

ARIZONA DEPARTMENT OF
TRANSPORTATION



PARTNERING THROUGH DIVERSITY

**Federal
Affirmative Action Plan
2017 – 2022**

Civil Rights Office
State Internal Equal Employment Opportunity Program
206 S. 17th Ave, Rm 183
Phoenix, AZ 85007
602-712-8946

John Halikowski, Director
Eddie Edison, Civil Rights Administrator
David Eagles Sr., Affirmative Action/Nondiscrimination Compliance Manager

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**INTERNAL EQUAL
EMPLOYMENT OPPORTUNITY
/AFFIRMATIVE ACTION PLAN**



**AFFIRMATIVE ACTION PROGRAM
FIVE YEAR PLAN**

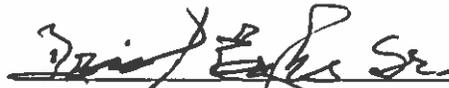
**ARIZONA DEPARTMENT OF TRANSPORTATION
206 SOUTH 17th AVE.
PHOENIX, AZ 85007**

FROM: FEBRUARY 6, 2017

TO: FEBRUARY 6, 2022

APPROVAL SECTION:

PROGRAM PLAN COMPLETED BY:


Affirmative Action / Nondiscrimination
Compliance Manager

Concurred and Approved by:



Eddie Edison
Civil Rights Administrator

2/17/17
Date

INTRODUCTION

The Arizona Department of Transportation (hereafter ADOT) serves as the State's multimodal transportation agency that is responsible for planning, building and operating a complex highway system in addition to building and maintaining bridges and the Grand Canyon National Park Airport. A major component of the agency is the Motor Vehicle Division (MVD), which provides title, registration and driver-license services to the general public throughout the state of Arizona. We are also the publisher of the internationally renowned Arizona Highways Magazine.

About ADOT

ADOT is comprised of seven (7) divisions that provide a myriad of services to facilitate safe public travel across Arizona's highways and road transportation corridors statewide. ADOT's mission is to provide a safe and efficient cost effective transportation system.

ADOT's executive leadership is comprised of the following:

- John S. Halikowski, Director
- Scott Omer, Deputy Director for Operations
- Kevin Biesty, Deputy Director for Policy
- Dallas Hammit, State Engineer and Deputy Director for Transportation
- Kristine Ward, Chief Financial Officer
- Floyd Roehrich, Jr., Executive Officer
- Sonya Herrera, Director of the Administrative Services Division
- Tim Lane, Director of the Enforcement and Compliance Division
- Steve Boschen, Director for Infrastructure Delivery and Operations
- Eric Jorgensen, Director of the Motor Vehicle Division
- Michael Kies, Director of the Multimodal Planning Division
- Brent Cain, Director for Transportation Systems Management and Operations, and
- Wendy Brazier, Chief Human Resources Officer for the Office of Human Resources and Equal Opportunity

Geography

The Arizona Department of Transportation (ADOT), under state law, is responsible for constructing and maintaining over 6,800 plus miles of roads, highways, and freeways in Arizona, and providing financial assistance to public airports for airport development projects.

The ADOT Headquarters is located at 206 S. 17th Avenue, Phoenix, AZ 85007, and has regional offices in Phoenix, Tucson, Prescott and Flagstaff. Additionally, seven (7) District offices, 21 construction offices and 43 county area maintenance offices are located statewide providing consistent oversight of highway construction and maintenance activities.

HEADQUARTERS: 206 S. 17th Ave
Phoenix, AZ 85007

ADOT Services

The **Administrative Services Division (ASD)** manages assets, risk, contracts and compliance in support of the agency. The division houses Audit and Analysis, Equipment Services, the Facilities Management and Support Group, Safety and Risk Management and the Grand Canyon National Park Airport. We maintain 1500 facilities statewide. We also operate 22 Equipment Services shops to maintain our fleet and have 56 fuel stations statewide which are utilized by a state, county, local and federal entities.

The **Business Operations** provides support and services to external and internal customers in areas of Procurement, Human Resources and Equal Opportunity, Fleet Services and Information Technology, Leadership and Employee Engagement and Continuous Improvement

The **Enforcement and Compliance Division (ECD)** is comprised of the Commercial Vehicle Enforcement and the Office of Inspector General. The Enforcement Services (ES) program utilizes certified peace officers in the enforcement of transportation related laws and regulations. Through the fixed port of entry system and mobile enforcement, commercial vehicles are checked for compliance with size, weight and safety laws, including laws relating to the transportation of hazardous materials. In addition, Enforcement Services inspects vehicles for authorized ownership, monitors and recovers stolen vehicles and vehicle components, and completes administrative and criminal investigations.

The Office of Inspector General program conducts criminal and administrative investigations related to all facets of agency operations, including title, registration, and driver license fraud; titling of stolen vehicles; licensed and unlicensed car dealer investigations; and providing a multitude of services to the law-enforcement community throughout the nation.

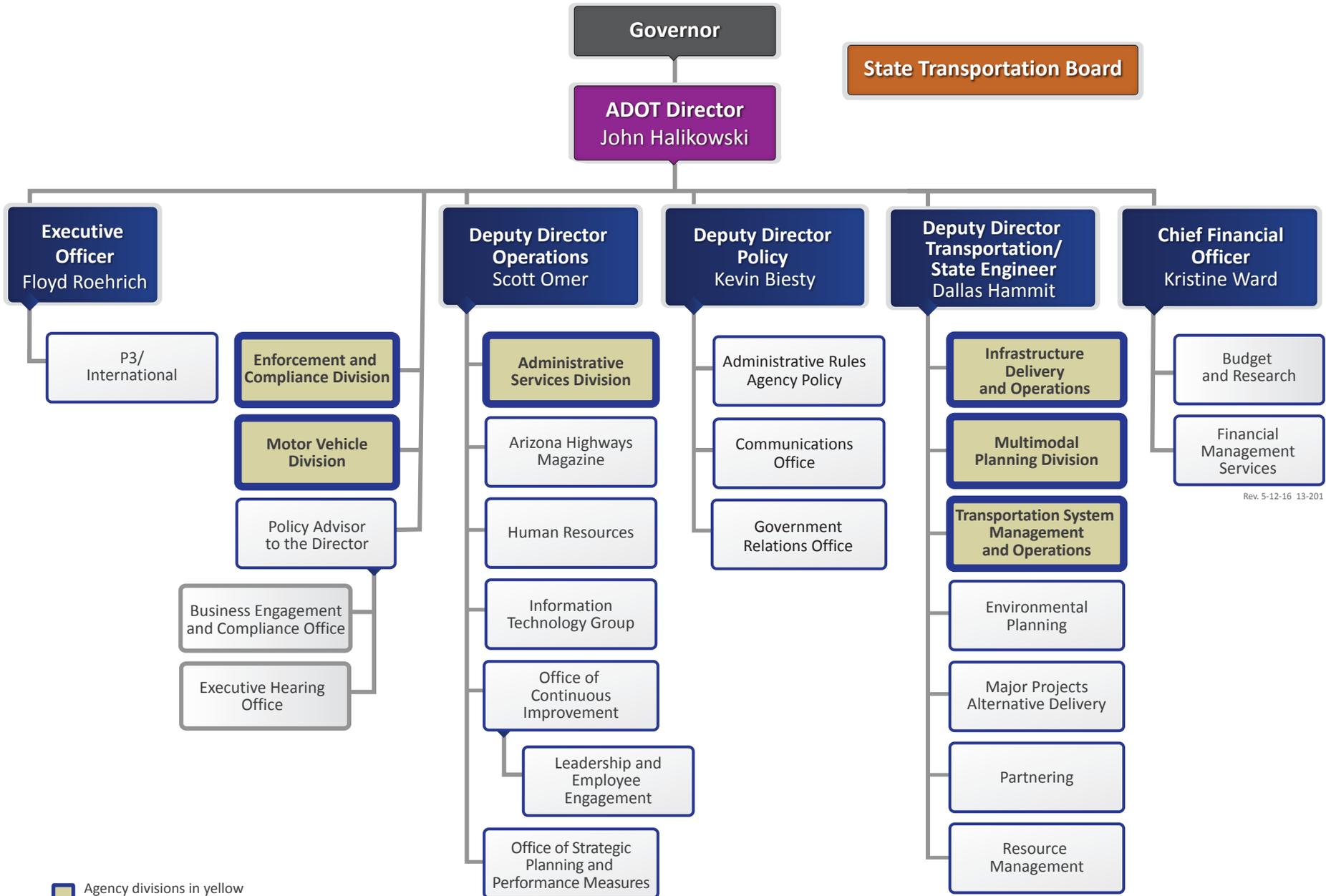
The **Infrastructure Delivery and Operations Division (IDO)** is responsible for the roadway construction and maintenance for the Department, and ensures that the Department's mission is fulfilled through an extensive public participation process and technical evaluation effort known as 'the priority programming process,' which results in the Five-Year Transportation Facilities Construction Program for Highways and Airports. This program emphasizes satisfying the pavement preservation needs on the interstate and non-interstate highway systems and continuing the funding for projects in corridors that were started in previous five-year construction programs.

IDO which is directed by the State Engineer and four deputies is comprised of approximately 1,500 full time equivalent positions located over 7 engineering districts and 11 support groups.

From planning to programming, the **Multimodal Planning Division (MPD)** plans for a statewide transportation network. MPD's planning includes multimodal forms of transportation — such as public transit, pedestrian, bicycling and aviation — to complement Arizona's roadways.

The **Motor Vehicle Division (MVD)** is responsible for 48 State operated field offices which provide title, registration and driver-license services to the general public throughout the state of Arizona. In addition, the MVD monitors over 100 plus Authorized Third Party (ATP) vendors that provide alternative means to the public for obtaining the same motor vehicle services that are transacted in MVD field offices.

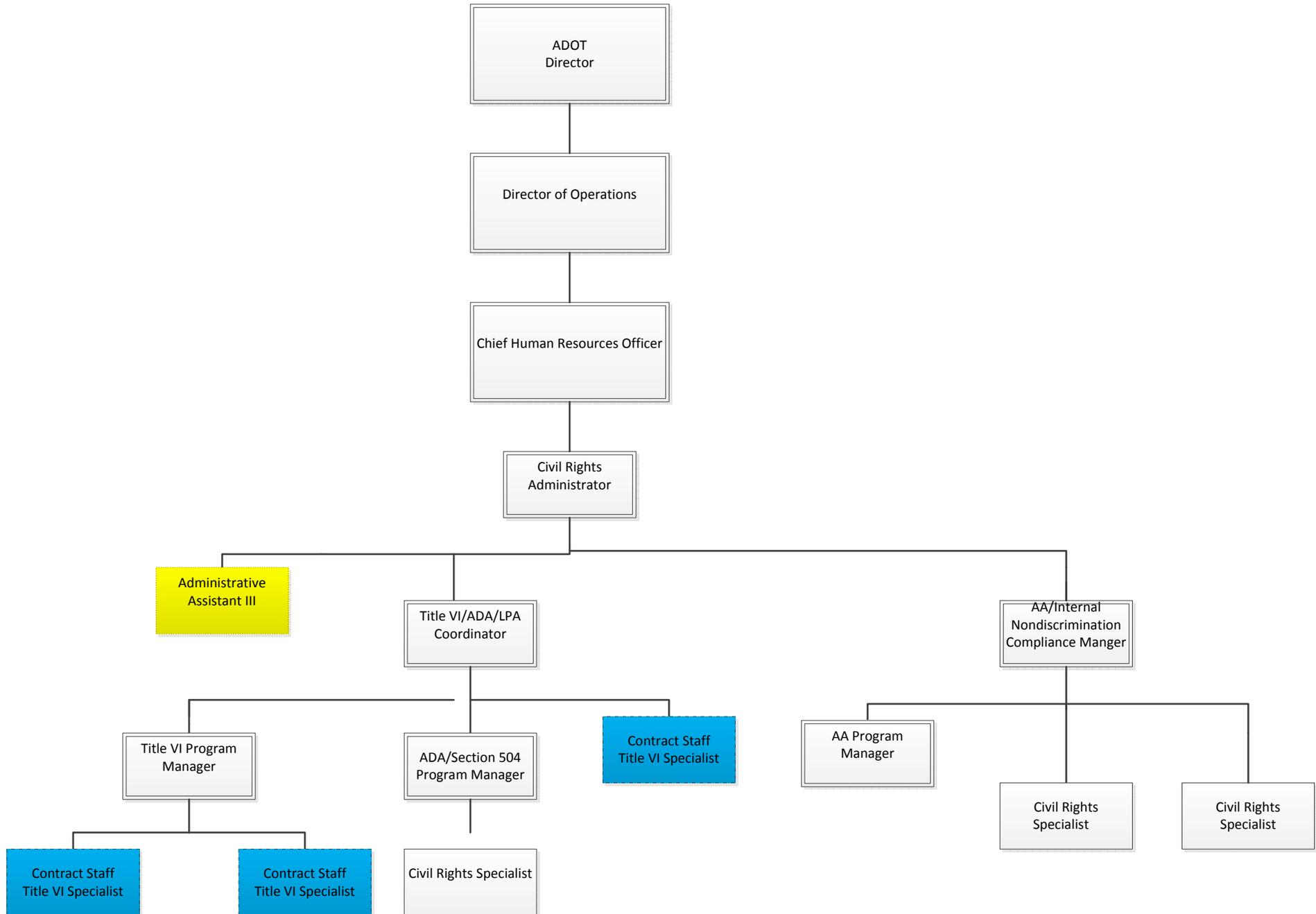
The **Transportation System Management and Operations (TSMO)** is tasked with optimizing the performance of existing infrastructure by implementing multimodal, intermodal and often cross-jurisdictional systems, services and projects. TSMO strategies include but are not limited to traffic safety, traffic-incident management, travel-information services, roadway weather information, freeway management, connected vehicles and automated vehicles, traffic-signal systems and coordination, work-zone management, managed lanes, emergency response and Homeland Security, freight management, active traffic management, and new technologies that are rapidly occurring.



Rev. 5-12-16 13-201



Arizona Department of Transportation Civil Rights Org Chart



ESTABLISHMENT OF RESPONSIBILITIES FOR IMPLEMENTATION OF THE AAP

Director of Transportation

John Halikowski is the Director of Arizona Department of Transportation (ADOT) and has the overall responsibility for implementation of ADOT's Equal Employment Opportunity program and Affirmative Action Plan. Furthermore, as Director he is responsible for ensuring that management supports and promotes high visibility of the Equal Employment Opportunity (EEO) - Affirmative Action (AA) programs and total integration of Equal Opportunity into all facets of ADOT's environment and processes.

Designee

Eddie Edison is ADOT's Civil Rights Administrator. Mr. Edison is Director's Halikowski's designee responsible for the overall development, communication, auditing, implementation, monitoring and dissemination of the ADOT policies governing Equal Employment Opportunity and Affirmative Action. The Civil Rights Administrator represents the ADOT in the review and enforcement of equal employment opportunity and affirmative action by providing guidance for the agency in all personnel related issues, civil rights issues and mandatory training requirements for supervisors and managers thus ensuring their responsibility and accountability for the success of the EEO and AA programs in their respective areas of oversight. Additionally, Mr. Edison provides technical support to executive leadership in the interpretation and application of federal and state employment law(s), related regulations and agency policies.

Affirmative Action/Nondiscrimination Compliance Manager

The Affirmative Action/Nondiscrimination Compliance Manager (AANCM), David Eagles, Sr., reports to the Civil Rights Administrator and is responsible for overseeing the daily operations and management of the Affirmative Action Program (AAP), the Internal Investigations Program, the Internal ADA program and Internal Nondiscrimination Training program. Responsibilities include but are not limited to:

- Overseeing the development and implementation of ADOT's Affirmative Action Plan
- Overseeing the investigations of employment and applicant discrimination complaints
- Overseeing the processing of reasonable accommodation requests for qualifying employees and applicants with disabilities
- Advising executive leadership in the preventing of potential discrimination and assisting in the implementation of corrective actions to eliminate existing discrimination
- Providing accurate interpretation and application of federal and state employment laws and related regulations as well as agency policies regarding nondiscrimination in the workplace
- Reviewing and developing agency policy related to nondiscrimination and discrimination prevention in the workplace

Affirmative Action Program Manager (AAPM)

Cindy Arenas is the Affirmative Action Program Manager (or AAPM) and is responsible for coordinating implementation of the Affirmative Action Plan (AAP), which includes the development, implementation, and monitoring of the AAP. Cindy Arenas is tasked with providing updates on developments of Affirmative Action and Equal Employment Opportunity law; and the investigation and resolving of complaints pertaining to allegations of employment discrimination, harassment and retaliation. The AAPM will ensure that agency policies governing Affirmative Action and Equal Employment Opportunity are available to all employees and the general public.

The AAPM advises all employees of the value of the Affirmative Action Plan during annual training and department meetings. Additional responsibilities include, but are not limited to:

- Investigation of employment discrimination and harassment complaints
- Monitoring agency promotions and terminations
- Reviewing hiring/selection processes
- Monitoring disciplinary processes for equitable administration
- Monitoring outreach and recruitment efforts to protected class candidates
- Providing quarterly reports to the Chief of Operations on progress and deficiencies within each division/department
- Advising management of areas of concern and assist them in arriving at solutions where discriminatory practices may occur
- Serves as liaison between minority organizations, women's organizations and community action groups concerned with having access to employment opportunities

Managers and Supervisors

Managers and supervisors are responsible for ensuring the success of the Department's Affirmative Action Plan. Responsibilities of the staff, region, and division managers include but are not limited to:

- Ensure that ADOT's Equal Employment Opportunity/Affirmative Action Policy Statement is displayed throughout their facilities and that qualified persons with disabilities are ensured barrier free access to the policy statement
- Facilitate discussions on affirmative action policies and procedures among managers and employees to ensure full implementation
- Review training, hiring, promotion and termination patterns to identify achievements or deficiencies against region/division goals and objectives
- Ensure fair and unbiased interviewing and selection techniques
- Provide reasonable accommodations to qualified persons with disabilities as approved by the Civil Rights Office
- Attend required Nondiscrimination training for supervisors

- Undertake measures designed to prevent harassment of employees
- Follow established ADOT policy and protocols for addressing and resolving allegations/practices of discrimination
- Monitor ADOT sponsored activities to ensure equal opportunity participation for all employees
- Hold their subordinate managers and supervisors responsible and accountable for implementation of the affirmative action plan.

Assignment of Responsibilities for Implementation of the EEO and AA Programs

A. Eddie Edison, Civil Rights Administrator

As the Director's designee, Eddie Edison is responsible for the direction and implementation of the ADOT's Equal Employment Opportunity/Affirmative Action Programs.

B. David Eagles, Sr., Affirmative Action/Nondiscrimination Compliance Manager

Under the direction of Eddie Edison, David Eagles, Sr. is responsible for the following:

- Drafting agency policies related to nondiscrimination and discrimination prevention, overseeing the development and implementation of ADOT's affirmative action programs, internal ADA programs, internal investigations and internal nondiscrimination training for all agency employees
- Assisting in the identification of problem areas
- Assisting line management in arriving at solutions to the identified problems
- Designing and implementing audit and reporting systems
- Serves as liaison between the ADOT and minority, female, and community-based organization concerned with employment opportunities of minorities and females
- Advising management on the latest application of federal and state employment laws

C. Cindy Arenas, Affirmative Action Program Manager

Under the direction of the Affirmative Action/Nondiscrimination Compliance Manager, Cindy Arenas is responsible for the following:

- Developing and updating the written Affirmative Action Plan (AAP)
- Publicizing contents of the AAP internally and externally
- Coordinating with ADOT leadership in the implementation and monitoring of the Affirmative Action Plan
- Designing, implementing and monitoring internal audit and reporting systems to measure program effectiveness and to determine where progress has been made and where further action is needed
- Identifying patterns of potential discrimination and preventing discrimination in all agency employment actions
- Providing workforce analysis data to bring awareness of underrepresented minority groups within ADOT's workforce for annual AAP updates
- Providing salary analysis data to bring awareness of potential salary inequities within ADOT's incumbent workforce and the potential creation of salary inequities in the talent acquisition process
- Conduct assessments and investigation of discrimination complaints

- Assessing employee requests for workplace accommodations under Federal and State disability laws and ADOT's internal ADA policy
- Coordinate and conduct nondiscrimination training for agency employees.
- Work with ADOT's Office of Human Resources and Equal Opportunity in developing proactive strategies for expanding recruitment outreach to underrepresented minority groups and community-based organizations
- Provide technical guidance to all levels of ADOT management in the application and implementation of Federal and State employment laws and regulations

D. First and second line Supervisors

First and second line supervisors are assigned responsibilities for program implementation. Line responsibilities include, but are not limited to:

- Assisting in the identification of underrepresented areas and establishment of local and unit goals and objectives
- Active involvement with local minority, females and community service organizations
- Periodic auditing of training programs, hiring and promotion patterns to remove impediments to the attainment of the AAP goals and objectives
- Regular discussions with subordinate, supervisors and employees to be certain that ADOT's policies are being followed
- Reviewing of the qualifications of all employees to insure that minorities and females are given full opportunities for career advancement and promotions
- Career counseling for all employees
- Periodic audit to ensure that each location is in compliance with the agency's nondiscrimination policy in areas such as:
 1. All facilities which ADOT maintains for the use and benefit of its employees are desegregated, both in policy and use.
 2. Minority and female employees are afforded full opportunity, and are encouraged to participate in all ADOT sponsored training
 3. Supervisors understand that their work performance is being evaluated and that they are held accountable for the equal opportunity and affirmative action efforts and results, as well as other criteria. Supervisors shall take actions to prevent harassment of employees placed through action efforts.

AGENCY WORKFORCE OVERVIEW

SURVEY OF THE LABOR MARKET
(In terms of population makeup, skills, and availability for employment)
23 CFR 230, Subpart C Appendix A Part II, Section II B (3)

AGENCY OVERVIEW
WORKFORCE

Permanent

As of December 31, 2016, the ADOT employed 3,537 persons in permanent work force.

