



Equal Employment Opportunity Plan

2014



Prepared by
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MASSACHUSETTS DEPARTMENT OF TRANSPORTATION (MassDOT)

EQUAL EMPLOYMENT OPPORTUNITY PLAN

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EQUAL EMPLOYMENT OPPORTUNITY PLAN

For the period (August 2014 – July 2017)

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Reviewed and Approved By:


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SECTION 1

DESCRIPTION OF THE ORGANIZATION

SECTION I: MASSDOT – DESCRIPTION OF THE ORGANIZATION

PREFACE

The Massachusetts Department of Transportation (hereinafter "MassDOT" or "the Department") is fully committed to the concept and practice of Equal Employment Opportunity ("EEO") and Affirmative Action ("AA") or (collectively "EEO/AA") in all aspects of employment and it strives to ensure a workforce that reflects the economic, social and cultural diversity of the communities that it serves.

Federal law prohibits discrimination on the basis of race, color, creed, national origin, sex, age, and other protected characteristics. This Equal Employment Opportunity Plan ("EEOP") primarily addresses and prescribes specific proactive program components to ensure nondiscrimination on the basis of race, national origin, and gender. MassDOT endeavors to foster and maintain an environment in which it prospectively and deliberately seeks to recruit, hire, promote, and mentor racial minorities and women and it retrospectively monitors its progress toward the goal of full utilization. In accordance with the Office of Federal Contract Compliance Programs ("OFCCP") guidelines, MassDOT develops a separate Affirmative Action Program ("AAP") for individuals with a disability and qualified veterans.

This EEOP may contain confidential information, which is subject to the provisions of 18 U.S.C. 1905. Therefore, MassDOT does not consent to the release and distribution of this plan under the Freedom of Information Act ("FOIA") to the extent that such material constitutes: 1) personnel files, the disclosure of which would constitute an unwarranted invasion of personal privacy, and which are exempt from disclosure under 5 U.S.C. 552(b)(6); 2) confidential commercial or financial information, which is exempt from disclosure under 5 U.S.C. 552(b)(4); 3) investigatory records compiled for law enforcement purposes, the production of which would constitute an unwarranted invasion of personal privacy, and which are exempt from disclosure under 5 U.S.C. 552(b)(7)(c); and 4) matters specifically exempted from disclosure under 5 U.S.C. 552(b)(3).

Copies of this EEOP and all related appendices, documents and supporting data are made available to the U.S. Government and/or State Government or any agency or subdivision thereof on the condition that the requesting party or parties, pursuant to 41 C.F.R. 60-60.4(d), hold them in confidence and not release copies to any person whatsoever without prior written notice to the Secretary of MassDOT of its intent to release. This EEOP and its appendices and other supporting documents may contain confidential information. If the U.S. or State Government or any agency or subdivision thereof is considering a request and/or release of this EEOP under FOIA, MassDOT hereby requests that the party immediately notify MassDOT's Office of the General Counsel of any and all FOIA requests received or any other contemplated release of information obtained from MassDOT.

EXECUTIVE SUMMARY

In June 2009, Governor Deval Patrick signed Chapter 25 of the Acts of 2009, "An Act Modernizing the Transportation Systems of the Commonwealth of Massachusetts, (as amended by Chapter 26 of the "Act.") This landmark transportation reform legislation required the Commonwealth to integrate transportation agencies and authorities in order to create a new, streamlined MassDOT established on November 1, 2009.

The new MassDOT is a merger of the former Executive Office of Transportation and Public Works (EOT) and its divisions the Massachusetts Highway Department (MHD), the Registry of Motor Vehicles (RMV), the Massachusetts Aeronautics Commission (MAC), with the Massachusetts Turnpike Authority (MTA) and the Tobin Bridge. In addition, the Massachusetts Bay Transportation Authority (MBTA) and Regional Transit Authorities (RTA) are subject to oversight by the new organization. MassDOT also assumes responsibility for many of the bridges and parkways currently operated by the Department of Conservation and Recreation (DCR).

MassDOT and all its applicable divisions under the merger receive funding from the Federal Transit Administration (FTA) or Federal Highway Administration (FHWA). This EEOP is in accordance with FTA C 4704.1 and 23 C.F.R. 230 Subpart C, Appendix A-Part II integrates the entities within the above merger and Act We have chosen in this plan to include MassDOT, MBTA and all of its divisions.

COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY

MassDOT is fully committed to the concept and practice of EEO/AA in all aspects of employment, and strives to ensure a workforce that reflects the economic, social, and cultural diversity of the communities it serves.

This EEOP, effective August 1, 2014 through July 31, 2017, discusses and analyzes MassDOT's (and all of its divisions including the MBTA) prior plan period employment policies and practices, and describes specific action-oriented plans and programs to address any underutilization and adverse impacts in MassDOT's policy and practices. This program demonstrates MassDOT's commitment to foster an equitable, diverse and inclusive environment.

To ensure successful implementation of its EEO Program, MassDOT has created the senior management positions of Chief Diversity and Civil Rights Officer (CDCRO), reporting directly to the Secretary of Transportation, and a Deputy Chief Diversity, Civil Rights & EEO/AA Officer as well as a Deputy Chief Diversity and Civil Rights Officer for External Programs. The CDCRO's staff includes: 1) EEO/AA Program compliance unit, 2) an investigations/mediations unit for discrimination complaints and 3) a training unit, which offers employees courses in EEO policies and practices such as "Managing with Respect," "Diversity: On the Road to Inclusion," and "Anti-Discrimination and Harassment Prevention."

At the front line of the EEOP are MassDOT and MBTA managers and supervisors, who are responsible for executing the specific elements of the EEOP designed to eliminate barriers to equal employment opportunity, remedy underutilization and adverse impacts.

UTILIZATION ANALYSIS

A snapshot of the MassDOT workforce as of December 28, 2013 indicated a total of 4,232 employees, 20% (852) of whom were minorities, 29% (1,242) females, 2% (72) who self-identified as an individual with a disability, and 2% (86) veterans. Each job category was scrutinized for underutilization and, in instances of underutilization, an Action Plan was initiated. MBTA's workforce analysis was taken on December 28, 2013 and denotes that there were a total of 6,136 employees, 40% (2,461) minorities, 23% (1,458) females, 1% (73) who have self-identified as an individual with a disability and 2% (142) veterans.

This report includes tables representing MassDOT's ultimate goals and the number of positions needed to reach parity for those positions that have been identified as underutilized. Although the MassDOT, MBTA and other Divisions did not meet all placement goals, the Action Plans will utilize good faith efforts to reach parity.

EMPLOYMENT PRACTICES

The Equal Employment Opportunity Team ("EEO") conducted an assessment of employment practices to evaluate the impact of MassDOT's and the MBTA's employment practices on the employment and advancement of a diverse workforce, specifically with respect to recruitment, selection, promotion, termination, transfer, layoff, disciplinary action, compensation and benefits, training, etc.

According to the Uniform Guidelines on Employee Selection Procedures and FHWA Guidelines, there is evidence of adverse impact when any racial/ethnic or gender group has a selection rate of less than 80% of the group with the highest selection rate. Annual adverse impact determinations, using the 4/5ths or 80% rule, are required for each group comprising 2% or more of the relevant labor force or applicable workforce.

The EEO analyzed the period October 1, 2013 through December 31, 2013 for MassDOT and from January 1, 2011 through December 31, 2013 for the MBTA. Whenever adverse impact was found, MassDOT developed an Action Plan to address it.

ACTION-ORIENTED PROGRAM PLAN

The EEO Program has identified employment barriers and areas of concern resulting from the assessment of employment practices. In some instances, it has created specific programs to address a particular concern.

For example, a proactive program has been developed to address the need for an effective outreach, marketing, and recruitment plan. The program's objective is to enhance active recruitment efforts to obtain qualified employees on a nondiscriminatory basis. Action items include, among others, attending career fairs and other recruiting activities that reach women, Blacks, Hispanics, Asian/Pacific Islanders, individuals with a disability and veterans; advertising in publications with large readership among these targeted groups; and exploring the use of paid and unpaid internships to introduce students to a variety of transportation-related fields.

INTERNAL MONITORING AND COMPLIANCE REVIEWS

MassDOT has designed and implemented an internal audit and reporting system that will measure the effectiveness of the EEO; indicate the need for any remedial action; determine the degree to which MassDOT's objectives have been obtained; and measure MassDOT's compliance with the EEO's specific obligations.

MassDOT is responsible for its own compliance and for assuring the FTA that all sub-recipients of funds are in compliance with the FTA's EEO provisions under Section 19 of the Urban Mass Transportation Act of 1964 which states that:

"No person in the United States shall on the grounds of race, color, creed, national origin, sex, age, or disability be excluded from participation in, or denied the benefits of, or be subject to discrimination under any project, program or activity funded in whole or in part through financial assistance under this Act."

Each sub-recipient, who meets the applicable threshold (receipt of \$1,000,000 or more in the previous federal fiscal year, and employs 50 or more mass transit related employees), must sign an assurance that they will follow federal and state guidelines.

BACKGROUND

HISTORY

In June 2009, Governor Deval Patrick signed Chapter 25 of the Acts of 2009, "An Act Modernizing the Transportation Systems of the Commonwealth of Massachusetts, (as amended by Chapter 26 of the "Act.") This landmark transportation reform legislation required the Commonwealth to integrate transportation agencies and authorities in order to create a new, streamlined Massachusetts Department of Transportation (MassDOT) established on November 1, 2009. The new MassDOT is a merger of the former Executive Office of Transportation and Public Works (EOT) and its divisions the Massachusetts Highway Department (MHD), the Registry of Motor Vehicles (RMV), the Massachusetts Aeronautics Commission (MAC), with the Massachusetts Turnpike Authority (MTA) and the Tobin Bridge. In addition, the Massachusetts Bay Transportation Authority (MBTA) and Regional Transit Authorities (RTA) are subject to oversight by the new organization. MassDOT also assumes responsibility for many of the bridges and parkways currently operated by the Department of Conservation and Recreation (DCR). The organizational chart in Section 1.1 of this report displays MassDOT's four new operating Divisions: Highway, Rail and Transit, Aeronautics and the Registry of Motor Vehicles (Registry), in addition to the Office of the Secretary which includes the Executive and Administrative Offices such as Human Resources ("HR"), Fiscal, Legal and Information Technology.

SERVICES

Massachusetts Bay Transportation Authority (MBTA)

The oldest transit system in the U.S. and the fifth largest, the MBTA serves Greater Boston, the economic hub of the state and its most populous region, with more than five million people. Its service area spans 3,244 square miles and encompasses 175 cities and towns. Known locally as the "T," the MBTA totals an average of 1.3 million weekday passenger trips.

The MBTA operates three types of rapid transit: heavy rail (Blue, Red and Orange Lines), light rail (Green Line) and bus rapid transit (Silver Line). Its bus system comprises 182 routes served by 1,000 buses and handles 400,000 passenger trips on an average weekday. The MBTA's 13 regional Commuter Rail Lines travel to points north, south and west of Boston's urban core and counts 130,000 weekday "boardings."

The MBTA boat system connects passengers to destinations within Boston's inner harbor and to the region's South Shore, carrying 4,700 passengers each weekday. The MBTA's The RIDE provides door-to-door para-transit service to 60 cities and towns transporting 8,300 weekday customers who cannot use subways, buses or trains due to physical, mental or cognitive disabilities. In addition, the MBTA operates 108 parking facilities with more than 50,000 parking spaces

HIGHWAY DIVISION

The Highway Division is responsible for 9,517 lane miles of roadway, representing 3,009 linear miles. This includes at least 95,000 catch basins and 5,560,400 feet of guardrail, 450,000 signs, 1,547 traffic signals, and 542 flashing beacons. The Highway Division is serviced by 133 maintenance depots, 65 fueling sites and 214 salt sheds using 662,022 tons of salt each year. The division also monitors approximately 1,000 traffic and facility security cameras and posts information on 374 message boards and signs.

MassDOT is responsible for 5,098 bridges, including the Tobin and Zakim Bridges, and employs 39 bridge inspection teams, and four underwater "dive" teams. It is responsible for seven tunnel systems, including 65 lane miles or 27 linear miles of tunnel structure, including ramps. The tunnels are supported by 14 ventilation buildings, seven fan rooms and 215 Supply/Exhaust Fans, and require 60,000 lamps and 7,000 UPS batteries. The tunnels use 100 million Kilowatt Hours (KWH) of electricity per year. The new organization also operates 40 water pump stations in tunnels and roadways.

On the toll roads, there are 1.3 million private and commercial FAST LANE transponders used by motorists. Over 230,000 transponders have been issued since they were offered free of charge in February 2009. The toll roads include 11 service plazas and 11 Park-N-Ride lots.

REGISTRY OF MOTOR VEHICLES DIVISION

The RMV Division is responsible for licensing 4.77 million drivers, registering 5.82 million vehicles, and inspecting 9,000 school buses three times a year. It oversees more than 1,600 commercial and non-commercial inspection stations, which conduct safety and emission checks on over 4.4 million vehicles a year. The division certifies more than 403 driving schools

and 1785 driving instructors. It recycles more than 90 tons of aluminum from registration plates a year. The RMV also handles more than 1.5 million transactions a year through the Internet and more than 3.9 million transactions at its branches.

AERONAUTICS DIVISION

The MassDOT Aeronautics Division is the state regulatory authority that oversees the 36 public-use airports throughout the Commonwealth. Its mission is to promote aviation throughout the Commonwealth while establishing an efficient, integrated airport system that is focused on airport safety, customer service, economic development and environmental stewardship.

