

## AFFIRMATIVE ACTION PLAN UPDATE

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**Reporting Period:** October 01, 2010 to September 30, 2011

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**Submitted by:**

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Signature

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## Introduction

The Colorado Department of Transportation Affirmative Action Plan is a written document detailing the positive action steps the agency will take to assure equal employment opportunity. The 2010 federal fiscal year runs from October 1, 2010 to September 30, 2011.

CDOT receives federal funds from the U.S. Department of Transportation through its modal agencies FHWA, FTA, and FAA. CDOT must assure that transportation projects will be conducted in a non-discriminatory way. All positions at CDOT are federally funded and available to all qualified persons, without regards to race or gender.

The purpose of this Affirmative Action Plan is:

- To reaffirm the Colorado Department of Transportation commitment to equal employment opportunity and diversity in accordance with the principles, intent and purpose of civil rights laws and regulations;
- To reaffirm the department's position that affirmative action is an effective, legal tool for achieving Equal Employment Opportunity; and,
- To present the department's Equal Employment Opportunity, Diversity and Affirmative Action programs.

The Colorado Department of Transportation is responsible for a 9,156 mile highway system, including 3,714 bridges. The highway construction program is managed by CDOT and built by private contractors. This partnership between government (CDOT) and business works well as we improve and expand our transportation system.

CDOT maintenance forces take care of the highway system, plowing snow and repairing pavement. But CDOT is more than roads and bridges. The Division of Aeronautics supports aviation interests statewide, including grants to help improve local airports. CDOT's Division of Transit and Rail provides assistance to numerous transit systems in the state. And the Office of Transportation Safety helps local law enforcement agencies with special funds to apprehend drunk drivers and increase use of safety belts.

CDOT's Executive Director is Don Hunt. Mr. Hunt is responsible for the overall direction and management of CDOT, with a staff of more than 3,000 employees. All Headquarters and Regional CDOT employees, including temporary staff, are included in the Affirmative Action Plan and EEO-4 Report.



## Organization Structure

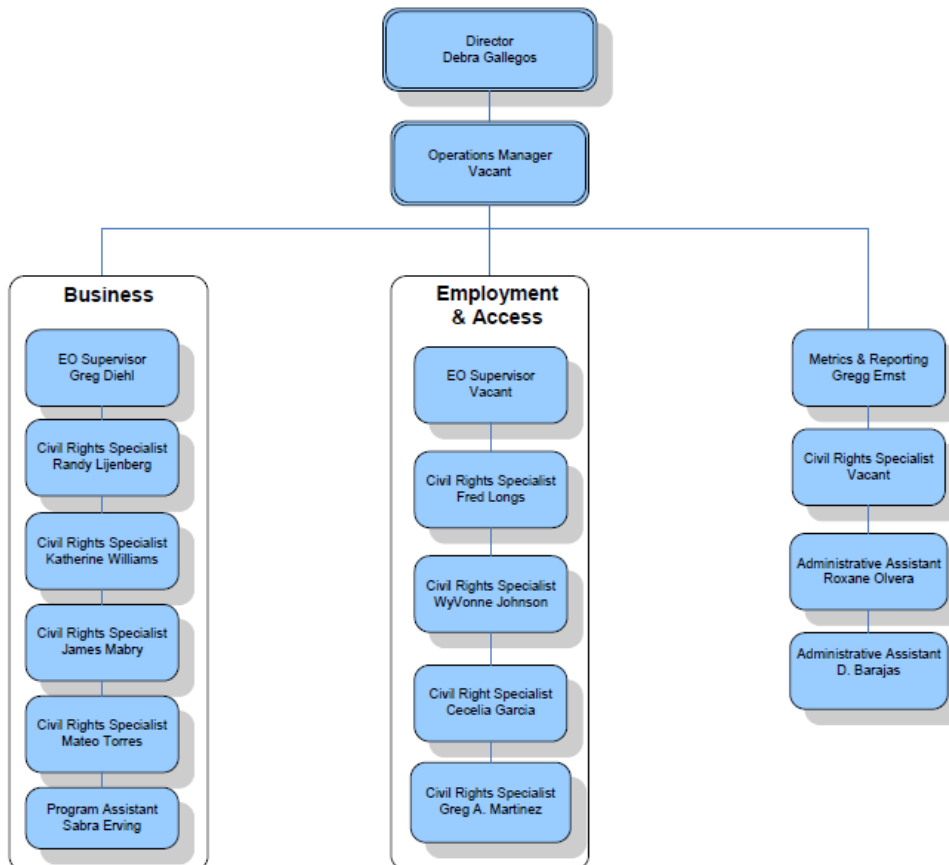
CDOT Headquarters organization structure consists of the Division of Human Resources and Administration (including the Center for Equal Opportunity), Division of Financial Management and Budget, Division of Transportation Development, Office of Government Relations, Division of Aeronautics, Office of Staff Services, Public Relations Office, Information Technology Office, Division of Transportation and Rail, High Performance Transportation Enterprise and the Office of Process Improvement.

CDOT has established six engineering Regions across the state in order to decentralize many of its design, construction and maintenance project functions. Each CDOT Engineering Region is a semi-autonomous operating entity covering all aspects of CDOT operations for that Region. Therefore, each Region covers engineering, maintenance, civil rights, planning and environmental management, traffic, right-of-way and surveying, utilities, and human resource management of its area. Each Region employs a Regional Civil Rights Manager. In partnership with headquarters civil rights staff and the Contract and Labor Compliance staff, the Civil Rights Managers are responsible for a variety of EEO and labor compliance activities including contract compliance reviews, internal and external EEO investigations and on-the-job training within their region. Regional Civil Rights Managers also work with the Center for Equal Opportunity on Business Programs including the Disadvantaged Business Enterprise (DBE) program.





# Center for Equal Opportunity



10/17/2011



## REGIONAL CIVIL RIGHTS MANAGERS

Region 1	Micki Perez Thompson
Region 2	Mary T. Dugan
Region 3	John "Chip" Brazelton
Region 4	Anna Leiferman
Region 5	Alice Baker
Region 6	Vacant

## EEO CONTRACT COMPLIANCE

Since 1995, the Labor and Contract Compliance programs have been located centrally in the Headquarters Staff Services Unit within the Division of Maintenance and Engineering (see organization chart p. 5). In FFY2012, the Contract Compliance responsibilities will be moved to the Center for Equal Opportunity in order to provide a more integrated EEO program.

### FFY 2011

<b>Labor and Contract Compliance Manager</b>	Beth Ann Wieder
<b>Specialist</b>	Erin Campbell

### FFY 2012

<b>EEO Contract Compliance Coordinator</b>	Greg A. Martinez
<b>Labor Compliance Manager</b>	Beth Ann Wieder



## **Reaffirmation of Equal Opportunity**

CDOT will ensure that no person shall, on the grounds of race, color, religion, gender, sexual orientation, national origin, age, political affiliation, organizational membership, veteran's status, disability or other non-job related factor, be excluded from participation in, be denied the benefit of, or be subjected to discrimination or harassment under any program or activity receiving state or federal financial assistance directly or indirectly by CDOT.

It is the policy of CDOT to promote Equal Opportunity in the employment of women, minorities, veterans and persons with disabilities. Reasonable accommodations are offered in the selection process and minimum qualifications are written to guarantee job relatedness. Individuals responsible for classification and compensation review the minimum qualifications for positions to guarantee that women, minorities, veterans or persons with disabilities are not adversely screened out of the employment process

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

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

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



## **AFFIRMATIVE ACTION PLAN RESPONSIBILITIES**

Debra Gallegos, Director of the Center for Equal Opportunity, is responsible for the direction and implementation of the statewide equal opportunity program. CDOT's EEO Officer, under Debra's direction, is responsible for administering the EEO Program for CDOT. The Center for Equal Opportunity is responsible for but not limited to the following:

- With the Executive Director, integrating equal opportunity into all parts of personnel and program management
- With managers and supervisors, monitoring and ensuring compliance with relevant federal and state constitutions, statutes, and regulations
- Developing, communicating and monitoring policy statements, affirmative action and diversity programs, internal and external communication
- Assisting in the identification of problem areas
- Assisting managers and supervisors in arriving at solutions to problems
- Implementing and submitting accurate state and federal reports that will:
  - Measure the effectiveness of the Affirmative Action Plan
  - Indicate the need for corrective action
  - Determine the degree to which goals and objectives have been attained
- Serving as liaison between minority organizations, women's organizations, and community action groups concerned with employment and contracting opportunities of minorities and women
- Keeping management informed about equal opportunity issues and progress

Managers, supervisors and employees are responsible for:

- Taking swift and appropriate action to stop discrimination and workplace harassment with guidance from civil rights staff
- Establishing a positive climate for equal employment, diversity, inclusion and cultural sensitivity





- Assistance in the identification of problem areas and establishment of goals and objectives
- Active involvement with local minority organizations, women's organizations, community action groups, and community service programs
- Regular discussions with local managers, supervisors and employees to be certain that equal employment policies are being followed
- Communicating that work performance is being evaluated on the basis of equal employment opportunity and diversity efforts
- Review of the qualifications of all employees to ensure that minorities and women are given full opportunities for transfers and promotions
- Career counseling for all employees



## WORKFORCE ANALYSIS AND AFFIRMATIVE ACTION

The purpose of affirmative action workforce analysis is to determine the number of affected group members available in Colorado in each job group category (Standard Occupational Code) and to compare CDOT workforce numbers to the available number. Availability is defined as the affected group members in each Standard Occupational Code (SOC) in the recruitment areas with the knowledge, skills and abilities necessary for entry in the specific job group. Availability is determined from U.S. Census Data.

CDOT collects and analyzes data for 26 SOC codes. Factors considered in workforce analysis for each job category include 1) population 2) unemployment rate 3) labor force 4) requisite skills for local area 5) requisite skills in recruitment area 6) employees available for promotion 7) external training and education sources, and 8) internal training. This targeted data collection and the *eight factor analysis* allows CDOT to tailor affirmative action efforts.

When CDOT workforce is consistent with availability, there is *parity*. The goal is parity, in other words, when CDOT workforce reflects the available qualified workforce in Colorado by gender and ethnicity.

*Underutilization* occurs when the CDOT workforce is under-represented in a particular job group in a particular gender/ethnic category. If for example, the data shows that to achieve parity with the available workforce in Colorado we should employ 61 white female Civil Engineers, and CDOT employs 41, there is underutilization in that category for that particular ethnicity/gender group.

CDOT takes affirmative action when there is *significant* underutilization in a job category. Significant underutilization occurs when the underutilization is greater than 80% of parity. Underutilization between 80% and 100% (parity) is not significant and may be explained by factors other than discrimination. Employment numbers that reflect underutilization below 80% of availability signifies *significant* underutilization.

Affirmative action efforts to address *significant* underutilization include targeted recruiting efforts, training, and career guidance. This report addresses CDOT's efforts to address significant underutilization and employment opportunity.



## Part I- REPORTS OF THE RESULTS OF 2010-2011 AAP

CDOT conducts Equal Employment Opportunity and Labor Compliance Reviews on a monthly basis. The number of required interviews is based on the prime contract dollar amount. The interviews cover basic questions of EEO and then a separate section covering compliance of Davis-Bacon and Related Acts.

