8%
Agriculture	104	11	10.6%	6	5.8%
Board of Public Education	3	1	33.3%	0	0.0%
Commerce	179	47	26.3%	33	18.4%
Corrections	1,257	238	18.9%	242	19.3%
Environmental Quality	441	58	13.2%	40	9.1%
Fish, Wildlife, & Parks	702	100	14.2%	68	9.7%
Governor's Office	32	4	12.5%	4	12.5%
Justice	742	89	12.0%	95	12.8%
Labor & Industry	764	79	10.3%	102	13.4%
Livestock	143	11	7.7%	8	5.6%
Military Affairs	204	37	18.1%	38	18.6%
Montana Arts Council	9	1	11.1%	0	0.0%
Montana Historical Society	60	4	6.7%	8	13.3%
Montana State Library	48	5	10.4%	7	14.6%
Natural Resources & Conservation	496	34	6.9%	42	8.5%
Office of Public Instruction	161	25	15.5%	23	14.3%
Office of the Public Defender	203	69	34.0%	61	30.0%
Political Practices	4	0	0.0%	0	0.0%
Public Health & Human Services	2,808	492	17.5%	521	18.6%
Public Service Commission	31	4	12.9%	2	6.5%
Revenue	627	67	10.7%	66	10.5%
School for Deaf & Blind	41	3	7.3%	4	9.8%
Secretary of State	45	7	15.6%	8	17.8%
State Auditor	69	14	20.3%	15	21.7%
Transportation	1,969	149	7.6%	164	8.3%

Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System (SABHRS)

**Turnover Rates and 0-2 Years Turnover by Agency
November 1, 2011 - November 1, 2012**

Agency	Executive Branch Workforce	Turnover	Turnover Rate	0-2 Year Turnover	0-2 year Turnover Rate
Administration	556	77	13.8%	15	19.5%
Agriculture	104	6	5.8%	1	16.7%
Board of Public Education	3	0	0.0%	0	0.0%
Commerce	179	33	18.4%	6	18.2%
Corrections	1,257	242	19.3%	77	31.8%
Environmental Quality	441	40	9.1%	7	17.5%
Fish, Wildlife, & Parks	702	68	9.7%	18	26.5%
Governor's Office	32	4	12.5%	0	0.0%
Justice	742	95	12.8%	23	24.2%
Labor & Industry	764	102	13.4%	19	18.6%
Livestock	143	8	5.6%	1	12.5%
Military Affairs	204	38	18.6%	20	52.6%
Montana Arts Council	9	0	0.0%	0	0.0%
Montana Historical Society	60	8	13.3%	0	0.0%
Montana State Library	48	7	14.6%	5	71.4%
Natural Resources & Conservation	496	42	8.5%	6	14.3%
Office of Public Instruction	161	23	14.3%	5	21.7%
Office of the Public Defender	203	61	30.0%	20	32.8%
Political Practices	4	0	0.0%	0	0.0%
Public Health & Human Services	2,808	521	18.6%	159	30.5%
Public Service Commission	31	2	6.5%	0	0.0%
Revenue	627	66	10.5%	14	21.2%
School for Deaf & Blind	41	4	9.8%	2	50.0%
Secretary of State	45	8	17.8%	1	12.5%
State Auditor	69	15	21.7%	6	40.0%
Transportation	1,969	164	8.3%	16	9.8%

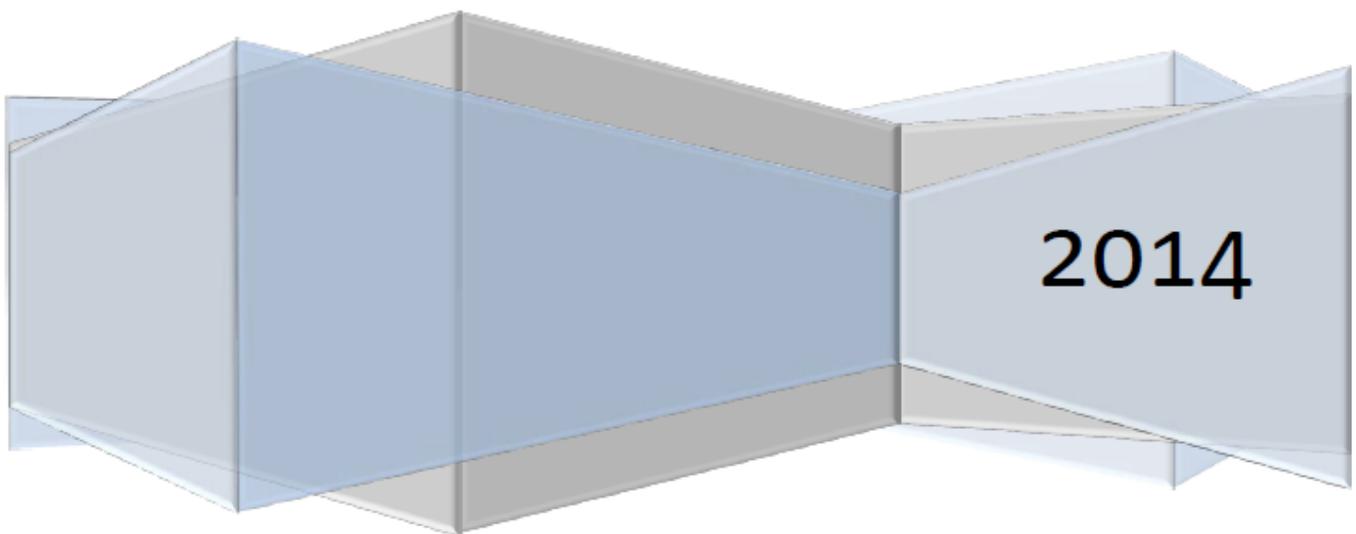
Source: Department of Administration, State Human Resources Division, Statewide Accounting, Budgeting and Human Resources System(SABHRS)

Appendix B.9 – 2014 Montana State Government Pay Audit

Montana State Government – Leading by Example

Montana State Government's Pay Audit

Executive Summary, Report and
Recommendations



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Introduction

As part of Governor Bullock's [Executive Order 5-2013](#), the State Human Resources (division) conducted a pay audit for the executive branch of Montana state government. This executive order requires the division to, "[l]ead by example by conducting a state employee workforce audit, making recommendations that ensure pay equity in state agencies and public contractor companies."

A pay audit is an in-depth review and analysis of the compensation system, as well as monitors an entity's pay practices, to specifically assess whether gender-based compensation disparities exist. Results from this pay audit will be reported to the Equal Pay for Equal Work Task Force, and may be used for statewide and individual agency initiatives.

The division reviewed pay practices and pay rates for employees in the broadband and blue collar pay plans, capturing pay information for these employees as of January 24, 2014. This pay audit does not include pay information for the employees of the Montana State Fund, elected officials, appointed staff, the legislative branch, the judicial branch, or the Montana University system.

Pay Audit Overview

During a June 13, 2013, news release, Governor Bullock reported, "Montana women make 67% of what men earn, putting Montana at 39th place for pay equity in the nation." In comparison to Montana's state ratio, women in this pay audit make 86.09% of what men earn. The following sections provide information about pay and gender representation within the executive branch of Montana state government.

Agency Distribution

Approximately 50% of the workforce is female, and 50% is male. Some agencies, such as the Department of Public Health and Human Services and Office of Public Instruction, have a higher representation of females (75.98% and 76.36% respectively). Other agencies, such as the Department of Transportation and Fish Wildlife and Parks, have a higher representation of males (79.82% and 72.63% respectively).

The following table provides gender distribution by agency.

Figure 1

Agency Name	# Females	# Males	Total Employees	% female	% male
Montana Arts Council	8		8	100.00%	0.00%
Political Practices	4		4	100.00%	0.00%
School for Deaf and Blind	33	9	42	78.57%	21.43%
Office of Public Instruction	126	39	165	76.36%	23.64%
Public Health & Human Services	2173	687	2860	75.98%	24.02%
Board of Public Education	2	1	3	66.67%	33.33%
Montana Historical Society	42	21	63	66.67%	33.33%
Commerce	119	61	180	66.11%	33.89%
Secretary of State	29	16	45	64.44%	35.56%
State Auditor	46	26	72	63.89%	36.11%
Revenue	401	227	628	63.85%	36.15%
Agriculture	64	37	101	63.37%	36.63%
Labor & Industry	455	289	744	61.16%	38.84%
Montana State Library	34	22	56	60.71%	39.29%
Office of the Public Defender	121	91	212	57.08%	42.92%
Governors Office	17	15	32	53.13%	46.88%
Administration	260	279	539	48.24%	51.76%
Environmental Quality	186	230	416	44.71%	55.29%
Justice	327	436	763	42.86%	57.14%
Corrections	509	743	1252	40.65%	59.35%
Livestock	57	84	141	40.43%	59.57%
Public Service Commission	12	18	30	40.00%	60.00%
Natural Resources & Conservation	191	306	497	38.43%	61.57%
Military Affairs	58	143	201	28.86%	71.14%
Fish Wildlife & Parks	182	483	665	27.37%	72.63%
Transportation	396	1566	1962	20.18%	79.82%

When analyzing pay information for state government, a primary reason for differences in pay rates for each of the agencies is the key occupations within the agency. As most employees are in the broadband pay plan, and occupations within the pay plan and each agency drive much of the pay for employees, this report first discusses the state's occupations within the two classified pay plans.

Occupation

Classified employees in the executive branch belong to either a broadband or a blue collar pay plan. Occupation is a key factor for pay in the broadband plan. The broadband plan consists of 11,008 employees, or 94.24%. Occupation is not a pay factor in the blue collar plan, as all employees in a grade make the same rate, regardless of the job. The blue collar plan consists of 673 employees, or 5.76%.

The following table provides the top job titles for both plans by gender.

Figure 2

Top Job Titles Females	Count	Top Job Titles Males	Count
Administrative Assistant	425	Correctional Officer	323
Social Service Specialist	306	Maintenance Tech IV	204
Child Family Social Worker	270	Highway Patrol Officer	165
Psychiatric Aide	159	Civil Engineering Specialist	165
Compliance Specialist	151	Lawyer	156
Registered Nurse	129	Civil Engineering Technician	146
Lawyer	125	Psychiatric Aide	138
Program Manager	120	Program Manager	137
License Permit Technician	120	Environmental Science Spc	124
Nursing Aide	116	Construction Trades	117
		SupMgr	

As demonstrated by this table, the top job titles for females are:

- office support occupations
- social worker occupations
- nurses and health support occupations
- lawyers
- one of the top ten occupations for females is Program Manager (executive management)

The top job titles for males are:

- protective service occupations
- blue collar workers and construction trades supervision jobs
- engineer and engineer technician jobs
- lawyers
- environmental science specialist
- health care support
- one of the top ten occupations for males is Program Manager (executive management)

Conclusion

Occupation continues to be one of the top reasons for pay differences in Montana state government. This mirrors findings from national studies and nationwide statistics.

Recommendations

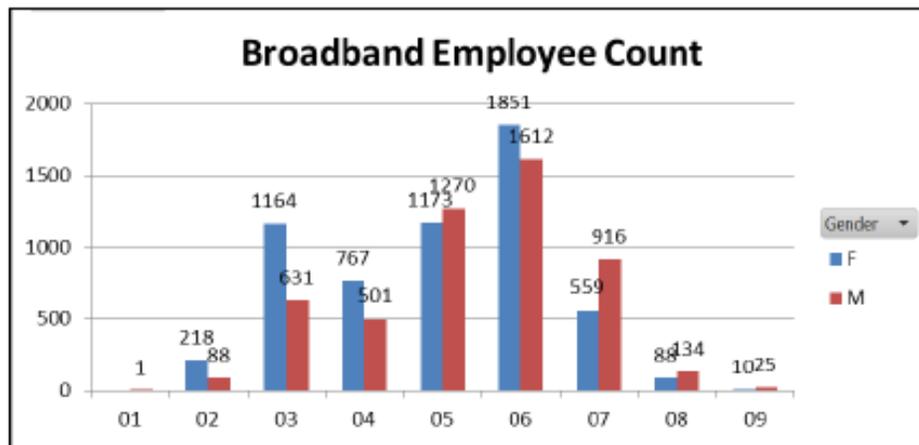
Increased educational opportunities for women in STEM (Science, Technology and Math) occupations, on-the-job training, outreach opportunities to colleges and professional associations, or targeted partnerships with schools or organizations for STEM occupations, may help to close the pay gap. State agencies should research partnerships with these organizations.

Band Level

Another important aspect of pay is the band level. Band level is based on the complexity of work. Most occupations have more than one pay band, or level of work. Band level is important because higher band levels within an occupation represent progressively more complex work.

Broadband

In the broadband pay plan, more complex work generally results in higher pay for those higher level employees within an occupation. Following is the employee count by band level and gender, within each of the two pay plans.



As demonstrated by this chart, bands 2, 3, 4, and 6 in the broadband plan have more females than males. Bands 5, 7, 8, and 9 have larger numbers of males.

Conclusion

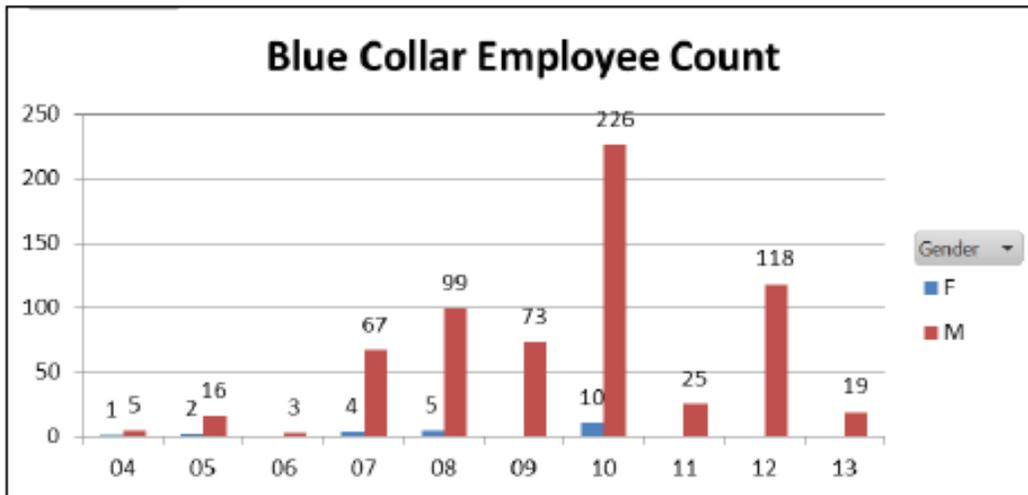
Employee count by band level and gender is partially influenced by occupational choice. Occupations with less complex work occur at lower band levels, such as office and health care support. Occupations with more complex work, such as engineering, science, technology, and law, occur at higher band levels.

Recommendations

Providing stretch assignments for women to gain experience in higher level occupations, and higher representation of women at higher band levels, may help in closing the pay gap. State agencies should research these opportunities for women within the agency.

Blue Collar

In blue collar, points are assigned to each of five factors, resulting in a grade level. The grade results in a pay rate. The following table provides the count of employees, by gender, for each grade.



As demonstrated by this chart, very few females are in the blue collar plan. The blue collar plan contains primarily trade and craft occupations, such as carpenters, plumbers, mechanics, and highway maintenance workers.

Conclusion

Blue collar occupations are usually higher paid occupations compared to office support positions. However, similar to national statistics, representation of women in these occupations is traditionally very low.

Recommendations

Higher representation of women in blue collar positions may help to close the pay gap. State agencies should address this issue by helping to promote employment opportunities for women in these occupations.

Job Code

Occupation plus band level equals a job code. Job code is an important factor when comparing pay rates by gender for equal pay for equal work considerations. Currently, the two pay plans have classified employees in 615 out of 809 possible job codes (756 of the 809 codes are broadband). However, not all of these job codes have both female and male representation. When only considering job codes represented by both genders, the average woman makes 98.68% of what men earn, compared to the overall average of 86.09%.

Representation by gender using job codes from both the broadband and blue collar plans include the following statistics:

- 352 job codes have both male and female representation
- 165 job codes have no female representation
- 98 job codes have no male representation

Of the jobs with no female representation, most are blue collar craft and trade jobs. Examples include carpenters, mechanics, electricians, maintenance workers, drivers, painters, plumbers, etc. Other job codes with no female representation include certain protective service jobs (such as firefighters, highway patrol sergeants and lieutenants or game warden captains), surveyors, drafters, and mediators.

Of the job codes with no male representation, most include customer service and office support occupations, medical assistants (such as medical records technicians, dental and medical assistants, medical secretaries, pharmacy assistants, and nurse practitioners), and education or library positions (education and library supervisors, adult remedial teachers, special education teachers).

Conclusion

Pay comparisons between women and men within the same job codes (at the same occupation and level) are similar. While pay within a job code is similar between genders, the types of occupations with no female representation tend to be higher paid occupations than those with no male representation.

Recommendations

Encouraging career choices for women for those job codes with no female representation, educational opportunities in STEM fields and alternative occupations, as well as providing outreach and communication about career opportunities, may help to close the pay gap.

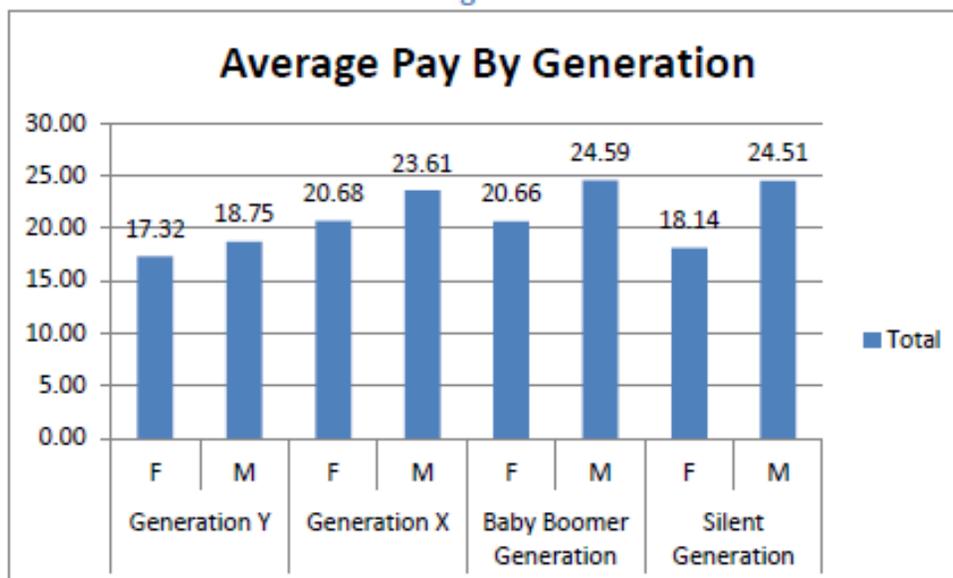
Average Pay by Generation

Similar to national statistics, one factor affecting the pay gap is age. Women earn less than men, on average, from the time they enter the workplace, until they retire. This gap increases as women age. On average, women in state government make the following percent of what men earn by generation:

- Generation Y (18-30) - 92.41%
- Generation X (31-47) – 87.60%
- Baby Boomer Generation (48-66) – 84.01%
- Silent Generation (67 and above)– 74.02%

The following chart illustrates the average base pay rates, by generation, for females and males.

Figure 3



While this pay audit may provide a baseline for wages based on generation, it is not clear why women make less than men within each generation, and why this gap increases with each successive generation.

Conclusion

The state has not tracked these statistics for state employees over time, to see if the current gaps within each generation occurred consistently through that generation's career, or if the gap increases over time. This gap is concerning, considering that women enter the workforce with slightly higher education levels than men (see the section on education later in this report).

Recommendations

The state shall track the pay gap over time, to see whether it increases, stays the same, or improves. There has been research suggesting that women may lack negotiating skills when setting pay, and that this lack of skill in negotiating higher pay rates results in an ever increasing pay gap that grows over women's careers (see the [Equal Pay for Equal Work Task Force](#) web page). An initiative or program to provide such training may help to close the pay gap. Agencies should research and establish such training initiatives or programs, and measure their impacts on the pay gap.

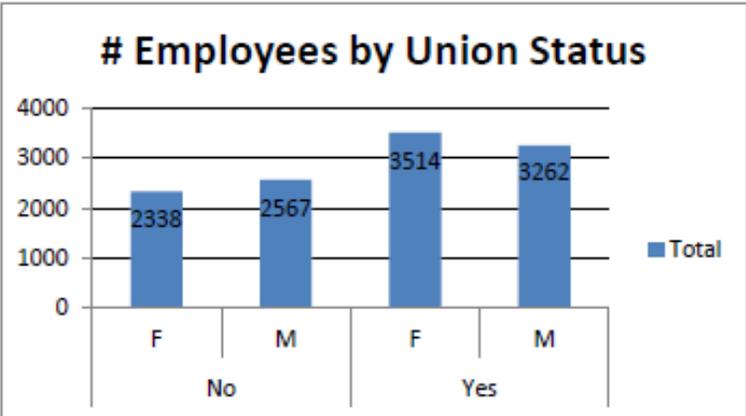
Collective Bargaining in the Executive Branch

Collective bargaining and union representation continues to be an important part of Montana State government's employee pay. Pay set in contracts is legally binding.

- 41.99% (4905) of all employees in this study are not in a union
- 58.01% (6776) of all employees in this study are in a union

More women than men belong to a collective bargaining unit. Men outnumber women in non-union positions. The following table shows gender distribution by union and non-union status.