RAIL AND TRANSIT DIVISION

MassDOT, through its Rail and Transit Division, is the primary recipient and manager of FTA transit grant programs. The summary below outlines the rail and transit grant programs administered and distributed through MassDOT.

Title 49 USC § 5310 – Enhanced Mobility of Seniors and Individuals with Disabilities Program: Revamped in MAP-21, the FTA has split the § 5310 Program into “Traditional Projects” and “Expanded Projects.” This reflects the fact that the New Freedom Program was consolidated into § 5310 and no longer exists as a stand-alone program.

Title 49 USC § 5311 – Rural Operations: Program grants are distributed to enhance access of people in non-urbanized areas to health care, shopping, education, employment, public services and recreation; and to assist in maintenance, development, improvement and use of public transportation systems in non-urbanized communities. In the current program year, MassDOT made four grant awards from the § 5311 federal allocation to the regional transit authorities. All sub-grantees are regional transit authorities, one of which is a direct recipient of other FTA funds. MassDOT is responsible for monitoring compliance of the three remaining § 5311 sub-recipients—Franklin Regional Transit Authority, Martha’s Vineyard Transit Authority and Nantucket Regional Transit Authority.

Title 49 USC § 5311(f) – Rural Intercity Bus Service: FTA requires the state to spend not less than 15 percent of the annual § 5311 funding to develop and support intercity bus transportation, unless the Governor certifies to the U.S. Secretary of Transportation that the intercity bus service needs of the state are otherwise being met. Eligible activities under the program include:

- Planning and marketing for intercity bus transportation;
- Capital grants for construction (i.e., intercity bus shelters);
- Vehicle purchase, rehabilitation, refurbishment, and wheelchair lift retrofit;
- Equipment purchase (e.g. Intelligent Transportation Systems, wheelchair lifts, etc.);
- Operating assistance, including the provision of feeder service.

Title 49 USC § 5316 Job Access and Reverse Commute (“JARC”): The goal of the JARC Program is “to improve access to transportation services to employment and employment related activities for welfare recipients and eligible low-income individuals and to transport

residents of urbanized areas and non-urbanized areas to suburban employment opportunities.” Note: while new funding is no longer available under this grant category (as this program was cancelled under MAP-21), MassDOT Rail and Transit is still administering existing available funds under this program and will continue to do so until such funds are exhausted.

Title 49 USC § 5317 New Freedom: This program aims “to reduce barriers to transportation services and expand the transportation mobility options available to people with disabilities beyond the requirements of the Americans with Disabilities Act of 1990.” Note: while new funding is no longer available under this grant category (as this program was cancelled under MAP-21), MassDOT Transit is still administering existing available funds under this program and will continue to do so until such funds are exhausted.

Title 49 USC § 5339 – Bus and Bus Facilities: Instituted in MAP-21 as a replacement for § 5309(b)(3), the § 5339 program is a capital-assistance only program. Eligible sub-recipients include public entities and nonprofit organizations engaged in public transportation, including those providing services open to a segment of the general public, as defined by age, disability, or low income. Eligible activities include:

- Purchasing, replacing, or rehabilitating buses or vans;
- Purchasing or replacing transit-related equipment, such as mobile radio units, supervisory vehicles, fare boxes, computers, and shop and garage equipment;
- Construction of bus-related facilities, such as bus maintenance and administrative facilities, transfer facilities, bus malls, transportation centers, intermodal terminals, park-and-ride stations, and passenger amenities like shelters and bus stop signs.

In addition to trains, buses, highways, and aeronautics, MassDOT is pleased to provide lift-equipped van service for customers with disabilities, and a host of services for busy commuters seeking alternative and environmentally friendly transportation as well as added services for large employers.

MASSDOT'S MISSION, VALUES, GOALS AND PRIORITIES

MassDOT Values

- **Dedication** - We will provide service around the clock and under all circumstances.
- **Respect** - We will treat the public as our valued customers, and treat one another how we would like to be treated.
- **Innovation** - We will improve and integrate transportation services using creative thinking and best available practices and technology, while minimizing disruption to the public.
- **Diversity¹** - We will promote an inclusive workforce and a culture that serves employees and customers fairly.
- **Honesty** - We will provide the public with accurate information that is understandable and accessible.

MassDOT Mission

Deliver excellent customer service to people who travel in the Commonwealth, and to provide the nation's safest and most reliable transportation system in a way that strengthens the economy and quality of life.

We are one transportation organization focused on customer service and safety.

MASSDOT CRITICAL SUCCESS FACTORS

Optimize Resources

- Develop a budget that aligns with the Department's vision and mission.
- Aggressively review opportunities for cost savings.
- Provide customer value for transportation dollars spent.

Collaborate

- Encourage and recognize teamwork.
- Share information and resources.
- Actively engage communities on topics having a shared interest.

Communicate Effectively

- Share the vision, mission, values, and goals with employees and customers.
- Set and communicate realistic expectations for delivering transportation services.
- Provide timely, accurate communication to transportation system users.
- Promote two-way communication with customers and stakeholders to learn their needs and issues, as well as to educate them on transportation challenges.

¹ This includes Equal Employment Opportunity and Affirmative Action.

Develop People

- Communicate clear work roles and responsibilities.
- Identify career opportunities and provide necessary training for staff to perform at their maximum potential.
- Empower staff to make decisions.

MassDOT Goals

1. **Safety** - Actively manage the nation's safest transportation system to minimize injuries whenever, wherever, and to whomever possible.
2. **Build and Preserve** - Build a quality transportation system and maintain it in a state of good repair.
3. **Stewardship** - Operate the transportation system in a manner that embraces stewardship of the Commonwealth's natural, cultural, and historic resources.
4. **Customer Service** - Deliver superb service that both anticipates and responds to customer needs.
5. **Efficiency** - Invest public funds and other resources wisely while fostering economic development.

PLAN TERMINOLOGY AND GOVERNING PRINCIPLES

MassDOT uses terms in this EEOP such as "incumbency", "availability", "underutilization", "deficiency", and "concentration" in order to comply with applicable regulations and government requirements. These terms are utilized as specified by the guiding authority and are used in the contexts and with the meanings designated therein. The use of these terms does not necessarily signify that MassDOT agrees that these terms are applicable to any specific situation at MassDOT and their use should not be construed as an admission of non-compliance with any federal, state, or local EEO or fair employment laws, regulations or objectives.

MassDOT has applied the following principles when establishing placement goals:

1. Placement goals are not rigid and inflexible quotas that must be met. Nor are they to be considered a ceiling or a floor for the employment of particular groups. Quotas of any kind are expressly forbidden.
2. In all employment decisions, MassDOT makes selection in a nondiscriminatory manner. The Department does not extend a preference to any individual's employment status on the basis of that person's race, color, religion, sex, national origin, or other protected characteristic.
3. Placement goals do not create set-asides for specific groups, nor are they to be used to supersede merit selection principles. MassDOT's Equal Employment Opportunity Plan does not require MassDOT to hire a person who lacks qualifications to perform the job successfully or hire a less qualified person in preference to a more qualified one.

SECTION 2
STATEMENT OF POLICY

EQUAL EMPLOYMENT OPPORTUNITY STATEMENT OF POLICY

Equal Opportunity is not only the law but it is fundamental to Massachusetts Department of Transportation ("MassDOT's")² operations and mission. MassDOT is committed to equal opportunity in employment for all employees, applicants, and business activities. No applicant or employee shall be subjected to discrimination, harassment or retaliation on the basis of his or her race, color, gender, national origin, ancestry, religion, creed, disability, age, sexual orientation, genetic status, gender identity or Veteran status with regard to any aspect of employment and employment practices, including but not limited to recruitment, hiring, wage and salary, benefits, recognition (awards), promotion, discipline, termination, transfer, layoff, recall or training.

Sub-recipients and contractors working with MassDOT must exercise the same commitment to Equal Employment Opportunity ("EEO") for all persons regardless of race, color, gender, national origin, ancestry, religion, creed, disability, age, sexual orientation, genetic status, gender identity or Veteran status.

Furthermore, MassDOT is committed to undertake meaningful affirmative acts, which include setting goals, and establishing timetables, measurement, and evaluation factors, in order to overcome the effects of any past discrimination on minorities, women, and other protected groups, consistent with the FTA C 4704.1, p. III-1, sec. 2 (a2) and 23 CFR 230, Subpart C, Appendix A Part II, Section II B&C. To further its EEO goals, MassDOT will affirmatively seek to recruit, hire, train, promote and retain qualified women, minorities, Veterans, individuals with disabilities, and members of other disadvantaged groups who may be underutilized at MassDOT.

The final responsibility for ensuring equal opportunity in employment at MassDOT resides with the Secretary of Transportation, supported by each of the administrators, particularly the General Manager of the MBTA and the Highway Administrator. To achieve this important result, the Interim Chief Diversity & Civil Rights Officer, Stephanie D. Neal-Johnson, has been designated as MassDOT's EEO Officer and assigned full-time responsibility for the direction and implementation of MassDOT's equal employment opportunity and affirmative action program.

All managerial and supervisory employees share in the responsibility to ensure equal employment opportunity and take affirmative action. All managers and supervisors are required to become familiar with MassDOT's EEO Compliance Program and expected to take an active role in implementing these policies and practices, including taking responsibility for positive affirmative action in the discharge of the EEO Compliance Program. In furtherance of that goal, all managers and supervisors will receive additional training on effectuating bias-free personnel processes, including the recruitment, interviewing, selection, promotion, and

² For the purpose of this document MassDOT is defined as any and all divisions receiving funding from FTA or FHWA including but not limited to the MBTA, Mass Highway, Planning and the Rail and Transit Division. Thus, "administrators" or "Administrative Offices" refers to the General Manager of the MBTA, and the administrators of the Highway Division, Registry of Motor Vehicles, and Aeronautics.

discipline of employees. Managers and supervisors will be assigned specific tasks to assure compliance is achieved, maintaining a work environment free of all forms of illegal discrimination, retaliation or harassment, including sexual harassment. Managers and supervisors will be evaluated on the success of the EEO Compliance Program, just as they are evaluated on success in meeting other agency goals. Managers and supervisors will be held accountable for action or inaction in the area of EEO. Promotions and other benefits are contingent upon success.

Applicants and employees have the right to file complaints alleging discrimination with the Interim Chief Diversity & Civil Rights Officer through the Office of Diversity & Civil Rights at 1-855-227-8066. Complaints will be promptly and impartially investigated by the Office of Diversity & Civil Rights in accordance with MassDOT's *Internal Complaint Procedures*.

MassDOT recognizes that the achievement of MassDOT's EEO goals will provide benefits to MassDOT, as well as to sub-recipients and contractors working with MassDOT, through fuller utilization and development of previously underutilized human resources.

As Secretary of Transportation, I am personally committed to the principles and spirit of Equal Employment Opportunity for all employees and employment applicants. I expect all supervisory personnel to adhere to this policy by carrying out their equal employment opportunity responsibilities with the same vigor and effectiveness as all other responsibilities.



Francis DePaola
Secretary of Transportation

11/1/14

Date

**STATE ASSURANCE WITH REGARD TO
EQUAL EMPLOYMENT OPPORTUNITY
AS REQUIRED BY
THE FEDERAL-AID HIGHWAY
ACT OF 1968**

Pursuant to the requirements of Section 22(a) of the Federal-Aid Highway Act of 1968, the State of Massachusetts, desiring to avail itself of the benefits of Chapter 1, Title 23, United States Code, and as a condition to obtaining the approval of the Secretary of Transportation of any programs for projects as provided for in Title 23, United States Code, Section 105(a), hereby gives its assurance that employment in connection with all proposed projects approved on or after August 23, 1968, will be provided without regard to race, color, creed or national origin. More specifically, and without limiting the above general assurance, the State highway department hereby gives the following specific assurances:

1. The MassDOT Highway Division will establish an Equal Opportunity Program in furtherance of the above General Assurance, which shall include a system to ascertain whether contractors and subcontractors are complying with their equal employment opportunity contract obligations and the degree to which such compliance is producing substantial progress on the various project sites in terms of minority group employment. The MassDOT Highway Division will furnish such information and reports regarding contractor and subcontractor compliance as may be requested by the Federal Highway Administration.
2. The MassDOT Highway Division program shall include effective procedures to assure that discrimination in employment on the grounds of race, color, creed or national origin will not be permitted on any projects and if discrimination exists at the time this assurance is made it will be corrected promptly.
3. The MassDOT Highway Division has appointed, or will appoint, an Equal Opportunity Coordinator for the Division and each of the Districts whose primary duty shall be to administer the MassDOT's Equal Employment Opportunity Program as established pursuant to these assurances.
4. The MassDOT Highway Division will, on its own initiative, take affirmative action, including the imposition of contract sanctions and the initiation of appropriate legal proceedings under any applicable State or Federal law to achieve equal employment opportunity on Federal-aid highway projects and will actively cooperate with the Federal Highway Administration in all investigations and enforcement actions undertaken by the Federal Highway Administration.
5. The MassDOT Highway Division will establish and maintain effective liaison with public and private agencies and organizations which are, or should be, involved in equal opportunity programs. Such agencies and organizations

include, but are not limited to labor unions, contractor associations, minority group organizations, the U. S. and State Employment Services, the U. S. and State Department of Labor.

6. The MassDOT Highway Division hereby agrees that it will seek the cooperation of unions, contractors, appropriate State agencies and other related organizations in the establishment of skill training programs, and will assure that all persons will have an opportunity to participate in such programs without regard to race, creed, color or national origin.