In 2010-2011 CDOT completed 2110 of the 2,222 required interviews. Reasons for not completing all of the required interviews include: winter in-activity on the project and/or all project personnel interviewed.

The Contract and Labor Compliance Manager and Regional Civil Rights staff accomplished the following:

- **Federal-aid Highway Construction Contractors Annual EEO Report (Form 1391)** - Forms 1391 were collected electronically and reviewed by civil rights staff.
- **Contract reviews-** Civil rights staff ensures that FHWA Form 1273 is included in contract and subcontract documents; CDOT specifications require that the contractor include prompt payment requirements in written subcontracts.
- **Contract compliance reviews** – CDOT was able to conduct 19 of the 18 planned compliance reviews.

Number of compliance reviews conducted	19
Number of project contract compliance reviews	4
Number of area wide contract compliance reviews	15
Number of contractors reviewed	52
Number of contractors found in compliance	13
Number of contractors found in noncompliance	5
Number of show cause notices issued	1
Number of show cause notices rescinded	0
Number of review decisions pending	0
Number of follow up reviews conducted	0

**NOTE:** CDOT conducted 19 contract compliance reviews. Four of the reviews were project reviews and in those cases the reviews include the contractor and all active subcontractors on that project. For 2010-2011 CDOT conducted the 19 reviews (4 project reviews and 15 area reviews) and reviewed 52 contractors, including the subcontractors on the 4 project reviews.



- **Training-** Labor and Contract Compliance classes for contractors were conducted in Denver and Grand Junction.
- **Complaints-** There were no EEO complaints in this program.
- **Sanctions-** There were no progress payments withheld or other sanctions for EEO deficiencies.

**Affirmative Action for 2011-2012** CDOT will focus on the following areas:

- **Training-** Classes for construction prime and subcontractors will be held in Denver, Grand Junction and an additional location to be determined.
- **Minority and female recruiting-** CDOT will continue to work with community and school recruiting resources and training programs to increase women and minority construction workers in the skilled crafts. CDOT's On-the-Job Training Providers (Aims Community College and others to be determined based on a request for proposal) will train over 169 unemployed or underemployed workers in highway construction. CDOT will recruit workers through various methods including partnerships with minority and women advocacy organizations, local colleges and universities, and high schools, Colorado Workforce Centers, etc. (Correct number)
- **Compliance Reviews-** CDOT will conduct 18 compliance reviews.
- **On-site assistance-** CDOT will continue to provide on-site training and assistance to contractors, including Equal Opportunity meetings with contractor, compliance reviews, pre-construction meetings, certified payroll technical assistance, labor compliance reviews and assistance.



## Part II-REPORT OF RESULTS OF 2010-2011 AAP

CDOT successfully implemented new initiatives identified in the FY 2010--Affirmative Action Plan including the following:

- **Workforce analysis**-CDOT's employee profile reflects the workforce availability in almost all job categories. We have made progress in placement and promotion of minority and female employees in our previously underutilized job categories, specifically:
  - Female computer support specialists
  - Female surveyors
  - Female engineers
  - Female accounting clerks
- **Reaffirmation of Equal Employment and Non-discrimination Policies**-Equal Opportunity staff worked with managers and supervisors to reaffirm civil rights policies and commitments. Outreach included:
  - Updates to CDOT's EO website
  - Employee Rights and responsibilities brochure
  - Regular articles in various CDOT publications
  - Classroom training
  - Regional orientation events for employees
- **Reaffirmation of Equal Opportunity and Diversity Management in Performance Appraisal and Performance Management process**- CDOT includes Diversity and Equal Opportunity commitment in employee and supervisor performance evaluations.
- **Training**
  - All new employees received Diversity Training and training on Preventing and Handling Workplace Harassment as part of CDOT's mandatory training program.
  - Supervisors can utilize e-learning tools on preventing workplace harassment and handling complaints. These tools are used as a refresher course, to supplement the



regularly scheduled course, and when needed to improve a supervisor's skills.

- Civil Rights Professionals at Headquarters and Regions receive EEO Training as needed and available. During 2011-12, EO Managers will identify training opportunities available and provide opportunities for staff to attend.
- **Complaint Resolution** - 155 of 156 employee complaints were successfully resolved at the informal stage. The remaining formal complaints (1 disability) were successfully resolved internally or dismissed from Colorado Civil Rights Division and/or the Equal Employment Opportunity Commission.
- **Diversity Management**
  - CDOT worked to strengthen consultative relationships with managers and supervisors to support and improve their EEO and Diversity responsibilities.
  - CDOT celebrated Diversity with several events including "The Taste of Soul"; Diversity Blog; Civil Rights Allies Recognition; Various monthly displays highlighting Diversity (Black History Month, Hispanic History Month, minority/women veterans efforts, etc.)
- **Recruitment and Outreach Efforts**—CDOT Center for Equal Opportunity staff attended events throughout the year to recruit and maintain a diverse and qualified CDOT workforce.
  - In partnership with FHWA, CDOT implemented the Wounded Warrior Program to provide transportation job opportunities for veterans.
  - The EO Center placed advertisements in minority publications including, *El Semanario*, *Urban Spectrum*, *La Voz*, *Asian Avenue*.
  - EO Center and Human Resource Staff supported Career Fairs and Student Minority Organization events at Colorado School of Mines, University of Colorado Boulder, University of Colorado Denver, Colorado State University Ft. Collins, and Colorado State University Pueblo.
  - EO Center and Regional Civil Rights staff participated in the planning and delivery of the Colorado Construction



Career Days events in Denver and in Colorado Springs. The events provided hands-on introduction to a variety of career opportunities in highway construction to over 2000 students.

- In partnership with FHWA and Colorado State University in Pueblo the Center implemented a two week Summer Transportation Institute to introduce high school students to career opportunities in transportation engineering.
- CDOT's sponsorship and participation in the Juneteenth Celebration in Denver's historic Five Points Neighborhood strengthened recruiting efforts in the African American community.
- The EO Center honored 13 employees from headquarters and each region as "Civil Rights Allies." Through this effort, CDOT recognizes those employees who partner with Center for Equal Opportunity staff and Regional Civil Rights Managers to implement successful civil rights initiatives.
- In partnership with the Center for Equal Opportunity and Workforce Development Centers, Aims Community College, the Bo Matthews Center and Action Staffing Solutions trained 542 unemployed and underemployed people from traditionally underutilized communities in entry level construction jobs.
- In partnership with highway construction contractors, 329 trainees were enrolled in CDOT's On-the-Job (OJT) training program.

- **Reporting and Metrics**

- A recent "Sharepoint" site, utilized by CDOT and FHWA civil rights professionals, provides a comprehensive, one-stop reporting site.
- The centralized civil rights complaint database tracks complaints and employee counseling and identifies statewide trends and opportunities to improve civil rights compliance.
- Center staff compiles and distributes quarterly statewide and regional utilization reports to track CDOT workforce and identify affirmative action results and opportunities. The Employee Profile and Utilization Analysis reports as of



September 30, 2011 are attached.

- Center Staff produces application data analyses, adverse impact reports and salary analysis reports as needed.
- Managers and civil rights staff compile data needed to complete the federal and state annual reports.

- **Reaffirmation of Equal Employment Responsibilities (Civil Rights Staff)**

- Investigate and resolve discrimination complaints
- Investigate and resolve workplace harassment and sexual harassment complaints
- Coordinate outreach recruitment efforts for underutilized class candidates
- Conduct periodic reviews to ensure examinations are fair and equitable
- Implement and monitor Department Affirmative Action/EEO activities
- Coordinate Persons with Disabilities Program (Section 504, Americans with Disability Act), including reasonable accommodations
- Act as consultants to managers and supervisors in carrying out their EEO and Affirmative Action responsibilities
- Ensure employees are not disciplined in a discriminatory manner
- Monitor hiring/promotions

- **Reaffirmation of Equal Employment Responsibilities (Managers and Supervisors)**

- Work with Civil Rights staff to resolve discrimination and workplace harassment complaints, as well as reasonable accommodation requests
- Participate in recruitment and selection efforts to mitigate underutilization
- Ensure that employees and candidates are provided with equal opportunity for hiring, training, promotion, transfer, and reasonable accommodation Prevent any harassment of employees
- Support the implementation of the affirmative action plan including proactive efforts to mitigate and minimize underutilization





Don Hunt, CDOT Executive Director approved 205 job reallocation for promotional opportunities of CDOT employees. The reallocations began on June 15, 2011 and were completed on October 15, 2011.

The following reallocation chart documents promotions based on ethnicity and gender. Total positions reallocated based FY 2011 by gender and ethnicity:

Ethnicity	Count/Gender	Count/Ethnicity	% of CDOT Employees***
<b>American Indian/Alaskan Native</b>			
Female	.49%	1	
Male	.49%	1	
<b>TOTAL</b>	<b>.98%</b>	<b>2</b>	<b>1%</b>
<b>Asian</b>			
Female	1.46%	3	
Male	2.93%	6	
<b>TOTAL</b>	<b>4.39%</b>	<b>9</b>	<b>2%</b>
<b>Black</b>			
Female	2.44%	5	
Male	2.93%	6	
<b>TOTAL</b>	<b>5.37%</b>	<b>11</b>	<b>3%</b>
<b>Hispanic</b>			
Female	4.39%	9	
Male	13.17%	27	
<b>TOTAL</b>	<b>17.56%</b>	<b>36</b>	<b>16%</b>
<b>Native Hawaiian/Pacific Islander</b>			
Female	.49%	1	
Male	.98%	2	
<b>TOTAL</b>	<b>1.46%</b>	<b>3</b>	<b>.2%</b>
<b>White</b>			
Female	18.05%	37	
Male	52.20%	107	
<b>TOTAL</b>	<b>70.24%</b>	<b>144</b>	<b>78%</b>
<b>GRAND TOTAL</b>	<b>100%</b>	<b>205</b>	

\*\*\*See CDOT Employee Profile Summary Report – Attachment 4



**CDOT's Affirmative Action Plan for 2011-2012** – In 2010-2011, the utilization shows there are several areas of focus for improvement. CDOT will focus on those few areas where underutilizations exist by more than 2.

**Underutilization exists in the following job classifications as follows:**

- Accounting Technicians -1 WF
- Budget Analysts -1 HF
- Business Operations Specialists -1 2F\*
- Communications Equip. Operators -1 WF
- Janitors -1 WF
- Electrician -1 WF
- Engineers -1 WF
- Engineering Technicians/Assistants -3 BM  
-2 AM  
-1 AF
- Maintenance workers -4 BF  
-3 AM  
-6 HF  
-2 2M\*
- Heavy Equipment Mechanics -1 BM
- Surveyors -3 WF

\*Census data now allows individuals to identify themselves as bi-racial. As a result, the figures include persons that have identified with two different races.

