



COLORADO

Department of Transportation

CDOT AFFIRMATIVE ACTION REPORT

(October 1, 2015 – September 30, 2016)

and

CDOT AFFIRMATIVE ACTION PLAN

(October 1, 2016 – September 30, 2017)

TABLE OF CONTENTS

Preface	5
Introduction	6
Affirmative Action Program Commitment Statement	6
Introduction to CDOT	7
CDOT History	8
Colorado Department of Transportation Structure	8
Responsibility for Implementation	10
Compliance	11
Federal Funding	11
Code of Federal Regulations -23 CFR pt. 230 (c) - State Highway Equal Employment Opportunity Programs	12
EEO-4 Report	12
Organizational Profile	13
Workforce Analysis	14
Department Analysis	56
Job Group Analysis	57
Job Group Analysis	58
Job Group Analysis Summary by EEO Code	75
Job Group Analysis Summary	76
Availability Analysis	78
Availability Factor Computation Form	85
Comparison of Incumbency vs. Estimated Availability	94
Incumbency vs. Estimated Availability	95
Placement Goals	100
Identification of Problem Areas by Organizational Unit and Job Group	102
Goal Attainment	104
Personnel Activity	111
Applicant Flow	111
Hiring Analysis	117
Promotion Analysis	119
Compensation Analysis*	121
Employee Separation Analysis	141

Retirement Analysis	143
Technical Phases of Compliance	144
Development and Implementation of Action Oriented Programs	145
CDOT Employment Practices	145
Workforce Staffing.....	145
Office of Employee Development.....	147
Employee Relations Legal	150
Talent Acquisition and Management.....	150
Agency Wide and Regional Goals	153
Internal Audit and Reporting System	155
Conclusion	156
Appendices	157

AFFIRMATIVE ACTION PROGRAM

Colorado Department of Transportation
2015 Annual Report: October 1, 2015 to September 30, 2016
2015 Affirmative Action Plan: October 1, 2016 to September 30, 2017

Colorado Department of Transportation
4201 E. Arkansas Ave.
Denver, CO 80222
303-757-9201

Authorities:
Federal Highway Administration
23 CFR Part 230
Federal Transit Administration
Circular 4701.1

Completed by Susan Maxfield, HR Business Partner/Affirmative Action Officer Date

Approved by FHWA Date

Greg Diehl, Director Civil Rights Business Resource Center Date

Susan Rafferty, Director Division of Human Resources Date

Shailen P. Bhatt, Executive Director, Colorado Department of Transportation Date

Preface

The Colorado Department of Transportation is fully committed to the concept and practice of equal opportunity and affirmative action in all aspects of employment.

In the preparation of this AAP, the Colorado Department of Transportation has used the terminology used in E.O. 11246 and its implementing regulations as a guide. Therefore, the use of such terms as "underutilization," "deficiency," "concentration," "affected class," "goal," "problem area," etc. should not be construed as an admission by the Colorado Department of Transportation, in whole or in part, that any problem area exists or that either minorities or women have been or are presently being underutilized, concentrated, or discriminated against in any way by the Colorado Department of Transportation in violation of federal, state, or local fair employment practice laws. Furthermore, nothing contained in this AAP or its supporting data should be construed as an admission by the Colorado Department of Transportation, in whole or in part, that it has contravened such federal, state, or local employment practice laws.

In developing and implementing the AAP, the Colorado Department of Transportation has been guided by its established policy of providing equal employment opportunity. Any placement goals that the Colorado Department of Transportation has established herein are not intended as rigid, inflexible quotas that must be met, but rather as targets reasonably attainable by applying every good faith effort in implementing this AAP. The use of placement goals in this AAP is not intended, nor is the effect of such placement goals intended, to discriminate against an individual or group of individuals with respect to any employment opportunities for which he, she, or they are qualified on the grounds that he, she, or they are not the beneficiaries of affirmative action themselves. Nothing herein is intended to sanction the discriminatory treatment of any person. Indeed, all employment decisions at the Colorado Department of Transportation are made based on job-related criteria. Thus, this AAP has been developed in strict reliance upon the Guidelines on Affirmative Action issued by the Equal Employment Opportunity Commission (EEOC) (29 C.F.R. Part 1608).

Introduction

Ever committed to affirmative action, the Colorado Department of Transportation has prepared this AAP to cover employees working in CDOT. As detailed in the Job Group Analysis, this AAP covers 2937 employees including 624 (21.25%) minorities and 534 (18.18%) women. It is expected that these employees will help us to reach mutual goals of public service and the Best DOT in the Country. As described in detail in the Plan that follows, the leadership of Colorado Department of Transportation has a continuing commitment to the practice and implemented action of this AAP.

Affirmative Action Program Commitment Statement

The Colorado Department of Transportation's (CDOT) Executive Director, directed by and through its staff, is committed to equal employment opportunity and a program of affirmative action to fulfill that commitment. This affirmative action plan serves as a guide that outlines to management his/her responsibilities regarding the implementation of the affirmative action program.

To support CDOT in achieving its mission, this affirmative action plan reinforces equal employment opportunity principles by ensuring that the workforce and public has an equal opportunity to enter public service and work in an environment that is free of unlawful employment barriers.

CDOT is committed to equal opportunity and non-discrimination under the laws instituted by the State and the U.S. Congress. It is the responsibility of every person within CDOT to incorporate and implement actions of equal opportunity. In addition, CDOT prohibits retaliation against any employee because he or she has made a report of alleged discrimination or harassment; has testified, assisted or participated in any manner in an investigation of such report; or has opposed discrimination or harassment.

CDOT is dedicated to the principles and goals of fairness, equality, courtesy, and respect for all individuals. As an employer, CDOT is committed to fairness and equality of opportunity in the workplace. All recruitment, hiring, training, promotions, transfers, and administration of all personnel policies, procedures, programs, and services are conducted or administered without regard to differences in age, ancestry, color, creed, marital status, disability, national origin, race, religion, gender or sexual orientation, political affiliation, organizational membership, and veteran's status, or other non-job related factors.

CDOT will ensure that no person shall, on the grounds of age, ancestry, color, creed, marital status, disability, national origin, race, religion, gender or sexual orientation, political affiliation, organizational membership, and veteran's status, or other non-job related factors, be excluded from participation in, be denied the benefit of, or be

subjected, to discrimination or harassment under any program or activity receiving state or federal financial assistance directly or indirectly by CDOT.

It is the policy of CDOT to promote equal opportunity in the employment of women, minorities, veterans and persons with disabilities. Reasonable accommodations are offered in the selection process and minimum qualifications are written to guarantee job relatedness.

Individuals responsible for classification and compensation review the minimum qualifications for positions to guarantee that women, minorities, veterans or persons with disabilities are not adversely screened out of the employment process. CDOT values the individual diversity of all employees, applicants, volunteers and citizens. Differences in age, race, ethnic heritage, religion, appearance, sexual orientation or any number of other distinguishing factors provide experiences, viewpoints and ideas that can strengthen and enrich our work environment. Our goal is to create an environment that is inclusive, respectful, and equitable; and to employ the talents of people with different backgrounds experiences, and perspectives to accomplish the mission of CDOT.

The Policy Directive (600.0) for CDOT on Equal Employment Opportunity and Affirmative Action can be found in the Appendices.

Introduction to CDOT

The Colorado Department of Transportation maintains 23,000 miles of roads and bridges— this equates to 9,146 highway center line miles and 3,447 bridges. The vehicle miles travelled (VMT) on our state highway system is now more than 27 billion—an increase of 57 percent since 1990. During the same time, our road capacity (or new lane miles) added to handle that growth increased by only 2 percent. Projections show the VMT is expected to grow by another 48 percent in the next 20 years.

CDOT takes care of more than 20 high-mountain passes, seven of which are higher than 11,000 feet. The Department's snow and ice budget in fiscal year 2014 million was \$69 million; and \$262 million total was spent on all maintenance activities. This means CDOT spends 35 percent of its maintenance budget on snow and ice control, alone.

CDOT Vision

To enhance the quality of life and the environment of the citizens of Colorado by creating an integrated transportation system that focuses on safely moving people and goods by offering convenient linkages among modal choices.

CDOT Mission

Provide freedom, connection and experience through travel.

CDOT Values

Safety -We work and live safely. We protect human life, preserve property, and put employee safety before production.

People -We value our employees. We acknowledge and recognize the skills and abilities of our coworkers and draw strength from our diversity and commitment to equal opportunity.

Integrity -We earn Colorado's trust. We are honest and responsible in all that we do and hold ourselves to the highest moral and ethical standards. We are honest and responsible in all that we do and hold ourselves to the highest moral and ethical standards.

Customer Service -We satisfy our customers. With a can-do attitude we work together and with others to respond effectively to our customer's needs.

Excellence -We are committed to quality. We are leaders and problem solvers, continuously improving our products and services in support of our commitment to provide the best transportation systems for Colorado.

Respect -We are kind and civil with everyone, and we act with courage and humility.

CDOT History

1909 – The first highway bill was passed by forming a three-member Highway Commission to approve work and allocate funds.

1917 – The State Highway Fund was created and the State Highway Department (CDOH – Colorado Department of Highways) was formed.

1968 – The legislation reorganized highway matters and created the Division of Highways

1991 – CDOH became Colorado Department of Transportation (CDOT)

2009 – The Division of Transit and Rail was created

2010 – 100 year anniversary

Colorado Department of Transportation Structure

(An organizational chart detailing the agency structure can be found in Appendix [A](#))

CDOT Headquarters is located in Denver Colorado. The Division of Human Resources tasked with managing the execution and reporting of internal EEO and Affirmative Action, are located at CDOT Headquarters.

CDOT is divided into five separate geographic Regions. Each Region has a Regional Transportation Director (RTD) appointed by the CDOT Executive Director, Shailen P. Bhatt. Each Region has a Regional Civil Rights Manager and staff who shares FHWA compliance obligations regarding Civil Rights Program implementation with the Headquarters based offices. The region locations and RTDs are as follows:

Region 1

Denver Metro
Paul Jesaitis
200 South Holly Street
Denver, CO 80222

Region 2

Pueblo
Karen Rowe
905 Erie Avenue
Pueblo, CO 81002

Region 3

Grand Junction
Dave Eller
222 South 6th Street, #317
Grand Jct., CO 81501-2769

Region 4

Greeley
Johnny Olson
10601 West 10th Street
Greeley, CO 80634

Region 5

Durango
Michael McVaugh
3803 North Main Avenue, #306
Durango, CO 81301

(A map of the state outlining Transportation Regions can be found in Appendix B)

Responsibility for Implementation

Shailen P. Bhatt, Executive Director of the Colorado Department of Transportation, has overall responsibility for implementation of the Equal Employment Opportunity Policy and the AAP. CDOT has assigned primary management responsibility and accountability for ensuring full compliance with the plan to Susan Rafferty, Director of the Division of Human Resources. The Affirmative Action Officer has the authority, resources, support of and access to top management necessary to ensure the effective implementation of the AAP. The Director of Human Resources actively supports the program and provides assistance whenever it is needed, making managers and supervisors aware of the program and requesting their cooperation and assistance. The name of the Affirmative Action Officer appears on internal and external communications.

The duties of the Affirmative Action Officer include:

- Recommending policy statements, AAP methods, and internal and external communication techniques. Affirmative action policies and procedures will continue to be developed to ensure an efficient yet positive interaction between the Affirmative Action Officer and the managers charged with employment responsibility.
- Assisting in the identification of problem areas, and developing strategies to eliminate any problems identified.
- Assisting line management and supervisors in devising solutions to equal employment problems, including counseling and training, to ensure full understanding of affirmative action and EEO policies and procedures.
- Designing and implementing monitoring and reporting methods that will:
 - Measure the effectiveness of CDOT's equal employment and AAP.
 - Indicate any need for remedial action.
 - Determine the degree to which CDOT's placement goals and objectives are being attained.
 - Provide management with a working understanding of CDOT's AAP placement goals and objectives.
- Meeting with managers, supervisors, and employees to assure that the company's EEO policies are being followed.
- Ensuring that supervisors understand that it is their responsibility to prevent all types of unlawful workplace harassment.
- Keeping management informed of developments in the equal employment opportunity and affirmative action area.

- Conducting a periodic audit to ensure that CDOT complies in the following ways:
 - EEO posters are properly displayed.
 - All employees are afforded the opportunity and are encouraged to participate in all CDOT sponsored educational, training, recreation, and social activities.

CDOT recognizes that the cooperation of supervisors and managers is required to reach the full potential of this AAP. Therefore, supervisors and managers are expected to:

- Assist the Affirmative Action Officer in the identification of any problem areas and help to eliminate any barriers to equal employment opportunity.
- Whenever possible, become involved in local minority organizations, women's organizations, community action groups, and community service programs.
- Work with the Affirmative Action Officer and Civil Rights Manager to periodically review hiring and promotion patterns and training programs to isolate impediments to the attainment of affirmative action placement goals and objectives. Results from these reviews are communicated through appropriate management meetings.
- Provide career counseling for employees as needed.
- Adhere to CDOT's policy of equal employment opportunity for all employees and ensure that the policy is understood, supported and adhered to by the employees they supervise.
- Take action to prevent the harassment of employees based on protected characteristics or due to a perception that an individual might have been the beneficiary of CDOT's affirmative action efforts.

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 Colorado Department of Transportation (CDOT) receives federal funds from a number of federal reporting agencies. These federal funds help support and maintain a number of CDOT'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 year, with annual progress reports provided to the Federal Highway Administration (FHWA) for approval. FHWA sets reporting requirements for CDOT in developing and implementing an effective affirmative action program. Currently, CDOT is required to have an approved Plan with Annual Update submissions

EEO-4 Report

The EEO-4 Report provides a job group analysis of the CDOT workforce. This report provides the total number of employees based on job category, salary, race, and gender. The State of Office of Finance and Budget prepares an EEO-4 report based on the employee data from June 30, every two years. CDOT is required by federal regulation to complete an Affirmative Action Report/Plan annually. The latest EEO-4 Report is included in the AAP and can be found in Appendix C.

CDOT has evaluated and realigned the new State Job Classifications, as a result of a classification study inclusive of the General Professional occupational category, with the EEO-4 groups and Census Codes. These can be found in Appendix D.

Organizational Profile

As one of the diagnostic components of Colorado Department of Transportation's AAP and to conform to applicable regulations, CDOT has completed a profile of the workforce within the State of Colorado. The organizational profile is an overview of the staffing patterns at this establishment and is used to determine whether there are areas in the workforce where minorities or women are underrepresented or concentrated. To complete our organizational profile we have elected to follow the Workforce Analysis methodology.

The following charts set forth our Workforce Analysis. The analysis identifies the departments at the Colorado Department of Transportation establishment and for each department lists all job titles from the lowest paid to the highest paid. For each job title, we provide the following data: the total number of incumbents, the total number of male and female incumbents, and the total number of male and female incumbents by racial/ethnic group.

An additional charts details a Department Analysis and, as expected, the regions are comprised mainly of maintenance and engineering staff at the entry levels. Headquarters contains a majority of the program and project support staff.

Information regarding the organizational structure, availability, placement goals, applicant pool analysis and shortfalls for each of CDOT's geographic Regions are located in the Appendices.

Colorado Department of Transportation

October 1, 2016 Annual Affirmative Action Plan

State of Colorado

Workforce Analysis

1100

R1 Maintenance

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2	
D8D1TX	D07	Total	2	Mal	0	0	0	0	0	0	0
General Labor I	8	Tot Min	2	Fem	2	0	1	0	1	0	0
D8D3XX	D11	Total	1	Mal	1	1	0	0	0	0	0
General Labor III	8	Tot Min	0	Fem	0	0	0	0	0	0	0
D6B1TX	D12	Total	2	Mal	2	0	0	0	1	1	0
Machining Trades I	7	Tot Min	2	Fem	0	0	0	0	0	0	0
D7D1TX	D09	Total	184	Mal	183	123	7	1	50	1	1
Transportation Mtc I	7	Tot Min	60	Fem	1	1	0	0	0	0	0
D6D1TX	D11	Total	2	Mal	2	2	0	0	0	0	0
Structural Trades I	7	Tot Min	0	Fem	0	0	0	0	0	0	0
D8D2XX	D08	Total	1	Mal	1	1	0	0	0	0	0
General Labor II	8	Tot Min	0	Fem	0	0	0	0	0	0	0
D7B3XX	D12	Total	30	Mal	28	16	3	0	8	1	0
Equipment Operator III	7	Tot Min	14	Fem	2	0	0	0	2	0	0
D6D2XX	D13	Total	1	Mal	1	1	0	0	0	0	0
Structural Trades II	7	Tot Min	0	Fem	0	0	0	0	0	0	0
D6A1TX	D13	Total	1	Mal	1	1	0	0	0	0	0
Electrical Trades I	7	Tot Min	0	Fem	0	0	0	0	0	0	0
D7B4XX	D13	Total	5	Mal	5	5	0	0	0	0	0
Equipment Operator IV	7	Tot Min	0	Fem	0	0	0	0	0	0	0
D7D2XX	D14	Total	48	Mal	48	32	4	0	12	0	0
Transportation Mtc II	7	Tot Min	16	Fem	0	0	0	0	0	0	0
D7A3XX	D15	Total	23	Mal	23	18	0	1	4	0	0
Equipment Mechanic III	7	Tot Min	5	Fem	0	0	0	0	0	0	0
D6D3XX	D15	Total	2	Mal	2	0	0	0	2	0	0
Structural Trades III	7	Tot Min	2	Fem	0	0	0	0	0	0	0
D6A2XX	D16	Total	2	Mal	2	1	0	0	1	0	0
Electrical Trades II	7	Tot Min	1	Fem	0	0	0	0	0	0	0

Workforce Analysis

1100

R1 Maintenance

Job Code & Title	Grade & EEO Code		Total		W	B	A	H	I	P	2	
D6B3XX	D15	Total	3	Mal	3	2	0	0	1	0	0	0
Machining Trades III	7	Tot Min	1	Fem	0	0	0	0	0	0	0	0
D7D3XX	D15	Total	23	Mal	21	12	1	1	7	0	0	0
Transportation Mtc III	7	Tot Min	9	Fem	2	2	0	0	0	0	0	0
D7A4XX	D16	Total	1	Mal	1	1	0	0	0	0	0	0
Equipment Mechanic IV	7	Tot Min	0	Fem	0	0	0	0	0	0	0	0
D6A3XX	D18	Total	1	Mal	1	1	0	0	0	0	0	0
Electrical Trades III	7	Tot Min	0	Fem	0	0	0	0	0	0	0	0
Total for 1100		Total	332	Mal	325	217	15	3	86	3	1	0
		Tot Min	112	Fem	7	3	1	0	3	0	0	0

1200

R1 Engineering

Job Code & Title	Grade & EEO Code		Total		W	B	A	H	I	P	2	
D9B2TX	D08	Total	1	Mal	1	1	0	0	0	0	0	0
Engr/Phys Sci Asst II	7	Tot Min	0	Fem	0	0	0	0	0	0	0	0
G3A3XX	G10	Total	1	Mal	0	0	0	0	0	0	0	0
Admin Assistant II	6	Tot Min	1	Fem	1	0	0	1	0	0	0	0
G3A4XX	G16	Total	6	Mal	0	0	0	0	0	0	0	0
Admin Assistant III	6	Tot Min	3	Fem	6	3	1	0	2	0	0	0
D9B3XX	D12	Total	1	Mal	1	1	0	0	0	0	0	0
Engr/Phys Sci Asst III	7	Tot Min	0	Fem	0	0	0	0	0	0	0	0
I9B1IX	I01	Total	1	Mal	0	0	0	0	0	0	0	0
Land Survey Intern I	3	Tot Min	0	Fem	1	1	0	0	0	0	0	0
I5D1*A	I05	Total	17	Mal	16	14	1	0	1	0	0	0
Engr/Phys Sci Tech I	3	Tot Min	2	Fem	1	1	0	0	0	0	0	0
I5D1*B	I05	Total	1	Mal	1	0	1	0	0	0	0	0
Engr/Phys Sci Tech I	3	Tot Min	1	Fem	0	0	0	0	0	0	0	0
I9B2TX	I04	Total	1	Mal	1	1	0	0	0	0	0	0
Land Survey Intern II	3	Tot Min	0	Fem	0	0	0	0	0	0	0	0

Workforce Analysis

1200

R1 Engineering

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2	
H4R1XX	H18	Total	3	Mal	0	0	0	0	0	0	0
Program Assistant I	5	Tot Min	2	Fem	3	1	2	0	0	0	0
H1B3XX	H19	Total	1	Mal	1	1	0	0	0	0	0
Administrator III	2	Tot Min	0	Fem	0	0	0	0	0	0	0
H4R2XX	H20	Total	2	Mal	0	0	0	0	0	0	0
Program Assistant II	5	Tot Min	1	Fem	2	1	0	0	1	0	0
I5D2*A	I07	Total	12	Mal	8	5	0	0	1	1	1
Engr/Phys Sci Tech II	3	Tot Min	4	Fem	4	3	0	0	1	0	0
H1M3XX	H19	Total	1	Mal	0	0	0	0	0	0	0
Real Estate Spec III	2	Tot Min	1	Fem	1	0	0	0	1	0	0
I2C1IA	I10	Total	4	Mal	3	1	1	0	1	0	0
Engineer-In-Training I	2	Tot Min	2	Fem	1	1	0	0	0	0	0
I2C2TA	I12	Total	8	Mal	7	6	1	0	0	0	0
Engineer-In-Training II	2	Tot Min	2	Fem	1	0	0	1	0	0	0
H1M4XX	H28	Total	1	Mal	0	0	0	0	0	0	0
Real Estate Spec IV	2	Tot Min	0	Fem	1	1	0	0	0	0	0
I5D3*A	I09	Total	16	Mal	15	11	0	1	3	0	0
Engr/Phys Sci Tech III	3	Tot Min	5	Fem	1	0	1	0	0	0	0
I5D3*B	I09	Total	1	Mal	1	0	0	0	1	0	0
Engr/Phys Sci Tech III	3	Tot Min	1	Fem	0	0	0	0	0	0	0
I9B3XX	I10	Total	7	Mal	6	5	0	0	1	0	0
Prof Land Surveyor I	2	Tot Min	1	Fem	1	1	0	0	0	0	0
H1F4XX	H28	Total	3	Mal	3	3	0	0	0	0	0
Appraiser II	2	Tot Min	0	Fem	0	0	0	0	0	0	0
H1B4XX	H28	Total	1	Mal	0	0	0	0	0	0	0
Administrator IV	2	Tot Min	0	Fem	1	1	0	0	0	0	0
I5C1*B	I12	Total	2	Mal	1	1	0	0	0	0	0
Civil Eng Proj Manager I	3	Tot Min	1	Fem	1	0	0	1	0	0	0
I5C1*A	I12	Total	10	Mal	9	7	0	0	0	1	1
Civil Eng Proj Manager I	3	Tot Min	2	Fem	1	1	0	0	0	0	0

Workforce Analysis

1200

R1 Engineering

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2		
I2C3*A	I14	Total	3	Mal	1	0	0	0	1	0	0	0
Engineer-In-Training III	2	Tot Min	2	Fem	2	1	1	0	0	0	0	0
H1M5XX	H33	Total	2	Mal	1	0	0	1	0	0	0	0
Real Estate Spec V	2	Tot Min	1	Fem	1	1	0	0	0	0	0	0
I2C4*A	I16	Total	52	Mal	44	34	0	4	5	1	0	0
Professional Engineer I	2	Tot Min	13	Fem	8	5	1	1	1	0	0	0
H1B5XX	H33	Total	1	Mal	1	1	0	0	0	0	0	0
Administrator V	2	Tot Min	0	Fem	0	0	0	0	0	0	0	0
I5C2*A	I16	Total	8	Mal	6	5	0	0	1	0	0	0
Civil Eng Proj Manager II	3	Tot Min	1	Fem	2	2	0	0	0	0	0	0
I5C2*B	I16	Total	4	Mal	2	2	0	0	0	0	0	0
Civil Eng Proj Manager II	3	Tot Min	0	Fem	2	2	0	0	0	0	0	0
I9B4XX	I16	Total	3	Mal	2	2	0	0	0	0	0	0
Prof Land Surveyor II	2	Tot Min	0	Fem	1	1	0	0	0	0	0	0
H1A6XX	H35	Total	1	Mal	0	0	0	0	0	0	0	0
Program Management II	2	Tot Min	0	Fem	1	1	0	0	0	0	0	0
I2C5*A	I19	Total	22	Mal	20	13	4	1	2	0	0	0
Professional Engineer II	2	Tot Min	8	Fem	2	1	0	1	0	0	0	0
H1A7XX	H36	Total	1	Mal	0	0	0	0	0	0	0	0
Program Management III	2	Tot Min	0	Fem	1	1	0	0	0	0	0	0
I2C6*A	I20	Total	5	Mal	4	3	0	0	1	0	0	0
Professional Engineer III	2	Tot Min	1	Fem	1	1	0	0	0	0	0	0
Total for 1200		Total	203	Mal	155	117	8	7	18	3	2	0
		Tot Min	55	Fem	48	31	6	5	6	0	0	0

1300

R1 Program Support

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2		
G3A3XX	G10	Total	1	Mal	1	1	0	0	0	0	0	0
Admin Assistant II	6	Tot Min	0	Fem	0	0	0	0	0	0	0	0

Workforce Analysis

1300

R1 Program Support

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2	
H8B3XX	H16	Total	3	Mal	0	0	0	0	0	0	0
Accounting Technician III	5	Tot Min	1	Fem	3	2	0	0	1	0	0
H1B2XX	H14	Total	1	Mal	0	0	0	0	0	0	0
Administrator II	2	Tot Min	1	Fem	1	0	0	0	1	0	0
H8A1XX	H14	Total	1	Mal	0	0	0	0	0	0	0
Accountant I	2	Tot Min	0	Fem	1	1	0	0	0	0	0
H4M3XX	H16	Total	1	Mal	0	0	0	0	0	0	0
Technician III	5	Tot Min	0	Fem	1	1	0	0	0	0	0
H4R1XX	H18	Total	2	Mal	0	0	0	0	0	0	0
Program Assistant I	5	Tot Min	1	Fem	2	1	0	0	1	0	0
H1B3XX	H19	Total	1	Mal	0	0	0	0	0	0	0
Administrator III	2	Tot Min	1	Fem	1	0	1	0	0	0	0
H1C3XX	H19	Total	1	Mal	1	1	0	0	0	0	0
Analyst III	2	Tot Min	0	Fem	0	0	0	0	0	0	0
H1B4XX	H28	Total	10	Mal	4	4	0	0	0	0	0
Administrator IV	2	Tot Min	1	Fem	6	5	0	0	0	1	0
H1J4XX	H28	Total	1	Mal	0	0	0	0	0	0	0
Planning Specialist IV	2	Tot Min	0	Fem	1	1	0	0	0	0	0
H4H4XX	H28	Total	2	Mal	2	2	0	0	0	0	0
Safety Specialist IV	2	Tot Min	0	Fem	0	0	0	0	0	0	0
I2D3XX	I12	Total	1	Mal	0	0	0	0	0	0	0
Landscape Architect I	2	Tot Min	0	Fem	1	1	0	0	0	0	0
H1B5XX	H33	Total	4	Mal	3	3	0	0	0	0	0
Administrator V	2	Tot Min	0	Fem	1	1	0	0	0	0	0
H1A6XX	H35	Total	2	Mal	1	0	0	0	1	0	0
Program Management II	2	Tot Min	2	Fem	1	0	0	0	1	0	0
H1A7XX	H36	Total	1	Mal	1	1	0	0	0	0	0
Program Management III	2	Tot Min	0	Fem	0	0	0	0	0	0	0
H6G8XX	H36	Total	2	Mal	1	0	0	0	1	0	0
Management	1	Tot Min	1	Fem	1	1	0	0	0	0	0

Workforce Analysis

1300

R1 Program Support

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2	
160SES	999	Total	1	Mal	1	1	0	0	0	0	0
Senior Executive Service	1	Tot Min	0	Fem	0	0	0	0	0	0	0
Total for 1300		Total	35	Mal	15	13	0	0	2	0	0
		Tot Min	8	Fem	20	14	1	0	4	0	1

1400

R1 Maint. Support

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2	
D8G1TX	D06	Total	1	Mal	1	0	1	0	0	0	0
Materials Handler I	8	Tot Min	1	Fem	0	0	0	0	0	0	0
D8G2XX	D09	Total	2	Mal	1	1	0	0	0	0	0
Materials Handler II	8	Tot Min	0	Fem	1	1	0	0	0	0	0
G2D4XX	G12	Total	1	Mal	0	0	0	0	0	0	0
Data Specialist	6	Tot Min	0	Fem	1	1	0	0	0	0	0
G3A4XX	G16	Total	8	Mal	0	0	0	0	0	0	0
Admin Assistant III	6	Tot Min	2	Fem	8	6	0	0	2	0	0
H4M3XX	H16	Total	1	Mal	1	1	0	0	0	0	0
Technician III	5	Tot Min	0	Fem	0	0	0	0	0	0	0
H4M4XX	H18	Total	4	Mal	3	2	0	0	1	0	0
Technician IV	5	Tot Min	1	Fem	1	1	0	0	0	0	0
G3A5XX	G20	Total	1	Mal	0	0	0	0	0	0	0
Office Manager I	6	Tot Min	0	Fem	1	1	0	0	0	0	0
D8G4XX	D15	Total	1	Mal	1	0	0	0	1	0	0
Materials Supervisor	8	Tot Min	1	Fem	0	0	0	0	0	0	0
D9D1TX	D18	Total	11	Mal	11	8	1	0	2	0	0
LTC Operations I	7	Tot Min	3	Fem	0	0	0	0	0	0	0
D9D2XX	D20	Total	2	Mal	2	1	0	0	1	0	0
LTC Operations II	7	Tot Min	1	Fem	0	0	0	0	0	0	0
H1A5XX	H33	Total	3	Mal	3	3	0	0	0	0	0
Program Management I	2	Tot Min	0	Fem	0	0	0	0	0	0	0

Workforce Analysis

1400

R1 Maint. Support

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2	
H1A7XX	H36	Total	1	Mal	1	0	1	0	0	0	0
Program Management III	2	Tot Min	1	Fem	0	0	0	0	0	0	0
H6G8XX	H36	Total	1	Mal	1	1	0	0	0	0	0
Management	1	Tot Min	0	Fem	0	0	0	0	0	0	0
Total for 1400		Total	37	Mal	25	17	3	0	5	0	0
		Tot Min	10	Fem	12	10	0	0	2	0	0

1500

R1 Tunnel

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2	
G3A3XX	G10	Total	1	Mal	0	0	0	0	0	0	0
Admin Assistant II	6	Tot Min	0	Fem	1	1	0	0	0	0	0
D7D1TX	D09	Total	18	Mal	17	14	0	0	1	1	0
Transportation Mtc I	7	Tot Min	3	Fem	1	1	0	0	0	0	0
G3A4XX	G16	Total	1	Mal	0	0	0	0	0	0	0
Admin Assistant III	6	Tot Min	0	Fem	1	1	0	0	0	0	0
D7D2XX	D14	Total	4	Mal	4	4	0	0	0	0	0
Transportation Mtc II	7	Tot Min	0	Fem	0	0	0	0	0	0	0
D6C2XX	D15	Total	5	Mal	5	5	0	0	0	0	0
Pipe/Mech Trades II	7	Tot Min	0	Fem	0	0	0	0	0	0	0
D6E1TX	D15	Total	1	Mal	0	0	0	0	0	0	0
Utility Plant Oper I	7	Tot Min	1	Fem	1	0	0	0	1	0	0
G3A5XX	G20	Total	1	Mal	0	0	0	0	0	0	0
Office Manager I	6	Tot Min	0	Fem	1	1	0	0	0	0	0
I5E3XX	I08	Total	1	Mal	1	1	0	0	0	0	0
Electronics Spec II	3	Tot Min	0	Fem	0	0	0	0	0	0	0
D7D3XX	D15	Total	2	Mal	2	1	0	0	1	0	0
Transportation Mtc III	7	Tot Min	1	Fem	0	0	0	0	0	0	0
D6C3XX	D17	Total	1	Mal	1	1	0	0	0	0	0
Pipe/Mech Trades III	7	Tot Min	0	Fem	0	0	0	0	0	0	0

Workforce Analysis

1500

R1 Tunnel

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2	
I5E4XX	I10	Total	1	Mal	1	1	0	0	0	0	0
Electronics Spec III	3	Tot Min	0	Fem	0	0	0	0	0	0	0
D9D1TX	D18	Total	2	Mal	2	2	0	0	0	0	0
LTC Operations I	7	Tot Min	0	Fem	0	0	0	0	0	0	0
I5E5XX	I14	Total	1	Mal	1	1	0	0	0	0	0
Electronics Spec IV	3	Tot Min	0	Fem	0	0	0	0	0	0	0
H1A7XX	H36	Total	1	Mal	1	0	0	0	1	0	0
Program Management III	2	Tot Min	1	Fem	0	0	0	0	0	0	0
Total for 1500		Total	40	Mal	35	30	0	0	3	1	0
		Tot Min	6	Fem	5	4	0	0	1	0	0

2100

R2 Maintenance

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2	
D8D1TX	D07	Total	5	Mal	4	1	0	0	3	0	0
General Labor I	8	Tot Min	3	Fem	1	1	0	0	0	0	0
D7D1TX	D09	Total	124	Mal	121	91	3	0	25	1	1
Transportation Mtc I	7	Tot Min	30	Fem	3	3	0	0	0	0	0
D7B3XX	D12	Total	18	Mal	18	15	0	0	3	0	0
Equipment Operator III	7	Tot Min	3	Fem	0	0	0	0	0	0	0
D6A1TX	D13	Total	3	Mal	3	3	0	0	0	0	0
Electrical Trades I	7	Tot Min	0	Fem	0	0	0	0	0	0	0
D7B4XX	D13	Total	6	Mal	6	5	0	0	1	0	0
Equipment Operator IV	7	Tot Min	1	Fem	0	0	0	0	0	0	0
D7D2XX	D14	Total	58	Mal	58	44	1	0	12	1	0
Transportation Mtc II	7	Tot Min	14	Fem	0	0	0	0	0	0	0
D6B2XX	D13	Total	1	Mal	1	0	0	0	1	0	0
Machining Trades II	7	Tot Min	1	Fem	0	0	0	0	0	0	0
D7A3XX	D15	Total	14	Mal	14	12	0	0	2	0	0
Equipment Mechanic III	7	Tot Min	2	Fem	0	0	0	0	0	0	0

Workforce Analysis

2100

R2 Maintenance

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2	
D6A2XX	D16	Total	3	Mal	3	3	0	0	0	0	0
Electrical Trades II	7	Tot Min	0	Fem	0	0	0	0	0	0	0
I5E3XX	I08	Total	1	Mal	1	0	1	0	0	0	0
Electronics Spec II	3	Tot Min	1	Fem	0	0	0	0	0	0	0
D7D3XX	D15	Total	14	Mal	14	10	0	0	4	0	0
Transportation Mtc III	7	Tot Min	4	Fem	0	0	0	0	0	0	0
D7A4XX	D16	Total	1	Mal	1	1	0	0	0	0	0
Equipment Mechanic IV	7	Tot Min	0	Fem	0	0	0	0	0	0	0
I5E4XX	I10	Total	1	Mal	1	1	0	0	0	0	0
Electronics Spec III	3	Tot Min	0	Fem	0	0	0	0	0	0	0
Total for 2100		Total	249	Mal	245	186	5	0	51	2	1
		Tot Min	59	Fem	4	4	0	0	0	0	0

2200

R2 Engineering

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2	
H1B1TX	H12	Total	1	Mal	1	1	0	0	0	0	0
Administrator I	2	Tot Min	0	Fem	0	0	0	0	0	0	0
G3A4XX	G16	Total	3	Mal	0	0	0	0	0	0	0
Admin Assistant III	6	Tot Min	2	Fem	3	1	0	0	2	0	0
D9B3XX	D12	Total	1	Mal	1	0	0	0	1	0	0
Engr/Phys Sci Asst III	7	Tot Min	1	Fem	0	0	0	0	0	0	0
I5D1*A	I05	Total	5	Mal	5	2	0	0	3	0	0
Engr/Phys Sci Tech I	3	Tot Min	3	Fem	0	0	0	0	0	0	0
H1M2XX	H14	Total	1	Mal	0	0	0	0	0	0	0
Real Estate Spec II	2	Tot Min	0	Fem	1	1	0	0	0	0	0
I9B2TX	I04	Total	1	Mal	1	1	0	0	0	0	0
Land Survey Intern II	3	Tot Min	0	Fem	0	0	0	0	0	0	0
H4R1XX	H18	Total	3	Mal	0	0	0	0	0	0	0
Program Assistant I	5	Tot Min	0	Fem	3	3	0	0	0	0	0

Workforce Analysis

2200

R2 Engineering

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2		
I5D2*A	I07	Total	6	Mal	6	5	0	0	1	0	0	0
Engr/Phys Sci Tech II	3	Tot Min	1	Fem	0	0	0	0	0	0	0	0
H1M3XX	H19	Total	1	Mal	1	1	0	0	0	0	0	0
Real Estate Spec III	2	Tot Min	0	Fem	0	0	0	0	0	0	0	0
I2C1IA	I10	Total	4	Mal	4	2	0	0	2	0	0	0
Engineer-In-Training I	2	Tot Min	2	Fem	0	0	0	0	0	0	0	0
I2C2TA	I12	Total	2	Mal	2	2	0	0	0	0	0	0
Engineer-In-Training II	2	Tot Min	0	Fem	0	0	0	0	0	0	0	0
H1M4XX	H28	Total	2	Mal	0	0	0	0	0	0	0	0
Real Estate Spec IV	2	Tot Min	0	Fem	2	2	0	0	0	0	0	0
I5D3*A	I09	Total	9	Mal	9	9	0	0	0	0	0	0
Engr/Phys Sci Tech III	3	Tot Min	0	Fem	0	0	0	0	0	0	0	0
I9B3XX	I10	Total	3	Mal	2	2	0	0	0	0	0	0
Prof Land Surveyor I	2	Tot Min	1	Fem	1	0	0	0	1	0	0	0
H1F4XX	H28	Total	2	Mal	1	1	0	0	0	0	0	0
Appraiser II	2	Tot Min	0	Fem	1	1	0	0	0	0	0	0
H1B4XX	H28	Total	1	Mal	0	0	0	0	0	0	0	0
Administrator IV	2	Tot Min	1	Fem	1	0	0	0	1	0	0	0
I5C1*B	I12	Total	3	Mal	2	0	0	0	2	0	0	0
Civil Eng Proj Manager I	3	Tot Min	2	Fem	1	1	0	0	0	0	0	0
I5C1*A	I12	Total	8	Mal	8	5	0	0	3	0	0	0
Civil Eng Proj Manager I	3	Tot Min	3	Fem	0	0	0	0	0	0	0	0
I2C3*A	I14	Total	1	Mal	1	0	0	0	1	0	0	0
Engineer-In-Training III	2	Tot Min	1	Fem	0	0	0	0	0	0	0	0
D9D2XX	D20	Total	1	Mal	1	1	0	0	0	0	0	0
LTC Operations II	7	Tot Min	0	Fem	0	0	0	0	0	0	0	0
H1M5XX	H33	Total	1	Mal	0	0	0	0	0	0	0	0
Real Estate Spec V	2	Tot Min	0	Fem	1	1	0	0	0	0	0	0
I2C4*A	I16	Total	18	Mal	13	11	0	1	1	0	0	0
Professional Engineer I	2	Tot Min	4	Fem	5	3	0	0	2	0	0	0

Workforce Analysis

2200

R2 Engineering

Job Code & Title	Grade & EEO Code		Total		W	B	A	H	I	P	2	
I5C2*A	I16	Total	5	Mal	5	3	0	0	2	0	0	0
Civil Eng Proj Manager II	3	Tot Min	2	Fem	0	0	0	0	0	0	0	0
I9B4XX	I16	Total	2	Mal	2	2	0	0	0	0	0	0
Prof Land Surveyor II	2	Tot Min	0	Fem	0	0	0	0	0	0	0	0
I2C5*A	I19	Total	9	Mal	9	9	0	0	0	0	0	0
Professional Engineer II	2	Tot Min	0	Fem	0	0	0	0	0	0	0	0
H1A7XX	H36	Total	1	Mal	1	0	0	0	1	0	0	0
Program Management III	2	Tot Min	1	Fem	0	0	0	0	0	0	0	0
I2C6*A	I20	Total	3	Mal	2	2	0	0	0	0	0	0
Professional Engineer III	2	Tot Min	1	Fem	1	0	0	1	0	0	0	0
Total for 2200		Total	97	Mal	77	59	0	1	17	0	0	0
		Tot Min	25	Fem	20	13	0	1	6	0	0	0

2300

R2 Program Support

Job Code & Title	Grade & EEO Code		Total		W	B	A	H	I	P	2	
G3A4XX	G16	Total	1	Mal	0	0	0	0	0	0	0	0
Admin Assistant III	6	Tot Min	1	Fem	1	0	0	0	1	0	0	0
H8B3XX	H16	Total	4	Mal	0	0	0	0	0	0	0	0
Accounting Technician III	5	Tot Min	1	Fem	4	3	0	0	1	0	0	0
H1B2XX	H14	Total	1	Mal	0	0	0	0	0	0	0	0
Administrator II	2	Tot Min	0	Fem	1	1	0	0	0	0	0	0
H1B3XX	H19	Total	4	Mal	1	0	0	0	1	0	0	0
Administrator III	2	Tot Min	1	Fem	3	3	0	0	0	0	0	0
H4R2XX	H20	Total	1	Mal	0	0	0	0	0	0	0	0
Program Assistant II	5	Tot Min	1	Fem	1	0	0	0	1	0	0	0
H1B4XX	H28	Total	4	Mal	2	1	0	0	1	0	0	0
Administrator IV	2	Tot Min	1	Fem	2	2	0	0	0	0	0	0
H1J4XX	H28	Total	1	Mal	0	0	0	0	0	0	0	0
Planning Specialist IV	2	Tot Min	1	Fem	1	0	0	0	1	0	0	0

Workforce Analysis

2300

R2 Program Support

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2	
H4H4XX	H28	Total	1	Mal	1	1	0	0	0	0	0
Safety Specialist IV	2	Tot Min	0	Fem	0	0	0	0	0	0	
H1K4XX	H28	Total	1	Mal	1	1	0	0	0	0	
Project Manager I	2	Tot Min	0	Fem	0	0	0	0	0	0	
H1B5XX	H33	Total	1	Mal	0	0	0	0	0	0	
Administrator V	2	Tot Min	0	Fem	1	1	0	0	0	0	
H1A6XX	H35	Total	2	Mal	2	2	0	0	0	0	
Program Management II	2	Tot Min	0	Fem	0	0	0	0	0	0	
160SES	999	Total	1	Mal	0	0	0	0	0	0	
Senior Executive Service	1	Tot Min	0	Fem	1	1	0	0	0	0	
Total for 2300		Total	22	Mal	7	5	0	2	0	0	
		Tot Min	6	Fem	15	11	0	4	0	0	

2400

R2 Maint. Support

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2
D8D1TX	D07	Total	1	Mal	1	0	0	0	1	0
General Labor I	8	Tot Min	1	Fem	0	0	0	0	0	0
D8G2XX	D09	Total	1	Mal	1	1	0	0	0	0
Materials Handler II	8	Tot Min	0	Fem	0	0	0	0	0	0
G3A4XX	G16	Total	7	Mal	0	0	0	0	0	0
Admin Assistant III	6	Tot Min	1	Fem	7	6	0	0	1	0
D8G3XX	D13	Total	1	Mal	1	0	0	0	1	0
Materials Handler III	8	Tot Min	1	Fem	0	0	0	0	0	0
H4M3XX	H16	Total	1	Mal	1	1	0	0	0	0
Technician III	5	Tot Min	0	Fem	0	0	0	0	0	0
H4M4XX	H18	Total	1	Mal	0	0	0	0	0	0
Technician IV	5	Tot Min	0	Fem	1	1	0	0	0	0
G3A5XX	G20	Total	1	Mal	0	0	0	0	0	0
Office Manager I	6	Tot Min	0	Fem	1	1	0	0	0	0

Workforce Analysis

2400

R2 Maint. Support

Job Code & Title	Grade & EEO Code		Total		W	B	A	H	I	P	2	
D9D1TX	D18	Total	8	Mal	8	7	0	0	1	0	0	0
LTC Operations I	7	Tot Min	1	Fem	0	0	0	0	0	0	0	0
D9D2XX	D20	Total	1	Mal	1	1	0	0	0	0	0	0
LTC Operations II	7	Tot Min	0	Fem	0	0	0	0	0	0	0	0
H1A5XX	H33	Total	1	Mal	1	0	0	0	1	0	0	0
Program Management I	2	Tot Min	1	Fem	0	0	0	0	0	0	0	0
H1A7XX	H36	Total	1	Mal	1	1	0	0	0	0	0	0
Program Management III	2	Tot Min	0	Fem	0	0	0	0	0	0	0	0
Total for 2400		Total	24	Mal	15	11	0	0	4	0	0	0
		Tot Min	5	Fem	9	8	0	0	1	0	0	0

3100

R3 Maintenance

Job Code & Title	Grade & EEO Code		Total		W	B	A	H	I	P	2	
D8D1TX	D07	Total	2	Mal	1	1	0	0	0	0	0	0
General Labor I	8	Tot Min	0	Fem	1	1	0	0	0	0	0	0
D8G2XX	D09	Total	1	Mal	1	1	0	0	0	0	0	0
Materials Handler II	8	Tot Min	0	Fem	0	0	0	0	0	0	0	0
D7D1TX	D09	Total	170	Mal	164	152	1	1	10	0	0	0
Transportation Mtc I	7	Tot Min	12	Fem	6	6	0	0	0	0	0	0
D7B3XX	D12	Total	9	Mal	9	9	0	0	0	0	0	0
Equipment Operator III	7	Tot Min	0	Fem	0	0	0	0	0	0	0	0
D6D2XX	D13	Total	6	Mal	6	4	0	0	2	0	0	0
Structural Trades II	7	Tot Min	2	Fem	0	0	0	0	0	0	0	0
D8G3XX	D13	Total	1	Mal	1	0	0	0	1	0	0	0
Materials Handler III	8	Tot Min	1	Fem	0	0	0	0	0	0	0	0
D7B4XX	D13	Total	8	Mal	8	7	0	0	1	0	0	0
Equipment Operator IV	7	Tot Min	1	Fem	0	0	0	0	0	0	0	0
D7D2XX	D14	Total	52	Mal	51	46	2	0	3	0	0	0
Transportation Mtc II	7	Tot Min	5	Fem	1	1	0	0	0	0	0	0

Workforce Analysis

3100

R3 Maintenance

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2	
D6B2XX	D13	Total	2	Mal	2	2	0	0	0	0	0
Machining Trades II	7	Tot Min	0	Fem	0	0	0	0	0	0	0
D7A3XX	D15	Total	22	Mal	22	21	0	0	1	0	0
Equipment Mechanic III	7	Tot Min	1	Fem	0	0	0	0	0	0	0
D6D3XX	D15	Total	1	Mal	1	0	0	0	1	0	0
Structural Trades III	7	Tot Min	1	Fem	0	0	0	0	0	0	0
D6A2XX	D16	Total	9	Mal	9	9	0	0	0	0	0
Electrical Trades II	7	Tot Min	0	Fem	0	0	0	0	0	0	0
D6B3XX	D15	Total	3	Mal	3	2	0	0	1	0	0
Machining Trades III	7	Tot Min	1	Fem	0	0	0	0	0	0	0
D7D3XX	D15	Total	23	Mal	21	17	0	0	3	1	0
Transportation Mtc III	7	Tot Min	4	Fem	2	2	0	0	0	0	0
D7A4XX	D16	Total	2	Mal	2	2	0	0	0	0	0
Equipment Mechanic IV	7	Tot Min	0	Fem	0	0	0	0	0	0	0
D6A3XX	D18	Total	2	Mal	2	2	0	0	0	0	0
Electrical Trades III	7	Tot Min	0	Fem	0	0	0	0	0	0	0
Total for 3100		Total	313	Mal	303	275	3	1	23	1	0
		Tot Min	28	Fem	10	10	0	0	0	0	0

3200

R3 Engineering

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2	
D9B2TX	D08	Total	2	Mal	1	1	0	0	0	0	0
Engr/Phys Sci Asst II	7	Tot Min	0	Fem	1	1	0	0	0	0	0
D7D1TX	D09	Total	1	Mal	1	1	0	0	0	0	0
Transportation Mtc I	7	Tot Min	0	Fem	0	0	0	0	0	0	0
G3A4XX	G16	Total	4	Mal	0	0	0	0	0	0	0
Admin Assistant III	6	Tot Min	1	Fem	4	3	0	1	0	0	0
D9B3XX	D12	Total	3	Mal	2	2	0	0	0	0	0
Engr/Phys Sci Asst III	7	Tot Min	0	Fem	1	1	0	0	0	0	0

Workforce Analysis

3200

R3 Engineering

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2	
I5D1*A	I05	Total	6	Mal	6	6	0	0	0	0	0
Engr/Phys Sci Tech I	3	Tot Min	0	Fem	0	0	0	0	0	0	0
H4R1XX	H18	Total	3	Mal	0	0	0	0	0	0	0
Program Assistant I	5	Tot Min	0	Fem	3	3	0	0	0	0	0
H1B3XX	H19	Total	1	Mal	1	1	0	0	0	0	0
Administrator III	2	Tot Min	0	Fem	0	0	0	0	0	0	0
H4M4XX	H18	Total	1	Mal	0	0	0	0	0	0	0
Technician IV	5	Tot Min	0	Fem	1	1	0	0	0	0	0
I5D2*A	I07	Total	8	Mal	5	5	0	0	0	0	0
Engr/Phys Sci Tech II	3	Tot Min	0	Fem	3	3	0	0	0	0	0
I5D2*B	I07	Total	1	Mal	1	1	0	0	0	0	0
Engr/Phys Sci Tech II	3	Tot Min	0	Fem	0	0	0	0	0	0	0
I2C1IA	I10	Total	3	Mal	3	3	0	0	0	0	0
Engineer-In-Training I	2	Tot Min	0	Fem	0	0	0	0	0	0	0
I2C2TA	I12	Total	1	Mal	1	1	0	0	0	0	0
Engineer-In-Training II	2	Tot Min	0	Fem	0	0	0	0	0	0	0
H1M4XX	H28	Total	2	Mal	2	2	0	0	0	0	0
Real Estate Spec IV	2	Tot Min	0	Fem	0	0	0	0	0	0	0
I5D3*A	I09	Total	9	Mal	7	7	0	0	0	0	0
Engr/Phys Sci Tech III	3	Tot Min	0	Fem	2	2	0	0	0	0	0
I9B3XX	I10	Total	3	Mal	3	3	0	0	0	0	0
Prof Land Surveyor I	2	Tot Min	0	Fem	0	0	0	0	0	0	0
H1F4XX	H28	Total	2	Mal	1	1	0	0	0	0	0
Appraiser II	2	Tot Min	0	Fem	1	1	0	0	0	0	0
I5C1*A	I12	Total	6	Mal	6	6	0	0	0	0	0
Civil Eng Proj Manager I	3	Tot Min	0	Fem	0	0	0	0	0	0	0
I2C3*A	I14	Total	1	Mal	1	1	0	0	0	0	0
Engineer-In-Training III	2	Tot Min	0	Fem	0	0	0	0	0	0	0
D9D2XX	D20	Total	1	Mal	1	1	0	0	0	0	0
LTC Operations II	7	Tot Min	0	Fem	0	0	0	0	0	0	0