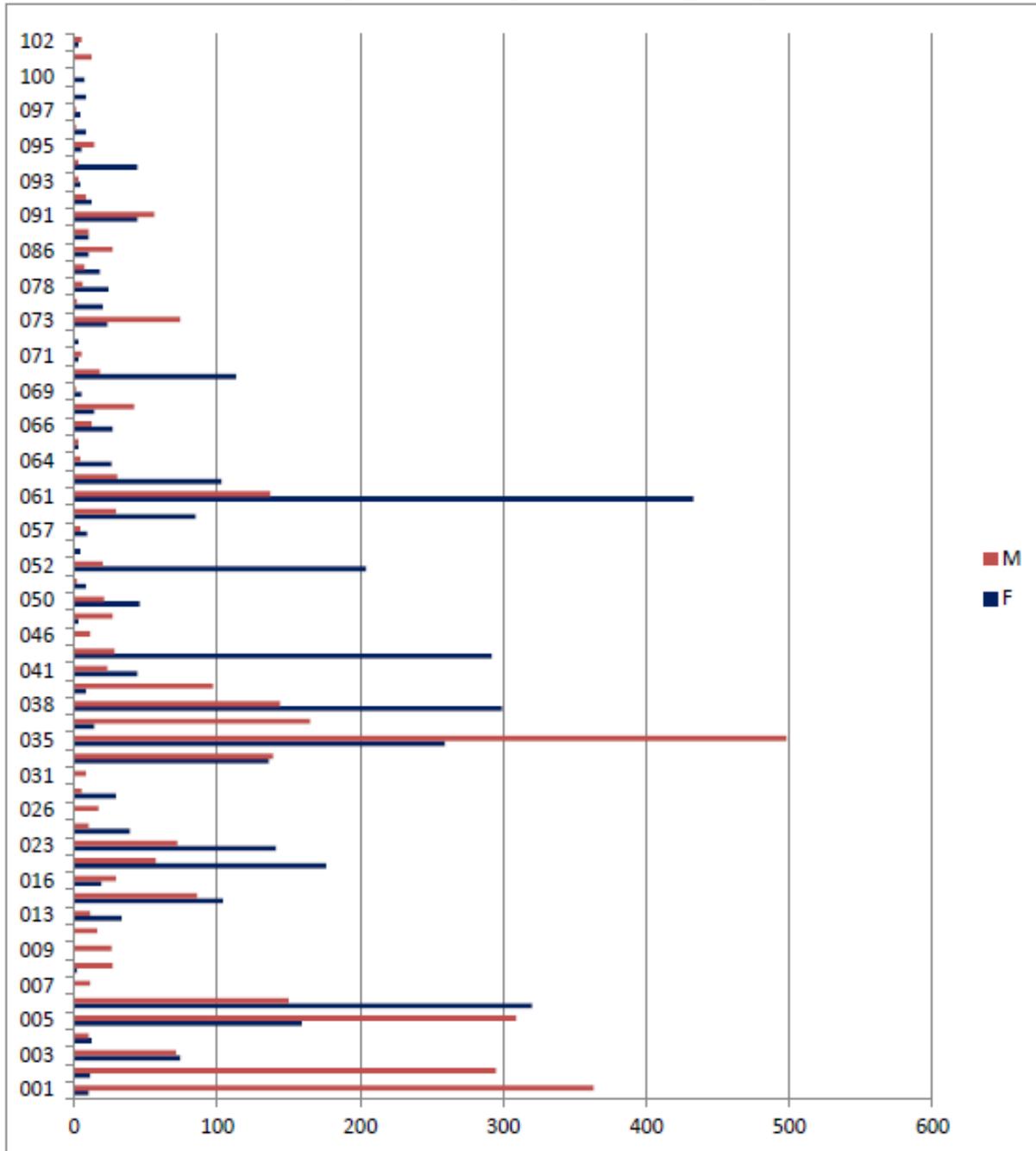
Figure 4



Collective Bargaining Units

Some collective bargaining units have greater female representation, and some units have greater male representation. The following chart provides the representation of employees for each of the bargaining units, by gender.

Figure 5
Gender Representation by Collective Bargaining Unit



Most collective bargaining units pay the same or similar wages for women and men within a job code. When comparing the average pay for employees only in those union job codes with both genders represented, the pay ratio is 98.67%. This ratio is nearly identical to the statewide pay ratio by gender.

Conclusion

Even when a bargaining unit appears to be composed of predominately men or women, gender does not appear to impact collectively bargained pay when employees are in a union. Instead, occupation is, once again, the most important pay factor in a collective bargaining unit.

Education and Experience

The department examined employee occupations in state government, in relationship to their education and degree level. The department then examined employee records to determine if education and experience affected pay rates.

Education

The department identified gaps in education data for many state employees. State employees don't have direct access to update their education records, the records are not regularly reviewed for accuracy, and some agencies do not enter these fields in our current database. However, from the information available for those agencies that enter this information, we observed the following information.

Montana state employees have the following education levels indicated on their SABHRS record (note: 47.4% of all employees have "not indicated" on their record):

Figure 6

Education Levels	Female	Male
A-Not Indicated	2524	3017
B-Less Than HS Graduate	9	13
C-HS Graduate or Equivalent	480	505
D-Some College	564	448
E-Technical School	164	149
F-2-Year College Degree	403	277
G-Bachelor's Level Degree	1113	855
H-Some Graduate School	160	118
I-Master's Level Degree	312	299
J-Doctorate (Academic)	30	25
K-Doctorate (Professional)	89	109
L-Post-Doctorate	4	14
Grand Total	5852	5829

It is important to note that there are more women with 2-year degrees or higher in Montana state government. Men hold more doctorate and post-doctorate degrees in Montana state government, except academic doctorates. Of those employee records with indicated education, the top occupational categories for females with bachelor's level and higher degrees follow:

- Counselors, Social Workers and Community Social Service Specialists (543 employees)
- Business Operations (240 employees)

- Financial Specialists (124 employees)
- Legal (93 employees)
- Computer Occupations (64 employees)
- Secretaries (64 employees)

Also of note – females with Bachelor's degrees or higher are found in Information and Records Clerks (42) and Financial Clerks (42)

Of those records with indicated education, the top occupational categories for males with bachelor's level and higher degrees follow:

- Business Operations (175 employees)
- Counselors (160 employees)
- Financial specialists (132 employees)
- Computer Occupations (126 employees)
- Legal (106 employees)
- Engineers (99 employees)
- Law Enforcement (92)
- Physical Science (79) and
- Life Science (40)

The department did not identify a significant number of men with Bachelor's degrees or higher in lower level occupations.

Conclusion

The department does not have sufficient information to determine why so many more females than males are underemployed in Montana state government. Pay may not necessarily be related to an employee's educational major, but the occupation chosen.

Recommendations

This is an area that requires improved tracking and greater statistical analysis. The department recommends further research into this issue, such as a survey or study, to identify factors contributing to underemployment, as well as identify resulting initiatives that may address this issue. Additionally, the department recommends research to identify if education can be captured more accurately in the database.

Experience

Employee experience upon hire into a position appears to be a factor in pay differences between women and men. Starting pay rates set the tone for pay for the rest of an employee's career. When pay rates are set upon hire, reasons for pay based on experience may include:

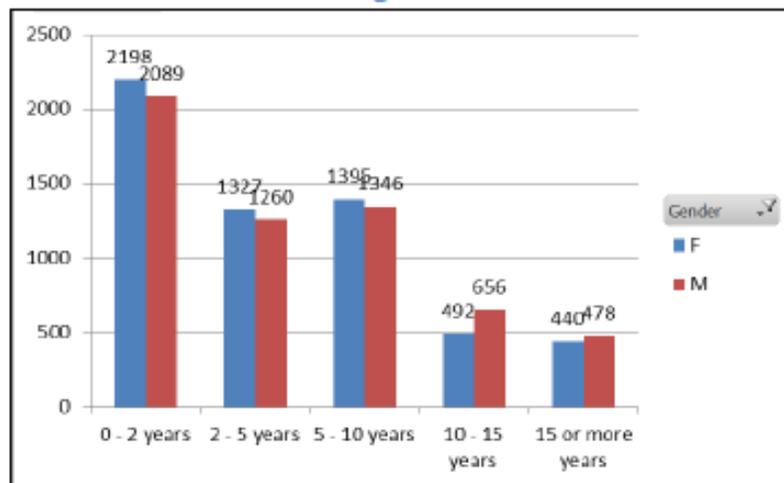
- Agency new hire practices that provide pay for state-specific experience or knowledge (such as SABHRS experience instead of PeopleSoft experience for payroll clerks, or experience with the EPP process instead of experience with managing a budget)

- Starting pay based on prior work experience outside of state government
- Starting pay based on continuous work experience from another state position

Once pay is set at hire, the most common method of pay increases in the executive branch is through mandatory statutory pay increases. A few agencies provide pay progression through career ladders. Most career ladders are negotiated in collective bargaining agreements, and experience is a factor in most of these career ladders.

The average years of service for women are 11.47 years, while the average years of service for men are 12.46 years. However, few opportunities are currently available for experienced employees within their position after they are hired, except to leave for a different position, either externally or within state government. This may be one reason why 4,287 of the 11,681 employees have been in their current position for less than two years. The following chart lists the number of employees, by gender, according to the number of years in their current position.

Figure 7



Conclusion

Hiring practices, including those that pay more for preferred state experience rather than ability, may have an impact on gender representation, as well as the pay gap.

Recommendations

We recommend a review or study of hiring practices and new hire pay data, once the state's new recruitment system is in place. The department also recommends further study of turnover data related to pay, and pay progression options. Results of these studies or research should result in agency initiatives or programs to help close the pay gap.

Supervisors and Managers

Many of the pay differences between employees have been identified by the different occupations and band levels. However, in the broadband plan, supervisors and managers may be classified in the same job code as the employees they supervise. To recognize the differences in work, agencies may pay more

money to supervisors who are in the same broadband job code as their employees, as identified by their agency pay plans.

There is no supervisory field currently in the database to identify supervisory relationships. So, to identify employees who are supervisors, the division conducted a survey, and then added that information to this report.

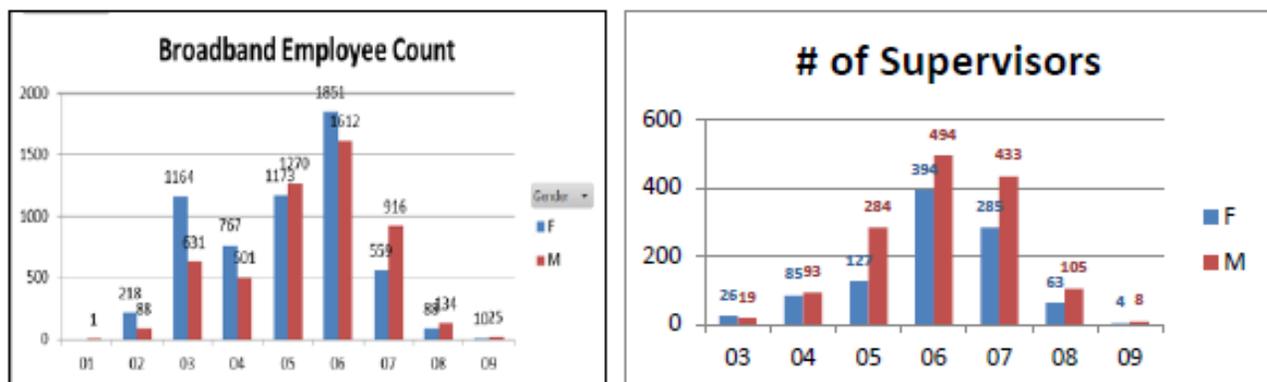
Supervision by Band Level

Supervision occurs at most band levels, and may occur in any occupation. Supervisory information by band level follows:

- 2,420 (21.98%) in the broadband and blue collar plans are supervisors or managers, out of 11,008 total employees
- 984 of 2,420 (40.66%) of the supervisors or managers are female
- 1436 of 2420 (59.34%) of the supervisors or managers are male

The following charts and table represents the total number of classified supervisors and managers at each band level for both classified plans¹. Compare this chart to the previous Broadband Employee Count chart (from page 6) at the same levels.

Figure 8



of Supervisors (Table), with the % difference for the number of supervisors

Band Level	Female	Male	Total (Band)	% Female	% Male	% Difference
03	26	19	45	57.78%	42.22%	36.84%
04	85	93	178	47.75%	52.25%	-8.60%
05	127	284	411	30.90%	69.10%	-55.28%
06	394	494	888	44.37%	55.63%	-20.24%
07	285	433	718	39.69%	60.31%	-34.18%
08	63	105	168	37.50%	62.50%	-40.00%
09	4	8	12	33.33%	66.67%	-50.00%
Grand Total	984	1436	2420	40.66%	59.34%	-31.48%

¹ Note – blue collar grades 11, 12 and 13 are not included in this chart.

As demonstrated by these charts, more men supervise or manage than women. The largest numbers of supervisors or managers for both females and males occur in band six. The number of female supervisors exceeds the number of male supervisors only in band three. The greatest percent difference in the number of female supervisors compared to male supervisors is found in band five.

Conclusion

When comparing the average pay for supervisors and managers only in those job codes where both genders are represented, on average, women make 99.46% of what men earn. However, increasing proportions of male supervisors and managers at higher band levels, compared to female supervisors and managers, is one of the reasons for the higher overall average salary for men.

Recommendations

Stretch assignments for higher level work for women in supervision, management, and leadership roles may help to close the pay gap. Agencies should identify opportunities for promotion and advancement of women in state government, as well as providing mentoring and coaching opportunities that encourage women to achieve higher level roles.

Executive Management

Of the supervisors and managers in both classified pay plans from the chart above, only the broadband plan contains executive managers. Executive managers in the broadband plan spend at least 80% of their time directly managing employees and performing high-level management activities. Executive managers can be identified by their job code and occupation. Executive management only occurs within bands 6, 7, 8, and 9. Elected officials, appointed staff, legislative branch, judicial branch, or employees in the Montana State Fund are not included in this information, as they are not classified employees.

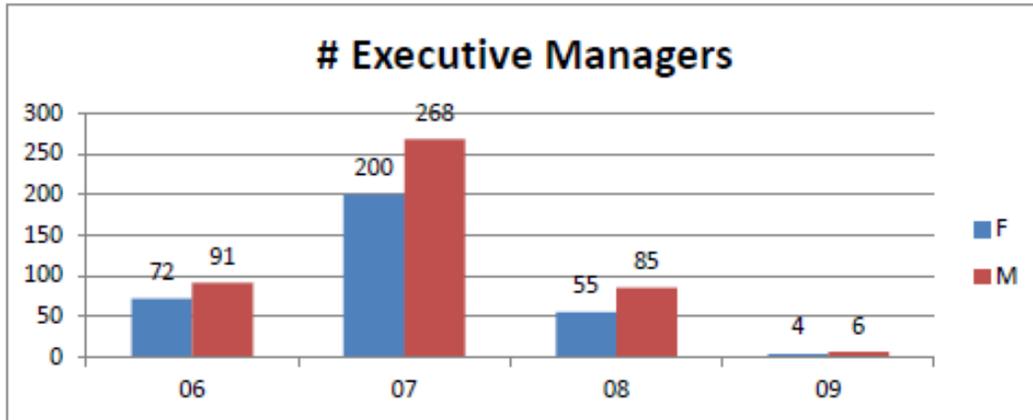
While occupation again drives pay differences between different executive management occupations, band levels within the occupation also have an impact on executive pay levels. Executive management information follows:

- 781 (7.09%) employees in the broadband plan are executive managers, out of 11,008 employees
- 331 (42.38%) of 781 executives are female
- 450 (57.62%) of 781 executives are male

The state currently does not track promotions or career movement for women or men in the executive branch. This includes opportunities for women and men for executive management positions.

The following table lists the total number of broadband classified managers within executive level jobs by band level and gender.

Figure 9



of Executive Managers (Table), with the % difference for the number of managers

Band Level	Female	Male	Total (Band)	% Female	% Male	% Difference
06	72	91	163	44.17%	55.83%	-20.88%
07	200	268	468	42.74%	57.26%	-25.37%
08	55	85	140	39.29%	60.71%	-35.29%
09	4	6	10	40.00%	60.00%	-33.33%
Grand Total	331	450	781	42.38%	57.62%	-26.44%

Occupation is still the primary reason for the differences in pay between men and women. When comparing the average pay for executive managers only in those job codes where both genders are represented, on average, women make 98.01% of what men earn. However, representation of women in executive level jobs continues to be disproportionately less than in lower level occupations.

Conclusion

There is still a long way to go in closing the gap between the number of women in executive management jobs and the number of men in the similar jobs.

Recommendations

Agency workforce planning and succession planning strategies may assist in closing the gap in executive management representation. The department should partner with agencies, and assist them in the development and establishment of such plans. The department also recommends conducting research or a study to identify any agency promotion or career progression opportunities that are available for women and men, as these opportunities may result in closing the pay gap.

APPENDIX C

Complaints and Mediation

Appendix C.1	Manager Fact Sheet: EEO, Nondiscrimination and Harassment Policy
Appendix C.2	Updated MDT Complaint Procedures
Appendix C.3	Mediation Process Agreement

Appendix C.1 – Manager Fact Sheet: EEO, Nondiscrimination and Harassment Policy

Manager Fact Sheet: Equal Employment Opportunity, Nondiscrimination, and Harassment Policy

February 2012

Introduction:

This fact sheet provides executive branch managers and human resource (HR) professionals an overview of significant changes to the Equal Employment Opportunity (EEO), Nondiscrimination, and Harassment Prevention policy located in ARM 2.21.4001 et seq.

Who is subject to this policy?

This policy covers all agencies in Montana's executive branch except the Montana university system, the Montana State Fund, elected officials, personal staff of elected officials, and any other position specifically excluded under [Section 2-18-103](#) and [-104](#), Montana Code Annotated (MCA). (See rule [2.21.4002](#).)

Why do the rules place emphasis on agency managers?

Emphasis is placed on agency managers because of the significant role they play in preventing and addressing inappropriate behaviors including discrimination and harassment.

Are there any changes to protected classes?

Yes. Based on Executive Order #48-2008, the policy includes five new protections:

- 1) genetic information,
- 2) veterans' status,
- 3) culture,

- 4) social origin or condition, and
- 5) ancestry.

Are agency managers responsible for promoting work and customer service environments free from discrimination?

Yes. Agency managers have responsibilities to:

- a) make hiring decisions based on an applicant's competencies and qualifications,
- b) promote an inclusive work environment,
- c) recognize and value individual differences as key to organizational and team success,
- d) treat individuals with dignity and respect, and
- e) promote equal access to the programs, services, and activities they provide for their customers.

What should an agency manager do if they observe what may be perceived as discrimination or harassment?

Stop the behavior. Agency managers must stop the behavior and notify their agency's EEO officer, Americans with Disabilities Act (ADA) Coordinator, or HR manager.

Do agency managers have other responsibilities under this policy?

Yes. Agency managers are required to:

- a) retain electronic employment records,



- b) provide reasonable accommodations upon request,
- c) post the EEO, non-discrimination, and harassment prevention policy and poster in high-traffic areas,
- d) provide the policy to all employees;
- e) provide mandatory EEO and harassment prevention training, and
- f) maintain records of all training.

What is the Genetic Information and Nondiscrimination Act (GINA)?

GINA is federal legislation prohibiting employers from collecting or using genetic information in employment, with certain exceptions, or in state-sponsored group health plans.

Does the policy define harassment?

Yes. Harassment is described in [Rule 2.21.4013](#). This rule states even mutually agreeable behavior between two or more individuals may violate the standard and harassment does not have to constitute illegal harassment to result in a violation.

Does the policy cover retaliation?

Yes. [Rule 2.21.4014](#) states "agency managers may not retaliate or allow, condone, or encourage others to retaliate. . . ."

It is an unlawful discriminatory practice for a state or local governmental agency to discharge, expel, blacklist, or otherwise discriminate against an individual because the individual has opposed discriminatory practices or because the individual has filed a complaint, testified, assisted, or participated in any manner in an investigation or legal proceedings involving unlawful discrimination.

What should agency managers do if they become aware of retaliation?

Inform the agency's HR manager, HR staff, EEO officer, or ADA coordinator immediately.

Does the policy create internal complaint procedures?

Yes. Rules 2.21.4019 through 4021 establish the internal complaint procedures.

- [Rule 2.21.4019](#)
- [Rule 2.21.4020](#)
- [Rule 2.21.4021](#)

Are there confidentiality requirements?

Yes. [Rule 2.21.4022](#) directs management to make every attempt to protect individual privacy, but they cannot guarantee it.

Employees involved in the complaint process are also bound by confidentiality requirements, with specific exceptions.

Agency managers may discipline employees under the discipline policy for discussing the complaint or the investigation.

Are there reporting requirements?

Yes. Agency EEO officers must track and report internal complaints to State HR no later than the fifteenth day of each quarter – based on a calendar year.

State HR provides a template for capturing and reporting complaint data. The template is located under the policy on <http://hr.mt.gov/hrpp/policies.mcpix>.



Can someone file an external complaint if they've already filed an internal complaint?

Yes. Employees and customers have the right to file complaints with the Montana Human Rights Bureau (HRB) or the federal Equal Employment Opportunity Commission (EEOC) even if they've filed an internal complaint. Complainants may contact HRB or the EEOC at any time, even if an internal investigation is ongoing.

Can agency managers discipline employees who violate this policy?

Yes. Agency managers may discipline employees under the discipline policy located in [ARM Title 2, chapter 21, subchapter 65](#).

Violations can include failure to conduct an investigation in a proper and timely manner, interference with an investigation, failure to cooperate with an investigator, or making a false statement to an investigator.

Agency managers may violate these rules by allowing discrimination to occur and failing to take appropriate action to correct inappropriate behavior, including discrimination and harassment.

Closing:

For additional information, please contact your agency's HR manager, EEO officer, or ADA coordinator. You can also contact John Pavao, State Diversity Program Coordinator, at 444-3984 or by email at jpavao@mt.gov, if you need additional clarification.

Alternative accessible formats of this Fact Sheet will be provided on request. Persons who need an alternative format should contact the State Human Resources Division, Department of Administration, 125 N. Roberts St., PO Box 200127, Helena, MT 59620-0127. Telephone 406-444-3871. Those using a TTY may call through the Montana Relay Service at 711.



Appendix C.2 – Updated MDT Complaint Procedures



Montana Department of Transportation Office of Civil Rights Nondiscrimination Complaint Procedure

The Montana Department of Transportation (“MDT”) is committed to conducting all of its business in an environment free of discrimination, harassment, and retaliation. In accordance with State and Federal law, MDT prohibits any and all discrimination on the grounds of:

race, color, national origin, sex, age, physical or mental disability, parental/marital status, pregnancy, sexual orientation,¹ religion/creed/culture, political belief, genetic material, veteran status, or social origin/ancestry (hereafter “protected classes”).

by its employees or anyone with whom MDT chooses to do business. MDT employees, contractors, employees of contractors, and external customers may file a complaint of discrimination or harassment based on any protected class.

Filing a complaint with the Office of Civil Rights (“OCR”) does *NOT* prohibit the complainant from filing a complaint with Montana Human Rights Bureau (“HRB”), Equal Employment Opportunity Commission (“EEOC”), US Department of Transportation (“USDOT”), US Department of Justice (“DOJ”), any other appropriate body or tribunal, or seeking the advice of personal counsel. The remedy available may vary based on the legal authority under which the complaint is brought.

Filing a Complaint

OCR adopts the “Initiating an Internal Complaint” procedures outlined in Administrative Rules of Montana [2.21.4019](#), with the following modifications:

- All complaints must be filed within 180 days of the alleged discriminatory conduct.

Given the serious nature of allegations alleging civil rights complaints, complaints should be in writing and signed. Complainants are encouraged, but not required, to use [OCR’s complaint form](#). Complaints may be:

mailed to: MDT Office of Civil Rights, PO BOX 201001, Helena, MT 59620

hand delivered to: MDT Office of Civil Rights, 2701 Prospect Avenue, Helena, MT 59620

emailed to: OCR Title VI, Title VII, and EEO Specialist at rysullivan@mt.gov.

OCR investigators will assist complainants in producing written complaints for investigation.

MDT employees may *not* use working time to prepare or file a civil rights complaint.

¹ Sexual orientation is a protected class for MDT employees and is enforced as an internal policy violation pursuant to the Governor’s Executive Order 41-2008 and ARM 2.21.4005.

All complaints filed with OCR alleging discrimination and/or harassment based on a protected class will be investigated by OCR. MDT internal complaints dealing solely with human resources issues (i.e. ineffective management, personality conflicts, poor job performance) will be handled by the appropriate MDT Human Resources Division (HR) personnel.