**Affirmative Action Goals for 2011-2012 for underutilized classifications are:**

- Engineering Techs/Assistants 2 BM  
1 AM
- Surveyors 1 WF
- Highway Maintenance workers 1 BF  
2 HF  
1 AM

CDOT's overall budget continues to require that CDOT make careful decisions in whether to fill positions. Although fewer positions may be filled, CDOT will continue to focus on improving recruiting, hiring and promotion in areas where underutilization exists so that the Affirmative Action goals can be met including the following:



- **Maintain minority/female utilization** - Center for Equal Opportunity staff will strive to maintain utilization and work toward parity in all categories and classifications that are at parity through emphasis on equal employment and diversity programs and activities at CDOT.
- **Recruitment of minority engineering technicians (specifically Black Males)** – With the improvement with white female engineers, it is clear that enhanced recruitment and efforts can be successful in addressing underutilization. With black males underutilized in this category by -4, it will be important to focus recruitment in this area, as well as develop innovative ways to reach the market.
- **Recruitment of female and minority maintenance workers** - CDOT continues to struggle with filling maintenance worker positions in many areas of the state, and thus making it even more difficult to recruit women and minorities for these positions. Developing new ways to reach the market for these positions will continue to be a major focus. Maintenance positions are generally hard to fill in many areas in Colorado because of the high cost of living in the mountain communities, competition from local government and higher wages and benefits from private industry. CDOT will continue to recruit and/or develop qualified candidates by working with our OJT Supportive Services providers and the Colorado Workforce Centers.
- **Community Outreach** – The EO Center will continue to strengthen relationships to encourage applicant referrals with the following organizations:
  - minority groups
  - female groups
  - community action groups
  - Colorado Workforce Centers
  - state employment agencies
  - professional organizations
  - recruitment agencies
  - colleges
- **Retention and promotion of female and minority employees**-To support our efforts to focus on retention and promotion of female and minority employees, CDOT will emphasize opportunities for



growth through a Succession Preparation Program. The program will include leadership training, opportunities to participate in cross-functional project assignments, mentoring, and training and workshops targeted to program graduates. Along with learning opportunities within the CDOT University, this program will provide minorities and women an opportunity to enhance their existing talent and preparing them for future leadership positions within CDOT.

- **Monitor HR Actions** – As additional data becomes available from CDOT's SAP computer system, EO Center staff will be able to closely monitor promotions, demotions, disciplinary actions and separations to determine any trends or areas of concern.
- **Priorities for Layoff-** Colorado Personnel Board Rules require that affected employees be ranked as part of the layoff process. If two or more employees' rankings are tied after application of the Layoff Matrix, then the employee who is a member of a protected class in which the department has identified and existing underutilization of member of that protected class in that employee's current position, that employee shall be the higher ranked employee.



## CDOT WORKFORCE ANALYSIS

The Center for Equal Opportunity staff compiles quarterly reports on CDOT workforce including, Workforce Summary and Utilization Analysis, and the annual EEO-4 (Attachment 6). These reports enable civil rights staff and managers throughout the agency to monitor trends and to identify problems and opportunities.

### Workforce (Employee Profile)

The Employee Profile Summary Report (Attachment 4) profiles the CDOT workforce in eight categories by gender and ethnicity.

### Utilization

With utilization analysis (Attachment 5) CDOT compares the available workforce in the pertinent geographic areas by gender, race and ethnic categories and Standard Occupational Code (SOC) to the CDOT workforce in gender, race and ethnic and Standard Occupational Code categories.

The Utilization counts shown in the highlighted bottom row for each Standard Occupational Code show the number of employees that we are under or over utilized in that job. EO Center staff is working to report Regional and Unit utilization data in addition to the Statewide data that is currently available.

Though CDOT employees generally reflect the available workforce, we remain underutilized in white female engineers. Other areas of underutilization include female Black and female Hispanic maintenance workers, and black males in the Engineering Technician series. Recruitment and training efforts continue to be a major focus in CDOT affirmative action programs and activities targeted to areas of underutilization including:

- Efforts to restructure jobs and establish entry level and trainee positions to facilitate progression within occupational areas
- Career counseling and guidance for employees
- Widely publicizing upward mobility programs and opportunities within each work unit and within the total organizational structure
- Active recruitment efforts to support and supplement those of the human resources department
- Maintaining contracts with organizations representing minority groups, women professional societies, and other sources of candidates
- Ensuring that recruitment literature is relevant to all potential employees



- Analyzing the flow of applicants through the selection and appointment process
- Monitor voluntary separations to identify areas of adverse impact

### **EEO 4 Report**

Salary distributions are compiled by gender, race and ethnicity and EEO categories in the EEO 4 report (Attachment 6) for September 2011.



## ATTACHMENTS

<u>Attachment No.</u>	<u>Description</u>
1	Equal Opportunity Policy
2	Sexual Harassment Policy
3	Interviewing Policy
4	Employee Summary Report
5	Utilization Report
6	EEO4 Report

**Equal Opportunity Policy**  
**(Attachment 1)**





<b>COLORADO DEPARTMENT OF TRANSPORTATION</b>		<input checked="" type="checkbox"/> <b>POLICY DIRECTIVE</b> <input type="checkbox"/> <b>PROCEDURAL DIRECTIVE</b>	
Subject			Number
EQUAL OPPORTUNITY AND NON-DISCRIMINATION POLICY			<b>600.0</b>
Effective	Supersedes	Originating office	
06/18/08	09-01-07	Center for Equal Opportunity	

### **PURPOSE**

1. To ensure that no person shall, on the grounds of race, color, religion, gender (including sexual harassment), sexual orientation, national origin, age, political affiliation, organizational membership, veteran's status, disability or other non-job related factor, be excluded from participation in, be denied the benefit of, or be subjected to discrimination or harassment under any program or activity receiving state or federal financial assistance directly or indirectly by CDOT.
2. To provide a policy that will standardize requirements by assuring uniform application and effective implementation of the provisions of the applicable state and federal Civil Rights Statutes.

### **SPECIFIC AUTHORITY**

Primary impetus for equal opportunity and non-discrimination in accordance with:

1. Title VI of the Civil Rights Act of 1964
2. Federal-Aid Highway Act of 1968, Section 22(a)
3. Title VII of the Civil Rights Act of 1964, as amended
4. Presidential Executive Order 11246, as amended
5. Section 136(b) of the Federal-Aid Highway Act of 1970
6. Governor's Executive Order, April 1975
7. Rehabilitation Act of 1973, Section 503 and 504
8. Age Discrimination Act of 1975, as amended
9. Article XII, Section 13, State Constitution
10. Chapter 9: Rules and Regulations of the State Personnel System
11. CRS 24-34-402. Discriminatory or unfair employment practices
12. Colorado Civil Rights Commission standards and guidelines
13. American's with Disabilities Act of 1990

### **APPLICABILITY**

This directive applies to employees of the Colorado Department of Transportation and all divisions thereof and external employees of CDOT such as consultants and contractors.

Subject EQUAL OPPORTUNITY AND NON-DISCRIMINATION POLICY	Number <b>600.0</b>
------------------------------------------------------------	------------------------

## **POLICY**

The Colorado Department of Transportation is committed to equal opportunity and non-discrimination under the law instituted by this state and the U.S. Congress. It is the responsibility of every person within the Department of Transportation to incorporate and implement actions of equal opportunity. The Colorado Department of Transportation's commitment to non-discrimination is essential in performing our duties to the State of Colorado and to serve the people. It is the policy of this Department to take an active role in instituting equal rights and non-discrimination of all people in accordance with the state and federal laws, and the policies of Congress. In addition, the State of Colorado and federal law prohibit retaliation against any employee because he or she has made a report of alleged discrimination or harassment; has testified, assisted or participated in any manner in an investigation of such report; or has opposed discrimination or harassment.

Harassment is a form of employment discrimination that is prohibited by law and this policy. Harassment is unwelcome conduct that is based on race, color, sex, religion, national origin, disability, and/or age.

Harassment becomes unlawful where:

- 1) enduring the offensive conduct becomes a condition of continued employment, or
- 2) the conduct is severe or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile, or abusive.

Petty slights, annoyances, and isolated incidents (unless extremely serious) will not rise to the level of illegality. To be unlawful, the conduct must create a work environment that would be intimidating, hostile, or offensive to reasonable people. Offensive conduct may include, but is not limited to:

- offensive jokes, slurs, epithets or name calling
- physical assaults or threats
- intimidation
- ridicule or mockery
- insults or put-downs
- offensive objects or pictures
- interference with work performance.

<b>Subject</b> EQUAL OPPORTUNITY AND NON-DISCRIMINATION POLICY	<b>Number</b> <b>600.0</b>
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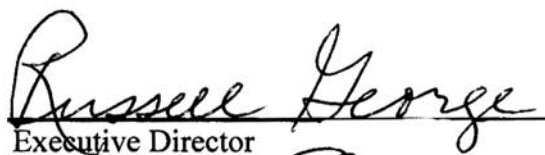
The harasser can be the victim's supervisor, a supervisor in another area, a co-worker, or a non-employee. The victim does not have to be the person harassed, but can be anyone affected by the offensive conduct.

Regional Transportation Directors and Division Program Directors and subordinates will be responsible and accountable to the Executive Director for performing all official actions in a manner consistent with federal and state non-discrimination laws and policies within the spirit and letter of the Colorado Constitution.

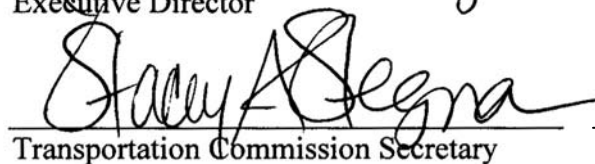
**IMPLEMENTATION**

The policy stated herein shall be effective immediately and shall be implemented by all divisions of the Colorado Department of Transportation.

**REVIEW DATE:** May 2012

  
Executive Director

6/18/08

  
Transportation Commission Secretary

6/18/08

**Sexual Harassment Policy**  
**(Attachment 2)**



<b>COLORADO DEPARTMENT OF TRANSPORTATION</b>		<input checked="" type="checkbox"/> <b>POLICY DIRECTIVE</b> <input type="checkbox"/> <b>PROCEDURAL DIRECTIVE</b>	
Subject <b>SEXUAL HARASSMENT</b>			Number <b>603.0</b>
Effective <b>08-16-07</b>	Supersedes <b>09-15-99</b>	Originating Office <b>Center for Equal Opportunity</b>	

PURPOSE

To prevent all forms of sexual harassment at CDOT.

AUTHORITY

Title VII of the Civil Rights Act of 1964  
 Executive Director, Colorado Department of Transportation  
 Colorado Revised Statute 24-34-402 Discriminatory or Unfair Employment Practices

APPLICABILITY

This directive applies to all Divisions of the Colorado Department of Transportation (CDOT).

POLICY

It is the policy of the CDOT to provide and maintain for all employees a work environment free from all forms of sexual harassment. Sexual harassment is against the law. All CDOT employees and customers are expected to abide by the policy against sexual harassment. In addition, the State of Colorado and federal law prohibit retaliation against any employee because he or she has made a report of alleged sexual harassment; has testified, assisted or participated in any manner in an investigation of such report; or has opposed sexual harassment.

DEFINITIONS

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

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

Sexual harassment may be perpetrated by men or women of the same or opposite sex. Any employee (male or female) may be a victim of sexual harassment. The victim does not have to be the person harassed but could be anyone affected by the offensive conduct.

**Quid Pro Quo** – when a supervisor demands sexual favors and, if the employee does not comply, takes a tangible employment action against the employee such as:

- making a significant change in employment status, as in hiring firing, failing to promote,
- reassignment of significantly different responsibilities, or
- a decision causing a significant change in benefits.