Workforce Analysis

3200

R3 Engineering

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2	
H1M5XX	H33	Total	1	Mal	0	0	0	0	0	0	0
Real Estate Spec V	2	Tot Min	0	Fem	1	1	0	0	0	0	0
I2C4*A	I16	Total	22	Mal	19	18	0	0	1	0	0
Professional Engineer I	2	Tot Min	2	Fem	3	2	0	1	0	0	0
H1B5XX	H33	Total	1	Mal	1	1	0	0	0	0	0
Administrator V	2	Tot Min	0	Fem	0	0	0	0	0	0	0
I5C2*A	I16	Total	3	Mal	3	2	0	0	1	0	0
Civil Eng Proj Manager II	3	Tot Min	1	Fem	0	0	0	0	0	0	0
I9B4XX	I16	Total	1	Mal	1	1	0	0	0	0	0
Prof Land Surveyor II	2	Tot Min	0	Fem	0	0	0	0	0	0	0
H1K5XX	H33	Total	3	Mal	3	3	0	0	0	0	0
Project Manager II	2	Tot Min	0	Fem	0	0	0	0	0	0	0
I2C5*A	I19	Total	10	Mal	7	6	0	0	1	0	0
Professional Engineer II	2	Tot Min	1	Fem	3	3	0	0	0	0	0
H1A7XX	H36	Total	1	Mal	1	1	0	0	0	0	0
Program Management III	2	Tot Min	0	Fem	0	0	0	0	0	0	0
I2C6*A	I20	Total	4	Mal	3	3	0	0	0	0	0
Professional Engineer III	2	Tot Min	0	Fem	1	1	0	0	0	0	0
Total for 3200		Total	104	Mal	80	77	0	0	3	0	0
		Tot Min	5	Fem	24	22	0	2	0	0	0

3300

R3 Program Support

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2	
G3A3XX	G10	Total	1	Mal	0	0	0	0	0	0	0
Admin Assistant II	6	Tot Min	0	Fem	1	1	0	0	0	0	0
G3A4XX	G16	Total	1	Mal	0	0	0	0	0	0	0
Admin Assistant III	6	Tot Min	0	Fem	1	1	0	0	0	0	0
H8B3XX	H16	Total	2	Mal	1	1	0	0	0	0	0
Accounting Technician III	5	Tot Min	0	Fem	1	1	0	0	0	0	0

Workforce Analysis

3300

R3 Program Support

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2	
H4R1XX	H18	Total	1	Mal	0	0	0	0	0	0	0
Program Assistant I	5	Tot Min	0	Fem	1	1	0	0	0	0	0
H1B3XX	H19	Total	3	Mal	1	1	0	0	0	0	0
Administrator III	2	Tot Min	0	Fem	2	2	0	0	0	0	0
H4R2XX	H20	Total	1	Mal	0	0	0	0	0	0	0
Program Assistant II	5	Tot Min	0	Fem	1	1	0	0	0	0	0
I2D2TX	I08	Total	1	Mal	0	0	0	0	0	0	0
Landscape Specialist	2	Tot Min	0	Fem	1	1	0	0	0	0	0
I5D3*A	I09	Total	1	Mal	1	1	0	0	0	0	0
Engr/Phys Sci Tech III	3	Tot Min	0	Fem	0	0	0	0	0	0	0
H1B4XX	H28	Total	2	Mal	1	1	0	0	0	0	0
Administrator IV	2	Tot Min	0	Fem	1	1	0	0	0	0	0
H1J4XX	H28	Total	1	Mal	1	1	0	0	0	0	0
Planning Specialist IV	2	Tot Min	0	Fem	0	0	0	0	0	0	0
H4H4XX	H28	Total	1	Mal	1	0	0	0	1	0	0
Safety Specialist IV	2	Tot Min	1	Fem	0	0	0	0	0	0	0
H1K4XX	H28	Total	1	Mal	1	1	0	0	0	0	0
Project Manager I	2	Tot Min	0	Fem	0	0	0	0	0	0	0
H1B5XX	H33	Total	2	Mal	1	1	0	0	0	0	0
Administrator V	2	Tot Min	1	Fem	1	0	0	0	1	0	0
H1A6XX	H35	Total	2	Mal	2	2	0	0	0	0	0
Program Management II	2	Tot Min	0	Fem	0	0	0	0	0	0	0
160SES	999	Total	1	Mal	1	1	0	0	0	0	0
Senior Executive Service	1	Tot Min	0	Fem	0	0	0	0	0	0	0
Total for 3300		Total	21	Mal	11	10	0	0	1	0	0
		Tot Min	2	Fem	10	9	0	0	0	1	0

Workforce Analysis

3400

R3 Maint. Support

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2	
D8G2XX	D09	Total	1	Mal	0	0	0	0	0	0	0
Materials Handler II	8	Tot Min	0	Fem	1	1	0	0	0	0	0
G3A4XX	G16	Total	10	Mal	0	0	0	0	0	0	0
Admin Assistant III	6	Tot Min	2	Fem	10	8	0	0	2	0	0
D8G3XX	D13	Total	1	Mal	1	1	0	0	0	0	0
Materials Handler III	8	Tot Min	0	Fem	0	0	0	0	0	0	0
H4M3XX	H16	Total	1	Mal	0	0	0	0	0	0	0
Technician III	5	Tot Min	0	Fem	1	1	0	0	0	0	0
H4M4XX	H18	Total	2	Mal	1	1	0	0	0	0	0
Technician IV	5	Tot Min	0	Fem	1	1	0	0	0	0	0
G3A5XX	G20	Total	2	Mal	0	0	0	0	0	0	0
Office Manager I	6	Tot Min	0	Fem	2	2	0	0	0	0	0
D9D1TX	D18	Total	10	Mal	10	9	0	0	1	0	0
LTC Operations I	7	Tot Min	1	Fem	0	0	0	0	0	0	0
D9D2XX	D20	Total	1	Mal	1	0	0	0	1	0	0
LTC Operations II	7	Tot Min	1	Fem	0	0	0	0	0	0	0
H1A5XX	H33	Total	3	Mal	3	3	0	0	0	0	0
Program Management I	2	Tot Min	0	Fem	0	0	0	0	0	0	0
H1A7XX	H36	Total	2	Mal	2	2	0	0	0	0	0
Program Management III	2	Tot Min	0	Fem	0	0	0	0	0	0	0
Total for 3400		Total	33	Mal	18	16	0	0	2	0	0
		Tot Min	4	Fem	15	13	0	0	2	0	0

3500

R3 Tunnel

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2	
D7D1TX	D09	Total	16	Mal	16	16	0	0	0	0	0
Transportation Mtc I	7	Tot Min	0	Fem	0	0	0	0	0	0	0
D7B3XX	D12	Total	1	Mal	1	1	0	0	0	0	0
Equipment Operator III	7	Tot Min	0	Fem	0	0	0	0	0	0	0

Workforce Analysis

3500

R3 Tunnel

Job Code & Title	Grade & EEO Code		Total		W	B	A	H	I	P	2
D7D2XX	D14	Total	5	Mal	5	3	0	0	2	0	0
Transportation Mtc II	7	Tot Min	2	Fem	0	0	0	0	0	0	0
D6C2XX	D15	Total	1	Mal	1	1	0	0	0	0	0
Pipe/Mech Trades II	7	Tot Min	0	Fem	0	0	0	0	0	0	0
D6A2XX	D16	Total	1	Mal	1	1	0	0	0	0	0
Electrical Trades II	7	Tot Min	0	Fem	0	0	0	0	0	0	0
I5E3XX	I08	Total	1	Mal	1	1	0	0	0	0	0
Electronics Spec II	3	Tot Min	0	Fem	0	0	0	0	0	0	0
D7D3XX	D15	Total	2	Mal	1	1	0	0	0	0	0
Transportation Mtc III	7	Tot Min	0	Fem	1	1	0	0	0	0	0
I5E4XX	I10	Total	1	Mal	1	1	0	0	0	0	0
Electronics Spec III	3	Tot Min	0	Fem	0	0	0	0	0	0	0
D9D1TX	D18	Total	1	Mal	1	1	0	0	0	0	0
LTC Operations I	7	Tot Min	0	Fem	0	0	0	0	0	0	0
I5E5XX	I14	Total	1	Mal	1	1	0	0	0	0	0
Electronics Spec IV	3	Tot Min	0	Fem	0	0	0	0	0	0	0
Total for 3500		Total	30	Mal	29	27	0	0	2	0	0
		Tot Min	2	Fem	1	1	0	0	0	0	0

4100

R4 Maintenance

Job Code & Title	Grade & EEO Code		Total		W	B	A	H	I	P	2
D7D1TX	D09	Total	176	Mal	175	157	1	1	16	0	0
Transportation Mtc I	7	Tot Min	18	Fem	1	1	0	0	0	0	0
D7B3XX	D12	Total	8	Mal	8	6	0	0	2	0	0
Equipment Operator III	7	Tot Min	2	Fem	0	0	0	0	0	0	0
D6D2XX	D13	Total	2	Mal	2	1	0	0	1	0	0
Structural Trades II	7	Tot Min	1	Fem	0	0	0	0	0	0	0
D6A1TX	D13	Total	4	Mal	4	2	0	0	2	0	0
Electrical Trades I	7	Tot Min	2	Fem	0	0	0	0	0	0	0

Workforce Analysis

4100

R4 Maintenance

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2	
H4M3XX	H16	Total	1	Mal	1	1	0	0	0	0	0
Technician III	5	Tot Min	0	Fem	0	0	0	0	0	0	0
D7B4XX	D13	Total	5	Mal	5	5	0	0	0	0	0
Equipment Operator IV	7	Tot Min	0	Fem	0	0	0	0	0	0	0
D7D2XX	D14	Total	47	Mal	47	41	0	0	6	0	0
Transportation Mtc II	7	Tot Min	6	Fem	0	0	0	0	0	0	0
D6B2XX	D13	Total	2	Mal	2	1	0	0	1	0	0
Machining Trades II	7	Tot Min	1	Fem	0	0	0	0	0	0	0
H4M4XX	H18	Total	3	Mal	3	3	0	0	0	0	0
Technician IV	5	Tot Min	0	Fem	0	0	0	0	0	0	0
D6E1TX	D15	Total	1	Mal	0	0	0	0	0	0	0
Utility Plant Oper I	7	Tot Min	0	Fem	1	1	0	0	0	0	0
D7A3XX	D15	Total	14	Mal	14	13	0	0	1	0	0
Equipment Mechanic III	7	Tot Min	1	Fem	0	0	0	0	0	0	0
D6A2XX	D16	Total	2	Mal	2	1	0	0	1	0	0
Electrical Trades II	7	Tot Min	1	Fem	0	0	0	0	0	0	0
D7D3XX	D15	Total	21	Mal	21	17	0	0	4	0	0
Transportation Mtc III	7	Tot Min	4	Fem	0	0	0	0	0	0	0
D7A4XX	D16	Total	1	Mal	1	1	0	0	0	0	0
Equipment Mechanic IV	7	Tot Min	0	Fem	0	0	0	0	0	0	0
D6A3XX	D18	Total	1	Mal	1	1	0	0	0	0	0
Electrical Trades III	7	Tot Min	0	Fem	0	0	0	0	0	0	0
Total for 4100		Total	288	Mal	286	250	1	1	34	0	0
		Tot Min	36	Fem	2	2	0	0	0	0	0

4200

R4 Engineering

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2	
G3A3XX	G10	Total	1	Mal	0	0	0	0	0	0	0
Admin Assistant II	6	Tot Min	0	Fem	1	1	0	0	0	0	0

Workforce Analysis

4200

R4 Engineering

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2	
H1B1TX	H12	Total	1	Mal	0	0	0	0	0	0	0
Administrator I	2	Tot Min	0	Fem	1	1	0	0	0	0	0
G3A4XX	G16	Total	2	Mal	0	0	0	0	0	0	0
Admin Assistant III	6	Tot Min	0	Fem	2	2	0	0	0	0	0
D9B3XX	D12	Total	3	Mal	3	3	0	0	0	0	0
Engr/Phys Sci Asst III	7	Tot Min	0	Fem	0	0	0	0	0	0	0
H4H2XX	H14	Total	1	Mal	0	0	0	0	0	0	0
Safety Specialist II	2	Tot Min	0	Fem	1	1	0	0	0	0	0
I9B1IX	I01	Total	1	Mal	1	0	0	1	0	0	0
Land Survey Intern I	3	Tot Min	1	Fem	0	0	0	0	0	0	0
H1B2XX	H14	Total	1	Mal	0	0	0	0	0	0	0
Administrator II	2	Tot Min	0	Fem	1	1	0	0	0	0	0
I5D1*A	I05	Total	3	Mal	3	3	0	0	0	0	0
Engr/Phys Sci Tech I	3	Tot Min	0	Fem	0	0	0	0	0	0	0
H4R1XX	H18	Total	3	Mal	0	0	0	0	0	0	0
Program Assistant I	5	Tot Min	1	Fem	3	2	0	0	1	0	0
H4R2XX	H20	Total	1	Mal	0	0	0	0	0	0	0
Program Assistant II	5	Tot Min	0	Fem	1	1	0	0	0	0	0
I5D2*A	I07	Total	1	Mal	1	1	0	0	0	0	0
Engr/Phys Sci Tech II	3	Tot Min	0	Fem	0	0	0	0	0	0	0
I5D2*B	I07	Total	1	Mal	1	1	0	0	0	0	0
Engr/Phys Sci Tech II	3	Tot Min	0	Fem	0	0	0	0	0	0	0
I2C1IA	I10	Total	7	Mal	3	1	1	1	0	0	0
Engineer-In-Training I	2	Tot Min	2	Fem	4	4	0	0	0	0	0
I2C2TA	I12	Total	7	Mal	6	4	0	1	1	0	0
Engineer-In-Training II	2	Tot Min	2	Fem	1	1	0	0	0	0	0
H1M4XX	H28	Total	3	Mal	2	2	0	0	0	0	0
Real Estate Spec IV	2	Tot Min	0	Fem	1	1	0	0	0	0	0
I5D3*A	I09	Total	15	Mal	14	10	0	1	2	1	0
Engr/Phys Sci Tech III	3	Tot Min	4	Fem	1	1	0	0	0	0	0

Workforce Analysis

4200

R4 Engineering

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2	
I9B3XX	I10	Total	5	Mal	5	5	0	0	0	0	0
Prof Land Surveyor I	2	Tot Min	0	Fem	0	0	0	0	0	0	0
H1F4XX	H28	Total	1	Mal	0	0	0	0	0	0	0
Appraiser II	2	Tot Min	0	Fem	1	1	0	0	0	0	0
H1B4XX	H28	Total	1	Mal	1	1	0	0	0	0	0
Administrator IV	2	Tot Min	0	Fem	0	0	0	0	0	0	0
I5C1*A	I12	Total	4	Mal	3	3	0	0	0	0	0
Civil Eng Proj Manager I	3	Tot Min	0	Fem	1	1	0	0	0	0	0
I2C3*A	I14	Total	8	Mal	6	4	1	1	0	0	0
Engineer-In-Training III	2	Tot Min	2	Fem	2	2	0	0	0	0	0
D9D2XX	D20	Total	1	Mal	1	1	0	0	0	0	0
LTC Operations II	7	Tot Min	0	Fem	0	0	0	0	0	0	0
H1M5XX	H33	Total	1	Mal	0	0	0	0	0	0	0
Real Estate Spec V	2	Tot Min	0	Fem	1	1	0	0	0	0	0
I2C4*A	I16	Total	23	Mal	20	20	0	0	0	0	0
Professional Engineer I	2	Tot Min	0	Fem	3	3	0	0	0	0	0
H1B5XX	H33	Total	1	Mal	0	0	0	0	0	0	0
Administrator V	2	Tot Min	0	Fem	1	1	0	0	0	0	0
I5C2*A	I16	Total	1	Mal	0	0	0	0	0	0	0
Civil Eng Proj Manager II	3	Tot Min	0	Fem	1	1	0	0	0	0	0
I9B4XX	I16	Total	2	Mal	2	1	0	0	1	0	0
Prof Land Surveyor II	2	Tot Min	1	Fem	0	0	0	0	0	0	0
I2C5*A	I19	Total	11	Mal	10	10	0	0	0	0	0
Professional Engineer II	2	Tot Min	0	Fem	1	1	0	0	0	0	0
H1A7XX	H36	Total	1	Mal	1	1	0	0	0	0	0
Program Management III	2	Tot Min	0	Fem	0	0	0	0	0	0	0
I2C6*A	I20	Total	4	Mal	3	2	0	1	0	0	0
Professional Engineer III	2	Tot Min	1	Fem	1	1	0	0	0	0	0
Total for 4200		Total	115	Mal	86	73	2	5	5	1	0
		Tot Min	14	Fem	29	28	0	0	1	0	0

Workforce Analysis

4300

R4 Program Support

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2		
H1B1TX	H12	Total	1	Mal	1	0	0	0	1	0	0	0
Administrator I	2	Tot Min	1	Fem	0	0	0	0	0	0	0	0
G3A4XX	G16	Total	2	Mal	0	0	0	0	0	0	0	0
Admin Assistant III	6	Tot Min	0	Fem	2	2	0	0	0	0	0	0
H8B3XX	H16	Total	3	Mal	0	0	0	0	0	0	0	0
Accounting Technician III	5	Tot Min	0	Fem	3	3	0	0	0	0	0	0
H1B2XX	H14	Total	1	Mal	0	0	0	0	0	0	0	0
Administrator II	2	Tot Min	0	Fem	1	1	0	0	0	0	0	0
H1B3XX	H19	Total	2	Mal	0	0	0	0	0	0	0	0
Administrator III	2	Tot Min	0	Fem	2	2	0	0	0	0	0	0
H1J3XX	H19	Total	1	Mal	0	0	0	0	0	0	0	0
Planning Specialist III	2	Tot Min	0	Fem	1	1	0	0	0	0	0	0
H4R2XX	H20	Total	1	Mal	0	0	0	0	0	0	0	0
Program Assistant II	5	Tot Min	0	Fem	1	1	0	0	0	0	0	0
H1B4XX	H28	Total	4	Mal	3	3	0	0	0	0	0	0
Administrator IV	2	Tot Min	1	Fem	1	0	0	1	0	0	0	0
H4H4XX	H28	Total	1	Mal	1	1	0	0	0	0	0	0
Safety Specialist IV	2	Tot Min	0	Fem	0	0	0	0	0	0	0	0
H1K4XX	H28	Total	1	Mal	1	1	0	0	0	0	0	0
Project Manager I	2	Tot Min	0	Fem	0	0	0	0	0	0	0	0
H1B5XX	H33	Total	3	Mal	0	0	0	0	0	0	0	0
Administrator V	2	Tot Min	0	Fem	3	3	0	0	0	0	0	0
H1A6XX	H35	Total	2	Mal	1	1	0	0	0	0	0	0
Program Management II	2	Tot Min	0	Fem	1	1	0	0	0	0	0	0
160SES	999	Total	1	Mal	1	1	0	0	0	0	0	0
Senior Executive Service	1	Tot Min	0	Fem	0	0	0	0	0	0	0	0
Total for 4300		Total	23	Mal	8	7	0	0	1	0	0	0
		Tot Min	2	Fem	15	14	0	0	1	0	0	0

Workforce Analysis

4400

R4 Maint. Support

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2	
G3A2TX	G06	Total	1	Mal	0	0	0	0	0	0	0
Admin Assistant I	6	Tot Min	0	Fem	1	1	0	0	0	0	0
D8G2XX	D09	Total	1	Mal	1	1	0	0	0	0	0
Materials Handler II	8	Tot Min	0	Fem	0	0	0	0	0	0	0
G3A4XX	G16	Total	8	Mal	0	0	0	0	0	0	0
Admin Assistant III	6	Tot Min	1	Fem	8	7	0	0	1	0	0
H4R1XX	H18	Total	1	Mal	0	0	0	0	0	0	0
Program Assistant I	5	Tot Min	0	Fem	1	1	0	0	0	0	0
D8G4XX	D15	Total	1	Mal	0	0	0	0	0	0	0
Materials Supervisor	8	Tot Min	0	Fem	1	1	0	0	0	0	0
D9D1TX	D18	Total	9	Mal	8	7	0	0	1	0	0
LTC Operations I	7	Tot Min	1	Fem	1	1	0	0	0	0	0
H1A5XX	H33	Total	3	Mal	3	2	0	0	1	0	0
Program Management I	2	Tot Min	1	Fem	0	0	0	0	0	0	0
H1A7XX	H36	Total	1	Mal	1	0	1	0	0	0	0
Program Management III	2	Tot Min	1	Fem	0	0	0	0	0	0	0
Total for 4400		Total	25	Mal	13	10	1	0	2	0	0
		Tot Min	4	Fem	12	11	0	0	1	0	0

5100

R5 Maintenance

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2	
D8D1TX	D07	Total	3	Mal	3	2	0	0	1	0	0
General Labor I	8	Tot Min	1	Fem	0	0	0	0	0	0	0
D7D1TX	D09	Total	91	Mal	87	64	0	0	21	2	0
Transportation Mtc I	7	Tot Min	23	Fem	4	4	0	0	0	0	0
D7B3XX	D12	Total	21	Mal	21	15	0	0	5	1	0
Equipment Operator III	7	Tot Min	6	Fem	0	0	0	0	0	0	0
D6D2XX	D13	Total	3	Mal	3	1	0	0	2	0	0
Structural Trades II	7	Tot Min	2	Fem	0	0	0	0	0	0	0

Workforce Analysis

5100

R5 Maintenance

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2	
D7B4XX	D13	Total	10	Mal	10	10	0	0	0	0	0
Equipment Operator IV	7	Tot Min	0	Fem	0	0	0	0	0	0	0
D7D2XX	D14	Total	38	Mal	37	23	0	0	13	1	0
Transportation Mtc II	7	Tot Min	14	Fem	1	1	0	0	0	0	0
D6B2XX	D13	Total	5	Mal	5	4	0	0	1	0	0
Machining Trades II	7	Tot Min	1	Fem	0	0	0	0	0	0	0
D7A3XX	D15	Total	17	Mal	17	13	0	0	4	0	0
Equipment Mechanic III	7	Tot Min	4	Fem	0	0	0	0	0	0	0
D6A2XX	D16	Total	4	Mal	4	3	0	0	1	0	0
Electrical Trades II	7	Tot Min	1	Fem	0	0	0	0	0	0	0
D7D3XX	D15	Total	15	Mal	15	10	0	0	5	0	0
Transportation Mtc III	7	Tot Min	5	Fem	0	0	0	0	0	0	0
D7A4XX	D16	Total	2	Mal	2	1	0	0	1	0	0
Equipment Mechanic IV	7	Tot Min	1	Fem	0	0	0	0	0	0	0
D6A3XX	D18	Total	1	Mal	1	0	0	0	1	0	0
Electrical Trades III	7	Tot Min	1	Fem	0	0	0	0	0	0	0
Total for 5100		Total	210	Mal	205	146	0	0	55	4	0
		Tot Min	59	Fem	5	5	0	0	0	0	0

5200

R5 Engineering

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2	
H1B1TX	H12	Total	1	Mal	0	0	0	0	0	0	0
Administrator I	2	Tot Min	0	Fem	1	1	0	0	0	0	0
G3A4XX	G16	Total	1	Mal	0	0	0	0	0	0	0
Admin Assistant III	6	Tot Min	0	Fem	1	1	0	0	0	0	0
D9B3XX	D12	Total	1	Mal	1	0	0	0	1	0	0
Engr/Phys Sci Asst III	7	Tot Min	1	Fem	0	0	0	0	0	0	0
I5D1*A	I05	Total	3	Mal	2	1	0	0	1	0	0
Engr/Phys Sci Tech I	3	Tot Min	1	Fem	1	1	0	0	0	0	0

Workforce Analysis

5200

R5 Engineering

Job Code & Title	Grade & EEO Code		Total		W	B	A	H	I	P	2
H4R1XX	H18	Total	1	Mal	0	0	0	0	0	0	0
Program Assistant I	5	Tot Min	0	Fem	1	1	0	0	0	0	0
I5D2*A	I07	Total	5	Mal	5	4	0	0	1	0	0
Engr/Phys Sci Tech II	3	Tot Min	1	Fem	0	0	0	0	0	0	0
I2C1IA	I10	Total	1	Mal	1	1	0	0	0	0	0
Engineer-In-Training I	2	Tot Min	0	Fem	0	0	0	0	0	0	0
H1M4XX	H28	Total	1	Mal	1	1	0	0	0	0	0
Real Estate Spec IV	2	Tot Min	0	Fem	0	0	0	0	0	0	0
I5D3*A	I09	Total	5	Mal	4	2	0	2	0	0	0
Engr/Phys Sci Tech III	3	Tot Min	2	Fem	1	1	0	0	0	0	0
I9B3XX	I10	Total	2	Mal	2	2	0	0	0	0	0
Prof Land Surveyor I	2	Tot Min	0	Fem	0	0	0	0	0	0	0
H1F4XX	H28	Total	1	Mal	1	1	0	0	0	0	0
Appraiser II	2	Tot Min	0	Fem	0	0	0	0	0	0	0
H1B4XX	H28	Total	1	Mal	0	0	0	0	0	0	0
Administrator IV	2	Tot Min	0	Fem	1	1	0	0	0	0	0
I5C1*A	I12	Total	2	Mal	1	0	0	1	0	0	0
Civil Eng Proj Manager I	3	Tot Min	1	Fem	1	1	0	0	0	0	0
I2C3*A	I14	Total	2	Mal	1	1	0	0	0	0	0
Engineer-In-Training III	2	Tot Min	0	Fem	1	1	0	0	0	0	0
I2C4*A	I16	Total	10	Mal	8	8	0	0	0	0	0
Professional Engineer I	2	Tot Min	0	Fem	2	2	0	0	0	0	0
I5C2*A	I16	Total	2	Mal	2	2	0	0	0	0	0
Civil Eng Proj Manager II	3	Tot Min	0	Fem	0	0	0	0	0	0	0
I9B4XX	I16	Total	1	Mal	1	0	0	1	0	0	0
Prof Land Surveyor II	2	Tot Min	1	Fem	0	0	0	0	0	0	0
I2C5*A	I19	Total	5	Mal	5	5	0	0	0	0	0
Professional Engineer II	2	Tot Min	0	Fem	0	0	0	0	0	0	0
H1A7XX	H36	Total	1	Mal	1	0	0	1	0	0	0
Program Management III	2	Tot Min	1	Fem	0	0	0	0	0	0	0

Workforce Analysis

5200

R5 Engineering

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2		
I2C6*A	I20	Total	1	Mal	1	0	0	0	1	0	0	0
Professional Engineer III	2	Tot Min	1	Fem	0	0	0	0	0	0	0	0
Total for 5200		Total	47	Mal	37	28	0	0	8	1	0	0
		Tot Min	9	Fem	10	10	0	0	0	0	0	0

5300

R5 Program Support

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2		
G3A3XX	G10	Total	1	Mal	0	0	0	0	0	0	0	0
Admin Assistant II	6	Tot Min	0	Fem	1	1	0	0	0	0	0	0
H8B3XX	H16	Total	1	Mal	0	0	0	0	0	0	0	0
Accounting Technician III	5	Tot Min	0	Fem	1	1	0	0	0	0	0	0
H1B2XX	H14	Total	1	Mal	0	0	0	0	0	0	0	0
Administrator II	2	Tot Min	0	Fem	1	1	0	0	0	0	0	0
H1B3XX	H19	Total	3	Mal	1	1	0	0	0	0	0	0
Administrator III	2	Tot Min	1	Fem	2	1	0	0	1	0	0	0
H4H3XX	H19	Total	1	Mal	0	0	0	0	0	0	0	0
Safety Specialist III	2	Tot Min	0	Fem	1	1	0	0	0	0	0	0
H4R2XX	H20	Total	1	Mal	0	0	0	0	0	0	0	0
Program Assistant II	5	Tot Min	0	Fem	1	1	0	0	0	0	0	0
H1B4XX	H28	Total	2	Mal	1	1	0	0	0	0	0	0
Administrator IV	2	Tot Min	0	Fem	1	1	0	0	0	0	0	0
H1J4XX	H28	Total	1	Mal	1	1	0	0	0	0	0	0
Planning Specialist IV	2	Tot Min	0	Fem	0	0	0	0	0	0	0	0
H1B5XX	H33	Total	1	Mal	1	0	0	0	1	0	0	0
Administrator V	2	Tot Min	1	Fem	0	0	0	0	0	0	0	0
H1A6XX	H35	Total	2	Mal	2	2	0	0	0	0	0	0
Program Management II	2	Tot Min	0	Fem	0	0	0	0	0	0	0	0
160SES	999	Total	1	Mal	1	1	0	0	0	0	0	0
Senior Executive Service	1	Tot Min	0	Fem	0	0	0	0	0	0	0	0

Workforce Analysis

Total for 5300

Total	15	Mal	7	6	0	0	0	1	0	0
Tot Min	2	Fem	8	7	0	0	1	0	0	0

5400

R5 Maint. Support

Job Code & Title	Grade & EEO Code	Total	W	B	A	H	I	P	2
D8D1TX	D07	Total 2	Mal 1	0	0	0	1	0	0
General Labor I	8	Tot Min 1	Fem 1	1	0	0	0	0	0
G3A4XX	G16	Total 8	Mal 0	0	0	0	0	0	0
Admin Assistant III	6	Tot Min 0	Fem 8	8	0	0	0	0	0
D8G3XX	D13	Total 2	Mal 2	2	0	0	0	0	0
Materials Handler III	8	Tot Min 0	Fem 0	0	0	0	0	0	0
H4R1XX	H18	Total 1	Mal 0	0	0	0	0	0	0
Program Assistant I	5	Tot Min 0	Fem 1	1	0	0	0	0	0
H4M4XX	H18	Total 1	Mal 0	0	0	0	0	0	0
Technician IV	5	Tot Min 1	Fem 1	0	0	1	0	0	0
H1C3XX	H19	Total 1	Mal 1	1	0	0	0	0	0
Analyst III	2	Tot Min 0	Fem 0	0	0	0	0	0	0
G3A5XX	G20	Total 1	Mal 0	0	0	0	0	0	0
Office Manager I	6	Tot Min 0	Fem 1	1	0	0	0	0	0
H1K3XX	H19	Total 1	Mal 1	0	0	1	0	0	0
Project Coordinator	2	Tot Min 1	Fem 0	0	0	0	0	0	0
D9D1TX	D18	Total 10	Mal 10	7	0	3	0	0	0
LTC Operations I	7	Tot Min 3	Fem 0	0	0	0	0	0	0
D9D2XX	D20	Total 1	Mal 1	1	0	0	0	0	0
LTC Operations II	7	Tot Min 0	Fem 0	0	0	0	0	0	0
H1A5XX	H33	Total 2	Mal 2	2	0	0	0	0	0
Program Management I	2	Tot Min 0	Fem 0	0	0	0	0	0	0
H1A7XX	H36	Total 2	Mal 2	0	0	1	1	0	0
Program Management III	2	Tot Min 2	Fem 0	0	0	0	0	0	0
Total for 5400		Total 32	Mal 20	13	0	0	6	1	0
		Tot Min 8	Fem 12	11	0	0	1	0	0

Workforce Analysis

7100

HQ Program Support

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2	
D8B1TX	D04	Total	2	Mal	1	0	0	0	1	0	0
Custodian I	8	Tot Min	1	Fem	1	1	0	0	0	0	0
G3A2TX	G06	Total	1	Mal	1	0	0	0	1	0	0
Admin Assistant I	6	Tot Min	1	Fem	0	0	0	0	0	0	0
D8D1TX	D07	Total	2	Mal	2	1	1	0	0	0	0
General Labor I	8	Tot Min	1	Fem	0	0	0	0	0	0	0
D7C3XX	D09	Total	4	Mal	4	2	1	0	1	0	0
Production III	7	Tot Min	2	Fem	0	0	0	0	0	0	0
H4T3IX	H10	Total	1	Mal	0	0	0	0	0	0	0
Student Trainee III	5	Tot Min	0	Fem	1	1	0	0	0	0	0
G3A3XX	G10	Total	3	Mal	2	1	0	0	1	0	0
Admin Assistant II	6	Tot Min	2	Fem	1	0	0	0	1	0	0
D6D1TX	D11	Total	3	Mal	3	2	0	0	1	0	0
Structural Trades I	7	Tot Min	1	Fem	0	0	0	0	0	0	0
G2D4XX	G12	Total	3	Mal	1	1	0	0	0	0	0
Data Specialist	6	Tot Min	1	Fem	2	1	0	0	1	0	0
H1H2XX	H14	Total	1	Mal	0	0	0	0	0	0	0
Contract Administrator II	2	Tot Min	1	Fem	1	0	0	0	1	0	0
G3A4XX	G16	Total	3	Mal	1	1	0	0	0	0	0
Admin Assistant III	6	Tot Min	1	Fem	2	1	0	0	1	0	0
H8B3XX	H16	Total	8	Mal	1	1	0	0	0	0	0
Accounting Technician III	5	Tot Min	6	Fem	7	1	3	0	3	0	0
H4K2XX	H14	Total	1	Mal	0	0	0	0	0	0	0
Mktg & Comm Spec II	2	Tot Min	0	Fem	1	1	0	0	0	0	0
D7C4XX	D12	Total	1	Mal	1	0	0	0	1	0	0
Production IV	7	Tot Min	1	Fem	0	0	0	0	0	0	0
H1D2XX	H14	Total	1	Mal	0	0	0	0	0	0	0
Data Management II	2	Tot Min	1	Fem	1	0	1	0	0	0	0
H8D1IX	H12	Total	1	Mal	0	0	0	0	0	0	0
Audit Intern	2	Tot Min	1	Fem	1	0	0	1	0	0	0

Workforce Analysis

7100

HQ Program Support

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2	
H8A1XX	H14	Total	3	Mal	2	1	1	0	0	0	0
Accountant I	2	Tot Min	1	Fem	1	1	0	0	0	0	0
D7C5XX	D15	Total	1	Mal	1	1	0	0	0	0	0
Production V	7	Tot Min	0	Fem	0	0	0	0	0	0	0
H4M3XX	H16	Total	6	Mal	2	1	0	0	1	0	0
Technician III	5	Tot Min	3	Fem	4	2	0	0	1	0	1
H3U5XX	H19	Total	1	Mal	0	0	0	0	0	0	0
Arts Professional III	2	Tot Min	0	Fem	1	1	0	0	0	0	0
H4R1XX	H18	Total	4	Mal	0	0	0	0	0	0	0
Program Assistant I	5	Tot Min	1	Fem	4	3	0	0	1	0	0
H3U4XX	H17	Total	1	Mal	1	0	0	0	1	0	0
Arts Professional II	2	Tot Min	1	Fem	0	0	0	0	0	0	0
H1B3XX	H19	Total	17	Mal	6	4	1	0	1	0	0
Administrator III	2	Tot Min	5	Fem	11	8	1	0	2	0	0
H4M4XX	H18	Total	1	Mal	0	0	0	0	0	0	0
Technician IV	5	Tot Min	0	Fem	1	1	0	0	0	0	0
H4G3XX	H19	Total	4	Mal	0	0	0	0	0	0	0
Human Resources Spec III	2	Tot Min	1	Fem	4	3	1	0	0	0	0
D6E1TX	D15	Total	5	Mal	5	5	0	0	0	0	0
Utility Plant Oper I	7	Tot Min	0	Fem	0	0	0	0	0	0	0
H1C3XX	H19	Total	1	Mal	0	0	0	0	0	0	0
Analyst III	2	Tot Min	0	Fem	1	1	0	0	0	0	0
H8E1XX	H22	Total	2	Mal	2	2	0	0	0	0	0
Budget Analyst I	2	Tot Min	0	Fem	0	0	0	0	0	0	0
H1Q3XX	H19	Total	1	Mal	1	1	0	0	0	0	0
Liaison III	2	Tot Min	0	Fem	0	0	0	0	0	0	0
H1H3XX	H19	Total	4	Mal	3	2	0	0	0	1	0
Contract Administrator III	2	Tot Min	1	Fem	1	1	0	0	0	0	0
H4R2XX	H20	Total	7	Mal	0	0	0	0	0	0	0
Program Assistant II	5	Tot Min	2	Fem	7	5	0	0	2	0	0

Workforce Analysis

7100

HQ Program Support

Job Code & Title	Grade & EEO Code		Total		W	B	A	H	I	P	2
H8D3XX	H22	Total	2	Mal	2	1	1	0	0	0	0
Auditor II	2	Tot Min	1	Fem	0	0	0	0	0	0	0
H8A2XX	H19	Total	11	Mal	2	1	0	0	1	0	0
Accountant II	2	Tot Min	6	Fem	9	4	3	2	0	0	0
I2A2TX	I10	Total	1	Mal	0	0	0	0	0	0	0
Designer/Planner	2	Tot Min	0	Fem	1	1	0	0	0	0	0
H8E2XX	H28	Total	4	Mal	2	2	0	0	0	0	0
Budget Analyst II	2	Tot Min	0	Fem	2	2	0	0	0	0	0
H4K3XX	H19	Total	3	Mal	0	0	0	0	0	0	0
Mktg & Comm Spec III	2	Tot Min	2	Fem	3	1	0	0	2	0	0
H1L4XX	H28	Total	6	Mal	3	3	0	0	0	0	0
Purchasing Agent IV	2	Tot Min	2	Fem	3	1	1	0	1	0	0
H1H4XX	H28	Total	7	Mal	5	3	2	0	0	0	0
Contract Administrator IV	2	Tot Min	4	Fem	2	0	1	1	0	0	0
H4G4XX	H28	Total	5	Mal	0	0	0	0	0	0	0
Human Resources Spec IV	2	Tot Min	2	Fem	5	3	0	0	2	0	0
H1B4XX	H28	Total	7	Mal	3	2	0	1	0	0	0
Administrator IV	2	Tot Min	1	Fem	4	4	0	0	0	0	0
H4K4XX	H28	Total	8	Mal	3	3	0	0	0	0	0
Mktg & Comm Spec IV	2	Tot Min	1	Fem	5	4	0	0	0	0	1
H1C4XX	H28	Total	5	Mal	1	0	0	0	1	0	0
Analyst IV	2	Tot Min	2	Fem	4	3	0	0	1	0	0
H8A3XX	H32	Total	9	Mal	5	5	0	0	0	0	0
Accountant III	2	Tot Min	1	Fem	4	3	0	0	1	0	0
H4G5XX	H33	Total	3	Mal	0	0	0	0	0	0	0
Human Resources Spec V	2	Tot Min	1	Fem	3	2	0	0	1	0	0
H4I4XX	H28	Total	4	Mal	3	3	0	0	0	0	0
Training Specialist IV	2	Tot Min	0	Fem	1	1	0	0	0	0	0
D9D1TX	D18	Total	2	Mal	2	1	0	0	1	0	0
LTC Operations I	7	Tot Min	1	Fem	0	0	0	0	0	0	0

Workforce Analysis

7100

HQ Program Support

Job Code & Title	Grade & EEO Code		Total		Total	W	B	A	H	I	P	2
H8D4XX	H28	Total	4	Mal	3	3	0	0	0	0	0	0
Auditor III	2	Tot Min	1	Fem	1	0	0	0	1	0	0	0
H1K4XX	H28	Total	7	Mal	5	5	0	0	0	0	0	0
Project Manager I	2	Tot Min	0	Fem	2	2	0	0	0	0	0	0
H8E3XX	H32	Total	8	Mal	7	6	0	0	0	1	0	0
Budget & Policy Anlst III	2	Tot Min	1	Fem	1	1	0	0	0	0	0	0
I2A4XX	I17	Total	1	Mal	0	0	0	0	0	0	0	0
Architect II	2	Tot Min	0	Fem	1	1	0	0	0	0	0	0
H1C5XX	H33	Total	1	Mal	0	0	0	0	0	0	0	0
Analyst V	2	Tot Min	1	Fem	1	0	0	1	0	0	0	0
H1H5XX	H33	Total	1	Mal	1	1	0	0	0	0	0	0
Contract Administrator V	2	Tot Min	0	Fem	0	0	0	0	0	0	0	0
160DLL	999	Total	1	Mal	1	1	0	0	0	0	0	0
Dept Legislative Liaison	1	Tot Min	0	Fem	0	0	0	0	0	0	0	0
H1B5XX	H33	Total	4	Mal	1	1	0	0	0	0	0	0
Administrator V	2	Tot Min	1	Fem	3	2	1	0	0	0	0	0
H1L5XX	H33	Total	1	Mal	0	0	0	0	0	0	0	0
Purchasing Agent V	2	Tot Min	1	Fem	1	0	1	0	0	0	0	0
H4I5XX	H33	Total	1	Mal	0	0	0	0	0	0	0	0
Training Specialist V	2	Tot Min	0	Fem	1	1	0	0	0	0	0	0
H8D5XX	H35	Total	3	Mal	1	1	0	0	0	0	0	0
Auditor IV	2	Tot Min	0	Fem	2	2	0	0	0	0	0	0
H8A4XX	H34	Total	3	Mal	2	2	0	0	0	0	0	0
Accountant IV	2	Tot Min	0	Fem	1	1	0	0	0	0	0	0
H1R6XX	H35	Total	1	Mal	0	0	0	0	0	0	0	0
Policy Advisor VI	2	Tot Min	0	Fem	1	1	0	0	0	0	0	0
H8E4XX	H35	Total	3	Mal	3	3	0	0	0	0	0	0
Budget & Policy Anlst IV	2	Tot Min	0	Fem	0	0	0	0	0	0	0	0
H1A6XX	H35	Total	7	Mal	3	2	0	0	1	0	0	0
Program Management II	2	Tot Min	2	Fem	4	3	1	0	0	0	0	0

Workforce Analysis

7100

HQ Program Support

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2	
H6F6XX	H35	Total	1	Mal	1	1	0	0	0	0	0
Emer Prep & Comm Spec VI	2	Tot Min	0	Fem	0	0	0	0	0	0	
H1K6XX	H35	Total	2	Mal	1	1	0	0	0	0	
Project Manager III	2	Tot Min	0	Fem	1	1	0	0	0	0	
H8D6XX	H36	Total	1	Mal	1	1	0	0	0	0	
Auditor V	2	Tot Min	0	Fem	0	0	0	0	0	0	
H1C6XX	H35	Total	2	Mal	1	1	0	0	0	0	
Analyst VI	2	Tot Min	1	Fem	1	0	1	0	0	0	
H8C3XX	H36	Total	1	Mal	0	0	0	0	0	0	
Controller III	2	Tot Min	0	Fem	1	1	0	0	0	0	
H1A7XX	H36	Total	1	Mal	1	1	0	0	0	0	
Program Management III	2	Tot Min	0	Fem	0	0	0	0	0	0	
H6G8XX	H36	Total	10	Mal	8	8	0	0	0	0	
Management	1	Tot Min	0	Fem	2	2	0	0	0	0	
160HRD	999	Total	1	Mal	0	0	0	0	0	0	
Human Resources Director	1	Tot Min	0	Fem	1	1	0	0	0	0	
160PIO	999	Total	1	Mal	0	0	0	0	0	0	
Public Info Officer	1	Tot Min	0	Fem	1	1	0	0	0	0	
160CFO	999	Total	1	Mal	0	0	0	0	0	0	
Chief Financial Officer	1	Tot Min	0	Fem	1	1	0	0	0	0	
160SES	999	Total	3	Mal	3	2	0	1	0	0	
Senior Executive Service	1	Tot Min	1	Fem	0	0	0	0	0	0	
160DDH	999	Total	1	Mal	1	1	0	0	0	0	
Deputy Department Head	1	Tot Min	0	Fem	0	0	0	0	0	0	
166000	999	Total	1	Mal	1	0	0	1	0	0	
Dept Executive Director	1	Tot Min	1	Fem	0	0	0	0	0	0	
Total for 7100		Total	242	Mal	116	91	7	3	13	2	0
		Tot Min	69	Fem	126	82	15	5	22	0	1

Workforce Analysis

7200

HQ Maint. Support

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2	
H4M2TX	H08	Total	3	Mal	2	1	1	0	0	0	0
Technician II	5	Tot Min	1	Fem	1	1	0	0	0	0	0
D8F7IX	D09	Total	1	Mal	1	1	0	0	0	0	0
LTC Trainee VII	8	Tot Min	0	Fem	0	0	0	0	0	0	0
D7A1TX	D11	Total	2	Mal	2	1	0	0	1	0	0
Equipment Mechanic I	7	Tot Min	1	Fem	0	0	0	0	0	0	0
D6C1TX	D13	Total	2	Mal	2	1	0	0	1	0	0
Pipe/Mech Trades I	7	Tot Min	1	Fem	0	0	0	0	0	0	0
G3A4XX	G16	Total	3	Mal	0	0	0	0	0	0	0
Admin Assistant III	6	Tot Min	1	Fem	3	2	1	0	0	0	0
D7A2XX	D13	Total	2	Mal	2	2	0	0	0	0	0
Equipment Mechanic II	7	Tot Min	0	Fem	0	0	0	0	0	0	0
D6C2XX	D15	Total	1	Mal	1	1	0	0	0	0	0
Pipe/Mech Trades II	7	Tot Min	0	Fem	0	0	0	0	0	0	0
H4M4XX	H18	Total	6	Mal	4	2	0	0	2	0	0
Technician IV	5	Tot Min	3	Fem	2	1	1	0	0	0	0
H4R2XX	H20	Total	1	Mal	0	0	0	0	0	0	0
Program Assistant II	5	Tot Min	1	Fem	1	0	0	0	1	0	0
G3A5XX	G20	Total	1	Mal	0	0	0	0	0	0	0
Office Manager I	6	Tot Min	0	Fem	1	1	0	0	0	0	0
D6C3XX	D17	Total	1	Mal	1	1	0	0	0	0	0
Pipe/Mech Trades III	7	Tot Min	0	Fem	0	0	0	0	0	0	0
H1B4XX	H28	Total	3	Mal	3	2	0	0	1	0	0
Administrator IV	2	Tot Min	1	Fem	0	0	0	0	0	0	0
H1C4XX	H28	Total	3	Mal	0	0	0	0	0	0	0
Analyst IV	2	Tot Min	1	Fem	3	2	1	0	0	0	0
D9D1TX	D18	Total	1	Mal	1	0	1	0	0	0	0
LTC Operations I	7	Tot Min	1	Fem	0	0	0	0	0	0	0
I2C3*A	I14	Total	1	Mal	0	0	0	0	0	0	0
Engineer-In-Training III	2	Tot Min	0	Fem	1	1	0	0	0	0	0

Workforce Analysis

7200

HQ Maint. Support

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2		
H1A6XX	H35	Total	2	Mal	2	1	0	0	1	0	0	0
Program Management II	2	Tot Min	1	Fem	0	0	0	0	0	0	0	0
I2C5*A	I19	Total	1	Mal	1	1	0	0	0	0	0	0
Professional Engineer II	2	Tot Min	0	Fem	0	0	0	0	0	0	0	0
H1A7XX	H36	Total	1	Mal	1	1	0	0	0	0	0	0
Program Management III	2	Tot Min	0	Fem	0	0	0	0	0	0	0	0
Total for 7200		Total	35	Mal	23	15	2	0	6	0	0	0
		Tot Min	12	Fem	12	8	3	0	1	0	0	0

7300

HQ Project Support

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2		
D9B2TX	D08	Total	2	Mal	2	1	0	0	1	0	0	0
Engr/Phys Sci Asst II	7	Tot Min	1	Fem	0	0	0	0	0	0	0	0
H4M1IX	H06	Total	1	Mal	1	0	0	0	1	0	0	0
Technician I	5	Tot Min	1	Fem	0	0	0	0	0	0	0	0
G3A3XX	G10	Total	1	Mal	0	0	0	0	0	0	0	0
Admin Assistant II	6	Tot Min	0	Fem	1	1	0	0	0	0	0	0
G2D4XX	G12	Total	1	Mal	1	1	0	0	0	0	0	0
Data Specialist	6	Tot Min	0	Fem	0	0	0	0	0	0	0	0
D9B3XX	D12	Total	3	Mal	3	1	0	0	1	1	0	0
Engr/Phys Sci Asst III	7	Tot Min	2	Fem	0	0	0	0	0	0	0	0
I5E2TX	I02	Total	1	Mal	1	1	0	0	0	0	0	0
Electronics Spec I	3	Tot Min	0	Fem	0	0	0	0	0	0	0	0
I5D1*A	I05	Total	2	Mal	1	1	0	0	0	0	0	0
Engr/Phys Sci Tech I	3	Tot Min	0	Fem	1	1	0	0	0	0	0	0
H4M3XX	H16	Total	1	Mal	1	1	0	0	0	0	0	0
Technician III	5	Tot Min	0	Fem	0	0	0	0	0	0	0	0
I5D1*B	I05	Total	2	Mal	1	1	0	0	0	0	0	0
Engr/Phys Sci Tech I	3	Tot Min	0	Fem	1	1	0	0	0	0	0	0

Workforce Analysis

7300

HQ Project Support

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2
H4R1XX	H18	Total	7	Mal	0	0	0	0	0	0
Program Assistant I	5	Tot Min	3	Fem	7	4	1	0	2	0
H1E2XX	H14	Total	1	Mal	1	1	0	0	0	0
Scint Prgmr/Anlst II	2	Tot Min	0	Fem	0	0	0	0	0	0
H1B3XX	H19	Total	5	Mal	2	1	0	1	0	0
Administrator III	2	Tot Min	1	Fem	3	3	0	0	0	0
H4M4XX	H18	Total	3	Mal	2	1	0	1	0	0
Technician IV	5	Tot Min	2	Fem	1	0	1	0	0	0
H1C2XX	H14	Total	1	Mal	1	1	0	0	0	0
Analyst II	2	Tot Min	0	Fem	0	0	0	0	0	0
H1C3XX	H19	Total	8	Mal	6	5	0	0	1	0
Analyst III	2	Tot Min	2	Fem	2	1	0	1	0	0
H1J3XX	H19	Total	6	Mal	4	3	1	0	0	0
Planning Specialist III	2	Tot Min	1	Fem	2	2	0	0	0	0
H1Q3XX	H19	Total	8	Mal	7	6	1	0	0	0
Liaison III	2	Tot Min	1	Fem	1	1	0	0	0	0
H1E3XX	H19	Total	4	Mal	3	3	0	0	0	0
Scint Prgmr/Anlst III	2	Tot Min	0	Fem	1	1	0	0	0	0
H1H3XX	H19	Total	2	Mal	0	0	0	0	0	0
Contract Administrator III	2	Tot Min	1	Fem	2	1	0	0	1	0
H4R2XX	H20	Total	6	Mal	0	0	0	0	0	0
Program Assistant II	5	Tot Min	3	Fem	6	3	0	0	3	0
I5D2*A	I07	Total	14	Mal	12	10	0	1	1	0
Engr/Phys Sci Tech II	3	Tot Min	3	Fem	2	1	0	0	0	1
I5D2*B	I07	Total	2	Mal	2	0	0	0	1	0
Engr/Phys Sci Tech II	3	Tot Min	2	Fem	0	0	0	0	0	0
H1I3XX	H19	Total	7	Mal	2	1	0	1	0	0
Grants Specialist III	2	Tot Min	2	Fem	5	4	1	0	0	0
I2D2TX	I08	Total	2	Mal	2	2	0	0	0	0
Landscape Specialist	2	Tot Min	0	Fem	0	0	0	0	0	0