39.7% (1405) were female

42.3 % (1498) were minorities (Black (not of Hispanic origin), Hispanics, Asian or Pacific Islander, and American Indians or Alaskan Natives)

Seasonal

Presently, ADOT does not employ a seasonal workforce.

Temporary

As of December 31, 2016, the ADOT employed 27 persons in its temporary workforce

PLAN METHODOLOGY

DATA SOURCES:

- 2006-2010 Census data was used for the availability analysis for this plan.
- Training data was obtained from the Arizona State Human Resources Information System.
- The database of employees and resultant employee count used in the this plan was obtained from the Arizona State Human Resources Information System that included permanent, temporary, exempt, and seasonal employees on the roster at the time.

Anticipated vacancy data was determined. A job group report was provided by the Arizona Department of Administration for the prior year and anticipated vacancies.

LABOR FORCE

The following information was compiled from the on-line 2006-2010 EEO Special Tabulations. The data reflects census population and employment by Ethnic Group and Gender for the State of Arizona.

The Equal Employment Opportunity Commission (EEOC) established job categories for the purpose of analyzing an employer's workforce. Based on their determination, the following categories were used by the ADOT in reporting the EEO-4 survey data.

1. Officials/Administrators
2. Professionals
3. Technicians
4. Protective Services – (Sworn)
5. Protective Services – (Non-Sworn)
6. Administrative Support
7. Skilled Craft
8. Service/Maintenance

2010 Census of Population and Employment by Gender and Ethnic Group

State of Arizona	Number	Percent
Total	6,392,017	100%
White	4,667,121	73.0
Black or African American	259,008	4.1
Hispanic	1,895,149	29.6
Asian	176,695	2.6
American Indian and Alaskan Native	296,529	4.6
Some other race*	761,716	11.9
Two or more	218,300	3.4

Total Labor Force by Occupational Categories*

EEO-4 Job Category	White Female	Black Female	Hispanic Female	A/PI Female	AI-AN Female	Total Female	White Male	Black Male	Hispanic Male	A/PI Male	AI-AN Male	Total Male	Total Labor Force
Officials/Administrators	110,365	3,420	16,675	2,700	3,295	121,740	166,285	4,010	21,830	4,135	3,195	187,800	309,540
Professionals	206,690	5,805	21,855	6,730	6,325	187,885	168,295	5,805	17,405	9,180	3,450	194,410	382,295
Technicians	28,460	925	3,815	850	1,150	25,530	18,180	775	3,920	860	790	22,890	48,420
Protective Services-Sworn	8,260	620	1,955	135	835	9,510	30,780	2,170	7,385	460	2,095	39,115	48,625
Protective Services – Non Sworn	1,620	20	520	20	70	2,250	2,160	180	410	25	70	2,845	5,095
Administrative Support	337,055	13,790	78,505	6,750	16,710	378,760	153,165	8,140	35,660	3325	5,170	189,065	567,825
Skilled Craft	8,205	349	4,290	960	1,025	14,379	150,715	4,345	72,340	2,660	12,345	210,970	225,349
Service/Maintenance	158,185	6,990	79,175	6,840	12,625	208,760	183,055	11,880	137,975	6,610	15,570	294,160	502,290

*The above labor market data is derived from the 2009, U.S. Census

EEO-4 Job Category	Availability %					
	Total Females	Total Males	Black	Hispanic	Asian/Pacific Islander	American Indian Alaskan Native
Officials/Administrators	30.2%	46.9%	3.0%	14.1%	3.0%	1.6%
Professionals	40.0%	35.0%	3.9%	11.8%	5.8%	2.1%
Technicians	35.7%	34.7%	3.8%	16.6%	5.3%	2.6%
Protective Services - Sworn	11.5%	53.3%	5.0%	22.7%	1.3%	4.6%
Protective Services - non-Sworn	31.2%	41.6%	3.9%	17.9%	0.9%	2.6%
Administrative Support	40.2%	25.9%	3.9%	23.4%	2.5%	2.7%
Skilled Craft	2.8%	50.2%	2.1%	38.5%	1.4%	4.0%
Service/Maintenance	20.4%	25.5%	3.7%	41.9%	2.7%	4.5%

*Per the U.S. Census, the eight categories will add to more than the total population and the percentages may add to more than 100% because individuals were allowed to report more than one race. "Some other race" – the respondent identified with a race not identified on the census.

WORKFORCE ANALYSIS

**ANALYSIS OF THE PRESENT WORKFORCE TO IDENTIFY JOBS,
DEPARTMENTS AND UNITS WHERE MINORITIES AND FEMALES ARE
UNDERUTILIZED**

WORKFORCE ANALYSIS:

The purpose of conducting a “Workforce Analysis” is to determine the composition of an employer’s current workforce in terms of affected group members as compared to non-affected group members, both in real numbers and in percentages of the workforce.

The Equal Employment Opportunity Commission (EEOC) established job categories for the purpose of analyzing an employer’s workforce. These categories are:

- Official Administrator
- Professional
- Technicians
- Protective Services - Sworn
- Protective Services – Non Sworn
- Administrative Services
- Skilled Craft
- Service & Maintenance

Based on these categories, job groups were established consisting of jobs having similar content, wage rates, and opportunities. ADOT established the following job groups:

- Official Administrators
- Professionals
- Technicians
- Protective Services - Sworn
- Protective Services – Non Sworn (Para-professional)
- Administrative Support
- Skilled Craft
- Service & Maintenance

AVAILABLE ANALYSIS:

FHWA guidelines requires use of an Eight Factor (Multi-Factor) Analysis be conducted for each EEOC job category. The purpose of the analysis is to determine the number of affected group members available for employment in each job group within a specific labor area, recruitment area or internal feeder jobs. Availability is defined as the percentage of affected group members in the recruitment area with the skills necessary for entry into a specific job group.

WORKFORCE AGENCY WIDE ANALYSIS

The Arizona Department of Administration provides annual reports to the Arizona Department of Transportation that reflects the agency's total workforce population.

Table 2 reflects all job titles listed by EEO-4 Category as well as state government classification titles, gender, race.

Arizona Department of Transportation

Total Work Force by Occupational Categories¹

EEO-4 Occupational Category	White Female	Black Female	Hispanic Female	American Indian Female	Asian Female	White Male	Black Male	Hispanic Male	American Indian Male	Asian Male	Total
Officials/Administrators	67	1	9	2	0	127	7	11	8	2	234
	28.6%	0.4%	3.8%	0.9%	0.0%	54.3%	3.0%	4.7%	3.4%	0.8%	100%
Professionals	328	34	153	32	22	386	19	84	64	14	1136
	28.9%	3.0%	13.5%	2.8%	1.9%	34.0%	1.7%	7.4%	5.6%	1.2%	100%
Technicians	44	2	24	0	2	150	13	82	12	8	337
	13.4%	1.0%	8.8%	0.8%	0.3%	45.9%	1.8%	21.6%	3.6%	2.8%	100%
Protective Service - Sworn	9	0	3	1	3	49	3	24	1	1	94
	9.6%	0.0%	3.2%	1.1%	3.2%	52.1%	3.2%	25.5%	1.1%	1.1%	100%
Protective Service – Non Sworn	262	43	267	14	37	115	6	93	7	4	848
	34.3%	5.1%	30.2%	3.4%	1.4%	14.1%	1%	8.9%	0.7%	0.7%	100%
Administrative Support1.1%	9	2	11	1	2	12	2	5	3	0	47
	19.1%	4.3%	23.4%	2.1%	4.3%	25.5%	4.3%	10.6%	6.4%	0.0%	100%
Skilled Craft	7	0	3	0	1	132	3	53	2	7	208
	3.4%	0.0%	1.4%	0.0%	0.5%	63.5%	1.4%	25.5%	0.9%	3.4%	100%
Service/Maintenance	10	0	0	0	0	332	6	209	1	75	633
	1.6%	0.0%	0.0%	0.0%	0.0%	52.4%	0.9%	33.0%	0.2%	11.8%	100%

¹ The above Workforce data is derived from the 2016 EEO-4 report as provided by the Arizona Department of Administration

JOB GROUP NARRATIVE

ADOT EEO-4 Job Groups

Job Group Category Definitions

Officials/Administrators

Occupations requiring administrative personnel who set broad policies, exercise overall responsibility for execution of these policies, and direct individual departments or special phases of an agency's operation or provide a specialized consultation on a Regional, District or area basis.

Professional

Occupations which require specialized and theoretical knowledge which is usually acquired throughout college training or work experience and other training which provides compatible knowledge.

Technicians

Occupations requiring a combination of basic scientific knowledge and manual skill which can be obtained through 2 year of post high school education, such as is offered in many technical institutes and junior colleges, or through equivalent on-the-job training.

Protective Services - Sworn

Occupations entrusted with safety, security and protection of the public from destructive forces.

Protective Services – Non Sworn

Occupations which perform some of the duties of a professional or technician in a supportive role, which usually requires less formal training and/or experience normally required for professional or technical status.

Administrative Support

Occupations responsible for internal and external communication, recording and retrieval of data and/or information and other required in office paperwork.

Skilled Craft

Occupations that perform jobs requiring a special manual skill along with a thorough and comprehensive knowledge in a specialized vocation that is required through on-the-job training and experience or through apprenticeship or formal training programs.

Service/Maintenance

Occupations whose duties result in or contribute to the environmental health, convenience, safety of the general public and workforce via the up keep or care of building facilities or public property.

EEO JOB CATEGORY TITLES AND RELATED ADOT POSITIONS

Officials/Administrators (Code 1)

Administrative Services Administrator
Administrative Services Officer 3, 4, 5
Administrator Manager
Applications Development Sr Manager
Arizona Highways Magazine Art Director
Arizona Highway Magazine Business Director
Arizona Highways Magazine Editor
Arizona Highways Magazine Managing Editor
Arizona Highways Magazine Marketing Director
Arizona Highways Magazine Production Director
Arizona Highways Magazine Photography Director
Arizona Highways Magazine Publisher
Arizona Highways Magazine Senior Art Director
Arizona Highways Magazine Senior Editor
Assistant Chief - Hearing Officer
Assistant Chief Right of Way Agent
Assistant Director (E4)
Assistant Director of Administrative Services
Assistant Director - Enforcement Compliance
Assistant Director - Highway Division
Assistant Director – Motor Vehicle Division
Assistant Director – Public Transportation
Assistant Director – Transportation Planning
Assistant Division Director
Assistant State Engineer
Audit Administrator
Board or Commission Member
Budget Administrator
Business Operations Administrator
Chief of Enforcement Compliance Division
Chief External Policy Affairs – Director
Chief Financial Officer
Chief Hearing Officer - Executive Hearing Office
Chief Procurement Officer
Chief Right of Way Agent
Civil Rights Administrator
Civil Rights Compliance Manager
Commission Administrator
Commission Director
Communications Director
Community Relations Manager

Officials/Administrators (Code 1)

Comptroller Sr
Controller Sr Deputy
Customer Service Administrator
Customer Service Manager Sr
Department of Motor Vehicles Services Administrator
Deputy Administrator
Deputy Director
Deputy Sr. State Engineer
Deputy State Engineer
Deputy State Engineering Development
Deputy State Engineer – Valley Transportation
Director
District Engineer
Division Administrator
Division Transportation Programming Administrator
Employee Relations Officer
Enforcement Compliance Division Chief
Enforcement Compliance LT/Specialty
Engineering Administrator
Environmental Program Manager 2
Executive Assistant for Legislative Services
Executive Assistant for State and Federal Rules
Executive Consultant 3
Executive Partnering Administrator
Executive Project Coordinator
Facilities Administrator
Financial Consultant Manager
Hearing Officer 3, 4
Highway District Operations Development Group Engineer
Highway Operations Superintendent
Human Resources Manager 4
Industrial Hygienist 3
Information Security Sr Manager
Landscape Architect 3
Maintenance Operations Manager
Media Relations Director
Motor Vehicle Division Deputy Director
Motor Vehicle Division Program Manager
Office Continuous Improvement Manager
Occupational Safety Administrator
Physical Plant Director
Planning Programs Manager 1, 2
Planning Programs Manager 1, 2
Planning Project Manager 1, 2

Officials/Administrators (Code 1)

Policy & Research Analyst
Policy and Research Administrator
Privatization Program Administrator
Procurement Manager
Program Administrator 2, 3
Program Manager
Program/Project Mgmt Sr. Manager (IT)
Program Policy Development Manager
Program Support Administrator
Property Appraiser 4
Regional Equipment Manager
Right of Way Title Manager
Senior Information Security Engineer
Senior Information Security Manager
Senior Procurement Manager
Senior Division Administrator
Special Assistant for Statewide Highway Development
Special Assistant Regional Freeway System
Special Services Administrator
Special Construction Canamex
Strategic Planning Consultant
Supplies Warehousing Manager
Systems/Network Sr. Manager
Traffic Signal/Lighting/Electrical Tech Manager
Training Engineering Specialist
Transportation Engineering Geologist
Transportation Engineering Manager
Transportation Photogrammetrist Supervisor
Transportation Policy Advisory Board Liaison
Transportation Right of Way Acquisition Manager
Transportation Right of Way Plans Manager
Transportation Right of Way Property Management Manager
Transportation Right of Way Project Manager
Travel Policy Advisor Board Liaison

Professionals (Code 2)

Accountant 1, 2, 3, 4
Accounting Manager (25)
Accounting Specialist 1, 2, 3
Accounting Specialist Manager (21)
Accounting Supervisor 1, 2 (22,
Administrative Assistant 2, 3
Administrative Services Officer 1, 2, 3, 4
Administrative Support Supervisor 3

Professionals (Code 2)

Airport Development Program Administrator
Alternative Funding Consultant
Applications Architect
Applications Developer
Applications Developer Supervisor
Applications Development Manager
Archivist
Awards & Recognition Program Administrator
Arizona Highways Magazine Art Director
Arizona Highways Associate Editor
Arizona Highways Magazine Associate Editor
Arizona Highways Magazine Promotions Art Director
Arizona Highways Magazine Picture Editor
Arizona Highways Magazine Promotions
Arizona Highways Magazine Productions Coordinator
Auditor 2, 3, 4
Audit Supervisor
Audit Manager
Budget Control Development Specialist 1, 2, 3
Building Construction Specialist
Business Analyst (24)
Business Process Analyst
Civil Rights Compliance Officer 2, 3
Civil Rights Executive Consultant
Civil Rights Program Manager
Chief Economist
Chief Procurement Officer
Community Relations Specialist
Community Relations Project Manger
Contracts Management Specialist 3
Contracts Compliance Officer
Contracts Management Supervisor 1
Customer Service Manager
Customer Service Manager Sr
Enforcement & Compliance Division- Captain/Full Authority 24
Enforcement & Compliance Division – Captain/Specialty - 24
Economist 2, 3
Electronic Security Systems Specialist
Electronic Security Systems Technician
Employee Relations Officer
Emergency Response Specialist
Engineering Chief Surveyor
Enhancement Scenic Road Section Supervisor
Environmental Engineering Specialist

Professionals (Code 2)

Environmental Program Group Manager
Environmental Program Manager
Environmental Project Manager
Environmental Project Manager Sr
Environmental Science/Specialist
Equal Opportunity Specialist 3
Equipment Parts Manager
Equipment Shop Supervisor
Executive Consultant 1, 2
Executive Staff Assistant
Executive Staff Assistant to COS
Executive Staff Assistant to Director
Executive Staff Assistant to Deputy Director of Transportation
Executive Staff Assistant to Director of Transportation
Facilities Project Coordinator
Fiscal Services Specialist 2, 4
Fiscal Services System Analyst
Fleet Coordinator /Analyst
GIS Application Developer
Government Relations Specialist
Hearing Officer 3, 4
Human Resources Manager 2
Information Security Engineer (26)
Information Technology Specialist 4
Inspector General
Insurance Analyst
Insurance Recovery Specialist
Intake Specialist
Investigator 3
Land Deposition Project Leader
Land Manager 1
Landscape Architect 2
Lean Coach
Librarian 3
Loss Prevent Liability Specialist
LTAP Regional Training Specialist
LTAP Director
Management Analyst 2, 3, 4
Mechanical Equipment Eng. Designer
Multi-Modal Planning Division Travel Modeling Specialist
Office Continuous Improvement Administrator
Occupational Safety Consultant 4
Personnel Analyst 1, 2, 3
Personnel Supervisor

Professionals (Code 2)

Physical Plant Supervisor 1, 2
Planner 3, 4
Planning Modeler Manager
Procurement Manager
Procurement Specialist
Program Compliance Auditor 2
Program Manager
Program Manager (IT)
Program Project Specialist 1, 2
Program/Project Mgt Supervisor (IT)
Programmer Analyst
Project Coordinator (IT)
Project Office Manager
Project Manager (IT)
Property Appraiser 3
Public Information Officer 1, 2, 3
Quality Analyst (IT)
Quality Management Administrator
Release Management Engineer
Research & Statistical Analyst 1, 2, 3
Revenue Analyst
Right of Way Agent 1, 2, 3, 4
Right of Way Liaison
Rules Analyst
Senior Architect
Senior Business Analyst
Senior Database Administrator
Senior GIS Analyst
Senior Graphic Designer
Senior Information Security Engineer
Senior/Lead Applications Developer
Senior Project Manager (IT)
Senior Procurement Specialist
Special Program Manager
State Building Inspector
Supplies Warehousing Supervisor
Systems/Network Engineer
Systems/Network Manager
Systems/Network Supervisor
Tax Analyst 1
Traffic Signal/Lighting Crew Supervisor
Training Engineering Associate
Training Officer 1, 2, 3
Training Manager 2

Professionals (Code 2)

Transportation Engineer 1
Transportation Engineering Specialist
Transportation Maintenance Management Analyst 1, 2
Transportation Materials Chemical Analyst 2
Transportation Photogrammetrist
Transportation Photogrammetrist Supervisor
Transportation Photogrammetrist Team Leader
Transportation Planner Senior
Transportation Projects Scheduling Specialist
Transportation Roadside Development Analyst
Transportation Roadside Development Tm Ldr
Transportation Traffic Studies Analyst
Waste Water Facilities Operator 3
Water Resources Specialist 4

Technicians (Code 3)

Electronics Technician 2, 3
Engineering Plans Technician 2, 3
Graphic Designer 2
PC Technician
Procurement Technician
Programmer Analyst
QA Tester – (IT)
Senior Systems Administrator
Systems/Lan Administrator
Telecommunication Equipment Technician
Transportation Aerial Photographer
Transportation Bridge Technician 2, 3
Transportation Construction Operations Technician 1, 2
Transportation Construction Technician 1, 2, 3, 4
Transportation Engineering Computer Applications Technician 1, 2
Transportation Engineering Permits Technician 1, 2, 3
Transportation Engineering Permits Technician Supervisor
Transportation Engineering Survey Specialist
Transportation Engineering Survey Technician
Transportation Engineering Survey Technician Senior
Transportation Engineering Technician 1, 3
Transportation Engineering Worker
Transportation Materials Field Crew Technician 2
Transportation Photolog Specialist
Transportation Right of Way Delineation Technician 2, 3
Transportation Traffic Field Data Collection Technician
Traffic Operations Center Operator

Technicians (Code 3)

Traffic Operations Center Operator Supervisor
Traffic Operations Center Shift Supervisor
Weights and Measurements Investigator

Protective Service – Sworn (Code 4)

Enforcement & Compliance Division Officer /Full Authority
Enforcement & Compliance Division Officer / Specialty
Enforcement & Compliance Division Lt/Full Authority
Enforcement & Compliance Division Sgt/Full Authority
Enforcement & Compliance Division Recruit
Special Investigations Supervisor
Special Investigator

Protective Service – Non Sworn (Code 5)

Airport Firefighter 1
Airport Firefighter2
Airport Firefighter Supervisor
Archives Assistant
Customer Services Representative 1, 2, 3, 4
Customer Services Section Supervisor
Customer Services Unit Supervisor
Title Examiner 1, 3
Administrative Assistant 1, 2
Collection Supervisor 2
Collector 1, 2, 3
Customer Services Unit Supervisor
Procurement Associate
State Government Intern

Administrative Support (Code 6)

Accounting Technician
Accounting Technician 2, 3
Administrative Secretary 1, 2, 3
Clerk Typist 3
Dispatcher 2
Senior Service Desk Analyst
Equipment Parts Expeditor
Examiner Technician 2
Executive Secretary to Motor Vehicle Division Director
Personnel Technician 1
Storekeeper

Skilled Craft Workers (Code 7)

Building Maintenance Specialist
Duplicating Equipment Operator 3
Duplicating Services Supervisor 2
Electrician
Equipment Operator 3
Equipment Repair Lead Technician
Equipment Repair Technician
Equipment Shop Supervisor
Machinist
Plumber
Refrigeration Mechanic
Telecommunication Equipment Technician
Signal Light/Electrical Technician 1, 2, 3
Traffic Signal/Lighting/Electrical Supervisor
Water Waste-Water Operations Manager
Welder

Service/Maintenance (Code 8)

Building Maintenance Technician 1, 2
Custodial Worker 2
Driver
Equipment Services Assistant
Equipment Parts Supervisor
Highway Operations Worker
Highway Operations Technician 1, 2, 3, 4
Highway Operations Technician Supervisor
Highway Operations Superintendent
Highway Sign Fabricator 2
Highway Sign Fabrication Shop Supervisor
Physical Plant Supervisor 1, 2
Warehouse Worker
Waste Water Facilities Operator 3

WORKFORCE ANALYSIS BY DIVISION

Reflects the Arizona Department of Transportation total workforce population by Division.

The information was provided by the Agency's Information Technology Department via the Arizona Department of Administration's Statewide Human Resources Information Solution System.