**Hostile work environment** - involves workplace conditions that are sufficiently severe and pervasive to alter the conditions of the victim's employment and create an abusive work environment. A hostile work environment may include actions and or behavior such as:

- sexual advances or requests for social dates that are unwanted (this may include situations that began as reciprocal attractions, but later ceased to be reciprocal);
- sex -oriented physical contact or gestures such as touching, patting, or repeated brushing against the body;
- the (actual or electronic) display of sexually suggestive objects, pictures, cartoons or posters; viewing or transmitting sexually oriented subject matter is a violation of CDOT policy that may result in disciplinary action including termination.
- sexually oriented verbal comments, jokes, innuendoes or obscenities;
- sexually suggestive letters, notes, invitations, emails, electronic messages, displays or other written material;
- reprisals or threats after a negative response to sexual advances;
- sex-oriented entertainment appearing at the office or any other work-related site or function; and
- physical conduct such as impeding or blocking movement, touching or sexual assault.

Sexual harassment is conduct that meets the above criteria and interferes with an employee's:

- ability to do his or her work; or
- enjoyment of all work-related opportunities and benefits; or
- comfort level in his or her work environment.

## RESPONSIBILITIES

All CDOT employees should read and understand the sexual harassment policy.

### **EEO**

The Headquarters Center for Equal Opportunity staff and the Regional Civil Rights Managers are responsible for receiving, investigating and acting on reports of sexual harassment. All claims of sexual harassment will be investigated.

### **Employee**

An employee who is being sexually harassed should attempt to resolve the issue as soon as possible. If possible, and if safe, inform the person whose behavior or action is unwelcome or offensive to stop the offending behavior, and thereby informally resolve the issue. If the employee does not feel comfortable with approaching that person, or if the offending behavior continues, the employee should seek assistance from his/her supervisor (or any supervisor in the chain of command) **and/or** the Regional Civil Rights Manager or the Headquarters Center for Equal Opportunity (303-757-9303 or 1-800-925-3427). Employees may notify supervisors and civil rights professionals verbally, in writing, via personal e-mail, or EO@dot.state.co.us.

### **Managers/Supervisors**

When a supervisor/manager receives a report or has knowledge of alleged harassment, the supervisor/manager will take action to correct the situation to the extent possible in a timely manner. The supervisor/manager will promptly notify the respective Civil Rights Office in writing when an employee has alleged discrimination, and describe any mitigating action taken. A manager/supervisor is responsible for reporting all allegations of sexual harassment to the appropriate Headquarters Center for Equal Opportunity (303-757-9303, 1-800-925-3427, EO@dot.state.co.us) or the Regional Civil Rights Manager. Managers/supervisors are also responsible for documenting the allegations and for respecting the privacy of all parties.

Managers and supervisors must also take prompt action to stop inappropriate and impermissible behavior, and must take effective action to prevent incidents of alleged harassment. Some actions to prevent sexual harassment include:

- Ensure that your staff completes required training.
- Consult with the Headquarters Center for Equal Opportunity (303-757-9303 or 1-800-925-3427) or your Regional Civil Rights Manager for assistance or specialized training.
- Establish a workplace atmosphere of respectful communication that supports CDOT Values.
- Be alert and sensitive to possible sexual harassment situations or offensive behavior.
- Be accessible and listen to employee concerns.

### Appointing Authorities

All appointing authorities and civil rights professionals shall be responsible for the enforcement of this policy. This includes ensuring that the supervisor in question has taken proper steps to stop alleged sexual harassment and that all complaints are investigated according to the CDOT Civil Rights Complaint Investigation Procedural Directive 600.6.

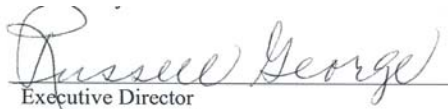
Any employee who violates this policy may be subject to corrective and/or disciplinary action, up to and including termination.


CDOT expects all employees to treat each other with courtesy and respect.

### IMPLEMENTATION

This policy shall be effective immediately and shall be implemented by all Divisions of the Colorado Department of Transportation.

REVIEW DATE: August 2012.

 08/16/07  
Executive Director Date

 08/16/07  
Secretary, Transportation Commission Date



**Interviewing Policy**  
**(Attachment 3)**



<b>COLORADO DEPARTMENT OF TRANSPORTATION</b>		<input type="checkbox"/> POLICY DIRECTIVE <input checked="" type="checkbox"/> PROCEDURAL DIRECTIVE	
Subject <b>STANDARD PROCEDURES FOR INTERVIEWERS</b>			Number <b>1221.1</b>
Effective <b>01-01-2007</b>	Supersedes <b>7-15-86</b>	Originating office <b>Center for Equal Opportunity/Center for Human Resource Management</b>	

## **PURPOSE**

To establish objective, job-related and non-discriminatory interviewing techniques for CDOT personnel when interviewing prospective employees

## **AUTHORITY**

Executive Director  
Civil Rights Act of 1964, as amended  
Equal Employment Opportunity Commission  
Age Discrimination in Employment Act  
Americans with Disabilities Act

## **PROCEDURES**

### Pre-Interview

1. Analyze job-related knowledge, skills and abilities unique to the position utilizing job specifications and job requirements as described in the Position Description Questionnaire (PDQ).
2. Identify job-related requirements that can be objectively measured. Prepare objective, job-related questions that are relevant to the position functions, duties, terms and conditions. Regional and Headquarters Civil Rights professionals are available to review interview questions. Some Regions may require that interview questions be reviewed by a Civil Rights professional before the interview. Do not ask questions regarding the applicant's gender, race, religion, national origin, marital status, parental status, age, sexual orientation, political affiliation, or disability.

NOTE: It is permissible under ADA (American's with Disabilities Act) to describe the duties of the position, or a particular duty or activity, and then ask, "Do you believe that you can do this?"

Subject	Number
<b>STANDARD PROCEDURES FOR INTERVIEWERS</b>	<b>1221.1</b>

If the answer is "No", it is permissible to ask "Why", "Tell me more", or similarly objective questions. If the applicant can perform essential duties of the job with or without reasonable accommodation, then the applicant is qualified to perform and may be considered as any other applicant.

3. Develop a standard evaluation process that is based on objective criteria. Consider the resume, interview and references.
4. Regional and Headquarters Civil Rights and Human Resources professionals are available to assist in the panel selection and interview process. Notify Regional Civil Rights Managers of scheduled interviews. Regional Civil Rights Managers may choose to attend selected interviews. Schedule interview panel participants.
5. Review the application. If necessary, request an application or resume from the applicant prior to the scheduled interview time.

#### During Interview

1. Establish rapport with the applicant as a professional CDOT representative.
2. Provide a position overview and offer a description of the work unit.
3. Ask each applicant the questions you have prepared about the position duties, terms and conditions. Keep consistent. Ask follow up questions as appropriate.
4. Ask all selection panelists to take notes during the interview. Ensure that the selecting manager keeps all documentation for six months.
5. Review any additional terms and conditions of the position.
6. Answer applicant's questions about the job and the agency.
7. Inform the applicant when and how he or she will be notified of the selection results.

#### After Interview

1. Check three references for applicants seriously being considered for an appointment. When checking references, use standardized uniform inquiries to verify information that applicant has provided

Subject <b>STANDARD PROCEDURES FOR INTERVIEWERS</b>	Number <b>1221.1</b>
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2. (see reference check requirements on CHRM web site).
3. Evaluate the applicant's qualifications, skills and performance against the job requirements. Employees should be selected on the basis of knowledge, skills, experience and overall performance characteristics that will best predict a successful job fit.
4. Obtain appropriate approvals for selection.
5. Notify all applicants of selection results (see sample letters on CHRM website).

**REVIEW DATE:** January 2011.



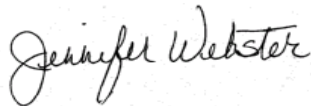
01/01/07

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Executive Director, CDOT

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Date



01/01/07

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Secretary, Transportation Commission

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Date

**Employee Summary Report**  
**(Attachment 4)**





## Colorado Department of Transportation Employee Profile Summary Report As of September 30, 2011

	Black		American Indian or Alaskan		Asian		Hispanic / Latino		White		Hawaiin / Pacific Islander		Two or more Races		Total
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
<b>Officials</b>	0	0	0	0	0	0	1	2	20	8	0	0	0	0	31
	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.2%	6.5%	64.5%	25.8%	0.0%	0.0%	0.0%	0.0%	
<b>Professionals</b>	21	14	3	1	34	12	55	25	494	199	1	1	0	0	861
	2.4%	1.6%	0.3%	0.1%	3.9%	1.4%	6.4%	2.9%	57.4%	23.1%	0.1%	0.1%	0.1%	0.0%	
<b>Technicians</b>	5	3	5	2	3	0	43	11	196	45	2	0	0	0	315
	1.6%	1.0%	1.6%	0.6%	1.0%	0.0%	13.7%	3.5%	62.2%	14.3%	0.6%	0.0%	0.6%	0.0%	
<b>Paraprofessionals</b>	0	1	0	1	0	1	9	0	32	10	0	0	0	0	55
	0.0%	1.8%	0.0%	1.8%	0.0%	1.8%	16.4%	0.0%	58.2%	18.2%	0.0%	0.0%	0.0%	0.0%	
<b>Clerical</b>	1	7	0	0	0	2	3	26	12	121	0	2	0	0	174
	0.6%	4.0%	0.0%	0.0%	0.0%	1.1%	1.7%	14.9%	6.9%	69.5%	0.0%	1.1%	0.0%	0.0%	
<b>Skilled Craft</b>	33	1	21	0	2	0	299	6	1236	42	2	0	0	0	1642
	2.0%	0.1%	1.3%	0.0%	0.1%	0.0%	18.2%	0.4%	75.3%	2.6%	0.1%	0.0%	0.1%	0.0%	
<b>Maintenance</b>	0	1	0	0	0	1	2	2	2	0	0	0	0	0	8
	0.0%	12.5%	0.0%	0.0%	0.0%	12.5%	25.0%	25.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	60	27	29	4	39	16	412	72	1992	425	5	3	0	0	3086

**Utilization**  
**(Attachment 5)**





# Colorado Department of Transportation

## Statewide Utilization Summary Report

### As of September 30, 2011

Oct 20, 2011

Census Title - <b>Chief Executives</b>															Standard Occupation Code 1	
Ethnicity / Gender	BM	BF	IM	IF	AM	AF	HM	HF	WM	WF	NM	NF	2M	2F	Group Total	
Employee Total by SOC	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	
Census Availability by SOC	0.67%	0.19%	0.17%	0.10%	1.23%	0.26%	2.26%	0.94%	75.25%	18.64%	0.05%	0.00%	0.10%	0.14%	1	
Parity Per Census	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.8	0.2	0.0	0.0	0.0	0.0	Running Sum	
4/5s Rule	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.6	0.1	0.0	0.0	0.0	0.0	Sum	
Utilization (over or under)	-0.01	0.00	0.00	0.00	-0.01	0.00	-0.02	-0.01	0.40	-0.15	0.00	0.00	0.00	0.00	1	