Workforce Analysis

7300

HQ Project Support

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2	
I5E3XX	I08	Total	3	Mal	3	2	0	0	1	0	0
Electronics Spec II	3	Tot Min	1	Fem	0	0	0	0	0	0	0
I2C1IA	I10	Total	4	Mal	4	2	0	2	0	0	0
Engineer-In-Training I	2	Tot Min	2	Fem	0	0	0	0	0	0	0
H1Q4XX	H28	Total	2	Mal	2	2	0	0	0	0	0
Liaison IV	2	Tot Min	0	Fem	0	0	0	0	0	0	0
I2C2TA	I12	Total	7	Mal	3	2	0	1	0	0	0
Engineer-In-Training II	2	Tot Min	3	Fem	4	2	0	1	1	0	0
H1M4XX	H28	Total	3	Mal	1	1	0	0	0	0	0
Real Estate Spec IV	2	Tot Min	1	Fem	2	1	0	0	1	0	0
H1H4XX	H28	Total	5	Mal	3	2	0	0	1	0	0
Contract Administrator IV	2	Tot Min	3	Fem	2	0	1	0	1	0	0
I5D3*A	I09	Total	15	Mal	14	11	0	0	3	0	0
Engr/Phys Sci Tech III	3	Tot Min	4	Fem	1	0	0	0	1	0	0
H1I4XX	H28	Total	2	Mal	1	1	0	0	0	0	0
Grants Specialist IV	2	Tot Min	0	Fem	1	1	0	0	0	0	0
I5D3*B	I09	Total	1	Mal	1	1	0	0	0	0	0
Engr/Phys Sci Tech III	3	Tot Min	0	Fem	0	0	0	0	0	0	0
H1B4XX	H28	Total	24	Mal	13	12	0	0	1	0	0
Administrator IV	2	Tot Min	3	Fem	11	9	0	1	1	0	0
I5E4XX	I10	Total	1	Mal	1	1	0	0	0	0	0
Electronics Spec III	3	Tot Min	0	Fem	0	0	0	0	0	0	0
H1J4XX	H28	Total	8	Mal	3	3	0	0	0	0	0
Planning Specialist IV	2	Tot Min	0	Fem	5	5	0	0	0	0	0
H1C4XX	H28	Total	7	Mal	3	3	0	0	0	0	0
Analyst IV	2	Tot Min	2	Fem	4	2	1	1	0	0	0
I3B3*C	I12	Total	5	Mal	3	3	0	0	0	0	0
Phy Sci Res/Scientist II	2	Tot Min	1	Fem	2	1	0	1	0	0	0
I5C1*B	I12	Total	2	Mal	2	1	0	0	1	0	0
Civil Eng Proj Manager I	3	Tot Min	1	Fem	0	0	0	0	0	0	0

Workforce Analysis

7300

HQ Project Support

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2		
I2C3*A	I14	Total	8	Mal	7	5	0	1	1	0	0	0
Engineer-In-Training III	2	Tot Min	2	Fem	1	1	0	0	0	0	0	0
H8E3XX	H32	Total	2	Mal	0	0	0	0	0	0	0	0
Budget & Policy Anlst III	2	Tot Min	0	Fem	2	2	0	0	0	0	0	0
H1E4XX	H28	Total	3	Mal	1	1	0	0	0	0	0	0
Scint Prgmr/Anlst IV	2	Tot Min	1	Fem	2	1	0	1	0	0	0	0
H6F5XX	H33	Total	1	Mal	1	0	1	0	0	0	0	0
Emer Prep & Comm Spec V	2	Tot Min	1	Fem	0	0	0	0	0	0	0	0
I3B4*C	I16	Total	3	Mal	3	3	0	0	0	0	0	0
Phy Sci Res/Scientist III	2	Tot Min	0	Fem	0	0	0	0	0	0	0	0
I5E5XX	I14	Total	3	Mal	3	3	0	0	0	0	0	0
Electronics Spec IV	3	Tot Min	0	Fem	0	0	0	0	0	0	0	0
D9D2XX	D20	Total	1	Mal	1	1	0	0	0	0	0	0
LTC Operations II	7	Tot Min	0	Fem	0	0	0	0	0	0	0	0
H2A2XX	T02	Total	8	Mal	4	3	0	1	0	0	0	0
IT Professional	2	Tot Min	2	Fem	4	3	0	1	0	0	0	0
H1C5XX	H33	Total	3	Mal	2	1	0	0	1	0	0	0
Analyst V	2	Tot Min	2	Fem	1	0	0	1	0	0	0	0
H1M5XX	H33	Total	1	Mal	1	1	0	0	0	0	0	0
Real Estate Spec V	2	Tot Min	0	Fem	0	0	0	0	0	0	0	0
H1H5XX	H33	Total	2	Mal	1	1	0	0	0	0	0	0
Contract Administrator V	2	Tot Min	0	Fem	1	1	0	0	0	0	0	0
H1I5XX	H33	Total	1	Mal	1	1	0	0	0	0	0	0
Grants Specialist V	2	Tot Min	0	Fem	0	0	0	0	0	0	0	0
H1J5XX	H33	Total	3	Mal	2	2	0	0	0	0	0	0
Planning Specialist V	2	Tot Min	0	Fem	1	1	0	0	0	0	0	0
I2C4*A	I16	Total	37	Mal	31	24	1	4	2	0	0	0
Professional Engineer I	2	Tot Min	8	Fem	6	5	0	1	0	0	0	0
H1B5XX	H33	Total	1	Mal	1	1	0	0	0	0	0	0
Administrator V	2	Tot Min	0	Fem	0	0	0	0	0	0	0	0

Workforce Analysis

7300

HQ Project Support

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2	
I5C2*A	I16	Total	1	Mal	0	0	0	0	0	0	0
Civil Eng Proj Manager II	3	Tot Min	0	Fem	1	1	0	0	0	0	0
H1E5XX	H33	Total	3	Mal	2	1	0	0	1	0	0
Scint Prgmr/Anlst V	2	Tot Min	1	Fem	1	1	0	0	0	0	0
H1Q5XX	H33	Total	1	Mal	1	1	0	0	0	0	0
Liaison V	2	Tot Min	0	Fem	0	0	0	0	0	0	0
I2D4XX	I16	Total	1	Mal	1	1	0	0	0	0	0
Landscape Architect II	2	Tot Min	0	Fem	0	0	0	0	0	0	0
H1I6XX	H35	Total	2	Mal	1	1	0	0	0	0	0
Grants Specialist VI	2	Tot Min	0	Fem	1	1	0	0	0	0	0
H1Q6XX	H35	Total	1	Mal	1	1	0	0	0	0	0
Liaison VI	2	Tot Min	0	Fem	0	0	0	0	0	0	0
H1A6XX	H35	Total	11	Mal	9	7	0	0	2	0	0
Program Management II	2	Tot Min	2	Fem	2	2	0	0	0	0	0
I2C5*A	I19	Total	34	Mal	29	22	1	6	0	0	0
Professional Engineer II	2	Tot Min	8	Fem	5	4	0	0	1	0	0
I2B2XX	I17	Total	1	Mal	1	1	0	0	0	0	0
Electronic Engineer II	2	Tot Min	0	Fem	0	0	0	0	0	0	0
I3B5*C	I17	Total	2	Mal	2	1	0	0	1	0	0
Phy Sci Res/Scientist IV	2	Tot Min	1	Fem	0	0	0	0	0	0	0
H4K6XX	H35	Total	1	Mal	0	0	0	0	0	0	0
Mktg & Comm Spec VI	2	Tot Min	0	Fem	1	1	0	0	0	0	0
H1A7XX	H36	Total	4	Mal	2	2	0	0	0	0	0
Program Management III	2	Tot Min	0	Fem	2	2	0	0	0	0	0
H8E5XX	H36	Total	1	Mal	0	0	0	0	0	0	0
Budget & Policy Anlst V	2	Tot Min	0	Fem	1	1	0	0	0	0	0
H2A3XX	T03	Total	1	Mal	1	1	0	0	0	0	0
IT Supervisor	2	Tot Min	0	Fem	0	0	0	0	0	0	0
H6G8XX	H36	Total	13	Mal	11	9	1	1	0	0	0
Management	1	Tot Min	2	Fem	2	2	0	0	0	0	0

Workforce Analysis

7300

HQ Project Support

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2	
I2C6*A	I20	Total	6	Mal	6	6	0	0	0	0	0
Professional Engineer III	2	Tot Min	0	Fem	0	0	0	0	0	0	0
160SES	999	Total	4	Mal	3	3	0	0	0	0	0
Senior Executive Service	1	Tot Min	0	Fem	1	1	0	0	0	0	0
Total for 7300		Total	343	Mal	241	192	6	20	21	1	1
		Tot Min	76	Fem	102	75	5	9	12	1	0

7400

HQ Maintenance

Job Code & Title	Grade & EEO Code		Total	W	B	A	H	I	P	2	
I5E1IX	I01	Total	1	Mal	1	1	0	0	0	0	0
Electronics Spec Intern	3	Tot Min	0	Fem	0	0	0	0	0	0	0
I5E2TX	I02	Total	3	Mal	3	2	0	0	1	0	0
Electronics Spec I	3	Tot Min	1	Fem	0	0	0	0	0	0	0
D6A1TX	D13	Total	1	Mal	1	0	1	0	0	0	0
Electrical Trades I	7	Tot Min	1	Fem	0	0	0	0	0	0	0
H4M4XX	H18	Total	1	Mal	0	0	0	0	0	0	0
Technician IV	5	Tot Min	0	Fem	1	1	0	0	0	0	0
D6A2XX	D16	Total	6	Mal	6	5	1	0	0	0	0
Electrical Trades II	7	Tot Min	1	Fem	0	0	0	0	0	0	0
I5E3XX	I08	Total	3	Mal	3	1	1	0	1	0	0
Electronics Spec II	3	Tot Min	2	Fem	0	0	0	0	0	0	0
I5E4XX	I10	Total	5	Mal	5	4	0	0	1	0	0
Electronics Spec III	3	Tot Min	1	Fem	0	0	0	0	0	0	0
D6A3XX	D18	Total	2	Mal	2	2	0	0	0	0	0
Electrical Trades III	7	Tot Min	0	Fem	0	0	0	0	0	0	0
Total for 7400		Total	22	Mal	21	15	3	0	3	0	0
		Tot Min	6	Fem	1	1	0	0	0	0	0

Colorado Department of Transportation

October 1, 2016 Annual Affirmative Action Plan

State of Colorado

Department Analysis

		Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
1100	#	332	112	7	3	16	89	3	1	0	220	325
R1 Maintenance	%		33.73	2.11	0.90	4.82	26.81	0.90	0.30	0.00	66.27	97.89
1200	#	203	55	48	12	14	24	3	2	0	148	155
R1 Engineering	%		27.09	23.65	5.91	6.90	11.82	1.48	0.99	0.00	72.91	76.35
1300	#	35	8	20	0	1	6	0	1	0	27	15
R1 Program Support	%		22.86	57.14	0.00	2.86	17.14	0.00	2.86	0.00	77.14	42.86
1400	#	37	10	12	0	3	7	0	0	0	27	25
R1 Maint. Support	%		27.03	32.43	0.00	8.11	18.92	0.00	0.00	0.00	72.97	67.57
1500	#	40	6	5	0	0	4	1	0	1	34	35
R1 Tunnel	%		15.00	12.50	0.00	0.00	10.00	2.50	0.00	2.50	85.00	87.50
2100	#	249	59	4	0	5	51	2	1	0	190	245
R2 Maintenance	%		23.69	1.61	0.00	2.01	20.48	0.80	0.40	0.00	76.31	98.39
2200	#	97	25	20	2	0	23	0	0	0	72	77
R2 Engineering	%		25.77	20.62	2.06	0.00	23.71	0.00	0.00	0.00	74.23	79.38
2300	#	22	6	15	0	0	6	0	0	0	16	7
R2 Program Support	%		27.27	68.18	0.00	0.00	27.27	0.00	0.00	0.00	72.73	31.82
2400	#	24	5	9	0	0	5	0	0	0	19	15
R2 Maint. Support	%		20.83	37.50	0.00	0.00	20.83	0.00	0.00	0.00	79.17	62.50
3100	#	313	28	10	1	3	23	1	0	0	285	303
R3 Maintenance	%		8.95	3.19	0.32	0.96	7.35	0.32	0.00	0.00	91.05	96.81
3200	#	104	5	24	2	0	3	0	0	0	99	80
R3 Engineering	%		4.81	23.08	1.92	0.00	2.88	0.00	0.00	0.00	95.19	76.92
3300	#	21	2	10	0	0	1	1	0	0	19	11
R3 Program Support	%		9.52	47.62	0.00	0.00	4.76	4.76	0.00	0.00	90.48	52.38
3400	#	33	4	15	0	0	4	0	0	0	29	18
R3 Maint. Support	%		12.12	45.45	0.00	0.00	12.12	0.00	0.00	0.00	87.88	54.55
3500	#	30	2	1	0	0	2	0	0	0	28	29
R3 Tunnel	%		6.67	3.33	0.00	0.00	6.67	0.00	0.00	0.00	93.33	96.67
4100	#	288	36	2	1	1	34	0	0	0	252	286
R4 Maintenance	%		12.50	0.69	0.35	0.35	11.81	0.00	0.00	0.00	87.50	99.31

Department Analysis

4200	#	115	14	29	5	2	6	1	0	0	101	86
R4 Engineering	%		12.17	25.22	4.35	1.74	5.22	0.87	0.00	0.00	87.83	74.78
4300	#	23	2	15	0	0	2	0	0	0	21	8
R4 Program Support	%		8.70	65.22	0.00	0.00	8.70	0.00	0.00	0.00	91.30	34.78
4400	#	25	4	12	0	1	3	0	0	0	21	13
R4 Maint. Support	%		16.00	48.00	0.00	4.00	12.00	0.00	0.00	0.00	84.00	52.00
5100	#	210	59	5	0	0	55	4	0	0	151	205
R5 Maintenance	%		28.10	2.38	0.00	0.00	26.19	1.90	0.00	0.00	71.90	97.62
5200	#	47	9	10	0	0	8	1	0	0	38	37
R5 Engineering	%		19.15	21.28	0.00	0.00	17.02	2.13	0.00	0.00	80.85	78.72
5300	#	15	2	8	0	0	1	1	0	0	13	7
R5 Program Support	%		13.33	53.33	0.00	0.00	6.67	6.67	0.00	0.00	86.67	46.67
5400	#	32	8	12	0	0	7	1	0	0	24	20
R5 Maint. Support	%		25.00	37.50	0.00	0.00	21.88	3.13	0.00	0.00	75.00	62.50
7100	#	242	69	126	8	22	35	2	1	1	173	116
HQ Program Support	%		28.51	52.07	3.31	9.09	14.46	0.83	0.41	0.41	71.49	47.93
7200	#	35	12	12	0	5	7	0	0	0	23	23
HQ Maint. Support	%		34.29	34.29	0.00	14.29	20.00	0.00	0.00	0.00	65.71	65.71
7300	#	343	76	102	29	11	33	2	1	0	267	241
HQ Project Support	%		22.16	29.74	8.45	3.21	9.62	0.58	0.29	0.00	77.84	70.26
7400	#	22	6	1	0	3	3	0	0	0	16	21
HQ Maintenance	%		27.27	4.55	0.00	13.64	13.64	0.00	0.00	0.00	72.73	95.45

Department Analysis

Total	#	2,937	624	534	63	87	442	23	7	2	2,313	2,403
	%		21.25	18.18	2.15	2.96	15.05	0.78	0.24	0.07	78.75	81.82

Department Totals

Total Staffed Departments	26		Total Staffed Departments (10 or more employees)	26	
Number of Staffed Departments with Min	26	100.00	Number of (10+) Staffed Departments with Min	26	100.00
Number of Staffed Departments with Fem	26	100.00	Number of (10+) Staffed Departments with Fem	26	100.00
Number of Staffed Departments with Asi	9	34.62	Number of (10+) Staffed Departments with Asi	2	7.69
Number of Staffed Departments with Blk	13	50.00	Number of (10+) Staffed Departments with Blk	13	50.00
Number of Staffed Departments with His	26	100.00	Number of (10+) Staffed Departments with His	26	100.00
Number of Staffed Departments with Ind	13	50.00	Number of (10+) Staffed Departments with Ind	13	50.00
Number of Staffed Departments with Pac	6	23.08	Number of (10+) Staffed Departments with Pac	6	23.08
Number of Staffed Departments with Two	2	7.69	Number of (10+) Staffed Departments with Two	2	7.69
Number of Staffed Departments with Wht	26	100.00	Number of (10+) Staffed Departments with Wht	26	100.00
Number of Staffed Departments with Mal	26	100.00	Number of (10+) Staffed Departments with Mal	26	100.00

Job Group Analysis

As the second diagnostic component of our AAP we have conducted a job group analysis. The job group analysis is the first step in comparing the representation of minorities and women in the workforce covered by this AAP with the estimate of the available qualifiedssss minorities and women who could be employed by Colorado Department of Transportation in positions covered by this AAP.

In designing our job groups we considered the following elements:

- Similarity of duties and responsibilities;
- Similarity of compensation, and
- Similarity of opportunities for advancement including training, transfers, promotions, mobility and other career enhancements.

Although not a determinative factor in designing job groups, we also attempted to create job groups that are large enough to conduct appropriate analysis.

The following charts identify the job groups created for this AAP, the job titles that comprise each job group, and the percentage of minority incumbents and the percentage of female incumbents in each job group.

Job Group Analysis Summary reports which follow show that our workforce is comprised of just over 50 percent in the Skilled Worker EEO Category, of which a majority are in the Skilled-Individual-Mtc Job Group.l

Colorado Department of Transportation

October 1, 2016 Annual Affirmative Action Plan

State of Colorado

Job Group Analysis

1AO		Official-Official-Other										EEO Code: 1	
Job Code & Title		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal		
166000 - Dept Executive Director	#	1	0	1	0	0	0	0	0	0	1		
1 Employee	%	100.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00		
160DDH - Deputy Department Head	#	0	0	0	0	0	0	0	0	1	1		
1 Employee	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00		
160SES - Senior Executive Service	#	1	2	1	0	0	0	0	0	11	10		
12 Employees	%	8.33	16.67	8.33	0.00	0.00	0.00	0.00	0.00	91.67	83.33		
160CFO - Chief Financial Officer	#	0	1	0	0	0	0	0	0	1	0		
1 Employee	%	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00		
160PIO - Public Info Officer	#	0	1	0	0	0	0	0	0	1	0		
1 Employee	%	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00		
160HRD - Human Resources Director	#	0	1	0	0	0	0	0	0	1	0		
1 Employee	%	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00		
160DLL - Dept Legislative Liaison	#	0	0	0	0	0	0	0	0	1	1		
1 Employee	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00		
18 Employees	Totals #	2	5	2	0	0	0	0	0	16	13		
	%	11.11	27.78	11.11	0.00	0.00	0.00	0.00	0.00	88.89	72.22		

1BO		Official-Manager-Other										EEO Code: 1	
Job Code & Title		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal		
H6G8XX - Management	#	3	5	1	1	1	0	0	0	23	21		
26 Employees	%	11.54	19.23	3.85	3.85	3.85	0.00	0.00	0.00	88.46	80.77		
26 Employees	Totals #	3	5	1	1	1	0	0	0	23	21		
	%	11.54	19.23	3.85	3.85	3.85	0.00	0.00	0.00	88.46	80.77		

Job Group Analysis

2BE

Professional-Manager-Eng

EEO Code: 2

Job Code & Title

I2C6*A - Professional Engineer III

23 Employees

23 Employees

	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
#	4	4	2	0	2	0	0	0	19	19
%	17.39	17.39	8.70	0.00	8.70	0.00	0.00	0.00	82.61	82.61
Totals #	4	4	2	0	2	0	0	0	19	19
%	17.39	17.39	8.70	0.00	8.70	0.00	0.00	0.00	82.61	82.61

Job Group Analysis

2BO		Professional-Manager-Other										EEO Code: 2	
Job Code & Title		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal		
H1A7XX - Program Management III	#	7	3	0	2	4	1	0	0	13	17		
20 Employees	%	35.00	15.00	0.00	10.00	20.00	5.00	0.00	0.00	65.00	85.00		
H8C3XX - Controller III	#	0	1	0	0	0	0	0	0	1	0		
1 Employee	%	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00		
H8D6XX - Auditor V	#	0	0	0	0	0	0	0	0	1	1		
1 Employee	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00		
H4K6XX - Mktg & Comm Spec VI	#	0	1	0	0	0	0	0	0	1	0		
1 Employee	%	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00		
H1C6XX - Analyst VI	#	1	1	0	1	0	0	0	0	1	1		
2 Employees	%	50.00	50.00	0.00	50.00	0.00	0.00	0.00	0.00	50.00	50.00		
H1K6XX - Project Manager III	#	0	1	0	0	0	0	0	0	2	1		
2 Employees	%	0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	50.00		
H6F6XX - Emer Prep & Comm Spec VI	#	0	0	0	0	0	0	0	0	1	1		
1 Employee	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00		
H1A6XX - Program Management II	#	7	9	0	1	6	0	0	0	24	22		
31 Employees	%	22.58	29.03	0.00	3.23	19.35	0.00	0.00	0.00	77.42	70.97		
H1Q6XX - Liaison VI	#	0	0	0	0	0	0	0	0	1	1		
1 Employee	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00		
H1R6XX - Policy Advisor VI	#	0	1	0	0	0	0	0	0	1	0		
1 Employee	%	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00		
H1I6XX - Grants Specialist VI	#	0	1	0	0	0	0	0	0	2	1		
2 Employees	%	0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	50.00		
H8A4XX - Accountant IV	#	0	1	0	0	0	0	0	0	3	2		
3 Employees	%	0.00	33.33	0.00	0.00	0.00	0.00	0.00	0.00	100.00	66.67		

Job Group Analysis

2BO

Professional-Manager-Other

EEO Code: 2

Job Code & Title		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
66 Employees	Totals #	15	19	0	4	10	1	0	0	51	47
	%	22.73	28.79	0.00	6.06	15.15	1.52	0.00	0.00	77.27	71.21

2CE

Professional-Super-Eng

EEO Code: 2

Job Code & Title		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
I2C5*A - Professional Engineer II	#	17	11	8	5	4	0	0	0	75	81
92 Employees	%	18.48	11.96	8.70	5.43	4.35	0.00	0.00	0.00	81.52	88.04
I3B5*C - Phy Sci Res/Scientist IV	#	1	0	0	0	1	0	0	0	1	2
2 Employees	%	50.00	0.00	0.00	0.00	50.00	0.00	0.00	0.00	50.00	100.00
I9B4XX - Prof Land Surveyor II	#	2	1	0	0	2	0	0	0	7	8
9 Employees	%	22.22	11.11	0.00	0.00	22.22	0.00	0.00	0.00	77.78	88.89
103 Employees	Totals #	20	12	8	5	7	0	0	0	83	91
	%	19.42	11.65	7.77	4.85	6.80	0.00	0.00	0.00	80.58	88.35

2CO

Professional-Super-Other

EEO Code: 2

Job Code & Title		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
H8E5XX - Budget & Policy Anlst V	#	0	1	0	0	0	0	0	0	1	0
1 Employee	%	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00
H2A3XX - IT Supervisor	#	0	0	0	0	0	0	0	0	1	1
1 Employee	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00
H8E4XX - Budget & Policy Anlst IV	#	0	0	0	0	0	0	0	0	3	3
3 Employees	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00
H8D5XX - Auditor IV	#	0	2	0	0	0	0	0	0	3	1
3 Employees	%	0.00	66.67	0.00	0.00	0.00	0.00	0.00	0.00	100.00	33.33
H1K5XX - Project Manager II	#	0	0	0	0	0	0	0	0	3	3
3 Employees	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00
H1A5XX - Program Management I	#	2	0	0	0	2	0	0	0	10	12
12 Employees	%	16.67	0.00	0.00	0.00	16.67	0.00	0.00	0.00	83.33	100.00

Job Group Analysis

2CO

Professional-Super-Other

EEO Code: 2

Job Code & Title		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
H1Q5XX - Liaison V	#	0	0	0	0	0	0	0	0	1	1
1 Employee	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00
H1E5XX - Scint Prgmr/Anlst V	#	1	1	0	0	1	0	0	0	2	2
3 Employees	%	33.33	33.33	0.00	0.00	33.33	0.00	0.00	0.00	66.67	66.67
H4I5XX - Training Specialist V	#	0	1	0	0	0	0	0	0	1	0
1 Employee	%	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00
H1L5XX - Purchasing Agent V	#	1	1	0	1	0	0	0	0	0	0
1 Employee	%	100.00	100.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00
H1B5XX - Administrator V	#	3	10	0	1	0	2	0	0	16	9
19 Employees	%	15.79	52.63	0.00	5.26	0.00	10.53	0.00	0.00	84.21	47.37
H1J5XX - Planning Specialist V	#	0	1	0	0	0	0	0	0	3	2
3 Employees	%	0.00	33.33	0.00	0.00	0.00	0.00	0.00	0.00	100.00	66.67
H1I5XX - Grants Specialist V	#	0	0	0	0	0	0	0	0	1	1
1 Employee	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00
H1H5XX - Contract Administrator V	#	0	1	0	0	0	0	0	0	3	2
3 Employees	%	0.00	33.33	0.00	0.00	0.00	0.00	0.00	0.00	100.00	66.67
H1M5XX - Real Estate Spec V	#	1	4	1	0	0	0	0	0	5	2
6 Employees	%	16.67	66.67	16.67	0.00	0.00	0.00	0.00	0.00	83.33	33.33
H1C5XX - Analyst V	#	3	2	2	0	1	0	0	0	1	2
4 Employees	%	75.00	50.00	50.00	0.00	25.00	0.00	0.00	0.00	25.00	50.00
H6F5XX - Emer Prep & Comm Spec V	#	1	0	0	1	0	0	0	0	0	1
1 Employee	%	100.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	100.00
H4G5XX - Human Resources Spec V	#	1	3	0	0	1	0	0	0	2	0
3 Employees	%	33.33	100.00	0.00	0.00	33.33	0.00	0.00	0.00	66.67	0.00
H8A3XX - Accountant III	#	1	4	0	0	1	0	0	0	8	5
9 Employees	%	11.11	44.44	0.00	0.00	11.11	0.00	0.00	0.00	88.89	55.56
78 Employees	Totals #	14	31	3	3	6	2	0	0	64	47
	%	17.95	39.74	3.85	3.85	7.69	2.56	0.00	0.00	82.05	60.26

Job Group Analysis

2DO Job Code & Title	Professional-Worklead-Other										EEO Code: 2	
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal		
I2A4XX - Architect II 1 Employee	#	0	1	0	0	0	0	0	0	0	1	0
	%	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00
I2D4XX - Landscape Architect II 1 Employee	#	0	0	0	0	0	0	0	0	0	1	1
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00
H1E4XX - Scint Prgmr/Anlst IV 3 Employees	#	1	2	1	0	0	0	0	0	0	2	1
	%	33.33	66.67	33.33	0.00	0.00	0.00	0.00	0.00	0.00	66.67	33.33
H1K4XX - Project Manager I 10 Employees	#	0	2	0	0	0	0	0	0	0	10	8
	%	0.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	80.00
H4H4XX - Safety Specialist IV 5 Employees	#	1	0	0	0	1	0	0	0	0	4	5
	%	20.00	0.00	0.00	0.00	20.00	0.00	0.00	0.00	0.00	80.00	100.00
H4I4XX - Training Specialist IV 4 Employees	#	0	1	0	0	0	0	0	0	0	4	3
	%	0.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	75.00
H1C4XX - Analyst IV 15 Employees	#	5	11	1	2	2	0	0	0	0	10	4
	%	33.33	73.33	6.67	13.33	13.33	0.00	0.00	0.00	0.00	66.67	26.67
H1J4XX - Planning Specialist IV 12 Employees	#	1	7	0	0	1	0	0	0	0	11	5
	%	8.33	58.33	0.00	0.00	8.33	0.00	0.00	0.00	0.00	91.67	41.67
H4K4XX - Mktg & Comm Spec IV 8 Employees	#	1	5	0	0	0	0	0	0	1	7	3
	%	12.50	62.50	0.00	0.00	0.00	0.00	0.00	0.00	12.50	87.50	37.50
H1B4XX - Administrator IV 60 Employees	#	9	29	2	0	6	0	1	0	0	51	31
	%	15.00	48.33	3.33	0.00	10.00	0.00	1.67	0.00	0.00	85.00	51.67
H1F4XX - Appraiser II 9 Employees	#	0	3	0	0	0	0	0	0	0	9	6
	%	0.00	33.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	66.67
H1I4XX - Grants Specialist IV 2 Employees	#	0	1	0	0	0	0	0	0	0	2	1
	%	0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	50.00
H4G4XX - Human Resources Spec IV 5 Employees	#	2	5	0	0	2	0	0	0	0	3	0
	%	40.00	100.00	0.00	0.00	40.00	0.00	0.00	0.00	0.00	60.00	0.00
H1H4XX - Contract Administrator IV 12 Employees	#	7	4	1	4	2	0	0	0	0	5	8
	%	58.33	33.33	8.33	33.33	16.67	0.00	0.00	0.00	0.00	41.67	66.67
H1M4XX - Real Estate Spec IV 12 Employees	#	1	6	0	0	1	0	0	0	0	11	6
	%	8.33	50.00	0.00	0.00	8.33	0.00	0.00	0.00	0.00	91.67	50.00

Job Group Analysis

2DO		Professional-Worklead-Other										EEO Code: 2	
Job Code & Title		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal		
H1L4XX - Purchasing Agent IV	#	2	3	0	1	1	0	0	0	0	4	3	
6 Employees	%	33.33	50.00	0.00	16.67	16.67	0.00	0.00	0.00	0.00	66.67	50.00	
H1Q4XX - Liaison IV	#	0	0	0	0	0	0	0	0	0	2	2	
2 Employees	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00	
H8A2XX - Accountant II	#	6	9	2	3	1	0	0	0	0	5	2	
11 Employees	%	54.55	81.82	18.18	27.27	9.09	0.00	0.00	0.00	0.00	45.45	18.18	
H3U5XX - Arts Professional III	#	0	1	0	0	0	0	0	0	0	1	0	
1 Employee	%	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	
179 Employees	Totals #	36	90	7	10	17	0	1	1	1	143	89	
	%	20.11	50.28	3.91	5.59	9.50	0.00	0.56	0.56	79.89	49.72		

2EE		Professional-Individual-Eng										EEO Code: 2	
Job Code & Title		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal		
I2B2XX - Electronic Engineer II	#	0	0	0	0	0	0	0	0	0	1	1	
1 Employee	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00	
I2C4*A - Professional Engineer I	#	27	27	12	2	12	1	0	0	0	135	135	
162 Employees	%	16.67	16.67	7.41	1.23	7.41	0.62	0.00	0.00	0.00	83.33	83.33	
I3B4*C - Phy Sci Res/Scientist III	#	0	0	0	0	0	0	0	0	0	3	3	
3 Employees	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00	
I2C3*A - Engineer-In-Training III	#	7	7	2	2	3	0	0	0	0	17	17	
24 Employees	%	29.17	29.17	8.33	8.33	12.50	0.00	0.00	0.00	0.00	70.83	70.83	
I3B3*C - Phy Sci Res/Scientist II	#	1	2	1	0	0	0	0	0	0	4	3	
5 Employees	%	20.00	40.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	80.00	60.00	
I2C2TA - Engineer-In-Training II	#	7	6	4	1	2	0	0	0	0	18	19	
25 Employees	%	28.00	24.00	16.00	4.00	8.00	0.00	0.00	0.00	0.00	72.00	76.00	
I9B3XX - Prof Land Surveyor I	#	2	2	0	0	2	0	0	0	0	18	18	
20 Employees	%	10.00	10.00	0.00	0.00	10.00	0.00	0.00	0.00	0.00	90.00	90.00	
I2C1IA - Engineer-In-Training I	#	8	5	3	2	3	0	0	0	0	15	18	
23 Employees	%	34.78	21.74	13.04	8.70	13.04	0.00	0.00	0.00	0.00	65.22	78.26	
263 Employees	Totals #	52	49	22	7	22	1	0	0	0	211	214	
	%	19.77	18.63	8.37	2.66	8.37	0.38	0.00	0.00	0.00	80.23	81.37	

Job Group Analysis

2EO

Professional-Individual-Other

EEO Code: 2

Job Code & Title		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
H8E3XX - Budget & Policy Anlst III	#	1	3	0	0	0	1	0	0	9	7
10 Employees	%	10.00	30.00	0.00	0.00	0.00	10.00	0.00	0.00	90.00	70.00
H2A2XX - IT Professional	#	2	4	2	0	0	0	0	0	6	4
8 Employees	%	25.00	50.00	25.00	0.00	0.00	0.00	0.00	0.00	75.00	50.00
I2D3XX - Landscape Architect I	#	0	1	0	0	0	0	0	0	1	0
1 Employee	%	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00
H8D4XX - Auditor III	#	1	1	0	0	1	0	0	0	3	3
4 Employees	%	25.00	25.00	0.00	0.00	25.00	0.00	0.00	0.00	75.00	75.00
H8E2XX - Budget Analyst II	#	0	2	0	0	0	0	0	0	4	2
4 Employees	%	0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	50.00
I2A2TX - Designer/Planner	#	0	1	0	0	0	0	0	0	1	0
1 Employee	%	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00
I2D2TX - Landscape Specialist	#	0	1	0	0	0	0	0	0	3	2
3 Employees	%	0.00	33.33	0.00	0.00	0.00	0.00	0.00	0.00	100.00	66.67
H8D3XX - Auditor II	#	1	0	0	1	0	0	0	0	1	2
2 Employees	%	50.00	0.00	0.00	50.00	0.00	0.00	0.00	0.00	50.00	100.00
H8E1XX - Budget Analyst I	#	0	0	0	0	0	0	0	0	2	2
2 Employees	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00
H4K3XX - Mktg & Comm Spec III	#	2	3	0	0	2	0	0	0	1	0
3 Employees	%	66.67	100.00	0.00	0.00	66.67	0.00	0.00	0.00	33.33	0.00
H1K3XX - Project Coordinator	#	1	0	0	0	1	0	0	0	0	1
1 Employee	%	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	100.00
H1M3XX - Real Estate Spec III	#	1	1	0	0	1	0	0	0	1	1
2 Employees	%	50.00	50.00	0.00	0.00	50.00	0.00	0.00	0.00	50.00	50.00
H1I3XX - Grants Specialist III	#	2	5	1	1	0	0	0	0	5	2
7 Employees	%	28.57	71.43	14.29	14.29	0.00	0.00	0.00	0.00	71.43	28.57
H1H3XX - Contract Administrator III	#	2	3	0	0	1	1	0	0	4	3
6 Employees	%	33.33	50.00	0.00	0.00	16.67	16.67	0.00	0.00	66.67	50.00
H1E3XX - Scint Prgmr/Anlst III	#	0	1	0	0	0	0	0	0	4	3
4 Employees	%	0.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	75.00

Job Group Analysis

2EO		Professional-Individual-Other									EEO Code: 2	
Job Code & Title		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	
H1Q3XX - Liaison III	#	1	1	0	1	0	0	0	0	8	8	
9 Employees	%	11.11	11.11	0.00	11.11	0.00	0.00	0.00	0.00	88.89	88.89	
H1J3XX - Planning Specialist III	#	1	3	0	1	0	0	0	0	6	4	
7 Employees	%	14.29	42.86	0.00	14.29	0.00	0.00	0.00	0.00	85.71	57.14	
H1C3XX - Analyst III	#	2	3	1	0	1	0	0	0	9	8	
11 Employees	%	18.18	27.27	9.09	0.00	9.09	0.00	0.00	0.00	81.82	72.73	
H4H3XX - Safety Specialist III	#	0	1	0	0	0	0	0	0	1	0	
1 Employee	%	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	
H4G3XX - Human Resources Spec III	#	1	4	0	1	0	0	0	0	3	0	
4 Employees	%	25.00	100.00	0.00	25.00	0.00	0.00	0.00	0.00	75.00	0.00	
H1B3XX - Administrator III	#	9	24	1	3	5	0	0	0	28	13	
37 Employees	%	24.32	64.86	2.70	8.11	13.51	0.00	0.00	0.00	75.68	35.14	
H3U4XX - Arts Professional II	#	1	0	0	0	1	0	0	0	0	1	
1 Employee	%	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	100.00	
H1C2XX - Analyst II	#	0	0	0	0	0	0	0	0	1	1	
1 Employee	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00	
H1E2XX - Scint Prgmr/Anlst II	#	0	0	0	0	0	0	0	0	1	1	
1 Employee	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00	
H1M2XX - Real Estate Spec II	#	0	1	0	0	0	0	0	0	1	0	
1 Employee	%	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	
H8A1XX - Accountant I	#	1	2	0	1	0	0	0	0	3	2	
4 Employees	%	25.00	50.00	0.00	25.00	0.00	0.00	0.00	0.00	75.00	50.00	
H1B2XX - Administrator II	#	1	5	0	0	1	0	0	0	4	0	
5 Employees	%	20.00	100.00	0.00	0.00	20.00	0.00	0.00	0.00	80.00	0.00	
H1D2XX - Data Management II	#	1	1	0	1	0	0	0	0	0	0	
1 Employee	%	100.00	100.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	
H4K2XX - Mktg & Comm Spec II	#	0	1	0	0	0	0	0	0	1	0	
1 Employee	%	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	
H4H2XX - Safety Specialist II	#	0	1	0	0	0	0	0	0	1	0	
1 Employee	%	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	

Job Group Analysis

2EO

Professional-Individual-Other

EEO Code: 2

Job Code & Title		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
H1H2XX - Contract Administrator II	#	1	1	0	0	1	0	0	0	0	0
1 Employee	%	100.00	100.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00
H8D1IX - Audit Intern	#	1	1	1	0	0	0	0	0	0	0
1 Employee	%	100.00	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
H1B1TX - Administrator I	#	1	2	0	0	1	0	0	0	3	2
4 Employees	%	25.00	50.00	0.00	0.00	25.00	0.00	0.00	0.00	75.00	50.00
149 Employees	Totals #	34	77	6	10	16	2	0	0	115	72
	%	22.82	51.68	4.03	6.71	10.74	1.34	0.00	0.00	77.18	48.32

3CE

Technician-Super-Eng

EEO Code: 3

Job Code & Title		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
I5E5XX - Electronics Spec IV	#	0	0	0	0	0	0	0	0	5	5
5 Employees	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00
I5D3*B - Engr/Phys Sci Tech III	#	1	0	0	0	1	0	0	0	1	2
2 Employees	%	50.00	0.00	0.00	0.00	50.00	0.00	0.00	0.00	50.00	100.00
I5D3*A - Engr/Phys Sci Tech III	#	15	6	2	1	11	1	0	0	55	64
70 Employees	%	21.43	8.57	2.86	1.43	15.71	1.43	0.00	0.00	78.57	91.43
77 Employees	Totals #	16	6	2	1	12	1	0	0	61	71
	%	20.78	7.79	2.60	1.30	15.58	1.30	0.00	0.00	79.22	92.21

3DE

Technician-Worklead-Eng

EEO Code: 3

Job Code & Title		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
I5C2*B - Civil Eng Proj Manager II	#	0	2	0	0	0	0	0	0	4	2
4 Employees	%	0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	50.00
I5C2*A - Civil Eng Proj Manager II	#	4	4	0	0	4	0	0	0	16	16
20 Employees	%	20.00	20.00	0.00	0.00	20.00	0.00	0.00	0.00	80.00	80.00
I5E4XX - Electronics Spec III	#	1	0	0	0	1	0	0	0	8	9
9 Employees	%	11.11	0.00	0.00	0.00	11.11	0.00	0.00	0.00	88.89	100.00
33 Employees	Totals #	5	6	0	0	5	0	0	0	28	27
	%	15.15	18.18	0.00	0.00	15.15	0.00	0.00	0.00	84.85	81.82

Job Group Analysis

3EE		Technician-Individual-Eng									EEO Code: 3	
Job Code & Title		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	
I5C1*A - Civil Eng Proj Manager I	#	6	3	0	0	4	1	1	0	24	27	
30 Employees	%	20.00	10.00	0.00	0.00	13.33	3.33	3.33	0.00	80.00	90.00	
I5C1*B - Civil Eng Proj Manager I	#	4	2	1	0	3	0	0	0	3	5	
7 Employees	%	57.14	28.57	14.29	0.00	42.86	0.00	0.00	0.00	42.86	71.43	
I5E3XX - Electronics Spec II	#	4	0	0	2	2	0	0	0	5	9	
9 Employees	%	44.44	0.00	0.00	22.22	22.22	0.00	0.00	0.00	55.56	100.00	
I5D2*B - Engr/Phys Sci Tech II	#	2	0	0	0	1	0	1	0	2	4	
4 Employees	%	50.00	0.00	0.00	0.00	25.00	0.00	25.00	0.00	50.00	100.00	
I5D2*A - Engr/Phys Sci Tech II	#	9	9	1	0	4	3	1	0	37	37	
46 Employees	%	19.57	19.57	2.17	0.00	8.70	6.52	2.17	0.00	80.43	80.43	
I9B2TX - Land Survey Intern II	#	0	0	0	0	0	0	0	0	2	2	
2 Employees	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00	
I5D1*B - Engr/Phys Sci Tech I	#	1	1	0	1	0	0	0	0	2	2	
3 Employees	%	33.33	33.33	0.00	33.33	0.00	0.00	0.00	0.00	66.67	66.67	
I5D1*A - Engr/Phys Sci Tech I	#	6	3	0	1	5	0	0	0	30	33	
36 Employees	%	16.67	8.33	0.00	2.78	13.89	0.00	0.00	0.00	83.33	91.67	
I5E2TX - Electronics Spec I	#	1	0	0	0	1	0	0	0	3	4	
4 Employees	%	25.00	0.00	0.00	0.00	25.00	0.00	0.00	0.00	75.00	100.00	
I9B1IX - Land Survey Intern I	#	1	1	0	0	1	0	0	0	1	1	
2 Employees	%	50.00	50.00	0.00	0.00	50.00	0.00	0.00	0.00	50.00	50.00	
I5E1IX - Electronics Spec Intern	#	0	0	0	0	0	0	0	0	1	1	
1 Employee	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00	
144 Employees	Totals	#	34	19	2	4	21	4	3	0	110	125
		%	23.61	13.19	1.39	2.78	14.58	2.78	2.08	0.00	76.39	86.81

5DO		Paraprof-Worklead-Other									EEO Code: 5	
Job Code & Title		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	
H4M4XX - Technician IV	#	7	10	1	2	4	0	0	0	16	13	
23 Employees	%	30.43	43.48	4.35	8.70	17.39	0.00	0.00	0.00	69.57	56.52	

Job Group Analysis

5DO

Paraprof-Worklead-Other

EEO Code: 5

Job Code & Title		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
23 Employees	Totals	# 7	10	1	2	4	0	0	0	16	13
		% 30.43	43.48	4.35	8.70	17.39	0.00	0.00	0.00	69.57	56.52

5EO

Pararprof-Individual-Other

EEO Code: 5

Job Code & Title		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
H4R2XX - Program Assistant II	#	8	21	0	0	8	0	0	0	13	0
21 Employees	%	38.10	100.00	0.00	0.00	38.10	0.00	0.00	0.00	61.90	0.00
H4R1XX - Program Assistant I	#	8	29	0	3	5	0	0	0	21	0
29 Employees	%	27.59	100.00	0.00	10.34	17.24	0.00	0.00	0.00	72.41	0.00
H4M3XX - Technician III	#	3	6	0	0	2	0	1	0	9	6
12 Employees	%	25.00	50.00	0.00	0.00	16.67	0.00	8.33	0.00	75.00	50.00
H8B3XX - Accounting Technician III	#	8	19	0	3	5	0	0	0	13	2
21 Employees	%	38.10	90.48	0.00	14.29	23.81	0.00	0.00	0.00	61.90	9.52
H4T3IX - Student Trainee III	#	0	1	0	0	0	0	0	0	1	0
1 Employee	%	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00
H4M2TX - Technician II	#	1	1	0	1	0	0	0	0	2	2
3 Employees	%	33.33	33.33	0.00	33.33	0.00	0.00	0.00	0.00	66.67	66.67
H4M1IX - Technician I	#	1	0	0	0	1	0	0	0	0	1
1 Employee	%	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	100.00
88 Employees	Totals	# 29	77	0	7	21	0	1	0	59	11
		% 32.95	87.50	0.00	7.95	23.86	0.00	1.14	0.00	67.05	12.50

6CO

Admin-Super-Other

EEO Code: 6

Job Code & Title		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
G3A5XX - Office Manager I	#	0	7	0	0	0	0	0	0	7	0
7 Employees	%	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00
7 Employees	Totals	# 0	7	0	0	0	0	0	0	7	0
		% 0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00

Job Group Analysis

6EO		Admin-Individual-Other									EEO Code: 6	
Job Code & Title		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	
G3A4XX - Admin Assistant III	#	15	67	1	2	12	0	0	0	53	1	
68 Employees	%	22.06	98.53	1.47	2.94	17.65	0.00	0.00	0.00	77.94	1.47	
G2D4XX - Data Specialist	#	1	3	0	0	1	0	0	0	4	2	
5 Employees	%	20.00	60.00	0.00	0.00	20.00	0.00	0.00	0.00	80.00	40.00	
G3A3XX - Admin Assistant II	#	3	7	1	0	2	0	0	0	7	3	
10 Employees	%	30.00	70.00	10.00	0.00	20.00	0.00	0.00	0.00	70.00	30.00	
G3A2TX - Admin Assistant I	#	1	1	0	0	1	0	0	0	1	1	
2 Employees	%	50.00	50.00	0.00	0.00	50.00	0.00	0.00	0.00	50.00	50.00	
85 Employees	Totals #	20	78	2	2	16	0	0	0	65	7	
	%	23.53	91.76	2.35	2.35	18.82	0.00	0.00	0.00	76.47	8.24	

7CE		Skilled-Super-Eng									EEO Code: 7	
Job Code & Title		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	
D6A3XX - Electrical Trades III	#	1	0	0	0	1	0	0	0	6	7	
7 Employees	%	14.29	0.00	0.00	0.00	14.29	0.00	0.00	0.00	85.71	100.00	
7 Employees	Totals #	1	0	0	0	1	0	0	0	6	7	
	%	14.29	0.00	0.00	0.00	14.29	0.00	0.00	0.00	85.71	100.00	

7CM		Skilled-Super-Mtc									EEO Code: 7	
Job Code & Title		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	
D9D2XX - LTC Operations II	#	2	0	0	0	2	0	0	0	7	9	
9 Employees	%	22.22	0.00	0.00	0.00	22.22	0.00	0.00	0.00	77.78	100.00	
D9D1TX - LTC Operations I	#	11	1	0	2	9	0	0	0	43	53	
54 Employees	%	20.37	1.85	0.00	3.70	16.67	0.00	0.00	0.00	79.63	98.15	
D6C3XX - Pipe/Mech Trades III	#	0	0	0	0	0	0	0	0	2	2	
2 Employees	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00	
D7A4XX - Equipment Mechanic IV	#	1	0	0	0	1	0	0	0	6	7	
7 Employees	%	14.29	0.00	0.00	0.00	14.29	0.00	0.00	0.00	85.71	100.00	

Job Group Analysis

7CM

Skilled-Super-Mtc

EEO Code: 7

Job Code & Title		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
D7D3XX - Transportation Mtc III	#	27	5	1	1	24	1	0	0	73	95
100 Employees	%	27.00	5.00	1.00	1.00	24.00	1.00	0.00	0.00	73.00	95.00
D6D3XX - Structural Trades III	#	3	0	0	0	3	0	0	0	0	3
3 Employees	%	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	100.00
175 Employees	Totals #	44	6	1	3	39	1	0	0	131	169
	%	25.14	3.43	0.57	1.71	22.29	0.57	0.00	0.00	74.86	96.57

7CO

Skilled-Super-Other

EEO Code: 7

Job Code & Title		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
D7C5XX - Production V	#	0	0	0	0	0	0	0	0	1	1
1 Employee	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00
1 Employee	Totals #	0	1	1							
	%	0.00	100.00	100.00							

7DM

Skilled-Worklead-Mtc

EEO Code: 7

Job Code & Title		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
D7D2XX - Transportation Mtc II	#	57	2	0	7	48	2	0	0	195	250
252 Employees	%	22.62	0.79	0.00	2.78	19.05	0.79	0.00	0.00	77.38	99.21
D7B4XX - Equipment Operator IV	#	2	0	0	0	2	0	0	0	32	34
34 Employees	%	5.88	0.00	0.00	0.00	5.88	0.00	0.00	0.00	94.12	100.00
286 Employees	Totals #	59	2	0	7	50	2	0	0	227	284
	%	20.63	0.70	0.00	2.45	17.48	0.70	0.00	0.00	79.37	99.30

7EE

Skilled-Individual-Eng

EEO Code: 7

Job Code & Title		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
D6A2XX - Electrical Trades II	#	4	0	0	1	3	0	0	0	23	27
27 Employees	%	14.81	0.00	0.00	3.70	11.11	0.00	0.00	0.00	85.19	100.00

Job Group Analysis

7EE

Skilled-Individual-Eng

EEO Code: 7

Job Code & Title		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
D6A1TX - Electrical Trades I	#	3	0	0	1	2	0	0	0	6	9
9 Employees	%	33.33	0.00	0.00	11.11	22.22	0.00	0.00	0.00	66.67	100.00
D9B3XX - Engr/Phys Sci Asst III	#	4	1	0	0	3	1	0	0	8	11
12 Employees	%	33.33	8.33	0.00	0.00	25.00	8.33	0.00	0.00	66.67	91.67
D9B2TX - Engr/Phys Sci Asst II	#	1	1	0	0	1	0	0	0	4	4
5 Employees	%	20.00	20.00	0.00	0.00	20.00	0.00	0.00	0.00	80.00	80.00
53 Employees	Totals #	12	2	0	2	9	1	0	0	41	51
	%	22.64	3.77	0.00	3.77	16.98	1.89	0.00	0.00	77.36	96.23

7EM

Skilled-Individual-Mtc

EEO Code: 7

Job Code & Title		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
D6B3XX - Machining Trades III	#	2	0	0	0	2	0	0	0	4	6
6 Employees	%	33.33	0.00	0.00	0.00	33.33	0.00	0.00	0.00	66.67	100.00
D7A3XX - Equipment Mechanic III	#	13	0	1	0	12	0	0	0	77	90
90 Employees	%	14.44	0.00	1.11	0.00	13.33	0.00	0.00	0.00	85.56	100.00
D6C2XX - Pipe/Mech Trades II	#	0	0	0	0	0	0	0	0	7	7
7 Employees	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00
D6B2XX - Machining Trades II	#	3	0	0	0	3	0	0	0	7	10
10 Employees	%	30.00	0.00	0.00	0.00	30.00	0.00	0.00	0.00	70.00	100.00
D6D2XX - Structural Trades II	#	5	0	0	0	5	0	0	0	7	12
12 Employees	%	41.67	0.00	0.00	0.00	41.67	0.00	0.00	0.00	58.33	100.00
D7A2XX - Equipment Mechanic II	#	0	0	0	0	0	0	0	0	2	2
2 Employees	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00
D6C1TX - Pipe/Mech Trades I	#	1	0	0	0	1	0	0	0	1	2
2 Employees	%	50.00	0.00	0.00	0.00	50.00	0.00	0.00	0.00	50.00	100.00
D7B3XX - Equipment Operator III	#	25	2	0	3	20	2	0	0	62	85
87 Employees	%	28.74	2.30	0.00	3.45	22.99	2.30	0.00	0.00	71.26	97.70
D6B1TX - Machining Trades I	#	2	0	0	0	1	1	0	0	0	2
2 Employees	%	100.00	0.00	0.00	0.00	50.00	50.00	0.00	0.00	0.00	100.00
D6D1TX - Structural Trades I	#	1	0	0	0	1	0	0	0	4	5
5 Employees	%	20.00	0.00	0.00	0.00	20.00	0.00	0.00	0.00	80.00	100.00

Job Group Analysis

7EM		Skilled-Individual-Mtc										EEO Code: 7
Job Code & Title		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	
D7A1TX - Equipment Mechanic I	#	1	0	0	0	1	0	0	0	1	2	
2 Employees	%	50.00	0.00	0.00	0.00	50.00	0.00	0.00	0.00	50.00	100.00	
D7D1TX - Transportation Mtc I	#	146	16	3	12	123	5	2	1	634	764	
780 Employees	%	18.72	2.05	0.38	1.54	15.77	0.64	0.26	0.13	81.28	97.95	
1005 Employees	Totals #	199	18	4	15	169	8	2	1	806	987	
	%	19.80	1.79	0.40	1.49	16.82	0.80	0.20	0.10	80.20	98.21	

7EO		Skilled-Individual-Other										EEO Code: 7
Job Code & Title		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	
D6E1TX - Utility Plant Oper I	#	1	2	0	0	1	0	0	0	6	5	
7 Employees	%	14.29	28.57	0.00	0.00	14.29	0.00	0.00	0.00	85.71	71.43	
D7C4XX - Production IV	#	1	0	0	0	1	0	0	0	0	1	
1 Employee	%	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	100.00	
D7C3XX - Production III	#	2	0	0	1	1	0	0	0	2	4	
4 Employees	%	50.00	0.00	0.00	25.00	25.00	0.00	0.00	0.00	50.00	100.00	
12 Employees	Totals #	4	2	0	1	3	0	0	0	8	10	
	%	33.33	16.67	0.00	8.33	25.00	0.00	0.00	0.00	66.67	83.33	

