Equal Employment Opportunity and Affirmative Action Program

Five Year Plan

2015 – 2019

Office of Civil Rights
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Helena, MT  59620-1001
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Agency Commitment to Affirmative Action

Affirmative Employment Commitment

Our department serves citizens in every community, economic class and cultural group. The Montana Department of Transportation (‘MDT’) will be in harmony with its social role only when our work environment reflects our broader social aspirations for equal opportunity, justice, personal dignity and cross-cultural respect. To that end, we must take personal responsibility for diversity in our organization and in our communities.

As Director of the Montana Department of Transportation, on behalf of myself and all of our employees, I am committed to taking those affirmative action steps which will ensure equitable participation in our business and employment opportunities without regard to race, color, 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. All of us at MDT recognize that we must take positive actions to prevent and to remedy any discriminatory effects of business and employment practices.

We are committed to achieving a diverse workforce that is reflective of our communities through fair and effective implementation of our Affirmative Action Plan. A signed copy of our Assurance can be found in Appendix A.1
The 2015-2019 Affirmative Action 5 Year Plan has been approved for submission to the Federal Highway Administration and U.S.D.O.T. authorities by:

Program Plan Written by:

Jeffrey Edmunds Jr.
Affirmative Action Officer

Developed Under the Direction of:

Patti McCubbins
Civil Rights
Operations Chief

Reviewed and Approved By:

Michael Tooley
Director
MDT
Agency Overview

Who We Are and What We Do

MDT is the steward of a large and robust transportation system, and is responsible for ensuring that people and goods move safely and efficiently. In addition to building, maintaining, and operating the state highway system, MDT works in partnership with others to maintain and improve local roads, railroads, airports, and multimodal alternatives to driving.

MDT At-a-Glance…

- MDT maintains 25,118 actual lane miles.
- 8.6 Billion annual vehicle miles traveled on the MDT road systems.
- MDT maintains 2,935 bridges and structures.
- Population average of 255 individuals per mile of the Montana Highway System.
- It is farther by highway from Yaak to Alzada (774 miles) than it is from Washington D.C to Chicago.
- 15 airports are owned/and or operated by MDT.
- MDT Maintenance crews cover an average of 3,000,000 miles of road while plowing, sanding, and applying deicing chemicals. That distance is roughly equivalent to driving around the world 120 times.
- The majority of goods transported into, and just within Montana, are done so by truck.

MDT’s Mission, Vision, and Core Values

Mission Statement:
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.

Vision:
To accomplish its mission, MDT will actively strive to achieve a vision of an organization that has a culture of unity, is fully transparent, and continually improves its effectiveness.

- Unity
  Unity is a culture where every employee clearly understands and embraces the vision and goals of the overall organization, and makes achieving them their highest priority. This means managers at all levels
strive to align their respective business unit performance targets, activities, and business practices with the goals and objectives of the broader organization.

- **Transparency**
  Transparency means providing open accurate, timely, consistent, and understandable information regarding MDT’s activities and performance. This includes both communicating internally and with external stakeholder about our strategic direction, decisions, and practices, and openly holding ourselves accountable for results.

- **Effectiveness**
  Effectiveness is accomplishing the mission and goals of the agency through the best, most efficient use of available resources. It is achieved by encouraging a progressive and innovative culture that strives for improvement, is fiscally accountable, emphasizes safety, values system-wide consistency, and respects both internal and external customers.

**Core Values:**
The core values that guide all MDT employees in behavior, actions and approach include Performance, Respect, Integrity, Dedication, and Empowerment (P.R.I.D.E.).

- **Performance**
  Performance is being effective not merely being busy. It requires bringing your best every day and working to help others raise the effectiveness of the both your immediate work unit and the broader organization.

- **Respect**
  As embodied in the Confucius saying “respect yourself and others will respect you,” showing respect sends a powerful message. As employees, colleagues, and public servants, it is critical that we respect ourselves, listen to new ideas, and speak words of appreciation to all.

- **Integrity**
  Workplace integrity starts with honesty, decency, and trustworthiness. We must always do the right thing, even when nobody is watching. This means we must follow-through, be impeccable, and be honorable and professional in all our actions.
• **Dedication**
  Dedication is the undying willingness to keep working and achieving, regardless of mistakes, barriers, and limitations. MDT employees are known for their dedication and must continue to earn this reputation every day.

• **Empowerment**
  Employees at all levels should have the authority they need to successfully perform their tasks. This also means that we all have a corresponding level of accountability for the use of that authority.

The MDT General Operation Goals and Objectives for the 2015 and 2017 Biennium are included in Appendix A for further agency overview reference.
Montana Department of Transportation Headquarters
(An organizational chart detailing the agency structure can be found in Appendix A.3)

MDT Headquarters is located in Helena Montana. The Office of Civil Rights (OCR) and the Human Resources Division (HRD), tasked with managing the execution and reporting of internal EEO and Affirmative Action, are located at MDT Headquarters.

Montana Department of Transportation Districts
(An organizational chart detailing the agency structure can be found in Appendix A.3. A map of the state outlining Districts can be found in Appendix A.2)

MDT is divided into five separate geographic Districts. Each District is managed from a region headquarters office and overseen by a District Administrator (DA). Each District has on-site support staff for information technology as well as human resources. The District Administrators all report to the agency Director and Deputy Director. The region locations and DA’s are as follows:

<table>
<thead>
<tr>
<th>District</th>
<th>DA Name</th>
<th>Address</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Billings District</td>
<td>Stefan Streeter, DA</td>
<td>424 Morey St., Billings, MT 59104</td>
<td>406-252-4138</td>
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<tr>
<td>Butte District</td>
<td>Jeff Ebert, DA</td>
<td>3751 Wynne Ave., Butte, MT 59720</td>
<td>406-494-9600</td>
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<tr>
<td>Glendive District</td>
<td>Shane Mintz, DA</td>
<td>503 North River Ave., Glendive, MT 59330</td>
<td>406-345-8200</td>
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<td>Great Falls District</td>
<td>Dave Hand, DA</td>
<td>200 Smelter Ave., Great Falls, MT 59403</td>
<td>406-454-5880</td>
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<tr>
<td>Missoula District</td>
<td>Ed Toavs, DA</td>
<td>2100 W. Broadway, Missoula, MT 59807</td>
<td>406-523-5800</td>
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Equal Employment Opportunity & Affirmative Action

Affirmative Action Plan
The primary objective of the Affirmative Action Plan, beyond legal compliance, is to take positive steps to ensure equal employment opportunity guidelines apply to all employment practices and decisions throughout MDT. This document should be used as a tool by all MDT employees, especially management, in researching, referencing, and accessing information related to internal civil rights. The MDT 2015-2019 EEO & Affirmative Action Plan was developed and implemented through collaboration of the Human Resources Division and the Office of Civil Rights, is written by the Affirmative Action Officer, and is approved by the Director. The Office of Civil Rights (OCR) is tasked with overseeing the agency-wide internal Equal Employment Opportunity (EEO) Program and Affirmative Action (AA) goals and strategies. MDT strives to build and maintain a workplace that is respectful, inclusive and free from harassment and discrimination. In meeting these ideals, the OCR conducts mandatory trainings, internal investigations, compiles workforce utilization data and reports, ensures ADA/504 compliance, and provides technical assistance regarding internal civil rights to all managers and supervisors. The MDT Human Resources Division provides statewide strategic recruitment and selection, hiring, workforce planning, training, and assistance in all reporting.

Managing internal civil rights from within the OCR gives MDT the advantage of maintaining a close working relationship amongst the various components of the Human Resources Division, the Administration Division, the Montana Department of Administration Diversity Coordinator, our various Federal Agency counterparts, and the Director and senior MDT Leadership, all of which contribute extensively in delivering equal opportunity to the MDT internal workforce.

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

Responsibilities
Agency Director and upper-level Management
(An agency-wide organizational chart can be found in Appendix A.3.)

- Provide continuing top management support for the program
- Allocate sufficient staff and resources to accomplish the goals and objectives of the plan
- Hold administrators, managers, and supervisors accountable for their role in assisting with the outreach, recruitment, selection, and retention processes.
Human Resources Division
(A Human Resources Division organizational chart can be found Appendix A.3.)

- Provide a liaison to the Office of Civil Rights to assist with the implementation of the Affirmative Action Plan’s goals relative to the Human Resource Division.
- Serve as a resource to assist with EEO and Affirmative Action activities, events and in the development of educational materials.
- Develop, coordinate and implement developmental programs/activities to recruit and retain underrepresented groups.
- Develop and monitor processes to measure progress, remedy deficiencies and create tangible deliverables in all business operations of the Human Resource Division.
- Develop and utilize current recruitment aids such as brochures, exhibits, posters, videos, etc. for training, recruitment and retention needs.
- Maintain contact and association with other government agencies, communities, and organizations to exchange ideas and obtain cooperation and support for improving recruitment techniques and procedures.
- Participate and actively recruit in career fairs at educational institutions and with organizations that have substantial representation of under-represented groups.
- Provide a quarterly recruitment update to the Affirmative Action Officer to include recruitment, recruitment challenges and terminations; track and document all affirmative action hires.
- Create and implement a uniform recruitment file to securely document every action throughout the entirety of every hiring process including using the State Job Application system to its full capabilities.
- Review and accurately classify job descriptions and hiring criteria prior to posting of the position to ensure EEO/AA considerations and requirements are met.
- Provide a copy of all policies relevant to Affirmative Action, EEO, and Nondiscrimination to all employees upon hire.

HR Administrator
406-444-6048

Office of Civil Rights
(The Office of Civil Rights organizational chart can be found in Appendix A.3.)
The Agency Director has delegated internal EEO and Affirmative Action oversight and support duties to the Office of Civil Rights. Those responsibilities are then delegated by the Operations Chief to various programs and positions within the Office, and are detailed below.
**Affirmative Action Officer:**
- Develop policy statements, affirmative action programs, and relevant internal and external communication techniques and practices.
- Assist in the identification of problem areas, such as in areas of underutilization, apparent adverse impacts for certain activities, potential barriers to employees, etc.
- Assist line management in arriving at solutions to the identified problems.
- Design and implementing audit reporting systems.
- Serve as a liaison between MDT and minority, female, and community-based organizations concerned with employment opportunities of minorities and females.
- Keep management informed of the latest developments in the equal employment opportunity area.
- Oversight and reporting of EEO and Affirmative Action activities within the agency.