Count CDOT Class Title

1 Dept Executive Director

Census Title - <b>General and Operations Managers</b>															Standard Occupation Code 2	
Ethnicity / Gender	BM	BF	IM	IF	AM	AF	HM	HF	WM	WF	NM	NF	2M	2F	Group Total	
Employee Total by SOC	0	0	0	0	0	0	1	2	19	8	0	0	0	0	30	
Census Availability by SOC	1.91%	0.37%	0.37%	0.05%	0.53%	0.27%	4.33%	1.83%	64.29%	25.20%	0.02%	0.00%	0.32%	0.48%	30	
Parity Per Census	0.6	0.1	0.1	0.0	0.2	0.1	1.3	0.6	19.3	7.6	0.0	0.0	0.1	0.1	Running Sum	
4/5s Rule	0.5	0.1	0.1	0.0	0.1	0.1	1.0	0.4	15.4	6.0	0.0	0.0	0.1	0.1	Sum	
Utilization (over or under)	-0.46	-0.09	-0.09	-0.01	-0.13	-0.06	-0.04	1.56	3.57	1.95	-0.01	0.00	-0.08	-0.11	31	

Count CDOT Class Title

30 Management

Census Title - <b>Managers</b>															Standard Occupation Code 43	
Ethnicity / Gender	BM	BF	IM	IF	AM	AF	HM	HF	WM	WF	NM	NF	2M	2F	Group Total	
Employee Total by SOC	3	2	0	0	2	0	6	5	47	28	0	0	0	0	93	
Census Availability by SOC	1.53%	1.00%	0.27%	0.21%	0.80%	0.58%	3.79%	2.47%	57.76%	31.01%	0.01%	0.01%	0.15%	0.31%	93	
Parity Per Census	1.4	0.9	0.2	0.2	0.7	0.5	3.5	2.3	53.7	28.8	0.0	0.0	0.1	0.3	Running Sum	
4/5s Rule	1.1	0.7	0.2	0.2	0.6	0.4	2.8	1.8	43.0	23.1	0.0	0.0	0.1	0.2	Sum	
Utilization (over or under)	1.86	1.25	-0.20	-0.16	1.40	-0.43	3.18	3.16	4.03	4.93	-0.01	-0.01	-0.11	-0.23	124	

Count CDOT Class Title

55 General Professional V

15 General Professional VI

23 General Professional VII



Census Title - <b>Business Operations Specialists</b>		Standard Occupation Code 73													
Ethnicity / Gender	BM	BF	IM	IF	AM	AF	HM	HF	WM	WF	NM	NF	2M	2F	Group Total
Employee Total by SOC	6	11	2	1	1	4	15	18	132	121	0	1	1	0	
Census Availability by SOC	2.28%	3.66%	0.34%	0.46%	0.57%	0.69%	3.88%	7.54%	34.50%	43.75%	0.00%	0.09%	0.00%	0.57%	
Parity Per Census	7.2	11.4	1.1	1.4	1.8	2.1	12.2	23.6	108.0	136.9	0.0	0.3	0.0	1.8	Running Sum
4/5s Rule	5.7	9.2	0.9	1.1	1.4	1.7	9.7	18.9	86.4	109.6	0.0	0.2	0.0	1.4	
Utilization (over or under)	0.28	1.85	1.14	-0.14	-0.43	2.28	5.27	-0.88	45.62	11.45	0.00	0.77	1.00	-1.43	437

Count CDOT Class Title

- 5 General Professional I
- 27 General Professional II
- 113 General Professional III
- 107 General Professional IV
- 32 Program Assistant I
- 1 Project Planner I
- 2 Technician II
- 18 Technician III
- 8 Temporary Aide

Census Title - <b>Accountants and Auditors</b>		Standard Occupation Code 80													
Ethnicity / Gender	BM	BF	IM	IF	AM	AF	HM	HF	WM	WF	NM	NF	2M	2F	Group Total
Employee Total by SOC	1	3	0	0	0	2	0	2	11	22	0	0	0	0	
Census Availability by SOC	0.90%	1.69%	0.09%	0.29%	0.68%	1.68%	1.95%	4.06%	35.76%	52.07%	0.03%	0.09%	0.10%	0.39%	
Parity Per Census	0.4	0.7	0.0	0.1	0.3	0.7	0.8	1.7	14.7	21.3	0.0	0.0	0.0	0.2	Running Sum
4/5s Rule	0.3	0.6	0.0	0.1	0.2	0.6	0.6	1.3	11.7	17.1	0.0	0.0	0.0	0.1	
Utilization (over or under)	0.71	2.45	-0.03	-0.09	-0.22	1.45	-0.64	0.67	-0.73	4.92	-0.01	-0.03	-0.03	-0.13	478

Count CDOT Class Title

- 3 Accountant I
- 11 Accountant II
- 9 Accountant III
- 4 Accountant IV
- 1 Audit Intern
- 5 Auditor III
- 5 Auditor IV
- 1 Auditor V
- 1 Controller II
- 1 Temporary Aide

Census Title - <b>Budget Analysts</b>		Standard Occupation Code 82													
Ethnicity / Gender	BM	BF	IM	IF	AM	AF	HM	HF	WM	WF	NM	NF	2M	2F	Group Total
Employee Total by SOC	1	0	0	0	0	0	0	0	9	9	0	0	0	0	19
Census Availability by SOC	1.56%	2.60%	0.00%	0.00%	0.00%	0.00%	1.56%	7.80%	22.87%	54.05%	0.00%	0.00%	1.04%	0.00%	Running Sum
Parity Per Census	0.3	0.5	0.0	0.0	0.0	0.0	0.3	1.5	4.3	10.3	0.0	0.0	0.2	0.0	497
4/5s Rule	0.2	0.4	0.0	0.0	0.0	0.0	0.2	1.2	3.5	8.2	0.0	0.0	0.2	0.0	
Utilization (over or under)	0.76	-0.40	0.00	0.00	0.00	0.00	-0.24	-1.19	5.52	0.78	0.00	0.00	-0.16	0.00	

Count CDOT Class Title

- 11 Budget & Policy Analyst III
- 3 Budget & Policy Analyst IV
- 2 Budget & Policy Analyst V
- 3 Budget Analyst II

Census Title - <b>Computer Support Specialists</b>		Standard Occupation Code 104													
Ethnicity / Gender	BM	BF	IM	IF	AM	AF	HM	HF	WM	WF	NM	NF	2M	2F	Group Total
Employee Total by SOC	1	0	0	0	1	1	1	1	9	5	0	0	0	0	19
Census Availability by SOC	2.23%	1.46%	0.03%	0.08%	0.89%	1.25%	5.26%	3.60%	53.87%	29.83%	0.12%	0.00%	0.24%	0.28%	Running Sum
Parity Per Census	0.4	0.3	0.0	0.0	0.2	0.2	1.0	0.7	10.2	5.7	0.0	0.0	0.0	0.1	516
4/5s Rule	0.3	0.2	0.0	0.0	0.1	0.2	0.8	0.5	8.2	4.5	0.0	0.0	0.0	0.0	
Utilization (over or under)	0.66	-0.22	0.00	-0.01	0.86	0.81	0.20	0.45	0.81	0.47	-0.02	0.00	-0.04	-0.04	

Count CDOT Class Title

- 1 IT Professional I
- 3 IT Professional II
- 3 IT Professional III
- 1 IT Professional IV
- 11 Technician IV

Census Title - <b>Architects</b>		Standard Occupation Code 130													
Ethnicity / Gender	BM	BF	IM	IF	AM	AF	HM	HF	WM	WF	NM	NF	2M	2F	Group Total
Employee Total by SOC	0	0	0	0	0	0	0	0	1	3	0	0	0	0	4
Census Availability by SOC	1.08%	0.00%	0.90%	0.00%	1.35%	0.81%	2.78%	0.81%	70.33%	18.75%	0.00%	0.07%	0.27%	0.54%	Running Sum
Parity Per Census	0.0	0.0	0.0	0.0	0.1	0.0	0.1	0.0	2.8	0.7	0.0	0.0	0.0	0.0	520
4/5s Rule	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.0	2.3	0.6	0.0	0.0	0.0	0.0	
Utilization (over or under)	-0.03	0.00	-0.03	0.00	-0.04	-0.03	-0.09	-0.03	-1.25	2.40	0.00	0.00	-0.01	-0.02	

Count CDOT Class Title

- 1 Architect II
- 2 Landscape Architect I
- 1 Landscape Specialist

Census Title - <b>Surveyors, Cartographers, and Photogrammetris</b>														Standard Occupation Code		131	
Ethnicity / Gender	BM	BF	IM	IF	AM	AF	HM	HF	WM	WF	NM	NF	2M	2F	Group Total		
Employee Total by SOC	0	0	0	0	0	0	5	1	31	2	0	0	0	0		39	
Census Availability by SOC	0.00%	0.23%	0.00%	0.00%	1.14%	0.00%	3.71%	0.23%	71.84%	15.39%	0.00%	0.00%	0.00%	0.00%			
Parity Per Census	0.0	0.1	0.0	0.0	0.4	0.0	1.4	0.1	28.0	6.0	0.0	0.0	0.0	0.0	Running Sum		
4/5s Rule	0.0	0.1	0.0	0.0	0.4	0.0	1.2	0.1	22.4	4.8	0.0	0.0	0.0	0.0			
Utilization (over or under)	0.00	-0.07	0.00	0.00	-0.36	0.00	3.84	0.93	8.59	-2.80	0.00	0.00	0.00	0.00	559		

Count CDOT Class Title

- 2 Land Survey Intern I
- 4 Land Survey Intern II
- 22 Professional Land Surveyor I
- 11 Professional Land Surveyor II

Census Title - <b>Civil Engineers</b>														Standard Occupation Code		136	
Ethnicity / Gender	BM	BF	IM	IF	AM	AF	HM	HF	WM	WF	NM	NF	2M	2F	Group Total		
Employee Total by SOC	9	2	2	0	28	5	35	7	294	45	1	0	0	0		428	
Census Availability by SOC	0.35%	0.28%	0.62%	0.00%	3.33%	0.21%	1.73%	0.69%	77.20%	13.51%	0.00%	0.00%	0.06%	0.14%			
Parity Per Census	1.5	1.2	2.7	0.0	14.2	0.9	7.4	3.0	330.4	57.8	0.0	0.0	0.2	0.6	Running Sum		
4/5s Rule	1.2	0.9	2.1	0.0	11.4	0.7	5.9	2.4	264.3	46.3	0.0	0.0	0.2	0.5			
Utilization (over or under)	7.81	1.05	-0.14	0.00	16.61	4.29	29.07	4.63	29.67	-1.27	1.00	0.00	-0.19	-0.47	987		

Count CDOT Class Title

- 19 Civil Engineer Project Manager I--Constr
- 4 Civil Engineer Project Manager I--Design
- 32 Civil Engineer Project Manager II--Constr
- 7 Civil Engineer Project Manager II--Design
- 13 Engineer-In-Training I
- 17 Engineer-In-Training II
- 31 Engineer-In-Training III
- 4 Phys Sci Researcher/Scientist II
- 185 Professional Engineer I
- 78 Professional Engineer II
- 27 Professional Engineer III
- 11 Temporary Aide