8CM		Service Mtc-Super-Mtc										EEO Code: 8
Job Code & Title		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	
D8D3XX - General Labor III	#	0	0	0	0	0	0	0	0	1	1	
1 Employee	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00	
1 Employee	Totals #	0	0	0	0	0	0	0	0	1	1	
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00	

Job Group Analysis

8DM

Service Mtc-Worklead-Mtc

EEO Code: 8

Job Code & Title		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
D8D2XX - General Labor II	#	0	0	0	0	0	0	0	0	1	1
1 Employee	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00
1 Employee	Totals #	0	1	1							
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00

8EM

Service Mtc-Individual-Mtc

EEO Code: 8

Job Code & Title		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
D8F7IX - LTC Trainee VII	#	0	0	0	0	0	0	0	0	1	1
1 Employee	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00
D8D1TX - General Labor I	#	9	5	0	2	7	0	0	0	8	12
17 Employees	%	52.94	29.41	0.00	11.76	41.18	0.00	0.00	0.00	47.06	70.59
D8B1TX - Custodian I	#	1	1	0	0	1	0	0	0	1	1
2 Employees	%	50.00	50.00	0.00	0.00	50.00	0.00	0.00	0.00	50.00	50.00
20 Employees	Totals #	10	6	0	2	8	0	0	0	10	14
	%	50.00	30.00	0.00	10.00	40.00	0.00	0.00	0.00	50.00	70.00

8EO

Service Mtc-Individual-Other

EEO Code: 8

Job Code & Title		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
D8G4XX - Materials Supervisor	#	1	1	0	0	1	0	0	0	1	1
2 Employees	%	50.00	50.00	0.00	0.00	50.00	0.00	0.00	0.00	50.00	50.00
D8G3XX - Materials Handler III	#	2	0	0	0	2	0	0	0	3	5
5 Employees	%	40.00	0.00	0.00	0.00	40.00	0.00	0.00	0.00	60.00	100.00
D8G2XX - Materials Handler II	#	0	2	0	0	0	0	0	0	6	4
6 Employees	%	0.00	33.33	0.00	0.00	0.00	0.00	0.00	0.00	100.00	66.67
D8G1TX - Materials Handler I	#	1	0	0	1	0	0	0	0	0	1
1 Employee	%	100.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	100.00
14 Employees	Totals #	4	3	0	1	3	0	0	0	10	11
	%	28.57	21.43	0.00	7.14	21.43	0.00	0.00	0.00	71.43	78.57

Colorado Department of Transportation

October 1, 2016 Annual Affirmative Action Plan

State of Colorado

Job Group Analysis Summary by EEO Code

EEO Code & Description		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
1 - Officials & Administrators	#	5	10	3	1	1	0	0	0	39	34
44 Employees	%	11.36	22.73	6.82	2.27	2.27	0.00	0.00	0.00	88.64	77.27
2 - Professionals	#	175	282	48	39	80	6	1	1	686	579
861 Employees	%	20.33	32.75	5.57	4.53	9.29	0.70	0.12	0.12	79.67	67.25
3 - Technicians	#	55	31	4	5	38	5	3	0	199	223
254 Employees	%	21.65	12.20	1.57	1.97	14.96	1.97	1.18	0.00	78.35	87.80
5 - Paraprofessionals	#	36	87	1	9	25	0	1	0	75	24
111 Employees	%	32.43	78.38	0.90	8.11	22.52	0.00	0.90	0.00	67.57	21.62
6 - Administrative Support	#	20	85	2	2	16	0	0	0	72	7
92 Employees	%	21.74	92.39	2.17	2.17	17.39	0.00	0.00	0.00	78.26	7.61
7 - Skilled Workers	#	319	30	5	28	271	12	2	1	1220	1509
1539 Employees	%	20.73	1.95	0.32	1.82	17.61	0.78	0.13	0.06	79.27	98.05
8 - Service	#	14	9	0	3	11	0	0	0	22	27
36 Employees	%	38.89	25.00	0.00	8.33	30.56	0.00	0.00	0.00	61.11	75.00
2937 Employees	Totals #	624	534	63	87	442	23	7	2	2313	2403
	%	21.25	18.18	2.15	2.96	15.05	0.78	0.24	0.07	78.75	81.82

Colorado Department of Transportation

October 1, 2016 Annual Affirmative Action Plan

State of Colorado

Job Group Analysis Summary

Job Group & Name	EEO Code	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
1AO - Official-Official-Other	#	2	5	2	0	0	0	0	0	16	13
18 Employees	1 %	11.11	27.78	11.11	0.00	0.00	0.00	0.00	0.00	88.89	72.22
1BO - Official-Manager-Other	#	3	5	1	1	1	0	0	0	23	21
26 Employees	1 %	11.54	19.23	3.85	3.85	3.85	0.00	0.00	0.00	88.46	80.77
2BE - Professional-Manager-Eng	#	4	4	2	0	2	0	0	0	19	19
23 Employees	2 %	17.39	17.39	8.70	0.00	8.70	0.00	0.00	0.00	82.61	82.61
2BO - Professional-Manager-Other	#	15	19	0	4	10	1	0	0	51	47
66 Employees	2 %	22.73	28.79	0.00	6.06	15.15	1.52	0.00	0.00	77.27	71.21
2CE - Professional-Super-Eng	#	20	12	8	5	7	0	0	0	83	91
103 Employees	2 %	19.42	11.65	7.77	4.85	6.80	0.00	0.00	0.00	80.58	88.35
2CO - Professional-Super-Other	#	14	31	3	3	6	2	0	0	64	47
78 Employees	2 %	17.95	39.74	3.85	3.85	7.69	2.56	0.00	0.00	82.05	60.26
2DO - Professional-Worklead-Other	#	36	90	7	10	17	0	1	1	143	89
179 Employees	2 %	20.11	50.28	3.91	5.59	9.50	0.00	0.56	0.56	79.89	49.72
2EE - Professional-Individual-Eng	#	52	49	22	7	22	1	0	0	211	214
263 Employees	2 %	19.77	18.63	8.37	2.66	8.37	0.38	0.00	0.00	80.23	81.37
2EO - Professional-Individual-Other	#	34	77	6	10	16	2	0	0	115	72
149 Employees	2 %	22.82	51.68	4.03	6.71	10.74	1.34	0.00	0.00	77.18	48.32
3CE - Technician-Super-Eng	#	16	6	2	1	12	1	0	0	61	71
77 Employees	3 %	20.78	7.79	2.60	1.30	15.58	1.30	0.00	0.00	79.22	92.21
3DE - Technician-Worklead-Eng	#	5	6	0	0	5	0	0	0	28	27
33 Employees	3 %	15.15	18.18	0.00	0.00	15.15	0.00	0.00	0.00	84.85	81.82
3EE - Technician-Individual-Eng	#	34	19	2	4	21	4	3	0	110	125
144 Employees	3 %	23.61	13.19	1.39	2.78	14.58	2.78	2.08	0.00	76.39	86.81
5DO - Paraprof-Worklead-Other	#	7	10	1	2	4	0	0	0	16	13
23 Employees	5 %	30.43	43.48	4.35	8.70	17.39	0.00	0.00	0.00	69.57	56.52
5EO - Paraprof-Individual-Other	#	29	77	0	7	21	0	1	0	59	11
88 Employees	5 %	32.95	87.50	0.00	7.95	23.86	0.00	1.14	0.00	67.05	12.50

Job Group Analysis Summary

Job Group & Name	EEO Code	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	
6CO - Admin-Super-Other	#	0	7	0	0	0	0	0	0	7	0	
7 Employees	6 %	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	
6EO - Admin-Individual-Other	#	20	78	2	2	16	0	0	0	65	7	
85 Employees	6 %	23.53	91.76	2.35	2.35	18.82	0.00	0.00	0.00	76.47	8.24	
7CE - Skilled-Super-Eng	#	1	0	0	0	1	0	0	0	6	7	
7 Employees	7 %	14.29	0.00	0.00	0.00	14.29	0.00	0.00	0.00	85.71	100.00	
7CM - Skilled-Super-Mtc	#	44	6	1	3	39	1	0	0	131	169	
175 Employees	7 %	25.14	3.43	0.57	1.71	22.29	0.57	0.00	0.00	74.86	96.57	
7CO - Skilled-Super-Other	#	0	0	0	0	0	0	0	0	1	1	
1 Employee	7 %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00	
7DM - Skilled-Worklead-Mtc	#	59	2	0	7	50	2	0	0	227	284	
286 Employees	7 %	20.63	0.70	0.00	2.45	17.48	0.70	0.00	0.00	79.37	99.30	
7EE - Skilled-Individual-Eng	#	12	2	0	2	9	1	0	0	41	51	
53 Employees	7 %	22.64	3.77	0.00	3.77	16.98	1.89	0.00	0.00	77.36	96.23	
7EM - Skilled-Individual-Mtc	#	199	18	4	15	169	8	2	1	806	987	
1005 Employees	7 %	19.80	1.79	0.40	1.49	16.82	0.80	0.20	0.10	80.20	98.21	
7EO - Skilled-Individual-Other	#	4	2	0	1	3	0	0	0	8	10	
12 Employees	7 %	33.33	16.67	0.00	8.33	25.00	0.00	0.00	0.00	66.67	83.33	
8CM - Service Mtc-Super-Mtc	#	0	0	0	0	0	0	0	0	1	1	
1 Employee	8 %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00	
8DM - Service Mtc-Worklead-Mtc	#	0	0	0	0	0	0	0	0	1	1	
1 Employee	8 %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00	
8EM - Service Mtc-Individual-Mtc	#	10	6	0	2	8	0	0	0	10	14	
20 Employees	8 %	50.00	30.00	0.00	10.00	40.00	0.00	0.00	0.00	50.00	70.00	
8EO - Service Mtc-Individual-Other	#	4	3	0	1	3	0	0	0	10	11	
14 Employees	8 %	28.57	21.43	0.00	7.14	21.43	0.00	0.00	0.00	71.43	78.57	
2937 Employees	Totals	#	624	534	63	87	442	23	7	2	2313	2403
		%	21.25	18.18	2.15	2.96	15.05	0.78	0.24	0.07	78.75	81.82

Availability Analysis

The availability analysis is a part of the Incumbency vs. Estimated Availability Analysis - the final diagnostic component of this AAP. The purpose of the availability analysis is to establish a benchmark against which the demographic composition of CDOT's workforce may be compared to determine whether barriers to equal employment opportunity may exist within particular job groups.

Pursuant to applicable regulations, the availability analysis for each job group examines two potential areas of availability: individuals with the requisite skills outside the establishment (external availability) and those within the establishment who are promotable, transferable and/or trainable (internal availability). In determining availability, we have selected our reasonable recruitment area and our pool of promotable, transferable, and trainable employees in such a way as not to exclude qualified minorities and women. Moreover, when determining external availability we have used as our source of data, Colorado, and the most current and discrete statistical information available. Furthermore, each external and internal availability source was weighted within the job groups to account for positions that are nearly 100% Departmental promotional. As an example, 2BE -Professional-Manager-Eng Factor 2 lists 2CE as a feeder group (97% of PE IIIs are hired from an internal applicant pool). For this availability analysis, we have used the EEO Tabulation 2006-2010 American Community Survey data.

Finally, where a job group is composed of different job titles that carry different availability rates, we calculated a composite availability figure. We arrived at the composite availability figure by determining the proportion of the job group incumbents employed in each job title, weighting the availability for each job title by the proportion of incumbents employed in that title, and adding together the weighted availability estimates.

A brief written rationale for the selection of the recruitment areas and internal pools by job group follows:

1AO - Official-Official-Other

Factor 1: *Colorado-This* is the geographical area from which the Colorado Department of Transportation usually seeks or reasonably would seek workers to fill positions in job group 1AO -Official-Official-Other. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women. Factor 2: *Feeder Job Computations 1BO, 2BE, 2BO-This* pool of feeder positions for job group 1AO -Official-Official-Other was chosen based on reasonable paths of progression within the Colorado Department of Transportation and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

1BO - Official-Manager-Other

Factor 1: *Colorado-This* is the geographical area from which the Colorado Department of Transportation usually seeks or reasonably would seek workers to fill positions in job group 1BO -Official-Manager-Other. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women. Factor 2: *Feeder Job Computations 2CE, 2CO-This* pool of feeder positions for job group 1BO -Official-Manager-Other was chosen based on reasonable paths of progression within the Colorado Department of Transportation and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

2BE - Professional-Manager-Eng

Factor 1: *Colorado-This* is the geographical area from which the Colorado Department of Transportation usually seeks or reasonably would seek workers to fill positions in job group 2BE –Professional-Manager-Eng. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women. Factor 2: *Feeder Job Computations 2CE-This* pool of feeder positions for job group 2BE Professional-Manager-Eng was chosen based on reasonable paths of progression within the Colorado Department of Transportation and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

2BO - Professional-Manager-Other

Factor 1: *Colorado-This* is the geographical area from which the Colorado Department of Transportation usually seeks or reasonably would seek workers to fill positions in job group 2BO -Professional-Manager-Other. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women. Factor 2: *Feeder Job Computations 2CO-This* pool of feeder positions for job group 2BO Professional-Manager-Other was chosen based on reasonable paths of progression within the Colorado Department of Transportation and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

2CE - Professional-Super-Eng

Factor 1: *Colorado-This* is the geographical area from which the Colorado Department of Transportation usually seeks or reasonably would seek workers to fill positions in job group 2CE -Professional-Super-Eng. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women. Factor 2: *Feeder Job Computations 2EE-This* pool of feeder positions for job group 2CE Professional-Super-Eng was chosen based on reasonable paths of progression within the Colorado Department of Transportation and includes all promotable, transferable, and trainable employees. This pool reflects current practices

and was defined in such a way as not to have the effect of excluding minorities or women.

2CO - Professional-Super-Other

Factor 1: *Colorado-This* is the geographical area from which the Colorado Department of Transportation usually seeks or reasonably would seek workers to fill positions in job group 2CO -Professional-Super-Other. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women. Factor 2: *Feeder Job Computations 2EO-This* pool of feeder positions for job group 2CO Professional-Super-Other was chosen based on reasonable paths of progression within the Colorado Department of Transportation and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

2DO - Professional-Worklead-Other

Factor 1: *Colorado-This* is the geographical area from which the Colorado Department of Transportation usually seeks or reasonably would seek workers to fill positions in job group 2DO -Professional-Worklead-Other. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women. Factor 2: *Feeder Job Computations 2EO-This* pool of feeder positions for job group 2DO Professional-Worklead-Other was chosen based on reasonable paths of progression within the Colorado Department of Transportation and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

2EE - Professional-Individual-Eng

Factor 1: *Colorado-This* is the geographical area from which the Colorado Department of Transportation usually seeks or reasonably would seek workers to fill positions in job group 2EE –Professional-Individual-Eng. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women. Factor 2: *Feeder Job Computations-There* are no feeder positions for this job group.

2EO - Professional-Individual-Other

Factor 1: *Colorado-This* is the geographical area from which the Colorado Department of Transportation usually seeks or reasonably would seek workers to fill positions in job group 2EO –Professional-Individual-Other. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women. Factor 2: *Feeder Job Computations 5EO-This* pool of feeder positions for job group 2EO Professional-Individual-Other was chosen based on reasonable paths of progression within the Colorado Department of Transportation and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

3CE -Technician-Super-Eng

Factor 1: *Colorado-This* is the geographical area from which the Colorado Department of Transportation usually seeks or reasonably would seek workers to fill positions in job group 3CE -Technician-Super-Eng. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women. Factor 2: *Feeder Job Computations 3EE-This* pool of feeder positions for job group 3CE Technician-Super-Eng was chosen based on reasonable paths of progression within the Colorado Department of Transportation and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

3DE -Technician-Worklead-Eng

Factor 1: *Colorado-This* is the geographical area from which the Colorado Department of Transportation usually seeks or reasonably would seek workers to fill positions in job group 3DE –Technician-Worklead-Eng. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women. Factor 2: *Feeder Job Computations 3EE-This* pool of feeder positions for job group 3DE Technician-Worklead-Eng was chosen based on reasonable paths of progression within the Colorado Department of Transportation and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

3EE -Technician-Individual-Eng

Factor 1: *Colorado-This* is the geographical area from which the Colorado Department of Transportation usually seeks or reasonably would seek workers to fill positions in job group 3EE -Technician-Individual-Eng. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women. Factor 2: *Feeder Job Computations-There* are no feeder positions for this job group.

5DO - Paraprof-Worklead-Other

Factor 1: *Colorado-This* is the geographical area from which the Colorado Department of Transportation usually seeks or reasonably would seek workers to fill positions in job group 5DO -Paraprof-Worklead-Other. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women. Factor 2: *Feeder Job Computations 5EO-This* pool of feeder positions for job group 5DO Paraprof-Worklead-Other was chosen based on reasonable paths of progression within the Colorado Department of Transportation and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

5EO - Pararprof-Individual-Other

Factor 1: *Colorado-This* is the geographical area from which the Colorado Department of Transportation usually seeks or reasonably would seek workers to fill positions in job group 5EO –Pararprof-Individual-Other. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women. Factor 2: *Feeder Job Computations-There* are no feeder positions for this job group.

6CO - Admin-Super-Other

Factor 1: *Colorado-This* is the geographical area from which the Colorado Department of Transportation usually seeks or reasonably would seek workers to fill positions in job group 6CO -Admin-Super-Other. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women. Factor 2: *Feeder Job Computations 5EO, 6EO-This* pool of feeder positions for job group 6CO -Admin-Super-Other was chosen based on reasonable paths of progression within the Colorado Department of Transportation and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

6EO - Admin-Individual-Other

Factor 1: *Colorado-This* is the geographical area from which the Colorado Department of Transportation usually seeks or reasonably would seek workers to fill positions in job group 6EO -Admin-Individual-Other. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women. Factor 2: *Feeder Job Computations-There* are no feeder positions for this job group.

7CE - Skilled-Super-Eng

Factor 1: *Colorado-This* is the geographical area from which the Colorado Department of Transportation usually seeks or reasonably would seek workers to fill positions in job group 7CE -Skilled-Super-Eng. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women. Factor 2: *Feeder Job Computations 7EE-This* pool of feeder positions for job group 7CE Skilled-Super-Eng was chosen based on reasonable paths of progression within the Colorado Department of Transportation and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

7CM - Skilled-Super-Mtc

Factor 1: *Colorado-This* is the geographical area from which the Colorado Department of Transportation usually seeks or reasonably would seek workers to fill positions in job group 7CM -Skilled-Super-Mtc. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women. Factor 2: *Feeder Job Computations 7DM-This* pool of feeder positions for job group 7CM Skilled-Super-Mtc was chosen based on reasonable paths of progression within the Colorado Department of Transportation and includes all promotable, transferable,

and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

7CO - Skilled-Super-Other

Factor 1: *Colorado-This* is the geographical area from which the Colorado Department of Transportation usually seeks or reasonably would seek workers to fill positions in job group 7CO -Skilled-Super- Other. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women.

Factor 2: *Feeder Job Computations 7EO-This* pool of feeder positions for job group 7CO Skilled-Super-Other was chosen based on reasonable paths of progression within the Colorado Department of Transportation and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

7DM - Skilled-Worklead-Mtc

Factor 1: *Colorado-This* is the geographical area from which the Colorado Department of Transportation usually seeks or reasonably would seek workers to fill positions in job group 7DM -Skilled-Worklead-Mtc. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women. Factor 2: *Feeder Job Computations 7EM-This* pool of feeder positions for job group 7DM Skilled-Worklead-Mtc was chosen based on reasonable paths of progression within the Colorado Department of Transportation and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

7EE - Skilled-Individual-Eng

Factor 1: *Colorado-This* is the geographical area from which the Colorado Department of Transportation usually seeks or reasonably would seek workers to fill positions in job group 7EE -Skilled-Individual-Eng. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women. Factor 2: *Feeder Job Computations-There* are no feeder positions for this job group.

7EM - Skilled-Individual-Mtc

Factor 1: *Colorado-This* is the geographical area from which the Colorado Department of Transportation usually seeks or reasonably would seek workers to fill positions in job group 7EM -Skilled-Individual-Mtc. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women. Factor 2: *Feeder Job Computations-There* are no feeder positions for this job group.

7EO - Skilled-Individual-Other

Factor 1: *Colorado-This* is the geographical area from which the Colorado Department of Transportation usually seeks or reasonably would seek workers to fill positions in job group 7EO -Skilled-Individual-Other. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or

women. Factor 2: *Feeder Job Computations*-There are no feeder positions for this job group.

8CM - Service Mtc-Super-Mtc

Factor 1: *Colorado-This* is the geographical area from which the Colorado Department of Transportation usually seeks or reasonably would seek workers to fill positions in job group 8CM -Service Mtc-Super-Mtc. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women. Factor 2: *Feeder Job Computations 8DM-This* pool of feeder positions for job group 8CM Service Mtc-Super-Mtc was chosen based on reasonable paths of progression within the Colorado Department of Transportation and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

8DM - Service Mtc-Worklead-Mtc

Factor 1: *Colorado-This* is the geographical area from which the Colorado Department seeks or reasonably would seek workers to fill positions in job group 8DM -Service Mtc-Worklead-Mtc. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women. Factor 2: *Feeder Job Computations 8EM-This* pool of feeder positions for job group 8DM Service Mtc-Worklead-Mtc was chosen based on reasonable paths of progression within the Colorado Department of Transportation and includes all promotable, transferable, and trainable employees. This pool reflects current practices and was defined in such a way as not to have the effect of excluding minorities or women.

8EM - Service Mtc-Individual-Mtc

Factor 1: *Colorado-This* is the geographical area from which the Colorado Department of Transportation usually seeks or reasonably would seek workers to fill positions in job group 8EM -Service Mtc-Individual-Mtc. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women. Factor 2: *Feeder Job Computations-There* are no feeder positions for this job group.

8EO - Service Mtc-Individual-Other

Factor 1: *Colorado-This* is the geographical area from which the Colorado Department of Transportation usually seeks or reasonably would seek workers to fill positions in job group 8EO -Service Mtc-Individual-Other. This area was chosen based on current practices and was drawn in such a way as not to have the effect of excluding minorities or women. Factor 2: *Feeder Job Computations-There* are no feeder positions for this job group.

Colorado Department of Transportation

October 1, 2016 Annual Affirmative Action Plan

State of Colorado

Availability Factor Computation Form

1AO - Official-Official-Other

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	83.30	Raw Statistics	13.43	22.04	4.29	3.29	4.48	0.41	0.04	0.92	86.57	77.96	United States
		Weighted Factor	11.19	18.36	3.57	2.74	3.73	0.34	0.03	0.77	72.11	64.94	
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	16.70	Raw Statistics	13.73	19.61	5.88	1.96	5.88	0.00	0.00	0.00	86.27	80.39	Feeder Job Computations
		Weighted Factor	2.29	3.27	0.98	0.33	0.98	0.00	0.00	0.00	14.41	13.43	
		Availability	13.48	21.63	4.55	3.07	4.71	0.34	0.03	0.77	86.52	78.37	

1BO - Official-Manager-Other

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	60.00	Raw Statistics	18.76	29.02	3.95	5.71	7.31	0.43	0.11	1.25	81.24	70.98	United States
		Weighted Factor	11.26	17.41	2.37	3.43	4.39	0.26	0.07	0.75	48.74	42.59	
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	40.00	Raw Statistics	18.48	11.96	8.70	5.43	4.35	0.00	0.00	0.00	81.52	88.04	Feeder Job Computations
		Weighted Factor	7.39	4.78	3.48	2.17	1.74	0.00	0.00	0.00	32.61	35.22	
		Availability	18.65	22.19	5.85	5.60	6.13	0.26	0.07	0.75	81.35	77.81	

2BE - Professional-Manager-Eng

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	0.00	Raw Statistics	21.59	12.56	10.18	4.28	5.42	0.24	0.10	1.37	78.41	87.44	United States
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	100.00	Raw Statistics	19.42	11.65	7.77	4.85	6.80	0.00	0.00	0.00	80.58	88.35	Feeder Job Computations
		Weighted Factor	19.42	11.65	7.77	4.85	6.80	0.00	0.00	0.00	80.58	88.35	
		Availability	19.42	11.65	7.77	4.85	6.80	0.00	0.00	0.00	80.58	88.35	

Availability Factor Computation Form

2BO - Professional-Manager-Other

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	33.30	Raw Statistics	21.89	42.78	5.62	7.07	7.18	0.57	0.11	1.35	78.23	57.33	United States
		Weighted Factor	7.29	14.25	1.87	2.35	2.39	0.19	0.04	0.45	26.05	19.09	
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	66.70	Raw Statistics	5.00	40.00	0.00	0.00	5.00	0.00	0.00	0.00	95.00	60.00	Feeder Job Computations
		Weighted Factor	3.34	26.68	0.00	0.00	3.34	0.00	0.00	0.00	63.36	40.02	
		Availability	10.63	40.93	1.87	2.35	5.73	0.19	0.04	0.45	89.42	59.11	

2CE - Professional-Super-Eng

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	0.00	Raw Statistics	21.04	13.53	9.77	4.20	5.36	0.26	0.09	1.35	78.86	86.37	United States
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	100.00	Raw Statistics	15.59	15.59	6.45	1.08	7.53	0.54	0.00	0.00	84.41	84.41	Feeder Job Computations
		Weighted Factor	15.59	15.59	6.45	1.08	7.53	0.54	0.00	0.00	84.41	84.41	
		Availability	15.59	15.59	6.45	1.08	7.53	0.54	0.00	0.00	84.41	84.41	

2CO - Professional-Super-Other

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	33.30	Raw Statistics	24.19	47.58	7.43	7.95	6.85	0.42	0.11	1.45	76.13	52.75	United States
		Weighted Factor	8.06	15.84	2.47	2.65	2.28	0.14	0.04	0.48	25.35	17.57	
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	66.70	Raw Statistics	21.43	39.29	7.14	3.57	7.14	3.57	0.00	0.00	78.57	60.71	Feeder Job Computations
		Weighted Factor	14.29	26.21	4.76	2.38	4.76	2.38	0.00	0.00	52.41	40.49	
		Availability	22.35	42.05	7.23	5.03	7.04	2.52	0.04	0.48	77.76	58.06	

Availability Factor Computation Form

2DO - Professional-Worklead-Other

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	44.00	Raw Statistics	23.18	45.68	7.23	7.33	6.70	0.39	0.09	1.42	77.50	54.97	United States
		Weighted Factor	10.20	20.10	3.18	3.23	2.95	0.17	0.04	0.62	34.10	24.19	
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	56.00	Raw Statistics	15.79	36.84	0.00	5.26	5.26	5.26	0.00	0.00	84.21	63.16	Feeder Job Computations
		Weighted Factor	8.84	20.63	0.00	2.95	2.95	2.95	0.00	0.00	47.16	35.37	
		Availability	19.04	40.73	3.18	6.18	5.90	3.12	0.04	0.62	81.26	59.56	

2EE - Professional-Individual-Eng

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	21.32	13.74	10.06	4.21	5.36	0.26	0.09	1.36	78.68	86.26	United States
		Weighted Factor	21.32	13.74	10.06	4.21	5.36	0.26	0.09	1.36	78.68	86.26	
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
		Availability	21.32	13.74	10.06	4.21	5.36	0.26	0.09	1.36	78.68	86.26	

2EO - Professional-Individual-Other

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	78.90	Raw Statistics	25.10	46.40	7.87	8.33	6.82	0.41	0.12	1.56	75.52	54.21	United States
		Weighted Factor	19.80	36.61	6.21	6.57	5.38	0.32	0.09	1.23	59.59	42.77	
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	21.10	Raw Statistics	31.82	86.36	0.00	6.06	24.24	0.00	1.52	0.00	68.18	13.64	Feeder Job Computations
		Weighted Factor	6.71	18.22	0.00	1.28	5.11	0.00	0.32	0.00	14.39	2.88	
		Availability	26.51	54.83	6.21	7.85	10.49	0.32	0.41	1.23	73.98	45.65	

Availability Factor Computation Form

3CE - Technician-Super-Eng

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	33.30	Raw Statistics	27.61	18.04	7.28	8.80	9.41	0.53	0.14	1.46	72.39	81.96	United States
		Weighted Factor	9.19	6.01	2.42	2.93	3.13	0.18	0.05	0.49	24.11	27.29	
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	66.70	Raw Statistics	23.71	13.40	1.03	2.06	13.40	4.12	3.09	0.00	76.29	86.60	Feeder Job Computations
		Weighted Factor	15.81	8.94	0.69	1.37	8.94	2.75	2.06	0.00	50.89	57.76	
		Availability	25.00	14.95	3.11	4.30	12.07	2.93	2.11	0.49	75.00	85.05	

3DE - Technician-Worklead-Eng

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	33.30	Raw Statistics	25.35	14.78	6.26	8.53	8.49	0.58	0.12	1.36	74.65	85.22	United States
		Weighted Factor	8.44	4.92	2.08	2.84	2.83	0.19	0.04	0.45	24.86	28.38	
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	66.70	Raw Statistics	25.51	14.29	2.04	2.04	14.29	4.08	3.06	0.00	74.49	85.71	Feeder Job Computations
		Weighted Factor	17.02	9.53	1.36	1.36	9.53	2.72	2.04	0.00	49.68	57.17	
		Availability	25.46	14.45	3.44	4.20	12.36	2.91	2.08	0.45	74.54	85.55	

3EE - Technician-Individual-Eng

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	26.90	17.27	6.93	8.60	9.23	0.55	0.14	1.44	73.10	82.73	United States
		Weighted Factor	26.90	17.27	6.93	8.60	9.23	0.55	0.14	1.44	73.10	82.73	
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
		Availability	26.90	17.27	6.93	8.60	9.23	0.55	0.14	1.44	73.10	82.73	

Availability Factor Computation Form

5DO - Paraprof-Worklead-Other

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	34.20	67.13	4.84	14.12	12.71	0.71	0.22	1.59	65.80	32.87	United States
		Weighted Factor	34.20	67.13	4.84	14.12	12.71	0.71	0.22	1.59	65.80	32.87	
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	30.65	87.10	0.00	9.68	19.35	0.00	1.61	0.00	69.35	12.90	Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
		Availability	34.20	67.13	4.84	14.12	12.71	0.71	0.22	1.59	65.80	32.87	

5EO - Paraprof-Individual-Other

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	32.19	65.15	6.16	12.54	11.16	0.61	0.19	1.49	67.83	34.86	United States
		Weighted Factor	32.19	65.15	6.16	12.54	11.16	0.61	0.19	1.49	67.83	34.86	
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
		Availability	32.19	65.15	6.16	12.54	11.16	0.61	0.19	1.49	67.83	34.86	

6CO - Admin-Super-Other

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	0.00	Raw Statistics	27.12	65.32	3.57	10.63	10.92	0.47	0.18	1.34	72.88	34.68	United States
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	100.00	Raw Statistics	26.32	95.49	1.50	3.76	21.05	0.00	0.00	0.00	73.68	4.51	Feeder Job Computations
		Weighted Factor	26.32	95.49	1.50	3.76	21.05	0.00	0.00	0.00	73.68	4.51	
		Availability	26.32	95.49	1.50	3.76	21.05	0.00	0.00	0.00	73.68	4.51	

Availability Factor Computation Form

6EO - Admin-Individual-Other

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	Source of Statistics	
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	23.42	94.74	2.59	9.00	9.86	0.57	0.12	1.28	76.58	5.26	United States	
		Weighted Factor	23.42	94.74	2.59	9.00	9.86	0.57	0.12	1.28	76.58	5.26		
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Feeder Job Computations	
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
		Availability	23.42	94.74	2.59	9.00	9.86	0.57	0.12	1.28	76.58	5.26		

7CE - Skilled-Super-Eng

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	0.00	Raw Statistics	24.85	1.98	1.87	6.60	14.34	0.65	0.17	1.21	75.15	98.02	United States
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	100.00	Raw Statistics	19.44	0.00	0.00	5.56	13.89	0.00	0.00	0.00	80.56	100.00	Feeder Job Computations
		Weighted Factor	19.44	0.00	0.00	5.56	13.89	0.00	0.00	0.00	80.56	100.00	
		Availability	19.44	0.00	0.00	5.56	13.89	0.00	0.00	0.00	80.56	100.00	

7CM - Skilled-Super-Mtc

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	Source of Statistics	
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	26.34	5.42	1.21	8.79	14.20	0.93	0.10	1.12	73.56	94.48	United States	
		Weighted Factor	26.34	5.42	1.21	8.79	14.20	0.93	0.10	1.12	73.56	94.48		
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	20.63	0.70	0.00	2.45	17.48	0.70	0.00	0.00	79.37	99.30	Feeder Job Computations	
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
		Availability	26.34	5.42	1.21	8.79	14.20	0.93	0.10	1.12	73.56	94.48		

Availability Factor Computation Form

7CO - Skilled-Super-Other

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	Source of Statistics	
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	29.38	50.25	4.91	10.69	12.04	0.30	0.11	1.33	70.62	49.75	United States	
		Weighted Factor	29.38	50.25	4.91	10.69	12.04	0.30	0.11	1.33	70.62	49.75		
		Availability	29.38	50.25	4.91	10.69	12.04	0.30	0.11	1.33	70.62	49.75		
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	25.00	25.00	0.00	0.00	25.00	0.00	0.00	0.00	75.00	75.00	Feeder Job Computations	
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
		Availability	29.38	50.25	4.91	10.69	12.04	0.30	0.11	1.33	70.62	49.75		

7DM - Skilled-Worklead-Mtc

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	2.40	Raw Statistics	25.43	3.37	0.34	9.83	13.16	0.99	0.07	1.06	74.57	96.63	United States
		Weighted Factor	0.61	0.08	0.01	0.24	0.32	0.02	0.00	0.03	1.79	2.32	
		Availability	19.59	1.87	0.41	1.73	16.42	0.71	0.20	0.13	80.41	98.13	
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	97.60	Raw Statistics	19.45	1.83	0.41	1.53	16.50	0.71	0.20	0.10	80.55	98.17	Feeder Job Computations
		Weighted Factor	18.98	1.79	0.40	1.49	16.10	0.69	0.20	0.10	78.62	95.81	
		Availability	19.59	1.87	0.41	1.73	16.42	0.71	0.20	0.13	80.41	98.13	

7EE - Skilled-Individual-Eng

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	Source of Statistics	
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	25.96	7.46	3.71	7.33	12.85	0.60	0.16	1.30	74.04	92.54	United States	
		Weighted Factor	25.96	7.46	3.71	7.33	12.85	0.60	0.16	1.30	74.04	92.54		
		Availability	25.96	7.46	3.71	7.33	12.85	0.60	0.16	1.30	74.04	92.54		
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Feeder Job Computations	
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
		Availability	25.96	7.46	3.71	7.33	12.85	0.60	0.16	1.30	74.04	92.54		

Availability Factor Computation Form

7EM - Skilled-Individual-Mtc

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	25.13	3.23	0.50	9.28	13.22	0.97	0.07	1.05	74.97	96.87	United States
		Weighted Factor	25.13	3.23	0.50	9.28	13.22	0.97	0.07	1.05	74.97	96.87	
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
		Availability	25.13	3.23	0.50	9.28	13.22	0.97	0.07	1.05	74.97	96.87	

7EO - Skilled-Individual-Other

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	29.59	9.87	3.88	11.10	12.79	0.60	0.08	1.14	70.41	90.13	United States
		Weighted Factor	29.59	9.87	3.88	11.10	12.79	0.60	0.08	1.14	70.41	90.13	
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
		Availability	29.59	9.87	3.88	11.10	12.79	0.60	0.08	1.14	70.41	90.13	

8CM - Service Mtc-Super-Mtc

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	50.06	6.69	1.65	5.84	40.71	0.44	0.13	1.29	49.94	93.31	United States
		Weighted Factor	50.06	6.69	1.65	5.84	40.71	0.44	0.13	1.29	49.94	93.31	
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00	Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
		Availability	50.06	6.69	1.65	5.84	40.71	0.44	0.13	1.29	49.94	93.31	

Availability Factor Computation Form

8DM - Service Mtc-Worklead-Mtc

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	50.06	6.69	1.65	5.84	40.71	0.44	0.13	1.29	49.94	93.31	United States
		Weighted Factor	50.06	6.69	1.65	5.84	40.71	0.44	0.13	1.29	49.94	93.31	
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	52.94	29.41	0.00	11.76	41.18	0.00	0.00	0.00	47.06	70.59	Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
		Availability	50.06	6.69	1.65	5.84	40.71	0.44	0.13	1.29	49.94	93.31	

8EM - Service Mtc-Individual-Mtc

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	48.62	9.00	1.71	7.10	37.88	0.50	0.13	1.28	51.38	91.00	United States
		Weighted Factor	48.62	9.00	1.71	7.10	37.88	0.50	0.13	1.28	51.38	91.00	
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
		Availability	48.62	9.00	1.71	7.10	37.88	0.50	0.13	1.28	51.38	91.00	

8EO - Service Mtc-Individual-Other

Factor	Weight %		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	Source of Statistics
1: Percentage of minorities or women with requisite skills in the reasonable recruitment area.	100.00	Raw Statistics	39.73	36.72	3.81	15.46	17.74	0.71	0.28	1.73	60.27	63.28	United States
		Weighted Factor	39.73	36.72	3.81	15.46	17.74	0.71	0.28	1.73	60.27	63.28	
2: Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.00	Raw Statistics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Feeder Job Computations
		Weighted Factor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
		Availability	39.73	36.72	3.81	15.46	17.74	0.71	0.28	1.73	60.27	63.28	

Comparison of Incumbency vs. Estimated Availability

Colorado Department of Transportation has compared the representation of minorities and women in each job group with their representation among those identified in the availability analysis as available for employment in the job group. Where actual representation was less than the calculated availability, CDOT conducted a statistical test to determine whether the difference was greater than could reasonably be expected. Where the job group was of a sufficient size to analyze using the two standard deviation test, CDOT applied that methodology. Where the use of the two standard deviation test was not appropriate, CDOT used the exact binomial methodology. *Statistically significant differences are highlighted in yellow and red.*

The comparison of availability with actual representation follows:

Colorado Department of Transportation

October 1, 2016 Annual Affirmative Action Plan

State of Colorado

Incumbency vs. Estimated Availability

1AO		Official-Official-Other									
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
18	Employment %	11.11	27.78	11.11	0.00	0.00	0.00	0.00	0.00	88.89	72.22
Rule	Availability %	13.48	21.63	4.55	3.07	4.71	0.34	0.03	0.77	86.52	78.37
S(C)	Statistical Value	0.555E			0.570E	0.420E	0.941E	0.995E	0.870E		0.347E
	Shortfall										
1BO		Official-Manager-Other									
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
26	Employment %	11.54	19.23	3.85	3.85	3.85	0.00	0.00	0.00	88.46	80.77
Rule	Availability %	18.65	22.19	5.85	5.60	6.13	0.26	0.07	0.75	81.35	77.81
S(C)	Statistical Value	0.259E	0.467E	0.546E	0.568E	0.521E	0.935E	0.982E	0.822E		
	Shortfall										
2BE		Professional-Manager-Eng									
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
23	Employment %	17.39	17.39	8.70	0.00	8.70	0.00	0.00	0.00	82.61	82.61
Rule	Availability %	19.42	11.65	7.77	4.85	6.80	0.00	0.00	0.00	80.58	88.35
S(C)	Statistical Value	0.529E			0.319E						0.277E
	Shortfall										
2BO		Professional-Manager-Other									
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
66	Employment %	22.73	28.79	0.00	6.06	15.15	1.52	0.00	0.00	77.27	71.21
Rule	Availability %	10.63	40.93	1.87	2.35	5.73	0.19	0.04	0.45	89.42	59.11
S(C)	Statistical Value		2.006	1.121				0.163	0.546	3.208	
	Shortfall		1								
2CE		Professional-Super-Eng									
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
103	Employment %	19.42	11.65	7.77	4.85	6.80	0.00	0.00	0.00	80.58	88.35
Rule	Availability %	15.59	15.59	6.45	1.08	7.53	0.54	0.00	0.00	84.41	84.41
S(C)	Statistical Value		1.102			0.282	0.748			1.071	
	Shortfall										

Yellow shading indicates placement goals, red shading indicates areas that require more focus.

In the Statistical Value section, standard deviations of 2.00 or greater are generally regarded as statistically significant. For groups with fewer than 30 employees, the Exact Binomial Test is used and scores are marked with "E". "E" scores of 0.050 or less are generally regarded as statistically significant.

Incumbency vs. Estimated Availability

2CO		Professional-Super-Other									
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
78	Employment %	17.95	39.74	3.85*	3.85	7.69	2.56	0.00	0.00	82.05	60.26
Rule	Availability %	22.35	42.05	7.23	5.03	7.04	2.52	0.04	0.48	77.76	58.06
S(C)	Statistical Value	0.933	0.413	1.154	0.478			0.177	0.613		
	Shortfall			1							
2DO		Professional-Worklead-Other									
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
179	Employment %	20.11	50.28	3.91	5.59	9.50	0.00*	0.56	0.56	79.89	49.72
Rule	Availability %	19.04	40.73	3.18	6.18	5.90	3.12	0.04	0.62	81.26	59.56
S(C)	Statistical Value				0.330		2.401		0.105	0.470	2.682
	Shortfall						4				5
2EE		Professional-Individual-Eng									
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
263	Employment %	19.77	18.63	8.37	2.66	8.37	0.38	0.00	0.00*	80.23	81.37
Rule	Availability %	21.32	13.74	10.06	4.21	5.36	0.26	0.09	1.36	78.68	86.26
S(C)	Statistical Value	0.613		0.914	1.250			0.487	1.904		2.304
	Shortfall								2		2
2EO		Professional-Individual-Other									
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
149	Employment %	22.82	51.68	4.03*	6.71	10.74	1.34	0.00	0.00*	77.18	48.32
Rule	Availability %	26.51	54.83	6.21	7.85	10.49	0.32	0.41	1.23	73.98	45.65
S(C)	Statistical Value	1.021	0.773	1.104	0.517			0.783	1.362		
	Shortfall			1					1		
3CE		Technician-Super-Eng									
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
77	Employment %	20.78	7.79	2.60	1.30*	15.58	1.30	0.00*	0.00	79.22	92.21
Rule	Availability %	25.00	14.95	3.11	4.30	12.07	2.93	2.11	0.49	75.00	85.05
S(C)	Statistical Value	0.855	1.761	0.259	1.298		0.849	1.288	0.616		
	Shortfall				1			1			
3DE		Technician-Worklead-Eng									
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
33	Employment %	15.15*	18.18	0.00	0.00*	15.15	0.00	0.00	0.00	84.85	81.82
Rule	Availability %	25.46	14.45	3.44	4.20	12.36	2.91	2.08	0.45	74.54	85.55
S(C)	Statistical Value	1.359		1.084	1.203		0.995	0.837	0.386		0.610
	Shortfall	1			1						

Yellow shading indicates placement goals, red shading indicates areas that require more focus.

In the Statistical Value section, standard deviations of 2.00 or greater are generally regarded as statistically significant. For groups with fewer than 30 employees, the Exact Binomial Test is used and scores are marked with "E". "E" scores of 0.050 or less are generally regarded as statistically significant.

Incumbency vs. Estimated Availability

3EE		Technician-Individual-Eng									
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
144	Employment %	23.61	13.19	1.39	2.78	14.58	2.78	2.08	0.00*	76.39	86.81
Rule	Availability %	26.90	17.27	6.93	8.60	9.23	0.55	0.14	1.44	73.10	82.73
S(C)	Statistical Value	0.890	1.294	2.618	2.492				1.450		
	Shortfall			2	2				1		
5DO		Paraprof-Worklead-Other									
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
23	Employment %	30.43	43.48*	4.35	8.70	17.39	0.00	0.00	0.00	69.57	56.52
Rule	Availability %	34.20	67.13	4.84	14.12	12.71	0.71	0.22	1.59	65.80	32.87
S(C)	Statistical Value	0.445E	0.033E	0.693E	0.351E		0.849E	0.951E	0.692E		
	Shortfall		2								
5EO		Paraprof-Individual-Other									
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
88	Employment %	32.95	87.50	0.00*	7.95	23.86	0.00	1.14	0.00*	67.05	12.50
Rule	Availability %	32.19	65.15	6.16	12.54	11.16	0.61	0.19	1.49	67.83	34.86
S(C)	Statistical Value			2.403	1.299		0.735		1.154	0.158	4.402
	Shortfall			4					1		11
6CO		Admin-Super-Other									
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
7	Employment %	0.00*	100.00	0.00	0.00	0.00*	0.00	0.00	0.00	100.00	0.00
Rule	Availability %	26.32	95.49	1.50	3.76	21.05	0.00	0.00	0.00	73.68	4.51
S(C)	Statistical Value	0.118E		0.900E	0.765E	0.191E					0.724E
	Shortfall	1				1					
6EO		Admin-Individual-Other									
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
85	Employment %	23.53	91.76	2.35	2.35*	18.82	0.00	0.00	0.00	76.47	8.24
Rule	Availability %	23.42	94.74	2.59	9.00	9.86	0.57	0.12	1.28	76.58	5.26
S(C)	Statistical Value		1.229	0.138	2.141		0.698	0.320	1.050	0.024	
	Shortfall				4						
7CE		Skilled-Super-Eng									
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
7	Employment %	14.29	0.00	0.00	0.00	14.29	0.00	0.00	0.00	85.71	100.00
Rule	Availability %	19.44	0.00	0.00	5.56	13.89	0.00	0.00	0.00	80.56	100.00
S(C)	Statistical Value	0.592E			0.670E						1.000E
	Shortfall										

Yellow shading indicates placement goals, red shading indicates areas that require more focus.

In the Statistical Value section, standard deviations of 2.00 or greater are generally regarded as statistically significant. For groups with fewer than 30 employees, the Exact Binomial Test is used and scores are marked with "E". "E" scores of 0.050 or less are generally regarded as statistically significant.

Incumbency vs. Estimated Availability

7CM		Skilled-Super-Mtc									
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
175	Employment %	25.14	3.43*	0.57	1.71	22.29	0.57	0.00	0.00*	74.86	96.57
Rule	Availability %	26.34	5.42	1.21	8.79	14.20	0.93	0.10	1.12	73.56	94.48
S(C)	Statistical Value	0.360	1.164	0.773	3.306		0.494	0.419	1.408		
	Shortfall		1		5				1		
7CO		Skilled-Super-Other									
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
1	Employment %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00
Rule	Availability %	29.38	50.25	4.91	10.69	12.04	0.30	0.11	1.33	70.62	49.75
S(C)	Statistical Value	0.706E	0.498E	0.951E	0.893E	0.880E	0.997E	0.999E	0.987E		
	Shortfall										
7DM		Skilled-Worklead-Mtc									
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
286	Employment %	20.63	0.70*	0.00	2.45	17.48	0.70	0.00	0.00	79.37	99.30
Rule	Availability %	19.59	1.87	0.41	1.73	16.42	0.71	0.20	0.13	80.41	98.13
S(C)	Statistical Value		1.462	1.085			0.022	0.757	0.610	0.443	
	Shortfall		2								
7EE		Skilled-Individual-Eng									
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
53	Employment %	22.64	3.77*	0.00*	3.77*	16.98	1.89	0.00	0.00	77.36	96.23
Rule	Availability %	25.96	7.46	3.71	7.33	12.85	0.60	0.16	1.30	74.04	92.54
S(C)	Statistical Value	0.551	1.021	1.429	0.993			0.291	0.836		
	Shortfall		1	1	1						
7EM		Skilled-Individual-Mtc									
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
1005	Employment %	19.80	1.79	0.40	1.49	16.82	0.80	0.20	0.10	80.20	98.21
Rule	Availability %	25.13	3.23	0.50	9.28	13.22	0.97	0.07	1.05	74.97	96.87
S(C)	Statistical Value	3.895	2.580	0.458	8.509		0.563		2.956		
	Shortfall	27	4		60				4		
7EO		Skilled-Individual-Other									
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
12	Employment %	33.33	16.67	0.00	8.33	25.00	0.00	0.00	0.00	66.67	83.33
Rule	Availability %	29.59	9.87	3.88	11.10	12.79	0.60	0.08	1.14	70.41	90.13
S(C)	Statistical Value			0.622E	0.609E		0.930E	0.990E	0.871E	0.495E	0.335E
	Shortfall										

Yellow shading indicates placement goals, red shading indicates areas that require more focus.

In the Statistical Value section, standard deviations of 2.00 or greater are generally regarded as statistically significant. For groups with fewer than 30 employees, the Exact Binomial Test is used and scores are marked with "E". "E" scores of 0.050 or less are generally regarded as statistically significant.

Incumbency vs. Estimated Availability

8CM		Service Mtc-Super-Mtc									
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
1	Employment %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00
Rule	Availability %	50.06	6.69	1.65	5.84	40.71	0.44	0.13	1.29	49.94	93.31
S(C)	Statistical Value	0.499E	0.933E	0.984E	0.942E	0.593E	0.996E	0.999E	0.987E		
	Shortfall										

8DM		Service Mtc-Worklead-Mtc									
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
1	Employment %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	100.00
Rule	Availability %	50.06	6.69	1.65	5.84	40.71	0.44	0.13	1.29	49.94	93.31
S(C)	Statistical Value	0.499E	0.933E	0.984E	0.942E	0.593E	0.996E	0.999E	0.987E		
	Shortfall										

8EM		Service Mtc-Individual-Mtc									
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
20	Employment %	50.00	30.00	0.00	10.00	40.00	0.00	0.00	0.00	50.00	70.00
Rule	Availability %	48.62	9.00	1.71	7.10	37.88	0.50	0.13	1.28	51.38	91.00
S(C)	Statistical Value			0.708E			0.905E	0.974E	0.773E	0.539E	0.014E
	Shortfall										

8EO		Service Mtc-Individual-Other									
Total Emp		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
14	Employment %	28.57	21.43*	0.00	7.14	21.43	0.00	0.00	0.00	71.43	78.57
Rule	Availability %	39.73	36.72	3.81	15.46	17.74	0.71	0.28	1.73	60.27	63.28
S(C)	Statistical Value	0.286E	0.183E	0.581E	0.339E		0.905E	0.962E	0.783E		
	Shortfall		1								

Total Employment: 2937

S - Significant Difference Rule

A placement goal is set when employment is less than availability by a statistically significant amount.

* When a group tests as a small group according to the Rule of Nines, an alternate rule is used instead of the Significant Difference Rule.

C - Eighty Percent / Whole Person Rule

A placement goal is set when employment falls short of 80% of availability by one whole person or more.

Yellow shading indicates placement goals, red shading indicates areas that require more focus.

In the Statistical Value section, standard deviations of 2.00 or greater are generally regarded as statistically significant. For groups with fewer than 30 employees, the Exact Binomial Test is used and scores are marked with "E". "E" scores of 0.050 or less are generally regarded as statistically significant.

Placement Goals

As required by applicable regulations, Colorado Department of Transportation has established placement goals where the actual representation of women or minorities in a job group is less than would be reasonably expected based on calculated availability.

In establishing placement goals, the following principles apply:

When the percentage of minorities or women employed in a particular job group is less than would reasonably be expected given their availability percentage in that job group, the Colorado Department of Transportation has established an annual percentage placement goal at least equal to the availability figure derived for women or minorities, as appropriate, for that job group.

Placement goals are not quotas that must be met, nor are they to be considered as either a ceiling or a floor for the employment of particular groups.

In all employment decisions, the Colorado Department of Transportation makes selections in a nondiscriminatory manner. Placement goals do not provide a justification to extend a preference to any individual, select an individual, or adversely affect an individual's employment status, on the basis of that individual's race, color, religion, sex, age, disability, veteran status, or national origin.