**Affirmative Action Officer**  
406-444-7481

**Title VI & VII Specialist:**
- Provide training on Nondiscrimination, EEO, and affirmative action to MDT employees.
- Provide training specific to the discrimination complaint procedures at MDT, and the options and avenues both complainants and respondents have.
- Oversee the informal mediation activities at MDT.
- Conduct investigations into complaints alleging discrimination, harassment, or retaliation.
- Develop policy statements and relevant nondiscrimination-related internal and external communication techniques and practices.

**Title VI & VII Specialist**  
406-444-6334

**Internal ADA/504 Coordinator:**
- 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 ADA Coordinator’s roles and responsibilities to all employees.

Internal ADA Coordinator
406-444-9229
(TTY) 800-335-7592

The Office of Civil Rights is also charged with the following external EEO responsibilities:

• Implement and administer the Equal Employment Opportunity (EEO) Contract Compliance Program.
• Implement and administer the On-the-Job Training (OJT) programs under the Training Special Provisions (TSP) of USDOT-assisted construction contracts.
• Implement and administer the Disadvantaged Business Enterprises (DBE) program on USDOT-assisted contracts and procurements.
• Ensure proper DBE Certification.
• Administer and monitor a DBE Supportive Services program.
• Implement and administer the MDT Title VI program.
• Provide training and technical assistance to MDT and its sub-recipients, and to contractors and consultants.
• Develop and revise program implementation plans.
• Investigate external civil rights complaints.
• Coordinate the agency ADA Transition Plan activities.

Information Services Division
• Support MDT staff in their work documenting, tracking, securing, and reporting all personnel data as required by federal and state regulations.
• Collaborate with MDT staff on the software and programming options relevant to EEO and Affirmative Action, so as to achieve the greatest accuracy, security, and efficiency of the data and information.
• Post and maintain up-to-date electronic information relevant to MDT EEO/AA.
All agency Managers are responsible for:

- Assistance in the identification of problem areas and establishment of local and unit goals and objectives.
- Participation in periodic audits of training programs, hiring and promotion patterns to remove impediments to the attainment of goals and objectives.
- Regular discussions with local managers, supervisors, and employees to be certain that MDT’s policies are being followed.
- Review of the qualifications of all employees to ensure that Minorities and Females are given full opportunities for transfers and promotions.
- Career counseling for all employees.
- Participate in periodic audit(s) to ensure that all of their employees are afforded a full opportunity and are encouraged to participate in all MDT-sponsored educational, training, recreational, and social activities.
- Understanding that their work performance is being evaluated and that they are held accountable for the equal employment and affirmative action efforts and results, as well as other criteria.
- Preventing harassment of employees placed through affirmative action efforts.
- Posting EEO Nondiscrimination posters in areas accessible to their employees.
- Ensuring each of their employees is afforded the opportunity to attend EEO training in accordance with the timelines outlined in the MDT Training Policy.

Compliance

Federal Funding

All state departments of transportation receiving federal financial assistance are required to have an effective Equal Employment Opportunity Program and Affirmative Action Plan. The Montana Department of Transportation (MDT) receives federal funds from a number of federal reporting agencies. These federal funds help support and maintain a number of MDT’s programs and projects. The funds are provided by the Federal Highway Administration (FHWA), the Federal Transit Administration (FTA) and the Federal Aviation Administration (FAA).

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

In accordance with 23 CFR pt. 230(c), this Affirmative Action Plan is prepared and updated every five years, with annual progress reports provided to the Federal Highway Administration (FHWA) for approval. FHWA sets reporting requirements for MDT in
developing and implementing an effective affirmative action program. Currently, MDT is required to have an approved Five Year Plan with Annual Update submissions.

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

MDT is also required to provide Equal Employment Opportunity and Affirmative Action Program reports to the Federal Transit Administration (FTA). Currently, the Montana FHWA office forwards the MDT Five Year Plan and Annual Updates to FTA for review.

**EEO-4 Report**

The EEO-4 Report provides a job group analysis of the MDT workforce. This report provides the total number of employees based on job category, salary, race, and gender. MDT is required by federal regulation to complete an EEO-4 Report annually. The latest EEO-4 Report can be found in Appendix B.2. An updated EEO-4 is submitted to FHWA in the Annual Updates and upon request.
Workforce Utilization, Analyses, and Goals

MDT Workforce Utilization Overview and Methodology

MDT determines workforce utilization by comparing internal workforce numbers to total Montana workforce information from the U.S. Census Bureau. For the purpose of this Affirmative Action Plan, MDT collaborated with the Montana Department of Labor and Industry’s Chief Economist and the Senior Economist from the Montana Commerce Department’s Census Bureau. These individuals supplied the data, based on the 2010 Census population and Labor Market, while relying on the 2006-2010 American Community Survey Data for Occupational Category information. Specific Census and ACS Data utilized can be found in Appendix B.1.

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

In the past, anticipated vacancies were the basis for establishing goals and timetables for Affirmative Action planning. However, long-term workforce needs are unpredictable due to economic trends, the unemployment rate, budget deficits, and other external variables that cannot be accounted for in statistical methodology. Therefore, a different more pragmatic approach is being used that bases goals off of availability, current utilization, the hiring statistics of the previous year, and the programmatic approaches MDT can take to make improvements.

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

It should be noted that differences in selection rate may not necessarily constitute adverse impact where the differences are based on small numbers and therefore are not statistically significant. Statistical significance exists where there is an underutilization for a specific category, gender, and/or race and their availability in the labor force is greater than two percent (per FHWA guidance in the SIEEO Desk Reference Manual). However, MDT considers even low results of underutilization to be evidence of potential adverse impact and will monitor each
instance closely.

As noted above, adverse impact for the entire MDT workforce is calculated using the general 80% rule. A compilation of workforce utilization charts can be found in Appendix: B.3; B.4; B.5.

MDT will set specific measurable goals annually and for the term of this Five Year Plan wherever underutilization is identified. These goals will be EEO4 Job Group, gender, and ethnicity specific. The specific annual and five year goals for this Plan can be found in the ‘Detailed Agency Wide Goals Summary’ section at the end of this document.

The workforce data utilized in this report spans the timeframe of January 1st through September 30th of 2014. The previous MDT Five Year Plan and Annual Updates contained full calendar year data. This Five Year Plan contains the shorter timeframe of data as the deadline for submission to the Montana Federal Highway Office has changed. The future Annual Updates to this Five Year Plan will be submitted at the end of January beginning in 2016, and will contain a full calendar years’ worth of data and analysis.

Race and Ethnic Definitions
Race and ethnic categories are defined as follows:

- **White** (not of Hispanic origin): All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.

- **Black** (not or Hispanic origin): All persons having origins in any of the Black racial groups of Africa.

- **Hispanic**: All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

- **Asian or Pacific Islander**: All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes, for example, China, India, Japan, Korea, the Philippine Islands, and Samoa.

- **American Indian or Alaskan Native**: All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.
Job Groups
MDT will conduct quarterly workforce utilization analyses to determine changes, progress, and improvements needed. These analyses will be based on the many job classifications within MDT. A complete list of MDT job classifications and their corresponding EEO 4 Job Group, as of September 30th, 2014, can be found in Appendix B.6. Each MDT job classification falls into a job group as defined by the U.S. Equal Employment Opportunity Commission, EEOC Form 164 – State and Local Government Information (EEO-4). They are as follows:

- **Officials and Administrators**: Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, wardens, superintendents, sheriffs, police and fire chiefs and inspectors, examiners (bank, hearing, motor vehicle, warehouse), inspectors (construction, building, safety, rent-and-housing, fire, A.B.C. Board, license, dairy, livestock, transportation), assessors, tax appraisers and investigators, coroners, farm managers, and kindred workers.

- **Professionals**: Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dietitians, lawyers, systems analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians, management analysts, airplane pilots and navigators, surveyors and mapping scientists, and kindred workers.

- **Technicians**: Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers, drafters, survey and mapping technicians, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), police and fire sergeants, inspectors (production or processing inspectors, testers and weighers), and kindred workers.

- **Protective Service Workers**: Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police patrol officers, firefighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives,
marshals, harbor patrol officers, game and fish wardens, park rangers (except maintenance), and kindred workers.

- **Administrative Support (Including Clerical and Sales):** Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paper-work required in an office. Includes: bookkeepers, messengers clerk-typists, stenographers, court transcribers, hearing and computer operators, telephone operators, legal assistants, sales workers, cashiers, toll collectors, reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, telephone operators, legal assistants, and kindred workers.

- **Skilled Craft Workers:** Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics and repairers, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters, power plant operators, water and sewage treatment plant operators, and kindred workers.

- **Service-Maintenance:** Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundskeepers, refuse collectors, construction laborers, park rangers (maintenance), farm workers (except managers), craft apprentices/trainees/ helpers, and kindred workers.

The U.S. Equal Employment Opportunity Commission has one additional job group in *Paraprofessional* and they are defined as:

- **Paraprofessionals:** Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a "New Careers" concept. Included: research assistants, medical aides, child support workers, policy auxiliary welfare service aides, recreation assistants, homemakers aides, home health aides, library assistants and clerks, ambulance drivers and attendants, and kindred workers.
MDT does not utilize the category of *Paraprofessionals* within any of our workforce or workforce data. However, at the writing of this report the Montana State Department of Administration has been working on revising its classifications manual for state employees. As such, this manual will be thoroughly reviewed and MDT may have to initiate a process to update our current job classifications and respective EEO categories.

**Analysis**

Below is a summary analysis of key workforce and goal information. The tables detail relevant historical, current, and future workforce utilization and planning information.

The rows labeled ‘5 Year Goal’ contain the goal information set in the 2009-2014 MDT Five Year Plan. The row labeled ‘Annual Goal’ contains the goals for 2014. ‘New 5 year goals’ reflect the ultimate goal to be achieved by 2020.

<table>
<thead>
<tr>
<th></th>
<th>Males</th>
<th>Females</th>
<th>Total</th>
</tr>
</thead>
<tbody>
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<td></td>
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<td>Black</td>
<td>Hisp</td>
</tr>
<tr>
<td><strong>Officials/Administrators</strong></td>
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</tr>
<tr>
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### Protective Services

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<tr>
<td><strong>Males</strong></td>
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<tr>
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<td>10</td>
</tr>
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<td>5 Year Goal</td>
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### Administrative Support

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<td>N/A</td>
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Applicant Analysis
(Specific data and analysis related to applications can be found in Appendix B.3.)