Investigating a Complaint

OCR adopts the “Investigating a Complaint” procedures outlined in Administrative Rules of Montana [2.21.4020](#) with the following modifications:

- If a determination is made that an investigation is warranted, the complainant, the accused, and the relevant MDT administrator² will be notified in writing, which will include a case reference number that will be included on all documents pertaining to that case.
- If at any point during the investigation the complainant stops cooperating with the OCR investigator or becomes otherwise unresponsive, the OCR investigator may close the investigation at his/her discretion, provided complainant was given a reasonable opportunity to correct his/her actions.

All investigations consist of interviewing witnesses and collecting and reviewing any relevant documents. Investigatory interviews may be conducted in person or over the phone. The OCR investigator will determine the form of the interview at his/her discretion.

After the interview, the OCR investigator will create an Interview Summary which the interviewee may review for any errors or omissions. Once the interviewee is satisfied that the Interview Summary represents an accurate documentation of the statements they made to the investigator on the day of interview, the OCR investigator will ask the interviewee to sign the Interview Summary. The Interview Summary will become part of the investigative file and will be incorporated into the final report. If the interviewee refuses to sign the Interview Summary, that fact will be noted on the Interview Summary document, which will nonetheless be included in the investigative file. During the course of the investigation, follow up interviews or the production of additional documents might become necessary. OCR asks for prompt response to these requests to assure that all investigations are resolved in a timely manner.

Confidentiality

OCR conducts all of its investigations in accordance with [ARM 2.21.4022](#). It is OCR’s policy to keep confidential all of its investigations and relevant documents. However, it might be necessary for OCR to reveal the identity of the parties involved to OCR Operations Chief, MDT Director, MDT legal staff, or persons at the organization or institution under investigation. The complainant does have the right to have their identity withheld during the course of the investigation. If the complainant wishes to have their identity withheld, complainant should inform the investigator of that fact at the outset of the investigation. The complainant should be aware that having the identity withheld may hinder the progress of the investigation.

Timelines

OCR strives to complete all investigation within 120 days of receipt of complaint. This time period may be changed at the discretion of the OCR investigator and the business needs of MDT. Throughout the course of the investigation, the OCR investigator will provide periodic updates to the OCR Operations Chief. The OCR

² For complaints filed by external customers, the appropriate employer, contractor, or grant recipient will be notified.

Operations Chief is responsible for monitoring the progress of the investigation to assure it is conducted in compliance with these guidelines and all applicable statutes and regulations.

Investigation Conclusions and Remedies

Upon conclusion of an investigation, the OCR investigator will make a “cause” or “no-cause” determination, and will provide recommendations based on the finding as stated in the Final Determination Report. All effected parties will be notified in writing about the outcome of the investigation, however, copies of the Final Determination Report will not be provided. If a “cause” determination is made, the matter will be resolved by informal means whenever possible. However, formal action may be recommended:

For MDT internal complaints: up to and including termination, as outlined in the state [discipline policy](#).

For MDT external complaints: up to the maximum penalty provided by applicable statute or regulation including debarment or withholding of funding.

The final determination report will be reviewed by the OCR Operations Chief, MDT Director, and MDT legal counsel. What action will be taken will be determined by the OCR Operations Chief, MDT Director, and MDT legal counsel based upon the information provided by OCR investigator in the final determination report.

Post Investigation Actions

OCR adopts the Post-Investigation Actions procedures outline in Administrative Rules of the State of Montana [2.21.4021](#) with the following modifications:

- A Final Determination Conference may be held at the discretion of the OCR Operations Chief or MDT Director.
- The case will be considered closed once a “no-cause” finding has been made or applicable disciplinary action was taken.
- Copies of the Final Determination will *not* be provided to the parties. However, parties are welcome to read the report at the OCR office. No electronic copies will be provided.
- If the complainant is not satisfied with the outcome of OCR’s investigation, complainant may pursue any other avenues available to him/her including filing a complaint with HRB, EEOC, applicable federal agency, or federal or state district court. Upon request by the complainant, and in compliance with applicable state and federal law, the OCR investigatory file and accompanying report may be transmitted to such other agency as will be performing further investigation. It is the responsibility of the complainant to monitor all filing deadlines with all other state or federal agencies.

*For questions, comments, or concerns contact OCR Title VI, Title VII, and EEO Specialist, Ryan Sullivan at: Phone: (406) 444-6334 TTY: (800) 335-7592; Montana Relay at 711; Email: rysullivan@mt.gov
For accommodations contact Alice Flesch at: (406) 444 - 9229 or aflesch@mt.gov*

THIS DOCUMENT IS AVAILABLE IN ACCESSIBLE FORMATS UPON REQUEST.

Appendix C.3 – Mediation Process Agreement

**Montana Department of Transportation
Office of Civil Rights
Mediation Agreement**

I, _____ and I, _____, agree to enter into *voluntary* mediation, facilitated by OCR Title VI, VII, and EEO Specialist, Ryan Sullivan. The purpose of this mediation is to attempt to resolve the issues related to: _____

Both parties understand that the role of the mediator to be a neutral party that facilitates discussion between the parties named above in an attempt to get the parties to come to a mutually agreeable resolution of the issues. Although the mediator may suggest a course of action, it is up to the parties to decide how they ultimately want to resolve the issue.

Scope:

The scope of the mediation will be determined by the parties, with the help of the mediator, at the beginning of the mediation process. Both parties agree that if discussion exceeds the established scope the mediator may suspend the mediation and suggest that another course of action be taken. (ex. if it becomes apparent that law or policy has been violated a more appropriate way to address the situation would be through a formal investigation or discipline).

Mediation is voluntary:

Either party may withdraw from or suspend the mediation at any time and for any reason. The goal of mediation is to come to a fair and reasonable outcome. As a result, the mediator may suspend or terminate the mediation if he/she feels that an impasse has been reached or if the mediation will lead to an unjust or unreasonable result.

Confidentiality:

Both parties agree that nothing said or done during this mediation will be used as the basis for discipline or as evidence if a formal OCR investigation is conducted against either of the parties.

Ground Rules:

Both parties agree to abide by the ground rules set at the beginning of the mediation session. If the parties do not abide by the ground rules the mediator reserves the right to suspend or terminate the mediation.

Party 1

Printed Name

Signature

Date

Party 2

Printed Name

Signature

Date

APPENDIX D

Policies, Procedures, and Resources

Appendix D.1	MDT EEO/Nondiscrimination Policy
Appendix D.2	MDT Recruitment and Selection Policy
Appendix D.3	MDT Recruitment and Selection Manual
Appendix D.4	MDT Reasonable Accommodations Policy
Appendix D.5	Ethics Policy
Appendix D.6	Harassment Policy
Appendix D.7	Updated MDT Pay Plan
Appendix D.8	MDT's Interpreter's Contact List
Appendix D.9	MDT Tuition Assistance Program
Appendix D.10	Exit Interview Form
Appendix D.11	MDT Current Career Ladder List
Appendix D.12	AAP Distribution List
Appendix D.13	Recruiting Diverse Talent
Appendix D.14	Resource for Recruiting Diverse Talent

Appendix D.1 – MDT EEO/Nondiscrimination Policy



Montana Department of Transportation Human Resources

Policy #3-0630.1

April 2, 2012

Revised: June 19, 2012

NON-DISCRIMINATION - EQUAL EMPLOYMENT OPPORTUNITY ADDENDUM

POLICY AND OBJECTIVES

The Montana Department of Transportation (MDT) is committed to equal opportunity, nondiscrimination, and harassment prevention in all aspects of employment and in programs, services, and activities offered to the public. This policy establishes procedures to promote prompt and equitable resolution of discrimination complaints. This policy also establishes the minimum requirements for implementing and maintaining an equal opportunity (EO) program that promotes compliance with:

- (a) federal laws and regulations prohibiting illegal discrimination including the Genetic Information Nondiscrimination Act of 2008 (GINA);
- (b) the Montana Human Rights Act, Title 49, MCA;
- (c) the Governmental Code of Fair Practices, Title 49, chapter 3, MCA;
- (d) the Governor's Executive Order 41-2008, Equal Employment Opportunity, Nondiscrimination, and Harassment Prevention; and
- (e) the Administrative Rules of Montana ARM, Title 2, Chapter 21, subchapter 40, Equal Employment Opportunity, Nondiscrimination, and Harassment Prevention Policy;
- (f) MDT-MHRB Conciliation Agreement dated February 15, 2007 (MHRB Case # 0061011899)

DEFINITIONS/ ACRONYMS

BFOQ is a bona fide occupational qualification which provides a legal exception to what would otherwise be a discriminatory employment practice.

Cause Finding is a conclusion by the investigator that illegal discrimination has occurred.

Complainant is a person who files a complaint. Complaints may be filed by or on behalf of permanent, temporary, short-term, seasonal, and contracted employees as well as by applicants for employment.

Complaint is a statement by or on behalf of one or more employees or job applicants who are members of a protected class and who have been aggrieved by discriminatory or retaliatory conduct.

CRB is the Civil Rights Bureau of the Montana Department of Transportation.

Discrimination or **Discriminatory Conduct** is defined as treating an employee or applicant differently because of protected status.

Equal Opportunity (EO) is non-discrimination under Title VI of the 1964 Civil Rights Act in all programs, services, and benefits offered by the Montana Department of Transportation (MDT).

Equal Employment Opportunity (EEO) is non-discrimination under Title VII of the 1964 Civil Rights Act in employment at MDT.

Hostile Work Environment is created by acts or omissions directed toward one or more members of a protected class. The conduct must be so severe and pervasive that it alters conditions of employment and creates a working environment that is so intolerable that a reasonable person would consider voluntary termination as the only reasonable alternative.

Inappropriate Behaviors are unwelcome, offensive, negative, derogatory, insulting, deprecating, or belittling behaviors directed toward one or more members of a protected class or referencing the protected class as a whole. Stereotyping based upon membership in a protected class is also inappropriate behavior.

Manager is any MDT employee who exercises supervisory authority over another MDT employee.

No Cause Finding is a conclusion by the investigator that discrimination has not occurred.

Preponderance of the Evidence is the greater weight of evidence.

Protected Class refers to those groups of persons who are protected from discrimination by law.

VIOLATIONS

Employees who violate this policy are subject to discipline, up to and including termination of employment under ARM Title 2, chapter 21, subchapter 65, Discipline Policy.

EQUAL EMPLOYMENT OPPORTUNITY (EEO) AND NONDISCRIMINATION

MDT managers shall not tolerate discrimination or harassment based on an individual's race, color, national origin, age, physical or mental disability, marital status, religion, creed, sex, sexual orientation, political beliefs, genetic information, veteran's status, culture, social origin or

condition, ancestry, or retaliation. Likewise, MDT management shall not tolerate discrimination or harassment because of a person's marriage to or association with individuals in one of the previously mentioned protected classes.

MDT managers may use a bona fide occupational qualification (BFOQ) where the reasonable demands of a position require a distinction based on age, physical or mental disability, marital status, sex, religion, or national origin. A BFOQ is a legal exception to an otherwise discriminatory hiring practice. Exceptions are strictly construed, as provided in 49-2-303, MCA, and the burden rests with the agency to demonstrate the exemption should be granted. BFOQs may not be based on race or color.

To promote a work and customer service environment free from discrimination, managers shall:

- (a) base hiring decisions on individual competencies and qualifications;
- (b) promote an inclusive work environment where individuals are afforded every opportunity to reach their fullest potential;
- (c) recognize individual differences as a key element of organizational and team success;
- (d) treat individuals with dignity and respect; and
- (e) value the rights of all persons to benefit from equal access to employment and programs, services, and activities offered to the public.

MDT managers who observe behaviors that may be viewed as discriminatory shall stop the behavior and notify the Civil Rights Bureau (CRB).

RESPONSIBILITIES

CRB shall:

- (a) periodically review and update equal opportunity (EO) standards, guidelines, and administrative processes and procedures;
- (b) maintain an effective EO program;
- (c) provide annual utilization analysis reports;
- (d) provide EEO analyses, reports, and technical assistance to department staff;
- (e) recommend strategies to promote diversity and overcome potential barriers to employment;
- (f) design and develop equal opportunity training;
- (g) manage the department's EEO and EO programs by:
 - 1. training employees on EEO and EO;
 - 2. assisting employees and managers with resolving EEO issues;
 - 3. conducting internal investigations; and
 - 4. developing written EEO action plans;
- (h) appoint an ADA Coordinator responsible to:
 - 1. train employees on the ADA, disability awareness, and reasonable accommodations;

2. conduct self-evaluations to assess accessibility of programs, services, and activities; and
 3. assist with reasonable accommodation requests;
- (i) retain electronic records for all jobs recording the sex, race, and ethnic group of employees and applicants as provided in 49-2-102, MCA, and the Uniform Guidelines on Employee Selection Procedures (1978);

CRB and HR are responsible to:

- a) provide a copy of this policy to all employees;
- b) provide EO and harassment prevention training to all new employees within 90 days of hire; and
- c) maintain sign-in sheets to allow HR to document all training.

MDT Managers, in consultation with CRB staff, are responsible to:

- a) upon request, provide reasonable accommodations unless doing so would create an undue hardship,
 - i. in consultation with the ADA Coordinator, for qualified individuals with disabilities; and
 - ii. in consultation with CRB staff, for applicants and employees based on their religious practices;
- b) post the state's EO policy poster and complaint-resolution procedures, including contact information for the MDT EEO officer (CRB Chief) and ADA coordinator, in areas frequented by employees and the public;
- c) arrange for EO and harassment prevention refresher training for all employees every two years or more frequently as needed;
- d) maintain sign-in sheets or other tracking to allow HR to document all training in the employee's personnel file;
- e) monitor the workplace for inappropriate actions and, if discriminatory actions are observed, stop the behavior and notify the Civil Rights Bureau (CRB). A policy violation includes managers who allow discrimination to occur or fail to take appropriate action to correct inappropriate behavior, including discrimination or harassment; and
- f) promptly notify CRB if they receive a complaint or become aware of allegations of discrimination or harassment, regardless of their perception of the validity of the complaint.

COMPLIANCE WITH THE FEDERAL GENETIC INFORMATION NONDISCRIMINATION ACT OF 2008 (GINA)

To comply with GINA, which prohibits discrimination based on genetic information with respect to employment or state-sponsored group health plans, MDT managers may not:

- (a) request, require, or purchase genetic information about employees or their family members; or
- (b) use genetic information to:

- (i) discriminate against an individual in hiring, termination of employment, compensation, terms, conditions, or privileges of employment;
- (ii) make decisions about admission to apprenticeship and training programs, including on-the-job training;
- (iii) limit, segregate, or classify an individual;
- (iv) fail or refuse to refer an individual for employment;
- (v) deprive an individual of employment opportunities; or
- (vi) acquire health insurance or set premiums under the group health plan.

Requests for genetic information include, but are not limited to:

- (a) conducting Internet searches on individuals in a way that is likely to result in obtaining genetic information;
- (b) knowingly or purposefully listening to third-party conversations or searching an individual's personal effects for the purpose of obtaining genetic information; and
- (c) requesting information about an individual's current health status in a way that is likely to result in obtaining genetic information.

To avoid inadvertently receiving genetic information, MDT representatives who request medical information as part of an employment-related medical exam or a medical certification in response to a request for sick leave, a leave qualifying under the Family Medical Leave Act, or a reasonable accommodation request under the Americans with Disabilities Act, shall include the following statements verbatim in their written request for medical information:

- (a) "The Genetic Information Nondiscrimination Act of 2008 (GINA) prohibits employers and other entities covered by GINA Title II from requesting or requiring genetic information of employees or their family members. To comply with this law, we ask you not to provide any genetic information when responding to this request for medical information."
- (b) "Genetic information, as defined by GINA, includes an individual's family medical history, the results of an individual's or family member's genetic tests, the fact that an individual or an individual's family member sought or received genetic services, and genetic information of a fetus carried by an individual or an individual's family member or an embryo lawfully held by an individual or family member receiving assistive reproductive services."
- (c) "Genetic test means an analysis of human DNA, RNA, chromosomes, proteins, or metabolites that detects genotypes, mutations, or chromosomal changes."

MDT managers may not ask probing questions of an individual if they inadvertently learn of a health condition of an applicant, employee, or the health condition of a family member. Probing questions include, but are not limited to, asking the individual whether other family members have the condition or whether the individual has been tested for the condition. These questions are likely to result in the acquisition of genetic information.

MDT representatives possessing genetic information about an employee shall maintain the information as confidential in compliance with ARM Title 2, chapter 21, subchapter 66, Employee Records Management Policy.

HARASSMENT

Harassment, including sexual harassment, consists of, but is not limited to, oral, written, or electronic communications (for example, voice mails, e-mails, text messages, or other social networking tools) in the form of repeated and unwelcomed jokes, slurs, comments, visual images, or innuendos based on a protected class. Even mutually agreeable behavior, or behavior accepted between two or more people, can be offensive to others; for this reason it is prohibited in the workplace.

Sexual harassment is a form of discrimination that includes unwelcome verbal or physical conduct of a sexual nature when:

- (a) submission to the conduct is implicitly or explicitly made a term or condition of employment;
- (b) submission to or rejection of the conduct is used as the basis for an employment decision affecting the individual; or
- (c) the conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

MDT managers may not tolerate any behavior that negatively focuses on a protected class. MDT managers who observe behaviors that could be viewed as discrimination or harassment shall stop the behavior and notify CRB.

RETALIATION

MDT managers may not retaliate or allow, condone, or encourage others to retaliate against any customer, applicant, or current or former employee for engaging in protected activity by opposing unlawful discriminatory practices, filing a discrimination complaint or participating in a discrimination proceeding, including testifying in court. MDT managers who become aware of retaliation shall inform CRB who shall advise management on the appropriate course of action.

MDT will not tolerate retaliation against employees who engage in protected activity. Any act of retaliation may result in disciplinary action up to and including termination.

INITIATING AN INTERNAL COMPLAINT

MDT employees are encouraged to attempt to resolve the problem, when circumstances permit, through discussions with the individual accused of the discriminatory behavior. This is not a requirement. Attempts to resolve issues informally should begin as soon as possible after the first alleged offense.

MDT employees/managers shall encourage employees, applicants, clients, and customers who believe they have been discriminated against or harassed to contact the CRB. All MDT

employees have the right to contact the CRB in Helena headquarters at any time they choose without following their usual chain of command and should do so if anything in this policy is unclear.

Complaints may be verbal or in writing. Any MDT employee wishing to file a formal internal discrimination complaint may do so. To allege discrimination an employee must report the discriminatory conduct by making a written or verbal complaint within **180** days of the alleged incident.

The complaint can be filed with any member of the MDT Civil Rights Bureau, the immediate manager, or any MDT manager who is not involved in the act or omission alleged in the complaint. The manager must then promptly report the complaint to the CRB. Failure by the manager to report a complaint may result in disciplinary action, up to and including termination of employment.

Complainants are encouraged to use either:

- (a) the Department of Administration's complaint form found at <http://hr.mt.gov/hrpp/policies.mcp.x>; or
- (b) MDT's complaint form found at <http://mdtinfo.mdt.mt.gov/civilrights/docs/complaintproc.pdf>. Complaints from MDT staff on the DOA form will be referred to CRB.

For complaints not submitted on a complaint form, the CRB or MDT manager receiving the complaint shall obtain and document the following information:

- (a) name, address, and phone number(s) of the complainant(s);
- (b) date(s), time(s), and location(s) of the alleged discriminatory behavior or conduct;
- (c) name(s), if known, of the accused(s);
- (d) description of the behavior or conduct that resulted in an alleged violation;
- (e) whether the alleged discrimination was based on a protected class; and
- (f) names of potential witnesses who may have heard or observed the alleged discriminatory conduct or behavior.

MDT managers who receive a complaint or become aware of allegations of discrimination or harassment shall promptly notify CRB, regardless of their perception of the validity of the complaint.

The CRB Chief shall determine who shall meet to discuss the appropriate course of action. The discussion must focus on measures to stop the alleged behavior, alternative dispute resolution methods, a review of the investigative process, and, if needed, management's role in the process.

If the CRB Chief determines an internal investigation would be inappropriate because of a potential conflict, the CRB Chief may request assistance from the State Human Resources Division or other outside source. When necessary, the MDT Director, Deputy Director, or the

Human Resources Division Administrator may elect to have someone other than CRB staff conduct discrimination investigations. District Administrators may be requested to assign a District staff person to assist the investigating team with District investigations.

CRB shall coordinate the investigation with the appropriate parties. Any employee filing a complaint or providing information to the investigator must provide accurate and truthful information that MDT can rely upon if the proceedings advance to a contested case hearing or trial. Making a false claim will not be tolerated and may result in disciplinary action up to and including termination of employment.

INVESTIGATING A COMPLAINT

The investigator chosen by the CRB Chief shall begin an investigation within **five** working days after the CRB Chief receives the complaint. The CRB will be responsible for monitoring the investigation process from the time the complaint is filed until the investigation is completed.

During their respective interviews, the investigator shall separately explain the following to the complainant and accused:

- (a) the investigation process;
- (b) what retaliation is and that it is unacceptable behavior; and
- (c) confidentiality expectations and consequences of discussing the complaint with anyone other than the investigator, management, union representative, or legal counsel.

The investigator shall:

- (a) inform management of the investigation and provide updates as requested;
- (b) gather evidence to determine a "cause" or "no cause" finding based upon a preponderance of the evidence standard;
- (c) coordinate as necessary with MDT legal counsel throughout the investigation and provide a final draft to MDT legal counsel for review 5 days prior to issuing the final report and prior to signatures;
- (d) provide updates to the complainant and accused upon request; and
- (e) issue a final report to the CRB Chief within **sixty** (60) calendar days of CRB's receipt of the complaint, unless an extension is necessary for legitimate business reasons (e.g., completion of interview process, gathering documentation, etc.)

Either party may get updates from the investigator upon request. The updates shall not note specific details or names of individuals.

If a complainant thinks the complaint is not being investigated in an appropriate and timely manner, s/he may report that fact to any management personnel. Any management personnel receiving a report that a discrimination investigation is not being conducted in an appropriate and timely manner must promptly report that information to the MDT Director, MDT Deputy Director, or Chief Counsel for MDT.

Failure to conduct an investigation in a proper and timely manner, interference with an investigation, failure to cooperate with an investigator, or making a false statement to an investigator may result in disciplinary action, up to and including termination.

The investigator's role ends after the CRB Chief's sign off on the investigation report.

POST-INVESTIGATION ACTIONS

After receiving the final report, the CRB Chief shall promptly notify appropriate management and the complainant of the findings of the investigation using an appropriate form. The CRB Chief shall schedule a meeting to discuss the findings with the appropriate Manager(s), Legal Counsel, and Human Resources. The appropriate manager shall inform the respondent of the outcome.

In the case of a **cause finding**, the appropriate MDT manager shall:

- (a) take appropriate disciplinary action, if necessary, according to the ARM Title 2, chapter 21, subchapter 65, Discipline Policy;
- (b) advise the complainant that corrective action to stop the behavior has been taken, but not disclose the details or nature of disciplinary action;
- (c) reemphasize that retaliation is unacceptable behavior; and
- (d) contact the complainant after the investigation is completed to ensure the behavior has stopped, and no retaliation has occurred, and report such findings back to CRB.

In the case of a **no cause finding**, the appropriate MDT manager shall contact the complainant after the investigation is completed to ensure the complainant has not experienced retaliation, and report back to CRB.