Colorado Department of Transportation

October 1, 2016 Annual Affirmative Action Plan

State of Colorado

Placement Goals

Job Group & Name	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
2BO - Professional-Manager-Other		40.93								
2CO - Professional-Super-Other			7.23							
2DO - Professional-Worklead-Other						3.12				59.56
2EE - Professional-Individual-Eng								1.36		86.26
2EO - Professional-Individual-Other			6.21					1.23		
3CE - Technician-Super-Eng				4.30			2.11			
3DE - Technician-Worklead-Eng	25.46			4.20						
3EE - Technician-Individual-Eng			6.93	8.60				1.44		
5DO - Paraprof-Worklead-Other		67.13								
5EO - Paraprof-Individual-Other			6.16					1.49		34.86
6CO - Admin-Super-Other	26.32				21.05					
6EO - Admin-Individual-Other				9.00						
7CM - Skilled-Super-Mtc		5.42		8.79				1.12		
7DM - Skilled-Worklead-Mtc		1.87								
7EE - Skilled-Individual-Eng		7.46	3.71	7.33						
7EM - Skilled-Individual-Mtc	25.13	3.23		9.28				1.05		
8EO - Service Mtc-Individual-Other		36.72								

Identification of Problem Areas by Organizational Unit and Job Group

We have conducted in-depth analyses of our total employment process, including the workforce by organizational unit and job group, personnel activity, compensation, and other personnel procedures to determine whether and where impediments to equal employment opportunity exist. An analysis of each of these processes follows.

Composition of the Workforce by Organizational Unit

Of the 26 total departments within CDOT all are staffed with ten or more employees. Protected categories are represented in all 26 except for Asian, Black, Indian, Pacific Islander and Two or more races. Because these categories are low in availability, this analysis suggests that there is no policy or practice excluding minorities or women from any departments, nor is there any racial or sexual discrimination in the selection process.

Composition of the Workforce by Job Group

Pursuant to the Office of Federal Contract Compliance Programs' (OFCCP) regulations, we have conducted an availability analysis by job group, taking into account both external and internal availability, and have compared incumbency to estimated availability to determine placement goals. The descriptions of Factor 1 and Factor 2 by job group are summarized in the Availability Analysis. Our findings are as follows:

- Our analysis indicates that, for minorities, sourcing opportunity based on availability is in job groups 3DE, 6CO and 7EM.
- Our analysis indicates that, for women, sourcing opportunity based on availability is in job groups 2BO, 5DO and 8EO.
- CDOT has established affirmative action placement goals, in support of placement goals produced for this AAP, to address underutilization, and will continue to make a good faith effort to reach the placement goals established and implement action-oriented programs, which are detailed elsewhere in this AAP.

Analysis of Progress towards Prior Year Goals

CDOT has improved its ability to track and report on goals by employing software tools that will afford the Department to provide greater detail in determining whether the workforce represents the women and minorities within the local communities.

Goal Attainment is presented in two manners. The first is a comparison against last year's AAP plan and the second against the software's recommended goals.

A review of progress and Goal Attainment by job group for the period from October 1, 2015 to September 30, 2016 reveals the following:

Goals were met for minorities in job groups 2BE, 2DO, 3CE, 5DO and goals were met for women in job groups 2CE, 2CO 2EO, 3CE, 5DO and 8EO.

Colorado Department of Transportation

October 1, 2016 Annual Affirmative Action Plan

State of Colorado

Goal Attainment

1BO		Official-Manager-Other									
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Prior Year Goal		19.77									
New Hire	1	0	0.00								
Promotion	2	0	0.00								
Total Opps	3	0	0.00								
Achieved? *		LIMITED									

2BE		Professional-Manager-Eng									
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Prior Year Goal		21.00									
New Hire	0	0	N/A								
Promotion	1	1	100.00								
Total Opps	1	1	100.00								
Achieved? *		YES									

2BO		Professional-Manager-Other									
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Prior Year Goal				4.32							
New Hire	4			0	0.00						
Promotion	8			0	0.00						
Total Opps	12			0	0.00						
Achieved? *				LIMITED							

Goal Attainment

2CE		Professional-Super-Eng									
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Prior Year Goal			15.26								
New Hire	2		1 50.00								
Promotion	12		4 33.33								
Total Opps	14		5 35.71								
Achieved? *			YES								

2CO		Professional-Super-Other									
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Prior Year Goal			47.39		8.47						
New Hire	5		2 40.00		0 0.00						
Promotion	15		7 46.67		1 6.67						
Total Opps	20		9 45.00		1 5.00						
Achieved? *			YES		YES						

2DO		Professional-Worklead-Other									
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Prior Year Goal		25.83			8.56						
New Hire	14	5 35.71			1 7.14						
Promotion	27	10 37.04			3 11.11						
Total Opps	41	15 36.59			4 9.76						
Achieved? *		YES			YES						

Goal Attainment

2EE		Professional-Individual-Eng									
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Prior Year Goal									1.35		86.42
New Hire	17								0 0.00		14 82.35
Promotion	4								0 0.00		3 75.00
Total Opps	21								0 0.00		17 80.95
Achieved? *									LIMITED		NO

2EO		Professional-Individual-Other									
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Prior Year Goal			55.51						1.22		
New Hire	23		18 78.26						0 0.00		
Promotion	7		5 71.43						0 0.00		
Total Opps	30		23 76.67						0 0.00		
Achieved? *			YES						LIMITED		

3CE		Technician-Super-Eng									
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Prior Year Goal		28.25	17.44	3.69	4.20		3.35				
New Hire	1	0 0.00	0 0.00	0 0.00	0 0.00		0 0.00				
Promotion	10	6 60.00	2 20.00	1 10.00	0 0.00		1 10.00				
Total Opps	11	6 54.55	2 18.18	1 9.09	0 0.00		1 9.09				
Achieved? *		YES	YES	YES	LIMITED		YES				

Goal Attainment

3DE		Technician-Worklead-Eng									
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Prior Year Goal					4.11						
New Hire	0				0	N/A					
Promotion	5				0	0.00					
Total Opps	5				0	0.00					
Achieved? *					LIMITED						

3EE		Technician-Individual-Eng									
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Prior Year Goal				6.94	8.60				1.45		
New Hire	5			0	0.00	0	0.00		0	0.00	
Promotion	10			0	0.00	0	0.00		0	0.00	
Total Opps	15			0	0.00	0	0.00		0	0.00	
Achieved? *				NO	NO				LIMITED		

5DO		Paraprof-Worklead-Other									
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Prior Year Goal		34.20	67.13		14.12						
New Hire	2	0	0.00	1	50.00	0	0.00				
Promotion	2	2	100.00	2	100.00	1	50.00				
Total Opps	4	2	50.00	3	75.00	1	25.00				
Achieved? *		YES			YES						

Goal Attainment

5EO		Pararprof-Individual-Other									
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Prior Year Goal				6.18					1.49		34.69
New Hire	13			0 0.00					0 0.00		4 30.77
Promotion	6			0 0.00					0 0.00		1 16.67
Total Opps	19			0 0.00					0 0.00		5 26.32
Achieved? *				NO					LIMITED		NO

6CO		Admin-Super-Other									
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Prior Year Goal		28.47				22.63					
New Hire	0	0 N/A				0 N/A					
Promotion	1	0 0.00				0 0.00					
Total Opps	1	0 0.00				0 0.00					
Achieved? *		LIMITED				LIMITED					

6EO		Admin-Individual-Other									
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Prior Year Goal					8.87						
New Hire	11				0 0.00						
Promotion	1				0 0.00						
Total Opps	12				0 0.00						
Achieved? *					NO						

Goal Attainment

7CM		Skilled-Super-Mtc									
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Prior Year Goal			5.43		8.80				1.11		
New Hire	1		0 0.00		0 0.00				0 0.00		
Promotion	23		0 0.00		0 0.00				0 0.00		
Total Opps	24		0 0.00		0 0.00				0 0.00		
Achieved? *			NO		NO				LIMITED		

7EE		Skilled-Individual-Eng									
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Prior Year Goal				4.04	7.47						
New Hire	4			0 0.00	0 0.00						
Promotion	1			0 0.00	0 0.00						
Total Opps	5			0 0.00	0 0.00						
Achieved? *				LIMITED	LIMITED						

7EM		Skilled-Individual-Mtc									
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Prior Year Goal		25.15			9.28				1.05		
New Hire	165	30 18.18			4 2.42				1 0.61		
Promotion	1	1 100.00			0 0.00				0 0.00		
Total Opps	166	31 18.67			4 2.41				1 0.60		
Achieved? *		NO			NO				YES		

Goal Attainment

8EO		Service Mtc-Individual-Other									
	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Prior Year Goal			36.72								
New Hire	3		1 33.33								
Promotion	0		0 N/A								
Total Opps	3		1 33.33								
Achieved? *			YES								

Note - there was no prior year goal required for categories not listed above.

* YES = within one person of exceeding prior year goal

LIMITED = Limited Opportunities. This indicates the prior year goal percent multiplied by total opportunities to the job group was less than one person.

Personnel Activity

The Colorado Department of Transportation has analyzed additional personnel activities to determine whether and where impediments to equal employment opportunity exist and whether there are significant selection disparities by race/ethnicity or gender. These activities include applicant flow, hires, promotions, terminations, and other personnel actions.

Applicant Flow

During the plan year, October 01, 2015 to September 30, 2016, CDOT posted all open positions on the State of Colorado Job website. The Human Resources Department accepted applications for open positions, and all persons interested in obtaining employment with CDOT were advised to apply according to the State of Colorado's selection processes. Applications and complete records are stored in the State's online job application system to ensure goals of equal employment opportunity are being applied to this process.

The Colorado Department of Transportation believes that applicant flow shows a need for enhancement in the female job groups of 1BO, 2CM, 2CO, 2BO, 2DO, 3EE, 6EO, 7EM, 8EO, and for minorities in 2BO, 3EE and 7EM. Our analysis reveals that the percentage of female applicants does not compare as favorably with the general availability of women, as is the case for minorities within the State of Colorado. This analysis also reveals there is opportunity in a deeper analysis of applicant flow as it relates to failed assessments.

The following two reports summarize the applicant pool and disposition code.

Colorado Department of Transportation

October 1, 2016 Annual Affirmative Action Plan

State of Colorado

Applicant Summary by Disposition Code

For Period: 10/1/2015 to 9/30/2016

	Total	Unk Race	Unk Gend	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
1 - Internal Hired (I)	223	4	0	56	58	9	8	31	3	0	5	163	165
2 - Hired (H)	320	7	0	70	68	5	11	42	3	0	9	243	252
3 - Not selected	1,223	24	10	290	238	21	49	168	16	0	33	909	975
4 - Passed not referred	305	9	4	101	95	11	26	50	2	0	11	195	206
5 - Failed Assessment	2,732	103	36	776	901	91	202	337	44	0	98	1,853	1,795
9 - Passed not Referred	1	0	0	0	0	0	0	0	0	0	0	1	1
Totals	# 4,804	147	50	1,293	1,360	137	296	628	68	0	156	3,364	3,394
	%	3.06	1.04	26.92	28.31	2.85	6.16	13.07	1.42	0.00	3.25	70.02	70.65

H - Hired, O - Offer Extended, I - Internal Successful

SAFETY – PEOPLE – INTEGRITY – CUSTOMER SERVICE – EXCELLENCE -- RESPECT

Colorado Department of Transportation

October 1, 2016 Annual Affirmative Action Plan

State of Colorado

Applicant Pool Analysis

1BO		Official-Manager-Other								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Applicant Pool Stats	24.10	18.07	7.23	3.61	7.23	1.20	0.00	4.82	75.90	81.93
Est. Labor Force Stats	18.76	29.02	3.95	5.71	7.31	0.43	0.11	1.25	81.24	70.98
Statistical Difference		2.31								
2BE		Professional-Manager-Eng								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Applicant Pool Stats	33.33	11.11	22.22	0.00	0.00	0.00	0.00	11.11	66.67	88.89
Est. Labor Force Stats	21.59	12.56	10.18	4.28	5.42	0.24	0.10	1.37	78.41	87.44
Statistical Difference										
2BO		Professional-Manager-Other								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Applicant Pool Stats	14.81	35.51	2.22	2.22	5.93	1.48	0.00	2.96	85.19	64.49
Est. Labor Force Stats	24.11	46.23	7.42	7.66	7.04	0.39	0.11	1.48	76.86	54.74
Statistical Difference	2.87	2.94	2.44	2.52						
2CE		Professional-Super-Eng								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Applicant Pool Stats	17.65	13.82	6.72	2.52	5.88	0.84	0.00	1.68	82.35	86.18
Est. Labor Force Stats	21.37	12.70	9.98	4.26	5.41	0.24	0.10	1.37	78.63	87.30
Statistical Difference										
2CO		Professional-Super-Other								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Applicant Pool Stats	25.93	37.04	2.47	9.88	9.88	1.23	0.00	2.47	74.07	62.96
Est. Labor Force Stats	24.48	48.57	7.92	7.70	6.94	0.38	0.11	1.42	76.33	52.23
Statistical Difference		2.17								
2DO		Professional-Worklead-Other								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Applicant Pool Stats	28.36	34.55	2.24	10.45	13.43	0.00	0.00	1.87	71.64	65.45
Est. Labor Force Stats	24.08	46.14	7.43	7.63	7.04	0.39	0.11	1.48	76.88	54.82
Statistical Difference		3.86	3.32						2.78	

The Applicant Pool Statistics and Estimated Labor Force Statistics are based on applicants with race and/or gender identified. For more information on the number of applicants who did not identify race and/or gender, please refer to the Applicant Summary report.

Applicant Pool Analysis

2EE		Professional-Individual-Eng								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Applicant Pool Stats	36.52	15.96	9.18	12.24	9.75	0.76	0.00	4.59	63.48	84.04
Est. Labor Force Stats	21.56	12.57	10.16	4.28	5.42	0.24	0.09	1.37	78.43	87.42
Statistical Difference									10.52	3.90
2EO		Professional-Individual-Other								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Applicant Pool Stats	28.35	51.19	3.48	8.52	10.61	1.57	0.00	3.83	71.65	48.81
Est. Labor Force Stats	25.30	48.73	7.62	8.59	7.00	0.38	0.11	1.54	75.48	52.07
Statistical Difference			3.97						3.95	2.04
3CE		Technician-Super-Eng								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Applicant Pool Stats	23.68	30.77	2.63	7.89	7.89	2.63	0.00	2.63	76.32	69.23
Est. Labor Force Stats	28.31	19.06	7.59	8.89	9.69	0.51	0.14	1.49	71.69	80.94
Statistical Difference										
3DE		Technician-Worklead-Eng								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Applicant Pool Stats	42.86	3.85	0.00	10.20	18.37	2.04	0.00	12.24	57.14	96.15
Est. Labor Force Stats	19.47	6.09	3.59	7.81	6.11	0.72	0.10	1.12	80.53	93.92
Statistical Difference									5.09	
3EE		Technician-Individual-Eng								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Applicant Pool Stats	18.62	8.72	1.38	6.21	6.21	1.38	0.00	3.45	81.38	91.28
Est. Labor Force Stats	27.19	17.16	7.07	8.75	9.24	0.54	0.13	1.45	72.81	82.83
Statistical Difference	2.49	2.73	2.73							
5DO		Paraprof-Worklead-Other								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Applicant Pool Stats	44.44	77.78	11.11	11.11	11.11	0.00	0.00	11.11	55.56	22.22
Est. Labor Force Stats	34.20	67.13	4.84	14.12	12.71	0.71	0.22	1.59	65.80	32.87
Statistical Difference										
5EO		Paraprof-Individual-Other								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Applicant Pool Stats	41.15	73.72	4.43	8.59	22.14	1.56	0.00	4.17	58.85	26.28
Est. Labor Force Stats	32.17	64.90	6.08	12.57	11.21	0.61	0.20	1.50	67.84	35.16
Statistical Difference				2.58					4.72	3.88

The Applicant Pool Statistics and Estimated Labor Force Statistics are based on applicants with race and/or gender identified. For more information on the number of applicants who did not identify race and/or gender, please refer to the Applicant Summary report.

Applicant Pool Analysis

6CO Admin-Super-Other

	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Applicant Pool Stats	30.00	100.00	0.00	0.00	20.00	0.00	0.00	10.00	70.00	0.00
Est. Labor Force Stats	27.12	65.32	3.57	10.63	10.92	0.47	0.18	1.34	72.88	34.68
Statistical Difference										0.018 E

6EO Admin-Individual-Other

	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Applicant Pool Stats	31.10	90.23	3.11	5.02	17.70	1.91	0.00	2.87	68.90	9.77
Est. Labor Force Stats	23.69	94.08	2.64	9.15	9.91	0.57	0.12	1.29	76.32	5.92
Statistical Difference		3.76		3.09					4.72	

7CE Skilled-Super-Eng

	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Applicant Pool Stats	50.00	0.00	0.00	25.00	25.00	0.00	0.00	0.00	50.00	100.00
Est. Labor Force Stats	24.85	1.98	1.87	6.60	14.34	0.65	0.17	1.21	75.15	98.02
Statistical Difference										

7CM Skilled-Super-Mtc

	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Applicant Pool Stats	22.35	0.58	0.00	1.18	18.24	1.76	0.00	1.18	77.65	99.42
Est. Labor Force Stats	25.12	5.32	1.12	8.83	13.10	0.89	0.09	1.11	74.87	94.69
Statistical Difference		2.77		3.54						

7DM Skilled-Worklead-Mtc

	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Applicant Pool Stats	22.16	2.02	0.00	1.03	11.86	1.55	0.00	7.73	77.84	97.98
Est. Labor Force Stats	25.38	3.36	0.34	9.84	13.10	0.99	0.07	1.05	74.62	96.64
Statistical Difference				4.17						

7EE Skilled-Individual-Eng

	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Applicant Pool Stats	25.00	1.64	6.67	0.00	16.67	1.67	0.00	0.00	75.00	98.36
Est. Labor Force Stats	25.83	6.74	3.49	7.25	13.03	0.61	0.16	1.29	74.17	93.26
Statistical Difference				2.18						

7EM Skilled-Individual-Mtc

	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Applicant Pool Stats	20.59	2.08	0.16	2.57	14.04	1.79	0.00	1.87	79.41	97.92
Est. Labor Force Stats	24.57	3.39	0.47	9.72	12.25	1.04	0.07	1.02	75.41	96.61
Statistical Difference	3.64	2.64		8.77						

The Applicant Pool Statistics and Estimated Labor Force Statistics are based on applicants with race and/or gender identified. For more information on the number of applicants who did not identify race and/or gender, please refer to the Applicant Summary report.

Applicant Pool Analysis

8CM	Service Mtc-Super-Mtc									
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Applicant Pool Stats	63.64	9.09	0.00	18.18	36.36	0.00	0.00	9.09	36.36	90.91
Est. Labor Force Stats	50.06	6.69	1.65	5.84	40.71	0.44	0.13	1.29	49.94	93.31
Statistical Difference										

8EM	Service Mtc-Individual-Mtc									
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Applicant Pool Stats	33.33	0.00	0.00	0.00	33.33	0.00	0.00	0.00	66.67	100.00
Est. Labor Force Stats	26.79	5.67	1.26	8.71	14.69	0.93	0.10	1.12	73.21	94.32
Statistical Difference										

8EO	Service Mtc-Individual-Other									
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
Applicant Pool Stats	67.53	11.69	2.60	32.47	19.48	2.60	0.00	10.39	32.47	88.31
Est. Labor Force Stats	39.73	36.72	3.81	15.46	17.74	0.71	0.28	1.73	60.27	63.28
Statistical Difference		4.56							4.99	

The Applicant Pool Statistics and Estimated Labor Force Statistics are based on applicants with race and/or gender identified. For more information on the number of applicants who did not identify race and/or gender, please refer to the Applicant Summary report.

Hiring Analysis

The Human Resources Department develops all procedures and all hiring is conducted on the basis of nondiscriminatory criteria. Specifically, the following criteria and procedures have resulted in hiring decisions that are free of discrimination:

- Job descriptions have been reviewed and revised to ensure that duties are accurately described, that the experience and education requirements are strictly job-related, and that all incumbents meet minimum job requirements. Job titles have and will continue to be written without regard to race, color, religion, sex, age, disability, veteran status, national origin, or any other characteristic protected by applicable law.
- Application forms have been reviewed to ensure that all requested information is job-related, and that the forms comply with all applicable laws. In addition, all forms state that the State of Colorado is an Equal Opportunity/Affirmative Action Employer.
- Assessments and interview questions have been reviewed and are administered and conducted in a nondiscriminatory manner. Diverse panels are also encouraged.
- CDOT has formal recruitment procedures to apprise Veteran, minority and women's groups, and educational institutions of openings.
- Placing an applicant in a specific job in a department is the responsibility of management. Hiring decisions are based on the applicant's knowledge, skills, abilities, and any other job-related criteria.

A review of external hires for the prior plan year indicates the presence of equal employment opportunity and a strong commitment to affirmative action. There were 277 new employees hired during the period from October 01, 2015 to September 30, 2016 including 56 minorities at 22% and 57 women at 21%. This is a slight decrease for minorities and a slight increase for women compared to the last AAP cycle.

The following report summarizes hiring activity by job group.

Colorado Department of Transportation

October 1, 2016 Annual Affirmative Action Plan

State of Colorado

New Hire Summary

For Period: 10/1/2015 to 9/30/2016

	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
1AO - Official-Official-Other	3	1	1	1	0	0	0	0	0	2	2
1BO - Official-Manager-Other	1	0	1	0	0	0	0	0	0	1	0
2BO - Professional-Manager-Other	4	2	2	0	1	1	0	0	0	2	2
2CE - Professional-Super-Eng	2	0	1	0	0	0	0	0	0	2	1
2CO - Professional-Super-Other	5	0	2	0	0	0	0	0	0	5	3
2DO - Professional-Worklead-Other	14	5	8	1	1	2	0	0	1	9	6
2EE - Professional-Individual-Eng	17	4	3	1	1	2	0	0	0	13	14
2EO - Professional-Individual-Other	23	6	18	1	2	3	0	0	0	17	5
3CE - Technician-Super-Eng	1	0	0	0	0	0	0	0	0	1	1
3EE - Technician-Individual-Eng	5	0	0	0	0	0	0	0	0	5	5
5DO - Paraprof-Worklead-Other	2	0	1	0	0	0	0	0	0	2	1
5EO - Paraprof-Individual-Other	13	4	9	0	2	2	0	0	0	9	4
6EO - Admin-Individual-Other	11	1	10	0	0	1	0	0	0	10	1
7CM - Skilled-Super-Mtc	1	0	0	0	0	0	0	0	0	1	1
7DM - Skilled-Worklead-Mtc	2	0	0	0	0	0	0	0	0	2	2
7EE - Skilled-Individual-Eng	4	1	0	0	0	0	1	0	0	3	4
7EM - Skilled-Individual-Mtc	165	30	0	0	4	22	3	0	1	135	165
8EM - Service Mtc-Individual-Mtc	1	0	0	0	0	0	0	0	0	1	1
8EO - Service Mtc-Individual-Other	3	2	1	0	1	1	0	0	0	1	2
Totals	# 277	56	57	4	12	34	4	0	2	221	220
	%	20.22	20.58	1.44	4.33	12.27	1.44	0.00	0.72	79.78	79.42

Promotion Analysis

A review of promotion data indicates that these practices represent an area of substantial employment opportunity for minority and female employees. Promotion practices are not problem areas for minorities and women in any job group. The promotional rates for women and minorities within CDOT are representative of CDOT's diversity. Our analysis reveals that neither minorities nor women are being treated disparately in promotions because:

- CDOT provides every reasonable opportunity for employees to advance. In this regard, training and other developmental opportunities are offered.
- Employees are encouraged to contact their supervisor and/or the Human Resources Department, at any time, should they desire information relative to another position within CDOT.
- Promotions are based on performance and other job-related criteria without discrimination on account of race, color, religion, sex, age, disability, veteran status, national origin, or any other characteristic protected by applicable law.
- Promotional opportunities are posted, providing all interested employees with an opportunity to apply

A total of 65 (24%) minorities and 72 (27%) females were promoted during this AAP cycle. All of these factors strongly indicate that promotions are representative of CDOT's minority and female population.

A summary of promotion actions for the year is included on the following page:

Colorado Department of Transportation

October 1, 2016 Annual Affirmative Action Plan

State of Colorado

Promotion Summary by New Job

For Period: 10/1/2015 to 9/30/2016

	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
1AO - Official-Official-Other	1	0	0	0	0	0	0	0	0	1	1
1BO - Official-Manager-Other	2	0	1	0	0	0	0	0	0	2	1
2BE - Professional-Manager-Eng	1	1	0	1	0	0	0	0	0	0	1
2BO - Professional-Manager-Other	8	0	3	0	0	0	0	0	0	8	5
2CE - Professional-Super-Eng	12	1	4	0	1	0	0	0	0	11	8
2CO - Professional-Super-Other	15	2	7	1	1	0	0	0	0	13	8
2DO - Professional-Worklead-Other	27	10	13	0	3	6	0	1	0	17	14
2EE - Professional-Individual-Eng	38	10	12	4	2	4	0	0	0	28	26
2EO - Professional-Individual-Other	18	5	11	0	1	3	1	0	0	13	7
3CE - Technician-Super-Eng	10	6	2	1	0	4	1	0	0	4	8
3DE - Technician-Worklead-Eng	5	0	2	0	0	0	0	0	0	5	3
3EE - Technician-Individual-Eng	17	3	1	0	0	3	0	0	0	14	16
5DO - Paraprof-Worklead-Other	2	2	2	0	1	1	0	0	0	0	0
5EO - Paraprof-Individual-Other	11	5	10	0	1	4	0	0	0	6	1
6CO - Admin-Super-Other	1	0	1	0	0	0	0	0	0	1	0
6EO - Admin-Individual-Other	3	0	3	0	0	0	0	0	0	3	0
7CE - Skilled-Super-Eng	1	0	0	0	0	0	0	0	0	1	1
7CM - Skilled-Super-Mtc	31	5	0	0	0	5	0	0	0	26	31
7DM - Skilled-Worklead-Mtc	48	7	0	0	1	6	0	0	0	41	48
7EE - Skilled-Individual-Eng	9	3	0	0	0	2	1	0	0	6	9
7EM - Skilled-Individual-Mtc	9	3	0	0	0	3	0	0	0	6	9
8CM - Service Mtc-Super-Mtc	1	0	0	0	0	0	0	0	0	1	1
8EM - Service Mtc-Individual-Mtc	1	1	0	0	0	1	0	0	0	0	1
8EO - Service Mtc-Individual-Other	1	1	0	0	0	1	0	0	0	0	1
Totals	# 272	65	72	7	11	43	3	1	0	207	200
	%	23.90	26.47	2.57	4.04	15.81	1.10	0.37	0.00	76.10	73.53

Compensation Analysis*

As part of its affirmative action obligations, CDOT has conducted a compensation analysis to determine whether there are pay disparities on the basis of gender, race, or ethnicity. According to our analysis, we have not identified any significant problem areas. If CDOT discovers significant salary differences between men and women or non-minorities and minorities, it will determine whether they are the result of legitimate, nondiscriminatory factors such as tenure, time in job, time in grade, performance, education, previous experience, etc. Where appropriate, CDOT will take all reasonable and immediate steps to make any necessary adjustments.

To ensure the State of Colorado (State) is able to recruit and retain a strong workforce, Colorado Revised Statute (C.R.S. Section 24-50-104) requires that the Department of Personnel & Administration conducts an annual study that evaluates prevailing total compensation practices, levels and cost. The study results allow the Director of Personnel to create pay grades and pay ranges for all State classified positions that are in alignment with the State's philosophy of paying employee prevailing wages. Furthermore, salaries are considered equitable for employees who hold the same classified position when employee are paid anywhere within the pay range.

A summary of compensation by title follows.

*Fav/Diff difference between the mean of the favored group and the other group.

Colorado Department of Transportation

October 1, 2016 Annual Affirmative Action Plan

State of Colorado

Compensation Summary by Title

160CFO		Chief Financial Officer						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	1	0	1	N/A	1	0	N/A	
Mean	134,004.00	0.00	134,004.00	N/A	134,004.00	0.00	N/A	
160DDH		Deputy Department Head						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	1	0	1	N/A	0	1	N/A	
Mean	149,304.00	0.00	149,304.00	N/A	0.00	149,304.00	N/A	
160DLL		Dept Legislative Liaison						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	1	0	1	N/A	0	1	N/A	
Mean	83,964.00	0.00	83,964.00	N/A	0.00	83,964.00	N/A	
160HRD		Human Resources Director						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	1	0	1	N/A	1	0	N/A	
Mean	123,000.00	0.00	123,000.00	N/A	123,000.00	0.00	N/A	
160PIO		Public Info Officer						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	1	0	1	N/A	1	0	N/A	
Mean	131,208.00	0.00	131,208.00	N/A	131,208.00	0.00	N/A	
160SES		Senior Executive Service						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	12	1	11	Wht	2	10	Fem	
Mean	134,707.00	111,996.00	136,771.64	24,775.64	141,840.00	133,280.40	8,559.60	
166000		Dept Executive Director						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	1	1	0	N/A	0	1	N/A	
Mean	163,200.00	163,200.00	0.00	N/A	0.00	163,200.00	N/A	
D6A1TX		Electrical Trades I						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	9	3	6	Wht	0	9	N/A	
Mean	49,785.33	48,872.00	50,242.00	1,370.00	0.00	49,785.33	N/A	
D6A2XX		Electrical Trades II						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	27	4	23	Min	0	27	N/A	
Mean	56,442.22	58,617.00	56,064.00	2,553.00	0.00	56,442.22	N/A	

Compensation Summary by Title

D6A3XX		Electrical Trades III					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	7	1	6	Min	0	7	N/A
Mean	72,819.43	74,124.00	72,602.00	1,522.00	0.00	72,819.43	N/A
D6B1TX		Machining Trades I					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	2	2	0	N/A	0	2	N/A
Mean	38,832.00	38,832.00	0.00	N/A	0.00	38,832.00	N/A
D6B2XX		Machining Trades II					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	10	3	7	Wht	0	10	N/A
Mean	50,946.00	50,604.00	51,092.57	488.57	0.00	50,946.00	N/A
D6B3XX		Machining Trades III					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	6	2	4	Wht	0	6	N/A
Mean	60,416.00	59,226.00	61,011.00	1,785.00	0.00	60,416.00	N/A
D6C1TX		Pipe/Mech Trades I					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	2	1	1	None	0	2	N/A
Mean	42,132.00	42,132.00	42,132.00	0.00	0.00	42,132.00	N/A
D6C2XX		Pipe/Mech Trades II					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	7	0	7	N/A	0	7	N/A
Mean	54,752.57	0.00	54,752.57	N/A	0.00	54,752.57	N/A
D6C3XX		Pipe/Mech Trades III					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	2	0	2	N/A	0	2	N/A
Mean	61,302.00	0.00	61,302.00	N/A	0.00	61,302.00	N/A
D6D1TX		Structural Trades I					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	5	1	4	Wht	0	5	N/A
Mean	40,972.80	39,348.00	41,379.00	2,031.00	0.00	40,972.80	N/A
D6D2XX		Structural Trades II					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	12	5	7	Wht	0	12	N/A
Mean	46,789.00	45,444.00	47,749.71	2,305.71	0.00	46,789.00	N/A

Compensation Summary by Title

D6D3XX		Structural Trades III					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	3	3	0	N/A	0	3	N/A
Mean	56,172.00	56,172.00	0.00	N/A	0.00	56,172.00	N/A
D6E1TX		Utility Plant Oper I					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	7	1	6	Min	2	5	Mal
Mean	55,246.29	55,788.00	55,156.00	632.00	53,664.00	55,879.20	2,215.20
D7A1TX		Equipment Mechanic I					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	2	1	1	Min	0	2	N/A
Mean	39,084.00	41,628.00	36,540.00	5,088.00	0.00	39,084.00	N/A
D7A2XX		Equipment Mechanic II					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	2	0	2	N/A	0	2	N/A
Mean	46,080.00	0.00	46,080.00	N/A	0.00	46,080.00	N/A
D7A3XX		Equipment Mechanic III					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	90	13	77	Wht	0	90	N/A
Mean	55,652.27	55,525.85	55,673.61	147.76	0.00	55,652.27	N/A
D7A4XX		Equipment Mechanic IV					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	7	1	6	Wht	0	7	N/A
Mean	62,451.43	61,956.00	62,534.00	578.00	0.00	62,451.43	N/A
D7B3XX		Equipment Operator III					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	87	25	62	Min	2	85	Fem
Mean	46,267.72	46,337.76	46,239.48	98.28	47,406.00	46,240.94	1,165.06
D7B4XX		Equipment Operator IV					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	34	2	32	Wht	0	34	N/A
Mean	50,064.35	49,554.00	50,096.25	542.25	0.00	50,064.35	N/A
D7C3XX		Production III					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	4	2	2	Min	0	4	N/A
Mean	36,090.00	37,626.00	34,554.00	3,072.00	0.00	36,090.00	N/A

Compensation Summary by Title

D7C4XX		Production IV					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	1	1	0	N/A	0	1	N/A
Mean	45,084.00	45,084.00	0.00	N/A	0.00	45,084.00	N/A
D7C5XX		Production V					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	1	0	1	N/A	0	1	N/A
Mean	48,696.00	0.00	48,696.00	N/A	0.00	48,696.00	N/A
D7D1TX		Transportation Mtc I					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	780	146	634	Wht	16	764	Fem
Mean	40,662.42	40,198.52	40,769.25	570.73	41,532.00	40,644.21	887.79
D7D2XX		Transportation Mtc II					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	252	57	195	Min	2	250	Fem
Mean	50,317.67	50,544.00	50,251.51	292.49	51,858.00	50,305.34	1,552.66
D7D3XX		Transportation Mtc III					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	100	27	73	Min	5	95	Fem
Mean	60,821.76	61,538.67	60,556.60	982.06	62,157.60	60,751.45	1,406.15
D8B1TX		Custodian I					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	2	1	1	None	1	1	Fem
Mean	26,268.00	26,268.00	26,268.00	0.00	26,268.00	26,268.00	0.00
D8D1TX		General Labor I					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	17	9	8	Min	5	12	Mal
Mean	31,639.12	32,798.78	30,334.50	2,464.28	30,705.00	32,028.33	1,323.33
D8D2XX		General Labor II					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	1	0	1	N/A	0	1	N/A
Mean	41,664.00	0.00	41,664.00	N/A	0.00	41,664.00	N/A
D8D3XX		General Labor III					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	1	0	1	N/A	0	1	N/A
Mean	38,652.00	0.00	38,652.00	N/A	0.00	38,652.00	N/A

Compensation Summary by Title

D8F7IX		LTC Trainee VII					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	1	0	1	N/A	0	1	N/A
Mean	38,808.00	0.00	38,808.00	N/A	0.00	38,808.00	N/A
D8G1TX		Materials Handler I					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	1	1	0	N/A	0	1	N/A
Mean	27,060.00	27,060.00	0.00	N/A	0.00	27,060.00	N/A
D8G2XX		Materials Handler II					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	6	0	6	N/A	2	4	Fem
Mean	40,598.00	0.00	40,598.00	N/A	41,928.00	39,933.00	1,995.00
D8G3XX		Materials Handler III					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	5	2	3	Wht	0	5	N/A
Mean	46,812.00	45,660.00	47,580.00	1,920.00	0.00	46,812.00	N/A
D8G4XX		Materials Supervisor					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	2	1	1	Wht	1	1	Fem
Mean	59,970.00	55,776.00	64,164.00	8,388.00	64,164.00	55,776.00	8,388.00
D9B2TX		Engr/Phys Sci Asst II					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	5	1	4	Min	1	4	Mal
Mean	29,209.60	31,596.00	28,613.00	2,983.00	15,636.00	32,603.00	16,967.00
D9B3XX		Engr/Phys Sci Asst III					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	12	4	8	Wht	1	11	Fem
Mean	43,528.00	43,449.00	43,567.50	118.50	45,756.00	43,325.45	2,430.55
D9D1TX		LTC Operations I					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	54	11	43	Wht	1	53	Mal
Mean	71,558.89	71,398.91	71,599.81	200.90	71,136.00	71,566.87	430.87
D9D2XX		LTC Operations II					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	9	2	7	Wht	0	9	N/A
Mean	80,804.00	80,700.00	80,833.71	133.71	0.00	80,804.00	N/A

Compensation Summary by Title

G2D4XX		Data Specialist					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	5	1	4	Wht	3	2	Fem
Mean	41,160.00	40,980.00	41,205.00	225.00	42,960.00	38,460.00	4,500.00
G3A2TX		Admin Assistant I					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	2	1	1	Min	1	1	Mal
Mean	30,594.00	31,188.00	30,000.00	1,188.00	30,000.00	31,188.00	1,188.00
G3A3XX		Admin Assistant II					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	10	3	7	Wht	7	3	Mal
Mean	38,931.10	37,662.33	39,474.86	1,812.52	36,906.14	43,656.00	6,749.86
G3A4XX		Admin Assistant III					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	68	15	53	Min	67	1	Mal
Mean	43,000.82	44,233.60	42,651.92	1,581.68	42,953.97	46,140.00	3,186.03
G3A5XX		Office Manager I					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	7	0	7	N/A	7	0	N/A
Mean	57,726.86	0.00	57,726.86	N/A	57,726.86	0.00	N/A
H1A5XX		Program Management I					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	12	2	10	Wht	0	12	N/A
Mean	94,104.00	92,874.00	94,350.00	1,476.00	0.00	94,104.00	N/A
H1A6XX		Program Management II					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	31	7	24	Wht	9	22	Mal
Mean	99,550.45	98,965.71	99,721.00	755.29	99,522.67	99,561.82	39.15
H1A7XX		Program Management III					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	20	7	13	Min	3	17	Mal
Mean	112,198.80	113,069.14	111,730.15	1,338.99	106,624.00	113,182.59	6,558.59
H1B1TX		Administrator I					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	4	1	3	Wht	2	2	Fem
Mean	39,762.00	38,928.00	40,040.00	1,112.00	40,404.00	39,120.00	1,284.00

Compensation Summary by Title

H1B2XX Administrator II		Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment		5	1	4	Min	5	0	N/A
Mean		45,739.20	45,792.00	45,726.00	66.00	45,739.20	0.00	N/A
H1B3XX Administrator III		Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment		37	9	28	Wht	24	13	Mal
Mean		53,885.14	53,540.00	53,996.07	456.07	53,188.92	55,170.46	1,981.54
H1B4XX Administrator IV		Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment		60	9	51	Min	29	31	Mal
Mean		67,373.98	69,521.33	66,995.04	2,526.29	66,216.38	68,456.90	2,240.52
H1B5XX Administrator V		Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment		19	3	16	Min	10	9	Fem
Mean		85,553.05	85,592.00	85,545.75	46.25	87,696.00	83,172.00	4,524.00
H1C2XX Analyst II		Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment		1	0	1	N/A	0	1	N/A
Mean		55,740.00	0.00	55,740.00	N/A	0.00	55,740.00	N/A
H1C3XX Analyst III		Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment		11	2	9	Wht	3	8	Fem
Mean		56,354.73	53,634.00	56,959.33	3,325.33	57,912.00	55,770.75	2,141.25
H1C4XX Analyst IV		Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment		15	5	10	Min	11	4	Fem
Mean		69,556.80	70,708.80	68,980.80	1,728.00	70,701.82	66,408.00	4,293.82
H1C5XX Analyst V		Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment		4	3	1	Min	2	2	Fem
Mean		82,098.00	84,288.00	75,528.00	8,760.00	88,668.00	75,528.00	13,140.00
H1C6XX Analyst VI		Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment		2	1	1	Wht	1	1	Mal
Mean		106,092.00	96,180.00	116,004.00	19,824.00	96,180.00	116,004.00	19,824.00

Compensation Summary by Title

H1D2XX		Data Management II						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	1	1	0	N/A	1	0	N/A	
Mean	45,660.00	45,660.00	0.00	N/A	45,660.00	0.00	N/A	
H1E2XX		Scint Prgmr/Anlst II						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	1	0	1	N/A	0	1	N/A	
Mean	52,128.00	0.00	52,128.00	N/A	0.00	52,128.00	N/A	
H1E3XX		Scint Prgmr/Anlst III						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	4	0	4	N/A	1	3	Fem	
Mean	57,066.00	0.00	57,066.00	N/A	58,248.00	56,672.00	1,576.00	
H1E4XX		Scint Prgmr/Anlst IV						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	3	1	2	Wht	2	1	Mal	
Mean	77,740.00	72,540.00	80,340.00	7,800.00	76,608.00	80,004.00	3,396.00	
H1E5XX		Scint Prgmr/Anlst V						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	3	1	2	Min	1	2	Mal	
Mean	86,852.00	97,008.00	81,774.00	15,234.00	84,972.00	87,792.00	2,820.00	
H1F4XX		Appraiser II						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	9	0	9	N/A	3	6	Mal	
Mean	67,029.33	0.00	67,029.33	N/A	66,280.00	67,404.00	1,124.00	
H1H2XX		Contract Administrator II						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	1	1	0	N/A	1	0	N/A	
Mean	41,832.00	41,832.00	0.00	N/A	41,832.00	0.00	N/A	
H1H3XX		Contract Administrator III						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	6	2	4	Wht	3	3	Mal	
Mean	57,366.00	53,832.00	59,133.00	5,301.00	56,852.00	57,880.00	1,028.00	
H1H4XX		Contract Administrator IV						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	12	7	5	Min	4	8	Fem	
Mean	65,716.17	67,707.43	62,928.40	4,779.03	67,758.00	64,695.25	3,062.75	

Compensation Summary by Title

H1H5XX		Contract Administrator V					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	3	0	3	N/A	1	2	Mal
Mean	83,480.00	0.00	83,480.00	N/A	78,000.00	86,220.00	8,220.00
H1I3XX		Grants Specialist III					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	7	2	5	Wht	5	2	Mal
Mean	58,392.00	56,748.00	59,049.60	2,301.60	57,060.00	61,722.00	4,662.00
H1I4XX		Grants Specialist IV					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	2	0	2	N/A	1	1	Fem
Mean	66,498.00	0.00	66,498.00	N/A	66,996.00	66,000.00	996.00
H1I5XX		Grants Specialist V					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	1	0	1	N/A	0	1	N/A
Mean	84,696.00	0.00	84,696.00	N/A	0.00	84,696.00	N/A
H1I6XX		Grants Specialist VI					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	2	0	2	N/A	1	1	Mal
Mean	90,684.00	0.00	90,684.00	N/A	86,352.00	95,016.00	8,664.00
H1J3XX		Planning Specialist III					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	7	1	6	Min	3	4	Fem
Mean	56,964.00	58,212.00	56,756.00	1,456.00	57,904.00	56,259.00	1,645.00
H1J4XX		Planning Specialist IV					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	12	1	11	Min	7	5	Mal
Mean	68,977.33	74,904.00	68,438.55	6,465.45	68,765.71	69,273.60	507.89
H1J5XX		Planning Specialist V					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	3	0	3	N/A	1	2	Fem
Mean	85,068.00	0.00	85,068.00	N/A	85,824.00	84,690.00	1,134.00
H1K3XX		Project Coordinator					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	1	1	0	N/A	0	1	N/A
Mean	60,864.00	60,864.00	0.00	N/A	0.00	60,864.00	N/A

Compensation Summary by Title

H1K4XX		Project Manager I						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	10	0	10	N/A	2	8	Fem	
Mean	75,608.40	0.00	75,608.40	N/A	76,146.00	75,474.00	672.00	
H1K5XX		Project Manager II						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	3	0	3	N/A	0	3	N/A	
Mean	94,184.00	0.00	94,184.00	N/A	0.00	94,184.00	N/A	
H1K6XX		Project Manager III						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	2	0	2	N/A	1	1	Mal	
Mean	102,600.00	0.00	102,600.00	N/A	101,964.00	103,236.00	1,272.00	
H1L4XX		Purchasing Agent IV						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	6	2	4	Wht	3	3	Mal	
Mean	65,138.00	60,240.00	67,587.00	7,347.00	60,240.00	70,036.00	9,796.00	
H1L5XX		Purchasing Agent V						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	1	1	0	N/A	1	0	N/A	
Mean	86,400.00	86,400.00	0.00	N/A	86,400.00	0.00	N/A	
H1M2XX		Real Estate Spec II						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	1	0	1	N/A	1	0	N/A	
Mean	50,400.00	0.00	50,400.00	N/A	50,400.00	0.00	N/A	
H1M3XX		Real Estate Spec III						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	2	1	1	Min	1	1	Fem	
Mean	58,770.00	64,020.00	53,520.00	10,500.00	64,020.00	53,520.00	10,500.00	
H1M4XX		Real Estate Spec IV						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	12	1	11	Wht	6	6	Mal	
Mean	65,547.00	64,800.00	65,614.91	814.91	64,102.00	66,992.00	2,890.00	
H1M5XX		Real Estate Spec V						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	6	1	5	Min	4	2	Mal	
Mean	82,962.00	92,664.00	81,021.60	11,642.40	81,777.00	85,332.00	3,555.00	

Compensation Summary by Title

H1Q3XX		Liaison III					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	9	1	8	Wht	1	8	Mal
Mean	56,985.33	55,680.00	57,148.50	1,468.50	52,800.00	57,508.50	4,708.50
H1Q4XX		Liaison IV					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	2	0	2	N/A	0	2	N/A
Mean	62,844.00	0.00	62,844.00	N/A	0.00	62,844.00	N/A
H1Q5XX		Liaison V					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	1	0	1	N/A	0	1	N/A
Mean	87,936.00	0.00	87,936.00	N/A	0.00	87,936.00	N/A
H1Q6XX		Liaison VI					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	1	0	1	N/A	0	1	N/A
Mean	90,852.00	0.00	90,852.00	N/A	0.00	90,852.00	N/A
H1R6XX		Policy Advisor VI					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	1	0	1	N/A	1	0	N/A
Mean	90,768.00	0.00	90,768.00	N/A	90,768.00	0.00	N/A
H2A2XX		IT Professional					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	8	2	6	Min	4	4	Mal
Mean	81,679.50	82,272.00	81,482.00	790.00	76,986.00	86,373.00	9,387.00
H2A3XX		IT Supervisor					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	1	0	1	N/A	0	1	N/A
Mean	118,308.00	0.00	118,308.00	N/A	0.00	118,308.00	N/A
H3U4XX		Arts Professional II					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	1	1	0	N/A	0	1	N/A
Mean	52,596.00	52,596.00	0.00	N/A	0.00	52,596.00	N/A
H3U5XX		Arts Professional III					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	1	0	1	N/A	1	0	N/A
Mean	50,307.00	0.00	50,307.00	N/A	50,307.00	0.00	N/A

Compensation Summary by Title

H4G3XX		Human Resources Spec III					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	4	1	3	Min	4	0	N/A
Mean	54,966.00	57,000.00	54,288.00	2,712.00	54,966.00	0.00	N/A
H4G4XX		Human Resources Spec IV					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	5	2	3	Min	5	0	N/A
Mean	66,179.00	73,260.00	61,458.33	11,801.67	66,179.00	0.00	N/A
H4G5XX		Human Resources Spec V					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	3	1	2	Wht	3	0	N/A
Mean	71,147.67	48,155.00	82,644.00	34,489.00	71,147.67	0.00	N/A
H4H2XX		Safety Specialist II					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	1	0	1	N/A	1	0	N/A
Mean	43,560.00	0.00	43,560.00	N/A	43,560.00	0.00	N/A
H4H3XX		Safety Specialist III					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	1	0	1	N/A	1	0	N/A
Mean	55,200.00	0.00	55,200.00	N/A	55,200.00	0.00	N/A
H4H4XX		Safety Specialist IV					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	5	1	4	Min	0	5	N/A
Mean	74,515.20	76,812.00	73,941.00	2,871.00	0.00	74,515.20	N/A
H4I4XX		Training Specialist IV					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	4	0	4	N/A	1	3	Fem
Mean	71,157.00	0.00	71,157.00	N/A	72,000.00	70,876.00	1,124.00
H4I5XX		Training Specialist V					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	1	0	1	N/A	1	0	N/A
Mean	86,496.00	0.00	86,496.00	N/A	86,496.00	0.00	N/A
H4K2XX		Mktg & Comm Spec II					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	1	0	1	N/A	1	0	N/A
Mean	44,400.00	0.00	44,400.00	N/A	44,400.00	0.00	N/A

Compensation Summary by Title

H4K3XX		Mktg & Comm Spec III						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	3	2	1	Wht	3	0	N/A	
Mean	63,324.00	63,186.00	63,600.00	414.00	63,324.00	0.00	N/A	
H4K4XX		Mktg & Comm Spec IV						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	8	1	7	Min	5	3	Mal	
Mean	67,531.25	72,000.00	66,892.86	5,107.14	62,963.60	75,144.00	12,180.40	
H4K6XX		Mktg & Comm Spec VI						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	1	0	1	N/A	1	0	N/A	
Mean	109,980.00	0.00	109,980.00	N/A	109,980.00	0.00	N/A	
H4M1IX		Technician I						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	1	1	0	N/A	0	1	N/A	
Mean	32,568.00	32,568.00	0.00	N/A	0.00	32,568.00	N/A	
H4M2TX		Technician II						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	3	1	2	None	1	2	Fem	
Mean	34,800.00	34,800.00	34,800.00	0.00	34,800.00	34,800.00	0.00	
H4M3XX		Technician III						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	12	3	9	Wht	6	6	Fem	
Mean	49,877.00	47,452.00	50,685.33	3,233.33	50,032.00	49,722.00	310.00	
H4M4XX		Technician IV						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	23	7	16	Wht	10	13	Fem	
Mean	54,871.83	51,704.57	56,257.50	4,552.93	54,909.60	54,842.77	66.83	
H4R1XX		Program Assistant I						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	29	8	21	Wht	29	0	N/A	
Mean	51,579.72	51,204.00	51,722.86	518.86	51,579.72	0.00	N/A	
H4R2XX		Program Assistant II						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	21	8	13	Wht	21	0	N/A	
Mean	57,490.86	56,683.50	57,987.69	1,304.19	57,490.86	0.00	N/A	

Compensation Summary by Title

H4T3IX		Student Trainee III					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	1	0	1	N/A	1	0	N/A
Mean	37,323.00	0.00	37,323.00	N/A	37,323.00	0.00	N/A
H6F5XX		Emer Prep & Comm Spec V					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	1	1	0	N/A	0	1	N/A
Mean	78,048.00	78,048.00	0.00	N/A	0.00	78,048.00	N/A
H6F6XX		Emer Prep & Comm Spec VI					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	1	0	1	N/A	0	1	N/A
Mean	100,200.00	0.00	100,200.00	N/A	0.00	100,200.00	N/A
H6G8XX		Management					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	26	3	23	Min	5	21	Mal
Mean	118,563.69	119,952.00	118,382.61	1,569.39	116,968.80	118,943.43	1,974.63
H8A1XX		Accountant I					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	4	1	3	Min	2	2	Fem
Mean	47,736.00	48,336.00	47,536.00	800.00	49,788.00	45,684.00	4,104.00
H8A2XX		Accountant II					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	11	6	5	Min	9	2	Mal
Mean	58,407.27	58,642.00	58,125.60	516.40	57,986.67	60,300.00	2,313.33
H8A3XX		Accountant III					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	9	1	8	Wht	4	5	Mal
Mean	70,820.33	69,252.00	71,016.38	1,764.38	63,435.75	76,728.00	13,292.25
H8A4XX		Accountant IV					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	3	0	3	N/A	1	2	Mal
Mean	89,628.00	0.00	89,628.00	N/A	85,812.00	91,536.00	5,724.00
H8B3XX		Accounting Technician III					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	21	8	13	Min	19	2	Fem
Mean	43,996.00	45,021.00	43,365.23	1,655.77	44,078.53	43,212.00	866.53