American Indian/Alaskan Natives
Between January 1st and September 30th of 2014, MDT only received 77 applications from individuals who identify as Female American Indian/Alaskan Natives and 111 applications from Male American Indian/Alaskan Natives. This represents an agency-wide applicant rate of less than one percent (0.79%) for Females and 1.9% for Males compared to the total applications received. The availability of Female American Indian/Alaskan Natives in the labor market overall is 2.6% while American Indian/Alaskan Native Males are at 2.4% of the available labor market. This shows a need for improvement in increasing the number of applications MDT receives from individuals of this demographic.

While they are the third and fourth largest demographic in the available labor market, they are still a small percentage of the overall labor market in Montana. As such, competition for these individuals is high and setting a dramatic goal to achieve parity in this demographic in simply a year or two is not feasible or realistic. While their availability is low, specific efforts to increase the number of applications received from this demographic to a level comparable to that of their availability is needed. MDT will include specific activities during the next year and over the course of this Five Year Plan to remedy the low number of applications received from this demographic, in order to overcome the current underutilization.

White Females
Between January 1st and September 30th of 2014, MDT received 1,413 applications from individuals who identify as White Females. This represents an applicant rate agency-wide of 24.9% of the total applications received. The availability of White Females in the labor market overall is 42.9%, which shows a need for improvement in increasing the number of applications MDT receives from individuals of this demographic.

White Females are the second largest demographic in the available labor market. As such, MDT should be receiving around 43% of its applications from White Females. MDT will include specific activities during the next year and over the course of this Five Year Plan to remedy the low number of applications received from this demographic, in order to overcome the current underutilization.

Hispanics
Between January 1st and September 30th of 2014, MDT received only 21 applications from individuals who identify as a Hispanic Female and 47 applications from Hispanic
Males. This represents an applicant rate agency-wide of 0.37% for Females and 0.83% for Males compared to the total applications received. Hispanic Females and Males each represent 1.1% availability in the overall labor market, which shows a need for improvement in increasing the number of applications MDT receives from individuals of this demographic.

With availability so low, competition for these individuals is high and setting a dramatic goal to achieve parity in this demographic in simply a year or two is not feasible or realistic. While their availability is low, specific efforts to increase the number of applications received from this demographic to a level comparable to that of their availability is needed. MDT will include specific activities during the next year and over the course of this Five Year Plan to remedy the low number of applications received from this demographic, in order to address the current underutilization.

**Hiring Analysis**

(Specific data and analysis related to hiring can be found in Appendix B.3.)

**Gender:**
The hiring selection rate of applicants is almost equivalent when analyzed between genders. There were 168 males hired between January 1st and September 30th of 2014. In that same time only 66 Females were hired. When contextualizing this information, it shows an almost equivalent rate of hire based on the number of applicants; Female applicants had an applicant selection rate of 4.3%, while Males had an applicant selection rate of 4.3%. This provides evidence of a lack of disparities agency-wide between Males and Females.

When analyzing adverse impact by gender agency-wide, it shows existence in all of the Female demographics in terms of hiring; however, this is due primarily to the disproportionately small number of minority applicants. When contextualized with availability and number of applicants, MDT determined adverse impact was not occurring between genders or ethnicities at the hiring level agency-wide.

**Ethnicity:**
The agency-wide hiring selection rate of minority applicants presents statistics that are hard to draw definitive analysis, due to the low total number of applications submitted.

Applications received from the following demographics were lower than what would be expected based on their availability: Hispanic Males; American Indian/Alaskan Native Males; White Females; Hispanic Females; Asian/Pacific Island Females; American
Indian/Alaskan Native Females. Of those, there is currently disparities agency wide for: Hispanic Males; White Females; Hispanic Females; Asian/Pacific Island Females; American Indian/Alaskan Native Females.

- The greatest area for needed improvement is with **White Females**. The underutilization is currently 508 positions agency-wide. That is more hires than MDT typically conducts for full-time staff in a year, and as they have a particularly low application submission rate compared to their availability, specific actions must be immediately undertaken.

- **American Indian/Alaskan Native Females** are the second most underutilized demographic agency wide, needing 39 new hires to achieve parity. They have the fourth highest success rate, compared to applicants and new hires, out of the ten demographic categories agency wide. This would present evidence that there are not any particular barriers to their securing employment, but one must also consider the low number of applicants and new hires in the scope of the total workforce and hiring activities. Barriers to being hired do not appear to be present, but MDT must take actions to increase the number of applications received from these demographics in order to increase the likelihood of eliminating the underutilization.

- The next two highest concentrations of underutilization and low application rates are for **Hispanic Males and Females**. Hispanic Males and Females both have underutilizations of eleven and seventeen, respectively. Combined they made up 1.2% of all applications received and 2.13% of all new hires. Barriers to being hired do not appear to be present, but MDT must take actions to increase the number of applications received from these demographics in order to increase the likelihood of eliminating the underutilization.

- **Asian/Pacific Island Females** had the highest success rate at securing employment in 2014 based on the number of applications received and the number hired, having an 18.8% success rate. Barriers to being hired do not appear to be present, but MDT must take actions to increase the number of applications received from these demographics in order to increase the likelihood of eliminating the underutilization.

Applications received from the following demographics exceeded the expected amount based on their availability: White Males; Black Males; Asian/Pacific Island Males; Black Females. Of those, there are currently underutilization of the workforce in Black Males and Black Females.
**Black Females** submitted 15 applications and **Black Males** submitted 49, with zero being ultimately hired. The individuals from these two demographics also constituted the two lowest numbers of applications received and the two lowest in terms of availability. While being the least amount of applications received, applications from both of these demographics exceeded the availability, which is worthy of note. If this trend continues it will need to be analyzed for potential barriers and to see if specific actions are required.

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**Employee Separations Analysis**

(Specific data and analysis related to employee separations can be found in Appendix B.4 & B.5.)

The separations analysis information comes strictly from voluntary and non-voluntary terminations between January 1st and September 30th of 2014, as MDT had zero layoffs or recalls during 2014.

**Gender:**
Agency-wide employee separations are roughly equivalent when analyzed by gender. Females had a retention rate of 87.7% while Males had a rate of 86.2%.

Looking agency-wide at employees that terminated within the first year of their employment shows 10.2% of the Male labor force and 7.8% of the Female labor force separated employment within their first 365 days at MDT. While this is an area where MDT should focus on improvement, it does not present any evidence of adverse impacts by gender.

**Ethnicity:**
An analysis of agency-wide employee separations by ethnicity reveals no evidence of adverse impacts.

Looking agency-wide at employees that terminated within the first year of their employment shows Native American Males and Females, along with Hispanic Males, exiting the agency at a rate worthy of further monitoring. Due to their low proportional representation within our current workforce and their low availability, this may be an area where further analysis and action is called for and needed. While this is an area where MDT should focus on improvement, it does not present any evidence of adverse impacts by ethnicity.
Disciplinary Actions Analysis
(Specific data and analysis related to disciplinary actions can be found in Appendix B.4 and B.5.)

Employee discipline is administered when necessary, through partnerships between the managers, employees, and Human Resources Division staff. The Human Resources Division currently oversees this electronic documentation and recordkeeping system.

In 2014 a total of 53 employees were disciplined, and only a total of 59 disciplinary actions occurred. Of the disciplines that occurred, none produced a statistical outcome denoting any Adverse Impact.

Demotions Analysis
(Specific data and analysis related to demotions can be found in Appendix B.4 and B.5.)

In 2014 there were two demotions, one being voluntary and the other being discipline-related. The voluntary demotion occurred when an individual successfully competed for a new position in a different Division of the agency, which paid slightly less. The discipline-related demotion occurred to a manager who failed to appropriately execute their essential supervisory functions, resulting in them being demoted to a non-supervisory position. No adverse impact was found in the demotions analysis, and there was no evidence of any trends or areas of concern.

Employee Advancement Analysis
(Specific data and analysis related to promotions can be found in Appendix B.4 and B.5. A complete list of available career ladders can be found in D.11.)

The way promotions are documented and tracked at MDT is twofold. The first type of promotions are ‘Career Ladder Promotions’, which are pre-developed career tracks with explicit requirements to naturally progress along in one’s profession. They are outlined in policies which are available on the MDT Intranet at all times, and are executed in coordination with the employee’s manager. MDT currently has a total of 32 different positions that exist within a career ladder structure. MDT is currently unable to identify exactly how many employees operate within those positions, but has included looking into developing that ability with its Five Year Plan (located in the Agency Wide Goals Summary section).

The second form of promotion is a ‘Competitive Promotion’, which are advertised positions for which an employee competes. These may or may not be specifically related to a position the individual held, and they are open for any employee to apply. The application information for
employees applying for positions that if they are successful would be classified as ‘competitive promotions’, are included in the general application data.

In total, 2.8% of the total workforce received a promotion between January 1st and September 30th of 2014.

**Gender:**
Between January 1st and September 30th of 2014, six females and thirty-eight males received promotions. Based on the composition of the workforce, that means 13.9% of the Female employees were promoted, and 2.2% of the Male workforce were promoted. While on its face that may appear to be alarming, based on the composition of the workforce which is almost 80% Male, it is statistically skewed by the stark variation in workforce representation between males and females. MDT does not find this to constitute a particular area of concern at this time.

**Ethnicity:**
The only promotions of minority employees at MDT between January 1st and September 30th of 2014 were those of three Male American Indian/Alaskan Natives. They represent the third largest demographic in MDT’s current workforce, and are the third highest demographic in terms of successfully securing promotions.

All other minority populations of MDT’s workforce did not have an individual who secured either a career ladder or competitive promotion between January 1st and September 30th of 2014. Combined, the minority employees who were not promoted represent 2.5% of our total workforce.

**Analysis by Job Category**
MDT has areas of underutilization and will strive to achieve complete parity by the completion of this Five Year Plan. When analyzing the MDT workforce in the framework of EEO-4 Job Groups, there are specific groups and demographics that stand out as areas needing improvement. Specific hiring goals for all underutilized areas are included in this section and again later in the document, specifically in the ‘Agency-Wide Goals Summery’ section. Specific Programmatic Goals that will impact the success of overcoming underutilization can be reviewed in the ‘Agency-Wide Goals Summery’ section also.