If the manager does not report after the investigation is completed, CRB shall contact the manager to find out how the issue was resolved. At **180** calendar days, CRB shall ask the manager whether the investigation file may be closed.

The report shall be shared with the appropriate manager. The manager will be responsible for carrying out any recommendations or appropriate disciplinary action resulting from the investigation. Failure by the manager to do so may result in disciplinary action, up to and including termination of employment.

CRB staff shall be responsible for tracking these timeframes.

CONFIDENTIALITY REQUIREMENTS

CRB shall make every attempt to protect the privacy of individuals involved in the complaint process; however, individual privacy cannot be guaranteed.

Employees involved in the complaint process (e.g., complainant, accused, witnesses, etc.) may not discuss the complaint or investigation with anyone other than management, CRB staff, the human resources manager, investigator, union representative, or legal counsel.

Discussing the complaint or investigation with individuals who do not have an official need to know may result in disciplinary action under ARM Title 2, chapter 21, subchapter 65, Discipline Policy. The CRB shall maintain the investigative report and supporting documents in a secure and confidential case file separate from the regular employee file.

TRACKING AND REPORTING INTERNAL COMPLAINTS

CRB shall track internal complaints using the Complaint Tracking Sheet located on the State Human Resources Division website: <http://hr.mt.gov/hrpp/policies.mcp>. CRB shall provide quarterly summaries of internal complaints to the State Human Resources Division no later than the fifteenth day of each quarter.

The report must include:

- (a) the total number of complaints;
- (b) whether the complainant and accused was an employee, customer, or client;
- (c) the protected class or basis of the complaint;
- (d) the reason for complaint (for example, employment-related, denied access to a program or service, or inappropriate comment); and
- (e) the outcome of the complaint.

The report is for tracking purposes only and may not include confidential information such as names of individuals involved.

The State Human Resources Division and CRB shall collect and analyze the data to:

- (a) assess program effectiveness;
- (b) develop or modify existing policies, procedures, and guides; and
- (c) promote compliance with applicable laws, regulations, and policies.

INITIATING AN EXTERNAL COMPLAINT

In addition to the internal complaint process, complaints may be filed with the following agencies:

- (a) Montana Human Rights Bureau (HRB), 1625 11th Avenue, P.O. Box 1728 Helena, MT 59624-1728, (406) 444-2884, (800) 542-0807, TTY (406) 444-0532; or email <http://erd.dli.mt.gov/humanright/hrhome.asp>; or
- (b) United States Equal Employment Opportunity Commission (EEOC)
Federal Office Building, 909 First Avenue, Suite 400, Seattle, WA 98104-1061
Phone: 1-800-669-4000, Fax: 206-220-6911, TTY: 1-800-669-6820 or email www.eeoc.gov.

Jurisdiction may vary based on the nature of the complaint. For example, neither the HRB nor the EEOC considers complaints based on sexual orientation, culture, social origin or condition, or ancestry.

Note: External complaints must be filed with HRB or EEOC and is the employee's responsibility.

The HRB or EEOC must receive the complaint within 180 days of the alleged incident or when first discovered. If the complainant uses the internal complaint process, they will have 300 days from the alleged incident to file a complaint with the HRB or EEOC.

**Montana Department of Transportation
ADA/504 Notice of Nondiscrimination**

The Montana Department of Transportation [MDT] does not discriminate on the basis of disability in admission to its programs, services, or activities, in access to them, in treatment of individuals with disabilities, or in any aspect of their operations. The MDT also does not discriminate on the basis of disability in its hiring or employment practices.

This notice is provided as required by Title II of the Americans with Disabilities Act of 1990 and the Section 504 of the Rehabilitation Act of 1973. Questions, complaints, or requests for additional information regarding the ADA and Section 504/ Coordinator may be forwarded to:

Alice Flesch, ADA Coordinator
(406)444-9229 (voice) or 1-800-335-7592 (TDD)
Montana Relay - 711
P.O. Box 201001
2701 Prospect Avenue
Helena, MT 59620-1001

Office hours: Monday - Friday 8:00 A.M. – 5:00 P.M.

**This notice is available from the ADA Coordinator in large print, on audio tape,
and in Braille upon request.**

Appendix D.2 – MDT Recruitment and Selection Policy



Montana Department of Transportation

Policy # 3-0165.1

Date: December 7, 2012

Addendum to Recruitment and Selection Policy

Montana Department of Transportation (MDT) is committed to attracting and retaining a highly qualified workforce based on competencies and job related qualifications in accordance with the Department of Administration's MOM's Recruitment and Selection Policy

MDT's policy is to conduct open recruitment for all permanent vacancies, to provide applicants with a reasonable opportunity to learn about, to apply for and to be considered fairly for positions when recruitment is conducted, and to select employees on the basis of merit and job-related qualifications. MDT will take affirmative action to equalize employment opportunities at all levels of agency operations where there is evidence of barriers to employment for those groups of people who have traditionally been denied equal employment opportunity.

All MDT employees are protected from retaliation for opposing any discriminatory practice, filing an internal complaint, and/or initiating an external administrative or legal proceeding, or testifying in or participating in any of the above mentioned activities.

Applicants who test for a position and fail any part of the selection process will not be retested if the position is not filled and is re-advertised using the same testing materials, within six (6) months after failing the test. MDT has no obligation to produce new testing materials for subsequent selection processes for the same position.

A temporary employee may be hired through a competitive recruitment process, although this is not required. Temporary employees returning in successive years are not required to submit an application provided he or she is in good standing with the Department as documented on his or her prior year performance appraisal with a rating of "Meets" or "Exceeds" expectations. A returning temporary employee who did not work the previous year must submit an application. The District or Division Administrator may waive further steps in the recruitment process.

All employees involved in a recruitment and selection process are:

- to treat all applicant information with utmost confidentiality.
- to represent MDT in a progressive and professional manner;
- to streamline all recruitment efforts in order to administer the most effective and efficient processes;
- to ensure the integrity of the process while meeting the highest standards of ethical conduct.

Equal Employment Opportunity

MDT is firmly committed to providing Equal Employment Opportunities. Discrimination in employment occurs when an employment decision or recruitment practice acts as a barrier or disadvantage to a member of a protected group and cannot be shown to be legitimately job-related. Discrimination can take the form of disparate treatment, which is treating an applicant or employee differently because of the person's race, color, national origin, sex, sexual orientation, religion, creed, age, marital status, mental or physical disability or political beliefs; or adverse impact which is setting job qualifications with business needs in mind which in practice are not effective in attaining the business's purpose and have an adverse impact on members of a protected class.

Definitions

Hybrid Seniority Rule - in comparing two or more qualified employees, both seniority and ability must be considered, and where the difference in length of service in the union is relatively insignificant and there is a relatively significant difference in ability, then the ability factor should be given greater weight; but where there is a relatively substantial difference in seniority and relatively little difference in abilities, then length of service should be given greater weight. The Hybrid Seniority Rule shall only be utilized for MPEA selections.

Job Class - job classes identify groups of positions based on similarity of duties performed, responsibilities assumed, and complexity of work. See Mont. Code Ann. § 2-18-202. Classes include a class series or occupational title and a pay band. For example, Civil Engineer Specialist, band 7, describes a specific occupation, civil engineering, at a given level of work, band 7.

Lateral Transfer – The transfer of an employee from one position to another in the same job class that does not result in a promotion without a competitive process or a demotion.

Minimum Qualifications – Minimum qualifications (MQs) are the basic competencies needed to perform the job adequately on the first day of employment. MQs include the education and experience leading to successful job performance.

Permanent Employee - an employee assigned to a position designated as permanent and who has successfully completed his/her probationary period.

Permanent Status - means the status an employee attains after satisfactorily completing an appropriate probationary period, Mont. Code Ann. § 2-18-101.

Reasonable Accommodation - adjustments made in the selection process, work environment or in the way business is customarily done to enable a qualified individual with a disability to enjoy equal employment opportunities.

Seasonal Employee - an employee assigned to a position designated as seasonal. Mont. Code Ann. § 2-18-101(22) defines "seasonal employee" as a permanent employee who is designated by an agency as seasonal, who performs duties interrupted by the seasons, and who may be recalled without the loss of rights or benefits accrued during the preceding season.

Selection Committee - For senior management positions (Bureau Chief and above), the selection committee must consist of at least one member from outside the division/district in which the vacancy belongs.

Short-term Worker - a worker hired by an agency for an hourly wage established by the hiring manager for a short duration, which does not exceed 90 working days in a continuous 12-month period. A short-term worker may be hired without a competitive selection process; however s/he is not eligible for permanent status without a competitive selection process. A short-term worker is not eligible to earn the leave, holiday benefits, or group insurance benefits. See Mont. Code Ann. § 2-18-101(23).

Student Intern - a person who has been accepted in or is currently enrolled in an accredited school, college, or university and is hired directly by an agency in a student intern position. A student intern is not eligible for permanent status nor eligible to become a permanent employee without a competitive selection process. A student intern is not eligible to earn the leave, holiday benefits or the group insurance benefits. See Mont. Code Ann. § 2-18-101(24).

Although student interns are not considered state employees, MDT will advertise, competitively interview and select for all intern positions.

Substantially Equal Qualifications - the qualifications of two or more persons among whom the public employer cannot make a reasonable determination that the qualifications held by one person are significantly better suited for the position than the qualifications held by the other person(s). Substantially equally qualified doesn't mean that two or more applicants are exactly equal. It means a range in which the applicants stack up to be substantially equal in qualifications for the job. That range may differ for each job. Qualifications include job-related competencies. See Mont. Code Ann. § 39-30-103(7).

Temporary Employee - an employee hired for a limited duration, not to exceed 12 months. Temporary employees are not eligible to achieve permanent status without going through a selection process for a permanent position. See Mont. Code Ann. § 2-18-101(26).

Training Assignment - a period of employment created at the agency's discretion to enable an otherwise acceptable candidate to qualify for a position by obtaining additional experience, education and/or training and acquiring the necessary knowledge, skills and abilities. If a training assignment is utilized, it must be done in accordance with the State's Broadband Pay Plan Policy, #03-0501. Training assignments may not last more than one year, unless otherwise specified in an agency's collective bargaining agreement.

If the employee does not satisfactorily complete the training assignment, the agency may:

- return the employee to the position held before the training assignment;
- assign the employee to another position for which the employee is qualified;
- extend the training assignment up to one additional year; or

- discharge the employee, in compliance with the Discipline Handling Policy, ARM 2.21.6505 et seq., or Probation Policy, MOM III (3-0170).

Alternative actions

Any recruiting and selection actions outside of this policy must have administrative approval. The hiring supervisor must submit a written justification for the action, it shall comply with federal and state policies and laws and receive approval from each of the following individuals: District or Division Administrator, the Human Resources Administrator and the Director.

When applicable, MDT's Recruitment and Selection Policy will comply with negotiated collective bargaining agreements.

Questions regarding this policy should be directed to the MDT Human Resources Administrator.

Appendix D.3 – MDT Recruitment and Selection Procedure Manual



Montana Department of Transportation

Date: December 7, 2012

Recruitment and Selection Procedure Manual

INTRODUCTION

The recruitment and selection of employees is a vital step in the development and maintenance of the Montana Department of Transportation's (MDT) most valuable resource, its people. It requires adherence to laws and policies to assure fairness in obtaining and retaining the most qualified candidates to best serve Montana citizens and our nonresident visitors. Implementing the recruitment and selection process correctly the first time is critical, as it avoids the high cost of a poor selection decision.

An effective recruitment process should attract diverse and qualified candidates for the position in a reasonable amount of time and at a reasonable cost. As such, recruitment and selection requires consideration of three important goals that shape the Department's culture and help it achieve the highest quality public service. These three goals are:

- 1) to achieve *workforce diversity*, through open recruitment;
- 2) to contribute to a *rewarding work environment*, by enabling employees to successfully compete for promotions through career development and performance management; and
- 3) to build a pool of qualified candidates to meet the agency's growth needs and to facilitate critical succession planning.

In accordance with the Americans with Disabilities Act, MDT is required to make a reasonable accommodation to a known physical or mental impairment of an otherwise qualified individual unless to do so would impose an undue hardship on the operation of MDT's business. Steps in the recruitment and selection process may include submitting an application, interviewing, testing, checking references, and any activity designed to test the knowledge, skills and abilities of the applicants. Reasonable accommodation requests will be evaluated on a case-by-case basis.

When applicable, MDT's Recruitment and Selection Policy will comply with negotiated collective bargaining agreements.

LATERAL TRANSFERS – MANAGEMENT VACANCIES

Before initiating open recruitment, and with prior approval of the Division/District Administrator, a Hiring Manager may solicit interest among employees in the same job class for a lateral transfer assignment. All employees who are eligible to transfer will be notified of each opportunity. All eligible employees who express an interest in lateral transfers will be provided the opportunity to interview.

Requests to transfer from one position to another within the same job class *may* be approved when:

- 1) the employee's performance in the job class, as documented either in performance appraisals or by a supervisory reference, has been satisfactory or better, and
- 2) the Hiring Manager and the Division/District Administrator agree that it is in the agency's best interest to transfer the employee.

STEPS IN THE RECRUITMENT AND SELECTION PROCESS

Following is detailed information on each step in the recruitment and selection process. Additional information and guidance can be obtained from the Human Resources Division.

1) Review the position

- a) Re-evaluate the need for the position, as the agency's needs are always changing. Consider opportunities to reassign or redirect vacant positions; also determine the permanent, temporary, short term worker status before proceeding.
- b) Ensure there is a current (not older than two years) and accurate job profile for the position. If necessary, review the position's major duties/responsibilities and activities/tasks; assess the relative importance to the job; and determine the knowledge, skills, abilities, and behaviors required to perform the duties. Determine the minimum qualifications, including education and experience that are needed to be successful the first day on the job.

The Hiring Manager shall review the job profile and ensure that it does not pose unnecessary barriers to female and minority applicants or to persons with disabilities.

The Human Resources Workforce Planning Bureau can provide instructions and other assistance for use in preparing job profiles.

2) Identify the Hiring Manager and Selection Committee

- a) The Hiring Manager works with Human Resources and is the person responsible for initiating and reviewing the recruitment and selection process and the person authorized to offer a position to an applicant after final approval from the Division/District Administrator and Human Resources. The Hiring Manager may appoint another employee to lead the selection process, lead the selection committee, and ensure the best possible hire is made.
- b) Hiring Managers will enlist the assistance of one or more employees to serve on the selection committee. A committee of at least three (3) members is recommended. Selection committees may be larger; however coordination of the selection process and intimidation of candidates during the interview phase may become a problem if the committee becomes too large.
- c) When determining the selection committee, consider the availability of all members in accordance with the timeline of the selection process.

The role of the selection committee is to assist the Hiring Manager with **all** aspects of the recruitment and selection process, including development of selection criteria. Committee members will need to be available to participate in all aspects of the recruitment selection

process. Committee members should possess knowledge and understanding of the position to be filled, represent diverse perspectives, and have the ability to interview effectively. It is important to involve Human Resources and a supervisor, or other staff with considerable experience and training in the recruitment and selection process, and to provide appropriate training for committee members as needed.

For supervisory positions (Bureau Chief and above), the selection committee must consist of at least one member from outside the division/district in which the vacancy belongs.

3) Develop and Implement a Selection Plan and Timeline

To reduce bias, disparate impact and unintentional discrimination, develop the procedures before posting the position.

Appropriate recruitment and selection procedures must be job-related, have written criteria for evaluating applicants and an identified scoring process. Managers should review and apply affirmative action goals, and equal employment opportunity and employment preferences.

Review the position's competencies and minimum qualifications to see which selection procedures will best evaluate an applicant's ability to perform the job.

EQUAL EMPLOYMENT OPPORTUNITY

MDT is firmly committed to providing Equal Employment Opportunities. Discrimination in employment occurs when an employment decision or recruitment practice acts as a barrier or disadvantage to a member of a protected group and cannot be shown to be legitimately job-related. Discrimination can take the form of disparate treatment, which is treating an applicant or employee differently because of the person's race, color, national origin, sex, sexual orientation, religion, creed, age, marital status, mental or physical disability or political beliefs; or adverse impact which is setting job qualifications with business needs in mind which in practice are not effective in attaining the business's purpose and have an adverse impact on members of a protected class.

The following preferences only apply if the applicant meets minimum qualifications and receives passing scores on each step of the selection process.

1) Americans With Disabilities ACT (ADA)

The Americans with Disabilities Act (ADA) (42 U.S.C. 12101, *et seq.*), defines disability as a physical or mental impairment that substantially limits one or more major life activities, such as hearing, seeing, speaking, walking or working. The term also applies to someone with a record of impairment, such as a history of cancer or alcoholism. It also includes someone who is perceived or regarded as having a disability.

An employer may not discriminate against a qualified person with a disability, and the employer is required to make reasonable accommodation to known physical or mental limitations of an otherwise qualified individual unless to do so would impose an undue hardship on the business of the employer.

A qualified person with a disability means an individual with an impairment who satisfies the requisite skill, experience, education and other job-related requirements of the position and who, with or without reasonable accommodation, can perform the essential functions of the position.

2) Employment Preferences

There are five types of employment preference. Selection committees should work closely with MDT's Human Resources personnel when applying these preferences:

- a) **Workers' Compensation Return-To-Work Preference** – injured workers returning to work within two years of the date of injury must be given preference over other applicants for a comparable position that becomes vacant and is consistent with the worker's physical condition and vocational abilities. This preference applies only to employment with the employer for whom the employee was working at the time the injury occurred. This preference applies to all recruitments. See Mont. Code Ann. § 39-71-317.
- b) **Veterans' Employment Preference** – when the employer uses scored selection procedures, eligible veterans shall receive five additional percentage points and disabled veterans or eligible relatives shall receive ten additional percentage points. When using a scored procedure the percentage points must be added to the raw score of each scored process to advance or eliminate applicants. When calculating the "total" score the percentage points are eliminated from each individual score and added to the "total" score. Whenever the employer uses a selection procedure other than a scored procedure, the employer shall give preference to a disabled veteran, eligible relative, or veteran, in that order, over any non-veteran preference applicant holding *substantially equal qualifications*. See Mont. Code Ann. § 39-29-102. This preference applies to internal and external applicants, but only during external recruitment.
- c) **Persons with Disabilities Employment Preference** – in any external recruitment, an applicant who is eligible for preference under Mont. Code Ann. § 39-30-201 must be hired over any other applicant with *substantially equal qualifications* who is not a preference-eligible applicant. A person must be certified by the Department of Public Health and Human Services to be eligible for employment preference.
- d) **Indian Employment Preference** – MDT shall give a preference in hiring to an Indian resident, of any reservation within which MDT operates, who has *substantially equal qualifications* for the position. See Mont. Code Ann. § 2-18-111.
- e) **Reduction-in-Work-Force (RIF) Preference** – MDT follows the Department of Administration policy #3-0155 to administer RIF preference. Collective bargaining agreements are also followed regarding RIF preference see Mont. Code Ann. § 2-18-1201, *et seq.*

RECRUITMENT & SELECTION FORMS/TOOLS

The following list identifies the Human Resource's Recruitment and Selection forms in this policy. They can also be accessed under "Resources > Forms/Templates" on the MDT Employees Intranet.

Recruitment & Selection forms

[Core Behavior Definitions](#)

[Recruitment Justification](#) (if required by District/Division Administrator)

[Reference Checking](#) | [Printable Version](#)

[State Job Listings](#) | [Printable Version](#)

[Statement of Selective Service Registration Status](#)

[Vacancy Summary](#)

[Notice of Maintenance Tech Vacancy](#)

[Notice of Vacancy Response](#)

State Online Employment Application Website <http://hire.mt.gov/>

[Approval To Hire Form](#)

PROCEDURES

The Hiring Manager or his/her designee, in coordination with the assigned HR Specialist, should perform the following steps:

Posting Positions for Permanent or Temporary Employees

- Supervisor and HR Specialist determine the need to fill a vacancy, selection strategy, and timeline for the recruitment process, including what level to recruit for if the position is part of a career ladder. All aspects of the selection shall be determined at this point including all phases of the selection process such as minimum qualification screening (Education and Experience), phone screen, performance test, proficiency/skills test, writing samples (supplemental questions), background test, application rating, interviews, and final interviews. If the position is part of a bargaining unit, weighting of seniority, qualifications, and capabilities must be determined as well.
- Consider if driving record check, background check and pre-employment drug testing are applicable.
- Union positions must first be advertised internally. Exceptions must have written approval from unions. In these situations, all internal applicants must be considered prior to considering external applicants.

Vacancy Announcements:

The vacancy announcement is our main recruiting tool. Announcements must be clear, concise and well organized. This is our first point of contact with our potential applicants; the vacancy announcement should attract quality applicants and be a true depiction of the job. The following information, if applicable, should be included in the vacancy announcement. Vacancy announcements are posted internally on MDT's Intranet and the MINE site. External announcements are also posted on mt.gov. MDT uses the State Online Employment Application, also known as SJA, to post and manage vacancies.

1. All documentation required establishing preference or as required as part of the application must be submitted by the closing date to be considered during the selection process.
2. If the position is in the career ladder, include information in the "Additional Salary Information" field within SJA.
3. Include the following in the "Special Information" field if applicable: VEBA, Blue Collar

positions (such as “only union employees need apply”), union contract requirements, any conditional employment information such as valid driver’s license, background checks, or pre-employment drug testing, travel requirements, or any other pertinent position information.

4. Within SJA’s Job Listing Details, it states “Applications must be received by Midnight on the closing date.” On a case-by-case basis, the HR Specialist can determine if an exception needs to be made.
5. The “Duties” field should be a clear depiction of the job with the intention of attracting the best possible candidate.
6. The “Competencies” field should either state MDT’s core competencies or the particular knowledge and skills for the position.
7. Minimum qualifications as required on the first day of the job. The minimum qualifications must be consistent with the current Job Profile.
8. Licensure or certificate requirements or preferences.
9. Supplemental questions may be used for information gathering purposes. If it is a requirement for the application, and information is not submitted by the applicant, this would be considered an incomplete application. Supplemental questions should not be used again as interview questions.
10. If additional materials are required, they must be included by the closing date to be considered completed applications. Unofficial transcripts are acceptable if received with the application.

Approval from the District or Division Administrator.

11. When approval to fill a vacant position is granted, HR Specialist provides the supervisor with the job description on file to review and make any updates. Job descriptions more than two (2) years old need a classification (class) review. The HR Specialist will work with the WFP BC to determine if a formal or informal classification review is necessary. The WFP BC will assign the class review to a trained classifier. It is important to note that the education and experience criteria stated in the job description must match the education and experience criteria in the vacancy announcement. The only allowed exception will be college students who will graduate in the upcoming May or December term are eligible to apply. The hiring manager will bear the responsibility of obtaining final transcripts for the personnel file. Failure to submit final transcripts jeopardizes the student’s employment status (see Intentional Misrepresentation).
12. The HR Specialist will create the job listing within SJA and complete the Authorization to Hire and the Screening Criteria portion, which will display a clear outline on each phase to be used in the posting.
13. The HR Specialist will forward the Authorization to Hire to the Compensation Specialist for pay approval prior to posting.
14. The HR Specialist will forward the Authorization to Hire to the Division or District Administrator or Designee, for final approval prior to posting.