WORKFORCE ANALYSIS by DIVISION

Division: Administrative Services

Employment Data – 123115 to 123116

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am.Indian Male	Total
Officials/Administrators	5	1	0	0	0	18	0	2	1	1	28
%	17.9%	3.6%	0.0%	0.0%	0.0%	64.3%	0.0%	7.1%	3.6%	3.6%	*
Professionals	29	6	12	4	2	28	0	5	3	1	90
%	32.2%	6.7%	13.3%	4.4%	2.2%	31.1%	0.0%	5.6%	3.3%	1.1%	
Technicians	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Protective Service - Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Administrative Support	4	0	5	0	2	4	0	5	0	1	21
%	19.0%	0.0%	23.8%	0.0%	9.5%	19.0%	0.0%	23.8%	0.0%	4.8%	*
Skilled Craft	1	0	0	0	0	104	0	21	1	6	133
%	0.75%	0.0%	0.0%	0.0%	0.0%	78.2%	0.0%	15.8%	0.75%	4.5%	*
Service/Maintenance	2	0	0	0	0	22	1	12	0	0	37
%	5.4%	0.0%	0.0%	0.0%	0.0%	59.5%	2.7%	32.4%	0.0%	0.0%	*
Protective Service – Non Sworn	3	3	9	0	0	4	1	3	1	0	24
%	12.5%	12.5%	37.5%	0.0%	0.0%	16.7%	4.2%	12.5%	4.2%	0.0%	*
Total	44	10	26	4	4	180	2	48	6	9	333

WORKFORCE ANALYSIS by DIVISION

Division: Business Operations

Employment Data – 123115 to 123116

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am.Indian Male	Total
Officials/Administrators	12	0	1	0	0	14	1	1	1	0	30
%	40.0%	0.0%	3.3%	0.0%	0.0%	46.7%	3.3%	3.3%	3.3%	0.0%	*
Professionals	78	6	37	7	3	101	5	27	6	2	272
%	28.7%	2.2%	13.6%	2.6%	1.1%	37.1%	1.8%	10.0%	2.2%	0.7%	*
Technicians	0	0	2	0	0	2	0	0	0	0	4
%	0.0%	0.0%	50.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	*
Protective Service - Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Administrative Support	2	0	3	0	0	1	0	0	0	0	6
%	33.3%	0.0%	50.0%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	*
Skilled Craft	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Service/Maintenance	0	0	0	0	0	0	0	1	0	0	1
%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100%	0.0%	0.0%	*
Protective Service – Non Sworn	2	0	6	0	0	3	0	2	0	1	14
%	14.3%	0.0%	42.9%	0.0%	0.0%	21.4%	0.0%	14.3%	0.0%	7.1%	*
Total	94	6	49	7	3	121	6	31	7	3	327

WORKFORCE ANALYSIS by DIVISION

Division: Director's

Employment Data – 123115 to 123116

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am.Indian Male	Total
Officials/Administrators	7	0	1	0	0	9	0	0	0	0	17
%	47.2 %	0.0%	5.9%	0.0%	0.0%	52.9%	0.0%	0.0%	0.0%	0.0%	*
Professionals	18	0	4	0	0	12	2	2	0	0	38
%	47.4%	0.0%	10.5%	0.0%	0.0%	31.6%	5.3%	5.3%	0.0%	0.0%	*
Technicians	1	0	0	0	0	1	0	0	0	0	2
%	50.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	*
Protective Service - Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Administrative Support	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Skilled Craft	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Service/Maintenance	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Protective Service – Non Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Total	26	0	5	0	0	22	2	2	0	0	57

WORKFORCE ANALYSIS by DIVISION

Division: Enforcement and Compliance

Employment Data – 123115 to 123116

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am.Indian Male	Total
Officials/Administrators	4	0	2	0	0	8	0	3	0	0	17
%	23.5%	0.0%	11.8%	0.0%	0.0%	47.1%	0.0%	17.6%	0.0%	0.0%	*
Professionals	11	1	7	1	1	8	0	0	0	0	29
%	37.9%	3.4%	24.1%	3.4%	3.4%	27.6%	0.0%	0.0%	0.0%	0.0%	*
Technicians	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Protective Service - Sworn	0	0	1	0	0	14	2	3	0	1	21
%	0.0%	0.0%	4.8%	0.0%	0.0%	66.7%	9.5%	14.3%	0.0%	4.8%	*
Administrative Support	1	0	1	0	0	0	0	0	0	0	2
%	50.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	*
Skilled Craft	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Service/Maintenance	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Protective Service – Non Sworn	29	1	20	1	13	50	2	33	3	3	155
%	18.7%	0.6%	12.9%	0.6%	8.4%	32.3%	1.3%	21.3%	1.9%	1.9%	*
Total	45	2	31	2	14	80	4	39	3	4	224

WORKFORCE ANALYSIS by DIVISION

Division: Infrastructure Delivery and Operations

Employment Data – 123115 to 123116

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am.Indian Male	Total
Officials/Administrators	7	1	0	2	0	46	1	4	9	1	71
%	9.9%	1.4%	0.0%	2.8%	0.0%	64.8%	1.4%	5.6%	12.7%	1.4%	*
Professionals	150	10	59	20	10	252	10	47	66	10	634
%	23.7%	1.6%	9.3%	3.2%	1.6%	39.7%	1.6%	7.4%	10.4%	1.6%	*
Technicians	53	4	29	1	3	166	6	83	11	13	369
%	14.4%	1.1%	7.5%	0.3%	0.8%	45.0%	1.6%	22.5%	3.0%	3.5%	*
Protective Service - Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Administrative Support	5	3	6	1	0	1	0	0	4	1	21
%	23.8%	14.3%	28.6%	4.8%	0.0%	4.8%	0.0%	0.0%	19.0%	4.8%	*
Skilled Craft	5	0	0	0	0	46	2	18	1	0	72
%	6.9%	0.0%	0.0%	0.0%	0.0%	63.9%	2.8%	25.0%	1.4%	0.0%	*
Service/Maintenance	5	0	3	0	0	334	8	217	1	69	637
%	0.8%	0.0%	0.5%	0.0%	0.0%	52.4%	1.3%	34.1%	0.2%	10.8%	*
Protective Service – Non Sworn	7	1	5	1	0	11	2	1	0	1	29
%	24.1%	3.4%	17.2%	3.4%	0.0%	37.9%	6.9%	3.4%	0.0%	3.4%	*
Total	232	19	102	25	13	856	29	370	92	95	1833

WORKFORCE ANALYSIS by DIVISION

Division: Multi-Modal Planning

Employment Data – 123115 to 123116

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am.Indian Male	Total
Officials/Administrators	9	0	0	0	0	6	1	2	0	0	18
%	50.0%	0.0%	0.0%	0.0%	0.0%	33.3%	5.6%	5.6%	0.0%	0.0%	*
Professionals	12	0	4	1	0	17	2	0	2	0	38
%	31.6%	0.0%	10.5%	0.1%	0.0%	44.7%	5.3%	0.0%	5.3%	0.0%	*
Technicians	0	0	0	0	0	7	1	1	0	0	9
%	0.0%	0.0%	0.0%	0.0%	0.0%	77.8%	11.1%	11.1%	0.0%	0.0%	*
Protective Service - Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Administrative Support	0	0	1	0	0	0	0	0	0	0	1
%	0.0%	0.0%	100%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	*
Skilled Craft	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Service/Maintenance	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Protective Service – Non Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Total	21	0	5	1	0	30	4	3	2	0	66

WORKFORCE ANALYSIS by DIVISION

Division: Motor Vehicle

Employment Data – 123115 to 123116

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am.Indian Male	Total
Officials/Administrators	7	0	1	0	0	6	0	0	1	0	15
%	46.7%	0.0%	6.7%	0.0%	0.0%	40.0%	0.0%	0.0%	6.7%	0.0%	*
Professionals	51	5	25	4	1	19	0	9	0	0	114
%	44.7%	4.4%	21.9%	3.5%	0.9%	16.7%	0.0%	7.9%	0.0%	0.0%	*
Technicians	0	0	2	0	0	0	0	0	0	0	2
%	0.0%	0.0%	100%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	*
Protective Service - Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Administrative Support	33	6	22	1	2	9	2	6	0	0	81
%	40.7%	7.4%	27.2%	1.2%	2.5%	11.1%	2.5%	7.4%	0.0%	0.0%	*
Skilled Craft	1	0	1	0	1	1	1	4	0	0	9
%	11.1%	0.0%	11.1%	0.0%	11.1%	11.1%	11.1%	44.4%	0.0%	0.0%	*
Service/Maintenance	0	0	0	0	0	1	0	1	0	0	2
%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	50.0%	0.0%	0.0%	*
Protective Service – Non Sworn	289	44	250	11	20	65	5	44	3	1	732
%	39.5%	6.0%	34.2%	1.5%	2.7%	8.9%	0.7%	6.0%	0.4%	0.1%	*
Total	381	55	301	16	24	101	8	64	4	1	955

WORKFORCE ANALYSIS by DIVISION

Division: Transportation System Management and Operations

Employment Data – 123115 to 123116

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am.Indian Male	Total
Officials/Administrators	2	0	0	0	0	20	1	0	1	0	24
%	8.3%	0.0%	0.0%	0.0%	0.0%	83.3%	3.3%	0.0%	4.2%	0.0%	*
Professionals	21	2	9	2	0	28	0	3	6	1	72
%	29.2%	2.8%	12.5%	2.6%	0.0%	38.9%	0.0%	4.2%	8.3%	1.4%	*
Technicians	4	1	1	0	1	18	0	2	2	0	29
%	13.8%	3.4%	3.4%	0.0%	1.4%	62.1%	3.4%	6.9%	6.9%	0.0%	*
Protective Service - Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Administrative Support	0	0	1	0	0	0	1	0	3	0	5
%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	20.0%	0.0%	60.0%	0.0%	*
Skilled Craft	4	0	0	0	0	34	2	20	1	0	61
%	6.6%	0.0%	0.0%	0.0%	0.0%	55.7%	3.3%	32.8%	1.6%	0.0%	*
Service/Maintenance	0	0	0	0	0	44	1	28	0	7	80
%	0.0%	0.0%	0.0%	0.0%	0.0%	55.0%	1.3%	35.0%	0.0%	8.8%	*
Protective Service – Non Sworn	1	0	0	0	0	3	0	0	0	0	4
%	25.%	0.0%	0.0%	0.0%	0.0%	75.0%	0.0%	0.0%	0.0%	0.0%	*
Total	32	3	11	2	1	147	5	53	13	8	275

PERSONNEL ACTIVITIES

PERSONNEL ACTIVITIES

NEW HIRES AGENCYWIDE ANALYSIS

Collected Data as of: 08/31/2015 to 09/30/2016

EEO-4 Job Category	Female					Male					Grand Total	
	White	Black	Hisp	Asian/Pacific	American Indian	Total Females	White	Black	Hisp	Asian/Pacific		American Indian
Officials/Administrators	5	0	0	0	0	5	8	0	0	0	1	9
Professionals	14	2	3	3	3	25	14	4	1	4	0	23
Technicians	1	0	0	0	0	1	6	0	2	0	0	8
Protective Service - Sworn	0	0	1	0	0	1	4	0	3	0	0	7
Protective Service - Non Sworn	31	3	24	3	8	69	27	2	19	4	1	53
Administrative Support	1	0	1	0	0	2	0	0	0	0	0	0
Skilled Craft	0	0	0	0	0	0	12	1	7	0	0	20
Service/Maintenance	1	0	0	0	0	1	1	40	1	15	7	64
Total	53	5	29	6	11	104	72	47	33	23	9	184

PROMOTIONS AGENCYWIDE ANALYSIS

EEO-4 Job Category	Female					Male					Grand Total	
	White	Black	Hisp	Asian/Pacific	American Indian	Total Females	White	Black	Hisp	Asian/Pacific		American Indian
Officials/Administrators	8	0	0	0	0	8	15	0	2	4	1	22
Professionals	14	0	7	4	3	28	24	0	10	1	1	36
Technicians	4	0	1	0	0	5	10	1	4	1	0	16
Protective Service - Sworn	4	0	1	1	1	7	10	1	10	0	0	21
Protective Service - Non Sworn	33	4	23	3	9	72	7	2	8	1	0	13
Administrative Support	0	0	0	0	0	0	0	0	0	0	0	0
Skilled Craft	1	0	0	0	0	1	2	0	2	0	0	4
Service/Maintenance	1	0	0	0	0	1	68	0	1	0	7	107
Total	65	4	32	5	10	122	136	4	67	7	9	224

TRAINING AGENCYWIDE ANALYSIS

EEO-4 Job Category	Female					Male					Grand Total	
	White	Black	Hisp	Asian/Pacific	American Indian	Total Females	White	Black	Hisp	Asian/Pacific		American Indian
Officials/Administrators	4	0	0	1	0	5	4	1	1	1	0	7
Professionals	38	6	22	8	5	79	29	1	7	6	0	43
Technicians	5	0	0	0	0	5	9	0	5	2	0	16
Protective Service - Sworn	1	0	1	0	0	2	6	0	3	0	0	9
Protective Service - Non Sworn	18	6	19	2	0	49	4	1	1	0	0	6
Administrative Support	1	0	0	0	0	0	0	0	0	0	0	0
Skilled Craft	0	0	0	0	0	0	5	1	5	1	0	12
Service/Maintenance	0	0	0	0	0	0	25	1	19	0	2	47
Total	67	12	42	11	9	141	82	5	41	10	2	140

PERSONNEL ACTIVITIES

TERMINATIONS AGENCYWIDE ANALYSIS

Employment Data - 08312015 to 09312016

O-4 Job Category	Female						Male						Grand Total
	White	Black	Hisp	Asian/Pacific	American Indian	Total Females	White	Black	Hisp	Asian/Pacific	American Indian	Total Males	
Officials/Administrators	2	0	1	0	1	4	0	0	0	0	0	0	4
Professionals	2	0	3	0	0	5	3	0	1	0	0	4	9
Technicians	0	0	0	0	0	0	12	0	7	0	0	19	19
Protective Service- Sworn	1	0	0	0	0	1	5	0	0	0	1	6	7
Protective Service Non-Sworn	12	1	7	2	1	24	1	1	5	0	0	7	31
Administrative Support	1	0	0	0	0	1	3	0	1	0	1	5	6
Skilled Craft	0	0	0	0	0	0	0	2	0	0	0	2	2
Service/Maintenance	0	0	0	0	0	0	0	0	1	0	0	1	1
Total	18	1	12	2	2	35	24	3	15	0	2	44	79

DEMOTIONS AGENCYWIDE ANALYSIS

EEO-4 Job Category	Female						Male						Grand Total
	White	Black	Hisp	Asian/Pacific	American Indian	Total Females	White	Black	Hisp	Asian/Pacific	American Indian	Total Males	
Officials/Administrators	3	0	0	0	0	3	0	0	0	0	0	0	3
Professionals	1	0	0	0	0	1	3	0	1	1	0	5	6
Technicians	1	0	0	0	0	1	0	0	0	0	0	0	1
Protective Service Sworn	0	0	0	0	0	0	2	0	0	0	0	2	2
Protective Service Non-Sworn	0	0	1	0	0	2	0	1	0	0	0	1	3
Administrative Support	0	0	0	0	0	0	0	0	0	0	0	0	0
Skilled Craft	0	0	0	0	0	0	1	0	0	0	0	1	1
Service/Maintenance	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	6	0	1	0	0	7	6	1	1	1	0	9	16

DISCIPLINARY ACTIONS AGENCYWIDE ANALYSIS

EEO-4 Job Category	Female						Male						Grand Total
	White	Black	Hisp	Asian/Pacific	American Indian	Total Females	White	Black	Hisp	Asian/Pacific	American Indian	Total Males	
Officials/Administrators	1	0	0	0	0	1	0	0	0	0	0	0	1
Professionals	4	1	4	0	0	9	10	0	0	4	0	14	23
Technicians	0	0	1	0	0	1	16	0	3	1	2	22	23
Protective Service Sworn	2	0	1	0	0	3	4	0	1	0	0	5	8
Protective Service Non-Sworn	7	2	8	1	1	19	3	1	1	0	0	5	24
Administrative Support	0	0	0	0	0	0	0	0	0	0	0	0	0
Skilled Craft	0	0	0	0	0	0	0	0	1	0	0	1	1
Service/Maintenance	0	0	0	0	0	0	0	0	1	0	0	1	1
Total	14	3	14	1	1	33	33	1	7	5	2	48	81

UTILIZATION ANALYSIS

The purpose of the Utilization Analysis is to determine whether or not affected group members are equitably represented in the workforce. The extent that affected group members are utilized is a function of comparing ADOT's workforce analysis with the external labor force availability and internal applicant availability. Where ADOT's workforce is below the available applicant pool, then goals are set to reach parity in each job group for each affected group that is underutilized.

Please note that current State budget conditions and hiring constraints may have an impact on ADOT's ability to reach parity.

State of Arizona

WORKFORCE AGENCY WIDE UTILIZATION ANALYSIS

Code	EEO Job Categories	Total	Male	Female	White Non-Minority		Black		Hispanic		Asian/Pacific Islander		American Indian Or Alaskan Native	
					M	F	M	F	M	F	M	F	M	F
1	OFFICIALS/ADMINISTRATORS	191	132	59	105	49	2	2	11	5	12	2	2	1
	ADOT Total Workforce %*	100%	69.1%	30.9%	55.0%	25.7%	1.0%	1.0%	5.8%	2.6%	6.3%	1.0%	1.0%	0.5%
	Census Arizona CLF %*			41.0%			1.2%	1.0%	6.6%	5.0%	1.3%	0.8%	1.0%	1.0%
	Current Parity*			96			2	2	13	33	2	2	2	2
	Utilization (Parity or Below)*			B**			P	P	B	B	P	P	P	B
	Parity Goal*			17			0	0	2	13	0	0	0	1
2	PROFESSIONALS	1232	644	588	442	358	20	28	92	147	77	37	13	18
	ADOT Total Workforce %	100%	52.3%	47.7%	35.9%	29.1%	1.6%	2.3%	7.5%	11.9%	6.3%	3.0%	1.1%	1.5%
	Census Arizona CLF %			50.6%			1.4%	1.4%	4.2%	5.2%	2.1%	1.5%	0.9%	1.6%
	Parity			623			17	17	52	64	26	18	11	20
	Utilization (Parity or Below)			B			P	P	P	P	P	P	P	B
	Parity Goal			35			0	0	0	0	0	0	0	2
3	TECHNICIANS	388	294	94	178	52	7	4	84	34	11	1	14	3
	ADOT Total Workforce %	100%	75.8%	24.2%	45.9%	13.4%	1.8%	1.0%	21.6%	8.8%	2.8%	0.3%	3.6%	0.8%
	Census Arizona CLF %			52.6%			1.5%	1.7%	7.5%	7.3%	1.6%	1.6%	1.5%	2.2%
	Parity			204			6	7	29	28	6	6	6	9
	Utilization (Parity or Below)			B			P	B	P	P	P	B	P	B
	Parity Goal			110			0	3	0	0	0	5	0	6
4	PROTECTIVE SERVICE - Sworn	22	21	1	15	0	2	0	3	1	0	0	1	0
	ADOT Total Workforce %	100%	95.5%	4.5%	68.2%	0.0%	9.1%	0%	13.6%	4.5%	0.0%	0.0%	4.5%	0.0%
	Census Arizona CLF %			19.5%			4.0%	1.2%	13.8%	3.6%	0.9%	0.3%	4.0%	1.6%
	Parity			4			1	1	3	1	1	1	1	1
	Utilization (Parity or Below)			B			P	B	P	P	B	B	P	B
	Parity Goal			3			0	1	0	0	1	1	0	1
5	PROTECTIVE SERVICE – Non Sworn	970	248	722	137	333	10	49	87	293	7	14	7	33
	ADOT Total Workforce %	100%	25.6%	74.4%	14.1%	34.3%	1.0%	5.1%	9.0%	30.2%	0.7%	1.4%	0.7%	3.4%
	Census Arizona CLF %			49.8%			1.0%	1.2%	6.8%	8.0%	0.2%	0.0%	1.6%	6.8%
	Parity			483			10	12	66	78	2	1	16	66
	Utilization (Parity or Below)			P			P	P	P	P	P	P	B	B
	Parity Goal			0			0	0	0	0	0	0	9	33

Code	EEO Job Categories	Total	Male	Female	White		Black		Hispanic		Asian/Pacific Islander		American Indian Or Alaskan Native	
6	ADMINISTRATIVE SUPPORT	134	33	101	14	48	2	9	11	38	4	2	2	4
	ADOT Total Workforce %	100%	24.6%	75.4%	10.4%	35.8%	1.5%	6.7%	8.2%	28.4%	3.0%	1.5%	1.5%	3.0%
	Census Arizona CLF %			66.8%			1.3%	1.2%	5.7%	12.6%	0.6%	1.3%	0.8%	2.7%
	Parity			90			2	2	8	17	1	2	1	4
	Utilization (Parity or Below)			P			P	P	P	P	P	P	P	P
	Parity Goal			0			0	0	0	0	0	0	0	0
7	SKILLED CRAFT	216	207	9	152	7	3	0	44	1	2	0	6	1
	ADOT Total Workforce %	100%	95.8%	4.2%	70.4%	3.2%	1.4%	0%	20.4%	0.5%	0.9%	0.0%	2.8%	0.5%
	Census Arizona CLF %			6.3%			1.7%	0.1%	27.8%	1.6%	1.0%	1.1%	2.6%	2.1%
	Parity			14			4	4	60	3	2	2	6	5
	Utilization (Parity or Below)			B			B	B	B	B	B	B	P	B
	Parity Goal			5			3	4	16	2	0	2	0	4
8	SERVICE/MAINTENANCE	700	688	12	371	8	9	0	235	4	1	0	72	0
	ADOT Total Workforce %	100%	98.3%	1.7%	53.0%	1.1%	1.3%	0.0%	33.6%	0.6%	0.1%	0.0%	10.3%	0.0%
	Census Arizona CLF %			40.7%			2.0%	1.1%	22.8%	13.1%	1.1%	1.1%	2.6%	2.1%
	Parity			285			14	8	160	92	8	8	18	15
	Utilization (Parity or Below)			B			B	B	P	B	B	B	P	B
	Parity Goal			273			5	8	0	88	7	8	0	15

*Percentages may not add to total due to rounding.