Compensation Summary by Title

H8C3XX		Controller III					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	1	0	1	N/A	1	0	N/A
Mean	109,764.00	0.00	109,764.00	N/A	109,764.00	0.00	N/A
H8D1IX		Audit Intern					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	1	1	0	N/A	1	0	N/A
Mean	46,992.00	46,992.00	0.00	N/A	46,992.00	0.00	N/A
H8D3XX		Auditor II					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	2	1	1	Wht	0	2	N/A
Mean	58,146.00	51,972.00	64,320.00	12,348.00	0.00	58,146.00	N/A
H8D4XX		Auditor III					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	4	1	3	Min	1	3	Fem
Mean	72,552.00	79,008.00	70,400.00	8,608.00	79,008.00	70,400.00	8,608.00
H8D5XX		Auditor IV					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	3	0	3	N/A	2	1	Fem
Mean	89,568.00	0.00	89,568.00	N/A	90,798.00	87,108.00	3,690.00
H8D6XX		Auditor V					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	1	0	1	N/A	0	1	N/A
Mean	105,516.00	0.00	105,516.00	N/A	0.00	105,516.00	N/A
H8E1XX		Budget Analyst I					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	2	0	2	N/A	0	2	N/A
Mean	56,520.00	0.00	56,520.00	N/A	0.00	56,520.00	N/A
H8E2XX		Budget Analyst II					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	4	0	4	N/A	2	2	Fem
Mean	61,785.00	0.00	61,785.00	N/A	62,502.00	61,068.00	1,434.00
H8E3XX		Budget & Policy Anlist III					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	10	1	9	Wht	3	7	Fem
Mean	77,198.40	76,968.00	77,224.00	256.00	80,184.00	75,918.86	4,265.14

Compensation Summary by Title

H8E4XX		Budget & Policy Anlst IV					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	3	0	3	N/A	0	3	N/A
Mean	90,904.00	0.00	90,904.00	N/A	0.00	90,904.00	N/A
H8E5XX		Budget & Policy Anlst V					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	1	0	1	N/A	1	0	N/A
Mean	114,564.00	0.00	114,564.00	N/A	114,564.00	0.00	N/A
I2A2TX		Designer/Planner					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	1	0	1	N/A	1	0	N/A
Mean	59,388.00	0.00	59,388.00	N/A	59,388.00	0.00	N/A
I2A4XX		Architect II					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	1	0	1	N/A	1	0	N/A
Mean	78,168.00	0.00	78,168.00	N/A	78,168.00	0.00	N/A
I2B2XX		Electronic Engineer II					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	1	0	1	N/A	0	1	N/A
Mean	106,380.00	0.00	106,380.00	N/A	0.00	106,380.00	N/A
I2C1IA		Engineer-In-Training I					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	23	8	15	Min	5	18	Mal
Mean	59,985.91	60,367.50	59,782.40	585.10	59,304.00	60,175.33	871.33
I2C2TA		Engineer-In-Training II					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	25	7	18	Min	6	19	Mal
Mean	64,546.56	65,412.00	64,210.00	1,202.00	64,306.00	64,622.53	316.53
I2C3*A		Engineer-In-Training III					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	24	7	17	Min	7	17	Fem
Mean	73,916.50	74,101.71	73,840.24	261.48	76,289.14	72,939.53	3,349.61
I2C4*A		Professional Engineer I					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	162	27	135	Wht	27	135	Mal
Mean	85,524.49	84,878.48	85,653.70	775.21	82,475.41	86,134.31	3,658.90

Compensation Summary by Title

I2C5*A		Professional Engineer II						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	92	17	75	Min	11	81	Mal	
Mean	105,488.35	106,335.53	105,296.32	1,039.21	102,432.00	105,903.41	3,471.41	
I2C6*A		Professional Engineer III						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	23	4	19	Wht	4	19	Mal	
Mean	123,663.13	122,742.00	123,857.05	1,115.05	122,730.00	123,859.58	1,129.58	
I2D2TX		Landscape Specialist						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	3	0	3	N/A	1	2	Mal	
Mean	58,892.00	0.00	58,892.00	N/A	57,708.00	59,484.00	1,776.00	
I2D3XX		Landscape Architect I						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	1	0	1	N/A	1	0	N/A	
Mean	84,516.00	0.00	84,516.00	N/A	84,516.00	0.00	N/A	
I2D4XX		Landscape Architect II						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	1	0	1	N/A	0	1	N/A	
Mean	89,508.00	0.00	89,508.00	N/A	0.00	89,508.00	N/A	
I3B3*C		Phy Sci Res/Scientist II						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	5	1	4	Wht	2	3	Mal	
Mean	70,257.60	63,624.00	71,916.00	8,292.00	63,606.00	74,692.00	11,086.00	
I3B4*C		Phy Sci Res/Scientist III						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	3	0	3	N/A	0	3	N/A	
Mean	80,380.00	0.00	80,380.00	N/A	0.00	80,380.00	N/A	
I3B5*C		Phy Sci Res/Scientist IV						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	2	1	1	Min	0	2	N/A	
Mean	106,734.00	109,500.00	103,968.00	5,532.00	0.00	106,734.00	N/A	
I5C1*A		Civil Eng Proj Manager I						
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff	
Employment	30	6	24	Wht	3	27	Fem	
Mean	73,327.60	71,624.00	73,753.50	2,129.50	75,896.00	73,042.22	2,853.78	

Compensation Summary by Title

I5C1*B		Civil Eng Proj Manager I					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	7	4	3	Wht	2	5	Fem
Mean	72,881.14	71,340.00	74,936.00	3,596.00	74,658.00	72,170.40	2,487.60
I5C2*A		Civil Eng Proj Manager II					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	20	4	16	Min	4	16	Fem
Mean	85,855.90	89,661.00	84,904.63	4,756.38	87,045.50	85,558.50	1,487.00
I5C2*B		Civil Eng Proj Manager II					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	4	0	4	N/A	2	2	Fem
Mean	86,376.00	0.00	86,376.00	N/A	88,044.00	84,708.00	3,336.00
I5D1*A		Engr/Phys Sci Tech I					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	36	6	30	Wht	3	33	Mal
Mean	49,665.67	48,684.00	49,862.00	1,178.00	48,236.00	49,795.64	1,559.64
I5D1*B		Engr/Phys Sci Tech I					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	3	1	2	Wht	1	2	Mal
Mean	50,000.00	49,704.00	50,148.00	444.00	46,800.00	51,600.00	4,800.00
I5D2*A		Engr/Phys Sci Tech II					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	46	9	37	Min	9	37	Fem
Mean	57,622.17	59,450.67	57,177.41	2,273.26	57,733.33	57,595.14	138.20
I5D2*B		Engr/Phys Sci Tech II					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	4	2	2	Min	0	4	N/A
Mean	58,260.00	62,226.00	54,294.00	7,932.00	0.00	58,260.00	N/A
I5D3*A		Engr/Phys Sci Tech III					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	70	15	55	Wht	6	64	Fem
Mean	65,963.66	65,836.00	65,998.47	162.47	67,036.00	65,863.13	1,172.88
I5D3*B		Engr/Phys Sci Tech III					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	2	1	1	Wht	0	2	N/A
Mean	66,684.00	62,400.00	70,968.00	8,568.00	0.00	66,684.00	N/A

Compensation Summary by Title

I5E1IX		Electronics Spec Intern					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	1	0	1	N/A	0	1	N/A
Mean	39,600.00	0.00	39,600.00	N/A	0.00	39,600.00	N/A
I5E2TX		Electronics Spec I					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	4	1	3	Wht	0	4	N/A
Mean	46,086.00	45,600.00	46,248.00	648.00	0.00	46,086.00	N/A
I5E3XX		Electronics Spec II					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	9	4	5	Wht	0	9	N/A
Mean	59,282.67	54,570.00	63,052.80	8,482.80	0.00	59,282.67	N/A
I5E4XX		Electronics Spec III					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	9	1	8	Wht	0	9	N/A
Mean	68,350.67	63,180.00	68,997.00	5,817.00	0.00	68,350.67	N/A
I5E5XX		Electronics Spec IV					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	5	0	5	N/A	0	5	N/A
Mean	80,527.20	0.00	80,527.20	N/A	0.00	80,527.20	N/A
I9B1IX		Land Survey Intern I					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	2	1	1	Min	1	1	Mal
Mean	43,830.00	45,396.00	42,264.00	3,132.00	42,264.00	45,396.00	3,132.00
I9B2TX		Land Survey Intern II					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	2	0	2	N/A	0	2	N/A
Mean	50,916.00	0.00	50,916.00	N/A	0.00	50,916.00	N/A
I9B3XX		Prof Land Surveyor I					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	20	2	18	Min	2	18	Fem
Mean	66,960.60	78,924.00	65,631.33	13,292.67	75,072.00	66,059.33	9,012.67
I9B4XX		Prof Land Surveyor II					
	Total	Min	Wht	Fav/Diff	Fem	Mal	Fav/Diff
Employment	9	2	7	Min	1	8	Mal
Mean	86,996.00	89,058.00	86,406.86	2,651.14	83,940.00	87,378.00	3,438.00

Fav/Diff difference between the mean of the favored group and the other group.

Employee Separation Analysis

The Colorado Department of Transportation has evaluated its separation practices to determine whether there are disparities on the basis of gender, race or ethnicity. When terminations or reductions in force are necessary, CDOT makes its decisions without regard to race, color, religion, sex, age, disability, veteran status, national origin, or any other characteristic protected by applicable law.

The majority of CDOT employees hold State classified positions. Classified positions are covered by the Rules and Procedures of the State Personnel System. Once an employee completes his or her probationary or trial service period, the employee is considered to have property rights to his or her position. This requires that the employee is afforded due process in the form of progressive discipline when involuntarily terminated.

The following table shows that the percentage of women and minority employees who separated during the plan year matches CDOT's overall demographic distribution.

Colorado Department of Transportation

October 1, 2016 Annual Affirmative Action Plan

State of Colorado

Termination Summary

For Period: 10/1/2015 to 9/30/2016

	Total	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
1AO - Official-Official-Other	2	0	0	0	0	0	0	0	0	2	2
1BO - Official-Manager-Other	4	0	2	0	0	0	0	0	0	4	2
2BE - Professional-Manager-Eng	1	0	0	0	0	0	0	0	0	1	1
2BO - Professional-Manager-Other	8	2	2	1	0	1	0	0	0	6	6
2CE - Professional-Super-Eng	10	1	1	0	0	1	0	0	0	9	9
2CO - Professional-Super-Other	4	1	0	0	0	1	0	0	0	3	4
2DO - Professional-Worklead-Other	18	1	8	0	0	1	0	0	0	17	10
2EE - Professional-Individual-Eng	18	2	4	1	1	0	0	0	0	16	14
2EO - Professional-Individual-Other	14	4	6	0	1	3	0	0	0	10	8
3CE - Technician-Super-Eng	7	1	2	0	0	1	0	0	0	6	5
3DE - Technician-Worklead-Eng	5	2	0	0	0	2	0	0	0	3	5
3EE - Technician-Individual-Eng	6	2	3	0	0	2	0	0	0	4	3
5DO - Paraprof-Worklead-Other	2	0	0	0	0	0	0	0	0	2	2
5EO - Paraprof-Individual-Other	8	3	6	0	2	1	0	0	0	5	2
6CO - Admin-Super-Other	2	0	2	0	0	0	0	0	0	2	0
6EO - Admin-Individual-Other	9	4	9	0	1	3	0	0	0	5	0
7CM - Skilled-Super-Mtc	11	3	0	0	0	3	0	0	0	8	11
7DM - Skilled-Worklead-Mtc	25	1	4	0	0	1	0	0	0	24	21
7EE - Skilled-Individual-Eng	3	3	0	0	0	2	1	0	0	0	3
7EM - Skilled-Individual-Mtc	123	26	4	0	3	22	1	0	0	97	119
7EO - Skilled-Individual-Other	1	1	0	0	1	0	0	0	0	0	1
8CM - Service Mtc-Super-Mtc	1	0	0	0	0	0	0	0	0	1	1
8EM - Service Mtc-Individual-Mtc	3	1	1	0	0	1	0	0	0	2	2
8EO - Service Mtc-Individual-Other	3	2	1	0	2	0	0	0	0	1	2
Totals	# 288	60	55	2	11	45	2	0	0	228	233
	%	20.83	19.10	0.69	3.82	15.63	0.69	0.00	0.00	79.17	80.90

Retirement Analysis

Under the Public Employees Retirement Association's (PERA) pension program, CDOT employees become eligible to receive a monthly retirement benefit when employees meet applicable age and service requirements, which depend upon the employees start date. The Division of Human Resources has estimated the potential retirement dates for current employees.

This percentage of employees eligible for a full service retirement by classification range between seven and thirteen percent for the current fiscal year. This rate matches CDOT's ten percent turnover rate for the Department. This information can be used in combination with the placement goals to determine a reasonable expectation of replacing exiting employees with women and minority applicants.

Eligibility for retirement as of this report is indicated in the chart below:

Occupational Group	% Eligible
Administrative Support	30.4
Labor, Trades, and Crafts	23
Non-Classified	11.1
Physical Science and Engineering	26.6
Professional Services	29.9

Technical Phases of Compliance

Our analysis of the technical phases of compliance reveals that the Colorado Department of Transportation fully complies with all the technical phases of its affirmative action obligations:

- Equal Employment Opportunity posters are prominently displayed in each Colorado Department of Transportation location.
- The Colorado Department of Transportation notifies all contractors and subcontractors if they are subject to federal affirmative action obligations through the Civil Rights Business Center.
- The Colorado Department of Transportation's employment application has a statement concerning Equal Employment Opportunity.
- All recruitment agencies and area schools and colleges will continue to be notified of the Colorado Department of Transportation's commitment to the goals of affirmative action.
- *All recruitment advertising includes the solicitation "An Equal Opportunity Employer" or its abbreviation.*
- All other required affirmative action notices and policy statements are posted on Colorado Department of Transportation bulletin boards and are updated annually.
- *All personnel and employment records made or kept by the Colorado Department of Transportation are retained for the required period as mandated by OFCCP regulations.*

Development and Implementation of Action Oriented Programs

CDOT Employment Practices

The Colorado Department of Transportation facilitates its employment practices through the Division of Human Resources. Good faith efforts and improvements are the standard for conducting the business of human resources and are detailed based on the components as follows:

Workforce Staffing

Recruitment

The CDOT recruitment program continued to meet the CDOT needs for inclusion, consistency and focus in order to target top talent via all available avenues (social media, advertisements, job fairs, face-to-face). This program intends to meet the hiring needs of all Regions/Divisions and to support CDOT's Affirmative Action Plan.

The duties of the CDOT Recruiter include:

- Managing CDOT's Facebook and LinkedIn sites
- Scheduling and attending Veteran Recruiting events
- Seeking out and coordinating local Job Fair events
- Liaison and contact for third party CDL testers, Colorado Workforce Centers, women and minority groups, and college career offices
- Coordinating and attending College Career Fairs
- Writing and posting advertisement in local newspapers and radio and television public service announcements.
- Facilitation of the Intern Program at CDOT.

Job Fairs/Events

The CDOT recruiter identifies the opportunities, determines attendance, and develops and delivers recruitment and informational material for career fair events. In most instances, current employees who have the knowledge and skills for CDOT positions or the advertised position will join the HR representatives at the career fair events. The majority of the College recruitment fairs support CDOT's Internship Program.

The following job fairs and events were conducted throughout this plan year:

DIVISION	Number
General/All	4
Region 1/HQ	22
Region 2	12
Region 3	7
Region 4	10
Region 5	4
TOTAL	59

Community Outreach

CDOT's Recruiter emails all CDOT Open Competitive job openings to these community contacts on a weekly basis:

- Adams County Workforce Center Youth Specialist
- American Job Center
- Arapahoe/Douglas Works Workforce Center
- Buckley Air Force Base
- Colorado Women's Chamber of Commerce (CWCC)
- Denver Indian Center
- Department of Military & Veteran Affairs
- Division of Vocational Rehabilitation
- Division of Vocational Rehabilitation
- Employer Support of the Guard and Reserve (ESGR)
- Fort Carson Veteran contact
- National Association of Women in Construction (CO Springs Chapter)
- Pikes Peak Workforce Center (CDLE) Veterans' Employment & Training Specialist
- Pikes Peak Workforce Center (CDLE) Veterans' Employment
- Rocky Mountain Service Employment Redevelopment (RMSER)
- USO Colorado Springs

CDOT's recruitment efforts are enhanced through collaboration efforts with the regions and their Civil Rights Managers. Deep dive discussions have been incorporated into semi-monthly meetings to discuss target issues in Human Resources.

Internship Program

The statewide Internship Program have moved from the auspices of the Office of Employee Development to Workforce Staffing. This allows for the program to be a more

targeted focus as an important workforce pipeline that can significantly impact affirmative action efforts. This program is currently recreating tracking and program usage through a Program Guide for managers.

Engineering Recruitment

CDOT continues to use the Engineer-in-Training (EIT) job series as an entry level, career path option to assist with recruiting for minorities and females for engineering positions.

The EIT class series is a promising pipeline to the CDOT workforce and Affirmative Action program.

Selection

The Colorado Department of Transportation is committed to attracting and retaining a highly qualified workforce based on competencies and job-related qualifications in accordance with Colorado's Constitution and the Department of Personnel's recruitment and selection rules.

Employee selection in the classified state personnel system is conducted in accordance with the state constitution and state law as well as federal law and the State Personnel Board Rules and Personnel Director's Administrative Procedures. Each HR Specialist hired at CDOT must complete the Department of Personnel's certification program which teaches the laws and supported through practice to fill positions at CDOT. The certification program provides the foundation of fair and equitable hiring that is used to guide hiring managers through the selection process.

CDOT's practice is 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. In addition, Human Resources also provides education to hiring managers and encourages a diverse panel of subject matter experts to participate in the creation of the comparative analysis and final interviews.

Office of Employee Development



CDOT grows leaders, ensuring employees have the competencies needed to thrive in their jobs and are supported in future career growth through high-quality, relevant learning and development opportunities.

A healthy and respectful work environment is essential for good employee morale, retention, and productivity. As CDOT develops, the need for awareness and mutual respect increases. Workforce education is a continuous process with the threefold

objective of improving the internal work environment, improving the inclusiveness of underrepresented persons in CDOT's employment community, and improving customer service to a growing and diverse customer base.

The Office of Employee Development in CDOT's Human Resources Division has a program based structure to support the learning and development needs of CDOT. The life cycle of the program ensures that CDOT is delivering job relevant knowledge and skills while measuring the behavior changes in our employees. The required training programs that support the AAP include:

- ADA Training for Managers and Supervisors
- Affirmative Action in Employment
- Job Application Skills & Interview Tips
- Preventing Discrimination and Harassment
- Preventing Sexual Harassment

The chart following details the completion of the above mentioned required courses. Of the approximately 3,000 employees and 500 supervisors in CDOT, over 80% have taken the required courses to date.

The *Job Application Skills & Interview Tips* is a new course given by Workforce Staffing Specialists and is set as a targeted goal for CDOT regions to provide current employees with the process tools to assist with promotional/transfer opportunities.

Appendix A	ADA Training for Managers and Supervisors	Affirmative Action in Employment	Job Application Skills & Interview Tips (Not Required)	Preventing Discrimination and Harassment	Preventing Sexual Harassment	Grand Total
CDOT DIVISION						
Aeronautics	1	3		4	4	12
Audit	3	12		9	9	33
Central 70	1	7		10	10	28
Chief Engineer	9	46	1	58	56	170
Division Transit & Rail	2	9		6	6	23
Division Transportation Development	14	53	2	70	68	207
Division of Accounting and Finance	18	65		61	60	204
Division of Highway Maintenance	8	30	2	28	28	96
Division of Human Resources	5	27	2	31	29	94
Executive	13	22	1	29	28	93
Government Relations		2		5	5	12
High Performance Transportation Enterprise		1		2	2	5
Office of Communications		9		9	9	27
Project Management Office		1		1	1	3
Project Support	33	118	3	128	126	408
Region 1 Denver Metro	94	533	32	588	571	1818
Region 2 Pueblo	52	316	3	351	343	1065
Region 3 Grand Junction	87	460	19	466	458	1490
Region 4 Greeley	60	401	11	400	387	1259
Region 5 Durango	45	271	27	277	277	897
Transportation Safety	4	13	1	12	13	43
Transportation Systems Management & Operations	16	68	1	76	73	234
Grand Total	465(93%)	2467(83%)	105	2621(88%)	2563(86%)	8221

Employee Relations Legal

Complaint Procedure

All complaint information and processes are complaint with the State Personnel Board Rules Regarding Disputes and Fair Employment Practices. All complaint process are complaint with the State of Colorado Universal Policies on “Anti-Harassment and Non-Discrimination. DPA’s Universal Polices can be found in Appendix E.

Grievances

The Board’s grievance procedure is outline in SBP Rules 8-5, 8-6, and 8-7, which provide the circumstances and parameters under which a grievance may be filled at that agency level and appealed to the Board. Board Rule 8-5 specifies those matters that may not be grieved or appealed. Board rule 8-6 provides employees with the right to ask the Board to review an agency’s final decision and determine whether the employee may be granted a hearing. Board Rule 8-7 explains the status of the grievance after an employee’s separation from service or restoration to a position following an involuntary separation.

Agency Grievance Process

The grievance process usually unfolds in less than 60 days from start to finish. Board Rule 8-8 outlines the steps for filing a grievance and then appealing the agency’s final decision to the Board. The Grievance Flowchart can be found in Appendix F.

Talent Acquisition and Management

Exit Survey

The State of Colorado encourages exiting employees to complete their online exiting survey as to collect information at a statewide level to evaluate both employee engagement and potential discrimination. 89 of CDOT’s separating employees completed the new statewide survey in the last approximately two years. In order to have more immediate access to knowledge of potential discrimination and harassment, the Regional Civil Rights Managers or Staff will provide separating employees with a new survey starting in the next AAP cycle. This data will be collected and reviewed by the AA Officer and sent to region on a quarterly basis.

Employee Rights

The State of Colorado Personnel Board Rules and Personnel Director’s Procedures, DPA Universal Policies, Federal posters, and information posted on CDOT’s Intranet provide general information to employees regarding their workplace rights. This information can be found in Appendix G.

Communication Plan

The Department is committed to ensure that each employee is aware of his/her rights in regards to CDOT's Equal Employment Opportunity/Affirmative Action and State and Federal laws regarding discrimination. Managers, Administrators, and supervisors at all levels are responsible for being familiar with these policies and laws and applying them in the execution of his/her duties.

The AA officer will seek to enhance current communications through the following efforts:

- Include EEO/AA information in new employee On-Boarding
- Alignment of AAP recommendations and goals within Human Resources
- Participate in pertinent transportation and professional organizations.
- Plan an annual EEO/AA employee event/meeting
- Seek to include EEO/AA accountability language in the Job Descriptions, Performance Plans and Evaluations for all supervisory positions.
- A review of applicant flow data as it relates to assessments
- A review of performance management ratings as they relate to females and minorities

CDOT will provide its employees and the public this information as indicated on the chart following.

AAP AND EEO PROGRAM

Communications Matrix

Deliverable	Medium	Audience	Frequency
AAP Report and Plan	CDOT Intranet CRBRC Website	Internal and External Customers	Updated once a year
CDOT Related Policy and Procedural Directives 600.0 (EEO) 600.6 (Internal Complaints) 602.1 (ADA Accommodation) 603.0 (Sexual Harassment) 603.1 (Sexual Harassment) 604.0 (Non-Discrimination)	CDOT Intranet	Internal Customers	Updated as needed
AAP Quarterly Report	CDOT Intranet	Internal Customers	Four times a year
EEO/AAP Awareness Messaging	Job Bulletins CDOT Communications	Internal and External Customers	Continuous
Classroom Education	New Employee Orientation Hiring the Best	New Employees All Supervisors	Several times a year
EEO/AAP Employee Resources <ul style="list-style-type: none"> • Division/HQ Brochures • CDOT EEO/AAP Policy • Employee Rights Posters 	Headquarters (DHR;ERL;CRBRC) Region CRM Offices CDOT Intranet	Internal Customers	Updated as needed

Agency Wide and Regional Goals

In comparing CDOT's separation rate, retirement eligibility, applicant pool, feeder groups, and women and minority shortfall, CDOT's greatest opportunity for change is limited to three Job Groups:

Skilled Individual Maintenance (minority)
Professional Individual Other (female)
Professional Individual Engineering (female)

The disparity within the Skilled Maintenance job group is for minorities. CDOT will continue to recruit within the local areas to improve the hire rate. The disparity for females in the supervisory levels is due to the insufficient number of females in the feeder groups. CDOT will continue to partner and develop new relationships with organizations who focus on women in transportation.

The regional Civil Rights Managers were asked to ascertain specific goals for their regions based on AAP Support Data provided. Appendix H contains information provided to each region. The goals submitted for the regions are contained in the following chart. The bi-monthly meetings are used to discuss and update these goals as needed.

CDOT Headquarters and Region AAP Goals

Division	Category	Goal	Contact
CDOT	Employee Relations	Establish tracking system for performance management	Maxfield
CDOT	Employee Relations	Initiate regular discussions on applicant flow	Maxfield
HQ	Education/Training	Increase % of employees taking required/extra training	Maxfield
Region 1	Education/Training	Increase percentage of employees who have completed JAI	Williams
Region 1	Education/Training	Provide training on interviewing skills to R1 employees	Williams
Region 1	Recruitment	Increase % of minorities and females identified through diverse organizations and job fairs	Williams
Region 1	Recruitment	CDOT diverse representation at job fairs/events	Williams
Region 2	Manager Resources	Narrowed time from cradle to grave w/new checklist	Vigil
Region 2	Recruitment	Increased hiring of minorities, women in mtn, eng, & spec	Vigil
Region 3	Education/Training	Identify percentage of employees who have completed JAI	Lehmann
Region 3	Recruitment	Increase number of Student Interns returning to region	Lehmann
Region 3	Recruitment	Increased representation of female & minority staff at job/career fairs	Lehmann
Region 4	Education/Training	Scheduled diversity training in general meetings	Sheets
Region 4	Recruitment	Established working relationships in community	Sheets
Region 4	Recruitment	Increased representation of female staff at job/career fairs	Sheets
Region 5	Culture/Engagement	Constructive conversations in regionwide inspections; removed potential or perceived offenses	Benally
Region 5	Culture/Engagement	Increased opportunity and training for targeted groups/Leverage	Benally
Region 5	Recruitment	Outreach plan to saturate local communities with job announcements	Benally

Internal Audit and Reporting System

The Colorado Department of Transportation has developed and implemented an auditing system that periodically measures the effectiveness of its total AAP. The Colorado Department of Transportation views the activities that are listed below as critical to the success of the AAP.

- The Affirmative Action Officer will continue to monitor records of applicant flow, referrals, placements, rejected offers, training, transfers, promotions, terminations, and any layoffs or recalls to ensure that the Colorado Department of Transportation's policy and procedural directives (Appendix I) regarding affirmative and equal opportunity are carried out and reviewed and revised as problems are identified.
- Top management is and will continue to be informed of any problems that arise in their respective areas so that immediate and appropriate steps can be taken to resolve any issues.
- The Colorado Department of Transportation recognizes its responsibility to affirmative action and is committed to fulfilling this responsibility by complying with all government regulations and laws pertaining to equal employment opportunity. As part of this commitment, management will be kept abreast of developments in the affirmative action area. The primary vehicle for communication with management will be quarterly reporting as required by the Federal Highway Administration.
- The Affirmative Action Officer will generate internal reports on a regular basis to evaluate the degree to which equal employment opportunity and organizational objectives are being obtained.
- The Colorado Department of Transportation will review report results with Civil Rights Managers at bi-monthly meetings as to the degree to which their affirmative action goals and compliance are being attained, and will design and implement corrective actions, including adjustments in programs, as needed.
- The Affirmative Action Officer will periodically report to the Executive Director, Colorado Department of Transportation of the Colorado Department of Transportation and other appropriate top management on the effectiveness of the program and will submit recommendations for improvement.

Conclusion

The AAP Year, shows a continued commitment to equal employment opportunity and affirmative action, and has strong plans to ensure both corporate and employee success.

Through its Affirmative Action Officer the Colorado Department of Transportation will continue to communicate its policies, both within the organization and to the community. The Executive Director affords the Affirmative Action Officer full authority to take action to implement the plan and to pursue solutions to problems that might impede the progress of this plan.

At the close of CDOT's most recent Plan year, an analysis of the composition of the workforce was undertaken. The workforce was analyzed by job group and by geographic area to determine the employment of minorities and women, and to identify if placement goals are indicated when compared to the appropriate available workforce. This analysis revealed underutilization for females in management classifications and minorities in the labor positions in which the difference between incumbencies versus estimated availability. While showing that the recruitment efforts for women and minorities are representative of our recruiting population. Nonetheless, CDOT expects to continue its successful outreach efforts and to ensure that all applicants and employees are treated fairly, based on job-related criteria and without regard to race, color, religion, sex, age, disability, veteran status, national origin, or any other characteristic protected by applicable law.

The Colorado Department of Transportation is mindful of the fact that continued achievements in the area of equal employment opportunity and affirmative action are important. As a result, we have included additional action-oriented plans and programs for recruiting, communication, and reporting, to ensure that our compliance with affirmative action continues in good stead.

As outlined in this AAP, CDOT is ready and willing to make affirmative action both a commitment and a continued reality.

Appendices

Appendix A

CDOT Organizational Chart

Appendix B

CDOT Regional Boundary Map

Appendix C

EEO-4 Report

Appendix D

Census Code Assignments

Appendix E

Universal Policies (State of Colorado)

Appendix F

Grievance Flow Chart

Appendix G

Employee Rights Posters

Appendix H

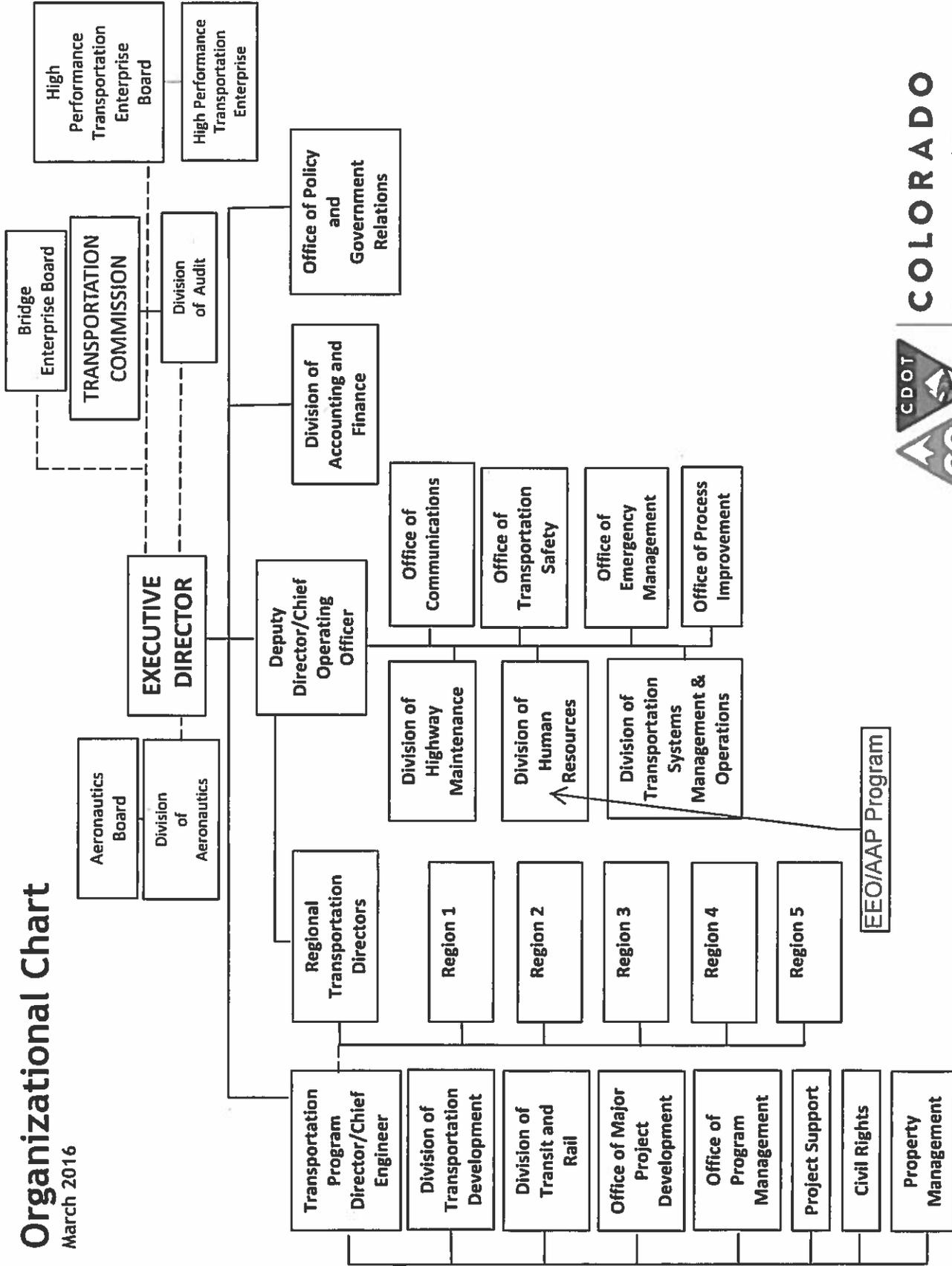
Region Support Data

Appendix I

CDOT Policy and Procedural Directives

Organizational Chart

March 2016



COLORADO

Department of Transportation



U.S. Department
of Transportation
**Federal Highway
Administration**

Colorado Division

July 20, 2017

12300 W. Dakota Ave., Suite #180
Lakewood, Colorado 80228
720-963-3000

Shailen Bhatt
Executive Director
Colorado Department of Transportation (CDOT)
4201 E. Arkansas Avenue
Denver, CO 80222

**Subject: Approval of State Internal Equal Employment Opportunity/Affirmative Action
Plan (SIEEO/AAP)**

Dear Mr. Bhatt:

CDOT's FY16 SIEEO/AAP plan has been reviewed and we have found that the information set forth in the plan generally complies with 23 CFR Part 230. The CDOT FY16 SIEEO/AAP plan is therefore approved.

The Division Civil Rights Program Manager has communicated areas that need additional clarification to CDOT's Affirmative Action Officer, who plans to incorporate the information into the FY17 SIEEO/AAP. We encourage CDOT to develop a five-year SIEEO/AAP instead of an annual plan, to ensure effective implementation. If you have any questions, please contact Nicole Bumpers at nicole.bumpers@dot.gov or 720-963-3021.

Sincerely,

John M. Cater, P.E.
Division Administrator

Enclosure: SIEEO/AAP Signature Page

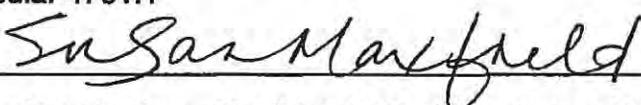
cc: Greg Diehl , CDOT CRBRC
Susan Maxfield, CDOT HR

AFFIRMATIVE ACTION PROGRAM

Colorado Department of Transportation
2015 Annual Report: October 1, 2015 to September 30, 2016
2015 Affirmative Action Plan: October 1, 2016 to September 30, 2017

Colorado Department of Transportation
4201 E. Arkansas Ave.
Denver, CO 80222
303-757-9201

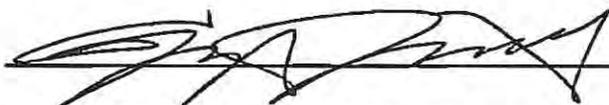
Authorities:
Federal Highway Administration
23 CFR Part 230
Federal Transit Administration
Circular 4701.1

 12-1-2016

Completed by Susan Maxfield, HR Business Partner/Affirmative Action Officer Date

 7/20/2017

Approved by FHWA Date

 12/13/2016

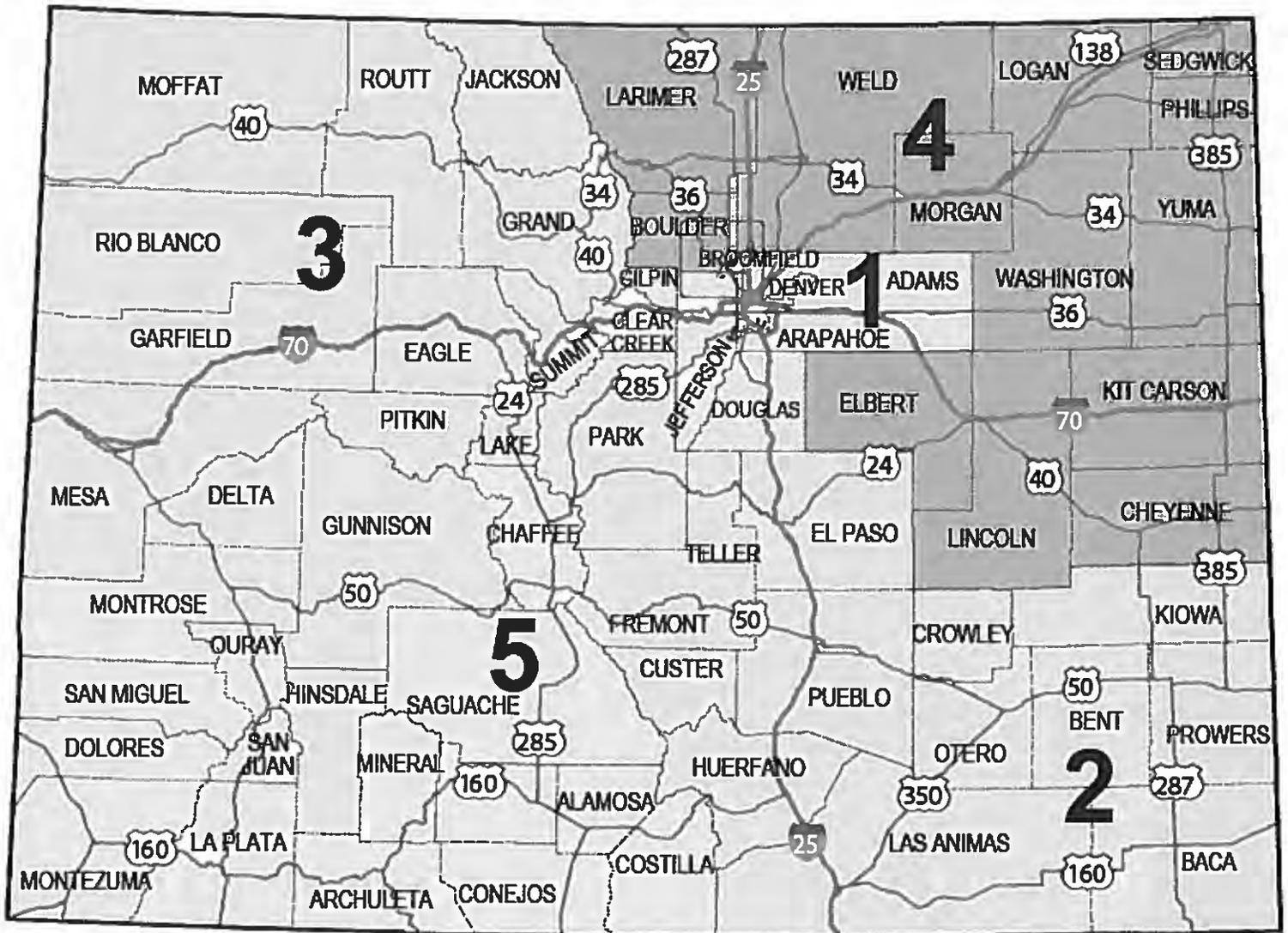
Greg Diehl, Director Civil Rights Business Resource Center Date

 12/5/2016

Susan Rafferty, Director Division of Human Resources Date

 12/15/16

Shailen P. Bhatt, Executive Director, Colorado Department of Transportation Date



D. EMPLOYMENT DATA AS OF JUNE 30 - FUNCTION 2
 (Do not include elected/appointed officials. Blanks will be counted as zero)
 1. FULL-TIME EMPLOYEES (Temporary employees are not included)

JOB CATEGORIES	ANNUAL SALARY (In thousands 000)	Male						Female				
		TOTAL (COLUMNS B-K)	NON-HISPANIC ORIGIN		HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE	NON-HISPANIC ORIGIN		HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE
			WHITE	BLACK				WHITE	BLACK			
A	B	C	D	E	F	G	H	I	J	K		
SKILLED CRAFT	49. \$0.1-15.9	0										
	50. 16.0-19.9	0										
	51. 20.0-24.9	0										
	52. 25.0-32.9	0										
	53. 33.0-42.9	389	291	8	73	2	5	10				
	54. 43.0-54.9	885	695	15	146	3	4	19		3		
	55. 55.0-69.9	215	158	4	45	2	1	5				
56. 70.0 PLUS	36	29		6			1					
SERVICE MAINTENANCE	57. \$0.1-15.9	0										
	58. 16.0-19.9	0										
	59. 20.0-24.9	0										
	60. 25.0-32.9	14	5	1	5			2		1		
	61. 33.0-42.9	22	11	2	4			3	1	1		
	62. 43.0-54.9	5	2		2			1				
	63. 55.0-69.9	3	2					1				
64. 70.0 PLUS	0											
65. TOTAL FULL TIME (LINES 1 - 64)	2,946	1,917	55	382	45	20	407	29	66	22	3	
2. OTHER THAN FULL-TIME EMPLOYEES (Including temporary employees)												
66. OFFICIALS/ADMIN	0											
67. PROFESSIONALS	0											
68. TECHNICIANS	0											
69. PROTECTIVE SERVICE	0											
70. PARA-PROFESSIONAL	0											
71. ADMIN. SUPPORT	70	41	3	7	1		16				2	
72. SKILLED CRAFT	0											
73. SERVICE MAINTENANCE	0											
74. TOTAL OTHER THAN FULL TIME (LINES 68 - 73)	70	41	3	7	1	0	16	0	0	2	0	
3. NEW HIRES DURING FISCAL YEAR - Permanent full time only JULY 1 - JUNE 30												
75. OFFICIALS/ADMIN	5	4				1						
76. PROFESSIONALS	49	26	1	4	2		12	2	1	1		
77. TECHNICIANS	18	11		2			4					
78. PROTECTIVE SERVICE	0											
79. PARA-PROFESSIONAL	0											
80. ADMIN. SUPPORT	19	2					10	3	4			
81. SKILLED CRAFT	183	121	6	30	1		5					
82. SERVICE MAINTENANCE	2		1				1					
83. TOTAL OTHER THAN FULL TIME (LINES 75 - 82)	256	164	8	36	4	1	32	5	5	1	0	

Colorado Department of Transportation

October 1, 2016 Annual Affirmative Action Plan

State of Colorado

Census Code Assignments

Census Occupation Code 0010 - Chief executives and legislators

Job Code	Job Title	EEO Code	Job Group
160CFO	Chief Financial Officer	1	1AO
166000	Dept Executive Director	1	1AO
160DLL	Dept Legislative Liaison	1	1AO
160DDH	Deputy Department Head	1	1AO
160HRD	Human Resources Director	1	1AO
160PIO	Public Info Officer	1	1AO
160SES	Senior Executive Service	1	1AO

Census Occupation Code 0020 - General and operations managers

Job Code	Job Title	EEO Code	Job Group
H6G8XX	Management	1	1BO

Census Occupation Code 0110 - Computer and information systems managers

Job Code	Job Title	EEO Code	Job Group
H2A3XX	IT Supervisor	2	2CO

Census Occupation Code 0530 - Purchasing agents, except wholesale, retail, and farm products

Job Code	Job Title	EEO Code	Job Group
H1L5XX	Purchasing Agent V	2	2CO

Census Occupation Code 0630 - Human resources workers

Job Code	Job Title	EEO Code	Job Group
H4G3XX	Human Resources Spec III	2	2EO
H4G4XX	Human Resources Spec IV	2	2DO
H4G5XX	Human Resources Spec V	2	2CO

Census Occupation Code 0710 - Management analysts

Job Code	Job Title	EEO Code	Job Group
H1C2XX	Analyst II	2	2EO
H1C3XX	Analyst III	2	2EO
H1C4XX	Analyst IV	2	2DO
H1C5XX	Analyst V	2	2CO
H1C6XX	Analyst VI	2	2BO
H1D2XX	Data Management II	2	2EO

Census Occupation Code 0800 - Accountants and auditors

Census Code Assignments

Job Code	Job Title	EEO Code	Job Group
H8A1XX	Accountant I	2	2EO
H8A2XX	Accountant II	2	2DO
H8A3XX	Accountant III	2	2CO
H8A4XX	Accountant IV	2	2BO
H8B3XX	Accounting Technician III	5	5EO
H8D1IX	Audit Intern	2	2EO
H8D3XX	Auditor II	2	2EO
H8D4XX	Auditor III	2	2EO
H8D5XX	Auditor IV	2	2CO
H8D6XX	Auditor V	2	2BO

Census Occupation Code 0810 - Appraisers and assessors of real estate

Job Code	Job Title	EEO Code	Job Group
H1F4XX	Appraiser II	2	2DO

Census Occupation Code 0820 - Budget analysts

Job Code	Job Title	EEO Code	Job Group
H8E3XX	Budget & Policy Anlst III	2	2EO
H8E4XX	Budget & Policy Anlst IV	2	2CO
H8E5XX	Budget & Policy Anlst V	2	2CO
H8E1XX	Budget Analyst I	2	2EO
H8E2XX	Budget Analyst II	2	2EO

Census Occupation Code 1107 - Computer occupations, all other

Job Code	Job Title	EEO Code	Job Group
H2A2XX	IT Professional	2	2EO

Census Occupation Code 1300 - Architects, except naval

Job Code	Job Title	EEO Code	Job Group
I2A4XX	Architect II	2	2DO
I2A2TX	Designer/Planner	2	2EO
I2D3XX	Landscape Architect I	2	2EO
I2D4XX	Landscape Architect II	2	2DO
I2D2TX	Landscape Specialist	2	2EO

Census Occupation Code 1310 - Surveyors, cartographers, and photogrammetrists

Job Code	Job Title	EEO Code	Job Group
I9B3XX	Prof Land Surveyor I	2	2EE
I9B4XX	Prof Land Surveyor II	2	2CE

Census Occupation Code 1360 - Civil engineers

Job Code	Job Title	EEO Code	Job Group
----------	-----------	----------	-----------

Census Code Assignments

I2C1IA	Engineer-In-Training I	2	2EE
I2C2TA	Engineer-In-Training II	2	2EE
I2C3*A	Engineer-In-Training III	2	2EE
I2C4*A	Professional Engineer I	2	2EE
I2C5*A	Professional Engineer II	2	2CE
I2C6*A	Professional Engineer III	2	2BE

Census Occupation Code 1410 - Electrical and electronics engineers

Job Code	Job Title	EEO Code	Job Group
I2B2XX	Electronic Engineer II	2	2EE

Census Occupation Code 1430 - Industrial engineers, including health and safety

Job Code	Job Title	EEO Code	Job Group
H6F5XX	Emer Prep & Comm Spec V	2	2CO
H6F6XX	Emer Prep & Comm Spec VI	2	2BO

Census Occupation Code 1550 - Engineering technicians, except drafters

Job Code	Job Title	EEO Code	Job Group
I5C1*A	Civil Eng Proj Manager I	3	3EE
I5C1*B	Civil Eng Proj Manager I	3	3EE
I5C2*A	Civil Eng Proj Manager II	3	3DE
I5C2*B	Civil Eng Proj Manager II	3	3DE
D9B2TX	Engr/Phys Sci Asst II	7	7EE
D9B3XX	Engr/Phys Sci Asst III	7	7EE
I5D1*A	Engr/Phys Sci Tech I	3	3EE
I5D1*B	Engr/Phys Sci Tech I	3	3EE
I5D2*A	Engr/Phys Sci Tech II	3	3EE
I5D2*B	Engr/Phys Sci Tech II	3	3EE
I5D3*A	Engr/Phys Sci Tech III	3	3CE
I5D3*B	Engr/Phys Sci Tech III	3	3CE

Census Occupation Code 1560 - Surveying and mapping technicians

Job Code	Job Title	EEO Code	Job Group
I9B1IX	Land Survey Intern I	3	3EE
I9B2TX	Land Survey Intern II	3	3EE

Census Occupation Code 1760 - Physical scientists, all other

Job Code	Job Title	EEO Code	Job Group
I3B3*C	Phy Sci Res/Scientist II	2	2EE
I3B4*C	Phy Sci Res/Scientist III	2	2EE
I3B5*C	Phy Sci Res/Scientist IV	2	2CE

Census Occupation Code 1840 - Urban and regional planners

Census Code Assignments

Job Code	Job Title	EEO Code	Job Group
H1J3XX	Planning Specialist III	2	2EO
H1J4XX	Planning Specialist IV	2	2DO
H1J5XX	Planning Specialist V	2	2CO

Census Occupation Code 2600 - Artists and related workers

Job Code	Job Title	EEO Code	Job Group
H3U4XX	Arts Professional II	2	2EO
H3U5XX	Arts Professional III	2	2DO

Census Occupation Code 4220 - Janitors and building cleaners

Job Code	Job Title	EEO Code	Job Group
D8B1TX	Custodian I	8	8EM

Census Occupation Code 5000 - First-line supervisors of office and administrative support workers

Job Code	Job Title	EEO Code	Job Group
G3A5XX	Office Manager I	6	6CO

Census Occupation Code 5620 - Stock clerks and order fillers

Job Code	Job Title	EEO Code	Job Group
D8G1TX	Materials Handler I	8	8EO
D8G2XX	Materials Handler II	8	8EO
D8G3XX	Materials Handler III	8	8EO
D8G4XX	Materials Supervisor	8	8EO

Census Occupation Code 5700 - Secretaries and administrative assistants

Job Code	Job Title	EEO Code	Job Group
G3A2TX	Admin Assistant I	6	6EO
G3A3XX	Admin Assistant II	6	6EO
G3A4XX	Admin Assistant III	6	6EO

Census Occupation Code 5940 - Miscellaneous office and administrative support workers, including desktop publishers

Job Code	Job Title	EEO Code	Job Group
G2D4XX	Data Specialist	6	6EO

Census Occupation Code 6300 - Paving, surfacing, and tamping equipment operators

Job Code	Job Title	EEO Code	Job Group
D7B3XX	Equipment Operator III	7	7EM
D7B4XX	Equipment Operator IV	7	7DM

Census Occupation Code 6355 - Electricians

Census Code Assignments

Job Code	Job Title	EEO Code	Job Group
D6A1TX	Electrical Trades I	7	7EE
D6A2XX	Electrical Trades II	7	7EE
D6A3XX	Electrical Trades III	7	7CE

Census Occupation Code 6420 - Painters, construction and maintenance

Job Code	Job Title	EEO Code	Job Group
D8D1TX	General Labor I	8	8EM
D8D2XX	General Labor II	8	8DM
D8D3XX	General Labor III	8	8CM

Census Occupation Code 6730 - Highway maintenance workers

Job Code	Job Title	EEO Code	Job Group
D8F7IX	LTC Trainee VII	8	8EM
D7D1TX	Transportation Mtc I	7	7EM
D7D2XX	Transportation Mtc II	7	7DM
D7D3XX	Transportation Mtc III	7	7CM

Census Occupation Code 7000 - First-line supervisors of mechanics, installers, and repairers

Job Code	Job Title	EEO Code	Job Group
D7A4XX	Equipment Mechanic IV	7	7CM

Census Occupation Code 7100 - Electrical and electronics repairers, transportation equipment, and industrial and utility

Job Code	Job Title	EEO Code	Job Group
I5E2TX	Electronics Spec I	3	3EE
I5E3XX	Electronics Spec II	3	3EE
I5E4XX	Electronics Spec III	3	3DE
I5E1IX	Electronics Spec Intern	3	3EE
I5E5XX	Electronics Spec IV	3	3CE

Census Occupation Code 7200 - Automotive service technicians and mechanics

Job Code	Job Title	EEO Code	Job Group
D7A1TX	Equipment Mechanic I	7	7EM

Census Occupation Code 7210 - Bus and truck mechanics and diesel engine specialists

Job Code	Job Title	EEO Code	Job Group
D7A2XX	Equipment Mechanic II	7	7EM

Census Occupation Code 7220 - Heavy vehicle and mobile equipment service technicians and mechanics

Census Code Assignments

Job Code	Job Title	EEO Code	Job Group
D7A3XX	Equipment Mechanic III	7	7EM

Census Occupation Code 7340 - Maintenance and repair workers, general

Job Code	Job Title	EEO Code	Job Group
D6D1TX	Structural Trades I	7	7EM
D6D2XX	Structural Trades II	7	7EM
D6D3XX	Structural Trades III	7	7CM

Census Occupation Code 8140 - Welding, soldering, and brazing workers

Job Code	Job Title	EEO Code	Job Group
D6B1TX	Machining Trades I	7	7EM
D6B2XX	Machining Trades II	7	7EM
D6B3XX	Machining Trades III	7	7EM
D6C1TX	Pipe/Mech Trades I	7	7EM
D6C2XX	Pipe/Mech Trades II	7	7EM
D6C3XX	Pipe/Mech Trades III	7	7CM

Census Occupation Code 8250 - Prepress technicians and workers

Job Code	Job Title	EEO Code	Job Group
D7C5XX	Production V	7	7CO

Census Occupation Code 8255 - Printing press operators

Job Code	Job Title	EEO Code	Job Group
D7C3XX	Production III	7	7EO
D7C4XX	Production IV	7	7EO

Census Occupation Code 8610 - Stationary engineers and boiler operators

Job Code	Job Title	EEO Code	Job Group
D6E1TX	Utility Plant Oper I	7	7EO

Census Occupation Code ADM - Office and Administrative Support Occupations

Job Code	Job Title	EEO Code	Job Group
H4R1XX	Program Assistant I	5	5EO
H4R2XX	Program Assistant II	5	5EO
H4M1IX	Technician I	5	5EO
H4M2TX	Technician II	5	5EO
H4M3XX	Technician III	5	5EO
H4M4XX	Technician IV	5	5DO

Census Occupation Code B - Pro: All

Job Code	Job Title	EEO Code	Job Group
----------	-----------	----------	-----------

Census Code Assignments

H1B1TX	Administrator I	2	2EO
H1B2XX	Administrator II	2	2EO
H1B3XX	Administrator III	2	2EO
H1B4XX	Administrator IV	2	2DO
H1B5XX	Administrator V	2	2CO
H1H2XX	Contract Administrator II	2	2EO
H1H3XX	Contract Administrator III	2	2EO
H1H4XX	Contract Administrator IV	2	2DO
H1H5XX	Contract Administrator V	2	2CO
H8C3XX	Controller III	2	2BO
H1I3XX	Grants Specialist III	2	2EO
H1I4XX	Grants Specialist IV	2	2DO
H1I5XX	Grants Specialist V	2	2CO
H1I6XX	Grants Specialist VI	2	2BO
H1Q3XX	Liaison III	2	2EO
H1Q4XX	Liaison IV	2	2DO
H1Q5XX	Liaison V	2	2CO
H1Q6XX	Liaison VI	2	2BO
H4K2XX	Mktg & Comm Spec II	2	2EO
H4K3XX	Mktg & Comm Spec III	2	2EO
H4K4XX	Mktg & Comm Spec IV	2	2DO
H4K6XX	Mktg & Comm Spec VI	2	2BO
H1R6XX	Policy Advisor VI	2	2BO
H1K3XX	Project Coordinator	2	2EO
H1K4XX	Project Manager I	2	2DO
H1K5XX	Project Manager II	2	2CO
H1K6XX	Project Manager III	2	2BO
H1L4XX	Purchasing Agent IV	2	2DO
H1M2XX	Real Estate Spec II	2	2EO
H1M3XX	Real Estate Spec III	2	2EO
H1M4XX	Real Estate Spec IV	2	2DO
H1M5XX	Real Estate Spec V	2	2CO
H4H2XX	Safety Specialist II	2	2EO
H4H3XX	Safety Specialist III	2	2EO
H4H4XX	Safety Specialist IV	2	2DO
H4T3IX	Student Trainee III	5	5EO
H4I4XX	Training Specialist IV	2	2DO
H4I5XX	Training Specialist V	2	2CO

Census Occupation Code CES - Computer, Engineering, and Science Occupations

Job Code	Job Title	EEO Code	Job Group
H1E2XX	Scint Prgmr/Anlst II	2	2EO
H1E3XX	Scint Prgmr/Anlst III	2	2EO

Census Code Assignments

H1E4XX	Scint Prgmr/Anlst IV	2	2DO
H1E5XX	Scint Prgmr/Anlst V	2	2CO

Census Occupation Code F - Cft: All

Job Code	Job Title	EEO Code	Job Group
D9D1TX	LTC Operations I	7	7CM
D9D2XX	LTC Operations II	7	7CM

Census Occupation Code MGT - Management Occupations

Job Code	Job Title	EEO Code	Job Group
H1A5XX	Program Management I	2	2CO
H1A6XX	Program Management II	2	2BO
H1A7XX	Program Management III	2	2BO

Universal State Personnel System Policy

COLORADO STATE GOVERNMENT AFFIRMATIVE ACTION PROGRAM



Statement of Policy

Colorado State Government is dedicated to the principles and goals of fairness, equality, courtesy, and respect for all individuals. As an employer, State Government is committed to fairness and equality of opportunity in the workplace. All recruitment, hiring, training, promotions, transfers, and administration of all personnel policies, procedures, programs, and services shall be conducted or administered without regard to differences in age, ancestry, color, creed, marital status, disability, national origin, race, religion, gender, or sexual orientation.