Census Title - <b>Electrical and Electronics Engineers</b>														Standard Occupation Code		141	
Ethnicity / Gender	BM	BF	IM	IF	AM	AF	HM	HF	WM	WF	NM	NF	2M	2F	Group Total		
Employee Total by SOC	0	0	0	0	0	0	0	0	1	0	0	0	0	0		1	
Census Availability by SOC	1.54%	0.33%	0.44%	0.11%	4.17%	1.37%	5.32%	0.88%	74.32%	9.65%	0.11%	0.00%	0.22%	0.00%			
Parity Per Census	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.0	0.7	0.1	0.0	0.0	0.0	0.0	Running Sum		
4/5s Rule	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.6	0.1	0.0	0.0	0.0	0.0			
Utilization (over or under)	-0.01	0.00	0.00	0.00	-0.03	-0.01	-0.04	-0.01	0.41	-0.08	0.00	0.00	0.00	0.00	988		

Count CDOT Class Title

- 1 Electronic Engineer I

Census Title - <b>Engineering Technicians, Except Drafters</b>		Standard Occupation Code 155													
Ethnicity / Gender	BM	BF	IM	IF	AM	AF	HM	HF	WM	WF	NM	NF	2M	2F	Group Total
Employee Total by SOC	2	1	4	2	5	1	40	3	167	30	2	0	0	0	257
Census Availability by SOC	2.65%	0.88%	0.32%	0.32%	3.28%	1.01%	8.65%	1.70%	65.22%	13.32%	0.00%	0.25%	0.38%	0.05%	
Parity Per Census	6.8	2.3	0.8	0.8	8.4	2.6	22.2	4.4	167.6	34.2	0.0	0.6	1.0	0.1	Running Sum
4/5s Rule	5.5	1.8	0.6	0.6	6.8	2.1	17.8	3.5	134.1	27.4	0.0	0.5	0.8	0.1	
Utilization (over or under)	-3.45	-0.82	3.35	1.35	-1.75	-1.08	22.22	-0.50	32.90	2.61	2.00	-0.52	-0.78	-0.10	1245

Count CDOT Class Title

- 86 Engineering/Physical Sci Tec III-Non Geo
- 1 Engineering/Physical Sci Tech II-Geotech
- 56 Engineering/Physical Sci Tech II-Non Geo
- 36 Engineering/Physical Sci Tech I-Non Geo
- 2 Engr/Phys Sci Asst I
- 9 Engr/Phys Sci Asst II
- 23 Engr/Phys Sci Asst III
- 4 Phys Sci Researcher/Scientist III
- 2 Phys Sci Researcher/Scientist IV
- 31 Temporary Aide
- 7 Utility Plant Operator I
- 1 Utility Plant Operator II

Census Title - <b>Media and Communication Equipment Workers</b>		Standard Occupation Code 290													
Ethnicity / Gender	BM	BF	IM	IF	AM	AF	HM	HF	WM	WF	NM	NF	2M	2F	Group Total
Employee Total by SOC	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1
Census Availability by SOC	1.27%	1.02%	0.20%	0.20%	1.02%	0.51%	4.07%	1.02%	63.52%	11.43%	0.00%	0.00%	1.02%	0.00%	
Parity Per Census	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.6	0.1	0.0	0.0	0.0	0.0	Running Sum
4/5s Rule	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.5	0.1	0.0	0.0	0.0	0.0	
Utilization (over or under)	-0.01	-0.01	0.00	0.00	-0.01	0.00	0.97	-0.01	-0.51	-0.09	0.00	0.00	-0.01	0.00	1246

Count CDOT Class Title

- 1 Arts Professional II

Census Title - <b>Janitors and Building Cleaners</b>		Standard Occupation Code 422													
Ethnicity / Gender	BM	BF	IM	IF	AM	AF	HM	HF	WM	WF	NM	NF	2M	2F	Group Total
Employee Total by SOC	0	1	0	0	0	1	2	2	2	0	0	0	0	0	8
Census Availability by SOC	4.71%	1.15%	0.83%	0.38%	1.49%	0.98%	19.72%	12.65%	39.56%	16.09%	0.07%	0.03%	0.48%	0.45%	
Parity Per Census	0.4	0.1	0.1	0.0	0.1	0.1	1.6	1.0	3.2	1.3	0.0	0.0	0.0	0.0	Running Sum
4/5s Rule	0.3	0.1	0.1	0.0	0.1	0.1	1.3	0.8	2.5	1.0	0.0	0.0	0.0	0.0	
Utilization (over or under)	-0.30	0.93	-0.05	-0.02	-0.10	0.94	0.74	1.19	-0.53	-1.03	0.00	0.00	-0.03	-0.03	1254

Count CDOT Class Title

- 7 Custodian I
- 1 Custodian III

Census Title - <b>Supervisors of Administrative Support Staff</b>		Standard Occupation Code 500													
Ethnicity / Gender	BM	BF	IM	IF	AM	AF	HM	HF	WM	WF	NM	NF	2M	2F	Group Total
Employee Total by SOC	0	1	0	0	0	1	1	5	0	22	0	0	0	0	30
Census Availability by SOC	1.56%	2.58%	0.07%	0.51%	0.29%	0.44%	4.46%	7.00%	22.38%	58.44%	0.08%	0.07%	0.14%	0.29%	
Parity Per Census	0.5	0.8	0.0	0.2	0.1	0.1	1.3	2.1	6.7	17.5	0.0	0.0	0.0	0.1	Running Sum
4/5s Rule	0.4	0.6	0.0	0.1	0.1	0.1	1.1	1.7	5.4	14.0	0.0	0.0	0.0	0.1	
Utilization (over or under)	-0.37	0.38	-0.02	-0.12	-0.07	0.89	-0.07	3.32	-5.37	7.97	-0.02	-0.02	-0.03	-0.07	1284

Count CDOT Class Title

10 Office Manager I

20 Program Assistant II

Census Title - <b>Communications Equipment Operators</b>		Standard Occupation Code 503													
Ethnicity / Gender	BM	BF	IM	IF	AM	AF	HM	HF	WM	WF	NM	NF	2M	2F	Group Total
Employee Total by SOC	1	0	0	0	0	0	3	0	5	0	0	0	0	0	9
Census Availability by SOC	2.66%	0.00%	0.00%	0.00%	0.00%	0.00%	1.33%	3.98%	7.30%	17.93%	0.00%	0.00%	0.00%	0.00%	
Parity Per Census	0.2	0.0	0.0	0.0	0.0	0.0	0.1	0.4	0.7	1.6	0.0	0.0	0.0	0.0	Running Sum
4/5s Rule	0.2	0.0	0.0	0.0	0.0	0.0	0.1	0.3	0.5	1.3	0.0	0.0	0.0	0.0	
Utilization (over or under)	0.81	0.00	0.00	0.00	0.00	0.00	2.90	-0.29	4.47	-1.29	0.00	0.00	0.00	0.00	1293

Count CDOT Class Title

5 Production III

2 Production IV

1 Production V

1 Temporary Aide

Census Title - <b>Bookkeeping, Accounting, and Auditing Clerks</b>		Standard Occupation Code 512													
Ethnicity / Gender	BM	BF	IM	IF	AM	AF	HM	HF	WM	WF	NM	NF	2M	2F	Group Total
Employee Total by SOC	0	2	0	1	0	0	0	5	3	14	0	0	0	0	25
Census Availability by SOC	0.61%	2.11%	0.00%	0.55%	0.36%	0.93%	0.58%	7.81%	7.59%	77.20%	0.00%	0.07%	0.13%	0.49%	
Parity Per Census	0.2	0.5	0.0	0.1	0.1	0.2	0.1	2.0	1.9	19.3	0.0	0.0	0.0	0.1	Running Sum
4/5s Rule	0.1	0.4	0.0	0.1	0.1	0.2	0.1	1.6	1.5	15.4	0.0	0.0	0.0	0.1	
Utilization (over or under)	-0.12	1.58	0.00	0.89	-0.07	-0.19	-0.12	3.44	1.48	-1.44	0.00	-0.01	-0.03	-0.10	1318

Count CDOT Class Title

3 Accounting Technician II

21 Accounting Technician III

1 Accounting Technician IV

Census Title - <b>Stock Clerks and Order Fillers</b>		Standard Occupation Code 562													
Ethnicity / Gender	BM	BF	IM	IF	AM	AF	HM	HF	WM	WF	NM	NF	2M	2F	Group Total
Employee Total by SOC	0	0	0	0	0	0	2	1	9	3	0	0	0	0	15
Census Availability by SOC	4.22%	1.58%	0.41%	0.41%	0.76%	0.76%	12.01%	8.22%	41.88%	25.85%	0.05%	0.02%	0.71%	0.25%	Running Sum
Parity Per Census	0.6	0.2	0.1	0.1	0.1	0.1	1.8	1.2	6.3	3.9	0.0	0.0	0.1	0.0	1333
4/5s Rule	0.5	0.2	0.0	0.0	0.1	0.1	1.4	1.0	5.0	3.1	0.0	0.0	0.1	0.0	
Utilization (over or under)	-0.51	-0.19	-0.05	-0.05	-0.09	-0.09	0.56	0.01	3.97	-0.10	-0.01	0.00	-0.09	-0.03	

Count CDOT Class Title

- 7 [Materials Handler II](#)
- 6 [Materials Handler III](#)
- 2 [Materials Supervisor](#)

Census Title - <b>Computer Operators</b>		Standard Occupation Code 580													
Ethnicity / Gender	BM	BF	IM	IF	AM	AF	HM	HF	WM	WF	NM	NF	2M	2F	Group Total
Employee Total by SOC	0	0	0	0	0	0	0	2	4	5	0	2	0	0	13
Census Availability by SOC	2.75%	2.84%	0.38%	0.47%	0.66%	1.52%	3.51%	6.54%	38.21%	31.10%	0.19%	0.00%	0.76%	0.08%	Running Sum
Parity Per Census	0.4	0.4	0.0	0.1	0.1	0.2	0.5	0.9	5.0	4.0	0.0	0.0	0.1	0.0	1346
4/5s Rule	0.3	0.3	0.0	0.0	0.1	0.2	0.4	0.7	4.0	3.2	0.0	0.0	0.1	0.0	
Utilization (over or under)	-0.29	-0.30	-0.04	-0.05	-0.07	-0.16	-0.36	1.32	0.03	1.77	-0.02	2.00	-0.08	-0.01	

Count CDOT Class Title

- 11 [Data Specialist](#)
- 1 [Technician V](#)
- 1 [Temporary Aide](#)

Census Title - <b>Office and Administrative Support Workers</b>		Standard Occupation Code 593													
Ethnicity / Gender	BM	BF	IM	IF	AM	AF	HM	HF	WM	WF	NM	NF	2M	2F	Group Total
Employee Total by SOC	1	3	0	0	0	1	2	14	8	71	0	0	0	0	100
Census Availability by SOC	0.60%	2.00%	0.14%	0.93%	0.74%	2.23%	3.25%	7.39%	20.90%	55.37%	0.00%	0.09%	0.19%	0.65%	Running Sum
Parity Per Census	0.6	2.0	0.1	0.9	0.7	2.2	3.3	7.4	20.9	55.4	0.0	0.1	0.2	0.7	1446
4/5s Rule	0.5	1.6	0.1	0.7	0.6	1.8	2.6	5.9	16.7	44.3	0.0	0.1	0.1	0.5	
Utilization (over or under)	0.52	1.40	-0.11	-0.74	-0.59	-0.78	-0.60	8.09	-8.72	26.70	0.00	-0.07	-0.15	-0.52	