**Data in red represents where ADOT is below parity.

UTILIZATION ANALYSIS BY DIVISION

Reflects the Arizona Department of Transportation total workforce population by Office and Division.

The information was provided by the Agency's Information Technology Department via the Arizona Department of Administration's Statewide Human Resources Information Solution System.

WORKFORCE UTILIZATION ANALYSIS BY DIVISION

Division: Administrative Services

Code	EEO Job Categories	Total	Male	Female	White Non-Minority		Black		Hispanic		Asian/Pacific Islander		American Indian Or Alaskan Native	
					M	F	M	F	M	F	M	F	M	F
1	OFFICIALS/ADMINISTRATORS	22	16	6	13	6	3	0	0	0	0	0	0	0
	ADOT Total Workforce %*		66.2%	27.3%	59.1%	27.3%	13.6%	0.0%	0%	0%	0%	0%	0%	0%
	Census Arizona CLF %*			41.0%	46.8%	30.4%	1.5%	1.4%	7.5%	6.5%	1.7%	1.3%	0.8%	0.9%
	Parity*			9			1	0	1	2	1	1	1	1
	Utilization (Parity or Below)*			B*			P	*	B	B	B	B	B	B
	Parity Goal*			3			0	*	1	2	1	1	1	1
2	PROFESSIONALS	110	45	65	35	37	1	6	6	17	3	2	0	3
	ADOT Total Workforce %		49.9%	59.1%	31.8%	33.6%	0.9%	5.5%	5.5%	15.5%	1.8%	2.7%	0.0%	2.7%
	Census Arizona CLF %			53.4%	35.3%	39.9%	1.8%	2.0%	4.8%	6.9%	3.5%	2.3%	0.7%	1.4%
	Parity			59			1	3	6	7	3	2	0	2
	Utilization (Parity or Below)			P			P	P	P	P	P	B	*	P
	Parity Goal			0			0	0	0	0	0	1	*	0
3	TECHNICIANS	1	1	0	NA	N/A	1	0	0	0	0	0	0	0
	ADOT Total Workforce %		78.6 %	0.0%			100%	0%	0%	0%	0%	0%	0%	0%
	Census Arizona CLF %			52.0%			1.5%	2.0%	7.6%	9.0%	2.8%	2.5%	1.0%	1.7%
	Parity			1			1	0	1	1	1	1	1	1
	Utilization (Parity or Below)			B			P	*	B	B	B	B	B	B
	Parity Goal			1			0	*	1	1	1	1	1	1
4	PROTECTIVE SERVICE - Sworn	7	7	0	6	0	0	0	1	0	0	0	0	0
	ADOT Total Workforce %		83.0%	0.0%	85.7%	0%	0.0%	0.0%	14.3%	0%	0%	0%	0%	0%
	Census Arizona CLF %				53.9%	11.4%	3.7%	1.1%	17.7%	4.9%	1.1%	0.2%	2.8%	1.6%
	Parity			1			1	1	1	1	1	1	1	1
	Utilization (Parity or Below)			B			B	B	P	B	B	B	B	B
	Parity Goal			1			1	1	0	1	1	1	1	1
5	PROTECTIVE SERVICE – Non Sworn	17	8	9	4	1	1	1	3	7	0	0	0	0
	ADOT Total Workforce %		26.5%	52.9%	5.9%	23.5%	5.9%	5.9%	17.6%	41.2%	0%	0%	0%	0%
	Census Arizona CLF %			49.8%	41.7%	33.3%	2.6%	0.2%	7.6%	10.4%	0.6%	0.0%	1.6%	1.3%
	Parity			8			1	1	1	1	1	1	1	1
	Utilization (Parity or Below)			P			P	P	P	P	B	B	B	B
	Parity Goal			0			0	0	0	0	1	1	1	1

Code	EEO Job Categories	Total	Male	Female	White		Black		Hispanic		Asian/Pacific Islander		American Indian Or Alaskan Native	
6	ADMINISTRATIVE SUPPORT	17	10	7	8	3	0	0	2	2	0	1	0	1
	ADOT Total Workforce %		46.8%	41.4%	47.1%	17.6 %	0%	0%	11.8%	11.8%	5.9%	0%	0%	5.9%
	Census Arizona CLF %			62.5%	26.2%	40.5%	1.5%	2.2%	7.7%	15.3%	1.0%	1.5%	0.6%	2.0%
	Parity			11			1	1	2	2	0	1	0	1
	Utilization (Parity or Below)			B			B	B	P	P	*	P	*	P
	Parity Goal			4			1	1	0	0	*	0	*	0
7	SKILLED CRAFT	133	130	3	93	1	0	0	29	2	1	0	7	0
	ADOT Total Workforce %		94.7%	2.3%	69.9%	0.8%	0%	0%	21.8%	0%	0.8%	0%	4.5%	0%
	Census Arizona CLF %			5.0%	50.1%	2.8%	2.0%	0.2%	37.8%	1.5%	1.1%	0.3%	3.2%	0.1%
	Parity			7			1	2	50	2	2	2	4	0
	Utilization (Parity or Below)			B			B	B	B	P	B	B	P	*
	Parity Goal			4			1	2	21	0	1	1	0	*
8	SERVICE/MAINTENANCE	25	23	2	14	2	1	0	6	0	0	0	2	0
	ADOT Total Workforce %		98.4%	8.0%	56.0%	8.0%	4.0%	0%	24.0%	0%	0%	0%	8.0%	0%
	Census Arizona CLF %			42.4%	25.5%	20.6%	2.2%	1.4%	25.9%	16.4%	1.3%	1.5%	2.0%	1.9%
	Parity			11			1	0	6	5	1	1	1	0
	Utilization (Parity or Below)			B			P	*	P	B	B	B	P	*
	Parity Goal			9			0	*	0	5	1	1	0	*

*Data in red represents where ADOT is below parity.

WORKFORCE UTILIZATION ANALYSIS BY DIVISION

Division: Business Operations

Code	EEO Job Categories	Total	Male	Female	White Non-Minority		Black		Hispanic		Asian/Pacific Islander		American Indian Or Alaskan Native	
					M	F	M	F	M	F	M	F	M	F
1	OFFICIALS/ADMINISTRATORS	30	15	15	14	14	1	0	0	1	0	0	0	0
	ADOT Total Workforce %*	*	66.2%	50.0%	46.7%	46.7%	3.3%	0%	0%	0%	0%	2.8%	0%	0%
	Census Arizona CLF %*	*	*	41.0%	46.8%	30.4%	1.5%	1.4%	7.5%	6.50%	1.7%	1.3%	0.8%	0.9%
	Parity*	*	*	12	*	*	1	0	2	2	1	1	1	1
	Utilization (Parity or Below)*	*	*	P	*	*	P	*	B	B	B	B	B	B
	Parity Goal*	*	*	0	*	*	0	*	2	1	1	1	1	1
2	PROFESSIONALS	212	101	111	69	62	6	4	15	33	9	8	2	4
	ADOT Total Workforce %	*	49.9%	52.4%	32.2%	29.2%	2.8%	1.9%	4.2%	0.0%	4.2%	3.8%	0.9%	1.9%
	Census Arizona CLF %	*	*	53.4%	35.3%	39.9%	1.8%	2.0%	4.8%	6.9%	4.2%	2.3%	0.7%	1.4%
	Parity	*	*	113	*	*	4	4	10	15	9	3	1	3
	Utilization (Parity or Below)	*	*	B	*	*	P	P	P	P	P	P	P	P
	Parity Goal	*	*	2	*	*	0	0	0	0	0	0	0	0
3	TECHNICIANS	35	31	4	13	3	3	0	12	1	2	0	1	0
	ADOT Total Workforce %	*	78.6%	11.4%	37.1%	8.6%	8.6%	0%	6.9%	3.4%	5.7%	0.0%	2.9%	0%
	Census Arizona CLF %	*	*	52.0%	34.4%	36.2%	1.5%	2.0%	7.6%	9.0%	2.8%	2.5%	1.0%	1.7%
	Parity	*	*	18	*	*	0	1	5	1	2	0	1	0
	Utilization (Parity or Below)	*	*	B	*	*	*	P	P	P	P	*	P	*
	Parity Goal	*	*	14	*	*	*	0	0	0	0	*	0	*
4	PROTECTIVE SERVICE - Sworn	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	ADOT Total Workforce %	*	*	*	*	*	*	*	*	*	*	*	*	*
	Census Arizona CLF %	*	*	*	*	*	*	*	*	*	*	*	*	*
	Parity	*	*	*	*	*	*	*	*	*	*	*	*	*
	Utilization (Parity or Below)	*	*	*	*	*	*	*	*	*	*	*	*	*
	Parity Goal	*	*	*	*	*	*	*	*	*	*	*	*	*
5	PROTECTIVE SERVICE – Non Sworn	3	1	2	0	0	0	0	0	2	0	0	1	0
	ADOT Total Workforce %	*	83.0%	66.7%	0.0%	0.0%	0.0%	0.0%	0%	0.0%	0%	0%	0.0%	0.0%
	Census Arizona CLF %	*	*	49.8%	41.7%	33.3%	2.6%	0.2%	7.6%	10.4%	0.6%	0.0%	1.6%	1.3%
	Parity	*	*	1	*	*	1	1	0	1	0	0	1	0
	Utilization (Parity or Below)	*	*	P	*	*	B	B	*	P	*	*	P	*
	Parity Goal	*	*	0	*	*	1	1	*	1	*	*	0	*

Code	EEO Job Categories	Total	Male	Female	White Non-Minority		Black		Hispanic	Asian/Pacific Islander		American Indian Or Alaskan Native		
6	ADMINISTRATIVE SUPPORT	4	2	2	2	0	0	0	0	2	0	0	0	0
	ADOT Total Workforce %	*	46.8%	20.0%	50.0%	0%	20.0%	0%	0%	20.0%	60.0%	0%	0%	0%
	Census Arizona CLF %	*	*	62.5%	26.2%	40.5%	1.5%	2.2%	7.7%	15.3%	1.0%	1.5%	0.6%	2.0%
	Parity	*	*	3	*	*	1	1	0	1	1	0	1	1
	Utilization (Parity or Below)	*	*	B	*	*	B	B	*	P	P	*	B	B
	Parity Goal		*	1	*	*	1	1	*	0	0	*	1	1
7	SKILLED CRAFT	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	ADOT Total Workforce %	*	*	*	*	*	*	*	*	*	*	*	*	*
	Census Arizona CLF %	*	*	*	*	*	*	*	*	*	*	*	*	*
	Parity	*	*	*	*	*	*	*	*	*	*	*	*	*
	Utilization (Parity or Below)	*	*	*	*	*	*	*	*	*	*	*	*	*
	Parity Goal	*	*	*	*	*	*	*	*	*	*	*	*	*
8	SERVICE/MAINTENANCE	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	ADOT Total Workforce %	*	*	*	*	*	*	*	*	*	*	*	*	*
	Census Arizona CLF %	*	*	*	*	*	*	*	*	*	*	*	*	*
	Parity	*	*	*	*	*	*	*	*	*	*	*	*	*
	Utilization (Parity or Below)	*	*	*	*	*	*	*	*	*	*	*	*	*
	Parity Goal	*	*	*	*	*	*	*	*	*	*	*	*	*

*Data in red represents where ADOT is below parity.

WORKFORCE UTILIZATION ANALYSIS BY DIVISION

Division: Director's

Code	EEO Job Categories	Total	Male	Female	White Non-Minority		Black		Hispanic		Asian/Pacific Islander		American Indian Or Alaskan Native	
					M	F	M	F	M	F	M	F	M	F
1	OFFICIALS/ADMINISTRATORS	39	23	16	22	13	0	1	0	2	1	0	0	0
	ADOT Total Workforce %*		66.2%	41.0%	56.4%	33.3%	0%	2.6%	0%	5.1%	2.6%	0%	0%	0%
	Census Arizona CLF %*			41.0%	46.8%	30.4%	1.5%	1.4%	7.5%	6.5%	1.7%	1.3%	0.8%	0.9%
	Parity*			16			0	1	3	0	1	0	1	1
	Utilization (Parity or Below)*			P			P	P	B	P	P	P	B	B
	Parity Goal*			0			*	0	3	0	0	*	1	1
2	PROFESSIONALS	95	38	57	31	40	3	6	3	6	1	2	0	3
	ADOT Total Workforce %		49.9%	60.0%	32.6%	42.1%	3.2%	6.3%	3.2%	6.3%	2.6%	0%	0%	3.2%
	Census Arizona CLF %			53.4%	35.3%	39.9%	1.8%	2.0%	4.8%	6.9%	3.5%	2.3%	0.7%	1.4%
	Parity			51			2	2	5	6	3	3	0	2
	Utilization (Parity or Below)			P			P	P	B	P	B	B	*	P
	Parity Goal			0			0	0	2	0	2	1	*	0
3	TECHNICIANS	2	1	1	1	1	0	0	0	0	0	0	0	0
	ADOT Total Workforce %		78.6	50.0%	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
39	Census Arizona CLF %			52.0%	34.4%	36.2%	1.5%	2.0%	7.6%	9.0%	2.8%	2.5%	1.0%	1.7%
	Parity			1			1	1	1	1	1	1	1	1
	Utilization (Parity or Below)			P			B	B	B	B	B	B	B	B
	Parity Goal			0			1	1	1	1	1	1	1	1
4	PROTECTIVE SERVICE -Sworn	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	ADOT Total Workforce %													
	Census Arizona CLF %													
	Parity													
	Utilization (Parity or Below)													
	Parity Goal													
5	PROTECTIVE SERVICE – Non Sworn	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	ADOT Total Workforce %													
	Census Arizona CLF %													
	Parity													
	Utilization (Parity or Below)													
	Parity Goal													

Code	EEO Job Categories	Total	Male	Female	White	Black	Hispanic	Asian/Pacific Islander	American Indian Or Alaskan Native					
6	ADMINISTRATIVE SUPPORT	1	N/A	1	N/A	N/A	0	0	0	1	0	0	N/A	N/A
	ADOT Total Workforce %			100%			0%	0%	0%	100%	0%	0%	0%	0%
	Census Arizona CLF %			62.5%			1.5%	2.2%	7.7%	15.3%	1.0%	1.5%	0.6%	2.0%
	Parity						1	1	0	1	1	1	1	1
	Utilization (Parity or Below)						B	B	*	P	B	B	B	B
	Parity Goal						1	1	*	0	1	1	1	1
7	SKILLED CRAFT	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	ADOT Total Workforce %													
	Census Arizona CLF %													
	Parity													
	Utilization (Parity or Below)													
	Parity Goal													
8	SERVICE/MAINTENANCE	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	ADOT Total Workforce %													
	Census Arizona CLF %													
	Parity													
	Utilization (Parity or Below)													
	Parity Goal													

*Data in red represents where ADOT is below parity.

WORKFORCE UTILIZATION ANALYSIS BY DIVISION

Division: Enforcement Compliance

Code	EEO Job Categories	Total	Male	Female	White Non-Minority		Black		Hispanic		Asian/Pacific Islander		American Indian Or Alaskan Native	
					M	F	M	F	M	F	M	F	M	F
1	OFFICIALS/ADMINISTRATORS	8	3	5	3	2	0	0	0	3	0	0	0	0
	ADOT Total Workforce %*	*	62.2%	62.5%	37.5%	25.0%	0%	0%	0%	37.5%	0%	0%	0%	0%
	Census Arizona CLF %*	*	*	41.0%	46.8%	30.4%	1.5%	1.4%	7.5%	6.5%	1.7%	1.3%	0.8%	0.9%
	Parity*	*	*	3	*	*	1	1	0	1	1	1	1	1
	Utilization (Parity or Below)*	*	*	P	*	*	B	B	*	P	B	B	B	B
	Parity Goal*	*	*	0	*	*	1	1	*	0	1	1	1	1
2	PROFESSIONALS	38	17	21	12	14	0	0	5	7	0	0	0	0
	ADOT Total Workforce %	*	49.9%	53.4%	31.6%	36.8%	0%	0%	13.2%	18.4%	0%	0%	0%	0%
	Census Arizona CLF %	*	*	53.4%	35.3%	39.9%	1.8%	2.0%	4.8%	6.9%	3.5%	2.3%	0.7%	1.4%
	Parity	*	*	15	*	*	1	1	2	2	2	2	1	1
	Utilization (Parity or Below)	*	*	P	*	*	B	B	P	P	B	B	B	B
	Parity Goal	*	*	0	*	*	1	1	0	0	2	2	1	1
3	TECHNICIANS	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	ADOT Total Workforce %	*	*	*	*	*	*	*	*	*	*	*	*	*
	Census Arizona CLF %	*	*	*	*	*	*	*	*	*	*	*	*	*
	Parity	*	*	*	*	*	*	*	*	*	*	*	*	*
	Utilization (Parity or Below)	*	*	*	*	*	*	*	*	*	*	*	*	*
	Parity Goal	*	*	*	*	*	*	*	*	*	*	*	*	*
4	PROTECTIVE SERVICE - Sworn	85	69	16	42	9	3	0	22	3	1	1	1	3
	ADOT Total Workforce %	*	83.0%	18.8%	49.4%	10.6%	3.5%	0%	25.9%	3.5%	1.2%	1.2%	1.2%	3.5%
	Census Arizona CLF %	*	*	19.5%	53.9%*	11.4%	3.7%	1.1%	17.7%	4.9%	1.1%	0.2%	2.8%	1.6%
	Parity	*	*	17	*	*	3	1	16	3	1	1	1	3
	Utilization (Parity or Below)	*	*	B	*	*	P	B	P	P	P	P	P	P
	Parity Goal	*	*	1	*	*	0	1	0	0	0	0	0	0
5	PROTECTIVE SERVICE - Non Sworn	134	89	45	49	22	2	1	37	14	1	1	0	7
	ADOT Total Workforce %	*	26.5%	33.6%	36.6%	16.4%	1.5%	0.7%	27.6%	10.4%	0.7%	0.7%	0%	5.2%
	Census Arizona CLF %	*	*	49.8%	41.7%	33.0%	2.6%	0.2%	7.6%	10.4%	0.6%	0.0%	1.6%	1.3%
	Parity	*	*	67	*	*	2	1	6	14	1	1	4	7
	Utilization (Parity or Below)	*	*	B	*	*	P	P	P	P	P	P	B	P
	Parity Goal	*	*	22	*	*	0	0	0	0	0	0	4	0

Code	EEO Job Categories	Total	Male	Female	White	Black	Hispanic	Asian/Pacific Islander	American Indian Or Alaskan Native					
6	ADMINISTRATIVE SUPPORT	6	2	4	1	3	1	0	0	1	0	0	0	0
	ADOT Total Workforce %	*	46.8%	66.7%	16.7%	50.0%	16.7%	0%	0%	16.7%	0%	0%	0%	0%
	Census Arizona CLF %	*	*	62.5%	26.2%	40.5%	1.5%	2.2%	7.7%	15.3%	1.0%	1.5%	0.6%	2.0%
	Parity	*	*	4	*	*	1	0	0	1	1	1	1	1
	Utilization (Parity or Below)	*	*	P	*	*	P	*	*	P	B	B	B	B
	Parity Goal	*	*	0	*	*	0	*	*	0	1	1	1	1
7	SKILLED CRAFT	2	2	N/A	2	0	0	0	0	0	0	0	0	0
	ADOT Total Workforce %	*	94.7%	*	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Census Arizona CLF %	*	*	*	50.1%	2.8%	2.0%	0.2%	37.8%	1.5%	1.1%	0.4%	3.2%	0.2%
	Parity	*	*	*	*	*	1	1	1	1	1	1	1	1
	Utilization (Parity or Below)	*	*	*	*	*	B	B	B	B	B	B	B	B
	Parity Goal	*	*	*	*	*	1	1	1	1	1	1	1	1
8	SERVICE/MAINTENANCE	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	ADOT Total Workforce %	*	*	*	*	*	*	*	*	*	*	*	*	*
	Census Arizona CLF %	*	*	*	*	*	*	*	*	*	*	*	*	*
	Parity	*	*	*	*	*	*	*	*	*	*	*	*	*
	Utilization (Parity or Below)	*	*	*	*	*	*	*	*	*	*	*	*	*
	Parity Goal	*	*	*	*	*	*	*	*	*	*	*	*	*

*Data in red represents where ADOT is below parity.