**Officials/Administrators**
(Data utilized for the narrative and details of this section is found in Appendix B.4 and B.5.)

Based on availability rates and statistical significance, MDT is underutilized in White Female Administrators by three positions. While vacancies in this Job Group are
extremely rare, MDT has set a goal of hiring two White Females into Official/Administrator positions by the end of this Five Year Plan.

Professionals
(Data utilized for the narrative and details of this section is found in Appendix B.4 and B.5)

The Professional Job Group shows statistically significant underutilization in two categories.

Professional **White Females** are underutilized by 26.4% or 255 positions. MDT was successful in hiring 18 White Females into Professional Job Group positions during 2014, which was less new hires than in 2013, and lower then our goal of 25 new hires in 2014. MDT will have an annual White Female Professionals hiring goal of 51, which would have us achieving parity by the end of this Five Year Plan term.

White Females are the largest demographic block in the Professional Job Group of the available workforce (52.4%), while being only the second largest represented demographic in the MDT permanent workforce (26.0%). There simultaneously exists an extreme overutilization in White Males, as their labor force availability is 40.3% yet they comprise 69.9% of all the Professional Job Group employees employed full time at MDT.

MDT has chosen to set aggressive goals throughout this Five Year Plan and commits to maintain steadfast progress in this specific area, however much work is needed. This is the area that is considered the greatest prioritization in this Five Year Plan.

Professional **American Indian/Alaskan Native Females** are also underutilized by 13 individuals in the MDT workforce. A review of the applicant flow shows that MDT only received 12 applications from American Indian/Alaskan Native Females for Professional Job Group positions in 2014, which was a significant decrease from 2013 when MDT received 28. Of the 12 received only two were screened out, and ultimately MDT hired one during the course of this reporting period.

Consideration must be paid to the low availability in Montana of Professional American Indian/Alaskan Native Females. While they are the third largest demographic in the available Professionals Job Group of the labor market, they still only comprise 2.4% of it. As such, competition for these individuals is high and concerted and continued efforts will be required in recruiting to increase the number of applications to that which is realistically comparable to their availability. MDT will include specific outreach and activities to impact this matter throughout the duration of this Five Year Plan. MDT has set an annual hiring goal of three new hires for this specific Job Group and demographic for each year of the Plan.

The Professional Job Group shows less statistically significant underutilization in the
areas of: **Black Males; Hispanic Males; American Indian/Alaska Native Males; Black Females; Hispanic Females; Asian Pacific Island Females**. All of these demographics in the Professional Job Group make up only a total of 3.2% of all available individuals identified as having the knowledge, skills, and qualifications of Professional Job Group occupations in the Montana labor market. As such, competition for these individuals is high and overcoming the related underutilization will not be easy. MDT maintains the overall goal of complete internal parity by the close of this Plan’s term, and as such has included specific hiring goals for each so as to achieve that. These goals can be found in the ‘Agency-Wide Goals Summary’ section of this plan.

### Technicians

(Data utilized for the narrative and details of this section is found in Appendix B.4 and B.5)

Technicians are underutilized in three Female demographics.

**White Females** are underrepresented by 29 Technician positions at MDT, an eight position increase since 2013. They represent the greatest availability rate in the Technician Job Group of the Montana labor market at 53.4%, but comprise only 40.0% of our Technician workforce. Applications submitted by White Females for Technician positions were almost equal to that of White Males, yet they were hired at half the rate.

Based on the underutilization and the adverse hiring rate, MDT should incorporate plans and activities to conduct a barrier analysis and facilitate improvements in this area. While the 2014 hiring goal of 15 White Females for this Job Group during the year was attained, based on the current underutilization and hiring trends, MDT will have a goal to hire seven White Females into Technician positions annually for the duration of this Five Year Plan.

The **Female American Indian/Alaskan Native** category is underutilized by three positions. A review of the applicant flow indicates that there were 24 applications received between January 1\(^{st}\) and September 30\(^{th}\) of 2014 (a decrease from 30 in 2013), out of 938 submitted for Technician positions. Applications in this category must be increased in order to have the best chances of attaining parity. These will likely continue to present difficult areas to meet parity, as the overall availability for Female American Indian/Alaskan Natives in the Technician Job Group of the workforce is 3.0%. As such, MDT has set an annual goal of one new hire, so as to achieve parity within the Five Year Plan’s term.

**Hispanic Females** are also underrepresented in this Job Group by a total of four positions. MDT received only seven applications during the reporting period from members who identified in this Job Group and demographic. The seven applications
represent only 0.7% of all the applications received for Technician positions, but was also an increase of two applications from 2013. Applications in this Job Group and demographic must continue to be increased in order to have the best chances of attaining parity. Hispanic Females represent 2.7% of the available labor market for Technician positions, which makes competition for these individuals extremely high, but MDT believes parity can be achieved with only four positions being needed. The Technician hiring goal for Female Hispanic individuals will be one position annually.

Individuals who identify as **Asian/Pacific Island Males** are currently underutilized by two positions in the Technician Job Group at MDT. They represent only 1.2% of the available relevant labor market, but submitted 2.3% of all applications received by MDT in the reporting period, with one securing employment. MDT has set a goal of hiring one Asian/Pacific Island Male annually, until parity is reached under this Five Year Plan.

**Protective Services**
(Data utilized for the narrative and details of this section is found in Appendix B.4 and B.5)

In the Protective Services Job Group of employees at MDT there are statistically significant underutilizations in the White Female and both Male and Female American Indian/Alaskan Native demographics.

**Male American Indian/Alaskan Natives** have an availability of 6.9% yet MDT currently employs zero, which represents a dramatic underutilization. The only Male American Indian/Alaskan Native hired in 2013 terminated employment within their first 365 days. 39 individuals who identify as this demographic applied for Protective Service positions between January 1st and September 30th of 2014, with none being successful in securing employment. This is an increase of nine applications from the amount received in 2013; however, they only represent 2.9% of the total applications received during that time. This demonstrates a continued need for specific activities that target increasing the number of qualified applicants from this demographic for these positions. The hiring goal for American Indian/Alaskan Native Males into Protective Service positions is two annually until parity is achieved.

**Female American Indian/Alaskan Natives** have an availability of 2.6%, while MDT employs zero. In 2014 there were 35 applications received from members of this demographic for Protective Services positions, which shows an increase of 33 applications from 2013. There continues to be a need for activities that target increasing the number of qualified applicants from this demographic, based on the low application submissions and underutilization in our workforce. Securing these individuals will be difficult as their availability is just 2.6%, however MDT is confident parity can be achieved by the end of this Five Year Plan. The hiring goal for Female American
Indian/Alaskan Natives into a Protective Service positions is one annually until parity is achieved.

**White Females** represent 19.4% of the available labor force for Protective Services positions in Montana, while only currently making up 15.8% of the MDT workforce (an increase from 13.8% in 2013). This difference equates to an underutilization of three positions. There were a total of 222 applicants from this demographic that were received between January 1st and September 30th of 2014, with three being hired. The 222 applications received represent 16.5% (a decrease of about 3% from 2013) of all the qualified applications submitted. The hiring goal for White Females into Protective Services Positions will be one annually, until parity is reached.

**Administrative Support**
(Data utilized for the narrative and details of this section is found in Appendix B.4 and B.5.)

This Job Group shows zero areas of underutilization. As such, MDT will monitor the utilization within this EEO 4 category annually, but will not be setting any goals at this time.

**Skilled Craft**
(Data utilized for the narrative and details of this section is found in Appendix B.4 and B.5.)

Skilled Craft positions at the Montana Department of Transportation show numerous areas where improvement is needed to reach parity. There currently exists only statistically significant underutilizations in the demographic areas of Hispanic Males and White Females.

**Hispanic Males** represent 2.6% of the available Skilled Craft labor force in Montana and only 0.4% of the MDT workforce, which represents an underutilization of 16 positions. Only eight applications from Hispanic Males for Skilled Craft positions were received, down from 20 in 2013. These eight applications represent 0.7% of all the applications submitted, with none being successful in securing a job with the agency. This number demonstrates a continued need for activities that target increasing the number of qualified applicants from this demographic. This will likely continue to present a difficult area to meet parity as the overall availability for Hispanic Males is only 2.6%. The hiring goal for Hispanic Males into Skilled Craft positions will be four new hires annually until parity is achieved.

**White Females** are underrepresented by 15 Skilled Craft positions at MDT, as their availability is 4.6% and their current representation is only 2.5%. White Female applicants constituted 3.7% of all applications received for Skilled Craft positions in 2014, down from 8.1% of all applications received in 2013. Out of the 41 applicants, five secured employment during the reporting period, meaning MDT met their hiring goal for
2014. However, based on the low applications received and the underutilization, MDT has set a goal of hiring four individuals into Skilled Craft Positions annually until parity is achieved.

There are also underutilizations in Black Males, Asian/Pacific Island Males, Hispanic Females, and Asian Pacific/Island Females in the Technician category. Combined, these groups make up only 1% of the total labor market for Montana in the Technician Job Group. Being so, MDT still strives for parity and has set a goal of hiring one new individual from each of these demographics into Technician positions annually, until parity is achieved.

Service Maintenance
(Data utilized for the narrative and details of this section is found in Appendix B.4 and B.5)

Service Maintenance positions at MDT continue to be significantly underutilized by White Females, who make up 8.3% of our current workforce but have an availability of 39.2%. There are six White Females out of the total 72 full-time Service Maintenance employees, which shows an underutilization of 22 positions. Between January 1st and September 30th of 2014, MDT received only 12 applications (an increase from nine in 2013) from White Females for Service Maintenance positions, which equated to 4.1% of all applications received. Out of the twelve that applied, none were successful in securing any of the six positions hired. These numbers demonstrate a continued need for activities that target increasing the number of qualified applicants from this demographic. MDT has set a goal of hiring three White Females into Service Maintenance positions annually until the underutilization is overcome.

Female American Indian/Alaskan Natives are underutilized by two positions at the Department. Their availability is 3.2% and MDT currently employs zero in this demographic and category. During 2014 MDT received zero applications from individuals of this demographic for Skilled Craft positions for the second year in a row. This demonstrates a continued need for activities that target increasing the number of qualified applicants from this demographic and set of experience and skills. This will likely present a difficult area to meet parity, as the overall Montana availability for Female American Indian/Alaskan Natives in the Service Maintenance Job Group is only 3.2%, but MDT will be aggressive attempting to do so. The hiring goal for Female American Indian/Alaskan Natives into Service Maintenance positions will be one new hire annually, until the underutilization is overcome.