7. The MassDOT Highway Division hereby agrees that its own employment policies and practices with regard to State highway department employees any part of whose compensation is reimbursed from Federal funds will be without regard to race, color, creed or national origin.

8. The MassDOT Highway Division shall include in the advertised specifications notification of the specific equal employment opportunity responsibilities of the successful bidder as those responsibilities are currently defined and required by the Federal Highway Administration. No requirement or obligation shall be imposed as a condition precedent to the award of a contract for a project unless such requirement or obligation is otherwise lawful and is specifically set forth in the advertised specifications. Procedures for the prequalification of Federal-aid contractors and subcontractors to determine their capability to comply with their equal employment opportunity contract obligations will be issued as a supplement to this interim assurance for implementation upon receipt of the approved Affirmative Action Plan.

9. The MassDOT Highway Division will obtain and furnish to the Federal Highway Administration such information and reports as may be requested to enable the Federal Highway Administration to determine compliance by the State highway department with this assurance.



Signature

Administrator, Highway Division

Title

11/1/14

Date

ANTI-HARASSMENT POLICY

To reaffirm the Department's commitment to equal opportunity, each year, the Secretary will send to each employee a letter underscoring the importance of the Department's EEO and Prevention of Harassment Policies. The policy is attached hereto as Appendix A.

ANTI-HARASSMENT POLICY

To reaffirm the Department's commitment to equal opportunity, each year, the Secretary will send to each employee a letter underscoring the importance of the Department's EEO and Prevention of Harassment Policies. The policy is attached hereto as Appendix A.

SECTION 3

**DISSEMINATION OF EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION
POLICIES AND INFORMATION**

SECTION III: DISSEMINATION OF EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION POLICIES AND INFORMATION

This section describes the formal communication mechanisms that MassDOT has established to publicize and disseminate the organization's EEO Policy, as well as appropriate elements of the program to its employees, applicants for employment and the general public.

DISSEMINATION OF EEO POLICY

INTERNAL DISSEMINATION

MassDOT is committed to continuing to bring its EEO and Prevention of Harassment Policies to the attention of its workforce. Thus, all necessary steps will be taken to assure that personnel, management, supervisors, and other appropriate individuals are fully apprised of the EEO Policy and the existence of this EEOP. The following methods of internal dissemination relevant to MassDOT have been and will continue to be used:

- The plan will be discussed and reviewed in supervisory and management meetings.
- The Secretary of Transportation will disseminate the agency's EEO Policy as well as other important aspects of the program to all employees and stakeholders regarding all EEO communications.
- MassDOT's EEO Program and Policy will be included in all personnel manuals.
- The ODCR will train senior and mid-level management employees on the aspects of this EEOP and the necessity of their contributions to achieving EEO for all employees.
- Meetings will be held with managers and supervisors, at a minimum of semiannually, to discuss the EEO Program and its implementation.
- Periodic reviews with supervisory, managerial and other employees as appropriate will be conducted to determine the effectiveness of various aspects of this EEOP.
- In order to inform non-supervisory staff of the agency's program, EEO posters and copies of the policy will continue to be displayed in conspicuous locations in all work areas and departments, including MassDOT's HR Department. The policy is also posted inside locked boxes throughout departments, workstations, operator lobbies, car houses and garages, bulletin boards, near time clocks, employees' cafeterias snack bars, and in other employee-centric areas. Area managers and department heads are responsible for ensuring that all requisite informational posters, policies and open position notifications are posted within their work areas.
- To ensure that new employees are thoroughly apprised of the EEO Policy it is distributed and discussed on the first day of employment and in all training programs. At the time of this distribution, new employees will sign an acknowledgement of receipt form indicating that they have received the policy and will be held responsible for its

contents. In addition, a member of the ODCR staff reviews the EEO Policy as a component of the New Hire Orientation.

- The EEO Policy is updated and distributed annually to all employees. Employees receive the policy by email and a hardcopy is delivered to employees who do not have email. Included in this policy distribution is a letter from the Secretary, the EEO Policy, the Prevention of Harassment Policy, and the ODCR Internal Complaint Policy & Procedures. The ODCR manages the annual redistribution process.
- The EEO Policy Statement is included in employee handbooks, manuals, and union contracts.
- The EEO Policy is posted on MassDOT's external, public website, as well as on the employee-accessed intranet, and updates to both are completed in conjunction with the annual policy redistribution.
- Diversity planning meetings and training sessions, such as Anti-Discrimination and Harassment Prevention ("ADHP") for Supervisors, are conducted quarterly with executive, managerial and supervisory employees for the purpose of explaining both the intent of the policy and individual responsibility for implementation. At such meetings, the Secretary of Transportation's and all administrator's commitment to the policy is clearly expressed, either in person or via written statements.
- During training such as ADHP for Employees, each employee's rights and responsibilities under the policy are explained, and employees receive additional copies of the policies. Also during this training, employees engage in hands-on exercises wherein they learn to better understand the requirements of the policy.
- The EEO program will be presented and discussed as an integral part of all training programs.
- The ODCR presents ongoing achievements, challenges and initiatives to senior managers and the Board of Directors on a regular basis to reemphasize both the Department's commitment to EEO and to update managerial employees on progress toward EEO/AA goals and objectives.
- Meetings will be held with racial minorities and women to get their suggestions in implementing and refining the EEO Program.
- Periodic reports of employment data and EEO goals and objectives are produced by the ODCR and presented to the Secretary, Administrators, and the General Counsel for review and discussion.
- Articles written by MassDOT staff regarding diversity, civil rights, EEO and AA are published monthly in the Authority's *TeamWorks* employee magazine, the Secretary's Newsletter and in other Department publications as appropriate, and may include reports of general progress and promotions and other job advances made by racial minorities and women.

- When employees are featured in advertising, employee handbooks, or similar publications, both minority and non-minority men and women will be pictured.
- As outlined above, the Department communicates the existence of the AAP and makes available such elements of it as will enable employees to know of and avail themselves of its benefits.
- In collaboration with the Secretary's office, Administrators' offices, and the Marketing Department, the ODCR will update and/or revise and distribute an internal and external marketing campaign designed to reaffirm to employees, candidates for employment, and community partners the Department's dedication to EEO.
- Employees are encouraged to bring questions, comments, or complaints with respect to the EEO/AA policy or the implementation and administration of that policy to the ODCR.

EXTERNAL DISSEMINATION

The EEO Policy is disseminated externally as follows:

- The Department will ensure commitment and notification of the EEO Policy with each local union with a current collective bargaining agreement by an annual distribution of the policy to the local president. The Department informs all unions in writing of its commitment to EEO and AA, including all trade unions that refer temporary and permanent employees to the Department. In doing so, the Department makes clear that all referrals are to be treated without regard to race, color, religion, gender, national origin or other protected classes (also known as characteristics). Further, the trade unions are informed that the Department actively seeks qualified minorities and women for employment. In addition, appropriate nondiscrimination clauses are included in all union agreements, and all contractual provisions are reviewed to assure that they are nondiscriminatory.
- The ODCR will conduct periodic trainings regarding ADHP for each of its unions. During this training, the EEO and ADHP policies will be distributed and reviewed, with training regarding individual responsibility for employees under the policies.
- The ODCR will disseminate the EEO Program and Policy to each of its community partners, (such as employment agencies, hiring halls, unions, educational institutions, civil rights organizations, community action groups, training organization, minority organizations, handicapped organizations, women's organizations, and other partners who refer applicants and/or have a particular interest in the recruitment or placement of women and minorities) with whom the Department works to recruit qualified, diverse candidates to reaffirm MassDOT's commitment to Diversity, EEO and AA. The forms of communication may include, but are not limited to: e-mails, web site postings, and visual distribution.
- The Department will inform all contractors and subcontractors in writing of its commitment to EEO and AA by specifically stating that all employees hired by subcontractors on Department projects should be treated without regard to race, color,

religion, gender, national origin or other protected characteristic. The Department requires that all transit-related contractors with 100 or more employees submit their EEO/AA plans to the Department for review.

- When the Department advertises job openings on radio or television, or in newspapers, other printed employment resources, online or at career fairs, whether on the Department's website or another employment or community partner website, the advertisement will include the phrase "MassDOT is an Equal Employment/Affirmative Action Employer."
- The Department incorporates an equal opportunity clause into all employment applications, collective bargaining agreements, purchase orders, leases, contracts, etc.
- When employees are pictured in any employment advertisement, both minority and non-minority men and women are shown.
- The Department's public website will continue to include information regarding MassDOT's commitment to Diversity, EEO and AA.
- The Department organizes and participates in monthly diversity celebration forums held during workforce hours and open to all employees wishing to attend. These celebrations include, but are not limited to events dedicated to: Black History Month, Women's History Month, Asian Pacific Islander Heritage Month, Lesbian, Gay, Bisexual and Transgender Pride Month, Hispanic Heritage Month, Disability Awareness Month, Veteran's Appreciation Month, and Native American Heritage Month.
- The Department participates in and sponsors various external events and initiatives designed to enhance diversity in the workplace state-wide.
- Distribution to affinity groups of MassDOT to insure its widest circulation.

SECTION 4

DESIGNATION OF PERSONNEL RESPONSIBILITY

SECTION IV: DESIGNATION OF PERSONNEL RESPONSIBILITY

A successful EEO/AA Plan is contingent upon the efforts of many individuals. MassDOT's commitment to EEO/AA goals begins at the top of the organization with the Board of Directors and the Secretary of Transportation. The importance with which they hold EEO/AA goals is reflected in their resolve to appoint an individual to manage MassDOT's EEO/AA program who: reports to and is directly responsible to the Secretary and the General Manager of the MBTA, is given top management support, is paid on par with other senior managers at MassDOT, and is assigned a staff that is commensurate with the importance of MassDOT's EEO/AA programs. This section summarizes the role of that individual and the roles of other key personnel involved with EEO/AA.

DESIGNATION OF PERSONNEL RESPONSIBILITY

The Department has appointed a specific executive, the Chief Diversity and Civil Rights Officer ("CDCRO"), with responsibility to implement this EEOP. Further, the Department has made known to each level of supervision that its work performance will be evaluated in part on the basis of its efforts to assure the success of the EEO objectives and that actions by supervisory personnel inconsistent with this policy and with the tenets of AA will not be tolerated.

ORGANIZATION AND MANAGEMENT

The Massachusetts Department of Transportation is led by two groups of dedicated professionals the Senior Leadership Team and the Board of Directors.

Senior Leadership Team: headed by Francis DePaola, this team is responsible for operations, maintenance, finance and human resources. MassDOT has over 10,000 employees over four principle agencies.

SECRETARY AND CEO

Secretary/CEO – Francis DePaola, Acting Secretary, has the ultimate responsibility for ensuring that equal employment opportunity and affirmative action receive the highest level of priority. The Secretary has appointed Stephanie D. Neal-Johnson, as MassDOT's Interim CDCRO. The Secretary has additionally provided for a specific office dedicated to this function.

The Secretary and the Administrators will meet quarterly to measure the progress and achievement in the program and discuss the contents of quarterly reports submitted to the Secretary in accordance with the FTA and FHWA regulations. They will review the goals, training, and other priorities of the ODCR as appropriate.

The Secretary and the Interim CDCRO will engage MassDOT's Board of Directors, Administrators and Senior Leadership Team to ensure that this group sets the tone and model for the rest of the organization by demonstrating their commitment to the EEO/AA Program.

They will also ensure that Civil Rights issues and the implementation of the EEO program is discussed annually with the MassDOT Board or a committee of the MassDOT Board.

IDENTIFICATION AND RESPONSIBILITIES OF THE CHIEF DIVERSITY AND CIVIL RIGHTS OFFICER (CDCRO)

Stephanie D. Neal-Johnson, the CDCRO, has primary management responsibility for ensuring full compliance with the provisions of this EEOP. Descriptions of the CDCRO's basic responsibilities have been communicated to management and other appropriate employees. The CDCRO reports directly to the General Manager of the MBTA and the Secretary of Transportation and has been assigned a staff commensurate to meet the objectives of the EEOP. See MassDOT's and the ODCR Organizational Charts attached hereto as Appendix B. The responsibilities of the CDCRO include, but are not limited to the following:

- Developing and monitoring EEOP policies and procedures to ensure that they are consistent with the requirements of Executive Order 11246 and the Urban Mass Transportation Administration Circular 4704.1, 23 CFR 230, Subpart C, Appendix A Part II – State Highway Agency Employment, Governor's Executive Order 526 and its implementing regulations are met.
- Periodically meeting with hiring managers, Department-wide, to address progress towards achieving equitable representation in currently underutilized job groups and to develop targeted recruitment efforts among the hiring managers, HR and the ODCR.
- Developing and recommending a written EEOP policy and internal and external communication procedures.
- Evaluating EEOP progress and developing alternative approaches where necessary, including establishing goals and timetables that are reasonable, attainable and consistent with the AA commitment.
- Assisting management in collecting and analyzing employment data, identifying problem areas, setting goals and timetables, and developing programs to achieve goals.
- Designing and implementing audit and reporting systems to collect employment data that will permit continuous monitoring of EEOP progress and will serve to provide management with requisite data in that regard. Further, such systems will be used to measure the plan's effectiveness, determine the degree to which the objectives and goals have been achieved, and indicate any need for additional action.
- Reporting on a regular basis to the MBTA's General Manager on the progress of each unit in relation to the agency's goals.
- Administering a review of personnel actions (discipline, discharges, hires and promotions) that fall under the purview of this Plan. Further, this review will provide concurrence with the action or, in the alternative, corrective action or further investigation prior to approval.
- Reviewing EEOP goals and area workforce demographics, complaint trends, and personnel transaction data with the senior managers and other management personnel on a regular basis to ensure compliance with agreed upon goals and objectives and,

where necessary, identifying, developing and implementing corrective action or initiatives.