After the approval chain in steps 13 and 14 are completed, the vacancy can be posted.

Posting positions for Student Interns

Student Intern means a person who has been accepted in or is currently enrolled in an accredited school, college, or university and is hired directly by an agency in a student intern position. In accordance with MCA 2-18-101 (24) student interns are not eligible for permanent status, and are not eligible to become a permanent employee without a

competitive selection process. Student Intern positions will be advertised similar to permanent and temporary postings. The process will be administered by the Workforce Planning Bureau.

Posting positions for Short-Term Workers

A short-term worker position should be classified to ensure accurate pay however, it does not have to be advertised. A short-term worker may not work for the agency for more than 90 working days in a continuous 12-month period see Mont. Code Ann. § 2-18-101(23). The Hiring Manager works with the assigned Human Resources Specialist in order to hire a Short Term worker.

Hiring managers should consider conducting reference checks when hiring Short Term Workers.

Temporary Assignments

Agency managers may reassign current employees to temporary assignments not exceeding two years without a competitive process. Agency managers shall use a competitive process when filling the position on a permanent basis.

Receipt of Applications in Human Resources

- Applications must be submitted to the Human Resources Division in Helena, the relevant District, or local Job Service Workforce Center.
- Incomplete applications or applications missing required information may not be processed. The same effort shall be made to request and obtain missing information from all applicants. Electronic submissions are preferred.
- Human Resources will date stamp any paper applications on the day they arrive and scan them into the appropriate listing within SJA.
- Human Resources will notify applicants that his or her application was received.
- Human Resources will remove the Survey page from any paper application as well as any preference forms and/or evidence of preference.

Intentional Misrepresentation

When an applicant has made material misrepresentation(s) or omission(s) during the application process, the applicant may be excluded from further employment consideration for the position.

Willful misstatements of qualifications may result in discharge from employment at the time such misrepresentation(s) or omission(s) comes to the Department's attention.

Credit for supervisory/management training

MDT allows for one year of supervisory credit for successful completion of the MDT Management Development Program or the MDT Maintenance Mentoring Program. MDT allows for three months of supervisory credit for successful completion of the Basics of Management class provided by the Professional Development Center, Department of Administration.

Ranking of Qualified Applicants

- Agency managers and individuals involved in the selection shall use job-related processes to evaluate the applicant's qualifications against the job requirements and ability to integrate successfully into the agency's culture.

- Agency managers and individuals involved in the selection process shall recognize the unique backgrounds and experiences of each applicant. Selection procedures must be flexible enough to elicit information about the applicant's qualifications and potential contributions to the work unit. Agency managers shall compare applicants to the job qualifications and others in the applicant pool to select the best applicant for the job and work unit.
 - Agency managers may select from any of the most qualified group of applicants.

Notify the Unsuccessful Applicants

All applicants should be notified in writing or by phone if he or she was not selected for a posted position. Unsuccessful applicants should not be characterized as rejected but be given the message that another applicant met more closely the desired qualifications. It is recommended that all interviewees be contacted via telephone, preferably by the Hiring Manager or designee. The Human Resources Recruitment Specialist or designee will notify all other unsuccessful candidates.

Notify the Successful Applicant

The Hiring Manager, his/her designee, or the Human Resources Recruitment Specialist will notify the successful applicant verbally and follow up with written confirmation, or a hire letter. Copies of the hire letter shall be filed in the personnel file, the recruitment file and copied to payroll. Documentation shall include the following information:

- Date of hire
- Initial work schedule
- Job title and band
- Base salary offered
- Probationary period (if applicable)
- Training assignment duration (if appropriate)
- Type of employment, such as; union status, permanent, part-time, temporary, seasonal or short-term worker.
 - When applicable, information related to payment of moving expenses, or any other conditions of employment which are attached to the hiring. The letter must also contain a signature block for the applicant to acknowledge that he or she has read and agree with the conditions of employment.
 - If applicable, the Training Assignment detailed outline shall be attached to the hire letter.

Moving Expense Criteria

Moving expenses **may** be considered for positions following the criteria of the Department's Moving and Relocation Expenses Policy #3-0151. Moving and relocation language must be on the vacancy announcement for positions that **may** be considered for moving expenses.

Selective Service Verification

The Montana Compliance Act states that executive branch agencies "may not employ" individuals who have not complied with Selective Service Law. See Mont. Code Ann. § 2-15-130. This language implies that state agencies must verify an individual's Selective Service Status no later than three days from the date of hire. This requirement applies to all selections to include fulltime or part-time permanent, temporary, seasonal and short-term workers. Contracted workers are not subject to the provisions of this act. Verification of this status must be made for men born in 1960 or later. All male Department employees employed before July

1, 2001, will not be subject to this verification process.

Access to Selection Material

The Hiring Manager or assigned Human Resources Specialist should be prepared to discuss with unsuccessful applicants, upon request, the selection procedures and criteria utilized. Subject to protection of MDT's proprietary interest in testing materials, unsuccessful applicants may have access to his or her own scores and selection criteria specifics. Unsuccessful candidates may not access information regarding scores or performance on selection tools and procedures that would potentially violate the privacy rights of other applicants.

Forms/Documentation

The relevant forms and/or information must be submitted to or processed by the appropriate Human Resources Recruitment Specialist for approval.

- The on-line application or paper application, the rating of applicants done electronically.
- Send the following:
 - "Offer of Employment" letter to the successful candidate.
 - "Notice of a Selection" letter to all unsuccessful applicants. An email is appropriate whenever possible. If no email address is available, a letter will be mailed.
- All selection materials used during the process, including but not limited to applications, tests, interview notes, correspondences, etc.

DEFINITIONS

Behavioral Interview

- This form of interviewing is a reliable method of predicting future behavior and job performance and removes any bias that may exist in the selection process. This interview style focuses on a candidate's past experiences, behaviors, knowledge, skills and abilities by asking the candidate to provide specific examples of when he or she has demonstrated certain behaviors or skills. It is a structured, legally defensible, interview tool to gain information about job skills.
- This tool is used after determining the applicants who met minimum qualifications. For Management positions the number of applicants to be interviewed can be determined by the selection committee establishing a list of the top applicants.

Job profile – describes a position's duties. It includes location and title of position, detailed authorities and responsibilities, essential functions of the position, education and experience requirements, competencies, supervision exercised, types of equipment used, and appropriate signatures. A job profile must be completed and classified for every MDT position. Some exceptions apply to Short-term worker and student intern positions.

Final Interview

- In the event that the entire selection process has taken place and has resulted in two or more substantially equally qualified applicants; a final interview *may* be conducted. This should involve additional behavioral questions to eliminate possible claims of discrimination in the selection process. For MPEA positions the final interview must be scored. In some instances, the Director, Division Administrator, Bureau Chief or another

supervisory employee may participate on this Final Interview panel.

- This tool can be used either before or after reference checking has been conducted.

Performance Exam

- Performance exams involve having an applicant perform small samples of an actual duty. This tool is best utilized for specific occupations where it is necessary to determine the competency of a specific skill (i.e.: physical capabilities, task mastery, etc.).
- Because they closely resemble what an employee does on the job, performance exams are usually more job-related than other testing measures. Develop rating criteria in advance of using the test. Be careful when setting the passing score or performance on a performance exam. A failing score should correlate with unacceptable performance on the job.
- This tool can be used either before, after, or concurrent with the interview.
- All applicants who have advanced to this step must be given the same test.

Reference & Employment Checks reference checks are considered tests which verify or provide additional job-related information. These typically include supervisors of past employment, current or past MDT supervisors, or persons listed by the applicant. It is the direction of MDT that reference checking is a standard, mandatory part of every selection process and the standard reference check form shall be used http://mdtinfo.mdt.mt.gov/mdt/scripts/download_hr_net.pl?path=2007_forms/recruitment_selection&file=reference_checking_form.dotx .

References are a tool for verifying information with former employers and educational institutions. They also help obtain information about the quality of job performance and should relate to competencies that are essential to the position. Failing to do these checks may result in hiring someone lacking the education or experience to do the job, or potentially bring in performance or behavioral problems. Although reference checks are sometimes difficult to obtain, they are worth pursuing. Some former employers are reluctant to provide reference information; some even have policies against doing so. Structure the questions, make them job-related, and present them consistently.

- Reference checks may be utilized at any step in the selection process.
- The significance of reference checks in each selection process should be carefully considered and documented.
- By the applicant's written or electronic signature on the submitted application, he or she has authorized MDT to conduct professional references from previous employers. For internal applicants, current or previous supervisors may be contacted.
- For internal MPEA positions, reference checks are part of the scored procedure.

Scoring Process MPEA Positions

- MPEA selection processes must be scored processes.
- Minimum passing scores must be used for tests and established during the screening criteria development phase. 70% is strongly recommended. Employees who do not pass the first step of the selection process will not move on to the next step of the selection process.
- Seniority must be considered using the Hybrid Seniority Rule when determining the top applicant for union positions.
- Applicants who test for a position and fail any part of the selection process will not be

retested if the position is not filled and is re-advertised using the same testing materials, within six (6) months after failing the test. MDT has no obligation to produce new testing materials for subsequent selection processes for the same position.

Scoring Process Management Positions

- A management selection process may utilize job-related questions to evaluate each candidate's ability to meet the minimum qualifications of the position. Responses may be scored or rated and categorized in a non-scored fashion, such as outstanding (+), above average (+=), satisfactory (=), poor (=), and unacceptable (-), OR "outstanding or ideal answer (+), an average or satisfactory answer (=) and an unsatisfactory or failing answer (-). Note that there may be preference and affirmative action considerations to be made when utilizing this process, depending on whether the position was posted externally and if it is underrepresented.
- Applicants who test for a position and fail any part of the selection process will not be retested if the position is not filled and is re-advertised using the same testing materials, within 6 months. MDT has no obligation to produce new testing materials for subsequent selection processes for the same position.

Supplemental Questions describe a specific area of the job in detail and ask applicants to describe his or her knowledge, skills and abilities (KSA's), training and/or experience as it relates to the specific position.

- This screening tool can be used to gather detailed information about the candidate's previous work experience or philosophy about position related work. Supplemental questions should not be interview questions and are *not* mandatory.
- The analysis of responses to supplemental questions should be developed in the screening criteria development phase.
- Supplemental questions can deter competition when recruiting. If the information solicited in a supplemental question can be gathered in the application or in the interview, consider the additional time and effort you are placing on the applicants by having them complete supplemental questions.

Written Exam

- This tool is best utilized for specific occupations where it is necessary to determine the competency of a specific skill (i.e.: language use/writing ability, general ledger, legal terminology, real estate/title knowledge, engineering knowledge, mechanical knowledge, etc.).
- Written tests can be good selection tools, but they aren't always practical or cost-effective. Because written exams can require a great deal of resources to develop, it is recommended they be used judiciously. It is also critical to ensure that tests are valid; that is, that they measure job-related knowledge.
- This tool can be used either before, after, or concurrent with the interview.
- If reference materials may be used during testing, all applicants will be so advised.
- All written tests must be proctored.

Absence for Interviews:

- An employee, who plans to be absent from work to attend a scheduled interview for a **permanent** position in the agency, must have **prior** approval from his/her supervisor if the time is to be paid.

- With supervisor's **prior** approval, MDT employees interviewing or testing for vacant positions within the agency may be allowed paid time for time spent in interviews, testing, and traveling to and from the interview or test location. Prior approval will include mode of travel and length of time to be allowed for travel and interviewing or testing.
- State transportation, if available, may be provided.
- Changes in an employee's shift or work schedule may be required to minimize overtime liability resulting from absence for interviews or testing.
- Paid time and travel will only be considered for employees who are scheduled to work during the time the testing or interview is to be conducted, or when the travel to the testing site would occur.

Training Assignment:

A training assignment may be considered under the following conditions:

- All fully qualified applicants were considered and failed all or part of the selection process.
- The option of considering a training assignment was posted in the vacancy announcement.
- Successful completion of the training assignment can be achieved in one year. A training assignment may be extended for up to one additional year if the employee has not satisfactorily completed the training assignment in one year.
- Please follow the guidelines under "Training Assignment" in the DOA Broadband Pay Plan Policy: <http://hr.mt.gov/content/hrpp/docs/Policies/MOM/BroadbandPayPlanPolicy2010>

Selection Approval

- The Human Resource Specialist finalize the on-line Authorization to hire, Approval to Hire form and completes the Human Resources Action form (HRAF) and forwards to the Compensation Specialist.
- The Compensation Specialist forwards the HRAF to payroll for system entry

Appendix D.4 – MDT Reasonable Accommodations Policy



Policy #3-0604

December 7, 2012

Reasonable Accommodations and Equal Access Policy

POLICY AND OBJECTIVES

This policy establishes the minimum requirements for providing reasonable accommodations, for persons with disabilities as for persons without disabilities consistent with:

- (a) The Americans with Disabilities Act of 1990 (ADA); and
- (b) ADA Amendments Act of 2008.

DEFINITIONS

The Montana Department of Transportation adopts and incorporates the definitions in Title I and Title II of the ADA, as amended by the ADA Amendments Act of 2008 effective January 1, 2009.

ADA Coordinator is the Department's specialist in managing reasonable accommodation requests.

Designated Agency personnel means agency representatives identified as those responsible for processing reasonable accommodation requests. Designated Agency personnel includes appropriate Human Resource Specialists, and managers. The hiring process will also include individuals on the selection committee.

Extenuating circumstances means circumstances beyond management's control and may include time spent waiting for medical documentation, special equipment, modifications to a work area, or other factors.

RESPONSIBILITIES

The Montana Department of Transportation ADA Coordinator shall:

- provide reasonable accommodations to known physical or mental limitations of otherwise qualified employees or applicants with disabilities unless doing so would create an undue hardship;
- periodically review and update, as needed, reasonable accommodation and equal access rules, processes, and procedures;
- make reasonable modifications to policies, practices, or procedures unless doing so would create an undue financial or administrative burden or fundamentally alter the nature of a service, program, or activity;
- design and develop training for employees that include reasonable accommodations;

- post public notice statements in areas frequented by employees and the public and on the agency's website to increase awareness of individual rights and the state's responsibilities under the ADA;
- provide a copy of these rules to all employees.

REASONABLE ACCOMMODATIONS

ADA Coordinator shall provide reasonable accommodations to qualified individuals with disabilities in all aspects of employment unless doing so would cause undue hardship.

Designated Agency personnel shall encourage employees and applicants with disabilities to request reasonable accommodations at any time they identify a barrier to employment. A barrier may include a policy, procedure, or workplace arrangement preventing applicants from effectively competing for a position and employees from performing essential functions of their position or receiving benefits of employment.

The obligation to provide reasonable accommodations applies to all aspects of employment. This responsibility is ongoing and a reasonable accommodation may become necessary any time a person's disability or job changes.

REQUESTING REASONABLE ACCOMMODATIONS

Employees or applicants with a disability may request reasonable accommodations through the ADA Coordinator or any one of the Designated Agency personnel.

Reasonable accommodation requests may be oral or in writing and do not have to include the words "reasonable accommodation" or "disability." Employees may simply indicate they are having difficulty performing their job or applying for a position because of a disability. Family members, friends, health care professionals, or other representatives may request reasonable accommodations on employees' or applicants' behalf.

There are no time limits for requesting an accommodation; however, employees should not wait for an impairment to affect their job performance before requesting an accommodation. Employees are encouraged to communicate with agency personnel about performance issues as soon as they realize the need for an accommodation.

RESPONDING TO REASONABLE ACCOMMODATION REQUESTS

Designated Agency personnel who receive reasonable accommodation requests shall promptly notify the ADA Coordinator of the request.

If the request comes from someone other than Designated Agency personnel, the ADA Coordinator shall inform the appropriate manager and provide assistance throughout the reasonable accommodation process. With assistance from the ADA coordinator, the designated agency personnel shall:

- participate in an informal dialogue (known as the interactive process) with the employee or applicant;
- periodically follow up with the employee or applicant on all reasonable accommodation requests;
- approve or deny the request within 30 working days following the initial request, unless extenuating circumstances exist.

With assistance from the ADA Coordinator, Designated Agency personnel shall always consider an employee's or applicants requested accommodation; however, they may elect another reasonable accommodation if it would effectively allow the employee to perform the essential functions of the job or allow an applicant to compete for a position. Employees may refuse the elected accommodation; however, if the employee cannot perform the essential functions of the job, with or without the accommodation, the refusal may limit the employee's qualifications for the position.

PARTICIPATING IN THE INTERACTIVE PROCESS

ADA Coordinator and Designated Agency personnel shall participate in the interactive process until they identify an effective accommodation or determine a reasonable accommodation is not possible. Failure to participate in the interactive process could result in a delay or failure to provide a reasonable accommodation.

When an employee or applicant requests a reasonable accommodation, the dialogue between the ADA Coordinator, the Designated Agency personnel and the employee may include the following:

- a discussion of the employee's specific limitations;
- how the limitation affects the employee's performance;
- specific job tasks or selection procedures that are or may be problematic for the employee;
- possible accommodations; and
- if implemented, whether the accommodation was effective;
- Additional medical documentation may be required on a case by case basis.

The extent of the dialogue between ADA Coordinator, the Designated Agency personnel and the employee or applicant may vary because of the nature of an individual's disability or his or her specific request. If the disability and the need for an accommodation are obvious, the discussion may be brief. In some cases, the ADA Coordinator may need to ask questions about the nature of the individual's disability and the individual's functional limitations in an effort to identify an effective accommodation.

ADA Coordinator shall limit discussion with applicants to the individual's specific request, their inability to participate in a particular selection process, and possible accommodations. ADA Coordinator and the Designated Agency personnel may not ask probing questions likely to disclose genetic information in compliance with [ARM Title 2, chapter 21, subchapter 40](#), Equal Employment Opportunity, Nondiscrimination, and Harassment Prevention Policy.

DOCUMENTING REASONABLE ACCOMMODATION REQUESTS

ADA Coordinator shall document all reasonable accommodations.

Documentation must include the following:

- accommodation requested and discussed;
- impact of the impairment on the employee's ability to perform their job or an applicant's ability to participate in the selection process;
- follow-up discussions with employees, applicants, or their representative;
- decisions made and actions taken.

REQUESTING MEDICAL DOCUMENTATION

Medical examinations must be job-related and consistent with business necessity.

Only the ADA Coordinator may request documentation from an appropriate health care professional when the need for a reasonable accommodation is not known or obvious. If the ADA Coordinator requests medical documentation, the Coordinator;

- shall request a signed authorization from the applicant or employee;
- shall explain the need for documentation and limit the request to information about the individual's disability, functional limitations, and the need for a reasonable accommodation to perform the essential functions of the job;
- shall include a statement to the applicant, employee, or health care provider to not provide genetic information as specified under [ARM Title 2, chapter 21, subchapter 40](#), Equal Employment Opportunity, Nondiscrimination, and Harassment Prevention Policy; and;
- may not request more information than required to support the need for a specific type of accommodation.

If the individual does not provide the requested documentation, the ADA Coordinator is not required to provide an accommodation. The ADA Coordinator may make exceptions if extenuating circumstances prevent the individual from providing the documentation.

ADA Coordinator shall document the time elapsed while waiting for documentation. This time does not count against the agency's 30-working day timeline to process the request.

If an individual provides insufficient documentation, the ADA Coordinator shall explain why the documentation was insufficient and allow additional time to provide sufficient documentation. ADA Coordinator may require an individual to go to a health care professional of the agency's choice when the individual fails to provide sufficient documentation. If the ADA Coordinator requires an individual to go to a health care provider, the agency shall pay costs associated with the visit.

If an employee chooses not to see a health care professional of the agency's choice and fails to provide sufficient documentation, the Agency is not required to provide an accommodation.

APPROVING REASONABLE ACCOMMODATION REQUESTS

The ADA Coordinator along with the designated agency personnel, shall serve as the approval authority for all reasonable accommodation requests.

If the request is determined reasonable, they shall:

- grant the request and notify the employee or applicant in writing of their decision;
- implement the accommodation as soon as practical;
- follow up with the employee or applicant to ensure the accommodation is effective;
- continue the interactive process if the accommodation is not effective, the need for the accommodation has changed, or the job has changed;
- continue the interactive process until they find an alternative or determine it is not possible to provide a reasonable accommodation.

REASSIGNING AN EMPLOYEE AS A REASONABLE ACCOMMODATION

When an employee with a disability can no longer perform the essential functions of his or her position with or without a reasonable accommodation, the ADA Coordinator and Designated Agency personnel shall consider reassigning the employee to an equivalent vacant position unless doing so would create an undue hardship. The employee must concur with the reassignment.

"Vacant" means the position is available when the employee asks for an accommodation, or the employer knows a position is to become available within a reasonable amount of time. ADA Coordinator shall determine a reasonable amount of time on a case-by-case basis. When reassigning an employee to a vacant position as a reasonable accommodation, Designated Agency personnel shall:

- do so without a competitive process;
- consider any implications under a seniority system or a collective bargaining agreement. Reassignment shall not violate a seniority system or collective bargaining agreement;
- attempt to reassign a qualified employee to a vacant position equivalent in pay, status, and other relevant factors (e.g., benefits, geographical location);
- continue work with the ADA Coordinator in the interactive process after reassigning an employee to ensure the employee is able to perform the essential functions of the job, with or without a reasonable accommodation.

If an equivalent vacant position is not available, management may reassign the employee to a lower-pay position, provided the employee is qualified and agrees to the transfer. Designated agency personnel are not required to create a new position as a reasonable accommodation.

DENYING REASONABLE ACCOMMODATION REQUESTS

If Designated Agency personnel determine they cannot reasonably accommodate a request or an accommodation would create an undue hardship, they shall forward the recommendation to the ADA coordinator.

If the ADA coordinator and higher-level manager concur with the recommendation, the ADA coordinator shall notify the employee or applicant in writing within 30 working days of the initial request.

The written notification must include an explanation for the denial and the appeal process.

DISCHARGING EMPLOYEES WITH DISABILITIES

With assistance from the ADA Coordinator, the Designated Agency personnel may discharge an employee with a disability when the employee is no longer able to perform the essential functions of their job with or without a reasonable accommodation, and managers have ruled out all possible options.

If denial of a reasonable accommodation results in the discharge of an employee, the appeal process outlined in [ARM Title 2, chapter 21, subchapter 65](#), Discipline Policy or applicable collective bargaining agreement supersedes the reasonable accommodation appeal process outlined in [ARM Title 24, Chapter 26, subchapter 3](#).

APPEALING DENIAL OF REASONABLE ACCOMMODATION REQUESTS

The Department Director shall serve as the appeal authority for all denials.

Employees and applicants wishing to appeal a denial shall submit a written request, along with supporting documents, to the Department head within 15 working days from the time he or she receives the denial letter.

The Department Director shall work with the ADA Coordinator, appropriate Designated Agency personnel and the human resources Administrator to review pertinent information and the rationale for denial.

Upon completion of the review, the Department Director shall:

- deny the request, approve the request, or refer it back to management for further action; and
- notify the employee or applicant of the decision in writing within 15 working days of receiving the appeal.

If the Department Director denies the appeal, the written notification must include an explanation for the denial and information on the right to file a complaint with the Montana Human Rights Bureau, Department of Labor and Industry.