Training Analysis
(Specific data and analysis related to trainings cannot currently be aggregated in a format
conducive to thorough statistical analysis of reporting.)

MDT had set a 2014 goal to ‘Investigate Learning Management Software options and identify revenue streams to aid in securing the contracts, implementation, and training for it’. This was addressed through the Human Resources Division, who sent multiple staffers to a national conference to discuss Learning Management software options, capabilities, costs, etc. The Human Resources Division also informed the Information Services Division and agency leadership that they would be willing to commit funds from their budget to secure the Learning Management system capabilities wanted and needed.

The state of Montana plans to implement a new recruitment and selection system in late 2014 called State of Montana Recruitment System, or SOMRS. This new system is an Oracle product called Taleo. The MDT Human Resources Division has identified Oracle Taleo software of the same operating structure for learning management, that could be purchased and ‘plugged in’ so as to effectively interface with the new system being implemented by the state. As the implementation goes forward, MDT will continue to make every good faith effort to secure a learning management software program. Updates on this will be available upon request, and also will be detailed in the Annual Updates.

Once the new Learning Management System (LMS) is approved, purchased and implemented, it will directly increase efficiencies in training and employee/workforce development. Comprehensive training will be offered statewide to enhance the skill sets of employees responsible for entering data into LMS and ensuring a smooth roll-out. The LMS will also increase the capacity of training coordinators statewide to utilize the tool for tracking and scheduling compliance training and review.
MDT Employment Practices

Recruitment and Selection
(MDT Recruitment and Selection Policies and Procedures can be found in Appendix D)

The 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 Montana Department of Administration’s Recruitment and Section Policy. Recruitment and selection activities are concentrated with the agency Human Resource Division staff and the relevant hiring authority.

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. Recruitment strategies associated with the selection of under-utilized affected group members include a vast array of external resources. A list of resources utilized for this purpose can be located in Appendix D.13 and D.14.

Applicant flow reporting to hiring authorities and HR staff is critical in assessing recruitment achievements and challenges. Applicant flow information will be shared by the Affirmative Action Officer with HR staff and agency leadership on a quarterly basis; with HR staff being expected to communicate that information with the various hiring authorities during all hiring processes.

Career Fairs
Career fairs occur in collegiate, regional, and industry-specific environments. Representatives from the Human Resource Division identify the opportunities, determine attendance, and develop and deliver recruitment and informational material for career fair events. In certain instances, current employees who have a unique knowledge of an occupation or advertised position will join the HR representatives at the career fair events. The Affirmative Action Officer also participated in career fair events by coordinating and/or attending career fairs at each of the Tribal Colleges in Montana during 2014, and will do so regularly.

MDT attended 17 career fair events between January 1st and September 30th of 2014. Multiple career fairs were scheduled to be attended between October 1st and the end of 2014. Events attended prior to September 30th included the following locations: Miles City Community College, Montana State University – Billings; Carroll College; Montana State University –
Bozeman; MT Tech Career Fair – Billings; Montana Tech University – Butte; Montana ESGR & Dept. of Labor Career Fairs – Missoula; Salish Kootenai Tribal College; Chief Dull Knife Tribal College; Blackfeet Tribal College; Stone Child Tribal College; Little Big Horn Tribal College; Fort Peck Community College; Aaniih’ Nakoda Tribal College.

21st Century Recruitment Practices
MDT now incorporates a variety of traditional and ‘21st Century’ approaches in regards to recruitment practices. MDT utilizes a variety of electronic mediums for communicating vacant positions at the agency, such as LinkedIn, Facebook, Monster.com, and various AASHTO channels. Links to the agency’s Facebook, Twitter, Flicker, and Pinterest pages can be found on the cover of this Five Year Plan.

MDT Recruitment Specialist
406-444-6148
ADA/504 Compliance and Reasonable Accommodations

MDT reports accommodation activities to the Montana Department of Administration on a quarterly basis and to USDOT agencies in the Annual Updates. Between January 1st and September 30th of 2014, a total of 17 MDT employees indicated a need to initiate the reasonable accommodation interactive process. This is an increase of nine employees from the previous calendar year. Between January 1st and September 30th of 2014, 16 employees received a total of 25 accommodations. Last year, eight employees received a total of 22 accommodations. At the end of the reporting period accommodation requests for two employees were pending medical information, approval, or implementation. One employee during 2014 disengaged the interactive process due to no accommodation being needed/existing, relevant to their duties and functions at this time.

Overall, ADA requests for accommodations increased considerably from 2013 to 2014; particularly when it is factored in that the 2014 data ends September 30th. More specific detail is provided in Appendix B.7.

ADA Awareness and Education Training

All employees are required to attend classroom training classes on ADA, disability and accommodation related policies and procedures specific to our agency and workforce. This is a specific 60 minute training delivered by the Internal ADA Coordinator to employees in locations around the state. The training class is interactive through the use of questions and answers, PowerPoint, and MDT-specific examples. The Internal ADA coordinator visits each of the districts every two years to ensure every employee attends the required training. As of September 30th, 539 employees had participated in ADA and reasonable accommodation training in 2014. ADA and reasonable accommodation related trainings are also delivered by the Internal ADA Coordinator in the instances outlined below.

New Employee Orientation

The Coordinator trains new employees on a bimonthly basis on the definition of an individual with a disability, reviews definitions, and discusses reasonable accommodations, MDT policies, and how ADA is implemented in the MDT workplace.

ADA Online Learning-ADA National Network Audio/Webinar Series

This program is designed to enhance an individual's existing knowledge base or facilitate continued learning regarding regulations and trends under the ADA. This program is crafted for individuals who have a working knowledge of the ADA and are familiar with its basic elements. Sessions are intended to support continued learning and focus on the knowledge that has been gained since the implementation of the law in terms of how the federal agencies and the courts are interpreting the law and subsequent regulations.
ADA/FMLA/Return to Work Coordination Meetings
In January of 2014 the Internal ADA Coordinator and HR Labor Relations Specialist instituted monthly meetings with the Human Resource field and line staff to strengthen communication and increase training and innovation. These meetings revolve around updates and discussion on the status of employees receiving or requesting accommodations under FMLA/WC/ADA, but are also used as continuing education opportunities. Educational topics delivered by the Internal ADA Coordinator in these meetings during 2014 included: MPERA Disability Retirement; The Brain Center; ADA Refresher Training provided by Federal Highway Administration; Disability Etiquette Training through Rocky Mountain ADA Center-Meeting the Challenge, Inc.

These meeting were placed on hold in July of 2014 due to high personnel turnover in the Human Resources Division. Beginning in July these meetings consisted only of the Internal ADA Coordinator and the Labor Relations Specialist. As of November 2014 the personnel turnover issue had been resolved and the meetings will continue in the original format beginning January 2015.

ADA Goals
The Internal ADA program has set a number of goals which are outlined below. The first five are to be met annually for each year of this Five Year Plan. The sixth is a goal specific to 2015.

Goal 1 – Ensure all headquarters and District HR staff are trained on agency ADA policy and procedure.

Goal 2 – Involve each District HR Specialist in the monthly ADA/FMLA/WC meetings. By involving the District HR Specialists, MDT will be able to strengthen communication and collaboration in delivering ADA/FMLA/WC services to employees.

Goal 3 – Ensure all employees are trained on MDT’s Reasonable Accommodation and Equal Access Policy. Ensure the employees are aware how to access MDT’s policy and engage in the available services.

Goal 4 – Organize and execute yearly disability awareness event, to reduce stigma, increase knowledge, and enhance the awareness of available services and diverse accommodations.

Goal 5 – Report reasonable accommodations on a quarterly basis to the state Diversity Coordinator at the Montana Department of Administration.

Goal 6 – Revise and Design a strengthened NEO District ADA training.
Reasonable Accommodation Employee Success Profile: JC Holland

“On March 31, 2013 I was involved in a motorcycle accident that injured my spinal cord and damaged my C7 vertebrae which resulted in paralysis from mid chest down. Additional injuries included a broken neck in two spots, broken collar bone and four broken ribs.

After spending time in ICU at St. Patrick’s Hospital I had my back fused and after surgery I was transferred to Community Rehabilitation Center. Physical therapy/Rehabilitation started and during rehab I was visited by Alice Flesch, Internal ADA Coordinator. Alice coordinated return to work efforts with Vocational Rehabilitation [Voc. Rehab] to explore what my possibility of returning to work in my position as Maintenance Superintendent.

Alice and I met with Dr. Allen and Mike Tran, Physical Therapists to discuss the duties involved in my position. An onsite visit occurred on a paving project to determine what physical requirements were needed to perform that type of work.

It was determined that I could perform the duties of my position with some accommodations. Those accommodations that were provided were hand controls for my work vehicle, Wheelchair hoist/transfer for lifting in and out of back of work vehicle and a stow away lift for transfers. MDT and Voc. Rehab coordinated efforts to acquire an off road style wheelchair to perform outside duties that may require rough terrain activities.

MDT facilities that I required access to were already accessible. Only two minor facility modifications were made which was modifying the restroom in the Missoula District office by removing a wall to provide a clear floor space for wheelchair maneuverability and provided a curb ramp to gain additional access in the back of the shop.

I want to give special thanks to Alice Flesch and also the individuals at Vocational Rehabilitation who were very instrumental in my return to work plan. Alice made this transition as smooth as possible.”
MDT Internship Program

The Vision of the MDT Internship Program is ‘to build a bridge to our future through a diverse student internship program resulting in a sustainable pipeline of talent for the Montana Department of Transportation’.

MDT sees value in delivering a robust and rewarding internship program for both students and the agency. Internships provide MDT with expanded pipeline potential of qualified applicants and aid our state labor force in expanding the number of individuals who are capable and experienced in occupations relevant to our infrastructure and governance.

Key 2014 Internship Facts:

- The internships offered by MDT pay competitively.
- In 2014 MDT expanded the number of internships delivered by one, for a total of 25.
- These internships were executed in the following areas: Rail, Transit, and Planning Division; Engineering Division; Information Services Division; Audit Services; Administration Division; and Aeronautics Division; and District Offices.
- The interns came from not just in-state institutions but also from colleges and universities as far away as Purdue, Indiana.
- The internships took place in various communities throughout the state, not just in Helena at the Headquarters office.
- The internship Program has set a 2015 goal of expanding the number and types of Internships offered to students and recent graduates.