- Overseeing and monitoring the processing, investigation and ultimate disposition of all internal employment discrimination, harassment and retaliation complaints.
- Serving as MassDOT's representative in its dealings with Federal, state or local government agencies, regulatory agencies, minority, handicapped and women's organizations, and other community groups on matters relative to EEO and Affirmative Action.
- Assisting in the recruitment of racial minorities, women, individuals with a disability and veterans as potential applicants and establishing outreach sources for use by hiring officials.
- Executing modifications of this EEOP.
- Assuring that current legal information affecting affirmative action is disseminated to responsible officials and stakeholders.
- Signing EEO-4 Reports and Certificates of Compliance with EEO laws or other related requirements.
- Reviewing and concurring with proposed candidate lists, temporary placements, and personnel requisition forms for all promotions, new hires and trade union referrals for diverse applicant and candidate pools and compliance with EEO goals and objectives.
- Periodically auditing to ensure compliance with the proper display of EEO posters, provision of non-segregated facilities, provision of comparable facilities for both men and women, and encouragement of full participation by racial minorities and female employees in all educational, training, recreational, and social activities.
- Periodically auditing training programs and their patterns to ensure that any impediments to achieving EEO goals and timetables are identified and removed.
- Providing support and skills development for management to take immediate action to prevent discrimination, harassment and retaliation.
- Facilitating mandatory ADHP and retaliation training sessions for MassDOT's management, supervisory personnel and front line employees.
- Providing guidance and direction, as required, to MassDOT managers and employees to aid them in carrying out all actions necessary to meet and further MassDOT's EEO/AA goals and commitments.
- Submitting to FTA and FHWA a written engagement plan of proposed activities and programs designed to promote active involvement with organizations, managers,

supervisors and employees with the goal of ensuring that MassDOT's policies and procedures are being followed.

DEPUTY CHIEF DIVERSITY AND CIVIL RIGHTS OFFICER FOR EQUAL EMPLOYMENT OPPORTUNITY (DEPUTY FOR EEO)

The Deputy Chief Diversity and Civil Rights Officer for Equal Employment Opportunity ("Deputy for EEO"), Irma Gutierrez, Deputy for EEO, will be responsible for carrying out the EEO objectives of MassDOT in consultation with the CDCRO. MassDOT's Deputy for EEO has primary engagement responsibility, authority, and resources for ensuring full compliance with the provisions of the FTA and the FHWA regulations concerning EEO. This person will devote her full-time efforts to implementation of the EEO Program requirements and components for MassDOT and the MBTA. The Deputy for EEO is responsible for developing and monitoring the affirmative action program, investigations, training, compliance and reporting progress to management.

The Deputy for EEO will assist the CDCRO in the development, preparation and update of MassDOT's EEOP by developing policy statements, new programs, and means of communication concerning the EEOP. In so doing, the Deputy for EEO is responsible for insuring that the ODCR actively meets with over 2,000 managers and supervisors on a regular basis to assist management in identifying and addressing concerns and problem areas and helping them arrive at solutions to problems relative to the EEO/AA program. In so doing, the Deputy for EEO will assist management in the collection and analysis of employment data, identify problem areas, set goals and time tables and develop programs to insure that goals are met.

The Deputy for EEO will also develop programs and methods to measure program effectiveness and to determine where progress has been made and where further action should be taken. In conjunction with the CDCRO, the Deputy for EEO will report periodically to the Chief Executive Officer on progress of MassDOT within departments and divisions. The Deputy for EEO will also monitor and oversee the training as required for implementation. Likewise, the Deputy for EEO will serve as the liaison between the agency, Federal, state, and local governments, regulatory agencies organizations serving racial minorities, women, individuals with a disability, veterans and other community groups. The Deputy for EEO will act as liaison in recruiting protected class candidates and establishing outreach sources for use by hiring officials. The Deputy for EEO will also concur on all hires and promotions and will oversee the complaints unit through the Equal Employment Opportunity Director ("EEOD").

DEPUTY CHIEF DIVERSITY AND CIVIL RIGHTS OFFICER FOR EXTERNAL PROGRAMS

Miguel Fernandes, the Deputy Chief Diversity and Civil Rights Officer External Programs ("Deputy for External Programs"), advises the CDCRO, the Secretary, the General Manager and Rail and Transit Administrator, Highway Administrator, Aeronautics Administrator and Registrar of the Registry of Motor Vehicles along with senior staff on matters relating to the development and implementation of MassDOT's various external civil rights programs and policies. He will be responsible for developing and recommending strategies to achieve and maintain diversity in contracts and supportive assistance programs, and assisting the CDCRO in the development of policies and programs regarding civil rights and affirmative action in the

state transportation arena that ensure the equitable participation of diverse communities in all MassDOT and MBTA operations, programs, and services.

It is the responsibility of the Deputy Chief for External Programs to develop, monitor, and evaluate programs that increase the viability of minority, women and disadvantaged businesses and increase the agency's utilization of the pool of viable businesses. The Deputy Chief for External Programs is also responsible for Americans with Disabilities Act ("ADA"), DBE, and Title VI Program implementation.

The Deputy Chief for External Programs will provide managerial and technical civil rights and equal employment opportunity knowledge and skills sufficient to plan, organize, direct, staff, execute and evaluate external MassDOT civil rights and equal employment opportunity programs.

The Deputy Chief for External Programs also acts as a liaison to the Federal Highway Administration and Federal Transit Administration in all civil rights external program matters and carries out the statutory responsibilities of DBE liaison officer under federal statute. This position represents the Department in compliance matters with MassDOT and the MBTA and is responsible for assuring that the Secretariat meets all reporting requirements and participates in activities organized by other state and federal agencies.

EQUAL EMPLOYMENT OPPORTUNITY DIRECTOR

The EEOD bears primary responsibility for assisting in the development, preparation and update of MassDOT's EEO/AA Plan. As such, the EEOD is responsible for daily oversight of the training unit, timely complaints processing, and for the support of the recruitment process in conjunction with the Deputy for EEO.

The EEOD recommends policy statements, affirmative action programs and internal and external communication tools. This person will do so by being involved with local groups that target individuals from protected classes, community action organizations, and community service programs designed to promote EEO.

Likewise, the EEOD will be a resource to managers and employees to assure the agency's policies and procedures are being followed by ensuring non-discriminatory policies concerning transfers, promotions, training, salary increases and other forms of compensation.

As part of the process of participating actively in periodic audits of all aspects of employment in order to identify and remove barriers, the EEOD will assist in identifying problem areas, assist management in arriving at solutions, design and implement audit and reporting systems and coordinate with the Deputy for EEO concerning liaison between MassDOT and agencies, while keeping upper management informed of the same.

EQUAL EMPLOYMENT OPPORTUNITY INVESTIGATIONS UNIT

This unit reports directly to the EEOD and is responsible for managing the investigation process of all complaints concerning employees and supervisors, and acting as liaison with appropriate external agencies in conjunction with the EEOD. As such, the unit handles the

formal procedure for investigations, findings, and conclusions on complaints, corrective measures upon a finding of discrimination, and informing complainants of decisions reached on their complaints. The investigators in the unit are responsible for maintaining written complaint files of all in-person and anonymous complaints. They are also responsible for providing complainants with additional resources and avenues of appeal including the Equal Employment Opportunity Commission, U.S. Department of Justice, State Office of Diversity and Equal Opportunity, Massachusetts Commission Against Discrimination, and U.S. Department of Transportation, FTA and FHWA, where appropriate.

TRAINING UNIT

MassDOT³ HR and MassDOT University collaborate with the ODCR to ensure that training programs comply with FTA and FHWA regulations. MassDOT strives to create and maintain a work and customer environment in which people are treated fairly and with dignity, decency and respect.

Training programs are designed to help support these commitments by giving employees practical tips, tools and guidelines to comply with workplace policies, practices, procedures and collective bargaining agreements (when applicable) when supporting fair employment decisions and interacting with other employees, customers and the public.

This unit manages the monitoring and reporting of required trainings concerning EEO/AA, and the administration of policies under Federal, State and local laws concerning EEO. This unit is also responsible for reviewing profiles of training course participants to ensure that training opportunities are being offered to all eligible employees on an equal basis. Lastly, the Unit maintains the training records and quarterly reports on benchmarks concerning MassDOT training.

MANAGERS

Decisions that impact most directly on the success of the EEOP are made by persons at the managerial and/or supervisory level. Therefore, the roles of managers and supervisors are most crucial to the program. Each manager and supervisor is responsible for implementing the specific elements of the EEOP that are designed to eliminate barriers to EEO which cause underutilization. The specific responsibilities of managers and/or supervisors include, but are not limited to:

1. Assisting in identifying problem areas and establishing agency and unit goals and objectives;
2. Being actively involved with local minority organizations, women's and persons with disability groups, community action organizations and community service programs designed to promote EEO;

³ Including all of its divisions and the MBTA

3. Participating actively in periodic audits of all aspects of employment in order to identify and to remove barriers obstructing the achievement of specified goals and objectives;
4. Holding regular discussions with other managers, supervisors, and employees to assure the agency's policies and procedures are being followed;
5. Reviewing the qualifications of all employees to assure that racial minorities, women, individuals with a disability and veterans are given full opportunities for transfers, promotions, training, salary increases, and other forms of compensation;
6. Participating in the review and/or investigation of complaints alleging discrimination;
7. Conducting and supporting career counseling for all employees;
8. Providing relevant information concerning MassDOT sponsored activities related to EEO including but not limited to: cultural events, recruitment opportunities, mentoring and the time required to participate; and
9. Participating in periodic audits to ensure that each agency unit is in compliance (e.g., EEO posters are properly displayed on all employee bulletin boards).

SECTION 5

UTILIZATION ANALYSIS

SECTION 5

UTILIZATION ANALYSIS

SECTION V: UTILIZATION ANALYSIS: INCLUDING WORKFORCE AND JOB GROUP ANALYSIS AND GOALS AND TIME TABLES

The Utilization Analysis is a diagnostic component of the EEOP that compares MassDOT's composition of its workforce with the composition of the relevant labor pools from which MassDOT recruits employees to identify those job categories where there is underutilization and/or concentration of racial minorities and women.

In order to arrive at the Department's utilization results, other analyses must be conducted. Each report utilized in the analysis is unique in the information that it provides to assist MassDOT in determining areas of focus for improved results.

This section includes the following analyses:

Workforce Analysis

To conform to applicable regulations, one of the diagnostic components of the EEOP is the organizational profile. The organizational profile is an overview of the staffing patterns of the Department and is used to determine whether there are areas in the workforce where racial minorities, women, individuals with a disability, and veterans are underrepresented or concentrated.

To complete the organizational profile, MassDOT elected to follow the workforce analysis methodology. For each EEO-4 job category, the following data is provided: the total number of incumbents by gender, race, disability and Veteran status. The detailed report for this analysis is found in Appendix C.

Job Group Analysis

The job group analysis is the second diagnostic component of the MassDOT EEOP. This analysis provides a listing of titles within each EEO-4 job category. This analysis is also used to identify internal feeder job titles and entry-level positions. The detailed report for this analysis is found in Appendix D.

For the purpose of this EEOP and consistent with the AA reporting requirements for state and local government to the Equal Employment Opportunity Commission, MassDOT uses the following EEO-4 job categories:

Officials and Administrators

Job classifications that fall into the *Officials and Administrators* job category are occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the Department's operations, or provide specialized consultation on a regional, district or area basis.

Professionals

Job classifications that fall into the *Professionals* job category are occupations which require specialized and theoretical knowledge, which is usually acquired through college training or through work experience and other training which provide comparable knowledge.

Technicians

Job classifications that fall into the *Technicians* job category are occupations which require a combination of basic scientific or technical knowledge and manual skill that can be obtained through specialized post-secondary school education or through equivalent on-the-job training.

Protective Service Workers (Sworn and Non-Sworn)

Job classifications that fall into the *Protective Service Workers* job category are occupations in which workers are entrusted with public safety, security and protection from destructive forces.

Paraprofessionals

Job classifications that fall into the *Paraprofessionals* job category are occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status.

Office and Clerical (also known as “administrative support”)

Job classifications that fall into the *Office and Clerical* job category are occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office.

Skilled Craft

Job classifications that fall into the *Skilled Craft* job category are occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through the on-the-job training and experience or through apprenticeship or other formal training programs.

Service Maintenance

Job classifications that fall into the *Service Maintenance* job category are occupations in which workers perform job duties which result in or contribute to the comfort, convenience, hygiene or safety of general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property.

Availability Analysis (Two-Factor Analysis)

The final diagnostic component of the EEOP is the availability analysis or Incumbency vs. Estimated Availability Analysis. The purpose of the availability analysis is to establish a benchmark against which the demographic composition of MassDOT's workforce may be compared to determine whether barriers to employment opportunity may exist within particular job groups. The detailed report for this analysis is found in Appendix E.

MassDOT used the following factors in determining the availability of minorities and women for each EEO-4 job categories:

Internal Availability

Internal availability concerns the percentage of minorities and women among those promotable, transferable, and trainable within the Department.