Count CDOT Class Title

- 1 [Administrative Assistant I](#)
- 12 [Administrative Assistant II](#)
- 77 [Administrative Assistant III](#)
- 10 [Temporary Aide](#)

Census Title - <b>Carpenters</b>		Standard Occupation Code 623													
Ethnicity / Gender	BM	BF	IM	IF	AM	AF	HM	HF	WM	WF	NM	NF	2M	2F	Group Total
Employee Total by SOC	3	1	0	0	0	0	19	2	16	5	0	0	0	0	46
Census Availability by SOC	0.97%	0.03%	0.80%	0.08%	0.48%	0.00%	20.96%	0.30%	72.21%	1.50%	0.17%	0.00%	0.56%	0.00%	
Parity Per Census	0.4	0.0	0.4	0.0	0.2	0.0	9.6	0.1	33.2	0.7	0.1	0.0	0.3	0.0	Running Sum
4/5s Rule	0.4	0.0	0.3	0.0	0.2	0.0	7.7	0.1	26.6	0.6	0.1	0.0	0.2	0.0	
Utilization (over or under)	2.64	0.99	-0.29	-0.03	-0.18	0.00	11.29	1.89	-10.57	4.45	-0.06	0.00	-0.21	0.00	1492

Count CDOT Class Title

- 26 General Labor I
- 7 Structural Trades I
- 4 Structural Trades III
- 9 Temporary Aide

Census Title - <b>Electricians</b>		Standard Occupation Code 635													
Ethnicity / Gender	BM	BF	IM	IF	AM	AF	HM	HF	WM	WF	NM	NF	2M	2F	Group Total
Employee Total by SOC	4	0	1	0	0	0	13	0	54	0	0	0	0	0	72
Census Availability by SOC	2.12%	0.03%	0.43%	0.03%	0.75%	0.00%	12.16%	0.29%	76.63%	2.12%	0.18%	0.00%	0.72%	0.00%	
Parity Per Census	1.5	0.0	0.3	0.0	0.5	0.0	8.8	0.2	55.2	1.5	0.1	0.0	0.5	0.0	Running Sum
4/5s Rule	1.2	0.0	0.2	0.0	0.4	0.0	7.0	0.2	44.1	1.2	0.1	0.0	0.4	0.0	
Utilization (over or under)	2.78	-0.02	0.75	-0.02	-0.43	0.00	6.00	-0.17	9.86	-1.22	-0.10	0.00	-0.41	0.00	1564

Count CDOT Class Title

- 11 Electrical Trades I
- 25 Electrical Trades II
- 8 Electrical Trades III
- 3 Electronics Specialist I
- 11 Electronics Specialist II
- 5 Electronics Specialist III
- 4 Electronics Specialist IV
- 5 Temporary Aide

Census Title - <b>Pipelayers, Plumbers, Pipefitters</b>		Standard Occupation Code 644													
Ethnicity / Gender	BM	BF	IM	IF	AM	AF	HM	HF	WM	WF	NM	NF	2M	2F	Group Total
Employee Total by SOC	0	0	0	0	0	0	1	0	10	0	0	0	0	0	11
Census Availability by SOC	2.46%	0.00%	0.42%	0.00%	0.29%	0.00%	19.05%	0.24%	69.48%	1.92%	0.13%	0.00%	0.63%	0.00%	
Parity Per Census	0.3	0.0	0.0	0.0	0.0	0.0	2.1	0.0	7.6	0.2	0.0	0.0	0.1	0.0	Running Sum
4/5s Rule	0.2	0.0	0.0	0.0	0.0	0.0	1.7	0.0	6.1	0.2	0.0	0.0	0.1	0.0	
Utilization (over or under)	-0.22	0.00	-0.04	0.00	-0.03	0.00	-0.68	-0.02	3.89	-0.17	-0.01	0.00	-0.06	0.00	1575

Count CDOT Class Title

- 10 Pipe/Mech Trades II
- 1 Pipe/Mech Trades III

Census Title - <b>Helpers, Construction Trades</b>		Standard Occupation Code 660													
Ethnicity / Gender	BM	BF	IM	IF	AM	AF	HM	HF	WM	WF	NM	NF	2M	2F	Group Total
Employee Total by SOC	0	0	0	0	0	0	0	0	2	0	0	0	0	0	2
Census Availability by SOC	1.62%	0.00%	0.00%	0.00%	0.00%	0.00%	22.09%	0.00%	29.89%	3.25%	0.00%	0.00%	0.26%	0.00%	2
Parity Per Census	0.0	0.0	0.0	0.0	0.0	0.0	0.4	0.0	0.6	0.1	0.0	0.0	0.0	0.0	Running Sum
4/5s Rule	0.0	0.0	0.0	0.0	0.0	0.0	0.4	0.0	0.5	0.1	0.0	0.0	0.0	0.0	Sum
Utilization (over or under)	-0.03	0.00	0.00	0.00	0.00	0.00	-0.35	0.00	1.52	-0.05	0.00	0.00	0.00	0.00	1577

Count CDOT Class Title

- 1 [General Labor II](#)
- 1 [General Labor III](#)

Census Title - <b>Highway Maintenance Workers</b>		Standard Occupation Code 673													
Ethnicity / Gender	BM	BF	IM	IF	AM	AF	HM	HF	WM	WF	NM	NF	2M	2F	Group Total
Employee Total by SOC	28	0	20	0	1	0	246	2	1057	32	2	0	0	0	1388
Census Availability by SOC	0.37%	0.37%	0.92%	0.00%	0.37%	0.00%	16.65%	0.73%	54.17%	1.65%	0.00%	0.00%	0.15%	0.00%	Running Sum
Parity Per Census	5.1	5.1	12.7	0.0	5.1	0.0	231.2	10.2	751.9	22.9	0.0	0.0	2.0	0.0	Sum
4/5s Rule	4.1	4.1	10.2	0.0	4.1	0.0	184.9	8.1	601.5	18.3	0.0	0.0	1.6	0.0	Sum
Utilization (over or under)	23.94	-4.06	9.84	0.00	-3.06	0.00	61.07	-6.13	455.47	13.71	2.00	0.00	-1.63	0.00	2965

Count CDOT Class Title

- 135 [Equipment Operator III](#)
- 24 [Equipment Operator IV](#)
- 46 [LTC Operations I](#)
- 12 [LTC Operations II](#)
- 1 [Pipe/Mech Trades I](#)
- 8 [Structural Trades II](#)
- 13 [Temporary Aide](#)
- 787 [Transportation Maintenance I](#)
- 259 [Transportation Maintenance II](#)
- 103 [Transportation Maintenance III](#)

Census Title - <b>Heavy Vehicle and Mobile Equipment Service Te</b>		Standard Occupation Code 722													
Ethnicity / Gender	BM	BF	IM	IF	AM	AF	HM	HF	WM	WF	NM	NF	2M	2F	Group Total
Employee Total by SOC	0	0	0	0	1	0	15	0	89	0	0	0	0	0	105
Census Availability by SOC	1.50%	0.00%	0.87%	0.00%	0.10%	0.00%	11.35%	0.10%	66.71%	0.87%	0.25%	0.00%	0.25%	0.00%	Running Sum
Parity Per Census	1.6	0.0	0.9	0.0	0.1	0.0	11.9	0.1	70.0	0.9	0.3	0.0	0.3	0.0	Sum
4/5s Rule	1.3	0.0	0.7	0.0	0.1	0.0	9.5	0.1	56.0	0.7	0.2	0.0	0.2	0.0	Sum
Utilization (over or under)	-1.26	0.00	-0.73	0.00	0.92	0.00	5.47	-0.08	32.97	-0.73	-0.21	0.00	-0.21	0.00	3070

Count CDOT Class Title

- 2 [Equipment Mechanic I](#)
- 6 [Equipment Mechanic II](#)
- 92 [Equipment Mechanic III](#)
- 5 [Equipment Mechanic IV](#)



Census Title - <b>Machinists</b>	Standard Occupation Code 803														
Ethnicity / Gender	BM	BF	IM	IF	AM	AF	HM	HF	WM	WF	NM	NF	2M	2F	Group Total
Employee Total by SOC	0	0	0	0	0	0	4	0	11	0	0	0	0	0	15
Census Availability by SOC	2.23%	0.24%	0.40%	0.00%	2.15%	0.40%	13.27%	0.64%	64.92%	2.15%	0.06%	0.00%	0.64%	0.16%	Running Sum
Parity Per Census	0.3	0.0	0.1	0.0	0.3	0.1	2.0	0.1	9.7	0.3	0.0	0.0	0.1	0.0	Sum
4/5s Rule	0.3	0.0	0.0	0.0	0.3	0.0	1.6	0.1	7.8	0.3	0.0	0.0	0.1	0.0	3085
Utilization (over or under)	-0.27	-0.03	-0.05	0.00	-0.26	-0.05	2.41	-0.08	3.21	-0.26	-0.01	0.00	-0.08	-0.02	

Count CDOT Class Title

- 13 Machining Trades II
- 1 Machining Trades III
- 1 Temporary Aide

### Ethnicity Legend

- B - Black or African American
- AI - American Indian or Alaska Native
- A - Asian
- H - Hispanic or Latino
- W - White
- NH- Native Hawaiian or Other Pacific Islander
- 2 - Two or more races

### Census Legend

- A) Total - number of employees for SOC
- B) Employee total - segmented by ethnicity gender
- C) Census availability - % qualified workers in CO by ethnicity and gender  
Percent directly from US 2000 Census
- D) Parity per census - same number of employees at CDOT vs. census  
(A x C)
- E) 4/5 rule - FHWA allows CDOT to meet 80% parity  
(D x 80%)
- F) Utilization – number of employees over/under census parity  
(B – E)

[EEO4 Report](#)  
**(Attachment 6)**





# Colorado Department of Transportation EEO4 Report As of September 30, 2011

## Officials

Salary Range:	BM	BF	IM	IF	AM	AF	HM	HF	WM	WF	NHM	NHF	2M	2F	Total
\$102,000 >	0	0	0	0	0	0	0	1	4	2	0	0	0	0	7
% of Range TTL	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.3%	57.1%	28.6%	0.0%	0.0%	0.0%	0.0%	
\$110,004 >	0	0	0	0	0	0	1	1	5	3	0	0	0	0	10
% of Range TTL	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	10.0%	50.0%	30.0%	0.0%	0.0%	0.0%	0.0%	
\$120,804 >	0	0	0	0	0	0	0	0	7	2	0	0	0	0	9
% of Range TTL	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	77.8%	22.2%	0.0%	0.0%	0.0%	0.0%	
\$132,000 >	0	0	0	0	0	0	0	0	3	1	0	0	0	0	4
% of Range TTL	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	75.0%	25.0%	0.0%	0.0%	0.0%	0.0%	
\$151,836 >	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
% of Range TTL	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Total :	0	0	0	0	0	0	1	2	20	8	0	0	0	0	31
Percent:	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.2%	6.5%	64.5%	25.8%	0.0%	0.0%	0.0%	0.0%	