One of MDT’s Interns out on the Job site.

The Internship Coordinator for MDT is based in the Human Resources Division and can be contacted by phone at 406-444-6345.
MDT High School Student Worker Program

In 2014, MDT partnered with Helena High School to implement a High School Student Worker program. The intent of the program was to address the needs of both our agency and those of a local high school. Helena High School identified a need, based on student input, for increased opportunities for students to experience and develop specific work experiences. MDT implemented this program with a vision of expanding our pipeline and potential future employee base, while supporting S.T.E.M. education and careers in Montana. MDT took on the first two students beginning in 2014.

Key facts about the High School Student Worker Program:

- Student workers earn high school credit hours working for MDT.
- Each Student is assigned an employee mentor.
- Student workers are allowed to work 4 hours a week for MDT.
- Student workers are not counted as employees of MDT.
- MDT had two students participate in 2014, both white males.
- MDT has two students scheduled to participate beginning in January of 2014; one male and one female.
- MDT currently relies on high school career counselors to advertise this opportunity.
- MDT will initiate the Fall 2015 program rotation beginning in August.

High School Student Worker Goals:

- Increase the number of high school students who participate in this program.
- Increase the number of high schools that participate in this program.
- Develop a tracking and reporting system to identify which High School Student Workers return to work for MDT either as an employee or as an Intern.
- To receive universally positive evaluations from both the student and their mentor.

The High School Student Worker Program Coordinator for MDT is based in the Human Resources Division and can be contacted by phone at 406-444-6345.
Training
Presently MDT requires all employees to take mandatory EEO, Nondiscrimination, and ADA training every two years. These trainings are delivered by staff from the Office of Civil Rights. These same topics are included in MDT’s required New Employee Orientation, which is offered bi-monthly.

Additional required trainings are based around the location, environment, and functions of certain positions at MDT, and include: CPR; First Aid; job or task-specific Safety training; Driver Training; New User Computer Orientation; ProCard Training.

MDT offers a wide variety of training opportunities through both internal and external providers. The department has specialized trainers in the Engineering and Maintenance Divisions, who provide targeted skill development and technical training opportunities; MDT also has specialized trainers in the Human Resources Division, who provide training related to effective communication, teambuilding, self-development, and leadership.

Transportation Learning Network

MDT joined the Transportation Learning Network (TLN) in July of 2013. TLN is an educational consortium of states that participate in webinars and in person educational opportunities, primarily focused around engineering, planning, continuing education, and professional development topics. It is administered through the Engineering Division, but is open to all employees. Training events and opportunities are communicated on the bi-weekly ‘Interchange’ bulletin board that opens on pay days when you click the MDT internet browser icon on agency computers. They are also communicated directly by various managers and divisions to their staff. Trainings are typically scheduled and advertised four months in advance.

Since TLN has been implemented the program has provided numerous trainings throughout the year, a list of which can be made available upon request. The current contract with TLN expires in June of 2015 and it is unknown if the relationship between TLN and MDT will continue beyond that point.

TLN Trainings Coordinator
Brad Nelson
406-444-6333
bnelson@mt.gov
State of Montana Professional Development Center

The state of Montana has a Professional Development Center (PDC) to train state employees and members of the public on a wide-range of topics and skills. They offer private trainings, online trainings, and regular group trainings. Key offerings include Management and Supervision Trainings, Organization and Communication trainings, and Diversity trainings.

A thorough fact sheet about the PDC and how to participate in their offerings can be found at the following link: http://pdc.mt.gov/faqs.mcpx

MDT Tuition Reimbursement Program

The MDT Tuition Reimbursement 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 Reimbursement Program is a privilege, not a right. The employee’s pursuit must benefit the Department. The Department is not required to fund the Tuition Reimbursement 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.
- Must wait at least two years after completion of any degree (other than associate’s degree) before pursuing any additional degree through the program.
- Must maintain a minimum of a “B” average.
- Must work for MDT for at least three times the length of the training period after graduating.
This program has very specific criteria and expectations which are not detailed above. The MDT policy on the program can be found in Appendix D.9.

**Human Resources Division Training Programs**

The MDT Human Resources Division provides on-going training to address the development needs of our employees. The Division offers training to individuals, work teams, and groups – both large and small. Training needs are currently identified through a variety of means, including: an annual, department-wide, on-line training survey; requests made by employees and managers, and needs identified through performance/career development discussions.

Regularly scheduled training opportunities include (but are not limited to):

- Two different series of Management Development Programs.
- Behavioral Based Interviewing (for the applicant and for the hiring panel).
- Stress Management.
- Myers-Briggs Temperament Indicator.
- Emotional Intelligence.
- Effective Communication and Conflict Management.
- How to fill out state applications.

**Training and Development Specialist**

406-444-6262
Complaints

Process, Policies and Procedures

(The Complaint Process form can be found in Appendix C.2. The Policies and Procedures relevant to Complaints can be found in Appendix C and D.)

MDT has developed and implemented civil rights complaint procedures for employees and applicants who allege instances of discrimination. Any employee of MDT may file a formal complaint with anyone who is that individual’s superior at the agency, or with MDT Civil Rights, at any time.

The MDT Office of Civil Rights has overall responsibility for the process. Other MDT staff may be assigned responsibilities at the discretion of the Director. The MDT Office of Civil Rights administers and updates the process for both communicating the availability and options in regards to EEO/Labor complaints, conducts investigations, participates in various reporting expectations, and participates in the review and updating of various relevant policies, procedures, and alternative resolutions.

The complaint procedures are distributed to all employees. They also can be found on the MDT’s Intranet in addition to being posted at each agency location and office throughout the state. Formal complaint procedures outline the process for conducting an investigation into the complaints. These procedures include outlined timelines for various stages in the process. In addition, the procedures instruct the complaining individual on the various steps that will be taken to include, but not limited to, interviewing witnesses; reviewing hard copy information (such as personnel files, training records, safety records, and other disciplinary actions); gathering any other information related to the complaint, and completing a detailed written report to include a finding of “cause” or “no cause” along with recommendations for relief as appropriate.

Also included in the procedures are other avenues for complainants to file a complaint, such as with the State Human Rights Bureau and the EEOC. Employees have the ability to file a complaint with any entity of their choosing, at any time. A strong statement with regard to retaliation against any individual filing or participating in a complaint is also addressed in the procedures, along with sanctions for any person found guilty of retaliation.

The Title VI and VII Specialist conducts Headquarters trainings and travels to all of the Districts to ensure every employee receives the training every two years. As of September 30th, 412 employees participated in training specific to Complaint Procedures, Retaliation, Sexual Harassment, and Nondiscrimination in 2014. An additional 439 employees are scheduled to attend this training by the end of 2014.
Protected Status Complaints

The following is the EEO Complaint analysis report for January 1st through September 30th of 2014. MDT received a total of five civil rights-related complaints: one age-related; one retaliation-related; one related to sexual harassment; one related to age, disability and retaliation; and one related to age and retaliation. Two of these cases were filed directly with the Montana Human Rights Bureau. All complaints except for one were investigated and ‘No Cause’ was found. The one which did not have a full investigation was initially found to not be specific to a protected status and was resolved using the new Informal Mediation Process. No specific trends or areas of concern related to complaints were identified.

Informal Mediation

(A copy of the Informal Mediation Agreement can be found in Appendix C.3) The MDT Office of Civil Rights has developed a Mediation program as a way to help resolve some workplace conflicts without resorting to the more intrusive investigation process. The program is still new, and is likely to grow and evolve over the course of this 5 Year Plan.

Mediation is appropriate whenever the issues in question do not involve conduct that is against the agency’s policy or is illegal (ex. miscommunication issues). Mediation is not appropriate where there is evidence of breaches of law or state policy. Mediation may be requested by either party as a way to help work through a difficult situation in the workplace or it may be recommended by the investigator following an intake interview as a possible way to resolve the issue. However, mediation is ultimately voluntary and both
parties must agree to participate. Participating in a mediation session does not limit or affect the rights of any participant before any bureau, tribunal, commission, or any other body.

One mediation was conducted in 2014. The mediation was between an employee and a supervisor and dealt with miscommunication as it related to communicating the expected level of performance and assigned responsibilities. As a result of the mediation, the parties were able to better understand each other’s points of view and brainstormed a number of strategies to ensure better communication going forward.
Good Faith Efforts & Improvements

Good Faith Efforts

Supervisory Skills and Management Training
MDT currently offers two different internal Management Development Programs; both these programs include a series of classes that last from six to eight months. One program is targeted towards those who are either new to management or those who are considering a career in management; the other program is targeted towards those who have several years of experience serving in a leadership role. The Department’s investment in these programs has helped existing employees achieve success when competing for promotions and new positions that have supervisory responsibilities. This training will continue, as funds remain available.

Diversity Events and Activities
MDT will deliver and participate in various diversity-related events annually. Employees will be encouraged to participate through newsletter articles, luncheons, website updates and bulletin board postings. MDT will specifically develop meaningful activities that will ultimately create a work environment that promotes equity and inclusion.

Recruitment and Outreach
MDT is working toward a comprehensive state-wide strategy in the outreach, recruitment, hire and retention of diverse candidates. The MDT Affirmative Action Officer is partnering with Human Resources Division and agency leadership to ensure that a good faith effort is put toward outreach in underutilized areas. The Affirmative Action Officer will meet quarterly with executives Human Resource staff to review the status of the MDT workforce and provide support accordingly.

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

Promotions
MDT managers and hiring authorities will establish and communicate training programs that encourage career advancement and employee development. As resources allow, employees interested in career changes will be encouraged to participate in training and educational opportunities that not only increase knowledge in present positions, but also prepares the individual for future opportunities.
Separations
MDT will carefully monitor employee separations to determine adverse impact to under-utilized groups. The format, delivery, and retention of Exit Interviews will also be reviewed for areas where potential improvement can be made.

Retention
MDT managers and the Human Resources Division will make every effort to retain existing employees. MDT will monitor employee terminations, both voluntary and involuntary, so as to stay ahead of any developing trends or concerns.

Training
Since January of 2013, MDT has made a concerted effort to ensure that all employees have completed mandatory EEO, ADA, and nondiscrimination training. Upon improvements to the learning management activities of the agency, MDT plans to report training participation and analysis on a quarterly basis internally, and annually in the Plan Update.