"Trainability" refers to those MassDOT employees who could, with reasonable training, become promotable or transferable during the AAP year.

External Availability

External availability concerns the percentage of minorities and women within the requisite skills in the reasonable recruitment area.

To calculate the raw external availability percentages for MassDOT, the following steps were taken:

1. Used employee file to determine job titles within job groups that have current employees in them.
2. Assigned census codes to each unique job title within each job group.
3. Used the employee residence zip codes to establish a labor area (i.e., external market availability) for those job groups.
4. Each census code was linked to census data within the identified labor area(s) (i.e., raw availabilities).

Local/Reasonable Recruitment Areas (External) Determination:

MassDOT

To calculate the raw external availability percentages, the following steps were taken:

1. Use the employee file to determine job titles within job groups that have current employees in them.
2. Assign census codes to each unique job title within each job group.
3. Use the employee residence zip codes to establish a local labor area (i.e., external market availability) for those job groups.
4. Each census code is then linked to census data within the identified labor area(s) (i.e., raw availabilities).
5. Each census code within a job group is weighted based on the *number of incumbents* that hold the particular census code.
6. The census data (i.e., raw availabilities) are then weighted by the census code weightings. This becomes the final raw external availability.

MBTA

The principal place of business of the MBTA is Boston, Suffolk County, Massachusetts. In determining the labor market surrounding the facility, the Authority has reviewed the residences of its incumbent workforce. In view of this distribution of incumbents, the Authority

has determined that it is reasonable to treat the Boston Primary Metropolitan Statistical Area ("PMSA") as the labor market surrounding the facility.

WORKFORCE ANALYSIS - MASSDOT

MassDOT's workforce analysis consists of MassDOT then broken down by division by EEO-4 categories for racial minorities, women, individuals with a disability and veterans. . The snapshot of the MassDOT workforce taken on December 28, 2013 denotes that there were a total of 4,232 employees, 20% (852) racial minorities, 29% (1,242) women, 2% (72) who have self-identified as an individual with a disability and 2% (86) veterans.

The following are the results of the analyses:

MASSDOT, Rollup

In the Officials and Administrators EEO-4 Job Category, underutilization was identified in the following:

- **Asian/ Pacific Islander Males**

The current workforce of Asian and Pacific Islander males is made up of 3 men in the Officials and Administrators category. The number of new hires needed to reach parity in the Officials and Administrators job category for Asian/Pacific Islander males is 7.

The Annual Placement Goal for Asian/ Pacific Islander males in the Officials and Administrators job category is less than 3.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies, organizations, and media whose focus is the engagement of Asian/Pacific Islanders. Through this effort, MassDOT hopes to strengthen the size of its Asian/Pacific Islander workforce to better reflect the community that MassDOT serves.

- **Individuals with a Disability**

The current workforce of individuals with a disability is made up of 0 in the Officials and Administrators category. The number of new hires needed to reach parity in the Officials and Administrators job category for individuals with a disability is 17. The Annual Placement Goal for individuals with a disability in the Officials and Administrators job category is 6.

Action Plan

MassDOT has existing relationships with Hispanic focused agencies. At the end of the most recent plan period, MassDOT formed a new partnership with El Mundo. El Mundo is a Hispanic-focused newspaper. MassDOT expects that continued fostering of the relationships and interactions will support the goal of improving its hiring and retention of Hispanic professionals.

In the Professional EEO-4 Job Category, underutilization was identified in the following:

- **Black Males**

The current workforce for Black males is made up of 103 men in the Professional job category. The number of new hires needed to reach parity in the Professional job category for Black males is 20. The Annual Placement Goal for Black men in the Professional job category is 19.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies, organizations, and media whose focus is the engagement of Black males, generally. Through this effort, MassDOT hopes to strengthen its Black male population to better reflect the community that it serves.

- **Hispanic Males**

The current workforce of Hispanic males is made up of 44 men in the Professional job category. The number of new hires needed to reach parity in the Professional job category for Hispanic males is 128. The Annual Placement Goal for Hispanic men in the Professional job category is 43.

Action Plan

MassDOT has existing relationships with Hispanic focused agencies. At the end of the most recent plan period, MassDOT formed a new partnership with El Mundo. El Mundo is a Hispanic-focused newspaper. MassDOT expects that continued fostering of the relationships and interactions will support the goal of improving its hiring and retention of Hispanic men.

- **Black Females**

The current workforce of Black females is made up of 71 in the Professional job category. The number of new hires needed to reach parity in the Professional job category for Black females is 8. The Annual Placement Goal for Black females in the Professional job category is 12.

Action Plan

In addition to the planning for adding Black females to the workforce, MassDOT has further engaged with organizations who seek to place Black professionals into the workforce. MassDOT has also focused its engagement with women's organizations regularly and contemporaneously sharing job leads, information and succession planning discussions, targeted additional networking and recruitment events, including an internal Women's Resource Group. With this strategy, MassDOT expects to reach parity.

- **Veterans**

The current workforce of veterans is made up of 46 in the Professional job category. The number of new hires needed to reach parity in the Professional category for veterans is 20. The Annual Placement Goal for veterans in the Professional job category is 10.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the recruitment and other engagement of veterans. The ODCR has also engaged in additional training of staff to understand and insure better integration of veterans by being better able to translate military service-related responsibilities to current work needs at the MBTA and MassDOT in general. Through this effort, MassDOT is working to strengthen this population to better reflect the community that it serves, including connecting with Home Base, Wounded Warriors, concerted effort to partner with the State's Department of Veterans Affairs, among others.

- **Individuals with a Disability**

The current workforce of individuals with a disability is made up of 0 in the Professional job category. The number of new hires needed to reach parity in the Professionals job category for individuals with a disability category is 159. The Annual Placement Goal for individuals with a disability in the Professional job category is 54.

Action Plan

Assess job descriptions and qualifications to ensure job relatedness and that they do not disparately exclude individuals with a disability from applying. Encourage employees with a disability to recruit others. Contact coalitions/organizations for recruitment assistance. Conduct recruitment efforts aimed at contacting qualified or potentially qualified applicants.

In the **Technician EEO-4 Job Category**, underutilization was identified in the following:

- **White Females**

The current workforce of White females is made up of 18 in the Technician job category. The number of new hires needed to reach parity in the Technician job category for females is 51. The Annual Placement Goal for females in the Technician job category is 18.

Action Plan

In addition to doubling its recruitment efforts, MassDOT has focused its engagement with women's organizations regularly and contemporaneously sharing job leads, information and succession planning discussions, including an internal women's resource group. With this strategy, MassDOT expects to reach parity.

- **Hispanic Females**

The current workforce of Hispanic females is made up of 1 in the Technician job category. The number of new hires needed to reach parity in the Technician job category for Hispanic females is 4. The Annual Placement Goal for Hispanic females in the Technician job category is 2.

Action Plan

As described above, MassDOT has further engaged in partnerships with organizations and the media whose focus is the recruitment and other engagement of Hispanic females. MassDOT seeks to recruit Hispanic professionals generally and women in

particular. MassDOT has targeted additional networking and recruitment events, including an internal women's resource group. At the end of the most recent plan period, MassDOT formed a new partnership with El Mundo. El Mundo is a Hispanic-focused newspaper. MassDOT expects that continued fostering of the relationships and interactions will support the goal of improving its hiring and retention of Hispanic professionals.

- **Asian/Pacific Islander Females**

The current workforce of Asian/Pacific Islander females is made up of 1 in the Technician job category. The number of new hires needed to reach parity in the Technician job category for Asian/Pacific Islander females is 2. The Annual Placement Goal for Asian/Pacific Islander females in the Technician job category is 1.

Action Plan

As part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the recruitment and other engagement of Asian/Pacific Islanders. Through this effort, MassDOT hopes to strengthen its Asian/Pacific Islander population to better reflect the community that it serves.

In the **Protective Service: Non-Sworn EEO-4 Job Category**, underutilization was identified in the following:

- **Hispanic Males**

The current workforce of Hispanic males is made up of 0 in the Protective Service: Non-Sworn job category. The number of new hires needed to reach parity in the Protective Service: Non-Sworn job category for Hispanic males is 1. The Annual Placement Goal for Hispanic males in the Protective Service: Non-Sworn job category is 1.

Action Plan

MassDOT has existing relationships with Hispanic focused agencies. At the end of the most recent plan period, MassDOT formed a new partnership with El Mundo. El Mundo is a Hispanic-focused newspaper. MassDOT expects that continued fostering of the relationships and interactions will support the goal of improving its hiring and retention of Hispanic professionals.

- **White Females**

The current workforce of White Females is made up of 0 in the Protective Service: Non-Sworn job category. The number of new hires needed to reach parity in the Protective Service: Non-Sworn job category is 1. The Annual Placement Goal for White females in the Protective Service: Non-Sworn job category is 1.

Action Plan

In addition to redoubling its recruitment efforts, MassDOT has focused its engagement with women's organizations regularly and contemporaneously sharing job leads, information and succession planning discussions, including an internal women's resource group. With this strategy MassDOT expects to reach parity.

In the **Office and Clerical EEO-4 Job Category**, underutilization was identified in the following:

- **Asian/Pacific Islander Males**

The current workforce of Asian/Pacific Islander males is made up of 13 in the Office/Clerical job category. The number of new hires needed to reach parity in the Office/Clerical job category is 7. The Annual Placement Goal for Asian/Pacific Islander males in the Office/Clerical job category is 3.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the recruitment and other engagement of Asian/Pacific Islanders. Through this effort, MassDOT expects to strengthen its Asian/Pacific Islander population to better reflect the community that it serves.

In the **Skilled Craft EEO-4 Job Category**, underutilization was identified in the following:

- **Black Males**

The current workforce of Black males is made up of 26 in Skilled Craft job category. The number of new hires need to reach parity in the Skilled Craft job category is 2. The annual placement goal for Black males in the Skilled Craft job category is 5.

Action Plan

MassDOT will roll this group into existing efforts to further increase its numbers of Black employees by making use of its relationships with organizations who seek to place Black professionals into the workforce.

- **Asian Pacific/Islander Males**

The current workforce of Asian/Pacific Islander males is made up of 1 in the Skilled Craft job category. The number of new hires needed to reach parity in Skilled Craft for Asian/Pacific Islander males is 29. The Annual Placement Goal for Asian/Pacific Islander males in the Skilled Craft job category is 10.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the recruitment and other engagement of Asian/Pacific Islanders. Through this effort, MassDOT expects to strengthen its Asian/Pacific Islander population to better reflect the community that it serves.

- **White Females**

The current workforce is made up of 12 in the White female job category. The number of White females for new hires needed to reach parity in the White female job category is 79. The Annual Placement Goal for White females in the Skilled Craft job category is 27.

Action Plan

In addition to redoubling its recruitment efforts, MassDOT has focused its engagement with women's organizations regularly and contemporaneously sharing job leads, information and succession planning discussions, including an internal women's resource group. With this strategy, MassDOT expects to reach parity.

- **Black Females**

There are no Black females in the Skilled Craft job category. The number of new hires needed to reach parity in the Skilled Craft job category is 4. This group represents less than 2% of the surrounding labor force. Therefore, there is no goal for this job category for Black females.

Action Plan

MassDOT will roll this group into existing efforts to further increase its numbers of Black employees by making use of its relationships with organizations who seek to place Black professionals into the workforce.

- **Hispanic Females**

The current workforce of Hispanic females is made up of 1 in the Skilled Craft job category. The number of new hires needed to reach parity in Skilled Craft job category for Hispanic females is 2. This group represents less than 2% of the surrounding labor force. Therefore, there is no goal for this job category for Hispanic females.

Action Plan

Even though there is less than a 2% population of Hispanic females, MassDOT will roll this group into existing efforts to further increase its numbers of Hispanic employees by making use of its relationships with organizations who seek to place Hispanic professionals into the work force. These include organizations that seek to place Hispanic professionals generally and women in particular, including an internal women's resource group.

- **Asian/Pacific Islander Females**

There are no Asian/Pacific Islander females in the Skilled Craft job category. The number of new hires needed to reach parity in Skilled Craft job category for Asian/Pacific Islander females is 10. This group represents less than 2% of the surrounding labor force. Therefore, there is no goal for this job category for Asian/Pacific Islander females.

Action Plan

As part of an overall strategy, MassDOT has identified agencies and organizations whose focus is the engagement of Asian/Pacific Islanders. Through this effort, MassDOT expects to strengthen its Asian/Pacific Islander population to better reflect the community that it serves.

Individuals with a Disability

The current workforce of individuals with a disability is made up of 13 in the Skilled Craft job category. The number of new hires needed to reach parity in Skilled Craft job category for individuals with a disability is 15. The Annual Placement Goal for individuals with a disability in the Skilled Craft job category is 6.

Action Plan

Assess job descriptions and qualifications to ensure job relatedness and that they do not disparately exclude individuals with a disability from applying. Encourage employees with a disability to recruit others. Contact coalitions/organizations for recruitment assistance. Conduct recruitment efforts aimed at contacting qualified or potentially qualified applicants.

In the **Service Maintenance EEO-4 Job Category**, underutilization was identified in the following:

- **Hispanic Males**

The current workforce of Hispanic males is made up of 2 in the Service Maintenance job category. The number of new hires needed to reach parity in the Service Maintenance job category for Hispanic males is 4. The Annual Placement Goal for Hispanic males in the Service Maintenance job category is 2.