Employees and applicants may contact the Montana Human Rights Bureau at (406) 444-2884 or (800) 542-0807 or the Federal Equal Employment Opportunity Commission at (800) 669-4000 to file a complaint.

CONFIDENTIALITY REQUIREMENTS

The ADA Coordinator and the Designated Agency personnel shall:

- treat all information related to an employee's or applicant's disability as confidential; and
- maintain disability-related information according to the requirements of ARM [Title 2, chapter 21, subchapter 66](#), Employee Records Management Policy.

TRACKING AND REPORTING REASONABLE ACCOMMODATION REQUESTS

The ADA Coordinator shall track reasonable accommodation requests using the Reasonable Accommodation Tracking Sheet at the State Human Resources Division web site:

<http://hr.mt.gov/hrpp/policies.mcp> and also available from the State Human Resources Division, Department of Administration, Room 125 Mitchell Building, 125 Roberts Street, P.O. Box 200127, Helena, MT 59620-0127, or telephone (406) 444-3871.

The ADA Coordinator shall provide a quarterly summary of all reasonable accommodation requests to the State Human Resources Division no later than the fifteenth day of each quarter. The report must include the following information:

- total number of requests;
- whether requests were by employees or applicants;
- types of accommodations requested and approved;
- cost of accommodations;
- effectiveness of the accommodations;
- number of days to process the requests (including extenuating circumstances);
- if denied, the reason for denial and whether the employee or applicant appealed.

Data are for tracking purposes only and must not include confidential information such as names or references to medical conditions or impairments.

The State Human Resources Division shall collect and analyze data to:

- (a) assess program effectiveness;
- (b) develop or modify existing policies, procedures and guides;
- (c) promote compliance with applicable laws, regulations, and policies.

DISABILITY RETIREMENT

Employees with disabilities may be eligible for disability retirement benefits under MCA 19-3-1002. Employees may contact the MDT ADA Coordinator (contact information located at the end of this document) or the Montana Public Employee Retirement System at (877) 275-7372 (toll free) or (406) 444-3154 for more information.

**Montana Department of Transportation
ADA/504 Notice of Nondiscrimination**

The Montana Department of Transportation [MDT] does not discriminate on the basis of disability in admission to its programs, services, or activities, in access to them, in treatment of individuals with disabilities, or in any aspect of their operations. The MDT also does not discriminate on the basis of disability in its hiring or employment practices.

This notice is provided as required by Title II of the Americans with Disabilities Act of 1990 and the Section 504 of the Rehabilitation Act of 1973. Questions, complaints, or requests for additional information regarding the ADA and Section 504/ Coordinator may be forwarded to:

Alice Flesch, ADA Coordinator
(406)444-9229 (voice) or 1-800-335-7592 (TDD)
Montana Relay - 711
P.O. Box 201001
2701 Prospect Avenue
Helena, MT 59620-1001

Office hours: Monday - Friday 8:00 A.M. – 5:00 P.M.

This notice is available from the ADA Coordinator in large print, on audio tape, and in Braille upon request.

Appendix D.5 – Ethics Policy



Montana Department of Transportation

Policy #3-0180.1

December 6, 2013

Addendum to Ethics Model Policy

POLICY

It is the policy of the Montana Department of Transportation (MDT) that all employees carry out their duties for the benefit of the people of the state, and in accordance with the Department of Administration (DOA) State Ethics Policy #03-0180.

DEFINITIONS

For the purposes of this policy, the following definitions apply:

"Agency" means, as provided in 2-18-101, MCA, <http://data.opi.mt.gov/bills/mca/2/18/2-18-101.htm> a department (MDT), board, commission (including the Transportation and Aeronautics Commissions), office, bureau, institution, or unit of state government recognized in the state budget.

"Employee" means, any employee of MDT as defined in MCA 2-18-701. This policy complies with MCA 2-2-101 for the following: a member of a quasi-judicial board or commission or of a board, commission or committee with rulemaking authority; and a person under contract with MDT.

"MDT Management" means managers and HR Specialists in MDT.

Education Requirements

The DOA publishes a pamphlet entitled "Employees Guide to Standards of Conduct in Montana State Government", and MDT employees are expected to review the pamphlet, available at <http://hr.mt.gov/content/hrpp/docs/Guides/standardsofconductguide.doc> as well as attend mandatory Ethics training every three years as defined in MDT Training Policy #3-0801.

Procedure

MDT will distribute this policy to all employees. Employees are responsible for reviewing, understanding and complying with DOA policy #3-0180 and MDT policy addendum 3-0180.1. An employee who violates either policy may be subject to disciplinary action in accordance with the Department of Administration's Discipline Handling Policy #3-0130.

Employees are to notify his or her supervisor once he or she become aware of a conflict or potential conflict. Some short term situations may arise that require the Division or District Administrator's immediate review.

Employees must annually and whenever a change occurs, complete the Conflict of Interest Annual Disclosure form and submit to MDT management. An MDT employee must disclose conflicts or potential conflict of interests to MDT Management before taking any action that might violate the policy. MDT managers must submit forms indicating a potential conflict to the Division or District Administrator for review, who will forward to the MDT Internal Audit Unit (IAU). MDT has a duty to investigate information reported or disclosed and determine the appropriate administrative action. Forms with no indication of a conflict of interest must also be submitted to IAU.

Any person who believes an employee violated the Ethics policy or MDT specific rules and standards of conduct shall inform MDT management of the alleged violation before filing a complaint with the Commissioner of Political Practices.

REPORTING AND DISCLOSURE REQUIREMENTS

Employees shall abide by the code of ethics and standards of conduct found in 2-2-101 through 2-2-304 MCA at all times.

Reporting even the appearance of impropriety.

Montana law requires that an employee disclose in writing to the Commissioner of Political Practices any private interest that may create any conflict with the employee's public duties, including involvement with contracts, etc., before the employee takes any action that may impinge on the public duty (2-2-131 MCA) <http://data.opi.mt.gov/bills/mca/2/2/2-2-131.htm> the disclosure must be in the manner required by that statute.

When any such disclosure is made, and before taking any official action which may infringe on the employee's public duty, the employee must also report this information to MDT management.

Conflict of Interest Annual Disclosure Form

Employee Printed Name: _____

Employee location/Division/District: _____

Employee Job Title: _____

Check the box that is appropriate to your situation and submit to your supervisor. To be completed when newly hired, job change, personal business change and annually.

No known conflicts.

Conflict previously reported.

Business related and one-time circumstance:

Personal business with a contractor or vendor must be in writing and must reflect a real value of the material, labor and equipment cost, the same as it would for a non-public employee. Explain the circumstance:

Human Resources related:

Please list any personal or family relationship within the Department. Additionally, MDT employees must not participate in decisions involving a direct benefit to any person with whom he or she has a personal or family relationship. This includes, but is not limited to, decisions involving employment, pay, reimbursement, or the initiation of contracts. Explain the circumstance:

I have disclosed all personal and business agreements to my District/Division Administrator that might violate the law or give the perception of unethical actions.

Employee signature & date: _____

Reviewed by supervisor & date (if a conflict is stated): _____

Reviewed by DA (if a conflict is stated): _____

Submit this form to the MDT Internal Audit Unit.

Appendix D.6 – Harassment Policy



MONTANA DEPARTMENT OF TRANSPORTATION HUMAN RESOURCES POLICY

Policy #3-0605.2

July 20, 2009

WORKPLACE AND SEXUAL HARASSMENT POLICY

I. Introduction

It is the policy of the Montana Department of Transportation (MDT) that all employees have a right to work in an environment free from all forms of discrimination, including workplace and sexual harassment.

This policy is augmented by Executive Order No. 41-2008. It should be understood that workplace and sexual harassment is against the law. MDT is committed to the prevention of all forms of harassment in the work place. Retaliation against any employee who has made a report of alleged workplace or sexual harassment or against any employee who has testified, assisted, or participated in any manner in an investigation of a report of harassment is a violation of MDT policy and the law.

Sexual harassment is generally defined as unwelcome sexual advances, requests for favors and other verbal, physical and/or visual contact of a sexual nature when:

- Submission is made either explicitly or implicitly a term or condition of an individual's employment.
- Submission or rejection by an employee is used as a basis for employment decisions affecting the employee.
- Such conduct has the purpose or effect of unreasonably interfering with an employees work performance or creates an intimidating, hostile or otherwise offensive work environment.

The following are examples of sexual harassment:

- Sexual advances which are unwanted (this may include situations which began as reciprocal attractions, but later ceased to be reciprocal).
- Sexual gestures.
- Displaying sexually suggestive objects, pictures, cartoons or posters.
- Verbal abuse of a sexual nature, sexually oriented jokes, innuendoes or obscenities. Sexually suggestive letters, notes or invitations.

- Reprisals or threats after a negative response to sexual advances.
- Employment benefits affected in exchange for sexual favors (may include situations where a third party is treated less favorably because others have agreed to sexual advances).
- Physical conduct such as assault, attempted rape, impeding or blocking movement, or touching.
- Women or men in nontraditional work environments may also be subject to hazing (this may include being dared or asked to perform unsafe work practices).

Workplace harassment is generally defined as harassment based on an individual's race, religion, color, gender, physical disability, mental disability, marital status, age, ancestry, national origin or political belief.

It is unwelcome conduct that is offensive in nature and detrimentally affects the work environment or leads to adverse job-related consequences for the victim. It does not include the legitimate exercise of an individual's supervisory authority.

Some examples of workplace harassment may be:

- Comments and jokes based on religion, political beliefs, disabilities, race, etc.
- Frequent profanity and obscenities.
- Reprisals or threats after negative responses to inappropriate behavior.
- Derogatory cultural and national origin comments.

II. Procedures

You should report workplace or sexual harassment as soon as possible after the incident or action occurs. Early reporting is encouraged, because management's ability to investigate and act on reports diminishes with time. If you feel you are being harassed, do not keep it to yourself. Take the following steps:

- Inform the individual that their behavior is unwelcome, offensive or inappropriate. Do not assume or hope that the problem will go away.
- If you unable to confront the harasser or the harassment continues, notify the Civil Rights Bureau, your immediate supervisor, or any MDT supervisor even if she or he is not your supervisor.
- MDT encourages you to use the internal complaint procedure for the resolution of harassment concerns. Reporting procedures are similar to the MDT Discrimination Complaint Procedures Policy #3-0605.1.
- Keep notes. Keep a record of the dates, times, places, witnesses and describe each incident. Save all notes, correspondence or related records in a safe place.

If you are considering reporting a complaint, you can:

Use the MDT complaint procedures posted in your work area or by calling the Civil Rights Bureau at 444-6331 or 800-335-7592 (TDD).

File a complaint with the Human Rights Bureau. Complaints with the Human Rights Bureau will be accepted within 180 days of the act, or an extended 120 days if you are using an internal complaint procedure. Call 444-2884 or 444-9696 (TDD).

If you are not personally a victim of sexual harassment, but observe actions against other employees, which you believe to be harassment, you are encouraged to bring it to the attention of the Civil Rights Bureau.

Appendix D.7 – Updated MDT Pay Plan



Montana Department of Transportation

Policy #3-0501.1

September 16, 2014

Broadband Pay Plan Rules Addendum

PURPOSE

The purpose of this document is to summarize the compensation program of the Montana Department of Transportation (MDT).

The contents of this document are not intended to serve as a contract between the Department and employees. Rather, the document should provide guidance to employees and managers regarding the Broadband Pay Plan.

MDT must follow the provisions of this policy unless they conflict with collective bargaining agreements, which will take precedence to the extent applicable.

PHILOSOPHY

MDT's mission is to serve the public by providing a transportation system and services that emphasize quality, safety, cost effectiveness, economic vitality and sensitivity to the environment. MDT employees are an integral component in fulfilling this mission.

MDT will comply with the DOA Broadband Pay Plan Policy as the pay rules must:

- a. be fiscally responsible, actively managed, and consistent with MDT's mission and objectives;
- b. identify procedures for implementing all aspects of pay addressed in this policy; and
- c. be filed with the Department of Administration.

The MDT broadband pay plan rules allow us to link strategic compensation practices to our mission. The pay rules will be set with consideration to the following:

- Job-related qualifications, employee competence and an employee's overall contribution to organizational success;
- Maintaining internal equity by providing a salary range for every position that reflects its value compared to all other similar positions in the agency. New or rehired employees will be hired at a salary in accordance with the MDT Compensation Plan.

- Ensure external competitiveness by providing salary ranges that are competitive in similar occupational categories so that the Department can attract and retain qualified employees vital to organizational success.

Establishing MDT Compensation Plan: MDT’s strategic mission and pay rules drive fiscally responsible base-pay decisions following the DOA Broadband Pay Plan Policy. Setting base salaries for employees may not result in a budget deficiency or supplemental appropriation request to the legislature.

Pay-Adjustments:

MDT Administrative staff shall collectively discuss pay adjustments and exceptions to ensure internal equity and the decisions follow strategic compensation practices. Pay adjustment approval is based on Administrative staff consensus.

All pay adjustments shall be properly documented in the employee’s compensation record. An employee’s pay may be modified through the adjustment types described below:

- **Competency Adjustment:** Competency adjustments provide the Department with the ability to reward employees for the development, growth, and demonstration of job-related competencies. Competencies must be identifiable, observable, measurable, and comparable to similar positions for internal equity. Competency adjustments may be given as a lump sum or as an increase to base pay.
- **Market Adjustment:** Market adjustment decisions typically concern establishing and adjusting general pay schedules and appropriate salaries for occupations. At the agency’s discretion, a market adjustment may occur when: 1) An employee’s base pay is below the MDT newly adopted pay matrix ; and 2) MDT has the ability to fund a pay adjustment.

MDT, along with the Department of Administration, State Personnel Division will regularly evaluate the competitiveness of the broadband pay schedule. MDT may develop a customized pay matrix referencing appropriate DOA salary surveys based on occupational salary rates, pay schedules and internal equity. Market adjustments may be used to address recruitment and retention issues and must be given as an increase to base pay.

- **Performance Adjustment:** Employees may be eligible to receive a pay adjustment based on their performance. Before implementing performance pay, the MDT Administrative staff must approve the performance tool. Performance pay may be given as a lump sum or as an increase to base pay.
- **Results Adjustment:** Results adjustment may be awarded to employees or teams of employees based on accomplishments. This adjustment is not intended to increase base pay or base budgets, but rather is used as a one-time, lump-sum bonus. Accomplishments may be outcomes and/or outputs achieved which are observed and documented through performance management. Results pay must be given as a lump sum.

- **Situational Adjustment:** Employees may be eligible to receive a pay adjustment based on atypical situations or working conditions. MDT has the option to use situational pay to address recruitment or retention issues related to certain requirements of the position such as extensive travel, hazardous duties, location pay, unusual work hours, or unusual physical demands. MDT Administrative staff should consider the rationale for situational pay including clear definitions of eligible situations or circumstances, and how to determine situational pay. When determining pay, consideration shall be given to documented past recruitment or retention problems, the competitive labor market, and existing pay relationships within the same job class and work unit. Pay may be given up to a maximum or a percentage of the maximum within the Occupational Pay band of the position. Situational pay may be given as a lump sum or as an increase to base pay.

- **Supervisory Adjustment:** In two circumstances, employees may be eligible for a pay adjustment when performing supervisory duties if:
 1. An employee occupying a position in a non-supervisory classification may be eligible for a pay adjustment when the position includes supervisory duties.
 2. When an employee who is performing supervisory duties is classified in the same occupation and band as the subordinates, these additional duties may be recognized with a pay adjustment. When determining this additional pay, MDT Administrative staff should consider levels of supervisory duties performed, internal equity, and the agency's pay rules. Supervisory pay may be given as a lump sum or as an increase to base pay.

- **Strategic Adjustment:** This pay component is intended to attract or retain employees with the competencies critical or vital to the achievement of MDT's mission and strategic goals. Pay may be awarded up to a maximum within the classified pay band of the position. The MDT Administrative staff shall consider the competitive labor market and existing pay relationships within the same or similar job classes and work unit. Strategic pay may be given as a lump sum or as an increase in base pay.

Record Keeping

All pay decisions must be documented and maintained in the employee's permanent personnel record.

PROCESS FOR SETTING PAY

Setting pay for new hires, rehires, promotions and reclassifications must be agreed upon by the MDT Administrative staff with oversight from the Human Resources Administrator. MDT may use the Department of Administration salary surveys to the extent of creating a customized pay matrix to fit the Department's pay philosophy. The Department will regularly review salary surveys and employee's base salaries within the same occupational band and level to ensure internal equity is maintained.

The Department may build pay progression between classification series or create blended pay schedules to provide internal equity among similar classifications. The MDT Compensation Plan methodology and application cannot be grieved.

Union contracts take precedence over these rules only when an exception is clearly and specifically stated in the contract. Across the board pay increases and adjustments shall be bargained with the appropriate union.

Appendix D.8 – MDT’s Interpreters Contact List

CONTACT BILL ANDERSON AT 444-6334 OR bianderson@mt.gov TO UPDATE THIS LIST

MONTANA DOT INTERPRETERS LIST

8/11/11

LANGUAGE	NAME	CONVERSE SKILLS	WRITING/ READING SKILLS	CITY	COUNTY	HOME PHONE	WORK PHONE	E-MAIL/WEB ADDRESS	FEES	QUALIF./ CERTIF.	UPDATE
Multiple languages	Free translation services							http://translation2.paralink.com/	None		Jan-10
Multiple languages	Google translate							http://translate.google.com/#es/en	None		Jan-10
Afrikaans	Lorelle Demont	Good	Good	Helena	Lewis & Clark		(406) 444-7411	ldemont@mt.gov			Jan-09
Arabic	Dr. Khaled Huthaily	Excellent	Excellent	Missoula	Missoula	Cell (406) 327-5777	(406) 243-6602	Khaleed.Huthaily@umontana.edu	Negotiable		Dec-08
Arabic	Marwan Saba	Good	Good	Helena	Lewis & Clark	(406) 491-0245, (406) 846-1232	(406) 444-7471	msaba@mt.gov	Negotiable		Nov-08
Arabic	MSU Bozeman	Varies	Varies	Bozeman	Gallatin	NA	(406) 994-4448	http://www.montana.edu/ml/tutors.html	See Website		Dec-08
Arabic (Saudi)	Felix Cobarrubias	Fair	Poor	Helena	Lewis & Clark		(406) 444-7969	tunogpinoy@msn.com	None		Dec-08
Chinese	MSU Bozeman	Varies	Varies	Bozeman	Gallatin	NA	(406) 994-4448	http://www.montana.edu/ml/tutors.html	See Website		Dec-08
Chinese (Mandarin)	Dan Danahy	Good	Good	Billings	Yellowstone	(406) 656-2165	(406) 656-2165	danahy@usadig.com	None		Dec-08
Chinese (Mandarin)	Katie Willcockson	Poor	Poor	Helena	Lewis & Clark		(406) 444-6144	kwillcockson@mt.gov	None	Lived in China for six months	Aug-11
Czech	Mary Coster	Poor	Fair	Helena	Lewis & Clark	(406) 439-1951	(406) 444-6024	macoster@mt.gov	Negotiable	Lived in Czechoslovakia	Jun-10
Filipino	Virginia McAuliffe	Excellent	Excellent	Somers	Flathead	(406) 857-2345	(406) 257-7720		Negotiable		Dec-08
Filipino - Tagalog	Felix Cobarrubias	Excellent	Excellent	Helena	Lewis & Clark		(406) 444-7969	tunogpinoy@msn.com	None	Native language	Dec-08
Filipino - Tagalog	Lyn Gicos	Excellent	Excellent	Helena	Lewis & Clark	(406) 431-5012	(406) 444-7637	lgicos@mt.gov	Negotiable	Native language	Nov-08
Filipino - Visayan	Lyn Gicos	Excellent	Excellent	Helena	Lewis & Clark	(406) 431-5012	(406) 444-7637	lgicos@mt.gov	Negotiable	Native language	Nov-08
French	Amanda Brightbich	Excellent	Good	Glendive	Dawson	(406) 939-2361	(406) 377-3303	amandabrightbich@yahoo.com	None		Dec-08
French	Dr. Francis Balice	Good	Fair	Big Sky	Gallatin	(406) 995-2368		fwbal@threerivers.net	Negotiable		Dec-08
French	Jacqueline Mercenier	Excellent	Excellent	Forest Grove	Fergus	(406) 428-2252	(406) 535-8278		Negotiable	Native language	Nov-08
French	Laura Andersen	Good	Good	Helena	Lewis & Clark	(406) 459-0906	(406) 444-5314	landersen2@mt.gov	Negotiable	French: Major, B.A Degree	Jan-09
French	Marie/Christine Lamphier	Excellent	Excellent (except for technological terms)	Glendive	Dawson	(406) 365-5730	(406) 377-6001 ext. 36	mclamphier@cccscorp.com	Negotiable	Native language	Jan-09
French	Mary Coster	Good to Excellent	Good	Helena	Lewis & Clark	(406) 439-1951	(406) 444-6024	macoster@mt.gov	Negotiable	French: Major, B.A Degree	Jan-09
French	More' Virginia	Excellent	Excellent	Bozeman	Gallatin	(406) 522-0905		virginiamore@yahoo.fr	\$20 - \$40/ hour - translation; \$80/ hour - interpretation	Native language	Nov-08
French	MSU Bozeman	Varies	Varies	Bozeman	Gallatin	NA	(406) 994-4448	http://www.montana.edu/ml/tutors.html	See Website		Dec-08
French	Myrna Kintz	Good	Good	Glendive	Dawson	(406) 377-3692			Negotiable		Dec-09
French	Natalie Caulliez	Excellent	Good	Helena	Lewis & Clark		(406) 447-4363		Negotiable	Native language	Dec-08
French	Pierre Jomini	Excellent	Excellent	Helena	Lewis & Clark		(406) 444-8113	pjomini@mt.gov	None	Native language	Nov-08
German	Bryan Lockerby	Excellent	Good	Great Falls	Cascade	(406) 899-8782	(406) 771-1180	bryanlockerby@hotmail.com	Negotiable		Dec-08
German	Helga Hostford	Excellent	Excellent	Missoula	Missoula	(406) 728-5496	Fax# 406-728-5063	kerzlein@aol.com	\$80/ hour; 18 cents/ word translation; Legal Experience.		Nov-08
German	Julie Burk	Excellent	Reading - Excellent; Writing - Fair	Helena	Lewis & Clark	(406) 457-1776	(406) 841-2756	jburk@mt.gov	None		Nov-08
German	Kevin Tonkovich	Excellent	Excellent	Worland	Wyoming	(307) 347-4344	(307) 347-2412	kevinjt@tribcsp.com	Negotiable		Dec-08