Additional emphasis will be made to ensure that in addition to mandatory training, efforts are put in place to maximize training opportunities, such as:

- All managers and supervisors will ensure that employees that conduct interviews are trained in proper interviewing techniques to ensure equal, fair, and unbiased selection of candidates.
- As resources allow, managers will encourage promotion and retention of existing staff through skill-advancement training and educational support.
- Managers and supervisors will encourage employees to attend diversity events and activities as this will enhance cross-cultural knowledge and foster an inclusive work environment.

Succession Planning Career Counseling and Development
MDT is currently developing a succession planning program to be tailored to the unique needs of the various areas of our operations. The following list outlines strategies and identifies areas of emphasis to ensure ongoing development opportunities for current and potential employees.

- All interested employees will be encouraged to work with the Human Resource Division, where resume writing and successful interview skills can be developed.
- Employees are encouraged to seek out development opportunities such as those offered by Toastmasters and other organizations.
- Employees are encouraged to attend diversity events and activities.
- Employees will be recognized and acknowledged for a job well-done.
- Employees are encouraged to submit suggestions that lead to more efficient and effective business practices.
Reasonable Accommodation
All managers and supervisors will work closely with the Human Resource Division staff and the Internal ADA Coordinator to ensure appropriate and timely response to reasonable accommodation requests. Managers and supervisors are expected to be familiar with MDT Reasonable Accommodation Policy in regard to procedures for handling reasonable accommodations, as well as relevant state and federal requirements.

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

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

Periodic Review and Audit
This Affirmative Action Plan will be discussed and reviewed regularly with MDT leadership, managers, the Human Resource Division, and will be updated as appropriate. All Human Resource Division staff and agency managers are expected to be familiar with agency policies and procedures related to Equal Employment Opportunity, Nondiscrimination, Complaint Procedures, Harassment, and Reasonable Accommodations.

- In partnership with the Human Resources Division and the Affirmative Action Officer, all managers will review workforce utilization regularly and will continue to make every good faith effort toward increasing utilization of under-represented groups.
- Equal Employment Opportunity and Affirmative Action will be included in regular discussions with managers, supervisors, and employees.
- To ensure effective strategies, all Human Resource Division staff and agency managers will review this plan at least annually.
Improvements

MDT accomplished much in 2014. Specific details are included in the various components of this report, and below is a summary of just some of the highlights.

1. MDT increased application rates for many areas identified as needing attention in the previous Annual Update.

2. MDT increased specific hiring rates for many areas identified as needing attention in the previous Annual Update.

3. The MDT Internship Program was expanded in 2014, receiving funding and support to offer 35 internships in 2015.

4. The MDT High School Student Worker Program was developed and implemented successfully, and the first round of Student Workers has completed their term.

5. MDT completed an audit of its Pay Plan and made adjustments where needed. Due to this specific process no existing employee received a pay cut, as the intent was to better structure that component of operations from this point forward.

6. Members from the Human Resource Department investigated Learning Management Software at a national conference and from their offices in Montana, accomplishing the goal set out to do so.

7. MDT accomplished the goal of developing an Informal Mediation Process, and one was conducted successfully.

8. MDT had less allegations of discriminatory actions filed with the Office of Civil Rights or the Human Rights Bureau in 2014 than it did in 2013.

9. MDT staff formed a working group to implement components of Montana Governor Steve Bullocks' ‘Main Street Montana Project’ into our recruitment practices. Many of the goals set by that working group parallel or will directly benefit the progress toward the goals outlined in this Plan.

10. MDT accomplished their goal of increasing tribal outreach and recruitment efforts by dramatically expanded their attendance at Tribal College career fairs, attending one on every Tribal Nation in 2014.

11. MDT accomplished a goal of increasing overall career fair attendance, doubling the number attended in one year.

12. The Affirmative Action Officer teamed up with members from the ISD department to strengthen many of the workforce data reporting processes and calculations. This
occurred over many months, eliminating numerous activities which used to be done by hand. It also consolidated many of the various graphs and templates used in the past. This will be an ongoing relationship and activity so as to ensure the support of and accomplishment of the goals outlined in this Plan.

13. MDT began the process of developing a succession planning component to MDT operations in 2014, accomplishing that goal.

14. In 2014 MDT hired an Organizational Development Specialist to oversee succession planning development and many other areas of organizational operations. This individual will be a key partner moving forward to accomplish the various goals of this Five Year Plan.

15. MDT employees attended numerous AASHTO committee meetings and SHRM conferences during 2014, bringing back best practices, newly developed resources, and creative ideas for improvements in the future.

16. In 2014, the Affirmative Action Officer collaborated with over seven other states Affirmative Action Officers in sharing resources, practices, ideas, examples, and other tools for the development, administration, and delivery of highly successful EEO and Affirmative Action programs.

17. In 2014 MDT increased the number of career ladder paths available for employees.

18. In 2014, the Internal ADA Coordinator executed an ‘ADA Awareness’ event at MDT Headquarters that was visited by hundreds of employees. This event showcased various entities in the community that assist individuals with disabilities, and provide support to state agencies. It also showcased a plethora of different cutting-edge equipment and technology that could be used to accommodate a wide range of disabilities.

19. The Office of Civil Rights and Human Resources Division HQ staff participated in a number of team building exercises. This experience further developed relationships and communication between the units, which is anticipated to have a positive impact on many of the things outlined in this report.

20. MDT partnered with the Montana Department of Administration for an ‘Equal Pay for Equal Work’ project in 2014. Upon the conclusion of the Audit, MDT had evidence of over 99% pay equity between different genders of the same positions within our workforce.
Agency-Wide Goals Summary

5 Year Goal

Parity in all categories of our workforce.

Applicant Goals

1. Female Goal: Increase the number of applications received by MDT in 2014 from qualified Female applicants to 35% of the total submitted.

2. Minority Goal: Increase the number of applications received by MDT in 2014 from qualified Minority applicants to 7.3% of the total submitted.

Annual Hiring Goals

- Officials & Administrators:
  - White Females: One annually until underutilization is eliminated.

- Professionals:
  - White Females: 51 annually until underutilization is eliminated.
  - American Indian/Alaskan Native Females: Two annually until underutilization is eliminated.
  - Hispanic Females: One annually until underutilization is eliminated.
  - Asian/Pacific Island Females: One annually until underutilization is eliminated.
  - Hispanic Males: One annually until underutilization is eliminated.
  - American Indian and Alaskan Native Males: One annually until underutilization is eliminated.
  - Black Males: One annually until underutilization is eliminated.

- Technicians:
  - White Females: Seven annually until underutilization is eliminated.
- **Hispanic Females**: One annually until underutilization is eliminated.
- **American Indian/Alaskan Native Females**: One annually until underutilization is eliminated.
- **Asian/Pacific Island Males**: One annually until underutilization is eliminated.

- **Protective Services**:
  - **American Indian and Alaskan Native Males**: Two annually until underutilization is eliminated.
  - **White Females**: One annually until underutilization is eliminated.
  - **American Indian/Alaskan Native Females**: One annually until underutilization is eliminated.

- **Administrative Support**:
  - No Specific Hiring Goals.

- **Skilled Craft**:
  - **White Females**: Four annually until underutilization is eliminated.
  - **Hispanic Males**: Four annually until underutilization is eliminated.
  - **Hispanic Females**: One annually until underutilization is eliminated.
  - **Asian/Pacific Island Females**: One annually until underutilization is eliminated.
  - **Black Males**: One annually until underutilization is eliminated.
  - **Asian/Pacific Island Males**: One annually until underutilization is eliminated.

- **Maintenance/Service**:
  - **White Females**: Three annually until underutilization is eliminated.
  - **Asian/Pacific Island Females**: One annually until underutilization is eliminated.
  - **American Indian/Alaskan Native Females**: One annually until underutilization is eliminated.
  - **Hispanic Males**: One annually until underutilization is eliminated.
MDT EEO/AAP Programmatic Goals

Managers of sports teams understand the importance of knowing and understand the ‘running score’ so they can better assess whether changes are needed for the team to secure a win. MDT managers and leadership need similar information. This plan sets out a number of programmatic goals in the areas of identifying barriers, planning, recruitment, training, data collection and reporting. All of the goals outlined below will be completed upon the expiration of this Five Year Plan, and progress towards each will be included in the Annual Updates.

I. Identify Specific Barriers
   a. Workforce Barriers
      i. **Barrier Analysis**: In order to better address the Affirmative Action needs of the organization MDT will conduct various barrier analysis in areas where workforce analysis reveals data showing potential barriers or adverse impacts.
         1. Analyze potential barriers to Females in the Professional, Technician, Protective Services, and Skilled Craft Job Groups in the next year. This analysis should be completed no later than December of 2015.
         2. Conduct further analysis on first-year turnover rates of Asian/Pacific Islander and Black Male retention. This analysis should be completed no later than December of 2015.
         3. Monitor all areas of workforce activities for potential barriers.
      ii. **Career Ladders**: Career ladders are critical tools for aiding in the mobility of employees to progress into higher classifications and pay grades. MDT will investigate the possibility of developing a way to identify specifically how many employees operate within a career ladder structure, and which ones have ‘maxed’ out in that ladder progression. MDT will also investigate, identify, and analyze opportunities to develop career ladders for positions that have lower classification grades which have been traditionally been held predominantly by females, in order to increase mobility opportunities to address underutilization of females at higher classification levels. This will be completed and reported on by the end of 2015.
      iii. **Succession Planning**: To diversify the upper echelons of MDT employees and overcome underutilizations, MDT will develop and implement succession planning geared at enabling higher levels of participation by Females and Minorities. This will be completed and reported on by the end of 2015.
      iv. **Planning**: MDT lacks documented workforce plans. This creates an environment that lacks direction and real mechanisms for gauging progress, outcomes, or impacts. As such, and to further incorporate the goals outlined
in the document, Plans will be developed and implemented to strengthen the delivery of our workforce operations and development. MDT will develop, implement and report on each of the following Plans by the end of 2015: Recruitment; Training; Retention. The plans will include mission statements, vision statements, quantitative and qualitative goals, and specific deadlines.