Action Plan

MassDOT has existing relationships with Hispanic focused agencies. At the end of the most recent plan period, MassDOT formed a new partnership with El Mundo. El Mundo is a Hispanic-focused newspaper. MassDOT expects that continued fostering of the relationships and interactions will support the goal of improving its hiring and retention of Hispanic professionals.

- **Asian/Pacific Islander Males**

There are no Asian/Pacific Islander males in the Service Maintenance job category. The number of new hires needed to reach parity in the Service Maintenance job category for Asian/Pacific Islander is 3. The Annual Placement Goal for Asian/Pacific Islander is 2.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the engagement of Asian/Pacific Islanders. Through this effort, MassDOT expects to strengthen its Asian/Pacific Islander population to better reflect the community that it serves.

- **White Females**

The current workforce of White females is made up of 5 in the Service Maintenance job category. The number of new hires needed to reach parity in the Service Maintenance job category for Females is 6. The Annual Placement Goal for White females in the Service Maintenance job category is 3.

Action Plan

In addition to redoubling its recruitment efforts MassDOT has focused its engagement with women's organizations regularly and contemporaneously sharing job leads, information and succession planning discussions. With this strategy, MassDOT expects to reach parity.

- **Black Females**

There are no Black females in the Service Maintenance job category. The number of new hires needed to reach parity in the Service Maintenance job category for Black females is 2. The Annual Placement Goal for Black females in the Service Maintenance job category is 1.

Action Plan

MassDOT will roll this group into existing efforts to further increase its numbers of Black employees by making use of its relationships with organizations who seek to place Black professionals into the workforce.

- **Asian/Pacific Islander Females**

There are no Asian/Pacific Islander females in the Service Maintenance job category. The number of new hires needed to reach parity in the Service Maintenance job category for Asian/Pacific Islander females is 1. The Annual Placement Goal for Asian/Pacific Islander females in the Service Maintenance job category is 1.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the recruitment and other engagement of Asian/Pacific Islanders. Through this effort, MassDOT expects to strengthen its Asian/Pacific Islander population to better reflect the community that it serves.

- **Individuals with a Disability**

The current workforce of individuals with a disability is made up of 0 in the Service Maintenance job category. The number of new hires needed to reach parity in the Service Maintenance job category for individuals with a disability is 8. The Annual Placement Goal for individuals with a disability in the Service Maintenance job category is 3.

Action Plan

Assess job descriptions and qualifications to ensure job relatedness and that they do not disparately exclude individuals with a disability from applying. Encourage employees with a disability to recruit others. Contact coalitions/organizations for recruitment assistance. Conduct recruitment efforts aimed at contacting qualified or potentially qualified applicants.

- **Veterans**

The current workforce of veterans is made up of 1 in the Service Maintenance job category. The number of new hires needed to reach parity in the Service Maintenance job category for veterans is 1. The Annual Placement Goal for veterans in the Service Maintenance job category is 1.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the recruitment and other engagement of veterans. The ODCR has also engaged in additional training of staff to understand and insure better integration of veterans by being better able to translate military service-related responsibilities to current work needs at the MBTA and MassDOT in general. Through this effort, MassDOT is working to strengthen this population to better reflect the community that it serves, including connecting with Home Base, Wounded Warriors, concerted effort to partner with the State's Department of Veterans Affairs, among others.

HIGHWAY DIVISION

HIGHWAY DIVISION, HQ

In the **Officials and Administrators EEO-4 Job Category**, underutilization was identified in the following:

- **White Females**

The current workforce of White females is made up of 8 in the Officials and Administrators job category. The number of new hires needed to reach parity in the Officials and Administrators category for females is 1. The Annual Placement Goal for White females in the Officials and Administrators category is 2.

Action Plan

In addition to redoubling its recruitment efforts MassDOT has focused its engagement with women's organizations regularly and contemporaneously sharing job leads, information and succession planning discussions. With this strategy, MassDOT expects to reach parity.

- **Individuals with a Disability**

There are no individuals with a disability in the Officials and Administrators job category. The number of new hires needed to reach parity in the Officials and Administrators job category is 3. The Annual Placement Goal for individuals with a disability in the Officials and Administrators job category is 2.

Action Plan

Assess job descriptions and qualifications to ensure job relatedness and that they do not disparately exclude individuals with a disability from applying. Encourage employees with a disability to recruit others. Contact coalitions/organizations for recruitment assistance. Conduct recruitment efforts aimed at contacting qualified or potentially qualified applicants.

In the **Professional EEO-4 Job category**, underutilization was identified in the following:

White Females

The current workforce of White females is made up of 77 in the Professional job category. The number of new hires needed to reach parity in the Professional job category for females is 40. The Annual Placement Goal for White females in the Professional job category is 23.

Action Plan

In addition to redoubling its recruitment efforts MassDOT has focused its engagement with women's organizations regularly and contemporaneously sharing job leads, information and succession planning discussions. With this strategy, MassDOT expects to reach parity.

- **Veterans**

The current workforce of veterans is made up of 11 in the Professionals job category. The number of new hires needed to reach parity in the Professional job category veterans is 3. The Annual Placement Goal for veterans in the Professional job category is 3.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the recruitment and other engagement of veterans. The ODCR has also engaged in additional training of staff to understand and insure better integration of veterans by being better able to translate military service-related responsibilities to current work needs at the MBTA and MassDOT in general. Through this effort, MassDOT is working to strengthen this population to better reflect the community that it serves, including connecting with Home Base, Wounded Warriors, concerted effort to partner with the State's Department of Veterans Affairs, among others.

- **Individuals with a Disability**

There are no individuals with a disability in the Professionals job category. The number of new hires needed to reach parity in the Professional job category for individuals with a disability is 41. The Annual Placement Goal for individuals with a disability in the Professional job category is 14.

Action Plan

Assess job descriptions and qualifications to ensure job relatedness and that they do not disparately exclude individuals with a dsability from applying. Encourage employees with a disability to recruit others. Contact coalitions/organizations for recruitment assistance. Conduct recruitment efforts aimed at contacting qualified or potentially qualified applicants.

In the **Technician EEO-4 Job Category**, underutilization was identified in the following:

- **Hispanic Males**

The current workforce of Hispanic males is made up of 0 in the Technician job category. The number of new hires needed to reach parity in the Technician job category for Hispanic males is 1. The Annual Placement Goal for Hispanic males in the Technician job category is 1.

Action Plan

MassDOT has existing relationships with Hispanic focused agencies. At the end of the most recent plan period, MassDOT formed a new partnership with El Mundo. El Mundo is a Hispanic-focused newspaper. MassDOT expects that continued fostering of the relationships and interactions will support the goal of improving its hiring and retention of Hispanic professionals.

- **Asian/Pacific Islander Males**

There are no Asian/Pacific Islander males in the Technician job category. The number of new hires needed to reach parity in the Technician job category for Asian/Pacific Islander males is 1. The Annual Placement Goal for Asian/Pacific Islander males in the Technician job category is 1.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the recruitment and other engagement of Asian/Pacific Islanders. Through this effort, MassDOT expects to strengthen its Asian/Pacific Islander population to better reflect the community that it serves.

- **White Females**

There are no White females in the Technician job category. The number of new hires needed to reach parity in the Technician job category for females is 4. The Annual Placement Goal for White females in the Technician job category is 2.

Action Plan

In addition to redoubling its recruitment efforts MassDOT has focused its engagement with women's organizations regularly and contemporaneously sharing job leads, information and succession planning discussions. With this strategy MassDOT expects to reach parity.

- **Individuals with a Disability**

There are no individuals with a disability in the Technician job category. The number of new hires needed to reach parity in the Technician job category for individuals with a disability is 2. The Annual Placement Goal for individuals with a disability in the Technician job category is 1.

Action Plan

Assess job descriptions and qualifications to ensure job relatedness and that they do not disparately exclude individuals with a disability from applying. Encourage employees with a disability to recruit others. Contact coalitions/organizations for recruitment assistance. Conduct recruitment efforts aimed at contacting qualified or potentially qualified applicants.

In the **Protective Service: Non-Sworn EEO-4 Job Category**, underutilization is identified in the following:

- **White Females**

There are no White females in the Protective Service job category. The number of new hires needed to reach parity in the Protective Service: Non-Sworn job category for White females is 3. The Annual Placement Goal for White females in the Protective Service: Non-Sworn job category is 2.

Action Plan

In addition to redoubling its recruitment efforts MassDOT has focused its engagement with women's organizations regularly and contemporaneously sharing job leads, information and succession planning discussions. With this strategy, MassDOT expects to reach parity.

In the **Office and Clerical EEO-4 Job Category**, underutilization was identified in the following:

- **Asian/Pacific Islander Males**

The current workforce of Asian/Pacific Islander males is made up of 41 in the Office and Clerical job category. The number of new hires needed to reach parity in the Office/Clerical job category for Asian/Pacific Islander males is 2. The Annual Placement Goal for Asian/Pacific Islander males in the Office/Clerical job category is 2.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the recruitment and other engagement of Asian/Pacific Islanders. Through this effort, MassDOT expects to strengthen its Asian/Pacific Islander population to better reflect the community that it serves.

- **White Females**

The current workforce of White females is made up of 111 in the Office and Clerical job category. The number of new hires needed to reach parity in the Office/Clerical job category for White females is 115. The Annual Placement Goal for White females in the Office/Clerical job category is 39.

Action Plan

In addition to redoubling its recruitment efforts MassDOT has focused its engagement with women's organizations regularly and contemporaneously sharing job leads, information and succession planning discussions. With this strategy, MassDOT expects to reach parity.

- **Black Females**

The current workforce of Black females is made up of 38 in the Office and Clerical job category. The number of new hires needed to reach parity in the Office/Clerical job category for Black females is 9. The Annual Placement Goal for Black females is 5.

Action Plan

MassDOT will roll this group into existing efforts to further increase its numbers of Black employees by making use of its relationships with organizations who seek to place Black professionals in the workforce.

- **Hispanic Females**

The current workforce of Hispanic females is made up of 11 in the Office and Clerical job category. The number of new hires needed to reach parity in the Office/Clerical job category for Hispanic females is 32. The Annual Placement Goal for Hispanic females is 11.

Action Plan

As described above, MassDOT has further engaged in partnerships, with organizations and the media whose focus is the recruitment and other engagement of Hispanic females. MassDOT seeks to recruit Hispanic professionals generally and women in particular. MassDOT has targeted additional networking and recruitment events, including an internal women's resource group.

- **Asian/Pacific Islander Females**

The current workforce of Asian/Pacific Islander females is made up of 5 in the Office and Clerical job category. The number of new hires needed to reach parity in the Office/Clerical job category for Asian/Pacific Islander females is 11. The Annual Placement Goal for Asian/Pacific Islander females is 4.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the recruitment and other engagement of Asian/Pacific Islanders. Through this effort, MassDOT expects to strengthen its Asian/Pacific Islander population to better reflect the community that it serves.

- **Veterans**

The current workforce of veterans is made up of 4 in the Office and Clerical job category. The number of new hires needed to reach parity in the Office/Clerical job category for veterans is 5. The Annual Placement Goal for veterans in the Office/Clerical job category is 2.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the recruitment and other engagement of veterans. The ODCR has also engaged in additional training of staff to understand and insure better integration of veterans by being better able to translate military service-related responsibilities to current work needs at the MBTA and MassDOT in general. Through this effort, MassDOT is working to strengthen this population to better reflect the community that it serves, including connecting with Home Base, Wounded Warriors, concerted effort to partner with the State's Department of Veterans Affairs, among others.

- **Individuals with a Disability**

The current workforce of individuals with a disability is made up of 0 in the Office and Clerical job category. The number of new hires needed to reach parity in the Office/Clerical job category for individuals with a disability is 27. The Annual Placement Goal for individuals with a disability in the Office/Clerical job category is 10.

Action Plan

Assess job descriptions and qualifications to ensure job relatedness and that they do not disparately exclude individuals with a disability from applying. Encourage employees with a disability to recruit others. Contact coalitions/organizations for recruitment assistance. Conduct recruitment efforts aimed at contacting qualified or potentially qualified applicants.

In the **Skilled Craft EEO-4 Job Category**, underutilization was identified in the following:

- **Black Males**

The current workforce contains no Black males in the Skilled Craft job category. The number of new hires needed to reach parity in the Skilled Craft job category for Black males is 3. The Annual Placement Goal for Black males in the Skilled Craft job category is 2.

Action Plan

MassDOT will roll this group into existing efforts to further increase its numbers of Black employees by making use of its relationships with organizations who seek to place Black men in skilled craft positions.

- **Hispanic Males**

There are no Hispanic males in the Skilled Craft job category. The number of new hires needed to reach parity in the Skilled Craft job category for Hispanic males is 2. The Annual Placement Goal for Hispanic males in the Skilled Craft job category is 2.

Action Plan

MassDOT has existing relationships with Hispanic focused agencies. At the end of the most recent plan period, MassDOT formed a new partnership with El Mundo. El Mundo is a Hispanic-focused newspaper. MassDOT expects that continued fostering of the relationships and interactions will support the goal of improving its hiring and retention of Hispanic professionals.

- **Individuals with a Disability**

There are no individuals with a disability in the Skilled Craft job category. The number of new hires needed to reach parity in the Skilled Craft job category for individuals with a disability is 1. The Annual Placement Goal for individuals with a disability in the Skilled Craft job category is 1.

Action Plan

Assess job descriptions and qualifications to ensure job relatedness and that they do not disparately exclude individuals with a disability from applying. Encourage employees with a disability to recruit others. Contact coalitions/organizations for recruitment assistance. Conduct recruitment efforts aimed at contacting qualified or potentially qualified applicants.