Colorado State Government values the individual diversity of all employees, applicants, volunteers, and citizens. Differences in age, race, ethnic heritage, religion, appearance, sexual orientation or any number of other distinguishing factors provide experiences, viewpoints, and ideas that can strengthen and enrich our work environment. Our goal is to create an environment that is inclusive, respectful, and equitable, and to employ the talents of people with different backgrounds, experiences, and perspectives to accomplish the various missions of Colorado State Government.

The State's Affirmative Action Program includes the following Universal State Personnel System Policies:

- *Non-Discrimination:* Statement of commitment to equal opportunity and non-discrimination in all areas of employment.
- *Sexual Harassment:* Statement that defines sexual harassment and prohibits such conduct in the workplace.
- *Anti-Harassment:* Statement that prohibits any offensive or harassing conduct based on any protected class or characteristic in the workplace.
- *Americans with Disabilities Act (ADAAA) Compliance Policy:* Statement prohibiting discrimination based on a disability and a commitment to reasonable accommodations when appropriate.
- *Recruitment:* Guide to agencies in implementation of most effective recruitment strategies.
- *Equal Pay Policy:* Statement of commitment to non-discriminatory practices in compensation.

Duties and Responsibilities

Executive Director, Department of Personnel & Administration: The Executive Director has the ultimate responsibility for the overall administration of the State Affirmative Action Program subject to C.R.S. 24-50-101 (3)(e) and Executive Order D-0043-87, Equal Employment Opportunity in State Government. This includes:

- Responsibility for integrating equal opportunity into all parts of personnel and program management;
- Reviewing policies and procedures as they affect diversity, and;
- Ensuring compliance with relevant federal and state constitutions, statutes, and regulations.

Director, State Division of Human Resources: The Director of the State Division of Human Resources, as directed by the DPA Executive Director, has day-to-day responsibility for the implementation of the State Affirmative Action Program. This may include:

- Delegated responsibilities from the Executive Director
- Developing and monitoring the State's universal written policies
- Disseminating the State Program internally and externally
- Developing and disseminating annual statewide utilization analyses for principal departments (Effective November 1, 2009);
- Developing reporting templates for use by the principal departments;
- Assisting agency/department Human Resources Directors by providing model mechanisms for the resolution of complaints, identifying and creating related training programs, and assisting with the creation and implementation of diversity initiatives.

Department Heads: Heads of the principal Departments are responsible for the implementation of the State Affirmative Action Program. This includes:

- Communicating the elements of the State Affirmative Action Program to employees;
- Adopting appropriate procedures that promote equal opportunity for all employees, applicants, and program beneficiaries
- Ensuring that employee demographic data in the state employment database is correct and current;
- Submission of annual reports to the Governor and DPA Executive Director as required by Executive Order D 0043-87 (Effective October 1, 2010)
- Ensuring fair employment decisions are made by their supervisors and managers;
- Taking swift and appropriate action(s) to stop discrimination and/or harassment when it is discovered; and
- Assuring compliance with all Universal State Personnel System Policies addressing equal opportunity and non-discrimination.

Managers and Supervisors: Managers and supervisors are responsible for:

- Establishing a positive climate for equal employment;
- Assuring that all personnel practices and procedures, including training, hiring, and promotion, are applied equally and in compliance with Colorado State Personnel Rules and Universal State Personnel System Policies;
- Ensuring that employee demographic data is completely and accurately recorded at the time of hire;
- Taking swift and appropriate action(s) to stop discrimination and/or harassment when it is discovered; and
- Managers and supervisors should also promote inclusion and cultural sensitivity in the workplace.

Communication of the State Affirmative Action Program:

The State Affirmative Action Program shall be well publicized internally to all employees and externally to the public.

The Colorado State Affirmative Action Program description shall be distributed to all Executive Agency Department employees when this program is adopted, and thereafter distributed to each new employee upon hire. It will be made available on each Department's Intranet site and shall be available to any person upon request through the Human Resources Division of each principal department.

Each principal department shall provide training related to diversity in the workplace, harassment, and sexual harassment to all employees and managers/supervisors.

The promotion of equal employment opportunity and achievement of the requirements of the affirmative action program will be included as core criterion within the performance management program for managers/supervisors.

Affirmative Action Program Components:

Workforce Analysis and Determination of Underutilization: The Department of Personnel & Administration will create a statewide Affirmative Action plan based on annual submissions from each principal department of its efforts to promote a workforce that resembles the labor market through the elimination of barriers and the implementation of proactive programs. On an annual basis, each principal department's workforce shall be analyzed to comply with Equal Employment Opportunity Commission guidelines to determine whether there is any under-utilization of specific groups in the workforce as compared to the available labor force. The availability of underutilized groups in the state's labor force shall be determined using job categories as defined by the Equal Employment Opportunity Commission or the Department of Labor. (The Technical Assistance –Equal Opportunity and Diversity provides guidance on compiling workforce analysis) If such underutilization is found, the principal department will attempt to determine if it is the result of barriers limiting equal employment opportunities.

Development of Individual Department Plans: The DPA Division of Human Resources will provide guidance to authorities in the principal departments to aid them in defining Equal Opportunity initiatives and creating plans appropriate for their department. These plans will be created based upon a review of data specific to their department. Each plan will describe methods to be used to increase diversity in the workforce, and to promote awareness and sensitivity to diversity issues related to employees. Each plan will contain a review of past accomplishments, and suggestions for improvement where needed.

Reporting Requirements: By October 1st of each year, the head of each principal department shall submit a report to the Governor and the Executive Director of the DPA as required by Executive Order D-0043-87. The report will include a description of the department's efforts, accomplishments, and shortfalls of the previous year, and describe plans for the coming year. Statistical information will be provided by the Human Resources Division of each department as a component of the report. The reports will be summarized by the DPA Division of Human Resources Division and compiled into a statewide report.

Training: Specific training programs will be created in each principal department to increase awareness and sensitivity to diversity issues for all employees and supervisors/managers. Diversity issues will be considered in the creation of new programs. All new employees and supervisors hired or promoted after the implementation of this program will be required to complete training within one year of their hire or promotion date.

Priorities for Layoff:

Colorado Personnel Board Rule 7-11 requires, among other things, that affected employees be ranked as part of the layoff process. If two or more employees' rankings are tied after application of the Layoff Matrix described in Rule 7-11, then the employee who is a member of a protected class in which the department has identified an existing underutilization of members of that protected class in that employee's current position, that employee shall be the higher ranked employee.

Universal State Personnel System Policy

Americans with Disabilities Act As Amended (ADAAA) Compliance



Generally: The State of Colorado prohibits discrimination against qualified individuals with mental or physical disabilities in job application procedures, selection, discipline and termination, advancement, compensation, job training, and other terms and conditions of employment as required by the Americans with Disabilities Act As Amended, 2008 (ADAAA). Further, the State will make reasonable accommodations to the known disability so that qualified persons with physical and mental disabilities can compete for and perform their jobs if it would not impose an undue hardship to the employer. This Policy covers all applicants and employees in the state personnel system.

The State prohibits retaliation against an individual for opposing employment practices that discriminate based on disability or for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under the ADA.

Definitions:

Disability: A physical or mental impairment that substantially limits one or more major life activities; a person with a record of such an impairment; or a person who is regarded as having such an impairment.

Qualified: An individual who can perform the essential functions of his/her present job, or other available jobs at a comparable salary and at a comparable level of responsibility, for which he/she qualifies with or without reasonable accommodation(s).

Essential Functions: Job tasks that are fundamental to the nature of the job and not marginal.

Major Life Activities:

A. In general major life activities include, but are not limited to: caring for oneself, performing manual tasks, walking, standing, lifting, bending, seeing, hearing, speaking, breathing, learning, reading, concentrating, thinking, communicating, and working.

B. A major life activity also includes the operation of a major bodily function which includes but is not limited to: functions of the immune system, normal cell growth, digestive, bowel, bladder, neurological, brain, respiratory, circulatory, endocrine, and reproductive functions.

Major Life Activity of Working: Significantly restricted ability to perform either a class of jobs or a broad range of duties in various job classes, when compared to the average person having comparable training, skills, and abilities.

Reasonable Accommodation: (i) Modifications or adjustments to the work environment, or to the manner or circumstances under which the duties of the position are customarily performed, that enable a qualified person with the disability to perform the essential functions of the position; or (ii) modifications or adjustments to a job or work environment that enable an employee with a disability to receive substantially equal benefits and privileges of employment as similarly situated employees without disabilities.

Substantially Limits a Major Life Activity: An impairment substantially limits a major life activity when it restricts the activity as to the conditions, manner, or duration under which the person can perform the activity in comparison to the average person in the general population. Some factors to consider are:

- i) The nature and severity of the impairment;
- ii) The duration or expected duration of the impairment; and
- iii) The permanent or long-term impact, or the expected permanent or long-term impact of or resulting from the impairment.

Undue Hardship: The responsibility of an employer to provide reasonable accommodation(s) is limited to those situations in which making the accommodation would not create an undue hardship to the employer. Undue hardship means an accommodation involving significant difficulty or expense for the employer—i.e., one that is excessive in cost, disruptive, would substantially impede completion of the employer’s mission, would create a danger to the employee or others, or would fundamentally alter the nature of the position.

Prohibitions. It is a violation of this policy to discriminate in employment opportunities, benefits or privileges, or to create discriminatory work conditions or use discriminatory work conditions or evaluative standards if the basis of the discrimination is the employee’s physical or mental disability.

Guidance and Assistance. Consult with the Department ADA Coordinator, Civil Rights Office or Human Resources Office to determine your rights and responsibilities under the ADA, including, but not limited to:

1. What conditions are covered;
2. What employers can and cannot do;
3. What accommodations are appropriate;
4. Determination of employee’s ability to perform the essential functions of his/her job, with or without reasonable accommodation(s); and
5. Guidance to ensure consistent compliance with the requirements of the Americans With Disabilities Act As Amended (ADAAA).

Universal State Personnel System Policy

ANTI-HARASSMENT POLICY



Generally: Colorado State Government is proud of its tradition of maintaining a work environment where all persons are treated with dignity and respect. Each individual shall be provided with the opportunity to work in a professional atmosphere which promotes equal opportunities and prohibits discriminatory practices. Such practices include harassment or retaliation based on a person's disability, race, creed, color, sex, sexual orientation, religion, age, national origin, or ancestry, or in retaliation for participation in a protected activity that includes filing a discrimination charge, testifying, or participating in any way in an investigation or other proceeding. Harassment, whether verbal, physical, or environmental, is unacceptable and will not be tolerated in the workplace itself or in other work-related settings such as business trips, conferences, or social events.

Definitions:

Harassment: any offensive conduct, verbal or physical, based on a person's disability, race, creed, color, sex, sexual orientation, religion, age, national origin, or ancestry if such conduct adversely affects that person's work performance or employment status, or otherwise creates an intimidating, hostile or offensive work environment. Examples of prohibited conduct may include derogatory comments, remarks, gestures, or jokes relating to a person's race, national origin, gender, age, sexual orientation, religion, or disability; racial or ethnic slurs; negative epithets; physical assaults or threats; intimidation; ridicule or mockery; insults or put-downs; or offensive objects or pictures.

Retaliation: action(s) against an employee because he or she has opposed an unlawful employment practices or made a charge, testified, assisted or participated in an investigation, proceeding or hearing.

Prohibitions:

Colorado State Government will not tolerate, condone or allow harassment based on disability, race, creed, color, sex, sexual orientation, religion, age, national origin, or ancestry, or in retaliation for participation in a protected activity. This prohibition covers harassment by *anyone* in the workplace – supervisors, co-workers, or non-employees.

Prevention is the best tool to eliminate harassment in the workplace. Managers and supervisors must take appropriate steps to prevent and correct unlawful harassment. They shall clearly communicate to employees that unwelcome harassing conduct will not be tolerated. Each Department/Agency must establish an effective complaint process, provide anti-harassment training to their staff and employees, and take immediate and appropriate action when an employee complains. Managers and supervisors are

responsible for creating an environment in which employees feel free to raise concerns and are confident that those concerns will be addressed.

Managers and supervisors shall make clear that adverse treatment of employees because they report harassment or provide information related to such complaints will not be tolerated. Management shall undertake whatever measures are necessary to ensure that retaliation does not occur. For example, when management investigates a complaint of harassment, the official who interviews the parties and witnesses should remind these individuals about the prohibition against retaliation. Management must also scrutinize employment decisions affecting the complainant and witnesses during and after the investigation to ensure that such decisions are not based on retaliatory motives.

Employees are encouraged to inform the alleged harasser directly that the conduct is unwelcome and must stop. Employees should also report harassment to management at an early stage to prevent its escalation.

Managers and supervisors shall assure employees who make complaints of harassment or provide information related to such complaints that:

- they will be protected against retaliation;
- there is a clearly described complaint process that provides accessible avenues to lodge a complaint and that provides a prompt, thorough, and impartial investigation;
- the employee's confidentiality will be protected to the extent possible; and
- the appointing authority or delegated management official will take immediate and appropriate corrective action when he/she determines that harassment has occurred.

Notice to Employee:

Upon the filing of a complaint, employees shall be advised that the deadline for filing an EEOC charge is 300 days after the last date of alleged harassment. This deadline is *not* extended because an internal investigation of the complaint is pending.

LAWS:

The right of employees to be free from harassment is protected under federal and state law. Including:

C.R.S. 24-34-402, Discriminatory or Unfair Employment Practices which specifies those practices which are discriminatory or unfair including harassment.

Title VII of the Civil Rights Act of 1964 prohibits discrimination based on race, sex, color, religion, and national origin.

Age Discrimination in Employment Act of 1967 prohibits discrimination against employees and applicants who are over 40 years of age.

The Civil Rights Act of 1991 expands the scope of relevant civil rights statutes to provide adequate protection to victims of discrimination, and provides appropriate remedies for intentional discrimination and unlawful harassment in the workplace.

Contact your HR office for information on this policy.

Universal State Personnel System Policy

EQUAL PAY POLICY



State of Colorado employees have the right to be free from discrimination in their compensation. This right is guaranteed by Federal Law (The Equal Pay Act, Title VII, the Age Discrimination in Employment Act, the Americans with Disabilities Act as Amended, and the Lilly Ledbetter Fair Pay Act), the Colorado Constitution, and state statutes.

The Equal Employment Opportunity Commission (EEOC) has issued the following guidance on application of the Equal Pay Act. The Equal Pay Act (EPA) requires that men and women be given equal pay for equal work in the same establishment. The jobs need not be identical, but they must be substantially equal. It is job content, not job titles, that determines whether jobs are substantially equal. Employers may not pay unequal wages to men and women who perform jobs that require substantially equal skill, effort and responsibility, and that are performed under similar working conditions within the same establishment. Each of these factors is summarized below:

- **Skill** - Measured by factors such as the experience, ability, education, and training required to perform the job. The key issue is what skills are required for the job, not what skills the individual employees may have. For example, two bookkeeping jobs could be considered equal under the EPA even if one of the job holders has a master's degree in physics, since that degree would not be required for the job.
- **Effort** - The amount of physical or mental exertion needed to perform the job. For example, suppose that men and women work side by side on a line assembling machine parts. The person at the end of the line must also lift the assembled product as he or she completes the work and place it on a board. That job requires more effort than the other assembly line jobs if the extra effort of lifting the assembled product off the line is substantial and is a regular part of the job. As a result, it would not be a violation to pay that person more, regardless of whether the job is held by a man or a woman.
- **Responsibility** - The degree of accountability required in performing the job. For example, a salesperson who is delegated the duty of determining whether to accept customers' personal checks has more responsibility than other salespeople. On the other hand, a minor difference in responsibility, such as turning out the lights at the end of the day, would not justify a pay differential.
- **Working Conditions** - This encompasses two factors: (1) physical surroundings like temperature, fumes, and ventilation; and (2) hazards.
- **Establishment** - The prohibition against compensation discrimination under the EPA applies only to jobs within an establishment. An establishment is a distinct physical place of business rather than an entire business or enterprise consisting of several places of business. However, in some circumstances, physically separate places of business should

be treated as one establishment. For example, if a central administrative unit hires employees, sets their compensation, and assigns them to work locations, the separate work sites can be considered part of one establishment.

On January 29, 2009, President Obama signed the [Lilly Ledbetter Fair Pay Act of 2009](#) ("Act"), which supersedes the Supreme Court's decision in *Ledbetter v. Goodyear Tire & Rubber Co., Inc.*, 550 U.S. 618 (2007). *Ledbetter* had required a compensation discrimination charge to be filed within 180 days of a discriminatory pay-setting decision (or 300 days in jurisdictions that have a local or state law prohibiting the same form of compensation discrimination).

The Act restores the pre-*Ledbetter* position of the EEOC that each paycheck that delivers discriminatory compensation is a wrong actionable under the federal EEO statutes, regardless of when the discrimination began. As noted in the Act, it recognizes the "reality of wage discrimination" and restores "bedrock principles of American law."

Under the Act, an individual subjected to compensation discrimination under Title VII of the Civil Rights Act of 1964, the Age Discrimination in Employment Act of 1967, or the Americans with Disabilities Act of 1990 may file a charge within 180 (or 300) days of any of the following:

- when a discriminatory compensation decision or other discriminatory practice affecting compensation is adopted;
- when the individual becomes subject to a discriminatory compensation decision or other discriminatory practice affecting compensation; or
- when the individual's compensation is affected by the application of a discriminatory compensation decision or other discriminatory practice, including each time the individual receives compensation that is based in whole or part on such compensation decision or other practice.

The Act has a retroactive effective date of May 28, 2007, and applies to all claims of discriminatory compensation pending on or after that date.

The State is committed to ensuring equal pay structures for all our employees and will continue to:

- Conduct audits to monitor the impact of our pay structure.
- Provide training and guidance for those involved in determining pay
- Inform employees of how their pay is determined
- Respond to employee disputes on equal pay.

Contact your HR office for information on this policy.

Universal State Personnel System Policy

NON-DISCRIMINATION POLICY



DPA

Generally: The State values the individual diversity of all employees, applicants, volunteers, and citizens. Differences in age, ancestry, color, marital status, disability, national origin, race, religion, veteran status, or sexual orientation or any number of other distinguishing factors provide experiences, viewpoints, and ideas that can strengthen and enrich our work environment. Our goal is to create an environment that is inclusive, respectful, and equitable, and to employ the talents of people with different backgrounds, experiences, and perspectives to accomplish the various missions of State government.

The State is committed to providing equal employment opportunities to all applicants and employees. The State does not discriminate on the basis of disability, race, creed, color, sex, sexual orientation, religion, age, national origin or ancestry. The State is committed to providing a workplace free of unlawful discrimination, harassment, or unwelcome behavior based on disability, race, creed, color, sex, sexual orientation, religion, age, national origin or ancestry.

This policy applies in all areas of employment including recruitment, hiring, training, promotion, compensation, and benefits. The State does not tolerate unlawful discrimination or harassment of any kind of any of its personnel. Through the procedures set forth in this policy, the State strives to prevent, correct and where appropriate, take swift and appropriate action against any behavior that violates this policy and existing law.

This policy covers all employees in the State personnel system and anyone conducting business and otherwise having occasion to enter a state facility or participating in a state sponsored event. Persons other than classified employees may be covered by the individual non-discrimination policies of state agencies or higher education institutions and should refer to those policies for instructions on reporting suspected discrimination.

All State employees must be informed of and are expected to comply with the State's policies and procedures. (Refer to State Personnel Board Rule 1-12 which states that an employee is required to know and adhere to personnel rules, laws, and executive orders governing their employment.)

Definitions:

EEO Function: the equal employment opportunity function of a state department. Not all departments will have dedicated employees performing EEO functions. If a department does not have a dedicated staff person assigned to perform the EEO responsibilities, the human resources director or his/her designee shall be responsible for carrying out this Policy.

Prohibitions.

It is a violation of this policy to discriminate in employment opportunities, benefits or privileges, or to create discriminatory work conditions or use discriminatory work conditions or evaluative standards if the basis of the discrimination is the employee's disability, race, creed, color, sex, sexual orientation, religion, age, national origin or ancestry.

Retaliation: An employee who reports alleged discrimination, harassment and/or retaliation under this policy and/or existing law shall not suffer any retaliation, including the loss of benefits, demotion, discipline or adverse impact on the terms and conditions or employment for filing or responding to a complaint of discrimination or harassment, appearing as a witness in an investigation of a complaint of discrimination or harassment, or threatening to file a complaint of discrimination or harassment.

Discrimination as defined in this Policy may also violate federal, state, and local laws, including but not limited to:

Title VII of the Civil Rights Act of 1964

The Age Discrimination in Employment Act of 1967

The Vocational Rehabilitation Act of 1973

Vietnam Era Veteran's Readjustment Assistance Act of 1974

The Americans with Disabilities Act As Amended

The Civil Rights Act of 1991

The Uniformed Services Employment and Reemployment Rights Act of 1994

Executive Order D0043 87, Equal Employment Opportunity in State Government; August 7, 1987

The State Personnel Board Rules and Director's Rules and Technical Guidance can be found at:

[Rules](#)

[Universal State Policies](#)

[Technical Assistance](#)

For reporting procedures please consult with your HR office.

Universal State Personnel System Policy

RECRUITMENT



Generally: Colorado State Government must attract and retain the most highly qualified workforce available. In order to achieve this, each State Agency has a responsibility to make known information about employment opportunities to the largest practicable number of persons necessary to ensure that all members of Colorado's population have an equal opportunity to compete for entry into the state personnel system. This universal policy is intended to guide appointing authorities and their agency human resources staff as they determine the most effective recruitment methods for filling vacancies. Our goal is to attract and retain the best people we can to accomplish the various missions of State government.

This policy specifically applies to the recruitment phase of the selection process and addresses the behavior expected from all State employees that have a role in determining specific recruitment activities when an employment opportunity exists.

State agencies are responsible for ensuring that minimum qualifications and special requirements necessary to perform any job satisfactorily are fair, equitable and do not disproportionately exclude individuals (women, minorities, or persons with disabilities) unless such requirements are demonstrably job related and significant to successful performance.

Recruitment strategies must be designed to inform persons, especially where underutilization exists, about opportunities.

State agencies shall report annually their recruitment efforts overall and specifically for those groups that have been identified as underutilized. Recruitment strategies shall be inclusive and be designed to increase the numbers of women and minority applicants and should include at a minimum: maintaining contact with organizations representing groups and professional societies from all segments of Colorado's diverse population for candidates for technical, professional and management level positions; ensuring any recruitment literature, printed and electronic, is relevant and accessible to all interested individuals and may include advertisements in publications that serve underutilized groups within the State. The recruitment strategies should also include periodic reviews and monitoring procedures to assure that no discriminatory practices exist and should be analyzed to determine the effective flow of applicants.

Definitions:

Underutilization: employment of members of a race, ethnic, or gender group at a rate below their availability (representation in the labor market).

All State agencies are expected to comply with the State's personnel rules, policies and procedures pertaining to recruitment.

The State Personnel Board Rules, and the State Personnel Director's Rules and Technical Assistance can be found at:

Rules

Universal State Policies

Technical Assistance

Universal State Personnel System Policy **SEXUAL HARASSMENT**

November 12, 2007



The State of Colorado prohibits sexual harassment in the workplace and it cannot be tolerated. All employees, regardless of classification or status, should expect that they will be free from sexual harassment in state workplaces. Maintaining a workplace that is professional and free from sexual harassment is the responsibility of every employee, supervisor, and appointing authority. Sexual harassment, as well as retaliation for reporting sexual harassment, is prohibited by both federal and state law (Title VII of the Civil Rights Act of 1964, Colorado Anti Discrimination Act).

This Policy covers all employees in the state personnel system and anyone conducting business or otherwise having occasion to enter a state facility or participating in a state sponsored event. Persons other than employees in the state personnel system may also be covered by the individual sexual harassment policies of departments and should refer to those policies for instructions on reporting suspected sexual harassment.

For purposes of all state personnel system rules and policies, the word "department" includes institutions of higher education. However, institutions of higher education may have existing sexual harassment policies governing multiple groups (e.g., state personnel system, professional exempt, faculty, students, student employees). Institutions of higher education may retain in place their respective policies on sexual harassment if those policies substantially comply with this policy with respect to employees in the state personnel system.

Discrimination or harassment based on a protected characteristic, such as race, is a separate, but equally serious, problem and is also prohibited. For more information about reporting discrimination and harassment based on something other than sex, please contact your human resources office or as otherwise directed by your department's policies.

The State Personnel Board Rules, and the State Personnel Director's Rules and Technical Assistance, can be found at: <http://www.colorado.gov/dpa/dhr/temp/rulesover.htm>.

Definitions.

Sexual Harassment: Sexual harassment is a type of sex discrimination. It is defined as unwelcome sexual advances, requests for sexual favors, unequal treatment, and other unwelcome verbal and physical conduct based on an employee's sex when:

- A. Submission to such conduct is made either explicitly or implicitly a term or condition of a person's employment; or
- B. Submission to or rejection of such conduct is used as the basis for making employment decisions about a person; or
- C. Such conduct has the purpose or effect of substantially and unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working or educational environment.

Sexual harassment may be perpetrated by men or women of the same or opposite sex as the recipient. It may be committed by individuals or groups of co-workers, supervisors, or subordinates. It may be directed toward, or committed by, third parties such as clients, customers, or vendors.

In determining whether sexual harassment exists, all relevant circumstances, including the context in which the conduct occurred, will be considered. Facts will be judged on the basis of what is reasonable to persons of ordinary sensitivity and not on the particular sensitivity or reaction of an individual.

Sexual harassment may include actions and or behavior such as:

- Sexually-oriented physical contact or gestures such as touching, patting, or repeated brushing against another's body.
- Unwelcome propositions or requests for social dates or sexual activity.
- Subtle pressures for sexual activity such as verbal teasing or abuse.
- Sexually-oriented slurs, jokes, bantering, or suggestive comments.
- Sexually-oriented posters, pictures, cartoons, or calendars displayed in the office
- Sexually-oriented emails or viewing of sex-oriented web sites in the office
- Sexually-oriented entertainment appearing at the office or any other work-related site or function (e.g., training conferences held away from the work site).

Hostile Work Environment: A type of sexual harassment defined as harassment or unequal treatment based on sex, which is so severe and/or pervasive that it has the purpose or effect of (1) creating an intimidating, hostile or offensive work environment or (2) unreasonably interfering with another's work performance to such a degree that it makes the work place unbearable or creates a constructive discharge situation. Behaviors which may constitute a hostile work environment would include all actions listed above under sexual harassment.

Quid Pro Quo: A type of sexual harassment. It occurs when (1) submission to unwelcome sexual conduct is made either an explicit or implicit term or condition of employment; or (2) submission to or rejection of unwelcome sexual conduct by an individual is used as the basis for tangible employment decisions affecting that individual such as making a significant change in employment status (for example hiring, firing, failing to promote, reassignment of significantly different responsibilities) or a decision causing a significant change in benefits.

Quid pro quo sexual harassment may include actions and/or behavior such as:

- A demand for sexual favors, accompanied by implied or overt promises of preferential treatment or threats concerning an individual's employment status, benefits or service.
- The loss of an employment opportunity or benefit to a qualified individual because of a refusal to submit to sexual advances or the granting of an employment or benefit to an unqualified individual because of submission to sexual advances.

Retaliation: An adverse action taken against an employee for making a report of sexual harassment or assisting or participating in a sexual harassment investigation. The forms that retaliation may take are varied. Forms of retaliation may include:

- Threats of reprisals
- Harassing behavior
- Changes in job duties, job location, or work schedules
- Denial of a tool or training that will assist in the ability to perform the job
- Verbal or written reprimands
- Poor performance evaluations
- Corrective or disciplinary action
- Probation, demotion or termination

Each of these acts may be illegal if done for the purpose of retaliating against an employee for making or participating in a report of sexual harassment. Employment actions, such as poor performance evaluations, however, may be necessary and may be taken for non-retaliatory reasons.

Complaint: A verbal complaint or written document prepared by a reporting employee or a witness to behavior or comments that allege sexual harassment in violation of this Policy.

EEO Office: The Equal Employment Opportunity Office of a state department. Not all departments will have an EEO Office, but they will have someone such as the human resources director designated to carry out EEO responsibilities. If a department does not have an EEO Office, the human resources director or his or her designee shall be responsible for carrying out this Policy.

Reporting Employee or Person: An employee or other person who reports or files a Complaint of alleged sexual harassment.

Responding Employee: An employee who is accused of improper conduct in a report or Complaint of sexual harassment.

Prohibitions.

Sexual harassment in any form, including quid pro quo harassment and the creation of a hostile work environment, is strictly prohibited in state workplaces. Sexual harassment violates federal and state law and this policy. Employees in the state personnel system who are found to have engaged in any type of sexual harassment may be subject to corrective or disciplinary action, up to and including termination.

Retaliation against an employee in the state personnel system for either reporting sexual harassment or assisting or participating in an investigation of sexual harassment is strictly prohibited.

Employees in the state personnel system may not be retaliated against for making a report or complaint, reporting the observed behavior of other employees, or cooperating with a sexual harassment investigation. Retaliation is prohibited regardless of whether a report or complaint of harassment proves to be true or false. Employees in the state personnel system who are found to have engaged in retaliation may be subject to corrective or disciplinary action, up to and including termination.

Employees in the state personnel system who are found to have made an intentionally false or malicious report or complaint of sexual harassment or retaliation may be subject to corrective or disciplinary action, up to and including termination.

All state employees are expected to report all incidents of sexual harassment against an employee in the state personnel system. Supervisors or appointing authorities in the state personnel system who fail to act on reports or complaints of sexual harassment, who discourage employees from reporting sexual harassment, who have engaged in or encouraged retaliation, or who otherwise fail to follow the requirements of this policy may be subject to corrective action or discipline, up to and including termination.

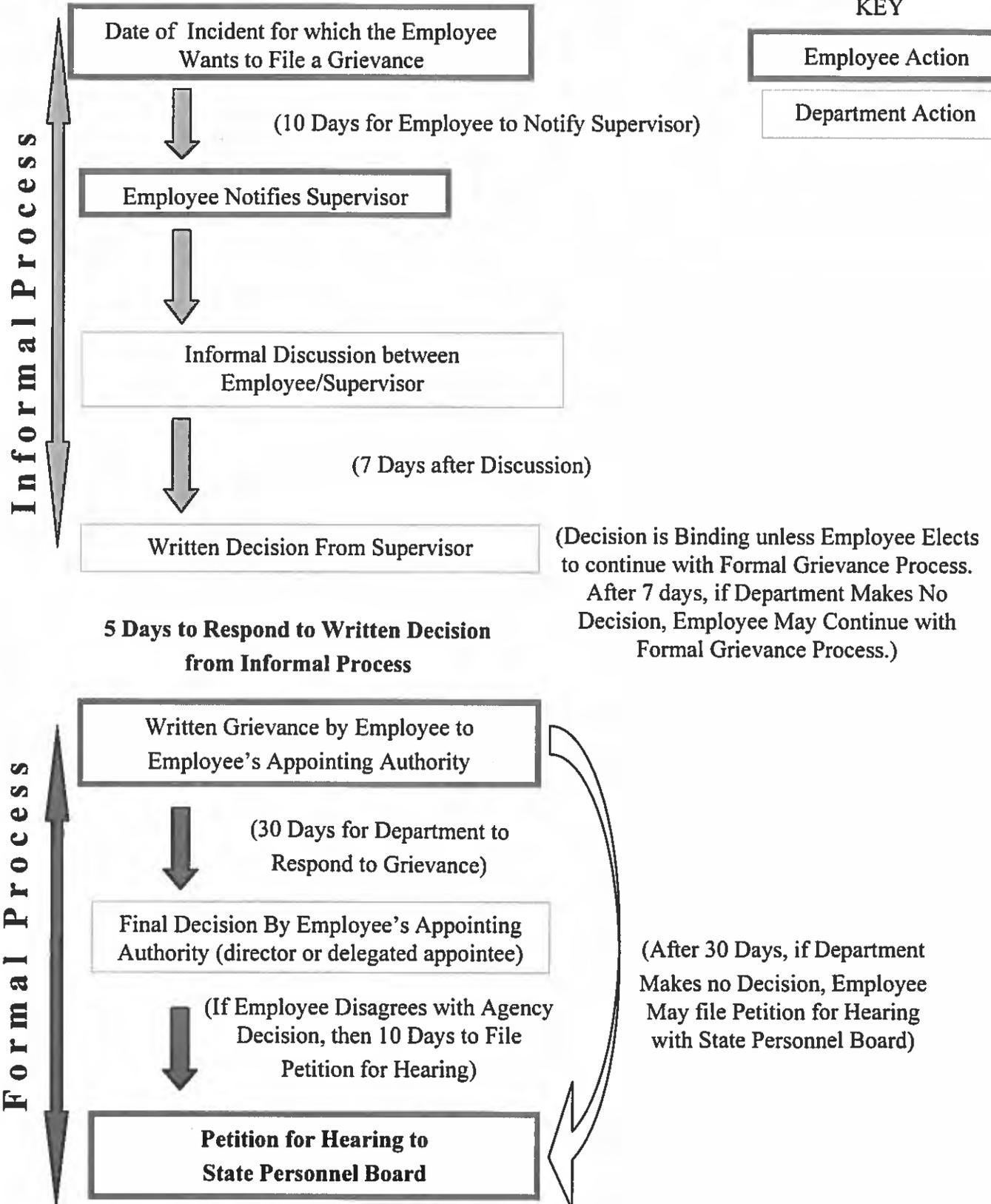
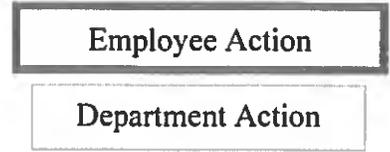
Reporting Procedure Requirements

Each department will specify in writing its reporting procedures in connection with this policy and effectively communicate that information to their respective employees along with this policy. The reporting procedures will include the position and contact information directing employees where to report incidents of sexual harassment.

Each department will establish in writing the procedure for state personnel system employees to report allegations of sexual harassment, retaliation, or intentional false or malicious reporting by state employees outside the state personnel system. The procedure will also state how supervisors or appointing authorities outside the state personnel system who have authority for state personnel system employees and who fail to act on reports or complaints of sexual harassment, who discourage employees from reporting sexual harassment, who have engaged in or encouraged retaliation, or who otherwise fail to follow the requirements of this policy will be addressed.

Colorado State Personnel Board Rule 8-8 Minimum Requirements of Employee Grievance Process

KEY



Employee Rights Posters

Federal or State Law requires that Employers provide the following information to their employees.

Federal Posters

-  Davis-Bacon Act

Employee rights under the Davis-Bacon Act for laborers and mechanics employed on federal or federally assisted construction projects.

-  Employee Rights on Government Contracts

The purpose of the information is to advise contractors which are subject to the Walsh-Healey Public Contracts Act or the Service Contract Act of the principal provisions of these acts.

-  Equal Employment Opportunity is the Law

Applicants to and employees of most private employers, state and local governments, educational institutions, employment agencies and labor organizations are protected under Federal law from discrimination.

-  Family Medical Leave Act Poster

Employee rights and responsibilities under the family medical leave act.

-  Federal Minimum Wage

-  Genetic Information Nondiscrimination Act

Under GINA employers are prohibited from using, disclosing, requiring, or acquiring genetic information, including family histories.

-  USERRA

Your rights under the uniformed services employment and reemployment rights act.

State Law Posters

-  Colorado Anti-Discrimination Poster

This provides a list of factors for which it is illegal to discriminate against.

-  Colorado Employment Security Act (Unemployment)

You, as an employee, are entitled to unemployment insurance benefits if you become unemployed through no fault of your own. Your employer contributes to unemployment insurance and cannot deduct this from your wages.

-  Colorado Minimum Wage Poster

Pursuant to amendment 42, Article XVIII, Section 15, of the Colorado Constitution, the Colorado minimum wage is to be adjusted annually for inflation. The State must pay the higher of the state or federal minimum wage, to comply with the constitutional amendment and FLSA. Except as it applies to the minimum wage, public sector employers are not covered by other provisions of the Colorado Wage Act.

-  Pregnant Workers Fairness Act

This Act makes it a discriminatory or unfair employment practice if an employer fails to provide reasonable accommodations to an applicant or employee who is pregnant, physically recovering from childbirth, or a related condition.

-  Worker's Compensation Notice

If you are injured on the job, written notice of your injury must be given to your employer within four working days after the accident.

State Government Posters

-  Creating Safer CDOT

-  Equal Opportunity in Employment

It is the policy of the Colorado Department of Transportation to provide equal opportunity in employment and to prohibit discrimination in employment.

-  Grievance Flowchart

Minimum requirements of employee grievance process outlined in Colorado State Personnel Board Rule 8-8.

-  Sexual Harassment Poster

It is the policy of the Colorado Department of Transportation to provide and maintain for all employees a work environment free from all forms of sexual harassment.

-  Whistleblower Protection

The American Recovery and Reinvestment Act of 2009 provides protections for certain employees of non-federal employers who make specified disclosures relating to possible fraud, waste and/or abuse or Recovery Act funds.

-  Workplace Violence Executive Order

Establishes a policy to address workplace violence, including domestic violence affecting the workplace.

STATE OF COLORADO

DEPARTMENT OF TRANSPORTATION
Office of Government Relations
4201 East Arkansas Avenue, Room 275
Denver, Colorado 80222
(303) 757-9772



To: All CDOT Employees

From: Heidi Humphreys – DAS / Herman Stockinger – OPGR / Mary Frances Nevans - OPGR

Re: Policy Directive 600.0 Equal Employment Opportunity and Affirmative Action

Date: January 27, 2014

Background Policy Directive 600.0 “Equal Employment Opportunity and Affirmative Action” updates current Policy Directive 600.0, “Equal Employment Opportunity and Non-Discrimination Policy” adopted June 18, 2008.

Rationale for Policy Directive Outlines CDOT’s general policy for all CDOT employees (including temporary employees and volunteers) and applicants with regard to compliance with Title VII of the Civil Rights Act of 1964 and Colorado Anti-Discrimination laws. It does not include CDOT’s obligations under Title VI, which are set forth in Policy Directive 604.0, “Non-Discrimination Policy,” overseen by the Civil Rights and Business Resource Center.

Individuals/Entities Impacted in Policy Directive The directive pertains to all CDOT employees (including temporary employees and volunteers) and applicants for employment. The directive identifies those protected classes under federal regulations and state law. It also requires compliance with the Genetic Information Nondiscrimination Act of 2008 (“GINA”), 43 U.S.C. § 2000ff, which prohibits the use of the improperly disclosed genetic information in hiring and promotion. It requires adherence to the Department of Regulatory Agencies (“DORA”) guidelines pertaining to Colorado Anti-discrimination Laws under § 24-34-401, *et seq.*, C.R.S.

Implementation The Division of Administrative Services (DAS), Employee Relations / Legal Office (ER/L) shall implement this directive. The Affirmative Action Officer shall oversee CDOT’s affirmative action compliance.

Effective Date January 22, 2014

Review Date On or before January 2019

COLORADO DEPARTMENT OF TRANSPORTATION		X POLICY DIRECTIVE <input type="checkbox"/> PROCEDURAL DIRECTIVE	
Subject			
EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION			600.0
Effective 1/22/14	Supersedes 06/18/08	Originating Office Division of Administrative Services	

I. PURPOSE

To ensure that no person, such as a member of the public, applicant, or employee, shall, on the grounds of race, color, religion, gender (including sexual harassment), sexual orientation as defined in § 24-34-401 (7.5), C.R.S., national origin, age, genetic information, political affiliation, organizational membership, veteran's status, disability, marriage to a co-worker, pregnancy, or because such person has opposed any unlawful discriminatory practice or other non-job related factor, be excluded from participation in, be denied the benefit of, or be subjected to discrimination or harassment in hiring or employment practices.

II. AUTHORITY

Executive Director, § 43-1-105, C.R.S.

Title VII of the Civil Rights Act of 1964, 42 U.S.C. § 2000e
(<http://www.eeoc.gov/laws/statutes/titlevii.cfm>)

Rehabilitation Act, 29 U.S.C. § 791
(<http://www.eeoc.gov/laws/statutes/rehab.cfm>)

Age Discrimination Act of 1975, 29 U.S.C. § 621
(<http://www.eeoc.gov/laws/statutes/adea.cfm>)

The Equal Pay Act, 29 U.S.C. § 206(d)
(<http://www.eeoc.gov/laws/statutes/epa.cfm>)

The Genetic Information Nondiscrimination Act, 42 U.S.C. § 2000ff
(<http://www.eeoc.gov/laws/statutes/gina.cfm>)

The Civil Rights Act of 1991, 29 CFR 1614
(<http://www.eeoc.gov/laws/statutes/cra-1991.cfm>)

§ 24-34-401, *et seq.*, C.R.S.

III. APPLICABILITY

This directive applies to all divisions, branches, regions and offices of the Colorado Department of Transportation ("CDOT" or "Department") with regard to applicants and employees. For purposes of this Policy, "employees" includes all employees, including management level, as well as temporary employees, volunteers and applicants.

IV. POLICY

It is the policy of CDOT to provide equal opportunity in employment and to prohibit discrimination in employment based on the above mentioned factors. CDOT supports the rights of employees to exercise all available rights under applicable civil rights laws and does not tolerate retaliation against employees who engage in a protected activity. Any employee or program issue related this EEO policy should be addressed to the Regional Civil Rights Office, Employee Relations Legal (ER/L), or the Affirmative Action Officer.

V. IMPLEMENTATION PLAN

A. This Policy Directive shall be effective upon approval by the Transportation Commission.

B. It shall be implemented by the Affirmative Action Officer in the Office of Employee Relations / Legal at CDOT Headquarters.

VI. REVIEW DATE

This Policy Directive shall be reviewed on or before January 2019.

Norman J. Stokernig III
Secretary, Transportation Commission

1-22-14
Date of Approval

Resolution # TC-3126

Approved January 16, 2014

Adoption of Policy Directive 600.0 "Equal Employment Opportunity and Affirmative Action"

WHEREAS, pursuant to § 43-1-106(8)(a), C.R.S., the Colorado Transportation Commission is charged with formulating general policy for the Colorado Department of Transportation ("CDOT"); and

WHEREAS, CDOT is required to comply with Title VII of the Civil Rights Act, 42 U.S.C. § 2000e, and related statutes as a recipient of federal funds from the U.S. Department of Transportation; and

WHEREAS, CDOT is required to comply with the Colorado Anti-Discrimination Laws under § 24-34-401, *et seq.*, C.R.S.; and,

WHEREAS, Policy Directive 600.0 seeks to fulfill the Federal Highway Administration's requirement to have a policy in place with regard to equal opportunity employment practices and prohibition of discrimination, which practices will be implemented through all phases of CDOT's Affirmative Action Plan; and,

WHEREAS, Policy Directive 600.0 updates and replaces Policy Directive 600.0, "Equal Opportunity and Non-Discrimination Policy" adopted on June 18, 2008; and

WHEREAS, updated Policy Directive 600.0 confirms CDOT's commitment to equal opportunity in employment and the prohibition of discrimination in employment.

NOW THEREFORE BE IT RESOLVED, the Commission herein adopts Policy Directive 600.00 "Equal Employment Opportunity and Affirmative Action."

Norman J. Stockinger III

Transportation Secretary

1-22-14

Date

COLORADO DEPARTMENT OF TRANSPORTATION		<input type="checkbox"/> POLICY DIRECTIVE <input checked="" type="checkbox"/> PROCEDURAL DIRECTIVE	
Subject Internal Discrimination Complaint Procedures			Number 600.6
Effective 08/07/06	Supersedes	Originating Office Center for Equal Opportunity	

PURPOSE

To ensure timely, equitable, objective and consistent investigation of civil rights complaints including discrimination and workplace harassment

AUTHORITY

- Title I and Title II of the Americans with Disabilities Act of 1990 as amended;
- Title VI of the United States Civil Rights Act of 1964;
- Title VII of the United States Civil Rights Act of 1964 as amended and rulings of the U.S. Equal Employment Opportunity Commission;
- Civil Rights Act of 1991;
- Civil Rights Restoration Act of 1987
- Civil War Era Civil Rights Act – 42 U.S.C. 1981 et seq.
- Rehabilitation Act of 1973
- Vietnam Era Veterans Readjustment Act
- Age Discrimination in Employment Act of 1967;
- Equal Pay Act of 1963;
- Immigration Reform and Control Act of 1986
- Executive Order 11246
- Colorado Revised Statutes Sec. 24-34-301 et seq.
- Colorado Revised Statutes: CRS § 24-72-201 et seq.(Public Records); and,
- 23 CFR Part 230 Subpart C, "State Highway Agency Equal Employment Opportunity Programs." (TAB F)
- 49 CFR Part 27(TAB F)

DEFINITIONS

Appointing Authority – Executive Director, Deputy Director, Division Directors, Regional Transportation Directors. An appointing authority may delegate any and all human resource functions.

Complainant – CDOT employee who alleges or files a complaint of discrimination or workplace harassment.

Subject Internal Discrimination Complaint Procedures	Number 600.6
--	------------------------

Conflict of interest – An investigator must be an objective resource to help ensure compliance with various state and federal civil rights laws and policies. If an investigator cannot consider, recommend, or carry out an appropriate course of action for the complainant because of other responsibilities, interests, or relationships, objectivity may be impaired, and a conflict of interest may exist.

Discrimination – Discrimination is the act of treating a person, or group of people, differently based on their race, color, religion, sex, (including sexual harassment), sexual orientation, age, national origin, political affiliation, and organizational membership, veteran’s status, disability.

Early Resolution Process – Early Resolution Process is a process to resolve a conflict informally and as soon as possible. One or more meetings may be facilitated by the investigator and attended by the complainant and those parties involved in the complaint that can help to reasonably resolve the issue(s). During the initial meeting, the Civil Rights Investigator will consider the circumstances that exist between the parties with regard to the current relationship, the attitudes and behaviors of the parties, the willingness of the parties to reach resolution, and any other circumstances that indicate that early resolution is or is not a viable process. At any time, the investigator or any other party involved may terminate the early resolution process if it is believed that the process is not the appropriate method of resolution. All discussions and information exchanged are considered confidential.

Harassment – Harassment, a form of discrimination is unwelcome verbal, physical, or negative visual conduct that is based on a person’s race, color, religion, sex, age, national origin, or disability. Harassment not only consists of blatantly direct offensive behavior, but may include subtle acts or comments. Derogatory comments, jokes, and slurs of a racial, sexual, ethnic, or religious nature or those that refer to an individual’s sexual orientation or disability can also be considered harassing and/or discriminatory behavior.

Civil Rights Investigator – An individual who is trained and experienced in the application of Title VI and/or Title VII of the Civil Rights Act of 1964, Americans with Disabilities Act (ADA), Age Discrimination in Employment Act (ADEA), and other applicable Civil Rights laws. The Appointing Authority will delegate the handling of an investigation to the Investigator. The investigators will be the Regional and Headquarters Civil Rights Specialists or independent investigators who possess the knowledge, skills and experience to perform all civil rights investigations.