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# Colorado Department of Transportation EEO4 Report As of September 30, 2011

## Professionals

Salary Range:	BM	BF	IM	IF	AM	AF	HM	HF	WM	WF	NHM	NHF	2M	2F	Total
\$35,818 >	1	0	0	0	0	0	1	0	2	3	0	0	0	0	7
% of Range TTL	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	14.3%	0.0%	28.6%	42.9%	0.0%	0.0%	0.0%	0.0%	
\$40,392 >	3	3	1	0	1	2	3	1	20	20	0	1	0	0	55
% of Range TTL	5.5%	5.5%	1.8%	0.0%	1.8%	3.6%	5.5%	1.8%	36.4%	36.4%	0.0%	1.8%	0.0%	0.0%	
\$50,064 >	3	4	0	0	3	2	5	6	52	52	0	0	0	0	128
% of Range TTL	2.3%	3.1%	0.0%	0.0%	2.3%	1.6%	3.9%	4.7%	40.6%	40.6%	0.0%	0.0%	0.8%	0.0%	
\$60,000 >	1	4	0	0	1	1	4	4	85	35	1	0	0	0	136
% of Range TTL	0.7%	2.9%	0.0%	0.0%	0.7%	0.7%	2.9%	2.9%	62.5%	25.7%	0.7%	0.0%	0.0%	0.0%	
\$70,032 >	4	0	1	0	6	4	17	6	89	38	0	0	0	0	165
% of Range TTL	2.4%	0.0%	0.6%	0.0%	3.6%	2.4%	10.3%	3.6%	53.9%	23.0%	0.0%	0.0%	0.0%	0.0%	
\$80,040 >	3	3	1	1	11	1	11	3	109	28	0	0	0	0	171
% of Range TTL	1.8%	1.8%	0.6%	0.6%	6.4%	0.6%	6.4%	1.8%	63.7%	16.4%	0.0%	0.0%	0.0%	0.0%	
\$90,120 >	3	0	0	0	3	0	7	5	51	10	0	0	0	0	79
% of Range TTL	3.8%	0.0%	0.0%	0.0%	3.8%	0.0%	8.9%	6.3%	64.6%	12.7%	0.0%	0.0%	0.0%	0.0%	
\$100,248 >	3	0	0	0	8	2	7	0	60	11	0	0	0	0	91
% of Range TTL	3.3%	0.0%	0.0%	0.0%	8.8%	2.2%	7.7%	0.0%	65.9%	12.1%	0.0%	0.0%	0.0%	0.0%	
\$110,100 >	0	0	0	0	1	0	0	0	26	2	0	0	0	0	29
% of Range TTL	0.0%	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	0.0%	89.7%	6.9%	0.0%	0.0%	0.0%	0.0%	
Total :	21	14	3	1	34	12	55	25	494	199	1	1	1	0	861
Percent:	2.4%	1.6%	0.3%	0.1%	3.9%	1.4%	6.4%	2.9%	57.4%	23.1%	0.1%	0.1%	0.1%	0.0%	

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# Colorado Department of Transportation EEO4 Report As of September 30, 2011

## Technicians

Salary Range:	BM	BF	IM	IF	AM	AF	HM	HF	WM	WF	NHM	NHF	2M	2F	Total
\$31,200 >	1	1	0	0	0	0	2	2	7	8	0	0	0	0	21
% of Range TTL	4.8%	4.8%	0.0%	0.0%	0.0%	0.0%	9.5%	9.5%	33.3%	38.1%	0.0%	0.0%	0.0%	0.0%	
\$40,428 >	2	2	2	1	1	0	13	5	38	12	1	0	0	0	77
% of Range TTL	2.6%	2.6%	2.6%	1.3%	1.3%	0.0%	16.9%	6.5%	49.4%	15.6%	1.3%	0.0%	0.0%	0.0%	
\$50,076 >	2	0	2	1	2	0	9	3	63	16	0	0	0	0	98
% of Range TTL	2.0%	0.0%	2.0%	1.0%	2.0%	0.0%	9.2%	3.1%	64.3%	16.3%	0.0%	0.0%	0.0%	0.0%	
\$60,347 >	0	0	1	0	0	0	11	0	62	6	1	0	0	0	81
% of Range TTL	0.0%	0.0%	1.2%	0.0%	0.0%	0.0%	13.6%	0.0%	76.5%	7.4%	1.2%	0.0%	0.0%	0.0%	
\$70,080 >	0	0	0	0	0	0	7	1	19	3	0	0	0	0	30
% of Range TTL	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	23.3%	3.3%	63.3%	10.0%	0.0%	0.0%	0.0%	0.0%	
\$81,048 >	0	0	0	0	0	0	1	0	7	0	0	0	0	0	8
% of Range TTL	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%	87.5%	0.0%	0.0%	0.0%	0.0%	0.0%	
<b>Total :</b>	<b>5</b>	<b>3</b>	<b>5</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>43</b>	<b>11</b>	<b>196</b>	<b>45</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>315</b>
<b>Percent:</b>	<b>1.6%</b>	<b>1.0%</b>	<b>1.6%</b>	<b>0.6%</b>	<b>1.0%</b>	<b>0.0%</b>	<b>13.7%</b>	<b>3.5%</b>	<b>62.2%</b>	<b>14.3%</b>	<b>0.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

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# Colorado Department of Transportation EEO4 Report As of September 30, 2011

## Paraprofessionals

Salary Range:	BM	BF	IM	IF	AM	AF	HM	HF	WM	WF	NHM	NHF	2M	2F	Total
\$24,586 > % of Range TTL	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	5 20.8%	0 0.0%	16 66.7%	3 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	24
\$31,296 > % of Range TTL	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	1 6.3%	1 6.3%	0 0.0%	9 56.3%	4 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	16
\$40,032 > % of Range TTL	0 0.0%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 21.4%	0 0.0%	7 50.0%	3 21.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	14
<b>Total :</b> <b>Percent:</b>	<b>0</b> <b>0.0%</b>	<b>1</b> <b>1.9%</b>	<b>0</b> <b>0.0%</b>	<b>1</b> <b>1.9%</b>	<b>0</b> <b>0.0%</b>	<b>1</b> <b>1.9%</b>	<b>9</b> <b>16.7%</b>	<b>0</b> <b>0.0%</b>	<b>32</b> <b>59.3%</b>	<b>10</b> <b>18.5%</b>	<b>0</b> <b>0.0%</b>	<b>0</b> <b>0.0%</b>	<b>0</b> <b>0.0%</b>	<b>0</b> <b>0.0%</b>	<b>54</b>

## Clerical

\$25,403 > % of Range TTL	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2
\$30,867 > % of Range TTL	1 1.4%	1 1.4%	0 0.0%	0 0.0%	0 0.0%	1 1.4%	1 1.4%	9 13.0%	8 11.6%	48 69.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	69
\$40,680 > % of Range TTL	0 0.0%	4 6.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.7%	8 13.6%	3 5.1%	41 69.5%	0 0.0%	2 3.4%	0 0.0%	0 0.0%	59
\$50,052 > % of Range TTL	0 0.0%	2 4.5%	0 0.0%	0 0.0%	0 0.0%	1 2.3%	1 2.3%	9 20.5%	0 0.0%	31 70.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	44
<b>Total :</b> <b>Percent:</b>	<b>1</b> <b>0.6%</b>	<b>7</b> <b>4.0%</b>	<b>0</b> <b>0.0%</b>	<b>0</b> <b>0.0%</b>	<b>0</b> <b>0.0%</b>	<b>2</b> <b>1.1%</b>	<b>3</b> <b>1.7%</b>	<b>26</b> <b>14.9%</b>	<b>12</b> <b>6.9%</b>	<b>121</b> <b>69.5%</b>	<b>0</b> <b>0.0%</b>	<b>2</b> <b>1.1%</b>	<b>0</b> <b>0.0%</b>	<b>0</b> <b>0.0%</b>	<b>174</b>

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# Colorado Department of Transportation EEO4 Report As of September 30, 2011

## Skilled Craft

Salary Range:	BM	BF	IM	IF	AM	AF	HM	HF	WM	WF	NHM	NHF	2M	2F	Total
\$26,399 >	2	0	1	0	0	0	7	0	5	1	0	0	0	0	16
% of Range TTL	12.5%	0.0%	6.3%	0.0%	0.0%	0.0%	43.8%	0.0%	31.3%	6.3%	0.0%	0.0%	0.0%	0.0%	
\$30,347 >	7	1	4	0	0	0	71	2	327	11	1	0	0	0	424
% of Range TTL	1.7%	0.2%	0.9%	0.0%	0.0%	0.0%	16.7%	0.5%	77.1%	2.6%	0.2%	0.0%	0.0%	0.0%	
\$40,044 >	16	0	12	0	0	0	147	3	605	19	1	0	0	0	803
% of Range TTL	2.0%	0.0%	1.5%	0.0%	0.0%	0.0%	18.3%	0.4%	75.3%	2.4%	0.1%	0.0%	0.0%	0.0%	
\$50,064 >	5	0	2	0	1	0	50	1	221	8	0	0	0	0	288
% of Range TTL	1.7%	0.0%	0.7%	0.0%	0.3%	0.0%	17.4%	0.3%	76.7%	2.8%	0.0%	0.0%	0.0%	0.0%	
\$60,480 >	3	0	1	0	1	0	15	0	40	3	0	0	0	0	63
% of Range TTL	4.8%	0.0%	1.6%	0.0%	1.6%	0.0%	23.8%	0.0%	63.5%	4.8%	0.0%	0.0%	0.0%	0.0%	
\$70,008 >	0	0	1	0	0	0	9	0	38	0	0	0	0	0	48
% of Range TTL	0.0%	0.0%	2.1%	0.0%	0.0%	0.0%	18.8%	0.0%	79.2%	0.0%	0.0%	0.0%	0.0%	0.0%	
<b>Total :</b>	<b>33</b>	<b>1</b>	<b>21</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>299</b>	<b>6</b>	<b>1236</b>	<b>42</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1642</b>
<b>Percent:</b>	<b>2.0%</b>	<b>0.1%</b>	<b>1.3%</b>	<b>0.0%</b>	<b>0.1%</b>	<b>0.0%</b>	<b>18.2%</b>	<b>0.4%</b>	<b>75.3%</b>	<b>2.6%</b>	<b>0.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

## Maintenance

\$20,676 >	0	1	0	0	0	1	1	2	2	0	0	0	0	0	7
% of Range TTL	0.0%	14.3%	0.0%	0.0%	0.0%	14.3%	14.3%	28.6%	28.6%	0.0%	0.0%	0.0%	0.0%	0.0%	
\$35,148 >	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1
% of Range TTL	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
<b>Total :</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8</b>
<b>Percent:</b>	<b>0.0%</b>	<b>12.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>12.5%</b>	<b>25.0%</b>	<b>25.0%</b>	<b>25.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

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# Colorado Department of Transportation EEO4 Report As of September 30, 2011

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Salary Range:	BM	BF	IM	IF	AM	AF	HM	HF	WM	WF	NHM	NHF	2M	2F	Total	
															Total Employees	3085

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