In the **Service Maintenance EEO-4 Job Category**, underutilization was identified in the following:

- **Hispanic Males**

There are no Hispanic males in the Service Maintenance job category. The number of new hires needed to reach parity in the Service Maintenance job category for Hispanic males is 3. The Annual Placement Goal for Hispanic males in the Service Maintenance job category is 2.

Action Plan

MassDOT has existing relationships with Hispanic focused agencies. At the end of the most recent plan period, MassDOT formed a new partnership with El Mundo. El Mundo is a Hispanic-focused newspaper. MassDOT expects that continued fostering of the relationships and interactions will support the goal of improving its hiring and retention of Hispanic professionals.

- **Hispanic Females**

There are no Hispanic females in the Service Maintenance job category. The number of new hires needed to reach parity in the Service Maintenance job category for Hispanic females is 1. The Annual Placement Goal for Hispanic females in the Service Maintenance job category is 1.

Action Plan

As described above, MassDOT has further engaged in partnerships, with organizations and the media whose focus is the recruitment and other engagement of Hispanic women. MassDOT seeks to recruit Hispanic professionals generally and women in particular. MassDOT has targeted additional networking and recruitment events, including an internal women's resource group.

- **Veterans**

There are no veterans in the Service Maintenance job category. The number of veterans for new hires needed to reach parity in the Service Maintenance job category is 1. The Annual Placement Goal for veterans in the Service Maintenance job category is 1.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the recruitment and other engagement of veterans. The ODCR has also engaged in additional training of staff to understand and insure better integration of veterans by being better able to translate military service-related responsibilities to current work needs at the MBTA and MassDOT in general. Through this effort, MassDOT is working to strengthen this population to better reflect the community that it serves, including connecting with Home Base, Wounded Warriors, concerted effort to partner with the State's Department of Veterans Affairs, among others.

- **Individuals with a Disability**

There are no individuals with a disability in the Service Maintenance job category. The number of new hires needed to reach parity in the Service Maintenance job category is 3. The Annual Placement Goal for individuals with a disability in the Service Maintenance job category is 2.

Action Plan

Assess job descriptions and qualifications to ensure job relatedness and that they do not disparately exclude individuals with a disability from applying. Encourage employees with a disability to recruit others. Contact coalitions/organizations for recruitment assistance. Conduct recruitment efforts aimed at contacting qualified or potentially qualified applicants.

Highway Division, District 1

There is no underutilization identified in the Officials and Administrators EEO-4 Job Category in District 1.

In the Professional EEO-4 Job Category, underutilization was identified in the following:

- **Black Males**

The current workforce of Black males is made up of 2 in the Professional job category. The number of new hires needed to reach parity in the Professional job category for Black males is 1. The Annual Placement Goal for Black males in the Professional job category is 1.

Action Plan

MassDOT will roll this group into existing efforts to further increase its numbers of Black males by making use of its relationships with organizations who seek to place Black professionals into the workforce.

- **Asian/Pacific Islander Males**

The current workforce of Asian/Pacific Islander males is made up of 3 in the Professional job category. The number of new hires needed to reach parity in the Professional job category for Asian/Pacific Islander males is 2. The Annual Placement Goal for Asian/Pacific Islander males in the Professional job category is 1.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the recruitment and other engagement of Asian/Pacific Islander males. Through this effort, MassDOT expects to strengthen its Asian/Pacific Islander male population to better reflect the community that it serves.

- **White Females**

The current workforce of White females is made up of 11 in the Professional job category. The number of new hires needed to reach parity in the Professional job category for White females is 1. The Annual Placement Goal for White females in the Professional job category is 1.

Action Plan

In addition to redoubling its recruitment efforts, MassDOT has refocused its engagement with women's organizations regularly and contemporaneously sharing job leads, information and succession planning discussions with interested women's groups. With this strategy, MassDOT expects to reach parity.

- **Black Females**

There are no of Black females in the current workforce in the Professional job category. The number of new hires needed to reach parity in the Professional job category for Black females is 1. This group represents less than 2% of the surrounding labor force. Therefore, there is no goal for this category.

Action Plan

Even though there is less than 2%, MassDOT will roll this group into existing efforts to further increase its numbers of Black employees by making use of its relationships with organizations who seek to place Black professionals into the workforce.

- **Asian/Pacific Islander Females**

The current workforce of Asian/Pacific Islander females is made up of 0 in the Professional job category. The number of new hires needed to reach parity in the Professional job category for Asian/Pacific Islander females is 1. This group represents less than 2% of the surrounding labor force. Therefore, there is no goal for this category.

Action Plan

Even though there is less than 2%, MassDOT will roll this group into existing efforts to further increase its numbers of Asian/Pacific Islander females by making use of its relationships with organizations who seek to place Asian/Pacific Islander professionals into the workforce.

- **Veterans**

The current workforce of veterans is made up of 1 in the Professional job category. The number of new hires needed to reach parity in the Professional job category veterans is 2. The Annual Placement Goal for veterans in the Professional job category is 1.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the recruitment and other engagement of veterans. The ODCR has also engaged in additional training of staff to understand and insure better integration of veterans by being better able to translate military service-related responsibilities to current work needs at the MBTA and MassDOT in general. Through this effort, MassDOT is working to strengthen this population to better reflect the community that it serves, including connecting with Home Base, Wounded Warriors, concerted effort to partner with the State's Department of Veterans Affairs, among others.

- **Individuals with a Disability**

The current workforce of individuals with a disability is made up of 0 in the Professional job category. The number of new hires needed to reach parity in the Professional job category for individuals with a disability is 7. The Annual Placement Goal for individuals with a disability in the Professional job category is 3.

Action Plan

Assess job descriptions and qualifications to ensure job relatedness and that they do not disparately exclude individuals with a disability from applying. Encourage employees with a disability to recruit others. Contact coalitions/organizations for recruitment assistance. Conduct recruitment efforts aimed at contacting qualified or potentially qualified applicants.

There was no underutilization identified in the **Technician EEO-4 job category** in District 1.

There was no underutilization identified in the **Office and Clerical EEO-4 job category** in District 1.

In the **Skilled Craft EEO-4 job category**, underutilization was identified in the following:

- **Black Males**

The current workforce of Black males is made up of 4 in the Skilled Craft category. The number of new hires needed to reach parity in the Skilled Craft job category for Black males is 3. The Annual Placement Goal for Black males in the Skilled Craft job category is 2.

Action Plan

MassDOT will roll this group into existing efforts to further increase its numbers of Black male employees by making use of its relationships with organizations who seek to place Black males in skilled craft positions.

- **Hispanic Males**

There are no Hispanic males in the Skilled Craft job category. The number of new hires needed to reach parity in the Skilled Craft job category for Hispanic males is 2. The Annual Placement Goal for Hispanic males in the Skilled Craft job category is 1.

Action Plan

MassDOT has existing relationships with Hispanic focused agencies. At the end of the most recent plan period, MassDOT formed a new partnership with El Mundo. El Mundo is a Hispanic-focused newspaper. MassDOT expects that continued fostering of the relationships and interactions will support the goal of improving its hiring and retention of Hispanic professionals.

- **White Females**

The current workforce of White females is made up of 3 in the Skilled Craft job category. The number of new hires needed to reach parity in the Skilled Craft job category for White females is 2. The Annual Placement Goal for White females in the Skilled Craft job category is 1.

Action Plan

In addition to redoubling its recruitment efforts, MassDOT has focused its engagement with women's organizations regularly and contemporaneously sharing job leads, information and succession planning discussions, including an internal women's resource group. With this strategy, MassDOT expects to reach parity.

- **Veterans**

The current workforce of veterans is made up of 1 in the Skilled Craft job category. The number of new hires needed to reach parity in the Skilled Craft job category for veterans is 1. The Annual Placement Goal for veterans in the Skilled Craft job category is 1.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the recruitment and other engagement of veterans. The ODCR has also engaged in additional training of staff to understand and insure better integration of veterans by being better able to translate military service-related responsibilities to current work needs at the MBTA and MassDOT in general. Through this effort, MassDOT is working to strengthen this population to better reflect the community that it serves, including connecting with Home Base, Wounded Warriors, concerted effort to partner with the State's Department of Veterans Affairs, among others.

- **Individuals with a Disability**

The current workforce of individuals with a disability is made up of 0 in the Skilled Craft job category. The number of new hires needed to reach parity in the Skilled Craft job category for individuals with a disability is 1. The Annual Placement Goal for individuals with a disability in the Skilled Craft job category is 1.

Action Plan

Assess job descriptions and qualifications to ensure job relatedness and that they do not disparately exclude individuals with a disability from applying. Encourage employees with a disability to recruit others. Contact coalitions/organizations for recruitment assistance. Conduct recruitment efforts aimed at contacting qualified or potentially qualified applicants.

There is no underutilization identified in the **Service Maintenance EEO-4 job category** in District 1.

Highway Division, District 2

There is no underutilization identified in the **Officials and Administrators EEO-4 job category** in District 2.

In the **Professional EEO-4 job category**, underutilization was identified in the following:

- **Black Males**

The current workforce of Black males is made up of 3 in the Professional job category. The number of new hires needed to reach parity in the Professional job category for Black males is 3. The Annual Placement Goal for Black males in the Professional job category is 2.

Action Plan

MassDOT will roll this group into existing efforts to further increase its numbers of Black males by making use of its relationships with organizations who seek to place Black professionals into the workforce.

- **Asian/Pacific Islander Males**

The current workforce of Asian/Pacific Islander males is made up of 3 in the Professional job category. The number of new hires needed to reach parity in the Professional job category for Asian/Pacific Islander males is 5. The Annual Placement Goal for Asian/Pacific Islander males in the Professional job category is 2.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the engagement of Asian/Pacific Islanders. Through this effort, MassDOT expects to strengthen its Asian/Pacific Islander population to better reflect the community that it serves.

- **White Females**

The current workforce of White females is made up of 18 in the Professional job category. The number of new hires needed to reach parity in the Professional job category for White females is 5. The Annual Placement Goal for White females in the Professional job category is 3.

Action Plan

In addition to redoubling its recruitment efforts, MassDOT has focused its engagement with women's organizations regularly and contemporaneously sharing job leads, information and succession planning discussions. With this strategy, MassDOT expects to reach parity.

- **Black Females**

There are no Black females in the current workforce in the Professional job category. The number of new hires needed to reach parity in the Professional job category for Black females is 2. This group represents less than 2% of the surrounding labor force. Therefore, there is no goal for this category.

Action Plan

In addition to redoubling its recruitment efforts, MassDOT has focused its engagement with women's organizations regularly and contemporaneously sharing job leads, information and succession planning discussions. Despite the absence of a goal it continues to be the goal of MassDOT to represent the communities it serves.

- **Hispanic Females**

There are no Hispanic females in the current workforce in the Professional job category. The number of new hires needed to reach parity in the Professional job category for Hispanic females is 1. This group represents less than 2% of the surrounding labor force. Therefore, there is no goal for this category.

Action Plan

As described above, MassDOT has further engaged in partnerships, with organizations and the media whose focus is the recruitment and other engagement of Hispanic females, generally. MassDOT seeks to recruit Hispanic professionals generally and women in particular. MassDOT has targeted additional networking and recruitment events, including an internal women's resource group.

- **Veterans**

The current workforce of veterans is made up of 2 in the Professional job category. The number of new hires needed to reach parity in the Professional job category veterans is 2. The Annual Placement Goal for veterans in the Professional job category is 1.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the recruitment and other engagement of veterans. The ODCR has also engaged in additional training of staff to understand and insure better integration of veterans by being better able to translate military service-related responsibilities to current work needs at the MBTA and MassDOT in general. Through this effort, MassDOT is working to strengthen this population to better reflect the community that it serves, including connecting with Home Base, Wounded Warriors, concerted effort to partner with the State's Department of Veterans Affairs, among others.

- **Individuals with a Disability**

The current workforce of individuals with a disability is made up of 0 in the Professional job category. The number of new hires needed to reach parity in the Professional job category for individuals with a disability is 9. The Annual Placement Goal for individuals with a disability in the Professional job category is 4.

Action Plan

MassDOT will assess job descriptions and qualifications to ensure job relatedness and that they do not disparately exclude individuals with a disability from applying. MassDOT will also encourage employees with a disability to recruit others. Contact coalitions/organizations for recruitment assistance. Conduct recruitment efforts aimed at contacting qualified or potentially qualified applicants.

There was no underutilization identified in the **Technician EEO-4 job category** in District 2.

There is no underutilization identified in the **Office and Clerical EEO-4 job category** in District 2.

In the **Skilled Craft EEO-4 job category**, underutilization was identified in the following:

- **Black Males**

The current workforce of Black males is made up of 0 in the Skilled Craft job category. The number of new hires needed to reach parity in the Skilled Craft job category for Black males is 9. The Annual Placement Goal for Black males in the Skilled Craft job category is 4.

Action Plan

MassDOT will roll this group into existing efforts to further increase its numbers of Black male employees by making use of its relationships with organizations who seek to place Black men in skilled craft positions.

There is no underutilization identified in the **Service Maintenance EEO-4 job category** in District 2.

Highway Division, District 3

There is no underutilization identified in the **Officials and Administrators EEO-4 job category** in District 3.

In the **Professionals EEO-4 job category**, underutilization was identified in the following:

- **Black Males**

The current workforce of Black males is made up of 6 in the Professionals job category. The number of new hires needed to reach parity in the Professional job category for Black males is 3. The Annual Placement Goal for Black males in the Professional job category is 2.