WORKFORCE UTILIZATION ANALYSIS BY DIVISION

Division: Infrastructure Delivery & Operations

Code	EEO Job Categories	Total	Male	Female	White Non-Minority		Black		Hispanic		Asian/Pacific Islander		American Indian Or Alaskan Native	
					M	F	M	F	M	F	M	F	M	F
1	OFFICIALS/ADMINISTRATORS	69	51	18	39	14	1	0	5	2	5	2	1	0
	ADOT Total Workforce %*	*	62.2%	26.1%	56.5%	20.3%	1.4%	0.0%	7.2%	2.9%	7.2%	2.9%	1.4%	0%
	Census Arizona CLF %*	*	*	41.0%	46.8%	30.4%	1.5%	1.4%	7.5%	6.5%	1.7%	1.3%	0.8%	0.9%
	Parity*	*	*	28	*	*	1	1	5	5	1	1	1	0
	Utilization (Parity or Below)*	*	*	B	*	*	P	B	P	B	P	P	P	*
	Parity Goal*	*	*	10	*	*	0	1	0	3	0	0	0	*
	PROFESSIONALS	470	283	187	183	101	7	12	44	53	39	13	10	8
	ADOT Total Workforce %	*	49.9%	39.8%	38.9%	21.5%	1.5%	2.6%	9.4%	11.3%	8.3%	2.8%	1.6%	1.6%
	Census Arizona CLF %	*	*	53.4%	35.3%	39.9%	1.8%	2.0%	4.8%	6.9%	3.5%	2.3%	0.7%	1.4%
	Parity	*	*	251	*	*	7	11	23	32	16	11	4	6
	Utilization (Parity or Below)	*	*	B	*	*	P	P	P	P	P	P	P	P
	Parity Goal	*	*	64	*	*	0	0	0	0	0	0	0	0
3	TECHNICIANS	262	203	59	115	36	7	1	67	21	7	0	7	1
	ADOT Total Workforce %	*	78.6%	22.5%	31.6%	13.7%	2.7%	0.4%	25.6%	8.0%	2.7%	0.0%	2.7%	0.4%
	Census Arizona CLF %	*	*	52.0%	34.4%	36.2%	1.5%	2.0%	7.6%	9.0%	2.8%	2.5%	1.0%	1.7%
	Parity	*	*	136	*	*	7	2	20	23	7	7	6	1
	Utilization (Parity or Below)	*	*	B	*	*	P	B	P	P	P	B	P	P
	Parity Goal	*	*	77	*	*	0	1	0	0	0	7	0	0
4	PROTECTIVE SERVICE - Sworn	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	ADOT Total Workforce %	*	*	*	*	*	*	*	*	*	*	*	*	*
	Census Arizona CLF %	*	*	*	*	*	*	*	*	*	*	*	*	*
	Parity	*	*	*	*	*	*	*	*	*	*	*	*	*
	Utilization (Parity or Below)	*	*	*	*	*	*	*	*	*	*	*	*	*
	Parity Goal	*	*	*	*	*	*	*	*	*	*	*	*	*
5	PROTECTIVE SERVICE – Non Sworn	19	13	6	6	3	0	1	6	2	0	0	0	0
	ADOT Total Workforce %	*	26.5%	31.6%	31.6%	15.8%	0.0%	5.3%	31.6%	10.5%	0%	0.0%	0.0%	0%
	Census Arizona CLF %	*	*	49.8%	41.7%	33.3%	2.60%	0.2%	7.6%	10.4%	0.6%	0.0%	1.6%	1.3%
	Parity	*	*	9	*	*	0	1	1	2	1	1	2	2
	Utilization (Parity or Below)	*	*	B	*	*	*	P	P	P	B	B	B	B
	Parity Goal	*	*	3	*	*	*	0	0	0	1	1	2	2

Code	EEO Job Categories	Total	Male	Female	White		Black		Hispanic		Asian/Pacific Islander		American Indian Or Alaskan Native	
6	ADMINISTRATIVE SUPPORT	2	0	2	0	0	0	1	0	1	0	0	0	0
	ADOT Total Workforce %	*	*	100%	0%	0%	0%	50.0%	0%	50.0%	0.0%	0.0%	0.0%	0.0%
	Census Arizona CLF %	*	*	62.5%	*	*	1.5%	2.2%	7.7%	15.3%	1.0%	1.5%	0.6%	2.0%
	Parity	*	*	1	*	*	0	1	0	1	1	1	1	1
	Utilization (Parity or Below)	*	*	P	*	*	*	P	*	P	B	B	B	B
	Parity Goal	*	*	0	*	*	*	0	*	0	1	1	1	1
7	SKILLED CRAFT	0	0	0	0	0	0	0	0	0	0	0	0	0
	ADOT Total Workforce %	*	*	6.9%	0%	0%	0.0%	0.0%	0.0%	0%	0.0%	0.0%	0%	0%
	Census Arizona CLF %	*	*	62.5	*	*	2.0%	0.2%	37.8%	1.5%	1.1%	0.3%	3.2%	0.1%
	Parity	*	*	0	*	*	*	*	*	*	*	*	*	*
	Utilization (Parity or Below)	*	*	P	*	*	*	*	*	*	*	*	*	*
	Parity Goal	*	*	0	*	*	*	*	*	*	*	*	*	*
8	SERVICE/MAINTENANCE	518	510	8	272	8	4	0	168	0	1	0	65	0
	ADOT Total Workforce %	*	98.4%	1.5%	52.5%	1.5%	0.8%	0%	32.4%	0.0%	0.2%	0%	12.5%	0%
	Census Arizona CLF %	*	*	42.4%	25.5%	20.6%	2.2%	1.4%	25.9%	16.4%	1.3%	1.5%	2.0%	1.9%
	Parity	*	*	220	*	*	11	8	219	219	7	8	21	*
	Utilization (Parity or Below)	*	*	B	*	*	B	B	P	B	B	B	P	0
	Parity Goal	*	*	212	*	*	7	8	*	51	6	8	0	0

*Data in red represents where ADOT is below parity.

WORKFORCE UTILIZATION ANALYSIS BY DIVISION

Division: Multi-Modal Planning

Code	EEO Job Categories	Total	Male	Female	White Non-Minority		Black		Hispanic		Asian/Pacific Islander		American Indian Or Alaskan Native	
					M	F	M	F	M	F	M	F	M	F
1	OFFICIALS/ADMINISTRATORS	20	13	7	8	7	1	0	3	0	1	0	0	0
	ADOT Total Workforce %*	*	66.2%	35. %	33.3%	50.0%	5.0%	0.0%	15.0%	0.0%	5.0%	0.0%	0.0%	0.0%
	Census Arizona CLF %*	*	*	40.1 %	46.8%	30.4%	1.5%	1.4%	7.5%	6.5%	1.7%	1.3%	0.8%	0.9%
	Parity*	*	*	8	*	*	1	1	3	0	1	0	1	1
	Utilization (Parity or Below)*	*	*	B	*	*	P	P	P	*	P	*	B	B
	Parity Goal*	*	*	1	*	*	0	0	0	*	0	*	1	1
2	PROFESSIONALS	39	21	18	14	10	1	1	1	2	4	4	1	0
	ADOT Total Workforce %	*	49.9%	46.2%	44.7%	31.6%	2.6%	2.6%	2.6%	5.1%	10.3%	10.3%	2.6%	0%
	Census Arizona CLF %	*	*	53.4%	35.3%	39.9%	1.8%	2.0%	4.2%	5.2%	3.5%	2.3%	0.7%	1.3%
	Parity	*	*	21	*	*	1	1	5	5	1	1	1	0
	Utilization (Parity or Below)	*	*	B	*	*	P	P	B	B	P	P	P	*
	Parity Goal	*	*	3	*	*	0	0	4	3	0	0	0	*
3	TECHNICIANS	7	6	1	3	1	2	0	0	0	1	0	0	0
	ADOT Total Workforce %	*	78.6%	14.3%	42.9%	14.3%	11.1%	0%	0%	0%	14.3%	0%	0%	0%
	Census Arizona CLF %	*	*	41.0%	34.4%	36.2%	1.5%	2.0%	7.6%	9.0%	2.8%	2.5%	1.0%	1.7%
	Parity	*	*	4	*	*	1	1	1	1	1	0	1	1
	Utilization (Parity or Below)	*	*	B	*	*	P	P	B	B	P	*	B	B
	Parity Goal	*	*	3	*	*	0	0	1	1	0	*	1	1
4	PROTECTIVE SERVICE -Sworn	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	ADOT Total Workforce %	*	*	*	*	*	*	*	*	*	*	*	*	*
	Census Arizona CLF %	*	*	*	*	*	*	*	*	*	*	*	*	*
	Parity	*	*	*	*	*	*	*	*	*	*	*	*	*
	Utilization (Parity or Below)	*	*	*	*	*	*	*	*	*	*	*	*	*
	Parity Goal	*	*	*	*	*	*	*	*	*	*	*	*	*
5	PROTECTIVE SERVICE – Non Sworn	6	N/A	N/A	1	0	1	0	3	0	1	0	0	0
	ADOT Total Workforce %	26.5%	*	*	*	*	50%	0%	50.0%	0%*	16.7%	0%	0%*	0%
	Census Arizona CLF %	*	*	*	*	*	2.6%	0.2%	7.6%	10.4%	0.6%	0.0%	1.6%	1.3%
	Parity	*	*	*	*	*	*	*	*	*	*	*	1	1
	Utilization (Parity or Below)	*	*	*	*	*	*	*	*	*	*	*	B	B
	Parity Goal	*	*	*	*	*	*	*	*	*	*	*	1	1

Code	EEO Job Categories	Total	Male	Female	White		Black		Hispanic		Asian/Pacific Islander		American Indian Or Alaskan Native	
6	ADMINISTRATIVE SUPPORT	0	0	N/A	0	0	0	0	0	0	0	0	0	5
	ADOT Total Workforce %	*	*	*	*	*	*	*	*	*	*	*	*	*
	Census Arizona CLF %	*	*	*	*	*	*	*	*	*	*	*	*	*
	Parity	*	*	*	*	*	*	*	*	*	*	*	*	*
	Utilization (Parity or Below)	*	*	*	*	*	*	*	*	*	*	*	*	*
	Parity Goal	*	*	*	*	*	*	*	*	*	*	*	*	*
7	SKILLED CRAFT	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	ADOT Total Workforce %	*	*	*	*	*	*	*	*	*	*	*	*	*
	Census Arizona CLF %	*	*	*	*	*	*	*	*	*	*	*	*	*
	Parity	*	*	*	*	*	*	*	*	*	*	*	*	*
	Utilization (Parity or Below)	*	*	*	*	*	*	*	*	*	*	*	*	*
	Parity Goal	*	*	*	*	*	*	*	*	*	*	*	*	*
8	SERVICE/MAINTENANCE	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	ADOT Total Workforce %	*	*	*	*	*	*	*	*	*	*	*	*	*
	Census Arizona CLF %	*	*	*	*	*	*	*	*	*	*	*	*	*
	Parity	*	*	*	*	*	*	*	*	*	*	*	*	*
	Utilization (Parity or Below)	*	*	*	*	*	*	*	*	*	*	*	*	*
	Parity Goal	*	*	*	*	*	*	*	*	*	*	*	*	*

*Data in red represents where ADOT is below parity.

WORKFORCE UTILIZATION ANALYSIS BY DIVISION

Division: Motor Vehicle

Code	EEO Job Categories	Total	Male	Female	White Non-Minority		Black		Hispanic		Asian/Pacific Islander		American Indian Or Alaskan Native	
					M	F	M	F	M	F	M	F	M	F
1	OFFICIALS/ADMINISTRATORS	22	13	9	9	8	0	0	3	1	0	0	1	0
	ADOT Total Workforce %*	*	66.2%	40.9%	40.0%	46.7%	0%	0%	13.6%	4.5%	0%	0%	4.5%	0%
	Census Arizona CLF %*	*	*	41.0%	*	*	1.5%	1.4%	7.5%	6.5%	1.3%	0.8%	0.8%	0.9%
	Parity*	*	*	9	*	*	1	1	2	1	1	1	1	0
	Utilization (Parity or Below)*	*	*	P	*	*	B	B	P	P	B	B	P	*
	Parity Goal*	*	*	0	*	*	1	1	0	0	1	1	0	*
2	PROFESSIONALS	99	23	76	15	40	0	4	6	27	2	2	0	3
	ADOT Total Workforce %*	*	49.9%	76.8	16.7%	44.7%	0%	4.0%	6.1%	27.3%	2.0%	2.0%	0%	0.9%
	Census Arizona CLF %*	*	*	53.4%	*	*	1.8%	2.0%	4.8%	6.9%	3.5%	2.3%	0.7%	1.4%
	Parity*	*	*	53	*	*	0	4	4	7	3	3	0	2
	Utilization (Parity or Below)*	*	*	P	*	*	*	P	P	P	B	B	*	P
	Parity Goal*	*	*	0	*	*	*	0	0	0	1	1	*	0
3	TECHNICIANS	2	1	1	0	0	0	0	1	1	0	0	0	0
	ADOT Total Workforce %*	*	78.6%	50.0%	0%	0%	0%	0%	50.0%	50.0%	0%	0%	0%	0%
	Census Arizona CLF %*	*	*	52.0%	*	*	1.5%	2.0%	7.6%	9.0%	2.8%	2.5%	1.0%	1.7%
	Parity*	*	*	1	*	*	1	1	1	1	1	1	1	1
	Utilization (Parity or Below)*	*	*	P	*	*	B	B	P	P	B	B	B	B
	Parity Goal*	*	*	0	*	*	1	1	0	0	1	1	1	1
4	PROTECTIVE SERVICE - SWORN	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	ADOT Total Workforce %*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Census Arizona CLF %*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Parity*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Utilization (Parity or Below)*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Parity Goal*	*	*	*	*	*	*	*	*	*	*	*	*	*
5	PROTECTIVE SERVICE – Non Sworn	661	114	547	54	232	3	40	49	237	6	12	2	26
	ADOT Total Workforce %*	*	26.5%	82.8%	8.9%	39.5%	0.5%	7.4%	35.9%	34.2%	0.4%	1.5%	0.3%	2.7%
	Census Arizona CLF %*	*	*	49.8%	*	2.6%	0.2%	7.6%	10.4%	8.0%	0.6%	0.0%	1.6%	1.3%
	Parity*	*	*	329	*	*	3	29	44	53	1	10	11	44
	Utilization (Parity or Below)*	*	*	P	*	*	P	P	P	P	P	P	B	B
	Parity Goal*	*	*	0	*	*	0	0	0	0	0	0	9	18

Code	EEO Job Categories	Total	Male	Female	White Non-Minority		Black		Hispanic		Asian/Pacific Islander		American Indian Or Alaskan Native	
					M	F	M	F	M	F	M	F	M	F
6	ADMINISTRATIVE SUPPORT	4	3	1	1	1	0	0	2	0	0	0	0	0
	ADOT Total Workforce %*	*	46.8%	25.0%	50.0%	50.0%	0.0%	0.0%	50.0%	0.0%	0%	0%	0%	0%
	Census Arizona CLF %*	*	*	62.5%	*	*	1.5%	2.2%	7.7%	15.3%	0.6%	1.3%	0.6%	2.0%
	Parity*	*	*	3	*	*	1	1	1	0	1	1	1	1
	Utilization (Parity or Below)*	*	*	B	*	*	B	B	P	*	B	B	B	B
	Parity Goal*	*	*	2	*	*	1	1	0	*	1	1	1	1
7	SKILLED CRAFT	12	8	4	3	2	1	0	4	1	0	0	0	1
	ADOT Total Workforce %*	*	94.7%	25.0%	11.1%	16.7%	2.0%	0%	33.3%	8.3%	0%	0%	0%	0%
	Census Arizona CLF %*	*	*	5.0	*	*	2.0%	0.2%	37.8%	1.5%	1.1%	0.3%	3.2%	0.2%
	Parity*	*	*	1	*	*	1	0	4	1	1	1	0	1
	Utilization (Parity or Below)*	*	*	P	*	*	P	*	P	P	B	B	*	P
	Parity Goal*	*	*	0	*	*	0	*	0	0	1	1	*	0
8	SERVICE/MAINTENANCE	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	ADOT Total Workforce %*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Census Arizona CLF %*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Parity*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Utilization (Parity or Below)*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Parity Goal*	*	*	*	*	*	*	*	*	*	*	*	*	*

*Data in red represents where ADOT is below parity.

WORKFORCE UTILIZATION ANALYSIS BY DIVISION

Division: Transportation Systems Management and Operations

Code	EEO Job Categories	Total	Male	Female	White Non-Minority		Black		Hispanic		Asian/Pacific Islander		American Indian Or Alaskan Native	
					M	F	M	F	M	F	M	F	M	F
1	OFFICIALS/ADMINISTRATORS	24	22	2	20	2	1	0	0	0	1	0	0	0
	ADOT Total Workforce %*	*	66.2%	8.3%	83.3%	8.3%	3.3%	0%	0.0%	0.0%	4.2%	2.8%	0%	0%
	Census Arizona CLF %*	*	*	41.0%	46.8%	30.4%	1.5%	1.4%	7.5%	6.50%	1.7%	1.3%	0.8%	0.9%
	Parity*	*	*	10	*	*	1	0	2	1	1	0	1	1
	Utilization (Parity or Below)*	*	*	B	*	*	P	*	B	B	P	*	B	B
	Parity Goal*	*	*	8	*	*	0	*	2	1	0	*	1	1
2	PROFESSIONALS	72	38	34	28	21	0	2	3	9	6	2	1	0
	ADOT Total Workforce %	*	49.9%	24.1%	38.9%	29.2%	0.0%	2.8%	4.2%	12.5%	8.3%	2.6%	1.4%	0.0%
	Census Arizona CLF %	*	*	52.0%	35.5%	39.9%	1.8%	2.0%	4.8%	6.9%	3.5%	2.3%	0.7%	1.4%
	Parity	*	*	38	*	*	0	3	3	5	3	1	1	1
	Utilization (Parity or Below)	*	*	B	*	*	*	B	P	P	P	P	P	B
	Parity Goal	*	*	4	*	*	*	1	0	0	0	0	0	1
3	TECHNICIANS	29	22	7	18	4	0	1	2	1	2	0	0	1
	ADOT Total Workforce %	*	78.6%	24.1%	62.1%	13.8%	0.0%	3.4%	6.9%	3.4%	6.9%	0.0%	0.0%	1.4%
	Census Arizona CLF %	*	*	52.0%	34.4%	36.2%	1.5%	2.0%	7.6%	9.0%	2.8%	2.5%	1.0%	1.7%
	Parity	*	*	15	*	*	0	1	2	3	2	0	0	1
	Utilization (Parity or Below)	*	*	B	*	*	*	P	P	B	P	*	*	P
	Parity Goal	*	*	8	*	*	*	0	0	2	0	*	*	0
4	PROTECTIVE SERVICE - Sworn	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	ADOT Total Workforce %	*	*	*	*	*	*	*	*	*	*	*	*	*
	Census Arizona CLF %	*	*	*	*	*	*	*	*	*	*	*	*	*
	Parity	*	*	*	*	*	*	*	*	*	*	*	*	*
	Utilization (Parity or Below)	*	*	*	*	*	*	*	*	*	*	*	*	*
	Parity Goal	*	*	*	*	*	*	*	*	*	*	*	*	*
5	PROTECTIVE SERVICE – Non Sworn	4	3	1	3	1	0	0	0	0	0	0	0	0
	ADOT Total Workforce %	*	83.0%	25.0%	75.0%	25.0%	0.0%	0.0%	0%	0.0%	0%	0%	0.0%	0.0%
	Census Arizona CLF %	*	*	49.8%	26.2%	40.5%	2.6%	0.2%	7.6%	10.4%	0.6%	0.0%	1.6%	1.3%
	Parity	*	*	2	*	*	1	1	1	1	1	1	1	1
	Utilization (Parity or Below)	*	*	B	*	*	B	B	B	B	B	B	B	B
	Parity Goal	*	*	1	*	*	1	1	1	1	1	1	1	1

Code	EEO Job Categories	Total	Male	Female	White		Black		Hispanic		Asian/Pacific Islander		American Indian Or Alaskan Native	
6	ADMINISTRATIVE SUPPORT	5	4	1	0	0	1	0	0	1	3	0	0	0
	ADOT Total Workforce %	*	46.8%	20.0%	0%	0%	20.0%	0%	0%	20.0%	60.0%	0%	0%	0%
	Census Arizona CLF %	*	*	62.5%	26.2%	40.5%	1.5%	2.2%	7.7%	15.3%	1.0%	1.5%	0.6%	2.0%
	Parity	*	*	3	*	*	1	0	0	1	1	0	1	1
	Utilization (Parity or Below)	*	*	B	*	*	P	*	*	P	P	*	B	B
	Parity Goal		*	2	*	*	0	*	*	0	0	*	1	1
7	SKILLED CRAFT	61	57	4	34	4	2	0	20	0	1	0	0	0
	ADOT Total Workforce %	*	94.7	6.6%	55.7%	6.6%	3.3%	0%	32.8%	0.0%	1.6%	0.0%	0.0%	0.0%
	Census Arizona CLF %	*	*	5.0%	50.1%	2.8%	2.0%	0.2%	37.8%	1.5%	1.1%	0.3%	1.1%	0.0%
	Parity	*	*	3	*	*	1	0	20	4	1	0	1	1
	Utilization (Parity or Below)	*	*	P	*	*	P	*	P	B	P	*	B	B
	Parity Goal	*	*	0	*	*	0	*	0	4	0	*	1	1
8	SERVICE/MAINTENANCE	80	80	0	44	0	1	0	28	0	0	0	7	0
	ADOT Total Workforce %	*	98.4%	0.0%	55.0%	0.0%	1.3%	0.0%	35.0%	0.0%	0.0%	0.0%	8.8%	0.0%
	Census Arizona CLF %	*	*	42.4%	25.5%	20.6%	2.2%	1.4%	25.9%	16.4%	1.3%	1.5%	2.0%	1.9%
	Parity	*	*	34	*	*	2	1	21	6	1	1	3	0
	Utilization (Parity or Below)	*	*	B	*	*	B	B	P	B	B	B	P	*
	Parity Goal	*	*	34	*	*	1	1	0	6	1	1	0	*

*Data in red represents where ADOT is below parity.