v. **Workforce Survey:** MDT wants to ensure the highest level of accuracy and comprehensiveness related to information about our workforce. As such, MDT will develop, deliver, and assess a workforce survey to update individual employee’s information. This will include opportunities for employees to self-identify their: protected status; training feedback and desires; performance appraisal experiences, frequency, fairness, and other input; career planning involvement opportunities and options experienced and/or desired; veteran status; etc. MDT will reference similar surveys, such as the one conducted recently by the Washington Department of Transportation, and complete the delivery, analysis, and reporting of it by the end of 2015.

b. **Agency Operational Barriers**

i. **Software and Systems Improvement:** A particularly crucial outcome characteristic for public agencies often neglected in discussions of performance management is equity. A measurement system that is designed well enables managers to gauge the fairness of its activities and adjust it appropriately. MDT recognizes it is time to incorporate proven methods of human resource metrics and workforce analysis into how we can improve the use and accuracy of outcome data to enhance not only reporting and program efficiency, but also the quality of service we provide our transportation community and MDT team. MDT will analyze the current structures and processes utilized in soliciting, inputting, tracking, reporting, and editing all information related to our workforce and human resources activities, and identify areas where improvements can be made. Once this has been assessed and identified, a plan to address those areas where improvement is possible will be developed and implemented. The assessment and identification phase will be completed no later than 2016, with a plan for improvement developed and implemented by the end of 2017.

ii. **Learning Management System Software:** MDT lacks the ability to comprehensively and accurately track and utilize information from Trainings. This information is critical to understanding the capabilities and knowledge of our workforce, in addition to needing to be reported. The agency will
secure and implement a Learning Management Software system prior to 2018.

iii. **Oracle Taleo**: The state of Montana plans to implement a new recruitment and selection system in late 2014 called State of Montana Recruitment System, or SOMRS. This new system is an Oracle product called Taleo. As Taleo is implemented, opportunities arise to analyze and strengthen how MDT utilizes the available software capabilities.

1. **Exit Interviews**: Currently MDT collects exit interviews from less than half of the terminating workforce annually. MDT will increase the number of exit interviews administered and will make greater use of information provided in within them. Results of the analysis of exit interview feedback will inform what specific actions MDT may take to meets its affirmative action needs and address other operational or cultural response trends. This will be completed and reported on by the end of 2016.

2. **Applicant Process**: Currently MDT does not capture comprehensive information about applicants progress, or lack thereof, outside of a hard copy file. HR Specialists also input different data into the existing systems, creating data which cannot be fully reliable, such as at what point applicants drop out of contention for a position and why. MDT will review the process and training related to these functions, and minimize irregularities and omissions in data input and access. This will be completed and reported on by the end of 2015.

II. **Recruitment**

A number of opportunities exist to strengthen MDT’s recruitment efforts of female and minority applicants.

a. **Develop a Working Group**

i. To better tailor its recruitment activities to increase applications from Minorities and Females to levels reflective of their availability, MDT will organize a working group. The group will be tasked with:

1. Identifying specific gaps in MDT’s current recruitment efforts. This will be completed and reported on by the end of 2015.

2. Developing and implementing a recruitment plan which will outline specific activities targeted at increasing the number of qualified applicants from Minorities and Females. This will be completed and reported on by the end of 2015.

3. Developing recruitment materials targeted at increasing the number of qualified applicants from Minorities and Females. This will be
completed and reported on by the end of 2015.

4. Updating the MDT Recruitment and Selection Policy Manual to reflect the changes to processes and procedures, by the end of 2015.

b. Specific Tribal Recruitment Activities
   i. To increase the number of qualified Native American applicants MDT will participate in activities at each of the Tribal Colleges on an annual basis. The specific activities undertaken annually to increase the number of qualified applications received from American Indian/Alaskan Natives will be reported in each of the Annual Updates to this Plan.

c. Advertising
   i. To diversify the applicant pool MDT needs to continue to expand its advertising efforts and utilize 21st century advertising options for vacant positions. Specifically, expanding social media presence, such as Facebook and LinkedIn. This would take the form of specific paid ‘boosts’ to posts in specific locations and targeting specific demographics of platform users. MDT will also increase their use of national, regional, and local professional organization opportunities for advertising of vacant positions.
   ii. MDT will also begin including expanded inclusivity in the language used in advertised vacancies. All postings will include “MDT values inclusiveness and diversity, and encourages minorities, females, veterans, and those with disabilities to apply”. This will be fully implemented in all vacant position postings beginning in 2015.

III. Training

a. Hiring Committee Participants: MDT will develop and implement a mandatory training program for managers and participants on hiring committees. Currently, MDT does not require this training. This presents a risk as hiring officials may not understand what is appropriate and legal for interactions, questioning, testing, or how to score an applicant. Mandatory training will ensure an ‘even playing field’ for applicants and should be developed, implemented, and reported on no later than 2017.

b. Goals Development: Develop, implement, track, and assess specific, measurable training goals for the department. These goals should be reported annually and included in all Annual Updates to this Plan.

c. Integration: Develop a system to improve training coordination, communication,
tracking, and reporting. Currently MDT has employees that are professional trainers in multiple different divisions throughout the agency, as well as many divisions hiring consultants to provide highly technical trainings. While MDT employs trainers throughout the agency, there exists no single office/individual/authority that is accountable for the training that MDT provides or coordinates. This also creates a ‘silied’ system of operating and prevents maximum efficiency, effectiveness, and the ability to assess, address, and report around training. As such, opportunities for improvements should be investigated. The analysis and identification of opportunities to strengthen our training operations agency wide will be completed by the end of 2016.

d. **Awareness Training:** Ensure every MDT employee receives the required ADA, EEO, Nondiscrimination, and Complaint Procedures training within the timeframes explicit in MDT policies. This will occur annually and will be reported on in each of the subsequent Annual Updates to this 5 Year Plan.

**IV. Data, Tracking, and Reporting.**

a. **Systems and Software Assessment:** To better tailor its affirmative action efforts MDT needs to improve its mechanisms for regular measurement of program results and the efficiency of our services and activities. These actions will be completed and reported on by the end of 2015.

   i. As a first step MDT will review agency software to identify strengths and weaknesses in tracking, reporting, and utilizing key workforce and agency activity information, with special attention paid to:
      1. Identifying where key data is entered, stored, accessed, and aggregated.
      2. Ability to break out all workforce data by District and Division, and apply the District-specific labor force and availability data for District-specific goal setting.

b. **Needs Assessment:** MDT will conduct an analysis to identify what information related to HR and workforce metrics that MDT would like to have at its disposal and if any additional information should be collected which is not being collected right now. These actions will be completed and reported on by the end of 2016. Special consideration will be paid to the following:

   i. **Yield Ratio:** Develop a regular ‘Yield Ratio’ analysis of recruitment and vacancy advertising for planning and resource allocation purposes.

   ii. **Retirement Calculations:** Develop a standardized and widely accepted system for calculating retirements and both their timing and effects on the agency, for workforce planning and resource allocation purposes. Current
calculations show 13.3% of the current workforce is eligible for retirement. It also shows a high rate of employees hired by MDT are currently terminating within their first year of employment with the agency. These statistics paint a picture of unsustainability, and must be further analyzed and acted upon at all levels of the agency.

iii. **Hiring Committee Data:** Track gender and ethnic makeup of each hiring committee member.

iv. **Review Notifications:** Notify when a job profile has not been updated in the last 3 years.

v. **Streamlining Findings:** Implementing needs assessment findings into new Learning Management capabilities and reporting.

vi. **Data Aggregation:** Develop ability to implement system to break out all workforce data by District and Division, and apply the District-specific labor force and availability data for District-specific goal setting.

### C. Accountability

i. **Performance Appraisals:** A particularly crucial outcome characteristic for public agencies often neglected in discussions of performance management is equity. A measurement system that is designed well enables managers to gauge the fairness of activities and adjust appropriately. Better performance and goal information also helps the various specialists, managers, and agency leadership to decide how to increase their ability to get the job done with whatever resources and situation they actually have. It is a goal of MDT’s to ensure incorporation of Affirmative Action and EEO goals and requirements into all managerial and relevant Human Resource staff performance appraisals by the year 2016.

ii. **Quarterly meetings:** Meetings will be held between the AAO, HR & MDT Leadership to discuss hiring and applicant progress toward goals, changes to policies and procedures, pertinent trends, and upcoming events. The AAO will also meet quarterly with the Director to go over progress, changes, developments, etc. This will occur each quarter of each year included in this Plan, and will be reported on in the Annual Updates.

iii. **Develop HR Dashboard:** The Human Resources Department is responsible for developing and monitoring processes to measure progress, remedy deficiencies and create tangible deliverables in all business operations of the Human Resource Division. The development of a ‘Dashboard’ to provide a ‘snapshot’ that details accomplishments, issues, specific work items, timelines, progress, etc. will provide the staff and leadership with the ability to quantify their activities and identify areas of effectiveness, along with areas where an opportunity to improve exists. This
will help further focus efforts, planning, and decision making around maximizing benefits and minimizing negative consequences for our partners and constituents. The HR Dashboard will be developed, implemented, and reported on by the end of 2016.

1. This Dashboard will be loosely modeled off of the one currently used by the Washington Department of Transportation Human Resources Division. Once developed, this Dashboard will be produced quarterly.
Appendix Table

Appendix A: MDT Structure & EEO/AA Program Delivery

Appendix A.1 EEO Assurance
Appendix A.2 Map of MDT Districts
Appendix A.3 Organizational Charts
Appendix A.4 2015 MDT Strategic Vision

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 Analysis
Appendix B.4 2014 Agency Wide Personnel Activity Analysis
Appendix B.5 2014 Personnel Activity Report by District and Division
Appendix B.6 2014 MDT Cob 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 C: Complaints & 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 D: Policies, Procedures, and Resources

Appendix D.1 MDT EEO/Nondiscrimination Policy
Appendix D.2 MDT Recruitment & 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 Interpreters Contact List
Appendix D.9 MDT’s Tuition Assistance Program
Appendix D.10 MDT Exit Interview Form
Appendix D.11 MDT Current Career Ladder List
Appendix D.12 AAP Distribution List
Appendix D.13 Recruiting Diverse Talent Resource
Appendix D.14 Additional Resource for recruiting/hiring Diverse Talent
Alternative accessible formats of this document will be provided upon request. Persons needing an alternative format should contact the Office of Civil Rights, Department of Transportation, 2701 Prospect Avenue., PO Box 201001, Helena, MT 59620. Telephone 406-444-9229. Those using a TTY may call 1(800)335-7592 or through the Montana Relay Service at 711.