MONTANA DOT INTERPRETERS LIST

LANGUAGE	NAME	CONVERSE SKILLS	WRITING/ READING SKILLS	CITY	COUNTY	HOME PHONE	WORK PHONE	E-MAIL/WEB ADDRESS	FEES	QUALIF./ CERTIF.	UPDATE
German	Lynn Eckel Webb	Excellent	Excellent	Helena	Lewis & Clark	(406) 449-6863	(406) 449-6863	lynn@webbsnet.com	11-12 cents/ word or \$25/ hour (translation); Negotiable - interpretation (Technical translation only)		Nov-08
German	Mary Coster	Good to Excellent	Good	Helena	Lewis & Clark	(406) 439-1951	(406) 444-6024	macoster@mt.gov	Negotiable	Lived in Germany	Jan-09
German	Mary Honzel	Good to Excellent	Good except for handwriting	Helena	Lewis & Clark	(406) 442-8008		mthonzel@mt.net	Negotiable		Dec-08
German	Mary Williams	Fair	Good to Excellent	Helena	Lewis & Clark	(406) 443-5016	Cell 406-465-0105	arw16hd@bresnan.net	None		Nov-08
German	Michael Papke	Excellent	Excellent	Belgrade	Gallatin	(406) 388-2161		ppeaches64@msn.com	Negotiable		Dec-08
German	MSU Bozeman	Varies	Varies	Bozeman	Gallatin	NA	(406) 994-4448	http://www.montana.edu/ml/tutors.html	See Website		Dec-08
German	Pierre Jomini	Fair	Good	Helena	Lewis & Clark		(406) 444-6113	pjomini@mt.gov	None		Nov-08
German	Sam Samson	Fair	Fair	Boulder	Jefferson	(406) 225-3678		samhoofer1@aol.com	None		Nov-08
German	Sandy Koeckritz	Excellent	Excellent	Missoula	Missoula	(406) 251-3095		sandykoeck@uno.com	\$30/ hour		Dec-08
Greek	Mary Ladas	Good except for new technological terms	Fair	Billings	Yellowstone	(406) 256-8370	(406) 245-7323	margola7624@yahoo.com (use "greek" or "translation" in email)	Negotiable		Dec-08
Greek	MSU Bozeman	Varies	Varies	Bozeman	Gallatin	NA	(406) 994-4448	http://www.montana.edu/ml/tutors.html	See Website		Dec-08
Hebrew	Eva Mastandrea	Excellent	Good	Dillon	Beaverhead	(406) 683-2232	(406) 683-7312	e.mastandrea@umwestern.edu	Negotiable		Dec-08
Hungarian	Dr. Joseph Horvath	Excellent	Excellent	Stevensville	Havalli	(406) 777-7195		jvalleyview@mt.net	Negotiable	Native language	Dec-08
Italian	Delia Smith	Excellent	Excellent	Billings	Yellowstone	(406) 245-0288	(406) 245-0288		\$80/ hour, minimum 2 hours & meals		Dec-08
Italian	Dr. Francis Balice	Excellent	Good	Big Sky	Gallatin	(406) 995-2368		fwbal@threerivers.net	Negotiable		Dec-08
Italian	Liv Ensign	Good	Good	Kalispell	Flathead	(406) 257-4700	(406) 755-8552	liv@modaliv.com	Negotiable		Dec-08
Italian	MSU Bozeman	Varies	Varies	Bozeman	Gallatin	NA	(406) 994-4448	http://www.montana.edu/ml/tutors.html	See Website		Dec-08
Japanese	Michiko Conklin	Excellent	Fair	Billings	Yellowstone	(406) 655-3566	(406) 252-5515	mconk@uno.com	\$15 - \$30/ hour		Dec-08
Japanese	MSU Bozeman	Varies	Varies	Bozeman	Gallatin	NA	(406) 994-4448	http://www.montana.edu/ml/tutors.html	See Website		Dec-08
Japanese	Virginia McAuliffe	Excellent	Excellent	Somers	Flathead	(406) 857-2345	(406) 257-7720		Negotiable		Dec-08
Korean	John Kim	Excellent	Excellent	Helena	Lewis & Clark	(406) 443-5720			Negotiable	Native language	Dec-08
Korean	Sun Woo Edinger	Good	Good	Helena	Lewis & Clark	(406) 202-2372		sunedinger@hotmail.net	Negotiable	Native language	Dec-08
Latin	Bonnie Bowler	None	Good	Helena	Lewis & Clark	(406) 443-0470		bowler@imine.net	None		Dec-08
Latin	MSU Bozeman	Varies	Varies	Bozeman	Gallatin	NA	(406) 994-4448	http://www.montana.edu/ml/tutors.html	See Website		Dec-08
Norwegian	Ardell Nelson	Good	Reading - Good	Helena	Lewis & Clark	(406) 443-3916		grefson@bresnan.net	None		Dec-08
Pohnpeian	Bob Levitan	Good	Fair	Helena	Lewis & Clark	(406) 443-5922	(406) 444-1271	blevitan@mt.gov	None		Dec-08
Polish	Eva Mastandrea	Excellent	Excellent	Dillon	Beaverhead	(406) 683-2232	(406) 683-7312	e.mastandrea@umwestern.edu	Negotiable		Dec-08
Portuguese	Flavia Montgomery	Excellent	Good	Helena	Lewis & Clark	(406) 443-8702	Cell 406-459-0264	sadakata@hotmail.com	Negotiable		Dec-08
Portuguese	Jim Squires	Excellent	Excellent	Glendive	Dawson	(406) 377-5707; (406) 377-5707	(406) 939-1109	csquires@midrivers.com	Negotiable		Dec-08
Portuguese	Joseph/ Leila Goldes	Good	Good	Helena	Lewis & Clark	(406) 443-0408			None		Dec-08
Portuguese	Karrie Fairbrother	Fair	Fair	Helena	Lewis & Clark	(406) 443-0408	(406) 444-2196	kfairbrother@stpetes.org	None		Dec-08
Pulaar (West Africa)	Amanda Brightbich	Fair	Fair	Glendive	Dawson	(406) 939-2361	(406) 377-3303	amandabrightbich@yahoo.com	None		Dec-09
Russian	Pavel Gerasimchuk	Excellent	Excellent	Spokane		(509) 499-2737		gripbpaul@yahoo.com	Negotiable	Interprets in Washington courts and medical clinics	May-09
Russian	Eva Mastandrea	Good	Fair	Dillon	Beaverhead	(406) 683-2232	(406) 683-7312	e.mastandrea@umwestern.edu	Negotiable		Dec-08
Russian	MSU Bozeman	Varies	Varies	Bozeman	Gallatin	NA	(406) 994-4448	http://www.montana.edu/ml/tutors.html	See Website		Dec-08
Russian	Tajana Samsonova-Lukenbill	Excellent	Excellent	Helena	Lewis & Clark	(406) 442-5636	(406) 459-2773	trlukenbill@msn.com	\$35/ hour or \$22/ page	Interprets for Montana National Guard; Russian native; Open World Leadership Program under Library of Congress	Dec-08

MONTANA DOT INTERPRETERS LIST

LANGUAGE	NAME	CONVERSE SKILLS	WRITING/ READING SKILLS	CITY	COUNTY	HOME PHONE	WORK PHONE	E-MAIL/WEB ADDRESS	FEES	QUALIF./ CERTIF.	UPDATE
Russian	Valeriya Voronina	Excellent	Excellent	Kalispell	Flathead	(406) 885-0911	(406) 758-6223	vvtranslating@gmail.com; vvoronin@fvcc.edu; http://vvtranslatingervices.yolasite.com	Negotiable depending on difficulty level	English/Spanish language teacher from State Linguistic University in Russia, instructor of Russian language at Flathead Valley Community College (12 years); Translating and interpreting for 14 years - medical, legal, documents,	Jun-10
Sign Language	MSU Bozeman	Varies	Varies	Bozeman	Gallatin	NA	(406) 994-4448	http://www.montana.edu/mlt/tutors.html	See Website		Dec-08
Sign Language	Jan Nelson	Excellent	Excellent	Helena	Lewis & Clark	(406) 443-1070		jtkola@aol.com	\$40/ hour		Dec-08
Sign Language	Montana Tech: Paul Beatty (Video Remote Interpreting (VRI))	Excellent	Excellent	Butte	Butte/ Silver Bow		(406) 496-4198	pbeatty@mttech.edu	Not Applicable		Dec-08
Sign Language	Victoria Gregori	Excellent	Excellent	Helena	Lewis & Clark	(406) 449-9976	Cell 406-202-3124	rvgregori@juno.com	\$30/ hour	Certified	Dec-08
Sign Language Interpretive Services	All Montana Universities, Community Colleges, & Satellite Colleges	Varies	Varies	Dillon, Butte, Great Falls, Miles City, Glendive, Kalispell, Bozeman, Helena, Missoula, Billings	Beaverhead, Butte-Silver Bow, Cascade, Custer, Dawson, Flathead, Gallatin, Lewis & Clark, Missoula, Yellowstone	Varies	Varies	Varies	Varies		Dec-08
Spanish (Spain)	Torry van Slyke	Excellent	Excellent	Helena	Lewis & Clark	(208) 880-0438	(406) 444-9776	tjvanslyke@hotmail.com	Negotiable	Certified through University of Granada; B.A. in Spanish, Translating/ Interpreting experience	Aug-11
Spanish	Homer Johnson	Excellent	Excellent	Whitefish	Flathead	(406) 862-7340			Negotiable		Dec-08
Spanish	James Mullins	Fair	Good	Helena	Lewis & Clark	(406) 449-6093			None		Dec-08
Spanish	Mary Coster	Fair	Fair	Helena	Lewis & Clark	(406) 439-1951	(406) 444-6024	macoster@mt.gov	Negotiable		Jan-09
Spanish	Miriam Carson	Excellent	Excellent	Kalispell	Flathead	(406)225-6450		miriam.carson@gmail.com	Negotiable	Court interpreter, medical interpreter, legal interpreter – medical translator, legal translator In the process of obtaining Federal Court Interpreter Certification	Jun-10
Spanish	Norma Fender	Excellent	Excellent	Missoula	Missoula	(406) 370-6049		JCNFender@aol.com	Negotiable	court system; ongoing contract with legal associations as interpreter/translator	Jan-10
Spanish	Mary Williams	Fair	Excellent	Helena	Lewis & Clark	(406) 443-5016		arw16hd@bresnan.net	None		Nov-08
Spanish	More Virginie	Good	Good	Bozeman	Gallatin	(406) 522-0905		virginiemore@yahoo.fr	hour; Live Interpretation \$80/ hour.		Nov-08
Spanish	MSU Bozeman	Varies	Varies	Bozeman	Gallatin	NA	(406) 994-4448	http://www.montana.edu/mlt/tutors.html	See Website		Dec-08
Spanish	Natalie Caulliez	Good	Good	Helena	Lewis & Clark		(406) 447-4363		Negotiable		Dec-08

MONTANA DOT INTERPRETERS LIST

LANGUAGE	NAME	CONVERSE SKILLS	WRITING/ READING SKILLS	CITY	COUNTY	HOME PHONE	WORK PHONE	E-MAIL/WEB ADDRESS	FEES	QUALIF / CERTIF.	UPDATE
Spanish	Sindy Filler	Excellent	Excellent	Libby	Lincoln	(406) 293-2523		sindy@alaska.com	\$25/ hour (1 hour minimum)	Certified by court systems; trains interpreters	Dec-08
Spanish	Valeriya Voronina	Fair	Fair-Good	Kalispell	Flathead	(406) 885-0911	(406) 758-6223	vvvtranslating@gmail.com ; voronin@fvcc.edu ; http://vvvtranslatingervices.yolasite.com	Negotiable	English/Spanish and Spanish/English translator	Jun-10
Spanish (Mexican)	Cathy Weber	Excellent	Writing - Good; Reading - Excellent	Dillon	Beaverhead	Cell (406) 925-1107; (406) 683-5545	(406) 683-5493	cw@cathyweber.net	\$25/ hour		Dec-08
Turkish	MSU Bozeman	Varies	Varies	Bozeman	Gallatin	NA	(406) 994-4448	http://www.montana.edu/mlt/tutors.html	See Website		Dec-08
Ukrainian	Tatiana Samsonova-Lukenbill	Excellent	Excellent	Helena	Lewis & Clark	(406) 442-5636	(406) 459-2773	trlukenbill@msn.com	\$35/ hour or \$22/ page	Interprets for Montana National Guard; Ukrainian Russian native; Open World Leadership Program under Library of Congress	Dec-08

Appendix D.9 – Tuition Assistance Program



Montana Department of Transportation Human Resources

Policy #3-0806

July 2008

TUITION ASSISTANCE DEGREE PROGRAM

I. PURPOSE, OBJECTIVES, BACKGROUND

The purpose of this policy is to increase employee's job potential by providing financial assistance for continuing education and to introduce new technology and educational methods into the workplace.

The Tuition Assistance Degree Program provides opportunities for MDT employees to pursue an associate, bachelors', masters', or doctoral degree on a part-time basis. The course or field of study must:

- Provide knowledge and skills for employees that are beneficial to the department
- Be relevant to the employee's current position
- Be relevant to future staffing requirements anticipated by the department

Participation in the Tuition Assistance Degree Program is a *privilege*, not a right. The employee's pursuit must benefit the Department. The Department is not required to fund the Tuition Assistance Degree Program and budgetary considerations may restrict participation in this program.

Eligible employees who apply and are approved:

- May complete more than one degree but cannot get multiple degrees of the same level, and
- Must wait at least two years after completion of any degree (other than associate's degree) before pursuing any additional degree through the program.

II. QUALIFICATIONS

- Applicant must be considered a permanent, full-time employee and have worked two years for MDT before applying for the program.
- Applicant must be in good standing by at least achieving or exceeding overall expectations on the latest performance evaluation.
- Applicant must possess the requirements for admission into an undergraduate program.
- Applicant must possess the bachelor's degree required for admission into a graduate degree program.

III. CONTINUED ELIGIBILITY

Employees maintain their eligibility in the Tuition Assistance Degree Program by:

- Maintaining a minimum of a "B" average;
- Maintaining an acceptable level of job performance;
- Providing grade reports to their supervisors at the end of the semester verifying that they received full credit for courses taken; and,
- Remaining in good standing as defined by the program.

Employees must attend at least two semesters per school year, unless granted written permission from the Human Resources Administrator to miss more than one semester per school year. Employees failing to meet this requirement may be suspended or cancelled from the program. Students who drop or withdraw from all courses during a semester are not considered in attendance for that semester.

IV. SERVICE TIME COMMITMENT

- Participants enrolled in this program must work for MDT for at least three times the length of the training period after graduating (for example: part-time academic study, the training period is 15 hours per credit). Employees will begin working off this obligation as soon as the semester ends and will only incur the obligation for the previous semester. If the employee leaves before the specified time, tuition and associated costs must be repaid.
- If a participant drops or fails any course, they are suspended from the Tuition Assistance Degree Program until they reimburse the department or enter into a repayment plan for the cost of the dropped or failed courses. The employee's participation in the program is cancelled if they do not repay the costs of such classes.
- Degrees must be finished within a specified time period set forth in the agreement. Participants should ensure that MDT's time frame coincides with that of the chosen university or school.

V. PARTICIPANT RESPONSIBILITIES

Selecting a school:

- Consults with supervisor regarding educational goals, relevant areas of study and possible degrees.
- Researches various accredited institutions. When considering distance and online learning options, factors to consider include the quality of the curriculum, the employee's aptitude for distance or online learning, and the employee's access to computers and the Internet. Participants may have use of MDT computer equipment during non-duty and non-peak hours, but they should not rely on MDT equipment to complete all their online coursework.

Application:

- Obtains tentative degree plan or course list from chosen accredited institution.
- Obtains cost estimate based on tuition rate, number of hours, and other factors that can be determined (if possible, estimate cost for each fiscal year of the program).
- Completes and submits appropriate forms with attached degree plan or course list and cost estimate to supervisor for review and approval.
- Upon approval, enrolls in school.

Each Semester:

- Attends classes regularly and maintains a minimum of a "B" average.
- Reimburses department for any failed or dropped courses. A repayment plan may be established.
- Provides grade reports to the supervisor.

Fulfillment of Commitment:

- Fulfills all graduation requirements and completes original degree commitment.
- Provides supervisor with final official transcript (degree commitments), at participant's expense, showing date of degree completion.
- Remains employed in good standing for the length of time indicated on the agreement.

VI. REQUIRMENTS OF SUPERVISORS

If at any time a supervisor has concerns about an employee's performance or behavior that may affect their continued eligibility or ability to fulfill the commitment, they should discuss these concerns with the Division/District Administrator and the Human Resources Administrator.

Application Assistance:

- Consults with employee regarding educational goals and how they relate to employee's current performance plan or long-term career goals.

Approval:

- Reviews tentative degree plan or course list, cost estimate, and completed application form.
- If in agreement, forwards application to Division/District Administrator for approval, who will then submit to the Human Resources Administrator.

Each Semester of Program:

- Reviews employee's performance each semester.

TUITION ASSISTANCE DEGREE PROGRAM

MDT Policy #3-0806

July 2008

Page 4 of 6

- Reviews employee's course schedule each semester to ensure compliance with agreed-upon degree plan.
- Reviews copies of grade reports and forwards copies to the Human Resources Administrator.
- Communicates regularly with employee regarding progress toward course or degree completion.

Fulfillment of Commitment:

- Obtains from the Tuition Assistance Degree Program participant the final official transcript (degree commitment), at participants expense, showing date of degree completion.

VII. SUSPENSION

Tuition Assistance Degree Program participants may be suspended if they:

- Fail to maintain a minimum of a "B" average.
- Drop a course paid by the Department.
- Fail to maintain eligibility.
- Have extraordinary work requirements that interfere with participation in the program.
- If their job performance is determined to be adversely impacted.

Suspension is not removal from the program and does not create a repayment obligation. Employees may be returned to the program upon approval from management. Documentation must be filed with the Human Resources Administrator.

VIII. CANCELLATION

The department cancels participation in the Tuition Assistance Degree Program and requires repayment of assistance if an employee:

- Fails to attend classes regularly.
- Withdraws from or is removed or prohibited from attending an institution.
- Fails to comply with one or more terms of their signed agreement.
- Does not meet all conditions of employment and eligibility.
- Fails to complete the Tuition Assistance Degree Program in the required time frame.
- Is terminated from the Department for cause.
- Terminates employment with the Department.

If the department cancels an employee's participation in the Tuition Assistance Degree Program, they are no longer eligible for tuition assistance until they repay the department and:

- Demonstrate that their previous agreement was canceled due to hardship. Hardship is defined as a serious illness, family emergency, or extenuating circumstance that is beyond

the control of the employee and that reasonably precludes the employee from complying with the agreement.

- At least two years have passed since they last participated.

IX. GUIDELINES FOR PARTICIPANTS

- Participants will be able to attend classes on work time to the extent that the scheduled class coincides with normal working hours with the approval of the appropriate District/Division Administrator. If the class does not coincide with normal working hours, the participant will attend class on their own time. Work performance must not suffer as a result of attending classes on work time and approval may be granted on a case-by-case basis.
- All class preparation will be done on the participant's own time.
- To the extent possible, MDT will provide a facility for distance learning.
- Participants may use MDT computer equipment to complete online coursework and to do class assignments; however, participants may not use MDT computer equipment during their scheduled work time. Pursuant to all applicable computer use policies, software may not be loaded on MDT computers without prior approval from ISD.
- Participants may use information and data relative to the state transportation system to complete assignments but cannot interfere with MDT project development or business processes. Use of MDT data is pursuant to all applicable data security policies.
- Participants understand that completion of their degree is not tied to any guarantee of advancement at MDT.

X. ELIGIBLE EXPENSES

MDT will pay tuition costs and fees to the extent that funding is available and within IRS tax guidelines. Participants must pay for application fees, entrance or placement fees, admission fees, registration fees, any required immunization or other incidental fees, graduation fees, and for books and classroom materials.

XI. APPLICATION PROCESS

The application should be completed and submitted to the Division/District Administrator for approval. The Division/District Administrator has full discretion to determine whether an applicant can move forward for approval to participate in the Tuition Assistance Degree Program. The application packet must include two letters of reference with the application.

The letters of reference should:

- Be from a member of MDT's management staff who has direct knowledge of the applicant's work.
- State the detailed reasons the applicant should be accepted into the Tuition Assistance Degree Program.

TUITON ASSISTANCE DEGREE PROGRAM
MDT Policy #3-0806
July 2008
Page 6 of 6

The Division/District Administrator will submit approved application to the Human Resources Administrator. The Human Resources Administrator and the Director's Office will give final approval on the nominations accepted for participation in the program. Actual enrollment will be determined by that of the chosen university or school's admissions standards and practices.

Up to twelve (12) employees or to the extent funding is available, will be allowed to participate in the program at a time.

The Human Resources Administrator will send written notification to all applicants informing them of the final status of their applications.

Appendix D.10 – Exit Interview Form



MDT-HUM-007 04/14

Sheet 1 of 1

Montana Department of Transportation Human Resources Division Exit Interview

Reset Form

Print Form

Employee Name

Position Title

Supervisor Name

Interview Date

Interviewer Name

Hire Date

Termination Date

Division/District

1. Why are you leaving your current job?

2. What did you like most about your job?

3. What did you like least about your job?

4. Did you feel training opportunities were made available to you?

5. Do you think your supervisor was fair and reasonable?

6. Do you feel your contributions were appreciated by your supervisor and others?

7. Did you have the appropriate resources and equipment necessary to do your job?

8. Was your salary satisfactory for the job you were performing?

9. Were you satisfied with the employee benefits provided?

10. Was the job realistically presented to you when you were originally hired?

11. Do you have any suggestions for improvement?

12. Are there any changes that could have been made to prevent you from leaving?

13. Other comments, if any:

Appendix D.11 – MDT Current Career Ladder List

3-0183	Right of Way Agent Placement/Advancement Policy	02/21/12	MDT Policy
3-0184	Civil Engineer Advancement	06/29/11	MDT Policy
3-0186	MCS Enforcement Officer Advancement Policy	07/20/12	MDT Policy
3-0187	Budget Analyst Advancement Policy	08/08	MDT Policy
3-0188	MCS License & Permit Technician Advancement Policy	06/08/11	MDT Policy
3-0189	MCSAP Commercial Vehicle Safety Specialist Advancement Policy	09/03/10	MDT Policy
3-0190	Geotechnical Section Field Investigation Unit Advancement Policy	03/13/09	MDT Policy
3-0191	Helena Materials Lab Advancement Policy	12/24/13	MDT Policy
3-0192	Design Advancement	07/01/13	MDT Policy
3-0193	Civil Engineering Technician Advancement Policy	07/01/13	MDT Policy
3-0195	Engineering Contract Specialist Advancement	04/16/07	MDT Policy
3-0196	Purchasing Agent Advancement Policy	02/07	MDT Policy
3-0197	Computer Network Administrator and Computer Network Analyst Advancement Policy	03/13/09	MDT Policy
3-0198	Computer Programmer and Computer Systems Analyst Advancement Policy	08/08	MDT Policy
3-0199	Computer Support Technician and Computer Support Specialist Advancement Policy	10/15/07	MDT Policy
3-0200	Press Operator and Print Production Specialist Advancement Policy	10/15/07	MDT Policy
3-0201	IAU Auditor Advancement Policy	10/28/11	MDT Policy
3-0202	IAU Senior Auditor Advancement Policy	10/28/11	MDT Policy
3-0203	Business Process Analyst and Project Manager Advancement Policy	07/01/13	MDT Policy
4-0100	Land Surveyor Advancement Policy	05/24/10	MDT Policy
4-0101	Civil Rights Bureau Advancement Policy	05/10/10	MDT Policy
4-0102	Workforce Planning Advancement Policy	07/06/10	MDT Policy
4-0103	Accounting Controls Bureau Advancement Policy	11/05/10	MDT Policy
4-0104	Transportation Planning Advancement Policy	09/03/10	MDT Policy
4-0105	WFP Training & Development Specialist Advancement Policy	05/03/11	MDT Policy
4-0106	Administration Division Accountant Advancement Policy	09/12/11	MDT Policy
4-0107	Benefits Specialist Advancement Policy	09/12/11	MDT Policy
4-0108	Fiscal Programming Advancement Policy	09/12/11	MDT Policy
4-0109	Administration Division Accounting Technician Advancement Policy	09/12/11	MDT Policy
4-0110	Geotechnical Specialist Advancement Policy	12/07/12	MDT Policy
	http://mdtinfo.mdt.mt.gov/policies/docs/policies/crafts.pdf		See Article 7
	http://hr.mt.gov/content/newlaborrelations/2013-2015Contracts/001		See Article 7

Appendix D.12 – AAP Distribution List

Five Year Plan Distribution	
District	Billings
District	Butte
District	Glendive
District	Great Falls
District	Missoula
Hdq. HR	
Hdq. Engineering (HR Specialist)	
Hdq. MCS	
Hdq. Administration	
Hdq. Aeronautics	
Hdq. ISD	
Hdq. Maintenance Division (Div. Admin)	
Hdq. Research (Sue Sillick)	
MDT Directors Office (Lori Ryan)	
Montana Dept. of Admin.	
TERO & Tribal Chair - Crow	
TERO & Tribal Chair - Flathead	
TERO & Tribal Chair - Blackfeet	
TERO & Tribal Chair – Rocky Boys	
TERO & Tribal Chair – Fort Belknap	
TERO & Tribal Chair – Fort Peck	
TERO & Tribal Chair – Northern Cheyenne	
Tribal Chair – Little Shell	
MSU AIRO Program	
University of Montana- Missoula - Career Services	
Montana State University – Bozeman - Career Services	
Montana State University – Bozeman - School of Engineering	
Salish Kootenai Tribal College	
Little Bighorn Tribal College	
Fort Belknap Tribal College	
Chief Dull Knife Tribal College	
Flathead Valley Community College	
University of Montana - Butte	
Miles City Community College	
Stone Child Tribal College	
Aaniih' Nakoda Tribal College	
Blackfeet Community College	

University of Montana - Helena College
Rocky Mountain College
Carroll College
University of Great Falls
State Job Corp offices
State Vocational Rehabilitation
Archival Binder
MDT Internet / Intranet Websites
Great Falls College
University of Montana - Missoula College
Montana State University - Billings
Billings College
Montana State University Northern - Havre
University of Montana - Western
MT Div. FHWA
MT Dept. of Labor and Industry
MT Comm. Of Higher Education
Montana Vocational Rehab

Appendix D.13 – Recruiting Diverse Talent

Resource List: Recruiting Diverse Talent February 2012

Introduction

The State Human Resources (SHR) Division generated this list of state and national organizations to assist agency managers and human resource (HR) professionals. This resource list is just one tool for identifying and reaching out to diverse applicants in Montana or on a national level.