Established Goals to Address Utilization

ESTABLISHED GOALS TO ADDRESS UNDERUTILIZATION

ADMINISTRATIVE SERVICES

<u>Job Group</u>	<u>Job Group Description</u>	<u>Goal (annually over 5 years)</u>	<u>Barrier(s)</u>
01	OFFICIALS/ADMINISTRATORS	3 Females 1 Hispanic – (1) Male and/or (1) Female 1 Asian/Pacific Islander – Male and/or Female 1 American Indian – Male and/or Female	
02	PROFESSIONAL	1 Asian/Pacific Islander – Female	
03	TECHNICIAN	1 Female 2 Hispanic – (1) Male and (1) Female 2 Asian/Pacific Islanders – (1) Male and (1) Female 2 American Indian/Alaskan Native – (1) Male and (1) Female	
04	PROTECTIVE SERVICES – Sworn	1 Female 2 Black – (1) Male and (1) Female 1 Hispanic – Female 2 Asian/Pacific Islanders – (1) Male and (1) Female 2 American Indian/Alaskan Native – (1) Male and (1) Female	
05	PROTECTIVE SERVICES – Non Sworn	2 Asian/Pacific Islanders – (1) Male and (1) Female 2 American Indian/Alaskan Native – (1) Male and (1) Female	
06	ADMINISTRATIVE SUPPORT	4 Female 2 Black – (1) Male and (1) Female	
07	SKILLED CRAFT	4 Female 3 Black – (1) Male and (2) Female 5 Hispanic – Males 2 Asian/Pacific Islanders – (1) Male and (1) Female	

GOALS & TIME TABLES

08 SERVICE/MAINTENANCE
 2 Females
 1 Hispanic – Females
 2 Asian/Pacific Islanders – (1) Male and (1) Female

BUSINESS OPERATIONS

<u>Job Group</u>	<u>Job Group Description</u>	<u>Goal (annually over 5 years)</u>	<u>Barrier(s)</u>
01	OFFICIALS/ADMINISTRATORS	3 Hispanic – (2) Male and (1) Female 2 Asian/Pacific Islanders – (1) Male and (1) Female 2 American Indian/Alaskan Natives – (1) Male and (1) Female	
02	PROFESSIONALS	2 Females	
03	TECHNICIANS	3 Females	
05	PROTECTIVE SERVICE – Non Sworn	2 Black – (1) Male and (1) Female	
06	ADMINISTRATIVE SERVICE	1 Female 2 Black – (1) Male and (1) Female 2 American Indian/Alaskan Native – (1) Male and (1) Female	

DIRECTOR’S OFFICE

<u>Job Group</u>	<u>Job Group Description</u>	<u>Goal (annually over 5 years)</u>	<u>Barrier(s)</u>
01	OFFICIALS/ADMINISTRATORS	3 Hispanic – Males 2 American Indian/Alaskan Native – (1) Male and (1) Female	
02	PROFESSIONALS	2 Hispanic – Males 3 Asian/Pacific Islanders – (2) Male and (1) Female	
03	TECHNICIANS	2 Black – (1) Male and (1) Female 2 Hispanic – (1) Male and (1) Female	

GOALS & TIME TABLES

Director's Office/Technician (cont.)

03	TECHNICIANS	2 Black – (1) Male and (1) Female 2 Hispanic – (1) Male and (1) Female 2 Asian/Pacific Islanders – (1) Male and (1) Female 2 American Indian/Alaskan Native – (1) Male and (1) Female
06	ADMINISTRATIVE SUPPORT	2 Black – (1) Male and (1) Female 2 Asian/Pacific Islander – (1) Male and (1) Female 2 American Indian/Alaskan Native – (1) Male and (1) Female

ENFORCEMENT COMPLIANCE

<u>Job Group</u>	<u>Job Group Description</u>	<u>Goal (annually over 5 years)</u>	<u>Barrier(s)</u>
01	OFFICIALS/ADMINSTRATORS	2 Black – (1) Male and (1) Female 2 Asian/Pacific Islander – (1) Male and (1) Female 2 American Indian – (1) Male and (1) Female	
02	PROFESSIONALS	2 Black – (1) Male and (1) Female 4 Asian/Pacific Islander – (2) Male and (2) Female 2 American Indian – (1) Male and (1) Female	
04	PROTECTIVE SERVICE – Sworn	1 Female 1 Black – (1) Female	
05	PROTECTIVE SERVICE – Non Sworn	5 Females 4 – American Indian/Alaskan Native – (4) Males	
06	ADMINISTRATIVE SUPPORT	2 Asian/Pacific Islander – (1) Male and (1) Female 2 American Indian/Alaskan Native – (1) Male and (1) Female	
08	SKILLED CRAFT	2 Black – (1) Male and (1) Female	

GOALS & TIME TABLES

Enforcement Compliance (cont.)

08 SKILLED CRAFT
 2 Hispanic – (1) Male and (1) Female
 2 Asian/Pacific Islander – (1) Male and (1) Female

INFRASTRUCTURE DELIVERY & OPERATIONS

<u>Job Group</u>	<u>Job Group Description</u>	<u>Goal (annually over 5 years)</u>	<u>Barrier(s)</u>
01	OFFICIALS/ADMINISTRATORS	3 Females 1 Black - Female 3 Hispanic – Females	
02	PROFESSIONALS	13 Females	
03	TECHNICIANS	4 Female 1 Black – Female 2 Asian/Pacific Islander – Females	
05	PROTECTIVE SERVICE – Non Sworn	2 Female 2 Asian/Pacific Islander – (1) Male and (1) Female 4 American Indian/Alaskan Native – (2) Male and (2) Female	
06	ADMINISTRATIVE SUPPORT	2 Asian/Pacific Islander – (1) Male and (1) Female 2 American Indian/Alaskan Native (1) Male and (1) Female	
08	SERVICE/MAINTENANCE	9 Females 1 Black – (7) Males and (8) Females 2 Hispanics – Females 3 Asian/Pacific Islander – (1) Male and (2) Female	

MULTI-MODAL PLANNING

<u>Job Group</u>	<u>Job Group Description</u>	<u>Goal (annually over 5 years)</u>	<u>Barrier(s)</u>
01	OFFICIALS/ADMINISTRATORS	1 Female 2 American Indian/Alaskan Native – (1) Male and/or Female	
02	PROFESSIONALS	1 Female 1 Hispanic – Male and/or Female	
03	TECHNICIANS	1 Female 1 Hispanic – Male and Female 1 American Indian/Native Alaskan – Male and Female	
05	PROTECTIVE SERVICE – Non Sworn	1 American Indian/Native Alaskan – Male and Female	

MOTOR VEHICLE

<u>Job Group</u>	<u>Job Group Description</u>	<u>Goal (annually over 5 years)</u>	<u>Barrier (s)</u>
01	OFFICIALS/ADMINISTRATORS	1 Black – Male and Female 1 Asian/Pacific Islander – Male and Female	
02	PROFESSIONALS	1 Asian/Pacific Islander – Male and Female	
03	TECHNICIANS	1 Black – Male and Female 1 Asian/Pacific Islander – Male and Female 1 American Indian/Native Alaskan – Male and Female	
05	PROTECTIVE SERVICE – Non Sworn	6 American Indian/Alaskan Native – (6) Males and/or (6) Females	
06	ADMINISTRATIVE SUPPORT	1 Female 1 Black – (1) Male and/or (1) Female	

GOALS & TIME TABLES

Motor Vehicle (cont.)

07 SKILLED CRAFT 2 Asian/Pacific Islander – (1) Male and/or (1) Female
2 American Indian/Alaskan Native – (1) Male and/or (1) Female

TRANSPORTATION SYSTEM MAINTENANCE & OPERATIONS

<u>Job Group</u>	<u>Job Group Description</u>	<u>Goal (annually over 5 years)</u>	<u>Barrier(s)</u>
01	OFFICIALS/ADMINISTRATORS	2 Females 3 Hispanic – (2) Male and (1) Female 2 American Indian/Alaskan Native – (1) Male and/or (1) Female	
02	PROFESSIONALS	1 Female 1 Black – Female 1 American Indian/Alaskan Native – 1 Female	
03	TECHNICIANS	2 Females 2 Black - Female 1 Hispanic - Female	
05	PROTECTIVE SERVICE – Non Sworn	1 Female 1 Black – Male and Female 1 Asian/Pacific Islander – Male and Female 1 American Indian/Native Alaskan – Male and Female	
06	ADMINISTRATIVE SUPPORT	2 Females 2 American Indian/Alaskan Native – Female	
07	SKILLED CRAFT	1 Hispanic – Female 1 American Indian/Alaskan Native – Male and Female	
08	SERVICE/MAINTENANCE	7 Females 2 Black – (1) Male and (1) Female	

EEO DISCRIMINATION COMPLAINT PROCESS

EEO DISCRIMINATION COMPLAINTS

ADOT has established policies and procedures to address allegations of discrimination by employees and applicants. Any person who believes that they have been subjected to workplace discrimination on the basis of race, color, religion, sex, national origin, age, or disability may file a complaint with ADOT's Civil Rights office without fear of reprisal. The Civil Rights Office will review the complaint and provide a determination to the complaining party. Should the complaining party disagree with ADOT's findings, they may file a complaint with the Governor's Office of Equal Opportunity (GOEO), the Office of the Attorney General's Civil Rights Division, or the Equal Employment Opportunity Commission.

Additionally, ADOT has an established grievance process. It is the policy of ADOT that all employees are afforded the opportunity, through established procedures, to resolve matters that they believe adversely impact their employment or working conditions. Under the grievance procedure, every effort shall be made to resolve complaints or grievances at the lowest level.



ADOT Discrimination Incident Report

Please complete the entire discrimination incident report and send it to the ADOT’s Civil Rights Office. **NOTE**, a complaint of employment discrimination must be filed within 180 days of the alleged discrimination. Attach any additional documents if needed.

1. Your Personal Information

First Name: _____ **Last Name:** _____
Street Address: _____
City: _____ **State:** _____ **Zip Code:** _____
Work Phone: _____ **E-mail Address:** _____
Supervisor: _____ **Division:** _____ **Unit #:** _____

2. Person Your Complaint is Against

First Name: _____ **Last Name:** _____
Supervisor: _____ **Division:** _____ **Unit #:** _____

First Name: _____ **Last Name:** _____
Supervisor: _____ **Division:** _____ **Unit #:** _____

Date(s) of Occurrence:

Location(s) of Occurrence:

3. What is the reason (i.e. basis) for your claim(s) of Discrimination: Select all that apply **FOR EXAMPLE**, if you feel that you were treated worse than someone else because of race, you should check the box next to Race. If you feel you were treated worse for several reasons, such as our sex, religion and national origin, you should check all that apply. If you complained about discrimination, participated in someone else’s complaint, or filed a complaint of discrimination, and a negative action was threatened or taken, you should check the box next to Retaliation.

- | | | |
|-----------------|--|-------------------------|
| Race | Disability | Age (40 years or older) |
| Color | Genetic Information | Retaliation |
| National Origin | Sex/Gender (includes pregnancy and sexual orientation) | |
| Religion | | |

4. **Type(s) of action taken against you:** Select all that apply

- | | | |
|-----------------|--------------------|-------------------|
| Demotion | Termination | Sexual Harassment |
| Failure to Hire | Forced Resignation | Non-sexual |
| Non-Promotion | Reduction in Force | Harassment |
| Discipline | Pay Inequity | Other (Specify): |

5. **Please provide a thorough summary of the action(s) that you believed was discriminatory:** Please include the date(s) of harm, the action(s), and the name(s) and title(s) of the person(s) who you believe discriminated against you as well as any other information to make the summary as detailed as possible. Please attach additional pages if needed.

6. What do you suggest be done to resolve your complaint?:

7. Please provide any additional comments you may have with regards to your complaint of discrimination:

By signing this form, I affirm that the information provided in this ADOT Discrimination Incident Report is based on a good-faith belief that the allegations are true and accurate to the best of my knowledge.

Signature

Date

Printed Name

Please click on “Finish” to submit to the ADOT Civil Rights Office via DocuSign or print and submit to:

ADOT Civil Rights Office
206 S. 17th Ave, Room 183, Mail Drop 155A
Phoenix, AZ 85007
Phone: 602.712.8946; Fax 602.239.6257
Email: CivilRightsOffice@azdot.gov

**ARIZONA DEPARTMENT OF TRANSPORTATION
2017 EEO Plan**

EEO Complaints Report

Data is based on 2016 calendar year

COMPLAINT TYPE		EEOC Notice of Charges		
Internal Complaints		Calendar Year 2016		Aged Cases (2 > years)
Age	3	Age	3	
Color		Color		
Disability		Disability	4	2
Equal Pay		Equal Pay		
Genetic Information		Genetic Information		
Harassment	3	Harassment		
Hostile Work Environment		Hostile Work Environment		
National Origin	1	National Origin	1	1
Other		Other		
Pregnancy		Pregnancy		
Race		Race	3	1
Religion		Religion		1
Retaliation	4	Retaliation	8	3
Sex	2	Sex	3	1
Sexual Harassment	3	Sexual Harassment		1
Sexual Orientation		Sexual Orientation		
Applicant Complaint	2	Applicant Complaint		1
Cumulative Total	18		22	11

POLICIES AND PROCEDURES



ARIZONA DEPARTMENT OF TRANSPORTATION POLICIES AND PROCEDURES

PER-9.02 Nondiscrimination Complaint System Policy

Effective: May 1, 2014

Supersedes: PER-9.02 (1/11/2007)

Responsible Office: Civil Rights (602)-712-8946

Review: May 1, 2016

Transmittal: 2014 – May

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NOTICE: This policy and procedure does not create a contract for employment between any employee and the Arizona Department of Transportation. Nothing in this policy and procedure changes the fact that all uncovered employees of the Arizona Department of Transportation are at-will employees and serve at the pleasure of the appointing authority.

2.01 PURPOSE

To define the Arizona Department of Transportation (ADOT) policy regarding discrimination, retaliation, and harassment while presenting examples of policy violations and explaining the procedures for resolving complaints.

2.02 SCOPE

This policy applies to all ADOT employees.

2.03 AUTHORITY

[Arizona Revised Statutes \(A.R.S.\) §41-1401](#)

[Arizona Revised Statutes \(A.R.S.\) § 41-1461](#)

[Arizona Revised Statutes \(A.R.S.\) § 41-1463](#)

[Arizona Revised Statutes \(A.R.S.\) § 41-1464](#)

Age Discrimination in Employment Act of 1967 (ADEA)

Americans with Disabilities Act of 1990 as amended (ADAAA)

Arizona Civil Rights Act (ACRA)

Equal Pay Act of 1963, Title VII of the Civil Rights Act of 1964 as amended

Executive Order 2003-22

Genetic Information Nondiscrimination Act (GINA)

R2-5A-104 (Prohibition Against Discrimination, Harassment and Retaliation)

R2-5A-501 (Standards of Conduct)

R2-5A-901 (Complaint System)

R2-5A-902 (Complaint Procedures)

2.04 BACKGROUND

Arizona Department of Transportation (ADOT) in accordance with Title 23 Part 200.9(b)(1) of the Code of Federal Regulations established an ADOT Civil Rights Office to develop and implement guidelines for compliance with Federal and State civil rights nondiscrimination laws. The compliance includes the investigation of complaints alleging discrimination.

2.05 DEFINITIONS

Department	The Arizona Department of Transportation
ADOT Civil Rights Office (CRO)	The department within ADOT that includes the Affirmative Action Program, the Americans with Disabilities Act Program, the External Discrimination Complaint Program (Title VI), and the Internal Discrimination Complaint Program, and is responsible for receiving complaints, determining applicability under the complaint system, investigating or assigning the complaint to the appropriate individual within the agency for review or investigation, and tracking the processing of complaints.
Complaint	Refers to any person filing a complaint alleging a violation of this policy.
Days	Business days unless otherwise specified.
Director	The Director of the Arizona Department of Transportation.
Disability	A physical or mental impairment that substantially limits a major life function of an individual; having a history of such impairment or being regarded as having such impairment.
Discrimination	Includes but is not limited to: Preferential treatment of one individual or group over another similarly situated individual or group because of race, color, religion, sex, pregnancy, age, national origin, genetic information, or disability:

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	<p>Sexual Harassment;</p> <p>Harassment of any individual because of the individual's race, color, religion, sex, pregnancy, age, national origin, genetic information, or disability;</p> <p>Failing or refusing to provide a reasonable accommodation to a qualified person with a disability.</p>
<p>Discrimination based on disability</p>	<p>Treating an individual with a disability less favorable than a similarly situated person without a disability;</p> <p>Favoring a person with one disability over a person with a different disability;</p> <p>Refusing to provide a reasonable accommodation which is necessary to enable a qualified individual with a disability to perform the essential functions of his or her job.</p>
<p>U.S. Equal Employment Opportunity Commission (EEOC)</p>	<p>A federal agency charged with investigating and resolving allegations of discrimination, harassment or retaliation related to employment.</p>
<p>Employee</p>	<p>All covered, uncovered, contract, part time and temporary employees and interns.</p>
<p>Harassment because of race, color, religion, sex, pregnancy, national origin, age, genetic information, or disability</p>	<p>Involves unwelcome and unsolicited conduct upon an individual's race, color, religion, sex, pregnancy origin, age, genetic information or disability when:</p> <ol style="list-style-type: none">1. Submission to the conduct is made either explicitly or implicitly a term or condition of employment;

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2. Submission to or rejection for such conduct by an employee is used as a basis for an employment decision affecting the employee;
3. The conduct has the purpose or effect of substantially interfering with an employee's work performance and creating a hostile, intimidating or otherwise offensive working environment. Prohibited harassment includes, but is not limited to:
 - A. Derogatory comments, epithets, or slurs directed at an individual because of that individual's race, color, religion, sex, pregnancy, national origin, age, genetic information, and/or disability;
 - B. Posting or circulating written or graphic materials, including but not limited to, cartoons, pictures, posters, or calendars containing derogatory comments, epithets or slurs based upon an individual's race, color, religion, sex, pregnancy, national origin, age, genetic information, and/or disability;
 - C. Abusive or derogatory remarks or conduct targeted at identifiable groups which are identified based upon their race, color, religion, sex, pregnancy, national origin, age, genetic information, and or disability.

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Mediation	An informal process where opposing parties can voluntarily negotiate resolution of their dispute with the help of a neutral person (mediator).
Office of the Attorney General, Civil Rights Division	The office within the Arizona Department of Law charged with investigating and resolving complaints of discrimination, harassment, and retaliation.
Respondent	The individual accused of the discriminatory action, harassment or retaliation.
Retaliation	Taking an adverse employment action against an employee because the employee has made a complaint, participated in an investigation regarding an allegation of a violation of this policy, or because the employee has the opposed practices prohibited by this policy.
Sexual Harassment	Unwelcome and unsolicited conduct of a sexual nature when: <ol style="list-style-type: none">1. Submission to the conduct is made either explicitly or implicitly a term or condition of employment; or2. Submission to or rejection of such conduct by an employee is used as a basis for an employment decision affecting the employee;3. The conduct has the purpose or effect of substantially interfering with an employee's work performance and creating a hostile, intimidating or otherwise offensive working environment.

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Examples of conduct that can violate this policy include, but not limited to:

- A. Explicit sexual behavior by a supervisor, manager, co-worker, visitor, client or other entity with whom the employee interacts during the course of employment;
- B. Implicit request for sex;
- C. Direct or indirect pressure for dates or sexual activity;
- D. Pinching, patting, hugging, or other unwelcome touching;
- E. Leering or gawking;
- F. Posting or circulation of sexually graphic materials including, but not limited to, cartoons, pictures, posters, or calendars;
- G. Sexually derogatory comments, including slurs, jokes, and other inappropriate remarks;
- H. Reprisals or threats after a negative response to sexual advances;
- I. Unwelcome sexual advances;
- J. Conditioning favorable terms and conditions of employment upon a positive response to abusive remarks or conduct targeted at only one sex, even if the context of the abusive remarks is not sexual.

2.06 POLICY

Arizona Department of Transportation (ADOT) is committed to the prohibition against unlawful discrimination, harassment and retaliation in the workplace. It is the policy of ADOT that all employees shall comply with all federal and state anti-discrimination laws. ADOT and its employees shall not unlawfully discriminate against any individual with regard to the terms and conditions of employment, including hiring, pay, leave, insurance benefits, retention, and rehiring. All allegations of discrimination will be promptly investigated, and any employee who engages in conduct in violation of this policy will be disciplined or separated from employment with ADOT.

Equal Opportunity Employment: Arizona Department of Transportation (ADOT) shall provide equal employment opportunity for all individuals regardless of race, color, national origin, religion, age, disability, genetic information, sex, pregnancy, military or veteran status, or any other status protected by federal law, state law, or regulation. It is the policy of ADOT that all individuals are treated in a fair and non-discriminatory manner throughout the application and employment process.

Harassment Prohibited: Harassment of a sexual nature or harassment based on race, color, national origin, religion, age, disability, genetic information, sex, pregnancy, military or veteran status, or any other status protected by federal law, state law, or regulation is prohibited. Arizona Department of Transportation (ADOT) prohibits the unlawful harassment of any employee in the course of the employee's work by supervisors, co-workers, or third parties, such as vendors or customers. Any ADOT employee who engages in unlawful harassment will be disciplined or separated from employment with ADOT.

Protection from Retaliation: Arizona Department of Transportation (ADOT) does not permit or tolerate retaliation against anyone for raising a concern about, assisting in an investigation of, or filing a complaint in good faith concerning unlawful discrimination or harassment. Any ADOT employee found to have engaged in retaliation against another individual for reporting or assisting in the investigation of any allegations of unlawful discrimination will be disciplined or separated from employment with ADOT.

It is the responsibility of all Arizona Department of Transportation (ADOT) employees to promptly bring any allegation of unlawful discrimination, harassment or retaliation related to ADOT, to the attention of the Civil Rights Office. Failure to do so will be a violation of this policy. Any complaint alleging unlawful discrimination, harassment or retaliation must be submitted in accordance with the procedures described in this policy and not under ADOT's Employee Grievance Policy.

This policy does not affect other rights and remedies under federal and state statutes prohibiting employment discrimination. Employees who believe that they have been subjected to discrimination because of their race, color, religion, sex, pregnancy, age, national origin, genetic information, or disability may also file a charge of employment discrimination with the Arizona Attorney General's Civil Rights Division and the Equal Employment Opportunity Commission (EEOC). Charges filed with the Arizona Civil Rights Division must be filed within 180

days following the most recent act of discrimination. Charges filed with the Equal Employment Opportunity Commission (EEOC) must be filed within 300 days following the most recent act of discrimination. The filing of an internal complaint of discrimination pursuant to this policy will not impact those statutes of limitations. No employee of this Department who elects to file a charge with either the Arizona Attorney General's Civil Rights Division or the Equal Employment Opportunity Commission (EEOC), or who testifies in an investigation by either of those agencies, will be retaliated against or denied internal rights or remedies on account of that charge filing or testimony.