Investigator’s work product – The investigator’s work product includes the investigation plan, notes taken during the investigation, and other information gathered that is not a part of the final investigation report.

Subject Internal Discrimination Complaint Procedures	Number 600.6
--	------------------------

Pretext —Evidence that the respondent’s articulated nondiscriminatory reasons are not true.

Remedy – Correcting a wrong or enforcing a right, pursuant to the CDOT civil rights policies, procedures and rules and state and federal laws. Remedies are evaluated on a "case by case" basis and are dependant on the specific circumstances at hand. The appointing authority will decide appropriate remedies under the advice of the Attorney General’s office and in conjunction with the DoHRA Division Director or CDOT’s Executive Director as appropriate.

Respondent – Entity/person against which a complaint or charge is filed.

Retaliation - Retaliation occurs when an individual has opposed a practice made unlawful by a civil rights statute, or has filed a charge, has testified, assisted, or participated in any manner in an investigation, proceeding, or hearing under the applicable statute, and as a consequence has suffered an adverse action.

Sexual Harassment – Sexual harassment is unwelcome conduct of a sexual nature, such as, sexual advances, requests for sexual favors, and other physical, verbal, or visual conduct of a sexual nature or harassing behavior(s) such as threatening, demeaning, or offensive conduct whether or not sexual in connotation, that is directed toward an individual based on gender when:

1. Submission to such conduct is made, either explicitly or implicitly, a term or condition of an individual’s employment; or,
2. Threat of submission to, or rejection of, such conduct by an individual is used as the basis for employment decisions affecting the individual; or,
3. Such conduct has the purpose or effect of unreasonably interfering with an individual’s work performance or creating an intimidating, hostile or offensive work environment.

PROCEDURES and RESPONSIBILITIES

STEP 1 – ATTEMPT TO RESOLVE THE SITUATION

Employee: An employee who feels discriminated against should attempt to resolve the issue as soon as possible. If possible and if safe, inform the person whose behavior or action is unwelcome or offensive, to stop the offending behavior, and thereby informally resolve the issue. If the employee does not feel comfortable with approaching that person, then the employee may want to seek assistance from his/her supervisor and/or their Civil Rights Office.

Subject	Number
Internal Discrimination Complaint Procedures	600.6

An employee is not required to report a complaint of discrimination to his/her supervisor. If the employee's supervisor whose behavior or action is perceived to be discriminatory or offensive, the employee should notify the next level of management and their Civil Rights office.

Employees should to the maximum extent possible, report any form of discrimination, harassment, sexual harassment, or retaliation against them or any other employee, to a supervisor or manager and/or their Civil Rights office.

Supervisor or Manager: When supervisor/manager receives a report of alleged discrimination or harassment, the supervisor/manager will take action to correct the situation to the extent possible in a timely manner. The supervisor/manager will promptly notify the respective Civil Rights Office in writing (i.e. email) when an employee has alleged discrimination, and describe any mitigating action taken.

Civil Rights Investigator: The Headquarters Center for Equal Opportunity and the Regional Civil Rights Managers are responsible for receiving, investigating and acting on reports of discrimination.

STEP 2 – FILING A COMPLAINT

The Civil Rights Investigator will clarify issues and determine whether there is alleged illegal discrimination under any civil rights law. If the complaint is baseless, the Civil Rights Investigator will so inform the complainant.

The Civil Rights Investigator will counsel the employee on the benefits of mediation and assist the employee in coordinating mediation if requested.

Complaints involving sexual harassment and/or workplace violence are always investigated by CDOT.

Internal complaints should be initiated within 30 days of the last discriminatory incident; otherwise they are not considered timely and may be difficult to investigate. If the complaint involves sexual harassment and/or workplace violence it should be reported immediately. It will be at the discretion of the Investigator to extend the 30 days if the extension is requested, in writing, and the circumstances support the need for an extension. In no case will this extension exceed 180 days.

Time limits are:

- Equal Employment Opportunity Commission (EEOC) - 300 days
- Colorado Civil Rights Commission (CCRD) - Six (6) months.

Subject Internal Discrimination Complaint Procedures	Number 600.6
--	------------------------

Please note that for the CCRD you must initiate your complaint through the State Personnel Office.

If a complaint is close to the end of the time limit for CCRD or EEOC, the CDOT Civil Rights Investigator will advise the complainant of his or her rights and procedures to seek assistance from CCRD and EEOC.

COMPLAINANT WILL:

- Contact a CDOT Civil Rights Investigator to file a complaint of discrimination or to report activity that appears to be in violation of CDOT's equal employment and non-discrimination policy.
- File the complaint as soon as possible after the incident or incidents have occurred.
- Note important information before contacting the Civil Rights Investigator such as a description of the incident(s), witnesses, date and time of alleged violation(s), statements made.
- Be clear and specific when reporting the potential violation(s).

EARLY RESOLUTION

CDOT is committed to early and informal resolution of a conflict, if possible. When an employee seeks assistance, the Civil Rights investigator will determine if early and informal resolution, mediation or alternative dispute resolution is appropriate. The decision to proceed with the early resolution process is based on careful evaluation of the relationship and the attitudes and behaviors of the complainant and respondent, and on the apparent willingness of the parties to participate in the early resolution process. If appropriate, coordinate and facilitate the first meeting for the Early Resolution Process.

If the Civil Rights Investigator determines that early resolution would not be the appropriate action, then the investigation process continues to the next step in the process.

REQUESTS FOR AN ALTERNATE INVESTIGATOR

The Civil Rights Investigator or Appointing Authority may determine that another investigator should be assigned to the investigation. Employees may also request a different investigator if they believe and can substantiate that the current investigator has a conflict of interest. If an employee (complainant) believes that a conflict of interest exists, he/she may contact the Manager for the Center for Equal Opportunity (EO). The complainant shall provide a

Subject	Number
Internal Discrimination Complaint Procedures	600.6

written explanation to the Manager for EO of the reasons for the request to have the complaint investigated with an alternate investigator.

The EO Manager will discuss the facts of the situation with the respective Civil Rights office and determine a course of action. If an agreement cannot be reached on the matter, a written document with details on the situation will be submitted to the DoHRA Division Director and the respective Appointing Authority allowing them to determine the appropriate action to take. The Manager for EO will notify the respective Civil Rights Office of the decision and based on the determination, an appropriate Civil Rights Investigator will be assigned before any investigation into the allegations begins.

STEP 3 – COMPLAINT INTAKE AND NOTIFICATION OF EMPLOYEE RIGHTS

The Civil Rights Investigator will schedule a meeting for complaint intake as soon as possible. Civil Rights Investigators will communicate CDOT's complaint procedures to the complainant during their initial contact. It is the Civil Rights Investigator's responsibility to ensure that the complainants have an understanding of their options, their rights, and the resources available to assist them in resolution of the problem.

If the complaint appears to have a basis under any civil rights law, the Civil Rights Investigator will explain the investigation process to the employee. It is the employee's responsibility to submit his or her written complaint and other pertinent information in a timely manner to the Civil Rights Investigator.

During the intake process the employee will be instructed to:

- Complete and sign the intake documents and statements of remedy.
- Provide medical information and release for medical information if the complaint is made under the Americans with Disabilities Act (ADA) or section 504 of the Rehabilitation Act.
- Provide all relevant complaint information including details about the issues raised, dates, times, places, description of events, names of witnesses, documents, objects, and any other relevant information that he or she believes will corroborate the claims.
- Report developments to the investigator that relate to the complaint. The employee should also report any behavior that they believe is directed to them as retaliation for submitting a discrimination claim or participating in a process related to a possible discrimination claim.
- Ask questions when clarification is required.
- Keep in confidence any and all information regarding the complaint and the investigation in order to preserve the integrity of the investigation.
- Comply with the timeframes provided for submitting information.

Subject	Number
Internal Discrimination Complaint Procedures	600.6

STEP 4 – NOTIFICATIONS

- The Civil Rights Investigator will notify the appropriate Appointing Authority immediately when an investigation will begin.
- Unless the circumstances warrant immediate action the intake should be completed before notice to the appointing authority of the alleged discrimination.
- The Civil Rights Investigator will notify the complainant in writing or by email that an investigation will begin.

STEP 5 – INVESTIGATION

The investigator will proceed with the level of investigation determined to be necessary on a case by case basis.

The employee will need to provide all relevant information and submit all pertinent documentation in a timely manner.

In order to maintain the integrity of the investigation and to prevent the spread of inaccurate information, any witness or any person, including supervisors, who are questioned during an investigation will not discuss the issue with any one except the Civil Rights Investigator or his/her representative. Employees may be subject to corrective or disciplinary action if he/she does not cooperate or who otherwise interferes with the investigation.

The Civil Rights Investigator may inform a supervisor/manager that an investigation is being conducted. Supervisors and managers will ensure that there is no retaliation against employees who are involved in a complaint process. The Civil Rights Investigator may ask a supervisor/manager for assistance in scheduling interviews for an investigation.

Confidentiality is defined as information known or conveyed to a limited number of people for which unauthorized disclosing of information could damage the integrity of the investigation. If an interviewee breaches his/her confidentiality, he/she is subject to a personnel action at the discretion of the appointing authority. However, the investigator must reveal confidential information as is necessary and appropriate to individuals who may have relevant facts related to the charges.

STEP 9 – INVESTIGATION CLOSE-OUT

The Civil Rights Investigator will inform the Appointing Authority and the complainant of the results of the investigation. The employee may be informed whether a corrective or disciplinary action will be pursued by the appointing authority against offenders, but due to confidentiality issues, the complainant will not be give details or specifics of such action(s). A supervisor/manager may not be

Subject	Number
Internal Discrimination Complaint Procedures	600.6

informed of the information collected during an investigation, but may be advised of the findings of the investigation.

STEP 10 - RETALIATION

The Civil Rights investigator will process complaints of discrimination retaliation in accordance with this directive. Retaliation complaints will be treated as discrimination complaints. The Civil Rights Investigator will conduct

investigations into all retaliation complaints. Witnesses and other pertinent parties to complaints are protected from retaliation. Any employee who complains of retaliation will be notified by the Civil Rights Investigator of the outcome.

REVIEW DATE:

This directive will be reviewed in January of 2011.



08/07/06

Thomas E. Norton
Executive Director

Date



4201 E. Arkansas Ave., Rm. 275
Denver, CO 80222

RELEASE MEMORANDUM

To: All CDOT Employees

From: Heidi Humphreys / HR Director Kevin Furman / Mary Frances Nevans

Re: Updated Procedural Directive 602.1 "ADA Accommodation Procedures"

Date: April 14, 2015

-
1. Name of Procedural Directive: 602.1 "ADA Accommodation Procedures"
 2. Date of PD this Directive Supersedes: Replaces 600.2 Placement of Employees with Disabilities, dated 1.26.09 with a review date of January 2013.
 3. Executive Summary: This updated Procedural Directive affirms CDOT's commitment to provide a comprehensive program for inclusion of individuals with disabilities in the workforce. Clarification was required to emphasize CDOT's responsibility to provide accommodations to all areas of employment in accordance with state and federal laws. An accommodation under the ADA applies to all areas of employment: (1) the Hiring Processes including application, job postings, recruitment, interviews, exams or other job demonstration processes; (2) for performance of job duties, including the essential functions of a position held or desired; and (3) the benefits and privileges of employment such as Department sponsored services (i.e. training), communications (i.e. news, meetings), or activities (i.e. social events), etc.

DAS is in the process of finalizing a comprehensive *Guide for Inclusion of Individuals with Disabilities in the Workforce* to provide guidance to appointing authorities and staff, which meets the intent of the American's with Disabilities Act (ADA), and amended by the ADAAA of 2008. This Procedural Directive will become effective on July 1, 2015 to allow DAS time to implement necessary training. This Procedural Directive follows the US Equal Employment Opportunity Commission's regulations implementing the ADA Amendments Act of 2008. The following summarizes the significant points:

- The ADA Accommodation process will be applied to all employment areas.
- The Department will act on a request for an accommodation or receipt of information that indicates a possible need for an accommodation under the ADA.
- Job Applicants will be notified of the process to request an accommodation during the hiring process.



- This directive sets forth what is an “Interactive Process” and steps that may be conducted.
- It states that the Department will conduct an Interactive Process as needed on a case-by-case basis to determine Reasonable Accommodation or potential undue hardship.
- In order to conduct an Interactive Process, an ADA Coordinator must be certified by the Statewide ADA Administrator.
- All Appointing Authorities, designees and direct reports, and ADA Coordinators will be trained on the ADA, and accommodation process as outlined in the Guide.
- Appointing Authorities retain the authority to determine what constitutes undue hardship and determine the appropriate course of personnel action.
- Reassignment as a Reasonable Accommodation may be considered as a last resort for an employee only when specific criteria are met and for an Unfilled Position as defined in the PD.
- Requires confidentiality of ADA accommodation information, maintenance of records to demonstrate compliance, and annual reporting.
- This updated Directive eliminates the narrow application of accommodations only to employees for job performance, and removes detailed steps and timelines that restricted the Department’s ability to fully meet the requirements of the ADA, and ADAAA.

4. Office to Contact with Questions: Human Resources

5. Effective Date: April 14, 2015



COLORADO DEPARTMENT OF TRANSPORTATION		<input type="checkbox"/> POLICY DIRECTIVE <input checked="" type="checkbox"/> PROCEDURAL DIRECTIVE
Subject ADA Accommodation Procedures		602.1
Effective 4.14.15	Supersedes 600.2: 1.26.09	Originating Office Division of Administrative Services / Strategic Workforce Solutions

I. PURPOSE

Title 1 of the Americans with Disabilities Act requires the Colorado Department of Transportation to provide reasonable accommodation to individuals with disabilities who are employees, or applicants for employment, except when such accommodation would cause an undue hardship.

II. AUTHORITY

CDOT Executive Director pursuant to § 43-1-105, C.R.S.

Americans with Disabilities Act of 1990

Americans with Disabilities Act Amendments Act of 2008, 42 U.S.C. 12101 (ADAAA)

ADA and ADAAA Implementing Regulations, 29 C.F.R. Part 1630

Rehabilitation Act of 1973, Section 504

U.S. EEOC Enforcement Guidance: Reasonable Accommodation and Undue Hardship under the ADA

Colorado Anti-Discrimination Act, § 24-34-402 et seq., C.R.S.

3 CCR 708-1, State of Colorado Civil Rights Commission Rules and Regulations

4 CCR 801-1, State Personnel Board Rules and Personnel Director's Administrative Procedures

III. APPLICABILITY

This Procedural Directive applies to Employees and Job Applicants for all employment-related operations and services of CDOT, as well as to all CDOT building facilities, divisions, regions, offices and branches.

IV. DEFINITIONS

“Americans with Disabilities Act (ADA)” shall refer to Title I of the Americans with Disabilities Acts of 1990 and the ADAAA of 2008 which require the Department to provide equal employment opportunities for individuals with disabilities. As one of the requirements of the ADA and ADAAA, reasonable accommodation will be provided to individuals with disabilities who are qualified and employed by the Department or who are applicants for employment, absent undue hardship.

“ADA Coordinator” shall mean the person or persons designated and trained in the ADA requirements to take a lead role in conducting an Interactive Process with an Employee or Job Applicant.

“Appointing Authority” for purposes of this Procedural Directive shall mean the person or persons designated to handle personnel matters or make hiring decisions.

“Department” or **“CDOT”** shall mean the Colorado Department of Transportation pursuant to 43-1-101, C.R.S.

“Disability” shall mean a physical or mental impairment that substantially limits one or more major life activities; a record of such impairment; or being regarded as having such an impairment.

“Employee” shall mean any individual who is employed with CDOT in a temporary, permanent, part-time or full-time capacity. Volunteers are not considered an “Employee” for application of this procedural directive.

“Hiring Process” shall mean any aspect of the process to fill an employment position including the application, interview, written test, or other type of job demonstration.

“Interactive Process” shall mean the process by which an individual will request and/or participate in discussions with the Department for an accommodation; the Department will determine whether requirements are met, whether an accommodation is reasonable and can be provided, and examine potential alternative accommodations.

“Job Applicant” shall mean any individual who has submitted an application for employment with the Department as well as any current Employee seeking promotion or transfer with the Department.

“Reasonable Accommodation” shall mean any change in the work environment or in the way processes are customarily done that enables an individual with a disability to enjoy equal employment opportunities. A Reasonable Accommodation may include job restructuring, leave, modified or part-time schedule, modified policies, reassignment, or variations thereof.

“Unfilled Position” for purposes of this Procedural Directive shall mean a position for which funding has been established, approved by the Department, and that the Department intends to fill.

V. PROCEDURE

A. General Requirements

1. The Department’s Guide for Inclusion of Individuals with Disabilities (the “Guide”) shall provide guidance on all program compliance. The Guide shall be updated as needed to comply with new or modified requirements.
2. In the following areas of employment, the Department shall comply with the ADA’s requirements concerning the provision of Reasonable Accommodation:
 - a) That is required to ensure equal opportunity in the Hiring Process;
 - b) That enables an individual with a disability who is qualified to perform the essential functions of the position held or desired; and
 - c) That enables the Department’s Employees with disabilities to enjoy equal benefits and privileges of employment as are enjoyed by other similarly situated Employees without disabilities. Benefits and privileges of employment shall include, but are not limited to, Department-sponsored: (1) training, (2) services such as cafeteria, lounges, auditoriums, and (3) parties or other social functions.
3. The Department will initiate an Interactive Process with an Employee or Job Applicant, or his/her personal representative, to assist with the ADA Accommodation Procedures. The Interactive Process may include the following steps as determined on a case-by-case basis:
 - a) Act upon receipt of a request for an accommodation or information identifying a need;
 - b) Determine whether the individual has a disability as defined by the ADA;
 - c) Determine whether the individual with a disability is qualified (1) satisfies the requisite work experience, education, and other job related requirements for a position; and (2) can perform the essential functions of the position with or without a reasonable accommodation.
 - d) Identify a Reasonable Accommodation, or potential undue hardship.
4. The Department is not required to provide an accommodation that would cause an

undue hardship. Undue hardship means significant difficulty or expense in, or resulting from, the provision of the accommodation. Whether a particular accommodation will cause an undue hardship is determined on a case-by-case basis. The resources and circumstances of the Department as the employer will be considered in relationship to the cost or difficulty of providing a specific accommodation. An individual assessment and evaluation will be conducted through the Interactive Process by an ADA Coordinator with the recommendation to an Appointing Authority, who shall make the final determination.

5. When a Workers' Compensation process parallels the accommodation process, the Risk Management Unit will provide the necessary information to the ADA Coordinator concerning requests related to Employees also involved in Workers' Compensation claims. Workers' Compensation Injury/Illness shall mean a work-related injury or a work-related illness, as defined in the Colorado Workers' Compensation Act.

B. Provisions Related to Job Applicants and the Hiring Process

1. Human resources shall provide a Job Applicant with information as to whom to contact for an accommodation either in the job announcement or by additional notification in the hiring process.

2. During the selection process, Job Applicants will be notified of the different aspects of the hiring process (i.e., interview, written exam, or job demonstration, etc.). Human resources will inform the Job Applicant that if he or she requires an accommodation to participate in the process, he or she must inform human resources within a reasonably established time period prior to the administration of that aspect of the Hiring Process. If a Job Applicant has an obvious disability or discloses information which indicates a possible need for an accommodation, human resources will initiate communication to determine if an accommodation is required. If an accommodation is required, an ADA Coordinator will conduct an Interactive Process with the Job Applicant with a disability for the Hiring Process. During the Interactive Process, the Department may identify a Reasonable Accommodation that will allow the Job Applicant equal opportunity during the Hiring Process.

3. After a conditional job offer is made, an ADA Coordinator may conduct an Interactive Process with the selected Job Applicant with a disability to determine if the essential functions of the specific position can be performed with or without a Reasonable Accommodation. During the Interactive Process, the Department may identify a Reasonable Accommodation that will allow the selected Job Applicant to perform the essential functions of the specific position.

C. Provisions Related to Employees

1. For performance of job duties, an Employee with a disability should request an accommodation from his or her supervisor or manager or ADA Coordinator for all employment-related requests.
2. The supervisor or manager will notify the ADA Coordinator of any request or receipt of information regarding a potential need for accommodation. The ADA Coordinator shall be the main point of contact for an Employee's request for accommodation.
3. An ADA Coordinator will conduct an Interactive Process with an Employee to determine if the essential functions of his/her position can be performed with or without a reasonable accommodation.
4. During the Interactive Process, the Department may identify a Reasonable Accommodation that meets the needs of the Employee. A Reasonable Accommodation will be provided to allow an Employee with a disability to perform the essential functions of his/her position.
5. Reassignment is a form of Reasonable Accommodation for an Employee with a disability who is qualified, made as a last resort, and is required only after it has been determined that:
 - a) There are no effective accommodations that will enable the Employee to perform the essential functions of his/her current position; or
 - b) All other accommodations would cause undue hardship.

However, if both the Department and the Employee voluntarily agree that a reassignment is preferable to remaining in the current position with some form of Reasonable Accommodation, the Department may consider reassignment for an Employee. The Department will follow the process described in the Guide to determine a reassignment of an Employee.

A reassignment can only be made to an Unfilled Position for which the Employee meets the minimum qualifications.

6. Prior to contemplation of an administrative discharge of an Employee in accordance with State Personnel Board Rules and Personnel Director's Administrative Procedures, the Appointing Authority is required to consult with the ADA Coordinator to determine whether the ADA applies, and if so, whether the Employee can be reasonably accommodated.
7. For benefits and privileges of employment, the Department will conduct an

Subject ADA Accommodation Procedures	Number 602.1
--	------------------------

Interactive Process with an Employee. Employees with disabilities will be provided a Reasonable Accommodation in order to gain access to and have an equal opportunity to participate in the same benefits and privileges of employment afforded to similarly-situated Employees without disabilities. Benefits and privileges of employment shall include, but are not limited to, Department-sponsored: (a) training, (b) services such as cafeteria, lounges, auditoriums, and (c) parties or other social functions.

D. Record Keeping

1. Any information regarding the Job Applicant or Employee, including medical information and the final letter of determination, obtained as part of an examination or inquiry for determining a disability or Reasonable Accommodation under the ADA is protected and confidential. All documents shall be kept in a separate, confidential ADA file with limited access in accordance with law.
2. The separate, confidential file shall be retained by the ADA Coordinator for 10 years after separation of the Employee from state service. When an Employee transfers or reinstates to a different department, the designated ADA Coordinator will be notified so the confidential ADA file will be forwarded securely with the Employee's official records to the new department within 10 business days.
3. All ADA Coordinators will maintain records to demonstrate compliance with the ADA requirements in accordance with state and federal requirements. For tracking and reporting requirements, a Statewide ADA Administrator will administrate the ADA program and prepare reports as necessary. Compliance records containing medical information will be maintained in a separate, confidential ADA file with limited access in accordance with law.
4. For the Hiring Process, selection records such as application forms, other records related to hiring, , promotions, demotions, transfers, lay-offs or terminations, rates of pay or other terms of compensation, ADA related documents and selection for training, apprenticeship, etc. will be retained for two years after expiration of the eligible list. However, if the Department is notified of a charge of discrimination or pending litigation relating to the selection decision, the selection records must be maintained for two years after expiration of the eligible list or until the litigation and/or charges are resolved, whichever occurs later.

VI. DOCUMENTS REFERENCED IN THIS DIRECTIVE

Guide for Inclusion of Individuals with Disabilities in the Workforce

VII. IMPLEMENTATION PLAN

The Division of Administrative Services, Strategic Workforce Solutions will offer training on the ADA, the Department's program and accommodation process to all

Subject

ADA Accommodation Procedures

Number

602.1

Appointing Authorities, designees and direct reports, and ADA Coordinators. In order to conduct the Interactive Process, an ADA Coordinator must be certified by the Statewide ADA Administrator.

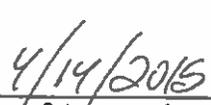
This Procedural Directive shall be effective on July 1, 2015.

VII. REVIEW DATE

This directive shall be reviewed on or before July, 2020.



Executive Director



Date of Approval

STATE OF COLORADO

DEPARTMENT OF TRANSPORTATION
Office of Government Relations
4201 East Arkansas Avenue, Room 275
Denver, Colorado 80222
(303) 757-9772



To: All CDOT Employees

From: Heidi Humphreys – DAS / Herman Stockinger – OPGR / Mary Frances Nevans - OPGR

Re: Policy Directive 603.0 “Policy Prohibiting Sexual Harassment”

Date: January 27, 2014

Background Policy Directive 603.0 “Policy Prohibiting Sexual Harassment” updates Policy Directive 603.0, “Sexual Harassment” dated August 16, 2007.

Rationale for Policy Directive Outlines CDOT’s general policy for all CDOT employees with regard to compliance with Title VII of the Civil Rights Act of 1964 and state law and regulations.

Individuals/Entities Impacted in Policy Directive Policy Directive 603.0 pertains to all CDOT employees.

Implementation The Division of Administrative Services (DAS), Employee Relations / Legal Office (ER/L) shall implement this directive.

Effective Date January 22, 2014

Review Date On or before January 2019

COLORADO DEPARTMENT OF TRANSPORTATION		<input checked="" type="checkbox"/> POLICY DIRECTIVE <input type="checkbox"/> PROCEDURAL DIRECTIVE	
Subject POLICY PROHIBITING SEXUAL HARASSMENT			Number 603.0
Effective 1.22.2014	Supersedes 08.16.2007	Originating Office Division of Administrative Services / Employee Relations / Legal Office	

I. PURPOSE

The Colorado Department of Transportation will not tolerate acts of sexual harassment or related retaliation against or by any employee.

II. AUTHORITY

Transportation Commission pursuant to § 43-1-106, C.R.S.

42 U.S.C. 2000e, "Title VII of the Civil Rights Act of 1964" as amended.

§ 24-34-402, C.R.S.

4 CCR 801-1, Personnel Board Rules and Personnel Director's Administrative Procedures

III. APPLICABILITY

This Policy Directive applies to all offices, divisions, regions and branches of the Colorado Department of Transportation.

IV. POLICY

No employee shall commit an act of sexual harassment or related retaliation. It is a violation of this Policy Directive for anyone acting knowingly, recklessly, or negligently either to make a false complaint of sexual harassment or to provide false information regarding a complaint. It is intended that individuals who violate this Policy Directive may be disciplined or subjected to corrective action, up to and including termination.

V. IMPLEMENTATION PLAN

1. Employee Relations / Legal shall provide an electronic notification of this Policy Directive within one week of adoption to all Employee Relations/Legal staff members, Appointing Authorities, Regional Civil Rights Managers, and the Office of Organizational Learning & Development.
2. Employee Relations / Legal will work with the Office of Policy and Government Relations to post this Policy Directive on the Department intranet within one week of adoption.
3. Employee Relations / Legal shall work with the Office of Organizational Learning and Development to develop and provide educational training on this Policy Directive.

Subject POLICY PROHIBITING SEXUAL HARASSMENT	Number 603.0
---	-----------------

VI. REVIEW DATE

This Policy Directive will be reviewed on or before January, 2019.

Hermon J. Stockinger III
Secretary, Transportation Commission

1-22-14
Date of Approval

STATE OF COLORADO

DEPARTMENT OF TRANSPORTATION
Herman Stockinger, Director
Office of Policy and Government Relations
4201 East Arkansas Avenue, Room 275
Denver, Colorado 80222
(303) 757-9772



To: Executive Director Don Hunt

From: Herman Stockinger / Heidi Humphreys

Re: New Procedural Directive 603.1 "Procedures to Address Sexual Harassment in the Workplace"

Date: March 17, 2014

1. Name of New Procedural Directive: 603.1 "Procedures to Address Sexual Harassment in the Workplace"

2. Rationale for New Procedural Directive: CDOT is required by federal law to have a directive prohibiting sexual harassment in the workplace. The Transportation Commission approved updated 603.0 "Policy Prohibiting Sexual Harassment" on December 19, 2013. PD 603.1 implements that policy. Specifically, PD 603.1 meets the requirements of the EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors number 915.002, section 5 C 1 dated June 18, 1999.

PD 603.1 was extensively revised and reviewed by the Civil Rights Managers, Heidi and Dan Myers. It reflects the steps developed through a LEAN process between ER/L and Civil Rights Managers that occurred last year. Importantly, the process for reporting and acting on an allegation of sexual harassment continues to be overseen and directed by the Appointing Authority. However, the process provides the employee with reporting options, stating that he or she may report an allegation of sexual harassment to the AA, the supervisor, ER/L and/or the appropriate RCRM. This flexibility is justified given the sometimes difficult decision of reporting, when a supervisor or another resource may be implicated in the allegation.

3. Individuals/Entities Impacted by Procedural Directive: All CDOT employees

4. Procedural Directive will be Implemented by: DAS / Employee Relations / Legal Office

5. Office/Individual to Contact with Questions: Len Kiziuk

6. Effective Date: March 13, 2014

COLORADO DEPARTMENT OF TRANSPORTATION		<input checked="" type="checkbox"/> PROCEDURAL DIRECTIVE <input type="checkbox"/> POLICY DIRECTIVE	
Subject PROCEDURES TO ADDRESS SEXUAL HARASSMENT IN THE WORKPLACE			Number 603.1
Effective 3.13.2014	Supersedes n/a	Originating Office Division of Administrative Services ("DAS") / Employee Relations / Legal Office	

I. PURPOSE

This Procedural Directive: (1) provides a general definition of sexual harassment and related retaliation; (2) provides guidance on how to address sexual harassment and related retaliation; and (3) sets out procedures to follow when a CDOT employee believes a violation of Policy 603.0 has occurred.

II. AUTHORITY

CDOT Executive Director pursuant to § 43-1-105, C.R.S.

42 U.S.C. 2000e, "Title VII of the Civil Rights Act of 1964" as amended.

§ 24-34-402, C.R.S.

4 CCR 801-1, Personnel Board Rules and Personnel Director's Administrative Procedures

Policy Directive 603.0 "Policy Prohibiting Sexual Harassment"

III. APPLICABILITY

This Procedural Directive applies to all employees of the Colorado Department of Transportation. For purposes of this Procedural Directive, the term "employee" includes all employees, including management level, as well as temporary employees. The prohibition against sexual harassment shall extend to volunteers and applicants.

IV. DEFINITIONS

"Appointing Authority" for purposes of this directive shall mean the individual with the authority or delegated authority to make personnel decisions concerning a particular employee.

"Supervisor" shall mean a person who oversees the performance of the employee, directs work, and is designated to rate the employee's performance.

"Complainant" shall mean a person who makes a report of alleged sexual harassment.

“Respondent” shall mean an employee whose alleged conduct is the subject of a complaint.

“Retaliation” shall mean a causal connection between a materially adverse action and the act of: (1) reporting an allegation of sexual harassment; or (2) participating in support of an investigation of sexual harassment. A materially adverse action is one that would dissuade a reasonable person from reporting an allegation of sexual harassment, or participating in support of an investigation of an allegation of sexual harassment.

“Sexual Harassment” shall mean interaction between individuals of the same or opposite sex that is characterized by unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

- (1) Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment;
- (2) Submission to or rejection of such conduct by an individual is used as the basis for tangible employment decisions affecting such individual; or
- (3) Such conduct has the purpose or effect of unreasonably interfering with an individual's work or creating an intimidating, hostile, or offensive working environment. A hostile or offensive working environment is one that a reasonable person would find intimidating, hostile or offensive. The determination of whether an environment is "hostile" must be based on all of the circumstances. These circumstances could include the frequency of the conduct, its severity, and whether it is threatening or humiliating.

V. PROCEDURES

1. The Department will not tolerate acts of sexual harassment or related retaliation against or by any employee.

- a) Any employee who violates Policy Directive 603.0 or this Procedural Directive may be subject to corrective and/or disciplinary action, up to and including termination.
- b) Retaliation is prohibited by Policy Directive 603.0 and this Procedural Directive. A determination of whether an action is materially adverse is made on a case-by-case basis. Employees who believe they have been retaliated against because of testifying, assisting or participating in a proceeding, investigation, or hearing relating to an allegation of sexual harassment, should meet with and seek the advice of the respective Regional Civil Rights Office and/or Employee Relations/Legal Office whose responsibilities include handling retaliation.
- c) It is a violation of Policy Directive 603.0 and this Procedural Directive for anyone acting knowingly, recklessly, or negligently, either to make a false complaint of sexual harassment or to provide false information regarding a complaint.

Subject PROCEDURES TO ADDRESS SEXUAL HARASSMENT IN THE WORKPLACE	Number 603.1
--	------------------------

2. Duties of CDOT Personnel to Report Alleged Sexual Harassment

a) **Obligation to Report.** In order to take appropriate action, CDOT must be aware of sexual harassment or related retaliation. Therefore, anyone who believes that he or she has experienced or witnessed sexual harassment or related retaliation should promptly report such behavior to his/her chain of command or any supervisor or to the Employee Relations Legal Office and/or the respective Regional Civil Rights Office.

b) Any Supervisor who witnesses or receives a written or oral report or complaint of sexual harassment or related retaliation shall promptly report it to his or her chain of command and/or the Appointing Authority, or to the Employee Relations Legal Office and/or the respective Regional Civil Rights Office. Supervisors shall document the allegations.

c) Supervisors must take immediate and appropriate corrective action to stop inappropriate and impermissible behavior, and must take effective action to prevent future incidents of alleged sexual harassment or related retaliation. The actions must be documented and reported.

d) The Complainant's supervisory chain of command and/or the Appointing Authority shall report all allegations of sexual harassment or related retaliation to the Employee Relations Legal Office and/or the respective Regional Civil Rights Office.

e) All parties are responsible for maintaining confidentiality. Failure to maintain confidentiality will constitute a violation of this Procedural Directive.

3. Analysis of the Report or Complaint

a) It is the responsibility of the Appointing Authority in consultation with Employee Relations/Legal Office and/or Regional Civil Rights Office to determine the most appropriate means for addressing the written or oral report or complaint. The matter shall be addressed as promptly as practicable after the oral report or complaint is made. Options include, but are not limited to:

- (1) Determining that the facts of the matter do not constitute a violation of Policy Directive 603.0 or this Procedural Directive, and that no action is necessary;
- (2) Determining that the facts of the matter warrant placing Respondent or any other employee on administrative leave pending further review;
- (3) Determining whether the Respondent should be relieved of any supervisory or evaluative authority or other job duties pending further review;
- (4) Investigating the matter;

(5) With the agreement of the parties, attempting to resolve the matter through a form of alternative dispute resolution or mediation.

b) The Appointing Authority may designate another individual within CDOT (including a Supervisor or staff member from the Employee Relations/Legal Office and/or the Regional Civil Rights Office) to conduct or assist with the investigation or to manage a mediation process. Where a potential conflict of interest may be present, the Appointing Authority may consider an outside investigator or mediator.

4. Process of an Investigation When Ordered

a) If an investigation is conducted, the Complainant and the Respondent shall have the right to:

(1) Receive notice of the complaint, as soon after the commencement of the investigation as is practicable and to the extent permitted by law; and

(2) Present relevant information to the investigator(s).

b) The Appointing Authority, or his designee, shall notify all appropriate parties that an investigation is taking place.

c) At the conclusion of an investigation, the investigator shall prepare a written report which shall include findings and a determination of whether Policy Directive 603.0 and this Procedural Directive have been violated.

d) Investigations shall be concluded and a report submitted to the Appointing Authority no later than 60 days following the receipt of a complaint or assignment of the complaint to an investigator, absent extraordinary circumstances.

b) The investigator shall advise the Complainant and Respondent of the conclusion of any investigation.

5. Discipline Where a Violation of Policy Is Found

a) If a violation of Policy Directive 603.0 or this Procedural Directive is found, the Appointing Authority may initiate the process against the individual(s). The Appointing Authority shall have access to the confidential records of the investigation.

e) The Appointing Authority shall review the investigator's report and forward it to the Employee Relations/Legal Office no later than 30 days after the receipt of the draft report. The report may be used as a basis for the appointing authority's final decision.

c) Following a finding of a violation of Policy Directive 603.0 or this Procedural

Subject PROCEDURES TO ADDRESS SEXUAL HARASSMENT IN THE WORKPLACE	Number 603.1
--	------------------------

Directive, the Appointing Authority shall forward to the Employee Relations/Legal Office and the respective Regional Civil Rights Office a statement of the action (corrective action, disciplinary action or no action) taken against the individual(s).

6. Where No Violation of Policy is Found.

If an investigation is conducted under Policy Directive 603.0 and this Procedural Directive and no violation of the Policy or this Procedural Directive is found, the Appointing Authority may initiate the process to address other inappropriate or unprofessional conduct under those applicable policies and procedures.

a) The Appointing Authority shall forward to the Employee Relations/Legal Office and the respective Regional Civil Rights Office a statement of the action taken against the individual(s) and/or the corrective action/disciplinary action.

7. Complaints by and/or Against CDOT Employees Arising from External Another Entity.

When a policy violation is alleged by or against CDOT employees in those circumstances, the complaint shall be handled as provided in the agreement between CDOT and the other entity. In the absence of an agreement or a provision addressing this issue, CDOT may, in its discretion, choose to:

a) Conduct its own investigation;

b) Conduct a joint investigation with the entity;

c) Defer to the findings of an investigation by the entity if CDOT is satisfied that it was fairly conducted; or

d) Use the investigation and findings of the affiliated entity as a basis for further investigation.

8. Record Keeping

a) In all cases, the Employee Relations/Legal Office shall be the custodian of the final confidential investigative report and retain the report for a minimum of three (3) years or for as long as any administrative or legal action arising out of the complaint is pending.

b) All records of sexual harassment reports and investigations shall be considered confidential and shall not be disclosed publicly except to the extent required by law.

9. No Limitations on Existing Authority

a) No provision of Policy Directive 603.0 or this Procedural Directive shall be construed as a limitation on the authority of an Appointing Authority to initiate disciplinary action

Subject PROCEDURES TO ADDRESS SEXUAL HARASSMENT IN THE WORKPLACE	Number 603.1
--	------------------------

under applicable policies and procedures.

VI. IMPLEMENTATION PLAN

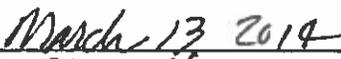
1. The Employee Relations/Legal Office, Appointing Authorities, and the Regional Civil Rights Offices shall be responsible for the enforcement of this Procedural Directive. This includes ensuring that proper steps are taken to prevent and address alleged sexual harassment and that all reports or complaints are addressed.
2. Employee Relations/Legal Office shall provide an annual report as part of the Affirmative Action Report to senior management and the Civil Rights Officers documenting: (1) the number of reports or complaints of violations under this Procedural Directive; (2) number of policy violations found; and (3) examples of sanctions imposed for policy violations.
3. Employee Relations/Legal Office shall provide an electronic notification of this Policy Directive within one week of adoption to all Employee Relations/Legal staff members, Appointing Authorities, Civil Rights Offices, and the Office of Organizational Learning & Development.
4. Appointing Authorities shall immediately distribute this Procedural Directive to the supervisors and appropriate personnel in their organizational structure.
5. Employee Relations/Legal Office shall collaborate with the Office of Organizational Learning and Development to expand educational training on this Procedural Directive.
6. The Office of Policy & Government Relations shall post the Procedural Directive on the intranet.

VII. REVIEW DATE

This Procedural Directive shall be reviewed on or before February 2019.



Executive Director



Date of Approval

STATE OF COLORADO

DEPARTMENT OF TRANSPORTATION
Office of Government Relations
4201 East Arkansas Avenue, Room 275
Denver, Colorado 80222
(303) 757-9772



To: All CDOT Employees

From: Heidi Humphreys – DAS / Herman Stockinger – OPGR / Katherine Williams - CRBRC

Re: Policy Directive 604.0 “Policy on Non-Discrimination”

Date: January 27, 2014

Background Policy Directive 604.0 “Policy on Non-Discrimination” updates Policy Directive 604.0 “Non-Discrimination in Federally Funded Programs Policy,” adopted July 7, 2004.

Rationale for Policy Directive Outlines CDOT’s general non-discrimination policy for all CDOT programs and activities. Also identifies and describes the forms of discrimination that are prohibited by federal law and highlights objectives related to access for persons with disabilities, access for persons with limited English proficiency, principles of environmental justice, and fair competition for federally funded contracts. This directive does not include CDOT’s Equal Employment Opportunity policy, which is set forth in Policy Directive 600.0.

Individuals/Entities Impacted in Policy Directive This Policy Directive applies to all operations of CDOT, including all offices, divisions, regions, and branches of CDOT, its contractors and anyone who acts on CDOT’s behalf. This Policy Directive also applies to the operations of any department or agency to which CDOT extends federal financial assistance. Federal financial assistance includes grants, training, use of equipment, donations of surplus property, and other assistance.

Implementation The Division of Administrative Services (DAS), Civil Rights and Business Resource Center shall implement this directive.

Effective Date January 22, 2014

Review Date On or before January 2019

COLORADO DEPARTMENT OF TRANSPORTATION		<input checked="" type="checkbox"/> POLICY DIRECTIVE <input type="checkbox"/> PROCEDURAL DIRECTIVE
Subject POLICY ON NON-DISCRIMINATION		Number 604.0
Supersedes 604 (7/1/04) 611 (4/15/10)	Effective 1.22.14	Originating Office Civil Rights & Business Resource Center, Division of Administrative Services

I. Purpose

To ensure that no person shall, on the ground of race, color, national origin, sex, disability, or age, be excluded from participation in, be denied the benefits of, or be subjected to discrimination in the operations of the Colorado Department of Transportation ("CDOT") or of any department or agency to which CDOT extends federal financial assistance.

II. Authority

See Appendix A. This Policy Directive is intended to meet Federal Highway Administration and Federal Transit Authority requirements.

III. Applicability

This Policy Directive applies to all operations of CDOT, including all offices, divisions, regions, and branches of CDOT, its contractors and anyone who acts on CDOT's behalf. This Policy Directive also applies to the operations of any department or agency to which CDOT extends federal financial assistance. Federal financial assistance includes grants, training, use of equipment, donations of surplus property, and other assistance.

IV. Policy

1. It is CDOT's policy that no person shall on the ground of race, color, national origin, sex, disability, or age, be excluded from participation in, be denied the benefits of, or be subjected to discrimination in any operation of CDOT or of any department or agency to which CDOT extends federal financial assistance.

A. Examples of prohibited types of discrimination based on race, color, national origin, sex, disability, or age include:

- (1) Denial to an individual any service, financial aid, or other benefit;
- (2) Distinctions in the quality, quantity, or manner in which a benefit is provided;
- (3) Segregation or separate treatment;
- (4) Restriction in the enjoyment of any advantages, privileges, or other benefits provided;

(5) Discrimination in any activities related to highway and infrastructure or facility built or repaired; and

(6) Discrimination in employment.

B. Prohibited discrimination may be intentional or unintentional. Seemingly neutral acts that have disparate impacts on individuals of a protected group and lack a substantial legitimate justification are a form of prohibited discrimination. Instances where seemingly neutral acts may result in discrimination include:

(1) Utilizing criteria or methods of administration that have the effect of subjecting persons to discrimination or have the purpose or effect of substantially reducing the likelihood that persons can benefit from the objectives of a program or activity with respect to persons;

(2) Using different standards or requirements for determining whether a person satisfies any admissions, enrollment, quota, eligibility, membership, or other requirement for any service, financial aid, or other benefit; and

(3) Determining the site or location of a facility that has the effect of excluding persons, denying them the benefits of, or otherwise subject to them discrimination.

C. Harassment and retaliation are also forms of discrimination. Harassment includes a wide range of abusive and humiliating verbal or physical behaviors that are directed against a particular person because of race, color, national origin, sex, disability, or age. This Policy Directive prohibits retaliation against any person because he or she has reported alleged discrimination under this Policy Directive or has testified, assisted or participated in any manner in an investigation of such report, or has opposed such discrimination. No one shall intimidate, threaten, coerce, or discriminate against any individual for the purpose of interfering with their rights against discrimination.

D. As part of this Policy Directive, CDOT adheres to the following objectives, which shall not be interpreted in any way to limit the general policy stated above:

(1) Access for Persons with Disabilities – No qualified disabled person shall, solely by reason of his or her disability, be excluded from participation in, be denied the benefits of, or otherwise be subjected to discrimination. Aids, benefits, and services, to be equally effective, are not required to produce the identical result or level of achievement for disabled and non-disabled persons, but must afford persons with disabilities equal opportunity to obtain the same result, to gain the same benefit, or to reach the same level of achievement, in the most integrated setting that is reasonably achievable. Even if separate or different aid, benefits, or services are available to handicapped persons, a qualified disabled person shall

not be denied the opportunity to participate in the programs or activities that are not separate or different.

(2) **Access for Persons with Limited English Proficiency** – Individuals who have a limited ability to read, write, speak, or understand English are considered limited English proficient (“LEP”). Language for LEP individuals can be a barrier to accessing important benefits or services, understanding and exercising important rights, complying with applicable responsibilities, or understanding other information provided by CDOT. Ignoring LEP populations may constitute discrimination on the basis of national origin. CDOT shall seek to communicate with LEP populations and provide LEP individuals meaningful access to CDOT programs and activities.

(3) **Principles of Environmental Justice** – CDOT will meaningfully engage all sectors of the public, including low-income and minority populations, potentially affected by CDOT projects. To help ensure the fair distribution of the benefits and burdens associated with CDOT programs and activities, CDOT will be guided by the following environmental justice principles:

(a) To avoid, minimize, or mitigate disproportionately high and adverse human health and environmental effects, including social and economic effects, on minority and low-income populations;

(b) To ensure the full and fair participation by all potentially affected communities in CDOT’s decision-making process; and

(c) To prevent the denial of, reduction in, or significant delay in the receipt of benefits by minority and low-income populations.

(4) **Fair Competition for Federally-Funded Contracts** – A Disadvantaged Business Enterprise (“DBE”) is a business that is owned and controlled by a socially and economically disadvantaged individual or individuals. The objectives of CDOT’s DBE program are to:

(a) To ensure nondiscrimination in the award and administration of federally-assisted contracts in CDOT’s highway, transit, and airport programs;

(b) To create a level playing field on which DBEs can compete fairly for federally-assisted contracts;

(c) To ensure that CDOT’s DBE program is narrowly tailored in accordance with applicable law;

(d) To ensure that only firms that fully meet this part’s eligibility standards are permitted to participate as DBEs;

Subject Policy on Non-Discrimination	Number 604.0
--	------------------------

(e) To help remove barriers to the participation of DBEs in federally-assisted contracts; and

(f) To assist the development of firms that can compete successfully in the marketplace outside the DBE program.

V. Implementation Plan

1. This Policy Directive shall be effective immediately upon approval by the Transportation Committee.

2. The Civil Rights & Business Resource Center ("CRBRC") shall implement this Policy Directive and will coordinate education and training to ensure compliance with this Policy Directive. All CDOT employees, its contractors, and anyone who acts on behalf of CDOT, including any department or agency to which CDOT extends federal financial assistance, shall be responsible for assuring that the proscribed discrimination does not occur. Should the potential for discrimination be discovered, action to eliminate the potential shall be taken.

3. Notices informing individuals of their rights under this Policy Directive will be posted on CDOT's internal and external webpages, and be displayed in public office areas. These notices will also be consistent with CDOT's policy for communicating with LEP populations.

4. As required by federal law, the CRBRC and regional civil rights staff shall be responsible for acquiring non-discrimination assurances, investigating discrimination complaints, conducting reviews of program areas, and preparing required reports.

VI. Review Date

This Policy Directive shall be reviewed on or before January 2019.

Herman J. Stroking III
Secretary, Transportation Commission

1-22-14
Effective Date

APPENDIX A: Authority for Policy Directive 604.0**Federal Statutes**

Title VI of the 1964 Civil Rights Act, 42 U.S.C. § 2000d

Age Discrimination Act of 1975, 42 U.S.C. § 6101

Federal Aid Highway Act of 1970, 49 U.S.C. § 306

Federal Aid Highway Act of 1973, 23 U.S.C. § 324

Civil Rights Restoration Act of 1987, Pub. L. No. 100-259, 102 Stat. 28

Title II of the Americans with Disabilities Act of 1990, 42 U.S.C. §§ 12101 – 12213

Rehabilitation Act of 1973 § 504, 29 U.S.C. § 794

Federal Transit Laws, 49 U.S.C. § 5332

Federal Regulations

23 CFR §1.36 – Compliance with Federal laws and regulations

23 CFR pt. 200 – Title VI Program and Related Statutes – Implementation and Review Procedures

23 CFR pt. 771 – Environmental Impact and Related Procedures

28 CFR pt. 35 – Nondiscrimination on the Basis of Disability in State and Local Government Services

28 CFR pt. 36 – Nondiscrimination on the Basis of Disability in Public Accommodations and in Commercial Facilities

28 CFR pt. 42, subpart C – Nondiscrimination in Federally Assisted Programs – Implementation of Title VI of the Civil Rights Act of 1964

49 CFR pt. 21 – Nondiscrimination in Federally-Assisted Programs of the Department of Transportation – Effectuation of Title VI of the Civil Rights Act of 1964

49 CFR pt. 26 – Participation By Disadvantaged Business Enterprises in Department of Transportation Financial Assistance Programs

49 CFR pt. 27 – Nondiscrimination on the Basis of Disability in Programs or Activities Receiving Federal Financial Assistance

Subject	Number
Policy on Non-Discrimination	604.0

49 CFR § 37.5 – Nondiscrimination – Transportation Services for Individuals with Disabilities (ADA)

Executive Orders

Exec. Order No. 12898, 59 Fed. Reg. 7629 – Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations

Exec. Order No. 13166, 65 Fed. Reg. 50121 – Improving Access to Services for Persons with Limited English Proficiency



U.S. Department
of Transportation
**Federal Highway
Administration**

Colorado Division

July 20, 2017

12300 W. Dakota Ave., Suite #180
Lakewood, Colorado 80228
720-963-3000

Shailen Bhatt
Executive Director
Colorado Department of Transportation (CDOT)
4201 E. Arkansas Avenue
Denver, CO 80222

**Subject: Approval of State Internal Equal Employment Opportunity/Affirmative Action
Plan (SIEEO/AAP)**

Dear Mr. Bhatt:

CDOT's FY16 SIEEO/AAP plan has been reviewed and we have found that the information set forth in the plan generally complies with 23 CFR Part 230. The CDOT FY16 SIEEO/AAP plan is therefore approved.

The Division Civil Rights Program Manager has communicated areas that need additional clarification to CDOT's Affirmative Action Officer, who plans to incorporate the information into the FY17 SIEEO/AAP. We encourage CDOT to develop a five-year SIEEO/AAP instead of an annual plan, to ensure effective implementation. If you have any questions, please contact Nicole Bumpers at nicole.bumpers@dot.gov or 720-963-3021.

Sincerely,

John M. Cater, P.E.
Division Administrator

Enclosure: SIEEO/AAP Signature Page

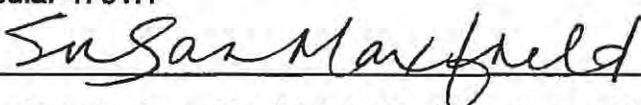
cc: Greg Diehl , CDOT CRBRC
Susan Maxfield, CDOT HR

AFFIRMATIVE ACTION PROGRAM

Colorado Department of Transportation
2015 Annual Report: October 1, 2015 to September 30, 2016
2015 Affirmative Action Plan: October 1, 2016 to September 30, 2017

Colorado Department of Transportation
4201 E. Arkansas Ave.
Denver, CO 80222
303-757-9201

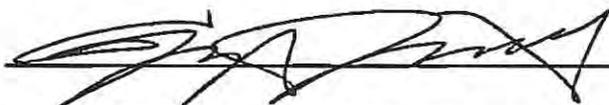
Authorities:
Federal Highway Administration
23 CFR Part 230
Federal Transit Administration
Circular 4701.1

 12-1-2016

Completed by Susan Maxfield, HR Business Partner/Affirmative Action Officer Date

 7/20/2017

Approved by FHWA Date

 12/13/2016

Greg Diehl, Director Civil Rights Business Resource Center Date

 12/5/2016

Susan Rafferty, Director Division of Human Resources Date

 12/15/16

Shailen P. Bhatt, Executive Director, Colorado Department of Transportation Date