Recruiting Diverse Talent

Agency managers and HR professionals should consider their agency's mission, unique needs, challenges, culture, and recruiting methods to determine the best strategies for attracting and retaining diverse talent. Recruiting diverse talent requires commitment and proactive outreach

Simply posting vacancy announcements on the state job listing is not enough nor is it enough to simply email job announcements to a point of contact. Look for opportunities to collaborate with these organizations and work toward a common goal. By collaborating with these organizations, you can promote diversity in your talent pipeline, break down barriers, and communicate your agency's commitment in promoting opportunities for all.

DLI's One-Stop Service Centers Can Help

SHR encourages managers and HR professionals to collaborate with the Montana Department of Labor and Industry's One-Stop Service Centers

to consider applicants who may qualify for services under the [Workforce Investment Act \(WIA\)](#).

The recruitment and selection policy ([ARM 2.21.3708](#)) does not require agency managers to use external recruitment processes if they plan to fill a position with a participant in on-the-job training, work experience, or other programs such as those identified under the federal WIA. Examples include, but are not limited to the following programs:

dislocated worker programs;
Native American programs;
veterans' employment and disabled veterans outreach programs;
programs authorized under Title I, parts A and B, of the federal Rehabilitation Act; and
school-to-work programs.

We include links to Montana's One-Stop Service Centers in the resource list found below.

Resources

American Indian

- [Consortia of Administrators for Native American Rehabilitation \(CANAR\)](#) serves as an avenue for collaboration and cooperation between administrators of rehabilitation projects serving Native Americans with disabilities. CANAR strives to increase and enhance quality of services, resulting in positive outcomes for Native American's disabilities.
- [Montana State University](#)



- [American Indian Council \(AIC\)](#) hosts an annual powwow and provides support and community to Native American students.
- [American Indian Research Opportunities \(AIRO\)](#) is a consortium of Montana's seven tribal colleges and Montana State University-Bozeman. AIRO promotes opportunities for American Indian students in career fields where they are significantly underrepresented.
- [Department of Native American Studies](#) provides and advances quality education for and about American Indians of Montana, the region, and the nation.
- [Montana Tribal Colleges](#)
 - [Blackfeet Community College](#) (Browning, Blackfeet Tribe)
 - [Chief Dull Knife College](#) (Lame Deer, Northern Cheyenne Tribe)
 - [Aaniiih Nakoda College](#) (Harlem, Fort Belknap Indian Community)
 - [Fort Peck Community College](#) (Poplar, Fort Peck Tribes)
 - [Little Big Horn College](#) (Crow Agency, Crow Tribe)
 - [Salish Kootenai College](#) (Pablo, Confederated Salish & Kootenai Tribes)
 - [Stone Child College](#) (Box Elder, Chippewa Cree Tribe)
- [Montana Tribal Economic Development Commission](#) works with Native Americans to expand economic development opportunities on the seven reservations.
- [Montana Tribal Employment Rights Offices \(TERO\)](#)
- [Montana Tribal Newspapers and Other Media](#)
- [NativeAmericanJobs.Com](#) is a resource for connecting with career-minded individuals seeking employment.
- [Society of American Indian Government Employees \(SAIGE\)](#) promotes recruitment, retention, development, and advancement of American Indian and Alaska Native government employees. SAIGE works to 1) ensure equal treatment of American Indian and Alaska Native government employees; 2) educate federal agencies in the history and obligations of the Federal Indian Trust Responsibility and assist with implementation; 3) assist government agencies in development and delivery of initiatives and programs which honor the unique Federal-Tribal relationship; and 4) provide a national forum for issues and topics affecting American Indian and Alaska Native government employees.
- [University of Montana](#)
 - [American Indian Student Services](#) promotes enrollment, achievement, and success of Native American students.
 - [KYI-YO Native American Student Association](#) unifies and provides communication among Native American students to foster a strong sense of cultural identity and promote extracurricular activities bridging UM with the community of Missoula and its Native American residents.
 - [Native American Law Student Association \(NALSA\)](#) is committed to the success of Native American law students and anyone interested in exposing the legal community and greater public to issues Native Americans and tribal governments face under the law. NALSA promotes the study of federal Indian law, tribal



law, and traditional forms of governance.

Disabilities

- [Ability Jobs](#) offers a resume bank with tens of thousands of job seekers with disabilities, ranging from entry level candidates to PhD's.
- [AbilityLinks.org](#) is a national, web-based resource where job seekers with disabilities and inclusive employers meet and access valuable networking opportunities.
- [Disaboom Jobs](#) is an online resource to connect employers and job seekers with disabilities.
- [EARN Works](#) supports employers in recruiting, hiring, retaining, and advancing qualified individuals with disabilities through confidential, no-cost consultation, technical assistance; customized training; comprehensive online resources; and links to state and local community-based organizations serving job seekers with disabilities.
- [GettingHired](#) is a social networking resource and job portal for the 23 million American job seekers with disabilities.
- [Montana Disability Resource Coordinators](#) assist Montanans with disabilities through job listings, referrals, resume assistance, job search assistance, career exploration, and information on occupational training.
- [Helena Industries Montana Career Development Service \(MCDS\) and Job Placement Advisory Council \(JPAC\)](#) help people with disabilities find jobs with community employers.
- [Montana Independent Living Services](#) promotes consumer control, peer support, self-help, self-determination, equal access, and individual and systems advocacy to maximize the leadership, empowerment, independence, and productivity of individuals with disabilities.
- [Montana Association of Community Disability Services](#) is a professional organization of 33 community-based groups in Montana. They provide residential services, employment, and day activities primarily to people with developmental disabilities.
- [Montana Association of Rehabilitation \(MAR\)](#) is comprised of vocational rehabilitation counselors, orientation and mobility specialists, independent living specialists, vocational evaluators, job placement specialists, job coaches, social workers, teachers, students of rehabilitation, and rehabilitation program support staff and administrators. MAR strives to reduce social barriers through increased disability awareness and promotes the employment and independence of Montanans with disabilities.
- [Montana Center on Disabilities-MSU Billings](#) collaborates with campus, regional, state, and national programs to increase the number of leaders with disabilities.
- [Montana School for the Deaf and Blind](#) provides educational opportunities for Montana's deaf, hard of hearing, blind, and visually impaired children, giving them their best chance for independence and success.
- [Montana State University](#)
 - [MSU Disabled Student Services \(DSS\)](#) facilitates MSU's goal of making its programs, services, and activities accessible to students with disabilities. DSS strives to enhance the awareness of and sensitivity to needs of persons with disabilities at MSU and ensure full access to



educational opportunities for persons with disabilities as required under Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA).

- [Montana Youth Leadership Forum \(MYLF\)](#) is a career and leadership training program for high school students with disabilities. MYLF provides delegates an opportunity to attend an intensive five-day training program to cultivate leadership, citizenship, and social skills.
- [Montana Vocational Rehabilitation](#) provides services to assist, find, and maintain employment for eligible individuals with disabilities.
- [Montana One-Stop Service Centers](#)
- [National Business Disability Council](#) is a resource for employers seeking to integrate people with disabilities into the workplace and companies seeking to reach them in the consumer marketplace.
- [One More Way](#) is an employment initiative making information about job seekers with disabilities and programs supporting them available to hiring managers across multiple industries. One More Way brings people together to overcome employment obstacles, share opportunities, and create connections where they haven't existed.
- [Think Beyond the Label](#) is a public-private partnership delivering information, outreach, and resources to businesses, job seekers, and public workforce systems. They promote the recruitment and hiring of job candidates with disabilities and offer a network and digital hub to provide access to qualified candidates, as well as resources to help employers find and recruit the best talent.
- [University of Montana](#)
 - [Alliance for Disability and Students at UM \(ADSUM\)](#) improves the social and

academic atmosphere for individuals with disabilities, regardless of disability, race, creed, color, sex, or religion.

- [Disability Services for Students](#) assures program access to students with disabilities, coordinates and provides reasonable accommodations, advocates for accessible and hospitable learning, and promotes the self-determination of students they serve.
- [ADA/504 Committee](#) implements, coordinates, and enforces the ADA and 504, facilitates alternative dispute resolution services, and takes civil rights complaints.
- [Rural Institute](#) enhances the quality of life for people with disabilities, especially individuals living in Montana and other rural areas across the U.S. They promote independence, productivity, community integration, and inclusion of people with disabilities through education, research, and demonstration services.

Hispanic

- [Montana State University](#)
 - [Latin American and Latino Studies](#) prepares students for close cultural, political, and economic relationships developing between Latin America and the U.S.

International

- [Montana State University](#)
 - [Indian Student Association](#) builds and strengthens the Indian network and organizes events to share Indian traditions and culture in Bozeman.
- [University of Montana](#)



- o [International Students Association](#) promotes diversity across campus and among the people of Missoula.
- o [Model Arab League \(Northern Rockies\)](#) prepares students to be knowledgeable, well-trained, and effective citizens, as well as civic and public affairs leaders.
- o [Russian Club](#) explores and promotes Russian culture at UM.

Lesbian, Gay, Bisexual, Transgender (LGBT)

- [Montana State University](#)
 - o [Queer Straight Alliance \(QSA\)](#) is a student-run organization devoted to developing community, fostering education, and empowering action.

Older Workers

- [AARP Montana](#) helps people age 50 and over have independence, choice, and control in ways that are beneficial and affordable to them, and society as a whole, and to improve their lives.
- [Experience Works - Montana](#) helps low-income seniors with barriers to employment get the training they need to find good jobs in their communities. Experience Works matches mature workers with local businesses seeking reliable, experienced employees.
- [Seniors4Hire](#) is a nationwide, online career center for businesses that value diversity and want to recruit employees age 50 and older, including retirees and senior citizens looking for jobs and other ways of earning income.
- [Workforce50.com](#) helps mature job seekers find meaningful employment.

Veterans

- [CareerOneStop](#) connects veterans and transitioning service members with high

quality career planning, training, and job search resources available at local One-Stop Career Centers.

- [Fort Harrison Regional Veterans Affairs Office](#) administers veterans' benefits across Montana, including compensation, vocational rehabilitation, and employment.
- [HireMilitary.com](#) assists hiring managers and HR professionals recruit, onboard, and retain military talent.
- [Malmstrom Air Force Base Airman and Family Readiness Center](#) assists military family members and transitioning military members get a head start with a new career. Contact: [Ashley Smith](#)
- [Montana Department of Labor, Veterans Services](#) provides veterans and transitioning service members the resources and services to succeed and helps meet labor-market demands by providing qualified veterans.
- [Montana State University](#)
 - o [Veteran Services](#) serves over 400 veterans, eligible dependents, and Reserve members who receive veteran education benefits.
- [RecruitMilitary.com](#) offers services to connect employers, franchisors, and educational institutions with men and women transitioning from active duty to civilian life, veterans with civilian work experience, members of the Guard and Reserve, and military spouses.
- [Veterans Job Bank](#) provides veterans with a central resource for identifying employers committed to providing employment opportunities to veterans and assists employers in identifying qualified veterans. The Veterans Job Bank facilitates access to hundreds of thousands of private-sector job openings targeted at veterans.



- [VetJobs](#) is an online resource for reaching out to transitioning military, Guard, and Reserve members, veterans, and family members seeking employment.
- [Vet Success](#) is a comprehensive, integrated intra or internet-based data network to the enhance effectiveness and efficiency of virtual one-stop employment centers.

Women

- [Bozeman Business and Professional Women](#) is committed to achieving equity for women in the workplace through advocacy, education, and information.
- [Interagency Committee for Change by Women](#) moves toward proactive and positive change by improving educational opportunities; monitoring, measuring, and reporting pay scale equalities; observing legislative effects on state employees, and promoting state employees through public relations.
- [Missoula Business Women's Network](#)
- [Montana State University](#)
 - [Association of Women in Computing](#) promotes advancement of women in computing through community outreach and opportunities for professional growth through networking and career-oriented programs.
 - [Collegiate Cattlewomen](#) promotes the business of agriculture and assists the Montana Cattlewomen and Montana Beef Council in efforts to promote the welfare of the beef industry.
 - [Society of Women Engineers](#) motivates women to achieve their full potential in careers as engineers and leaders, expands the image of the engineering profession as a positive force in improving quality of life, and demonstrates the value of diversity.
- [Women in Science and Engineering \(WISE\)](#) aims to provide a sense of community among graduate women in Science, Technology, Engineering, and Mechanic disciplines and provides opportunities for professional growth.
- [Women's Business Center](#) provides necessary tools and support to help women establish, grow, and sustain businesses throughout Montana. They provide counseling, training, mentoring, and networking services to women entrepreneurs and women in business. They are also a resource to individuals who are economically or socially disadvantaged.
- [Women's Foundation of Montana](#) works to improve access to education, jobs, and asset growth for women and girls, in turn, reducing teen pregnancy, increasing the number of women and girls who complete their education, supporting positive early job experiences and strengthening sustainable economic self-sufficiency.
- [Women's Leadership Network - Helena](#) is the leading organization in Helena for women in business to network, educate themselves, and help other women realize their full potential.
- [Women's Opportunity & Resource Development \(WORD\), Inc.](#) creates opportunities, programs, and policies to inspire and support the development, leadership, and choices of women in Montana for the benefit of the entire community.
- YWCA is dedicated to eliminating racism, empowering women, and promoting peace, justice, freedom, and dignity for all.
 - [Billings](#)
 - [Great Falls](#)



- o [Helena](#)
- o [Missoula](#)

Additional Resources

Montana State University: The following MSU student organizations do not have dedicated websites. Please visit [Student Organizations](#) for an alphabetical listing of all student organizations including contact information.

- o **450th Cadet Wing** provides leadership preparation for life and becoming an Air Force officer.
- o **American Indian Science and Engineering Society's** aspires to substantially increase the representation of American Indians and Alaska Natives in engineering, science, and related disciplines.
- o **Bangladesh Student Association (BSA)** promotes cultural enhancement within the Bangladeshi and MSU communities.
- o **Chinese Culture Club** integrates Chinese culture into the Bozeman and MSU campus communities.
- o **Japan Club** holds meetings, activities, and events to teach others about the history, culture, and language of Japan.
- o **Saudi Student Club** celebrates Saudi Arabian events, helps new Saudi students, and organizes Saudi student participation in the MSU and Bozeman communities.
- o **Society of American Indian Graduates** supports graduate research and professional development while encouraging community involvement and promoting tribal cultural awareness.

- o **Student Veteran Club** brings campus veterans together for support and networking opportunities.
- o **Turkish Student Association** provides opportunities for Turkish, American, and other MSU international students to share their culture, heritage, ideas, and experiences to promote mutual understanding and respect.

University of Montana: The following UM student organizations do not have dedicated websites. Please visit [UM Student Groups](#) for an alphabetical listing of all student organizations including contact information.

- o **African Student Association (A.S.A)** represents and advances the interests of African students, promotes social and cultural awareness, and projects the image of Africa into the community.
- o **American Indian Association of Scholars in Science** is a forum for American Indian undergraduate and graduate students to promote and advocate for a high quality educational experience that is collaborative, supportive, and build community.
- o **American Indian Business Leaders** strives to increase the representation of American Natives in business through education and leadership development.
- o **American Indian Graduate Student Association** establishes and maintains a proactive network of American Indian graduate students and provides a forum for promoting and advocating for high-quality education and a positive educational environment.
- o **American Indian Science and Engineering Society** provides an



- organization for American Indian engineers and scientists to promote unity, professionalism, communication, and mentorship.
 - o **Black Student Union** provides support to the Black community of Missoula.
 - o **Chinese Student and Scholarship Association** supports Chinese students and scholars from the Peoples Republic of and organizes students to share Chinese culture and promote mutual understanding and support.
 - o **Japanese Student Association** provides positive cultural exchanges between the Japanese, UM, and surrounding communities; assist Japanese exchange students attending UM; and assists all students interested in developing a deep understanding of Japanese culture.
 - o **Latin American Student Association (LDSSA)** shares Latin American culture by exposing students to new foods, life styles, and countries.
 - o **Montana Equality Now** provides students with opportunities to get involved in their communities and LGBTQI equality in Montana.
 - o **Mount of Olives** explores and shares Arabic culture and language.
 - o **Outlaws** promote an environment for LGBTQI, family, and supporters that are members of or affiliated with the UM law school to meet and discuss relevant current and legal issues.
 - o **Persian Students Association** shares Persian culture with students and community.
 - o **Saudi Students Club** shares the Saudi culture with the students and faculty of UM and Missoula communities.
 - o **Taiwanese Student Association** promotes and shares Taiwanese culture and community.
 - o **Veteran Association** provides a support network to UM military veterans and their families, educates the UM community about experiences of veterans, and works with administration.
 - o **Women's Law Caucus** provides students with opportunities to interact with members of the bar; research and promote women's issues in the law; gain information on the practice of law; and help women in the community.
- State and National:** The following recruiting sources provide resources and contact information for reaching out to diverse populations at the state and national level.
- o [Diversity Employment & Recruiting Sources Guide](#)
 - o [Diversity Recruiting Sources](#) is a publication produced by [Workplace Dynamics LLC](#) and includes a comprehensive listing of diverse recruiting sources throughout the U.S.
 - o [HireDiversity.com](#) offers services and networking opportunities that link underrepresented candidates with Fortune 1000 Corporations, government agencies, nonprofits, and educational institutions. They support career development and success of candidates from all levels of experience, including seasoned multicultural professionals, college graduates, and interns.
 - o [Jobs for Montana Graduates](#) helps students stay in school, graduate, and successfully transition from school to employment, post-secondary



education, other forms of training, or military service.

- o [Job Corps Centers in Montana](#) provide no-cost education and career technical training programs to help young people, ages 16 through 24, improve their quality of life through career technical and academic training.
- o [Montana Associated Technology Roundtables \(MATR\)](#) is an informal networking organization across Montana whose participants include entrepreneurs, business professionals, educators, government officials, retirees, and students interested in an improved economy. MATR also includes graduates, expats, and others who want to stay connected to the Montana economy and participate in its success.
- o [Montana Human Resource Development Councils](#) help connect low-income, elderly, minority, and Montanans with disabilities with programs aimed at alleviating poverty and providing educational and training opportunities.
- o [Rural Employment Opportunities](#) helps Montana workers and their families get the education and training they need to obtain better quality jobs to benefit them and their families.
- o [Working Innovations, Inc.](#) provides case management and support services to Montanans with multiple barriers to employment and receiving Temporary Assistance for Needy Families (TANF).

Closing:

Contact John Pavao, State Diversity Coordinator, at (406) 444-3984, or jpavao@mt.gov, if you have difficulty accessing a link, encounter an inactive resource, or have any questions.

Alternative accessible formats of this Fact Sheet will be provided on request. Persons who need an alternative format should contact the State Human Resources Division, Department of Administration, 225 N. Roberts St., PO Box 200227, Helena, MT 59620-0227. Telephone 406-444-3872. Those using a TTY may call through the Montana Relay Service at 711.



Appendix D.14 – Additional Resource for Recruiting Diverse Talent

Strategic Recruitment Resources

Society for Human Resource Management

http://jobs.shrm.org/home/home.cfm?site_id=1612

FEW – Federally Employed Women

Northwest Chapter: <http://www.few.org/about-us/find-region-chapter/pacific-north-west/>

Rocky Mountain Chapter: <http://www.few.org/about-us/find-region-chapter/rocky-mountain-region/>

WOW – Wider Opportunities For Women

<http://www.wowonline.org/contact-us/>

PublicServiceCareers.com

<http://www.publicservicecareers.org/?pageid=617>

Transportation Specific:

AASHTO Job Postings:

<http://web.transportation.org/employmenttopps/submitlisting.aspx>

Society of Women Engineers:

<http://societyofwomenengineers.swe.org/>

‘Engineer Girl’

<http://www.engineergirl.org/>

Women in Engineering Proactive Network

<http://www.wepan.org/>

National Association of Women in Construction:

<http://www.nawic.org/nawic/default.asp>

Professional Women in Construction

<http://www.pwcusa.org/v2/>

Women Construction Owners and Executives

<http://www.wcoeusa.org/>

National Association of Black Women in Construction

<http://nabwic.org/>

Minorities in Construction- LinkedIn

<http://www.linkedin.com/groups/Minorities-in-Construction-3720225>

www.idealists.org ; www.indeed.com ; www.Monster.com ; www.careerbuilder.com ;

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