2.07 COMPLAINT SYSTEM

- A. Employees will initiate the complaint process with Arizona Department of Transportation (ADOT) - Civil Rights Office within 180 days of the action giving rise to the complaint and clearly outline the allegations to be addressed by submitting a completed [Employee Discrimination Incident Report \(EDIR\) form \(See Exhibit A\)](#), including whether the basis of the allegation is based on:
1. Unlawful discrimination based on race, color, religion, sex (including pregnancy), age, national origin, genetic information, or on the basis of a disability;
 2. Allegation of sexual harassment or other form of harassment;
 3. Retaliation for filing a complaint;
 4. Retaliation or intimidation for exercising any right under state or federal law.
- B. A complainant shall not be allowed the use of state time or state property to prepare a complaint, prepare for a meeting with agency management or to meet with a representative. Subject to supervisory approval and the operational needs of the unit, a complainant may request available compensatory or annual leave for this purpose.
- C. Multiple complaints by an employee may be consolidated into a single complaint. Separate complaints filed by two or more employees regarding the same issue or issues may be consolidated into a group complaint. Employees having a common complaint may submit one group complaint, identifying one complaint as the selected spokesperson for the group. Employees who choose to file a group complaint are prohibited from filing separate complaints on the same issue.
- D. Once a complaint is submitted to the Arizona Department of Transportation (ADOT) - Civil Rights Office, it may not be amended. If additional documentation is submitted by the complainant after the initiation of the complaint, the reviewing or investigation official may remand the complaint to the complainant for reconsideration and resubmission.
- E. An employee, who has an allegation of or becomes aware of a situation involving unlawful discrimination, harassment or retaliation, can report the allegation or complaint by submitting an Employee Discrimination Incident Report (EDIR) to the Civil Rights Office at:

PER-9.02 Nondiscrimination Complaint System Policy

Effective: May 1, 2014
Supersedes: PER-9.02 (1/11/2007)

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Arizona Department of Transportation
Civil Rights Office
206 S. 17th Ave., Suite 183, MD 155A
Phoenix, AZ 85007
(602) 712-8946

F. The Employee Discrimination Incident Report (EDIR) (See Exhibit A) shall include all facts and circumstance involved in the alleged violation, including the following information:

1. Description of the incident(s);
2. Name(s) of individual(s) involved;
3. Name(s) of witness(es);
4. The date(s) the discrimination or harassment occurred (if known);
5. Resolution sought;
6. Federal or state law alleged to have been violated.

G. Complaint Procedures:

1. The Civil Rights Office shall notify the Director of all verbal or written complaints of discrimination or harassment reported by an employee immediately upon receipt of a complaint.
2. Employees who are told or otherwise become aware that discrimination or harassment is occurring must immediately report the allegation or complaint to the Arizona Department of Transportation (ADOT) - Civil Rights Office.
3. The complaint shall include all facts and circumstances involved in the alleged violation, including:
 - a. Description of the incident(s);
 - b. Name(s) of individual(s) involved;
 - c. Name(s) of witness(es);
 - d. The date(s) the discrimination or harassment occurred (if known);
 - e. Resolution sought;
 - f. Federal or state law alleged to have been violated.
4. The Civil Rights Office shall acknowledge receipt of the complaint to the complainant no later than five business days after receipt of the written complaint.

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Supersedes: PER-9.02 (1/11/2007)

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5. The Civil Rights Office shall initiate an investigation into the alleged complaint and will have 60 business days to complete the investigation. A thirty (30) day extension may be requested due to extenuating circumstances.
6. Barring resolution of the complaint by agreement of the parties, the Civil Rights Office shall forward a written recommendation to the Director, or designee, within 10 business days of completion of the review or investigation.
7. The Director, or designee, shall review the findings and recommendations and issue a decision in writing to the complainant. A copy of the response shall be provided to the ADOT Civil Rights Office.
8. A statement advising that retaliation against an employee for filing a complaint in good faith will not be tolerated or permitted.
9. A statement specifying that a grievance filed by a covered employee under R2-5B-403 that includes an allegation of discrimination or harassment shall be reviewed or investigated under the provisions of R2-5A-901, and not the grievance system.

H. Reviewed by Director:

1. A complainant who is not satisfied with the Arizona Department of Transportation (ADOT) Director's response to a complaint alleging discrimination or harassment, may elevate the complaint to the Arizona Department of Administration (ADOA) Director within five business days after the receipt of ADOT Director's response. The ADOT Director will furnish a copy of the final decision to the Director of ADOA and the complainant within 20 business days following receipt of the complaint by the ADOA Director. The 20 business days may be extended by the ADOA Director with the concurrence of the complainant. The decision of the ADOA Director is the final step in the complaint procedure.
2. The response will refer the complainant to the appropriate entity if the complainant is dissatisfied with the final step of the complaint procedure.
3. When the Arizona Department of Transportation (ADOT) Director administers the action to an employee, the ADOT Director shall send a copy of the employee's letter to the Arizona Department of Administration (ADOA) Director. If the ADOT Director determines that no action will be taken, the ADOT Director shall notify the ADOA Director.

PER-9.02 Nondiscrimination Complaint System Policy

Effective: May 1, 2014
Supersedes: PER-9.02 (1/11/2007)

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2.08 CORRESPONDING POLICIES

[PER-2.01 Internal Americans with Disabilities Policy](#)

[PER-5.05 Guideline for Progressive Discipline](#)

ARIZONA DEPARTMENT OF TRANSPORTATION POLICIES AND PROCEDURES

PER-17.01 AFFIRMATIVE ACTION IMPLEMENTATION

Effective: March 13, 2014

Supersedes: None

Responsible Office: Civil Rights (602) 712-4072

Review: March 13, 2016

Transmittal: 2014 – March

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NOTICE: This policy and procedure does not create a contract for employment between any employee and the Arizona Department of Transportation. Nothing in this policy and procedure changes the fact that all uncovered employees of the Arizona Department of Transportation are at-will employees and serve at the pleasure of the appointing authority.

1.01 PURPOSE

The purpose of this policy is to establish standardized procedures for processing relating to the implementation of ADOT's Affirmative Action Plan.

1.02 SCOPE

This policy applies to all Executive, Managerial and Supervisory employees.

1.03 AUTHORITY

[Federal-aid Highway Act of 1968, Section 22\(a\)](#)

[Title 23 Code of Federal Regulations \(CFR\) Part 230 – Subpart C, Appendix A, II](#)

1.04 DEFINITIONS

Affirmative Action (AA)	A methodology ensuring equal opportunity and equitable treatment for persons regardless of race, color, national origin, religion, sex or disability in all employment related actions.
Affirmative Action Plan (AAP)	A federally required document providing direction on Affirmative Action efforts to address workplace inequities and compliance requirements.
Affirmative Action Officer (AAO)	A person designated by ADOT Director to develop, educate, coordinate, monitor and report on all Affirmative Action activities.

Affirmative Action Recruitment	Special recruitment efforts undertaken that would assure that qualified protected class members are well represented in the applicant pools for positions from or in which they have been excluded or substantially underutilized.
Discrimination	A distinction in treatment, whether intentional or unintentional, based on race, color, religion, national origin, disability, age (40 and over), sex, pregnancy or any protected class defined by federal and/or state law <i>and not based on individual merit</i> .
EEO	Equal Employment Opportunity
EEO-4 Report	The annual report which state and local government employers must file with the EEOC regarding the sex and minority status of their work force by job category and salary intervals.
EEO Assurance	A signed document by the Director of ADOT certifying the agency's commitment to providing Equal Employment Opportunity in all employment related actions through Affirmative Action initiatives.
Equal Employment Opportunity Commission (EEOC)	<u>The U.S. Equal Employment Opportunity Commission</u> is responsible for enforcing federal laws that make it illegal to discriminate against a job applicant or an employee because of the person's age, race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability or genetic information. The EEOC has the authority to investigate charges of discrimination against employers who are covered by the law.
Federal Highway Administration (FHWA)	Federal body that provides federal financial funding and technical support to state transportation agencies related to highway construction, improvements and preservation.

Goals and Timetables	Goals and timetables that are established to correct those areas where females and minorities are underutilized.
Parity	A condition where representation of an affected group in the workforce, or in the occupational category, job group, or class equals the relevant available civilian labor force.
Underutilization	Having fewer affected group members in a particular job group than would be reasonably expected based upon their availability. The concept of underutilization includes any numerical disparity, and is not limited by the 80% rule applicable to concept such as adverse impact.
Work Force Analysis	A statistical analysis of the composite of employee by budget code or major organizational unit. It provides a listing of all job titles ranked from the highest to the lowest paid within each budget code and lists the wage/salary grade and the total number of employees' race, or ethnic origin, sex, veteran and/or disability status by job category and level.

1.05 BACKGROUND

Pursuant to the Federal-aid Highway Act of 1968, Section 22(a), each State Transportation Agency shall sign Equal Employment Opportunity (EEO) assurances as a basis for development and administration of an EEO program in accordance with Federal Highway Administration (FHWA) Regulation Title 23 CFR Part 230 – Subpart C, as a recipient of Federal aid. Under Part II, the development and implementation of an Affirmative Action Plan (AAP) is required. The AAP includes all elements of ADOT’s personnel management policies and practices, identification and removal of barriers to employment, collection and analysis of employment data, and a requirement that holds each executive, manager and supervisor accountable for its implementation.

1.06 POLICY

- A. Pursuant to the requirements of Federal Highway Administration (FHWA) regulation Title 23 CFR Part 230 – Subpart C Appendix A Part II, Section II B(1) & C(1), the Director of ADOT is responsible for the overall administration and implementation of the Affirmative Action Plan (AAP) including the following:
1. Issuance of a signed firm policy statement of personal commitment, legal obligations and importance of Equal Employment Opportunity (EEO)/Affirmative Action (AA) as an agency goal to the FHWA. This policy statement shall be reaffirmed and updated annually.
 2. Submission of an Affirmative Action Plan (AAP) to include an Affirmative Action Program Commitment Statement to the FHWA for review and approval.
 3. Appointing of an Affirmative Action Officer (AAO) to be responsible for the direction and implementation of the Affirmative Action Program.
 4. Ensuring accountability of executive, managerial and supervisory staff for the implementation of the AAP.
- B. Pursuant to the requirements of Federal Highway Administration regulation Title 23 CFR Part 230 – Subpart C Appendix A Part II, Section II A(2) & B(2), the Affirmative Action Officer's responsibilities shall include but not be limited to:
1. Developing the written Affirmative Action Plan (AAP).
 2. Publicizing contents of the AAP internally and externally.
 3. Assisting managers and supervisors in collecting and analyzing employment data, identifying problem areas, setting goals and timetables and develop programs to achieve Affirmative Action (AA) goals.
 4. Handling, processing and investigating complaints of discrimination.
 5. Designing, implementing, and monitoring internal audit and reporting systems to measure program effectiveness and to determine where progress has been made and where further action is warranted.
 6. Monitoring recruitment and promotion practices.
 7. Ensuring disciplinary actions are nondiscriminatory.
 8. Advising managers and supervisors on carrying out their EEO and AA responsibilities.
 9. Provide training on EEO/AA Federal and State Employment Laws and Regulations and agency Nondiscrimination policies.
 10. Reporting, at least quarterly, to the Director on progress and deficiencies of each Division/District/Unit in relation to agency AA goals.
 11. Provide annual updates of the agency's AA efforts to the FHWA.

C. ADOT Managers and Supervisors shall be responsible for:

1. Coordinating with Human Resources strategies for recruiting protected class candidates.
2. Ensuring protected group members are provided equal opportunity and equitable treatment for hiring, training, promotion, transfer, career counseling and reasonable accommodation requests.
3. Preventing any harassment of employees who are placed through affirmative action rights.
4. Developing strategies for implementing affirmative action policies, programs and goals in their respective areas.
5. Holding subordinate managers and supervisors responsible and accountable for implementing the affirmative action plan.

1.07 PROCEDURE

A. Affirmative Action Plan Development

Responsibility	Action
Affirmative Action Officer (AAO)	<ol style="list-style-type: none"> 1. Provide annual Affirmative Action Plan (AAP) update: <ol style="list-style-type: none"> a) Coordinate the collection and compiling of workforce data. b) Perform workforce analysis to identify areas of underutilization. c) Develop strategic action plans to address workforce deficiencies and determine goals and timeframes for achieving goals. 2. Submit draft for Director’s review and signature approval.
ADOT Director	<ol style="list-style-type: none"> 3. Reviews and provides signature approval with assurances.
AAO	<ol style="list-style-type: none"> 4. Submit authorized AAP report to Federal Highway Administration (FHWA) for approval.

B. Communicating the AAP

Responsibility	Action
AAO	<ol style="list-style-type: none"> 1. Publicizes Federal Highway Administration (FHWA) approved Affirmative Action Plan (AAP) both internally and externally. <ol style="list-style-type: none"> a) Places on ADOT intranet and internet. b) Educates executive leadership, managerial and supervisory staff on AAP and Workforce Analysis. 2. Coordinates recruitment efforts with respective division management and HR Talent Acquisition Manager for targeted recruitment of protected class candidates.
Director	<ol style="list-style-type: none"> 3. Include implementation of affirmative action policies, initiatives and goals as part of performance evaluations for all executive staff, manager, and supervisors.

C. Monitoring the AAP

Responsibility	Action
AAO	<ol style="list-style-type: none"> 1. Designs monitoring system for assessing progress of AAP implementation. 2. Reviews recruitment, hiring, and promotion processes to identify and remedy act(s) or practices of discrimination or inequities. 3. Performs frequent audits of employment related actions involving protected groups to identify and remedy act(s) or practices of discrimination or inequities. 4. Convenes an Affirmative Action Advisory Committee to oversee AAP implementation agency wide. 5. Investigates complaints of discrimination.

6. Meets with managers and supervisors, quarterly, to assess their EEO and Affirmative Action Implementation efforts.
7. Reviews disciplinary actions of protected groups to ensure equitable administration.
8. Monitors classification and compensation actions for nondiscriminatory administration.
9. Ensures employment related examinations are non-discriminatory.
10. Coordinates proactive affirmative action initiatives/activities, including conducting EEO and diversity training.

D. Implementation Responsibilities

Responsibility

Action

Managers and Supervisors

1. Implement the AAP.
2. Contact the Civil Rights Office (CRO) to immediately report discrimination and sexual harassment complaints, as well as employee requests for ADA accommodations.
3. Coordinate outreach recruitment efforts to protected class candidates through Human Resources.
4. Ensure protected group members are provided equal opportunity for hiring, training, promotion, transfer, career counseling and reasonable accommodations, when qualified.
5. Prevent harassment of employees who are placed through affirmative action rights.

6. Hold subordinate managers and supervisors responsible and accountable for implementing the Affirmative Action Plan (AAP).
7. Develop timelines and strategic action plan(s) for implementing the affirmative action policies, programs, and goals.

E. Reporting on the AAP

Responsibility

Action

Affirmative Action Officer (AAO)

1. Collects workforce data from Human Resources Information System (HRIS) EEO-4 report for annual reporting requirements.

Note: EEO-4 report is due 8/15, to Federal Highway Administration (FHWA) annually.

2. Performs analysis of current workforce to identify utilization of qualified protected groups.
3. Generates draft of annual AAP report for review and approval by Director or Director's designee 30 days prior to due date.

Note: AAP report is due to FHWA by 11/1 annually.

Director or designee

4. Reviews AAP report draft; signs and returns to AAO for submission to FHWA.

AAO

5. Submits approved AAP report to FHWA.
6. Provide response to any FHWA inquiries or request for information.

F. Record Retention for Audits - Recruitment, Selection and Appointment

Responsibility	Action
Affirmative Action Officer (AAO)	<ol style="list-style-type: none"> 1. Conduct bi-monthly random audits of recruitment, selection and appointment actions conducted by appointing authorities. 2. Conduct targeted audits of specific areas where frequent monitoring is warranted.
Appointing Authorities	<ol style="list-style-type: none"> 3. Retain the following documents for audit: <ol style="list-style-type: none"> a. HR certified hiring list of qualifying candidates. b. Name and job title of person conducting the interview or names and job positions of persons on interview panel. c. Interview Questions used. d. Name and job title of person who reviewed interview questions. e. All notes taken by interviewing participants. f. Completed Affirmative Action Scoring Matrix Form (<u>Attachment A</u>). g. Completed Affirmative Action Recruitment Data Collection (<u>AARDC</u>) including name and detailed justification for all candidates NOT considered for interview. A copy of the completed AARDC shall be sent to the AAO via ESelections@azdot.gov for reporting purposes. h. The above documents shall be retained at the Appointing Authority's onsite location for a period of 2 years. i. After 2 years, the Appointing Authority shall forward the required documents to the Civil Rights Office (CRO).

j. The Civil Rights Office (CRO) shall retain received documents in accordance with ADOT policy MGT-9.09 (Schedule No. 8-10) Records Retention and Disposition Schedule.

Affirmative Action Officer (AAO)

4. Provide quarterly report of conducted audits to Civil Rights Administrator and Chief Human Resources Administrator.
5. Review audit findings with Affirmative Action Advisory Committee for review and corrective action recommendations, where warranted.

1.09 CORRESPONDING POLICIES

MGT-9.09 Records Retention and Disposition Schedule

ARIZONA DEPARTMENT OF TRANSPORTATION POLICIES AND PROCEDURES

PER-2.01 Internal Americans with Disabilities Policy

Effective: October 30, 2013

Supersedes: PER-2.01 (2/16/2001)

Responsible Office: Civil Rights Office (602)-712-7761

Review: October 30, 2015

Transmitted: 2013 - October

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1.01 PURPOSE

The purpose of this policy is:

- A. To state ADOT's policy regarding the Americans with Disabilities Act (ADA) of 1990, as amended, and;
- B. To give guidance for the implementation of the policy.

1.02 SCOPE

This policy applies to:

- A. All applicants seeking employment with ADOT and all employees seeking promotional opportunities within ADOT.
- B. ADOT employees, programs, services, and activities.

1.03 AUTHORITY

Americans with Disabilities Act (ADA) of 1990 (P.L. 101-336, 104 Stat. 327, 42 U.S.C. 12101-12213 and 47 U.S.C. 225 and 611)

Americans with Disabilities Act Amendments Act of 2008 (P.L. 110-325)

42 United States Code (U.S.C.) Chapter 126

28 Code of Federal Regulations 35.140

Title 41, Chapter 9, Article 4, Arizona Revised Statutes

1.04 BACKGROUND

The Americans with Disabilities Policy was first published in the ADOT Administrative Policies and Procedures Manual on October 1, 1992, as PER-2.01. A previous revision was completed to PER-2.01 on January 1, 1995, and expanded the list of requirements for employers and program/service providers. A complaint procedure was added in 2001 as well as definitions. A procedure to request a reasonable accommodation has been added as well as additional definitions.

1.05 DEFINITIONS

Act	Americans with Disabilities Act of 1990 (Title I-Employment), as amended, which prohibits discrimination against qualified individuals with disabilities in job application procedures, hiring, firing, advancement, compensation, job training, and other terms, conditions and privileges of employment.
Auxiliary aids and services	Services or devices, including qualified interpreters, assistive listening headsets, television captioning and decoders, telecommunication devices for deaf persons (TDD's), videotext displays, readers, taped texts, Brailled materials, and large print materials.
Disability	With respect to an individual, means: <ol style="list-style-type: none">1. A physical or mental impairment that substantially limits one or more of the major life activities of the individual;2. A record of such an impairment; or3. Regarded as having such an impairment
Essential Functions	Duties that are fundamental to a position, including, among others, those for which the position exists, those that only a limited number of employees are available to perform, or those that cannot be delegated. Evidence of what constitutes an essential function may include, but is not limited to: the employer's judgment; the written job description, if any; the amount or proportion, or both, of time spent performing the function; and the consequences of not requiring a function.
Extenuating Circumstances	Factors that could not reasonably have been anticipated or avoided in advance of the request for accommodation. If extenuating circumstances are present, the time for processing a request for reasonable accommodation and providing the necessary accommodation is extended as reasonably necessary. Extenuating circumstances may include: waiting to receive medical documentation from a third party; waiting for adaptive equipment to assist the employee; or unforeseen circumstances caused by a delay in the mail system.
Interactive Process	A flexible process through which ADOT's management and the employee or applicant with a disability discuss the request for accommodation in a good faith effort to identify the employee's or applicant's precise limitations and reasonable accommodations.

Major Life Activities	In general, major life activities include, but are not limited to, caring for oneself, performing manual tasks, seeing, hearing, eating, sleeping, walking, standing, lifting, bending, speaking, breathing, learning, reading, concentrating, thinking, communicating, and working. Major life activities also include the operation of a major bodily function, including but not limited to, functions of the immune system, normal cell growth, and digestive, bowel, bladder, neurological, brain, respiratory, circulatory, endocrine, and reproductive functions.
Mental Impairment	A mental or psychological disorder, including mental retardation, emotional or mental illness, and organic brain syndrome.
Physical Impairment	A physiological disorder or condition, cosmetic disfigurement or anatomical loss impacting one or more body systems, including neurological, musculoskeletal (the system of muscles and bones), respiratory, cardiovascular, digestive, lymphatic, and endocrine body systems.
Qualified Individual with a Disability	An individual with a disability who satisfies the required skill, experience, and education requirements of the position the individual holds or would like to hold, and who, with or without reasonable accommodation, can perform the essential functions of the position.
Reasonable Accommodation	A modification or adjustment to a position, an employment practice, or the work environment that makes it possible for a qualified individual with a disability to perform the essential functions of the position. Reasonable accommodation includes, but is not limited to, restructuring a job, modifying a job or service site, modifying a work schedule, providing auxiliary aids and services, and other actions taken to enable qualified individuals with disabilities to perform the essential functions of the position they hold or desire or to participate in services, programs, or activities offered by ADOT. In employment situations, reasonable accommodation may also include providing qualified readers or interpreters or even reassigning to a vacant position. Reasonable accommodation is very individual and cannot substantially change the nature of the job or program, service or activity and cannot put an employee in a position to harm himself or others.
Reassignment	A form of reasonable accommodation that, absent undue hardship, is provided to an employee who, because of a disability, can no longer perform the essential functions or the employee's job without reasonable accommodation, and ADOT has determined that: (1) there are no other effective accommodations that will enable the employee to perform the essential functions of the employee's current position; or

(2) all other accommodations would impose an undue hardship. If the employee is qualified for the position, the employee shall be reassigned to the job and shall not have to compete for it.

Record of such an impairment

An individual has a history of, or has been classified as having, a mental or physical impairment that substantially limits one or more major life activities.

Regarded as having such an impairment

An individual is regarded as having such an impairment if the individual establishes that the individual has been subjected to an action prohibited under this policy because of an actual or perceived physical or mental impairment whether or not the impairment substantially limits or is perceived to substantially limit a major life activity.

Undue Hardship

An action that requires significant difficulty or expense when considered in light of factors such as ADOT's size and financial resources, and the nature and structure of the position. Determination of undue hardship is always made on a case-by-case basis, considering factors that include the nature and cost of the reasonable accommodation needed and the impact of the reasonable accommodation on the operations of ADOT.

1.06 POLICY

- A. ADOT is committed to equal opportunity in all aspects of employment for qualified individuals with a disability.
- B. It is the policy of ADOT to provide reasonable accommodation in employment to qualified individuals with disabilities unless the accommodation would impose an undue hardship on the operation of ADOT or would change the essential functions of the position.
- C. Retaliation against an individual with a disability for using this policy is prohibited.

1.07 POLICY VIOLATIONS

Policy violations against a qualified individual on the basis of disability include:

- A. Limiting, segregating, or classifying a job applicant or employee in a way that adversely affects the opportunities or status of the applicant or employee because of the disability of the applicant or employee;
- B. Participating in a contractual or other arrangement or relationship that has the effect of subjecting a qualified applicant or employee with a disability to the discrimination prohibited by this policy;

- C. Using standards, criteria, or methods of administration that have the effect of discrimination on the basis of disability and that perpetuate the discrimination of others who are subject to common administrative control;
- D. Excluding or otherwise denying equal jobs or benefits to a qualified individual because of the known disability of an individual with whom the qualified individual is known to have a relationship or association;
- E. Not making reasonable accommodations to the known physical or mental limitations of an otherwise qualified individual with a disability who is an applicant or employee unless ADOT can demonstrate that the accommodation would impose an undue hardship on the operation of ADOT;
- F. Denying employment opportunities to a job applicant or employee who is an otherwise qualified individual with a disability, if the denial is based on the need of ADOT to make reasonable accommodation to the physical or mental impairments of the employee or applicant;
- G. Using qualification standards, employment tests or other selection criteria that screen out or tend to screen out an individual with a disability or a class of individuals with disabilities unless the standard, test or other selection criteria, as used by ADOT, is shown to be job-related for the position in question and is consistent with business necessity; and
- H. Failing to select and administer tests concerning employment in the most effective manner to ensure that, if a test is administered to a job applicant or employee who has a disability that impairs sensory, manual, or speaking skills, the test results accurately reflect the skills, aptitude, or whatever other factor of the applicant or employee that the test purports to measure, rather than reflecting the impaired sensory, manual or speaking skills of the employee or applicant, except if the skills are the factors that the test purports to measure.

1.08 ADA REQUIREMENTS

- A. ADOT is REQUIRED to do all of the following:
 - 1. Comply with the provisions of the Act that prohibit discrimination against an individual with a disability in hiring or promotion if the person is otherwise qualified for the job.
 - 2. Make reasonable accommodations for the known disability of a qualified applicant or employee if requested and if it does not impose undue hardship on the operations of ADOT.
 - 3. Refrain from asking a job applicant about the existence, nature, or severity of a disability; however, a hiring supervisor may ask an applicant about the applicant's ability to perform specific job functions. A hiring supervisor may offer a job contingent on the applicant passing a medical exam, but only if the exam is required for all employees entering similar jobs. Medical exams must be job related.

- B. ADOT is NOT REQUIRED to do any of the following:
 - 1. Eliminate essential functions from positions.
 - 2. Lower the quality or production standards to make an accommodation as long as these standards are applied uniformly to employees with or without a disability.
 - 3. Create a new position to accommodate an employee with a qualified disability.
 - 4. Provide personal use items needed in accomplishing daily activities both on and off the job (i.e. eyeglasses, hearing aids, prosthetic limbs, or a wheelchair).
 - 5. Provide personal use amenities, such as a refrigerator, if these items are not provided to employees without disabilities.

1.09 PROCEDURE TO REQUEST A REASONABLE ACCOMMODATION

- A. ADOT's responsibilities and employee/applicant responsibilities are as follows:
 - 1. Employees and applicants for employment are responsible for requesting an accommodation under this policy as further described in this section.
 - 2. ADOT is required to provide a reasonable accommodation for the known disability of an applicant or employee if requested unless the accommodation would either impose an undue hardship on the operation of ADOT or change the essential functions of the position.
 - 3. While divisions in ADOT are required to address any specific request in good faith, there is no obligation on the part of the divisions or ADOT to determine or identify the need for an accommodation absent an employee's or applicant's specific request.
 - 4. ADOT's Civil Rights Office is responsible for ADA compliance and for engaging in an interactive process in determining whether an employee or applicant is a qualified individual with a disability for the purpose of providing a reasonable accommodation.
 - 5. On request, ADOT shall consider qualified employees and applicants under the Act for reasonable accommodation. An individual with a disability may request a reasonable accommodation at any time during the application process or during the individual's period of employment. The reasonable accommodation process begins as soon as the request for accommodation is made. All accommodation requests shall be treated as a priority and processed expeditiously, ensuring confidentiality throughout the review process.
- B. An Applicant may make a request for reasonable accommodation during the hiring process to the hiring supervisor, ADOT's Employee Relations Unit or the Civil Rights Office. If a supervisor or the Employee Relations Unit receives a request, the supervisor or the Employee Relations Unit shall contact the Civil Rights Office for guidance.

C. Employees

1. An employee shall make a request for reasonable accommodation to the Civil Rights Office. Supervisors or the Employee Relations Unit, or both, shall refer employees who indicate a need for accommodation to the Civil Rights Office for assistance and contact the Civil Rights Office for guidance.
2. An employee must meet with the Civil Rights Office officer or designee who shall facilitate an interactive process between the employee and the supervisor to determine if a reasonable accommodation can be provided to the employee. The employee must communicate as to how the employee's disability affects the employee's ability to perform the essential functions of the job and identify what workplace accommodations are necessary to assist in performing the job duties.
3. The Civil Rights Office officer or designee shall discuss the essential functions of the particular position involved and the precise job-related limitations and offer suggestions for possible reasonable and effective accommodations.
4. The Civil Rights Office officer or designee may request medical documentation of the individual's physical or mental limitations to support the request. The Civil Rights Office shall maintain any medical documentation that is collected in accordance with appropriate confidentiality procedures.
5. The employee's supervisor or division, or both, shall provide the Civil Rights Office officer or designee with information on the essential functions of the position and the impact that the requested accommodation will have on the operations of the division. The supervisor also shall provide input to the Civil Rights Office officer or designee on the effectiveness each potential accommodation will have in allowing the employee to perform the essential functions of the position.
6. The employee's supervisor in consultation with the Civil Rights Office officer and Employee Relations Unit shall determine if the employee shall be placed in a temporary work assignment or on appropriate leave pending review of the employee's accommodation request, if the impairment precludes the employee from performing any of the essential functions of the employee's position.
7. The Civil Rights Office officer or designee shall work with and use the Employee Relations Unit in:
 - a. Requesting and collecting medical information or arranging medical examinations, or both;
 - b. Processing accommodation requests as a priority and as expeditiously as possible;
 - c. Continuing the interactive process with the employee's supervisor;
 - d. Evaluating the request and consulting with management and the Human Resources Staffing unit if necessary; and
 - e. Determining if any additional health documentation or professional consultation is needed.

8. On completion of the interactive process, the Civil Rights Office officer or designee shall make a decision on the request for accommodation within thirty days after receipt of the request. If granted, the Civil Rights Office shall provide a written determination to the employee. If the accommodation cannot be provided immediately, the Civil Rights Office must inform the individual of the projected time frame for providing the accommodation absent any extenuating circumstances.
9. In addition, with Employee Relations Unit assistance, the Civil Rights Office shall:
 - a. Notify the employee and management of the decision;
 - b. Assist in coordinating the accommodation (if approved); and
 - c. Ensure appropriate records are maintained.
10. Supervisors and managers shall:
 - a. Implement the approved reasonable accommodation; and
 - b. Ensure that the approved reasonable accommodation continue as necessary.

1.10 DENIAL OF REASONABLE ACCOMMODATION REQUEST

If the Civil Rights Office denies a request for reasonable accommodation, the Civil Rights Office shall issue a written denial decision to the individual requesting the reasonable accommodation. The explanation for the denial shall clearly state the specific reasons for the denial. If the Civil Rights Office denies a specific requested accommodation, but offers to make a different one in its place, which was not agreed to during the interactive process, the denial notice shall explain the reasons for the denial of the requested accommodation. The written notice of denial also shall inform the individual that the individual has the right to file a discrimination complaint and may have rights to pursue grievance procedures. Some examples of possible reasons for denial include the following:

- A. The requested accommodation would not be effective.
- B. Providing the requested accommodation would result in undue hardship. (Before reaching the determination, the Civil Rights Office must have explored whether other effective accommodations exist that would not impose an undue hardship and therefore can be provided.)
- C. Medical documentation is inadequate to establish that the individual has a disability or needs a reasonable accommodation, or both.
- D. The requested accommodation would require the removal of an essential function of the job.
- E. The requested accommodation would require the lowering of a performance or production standard.

1.11 APPEALS

An employee or applicant who is dissatisfied with a decision pertaining to applicant's or employees' accommodation request may file an appeal with the ADOT Director, within ten working days of receipt of the determination, for a final decision. If the individual believes the decision is based on discriminatory reasons, the individual may file a complaint internally through the Civil Rights Office under ADOT's 9.02 Nondiscrimination Policy (suspended as of 10-2-12).

1.12 PROHIBITED ACCOMMODATION

Informal accommodations requested outside of this process shall not be granted and, if approved in error, shall not be binding or permanent.

1.13 CONFIDENTIALITY OF MEDICAL RECORDS

Medical information obtained in connection with the reasonable accommodation process must be kept confidential. All medical information, including information about functional limitations and reasonable accommodation needs, that ADOT obtains in connection with a request for reasonable accommodation must be kept in files separate from the individual's official personnel file. Any ADOT employee who obtains or receives such information is strictly bound by these confidentiality requirements to the extent possible.

1.14 IMPLEMENTATION OF POLICY

The Civil Rights Office, the Human Resources Office, and ADOT's managers and supervisors are ultimately responsible for the implementation of this policy.

1.15 CORRESPONDING POLICIES

[Americans with Disabilities Act of 1990](#)

[Americans with Disabilities Act Amendments Act of 2008](#)

[42 U.S.C. 12101 through 12213](#)

[PER-3.01 ADOT Light Duty Policy](#)

[PER-9.02 ADOT Nondiscrimination Policy](#)

ARIZONA DEPARTMENT OF TRANSPORTATION POLICIES AND PROCEDURES

PER-1.02 RECRUITMENT AND SELECTION

Effective: January 20, 2016

Supersedes: PER-1.02 (7/09/2003)

Responsible Offices: Human Resources (602) 712-8188

Review: January 20, 2018

Transmittal: 2016 - January

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NOTICE: This policy and procedure does not create a contract for employment between any employee and the Arizona Department of Transportation (ADOT). Nothing in this policy and procedure changes the fact that all uncovered employees of ADOT are at-will employees and serve at the pleasure of the hiring authority.

2.01 PURPOSE

This policy presents guidelines and requirements for hiring and promotion decisions based upon best practices for retaining and promoting a high performing workforce, ensuring actions adhere to equal employment opportunity policies and promoting a diverse workplace.

2.02 SCOPE

The following policy applies to all employees and job applicants for positions in the Arizona Department of Transportation (ADOT).

2.03 AUTHORITY

Arizona Revised Statutes (A.R.S.) [§41-741 Definitions](#)

[A.R.S. §41-742 State personnel system; covered and uncovered employees; application; exemption](#)

[A.R.S. §41-745 Covered and uncovered service](#)

[A.R.S. §41-746 Refusal of consideration for employment; verification of education and work history](#)

[A.R.S. §41-747 Employment procedure; violation](#)

[Arizona Administrative Code \(A.A.C.\) Title 2, Subchapter 5A. Covered and Uncovered Employees, Article 3. Recruitment, Selection and Appointment \(Section R2-5A-301 thru R2-5A-308\)](#)

[Equal Pay Act of 1963](#)

[Title VII of the Civil Rights Act of 1964](#)

[Age Discrimination in Employment Act of 1967 \(ADEA\)](#)

[Equal Employment Opportunity Act of 1972](#)

[Uniform Guidelines on Employee Selection Procedures](#)

[American with Disabilities Act of 1990](#)

2.04 DEFINITIONS

Applicant	An individual who submits an expression of interest in employment through the Internet or related electronic data technologies
Applicant Tracking System	A software application designed for recruitment tracking that enables the electronic handling of recruitment needs
Candidate	An individual's expression of interest indicating possession of the basic objective qualifications for the position
Competencies	The knowledge, skills, abilities, behaviors, and other characteristics that contribute to successful job performance and the achievement of organizational results
Employee	All officers and employees of this state, whether in covered service or uncovered service, unless otherwise prescribed. [A.R.S. §41-741(8)]
Hiring Authority	The person or group of persons authorized by law or delegated authority to make appointments to fill positions [A.R.S. §41-741(1)]
Position Description	A broad, general, and written statement of a specific job, It generally includes duties, purpose, responsibilities, scope, and working conditions of a job along with the job's title, and the name or designation of the person to whom the employee reports.
Promotion	A change in assignment of an employee from a position in one class to a position in another class that has a higher grade
Targeted Selection	Targeted Selection is behavioral interviewing system that provides a consistent, structured approach to behavioral interviewing

Transfer

The movement of an employee from one position to another position in the same or an equivalent grade.

2.05 POLICY

- A. ADOT is committed to inclusive hiring and promotion practices to draw talent and ideas from all segments of our population. We actively support recruitment and career development programs to ensure a diverse workforce in all job categories and pay grades. We make personnel-related decisions on the basis of merit without regard of an applicant’s race, color, religion, national origin, sex, disability, genetic information, or any other protected status.
- B. ADOT has incorporated reasonable accommodation practices to hire, promote, and retain individuals with disabilities. Upon a request reasonable accommodations will be provided to qualified applicants or employees with disabilities, unless the accommodation imposes an undue hardship on the operation of the department or imposes a direct threat to the health or safety of the individual or others in the workplace.
- C. This policy applies to all conditions of employment including advertising, hiring, accessibility, working conditions, job assignments, rates of pay or other forms of compensation, selection for training, promotions, transfers, performance requirements, corrective actions, reduction in force, termination, and retirement. This list is not intended to be all-inclusive.
- D. ADOT Managers and Supervisors are expected to abide by this policy and to uphold the agency’s commitment to workforce diversity.
- E. Violations of this policy may result in disciplinary action, up to and including dismissal.

2.06 STANDARDS

- A. General Statements
 - 1. To recruit, hire, compensate, and promote its employees based on their knowledge, skills, and abilities. Free from discrimination because of gender, sexual orientation, age, race, color, national origin, religion, disability, genetic information, or any other protected status.
 - 2. To fill authorized, funded, and vacant positions in the most efficient and effective manner following consideration of availability of qualified applicants, agency requirements, and program needs.
 - 3. Filling A Vacancy - to fill a vacancy, a Personnel Requisition is completed by the Hiring Authority and/or Administrative Service Officer in the State of Arizona’s online Applicant Tracking System. The requisition is then electronically routed by the Administrative Service Officer to designated approvers within each division. Once all approvals are

received by the Human Resources Liaison, and any other applicable parties' dependent on the unit, the Applicant Tracking System automatically notifies the Recruiter that the requisition is approved and ready for posting.

B. Job Posting

1. Unless exempted by [A.R.S. Title 41, Chapter 4, Article 4](#), the HR Recruiter shall post an open position to the state's centralized web based job board. This includes recruitments open only to employees currently employed by the agency, to state employees currently employed in any state agency, or the general public. An agency head may authorize an exception to the job posting requirement for a position in an individual case. Any exceptions shall be documented by the agency head and subject to audit by the Director of the Department of Administration or the Director's designee, who is responsible for administering the state personnel system pursuant to the applicable state and federal laws. [\[A.R.S.§41-741\(7\)\]](#)
2. In addition to posting to the state's centralized job board, the HR Recruiter may post an open position in a publication or to a commercial job posting board or both, in compliance with applicable procurement rules, depending upon the difficulty of finding qualified applicants for a particular position.

C. Application Form

1. A candidate for a position shall complete the standardized employment application form developed by ADOA.
2. In addition to the standardized employment application form, an agency head (ADOT's Director) may develop supplemental application procedures and forms specific to the agency or to a certain class or classes within the agency.

2.07 SELECTION GUIDELINES

A. Develop A Hiring Strategy

1. The Hiring Authority reviews the Position Description (PD), class specifications, and essential functions of the job.
2. The Hiring Authority ranks and prioritizes Targeted Selection competencies to reflect the responsibilities of the position on the "Rating & Ranking" form.
3. The Hiring Authority confers with the applicable Recruiter to develop behavioral questions that reflect the competencies selected.
4. The Hiring Authority utilizes the Targeted Selection interview format, procedure and scoring matrix unless the Division Director and HR Recruiting Manager grant an exception in writing.

B. Hiring List

1. The HR Recruiter reviews the applicant resumes submitted during the recruitment period and determines which applicant(s) meet the knowledge, skills, and abilities of the position.
 2. The HR Recruiter refers resumes which meet the minimum requirements of the position to the Hiring Authority for consideration.
 3. All candidates will be evaluated on the same criteria. Criteria are based solely on the knowledge, skills, and abilities required in the position as reflected on the PD.
 4. After receiving the list of qualified candidates from the HR Recruiter, the Hiring Authority or HR Recruiter may schedule interviews via telephone, email or US mail. Inform all candidates of any information they need to bring to the interview, such as employment application, certificates, or licenses. Also, inform them of any performance exercise that will be administered to evaluate the candidates. Neither exercises nor tests may be administered without prior approval from the ADOT Human Resources Office.
- C. The Hiring Authority will convene a panel to interview candidates via Targeted Selection using the following criteria for panel selection:
1. Panels will consist of a minimum of two, not to exceed five members. Panel members will be current ADOT employees unless the Division Director and HR Recruiting Manager grant an exception in writing.
 2. There must be at least one participant on the panel that has completed ADOT's Targeted Selection training (GEN5135) prior to conducting the interviews. After January 1, 2017 all panel members must have attended Targeted Selection training.
 3. Hiring Authorities shall communicate the names of panel members to their HR Recruiter prior to the interviews being conducted.
 4. Hiring Authorities will review resumes with the panel members prior to the interview to allow each panel member time to determine if they need to recuse themselves from participation on the panel.
 5. If panel member(s) become uncomfortable participating in the panel because of their relationship with one or more of the candidates, or if a conflict of interest arises, the panel member(s) may be replaced following a discussion with the Hiring Authority and HR Recruiter.
- D. Only the candidate may decline an interview offer. A Hiring Authority should not rely on second party messages, but should hear from the candidates directly.
- E. A minimum of 2 candidates, if available, must be interviewed prior to making a selection.

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- F. Take comprehensive, detailed notes of all candidates' responses utilizing the Targeted Selection interview guide. Record the candidate's responses during the interview and score the results immediately after the interview has been completed.
 - G. Prior to an offer of employment, Hiring Authorities or HR Recruiter shall verify education, current and previous employment (totaling 5years) and/or any required registrations or licenses and/or any other qualification that is sufficiently job-related and consistent with business necessity in performing the functions of the position. [\[see A.R.S. § 41-746\]](#)
 - H. Personnel files for current or former state service employees shall be reviewed [\[see A.A.C. R2-5A-303\]](#).
 - I. Offers of Employment
 - 1. Before extending a final offer of employment, the Hiring Authority shall ensure that all necessary management and/or budget approvals have been obtained, including approval of the salary [\[see A.A.C. R2-5A-402\(E\)\]](#).
 - 2. For positions requiring post-offer physical exams, supervisors shall utilize the instructions that are included in the hiring instructions for conditional offers of employment.
 - 3. The Hiring Authority should consult with their HR Recruiter if there is any question(s) about the appropriate time to make a conditional or final offer of employment.
 - 4. The Hiring Authority shall ensure the new employee's effective start date is at the beginning of a pay period.
 - J. The Hiring Authority will upload into the Applicant Tracking System a copy of the signed Job Offer letter, copy of the signed Employment Application, completed Reference Check form, MVR approval notification, Salary approval documents.
 - K. Keep all selection and interview records confidential.
 - L. All hiring records are subject to random audits by Affirmative Action Manager and HR Recruitment Manager [\[see Affirmative Action Implementation policy PER-17.01\]](#).

2.08 RECORDKEEPING

- A. The Hiring Authority will forward all original and copies of all records associated with the selection process within 10 business days of the candidate's start date. These records include Employment Application for all interviewed candidates, Targeted Selection competency rating/ranking worksheets, scored interview guides and notes, consolidated scoring matrix, general recruitment letters/emails, performance exercise (if applicable), and Affirmative Action Data Collection form.

2.09 COMPLAINTS

- A. Any applicant who believes this policy has been violated may file an applicant complaint with the HR Recruitment Manager within 90 days of the action [\[see A.A.C. R2-5A-308\]](#). Any applicant alleging discrimination may file a complaint with the ADOT Civil Rights Office. Complaints will be investigated promptly. When the evidence substantiates a violation of the policy, timely corrective action will be taken.

- B. A complaint must be made in good faith. It is a violation of this policy to file a false complaint.