Action Plan

MassDOT will roll this group into existing efforts to further increase its numbers of Black males by making use of its relationships with organizations who seek to place professionals who are Black males into the workforce.

- **Asian/Pacific Islander Males**

The current workforce of Asian/Pacific Islander males is made up of 5 in the Professionals job category. The number of new hires needed to reach parity in the Professional job category for Asian/Pacific Islander males is 2. The Annual Placement Goal for Asian/Pacific Islander males in the Professional job category is 1.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the engagement of Asian/Pacific Islander males. Through this effort, MassDOT expects to strengthen its Asian/Pacific Islander Male population to better reflect the community that it serves.

- **White Females**

The current workforce of White females is made up of 17 in the Professionals job category. The number of new hires needed to reach parity in the Professional job category for females is 15. The Annual Placement Goal for White females in the Professional job category is 6.

Action Plan

In addition to redoubling its recruitment efforts, MassDOT has focused its engagement with women's organizations regularly and contemporaneously sharing job leads, information and succession planning discussions. With this strategy, MassDOT expects to reach parity.

- **Black Females**

The current workforce of Black females is made up of 1 in the Professionals job category. The number of new hires needed to reach parity in the Professional job category for Black females is 3. The Annual Placement Goal for Black females in the Professional job category is 2.

Action Plan

In addition to the planning for adding Black females, MassDOT has further engaged with organizations who seek to place Black professionals into the workforce. MassDOT has targeted additional networking and recruitment events, including an internal women's resource group.

- **Hispanic Females**

The current workforce of Hispanic females is made up of 1 in the Professionals job category. The number of new hires needed to reach parity in the Professional job category for Hispanic females is 1.

Action Plan

This group represents less than 2% of the surrounding labor force. Therefore, there is no goal for this category. However, MassDOT intends to work to ensure that its workforce is representative of the communities it serves.

- **Individuals with a Disability**

The current workforce of individuals with a disability is made up of 0 in the Professionals job category. The number of new hires needed to reach parity in the Professional job category for individuals with a disability is 6. The Annual Placement Goal for individuals with a disability in the Professional job category is 3.

Action Plan

Assess job descriptions and qualifications to ensure job relatedness and that they do not disparately exclude individuals with a disability from applying. Encourage employees with a disability to recruit others. Contact coalitions/organizations for recruitment assistance. Conduct recruitment efforts aimed at contacting qualified or potentially qualified applicants.

In the **Technician EEO-4 job category**, underutilization was identified in the following:

- **Black Males**

The current workforce of Black males is made up of 0 in the Technician job category. The number of new hires needed to reach parity in the Technician job category for Black males is 1. The Annual Placement Goal for Black males in the Technician job category is 1.

Action Plan

MassDOT will roll this group into existing efforts to further increase its numbers of Black males by making use of its relationships with organizations who seek to place professionals who are Black men into the workforce.

- **Individuals with a Disability**

The current workforce of individuals with a disability is made up of 0 in the Technician job category. The number of new hires needed to reach parity in the Technician job category for individuals with a disability is 1. The Annual Placement Goal for individuals with a disability in the Technician job category is 1.

Action Plan

Assess job descriptions and qualifications to ensure job relatedness and that they do not disparately exclude individuals with a disability from applying. Encourage employees with a disability to recruit others. Contact coalitions/organizations for recruitment assistance. Conduct recruitment efforts aimed at contacting qualified or potentially qualified applicants.

- **White Females**

The current workforce of White females is made up of 3 in the Technician job category. The number of new hires needed to reach parity in the Technician job category for White females is 2. The Annual Placement Goal for White females in the Technician job category is 1.

Action Plan

In addition to redoubling its recruitment efforts MassDOT has focused its engagement with women's organizations regularly and contemporaneously sharing job leads, information and succession planning discussions, including an internal women's resource group. With this strategy, MassDOT expects to reach parity.

In the **Skilled Craft EEO-4 job category**, underutilization was identified in the following:

- **Black Males**

The current workforce of Black males is made up of 1 in the Skilled Craft job category. The number of new hires needed to reach parity in the Skilled Craft job category for Black males is 7. The Annual Placement Goal for Black males in the Skilled Craft job category is 3.

Action Plan

MassDOT will roll this group into existing efforts to further increase its numbers of Black males by making use of its relationships with organizations who seek to place Black males in the Skilled Crafts.

- **Hispanic Male**

The current workforce of Hispanic males is made up of 1 in the Skilled Craft job category. The number of new hires needed to reach parity in the Skilled Craft job category for Hispanic males is 2. The Annual Placement Goal for Hispanic males in the Skilled Craft job category is 1.

Action Plan

MassDOT has existing relationships with Hispanic focused agencies. At the end of the most recent plan period, MassDOT formed a new partnership with El Mundo. El Mundo is a Hispanic-focused newspaper. MassDOT expects that continued fostering of the relationships and interactions will support the goal of improving its hiring and retention of Hispanic professionals.

- **White Females**

The current workforce of White females is made up of 2 in the Skilled Craft job category. The number of new hires needed to reach parity in the Skilled Craft job category for White females is 3. The Annual Placement Goal for White females in the Skilled Craft job category is 2.

Action Plan

In addition to redoubling its recruitment efforts MassDOT has focused its engagement with women's organizations regularly and contemporaneously sharing job leads, information and succession planning discussions. With this strategy, MassDOT expects to reach parity.

- **Individuals with a Disability**

The current workforce of individuals with a disability is made up of 0 in the Skilled Craft job category. The number of new hires needed to reach parity in the Skilled Craft job category for individuals with a disability is 1. The Annual Placement Goal for individuals with a disability in the Skilled Craft job category is 1.

Action Plan

Assess job descriptions and qualifications to ensure job relatedness and that they do not disparately exclude individuals with a disability from applying. Encourage employees with a disability to recruit others. Contact coalitions/organizations for recruitment assistance. Conduct recruitment efforts aimed at contacting qualified or potentially qualified applicants.

There is no underutilization identified in the **Service Maintenance EEO-4 job category** in District 3.

Highway Division, District 4

There is no underutilization identified in the **Officials and Administrators EEO-4 job category** in District 4.

In the **Professional EEO-4 job category**, underutilization was identified in the following:

- **White Females**

The current workforce of White females is made up of 16 in the Professionals job category. The number of new hires needed to reach parity in the Professional job category for White females is 26. The Annual Placement Goal for White females in the Professional job category is 9.

Action Plan

In addition to redoubling its recruitment efforts MassDOT has focused its engagement with women's organizations regularly and contemporaneously sharing job leads, information and succession planning discussions, including an internal women's resource group. With this strategy, MassDOT expects to reach parity.

- **Black Females**

The current workforce of Black females is made up of 3 in the Professionals job category. The number of new hires needed to reach parity in the Professional job category for Black females is 2.

Action Plan

This group represents less than 2% of the surrounding labor force. Therefore, there is no goal for this category. However, MassDOT intends to ensure that its workforce is representative of the communities it serves.

- **Asian/Pacific Islander Females**

The current workforce of Asian/Pacific Islander females is made up of 2 in the Professional job category. The number of new hires needed to reach parity in the Professional job category for Asian/Pacific Islander females is 3.

Action Plan

This group represents less than 2% of the surrounding labor force. Therefore, there is no goal for this category. However, MassDOT intends to ensure that its workforce is representative of the communities it serves.

- **Veterans**

The current workforce of veterans is made up of 6 in the Professional job category. The number of new hires needed to reach parity in the Professional job category veterans is 2. The Annual Placement Goal for veterans in the Professional job category is 1.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the recruitment and other engagement of veterans. The ODCR has also engaged in additional training of staff to understand and insure better integration of veterans by being better able to translate military service-related responsibilities to current work needs at the MBTA and MassDOT in general. Through this effort, MassDOT is working to strengthen this population to better reflect the community that it serves, including connecting with Home Base, Wounded Warriors, concerted effort to partner with the State's Department of Veterans Affairs, among others.

- **Individuals with a Disability**

The current workforce of individuals with a disability is made up of 0 in the Professionals job category. The number of new hires needed to reach parity in the Professional job category for individuals with a disability is 17. The Annual Placement Goal for individuals with a disability in the Professional job category is 6.

Action Plan

Assess job descriptions and qualifications to ensure job relatedness and that they do not disparately exclude individuals with a disability from applying. Encourage employees with a disability to recruit others. Contact coalitions/organizations for recruitment assistance. Conduct recruitment efforts aimed at contacting qualified or potentially qualified applicants.

In the **Technician EEO-4 Job Category**, underutilization was identified in the following:

- **White Females**

The current workforce of White females is made up of 0 in the Technician job category. The number of new hires needed to reach parity in the Technician job category for White females is 1. The Annual Placement Goal for White females in the Technician job category is 1.

Action Plan

In addition to redoubling its recruitment efforts, MassDOT has focused its engagement with women's organizations regularly and contemporaneously sharing job leads, information and succession planning discussions, including an internal women's resource group. With this strategy, MassDOT expects to reach parity.

In the **Office and Clerical EEO-4 Job Category**, underutilization was identified in the following:

- **Black Females**

There are no Black females in the Office/Clerical job category. The number of new hires needed to reach parity in the Office/Clerical job category for females is 1. The Annual Placement Goal for Black females in the Office/Clerical job category is 1.

Action Plan

MassDOT will roll this group into existing efforts to further increase its numbers of Black females by making use of its relationships with organizations who seek to place Black females.

In the **Skilled Craft EEO-4 Job Category**, underutilization was identified in the following:

- **Black Males**

The current workforce of Black males is made up of 2 in the Skilled Craft job category. The number of new hires needed to reach parity in the Skilled Craft job category for Black males is 4. The Annual Placement Goal for Black males in the Skilled Craft job category is 2.

Action Plan

MassDOT will roll this group into existing efforts to further increase its numbers of Black males by making use of its relationships with organizations who seek to place Black males in the Skilled Crafts.

- **White Females**

The current workforce of White females is made up of 1 in the Skilled Craft job category. The number of new hires needed to reach parity in the Skilled Craft job category for White females is 3. The Annual Placement Goal for White females in the Skilled Craft job category is 2.

Action Plan

In addition to redoubling its recruitment efforts, MassDOT has focused its engagement with women's organizations regularly and contemporaneously sharing job leads, information and succession planning discussions. With this strategy, MassDOT expects to reach parity.

- **Individuals with a Disability**

The current workforce of individuals with a disability is made up of 0 in the Skilled Craft job category. The number of new hires needed to reach parity in the Skilled Craft job category for individuals with a disability is 1. The Annual Placement Goal for individuals with a disability in the Skilled Craft job category is 1.

Action Plan

Assess job descriptions and qualifications to ensure job relatedness and that they do not disparately exclude individuals with a disability from applying. Encourage employees with a disability to recruit others. Contact coalitions/organizations for recruitment assistance. Conduct recruitment efforts aimed at contacting qualified or potentially qualified applicants.

There is no underutilization identified in the **Service Maintenance EEO-4 job category** in District 4.

Highway Division, District 5

There is no underutilization identified in the **Officials and Administrators EEO-4 Job Category** in District 5.

In the **Professional EEO-4 Job Category**, underutilization was identified in the following:

- **Hispanic Males**

The current workforce of Hispanic males is made up of 2 in the Professional job category. The number of new hires needed to reach parity in the Professional job category for Hispanic males is 2.

Action Plan

This group represents less than 2% of the surrounding labor force. Therefore, there is no goal for this category. However, MassDOT intends to ensure that its workforce is representative of the communities it serves. MassDOT has existing relationships with Hispanic focused agencies. At the end of the most recent plan period, MassDOT formed a new partnership with El Mundo. El Mundo is a Hispanic-focused newspaper. MassDOT expects that continued fostering of the relationships and interactions will support the goal of improving its hiring and retention of Hispanic professionals.

- **Asian/Pacific Islander Males**

The current workforce of Asian/Pacific Islander males is made up of 5 in the Professional job category. The number of new hires needed to reach parity in the Professional job category for Asian/Pacific Islander males is 7. The Annual Placement Goal for Asian/Pacific Islander males in the Professional job category is 3.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the engagement of Asian/Pacific Islanders. Through this effort, MassDOT expects to strengthen its Asian/Pacific Islander population to better reflect the community that it serves.

- **White Females**

The current workforce of White females is made up of 29 in the Professional job category. The number of new hires needed to reach parity in the Professional job category for White females is 3. The Annual Placement Goal for White females in the Professional job category is 3.

Action Plan

In addition to redoubling its recruitment efforts MassDOT has focused its engagement with women's organizations regularly and contemporaneously sharing job leads, information and succession planning discussions. With this strategy, MassDOT expects to reach parity.

- **Black Females**

The current workforce of Black females is made up of 3 in the Professional job category. The number of new hires needed to reach parity in the Professional job category for Black females is 1.

Action Plan

This group represents less than 2% of the surrounding labor force. Therefore, there is no goal for this category. However, MassDOT intends to ensure that its workforce is representative of the communities it serves.

- **Asian/Pacific Islander Females**

There are no Asian/Pacific Islander females in the Professional job category. The number of new hires needed to reach parity in the Professional job category for Asian/Pacific Islander females is 4.

Action Plan

This group represents less than 2% of the surrounding labor force. Therefore, there is no goal for this category. However, MassDOT intends to ensure that its workforce is representative of the communities it serves.

There was no underutilization identified in the **Technician EEO-4 Job Category** in District 5.

There is no underutilization identified in the **Office and Clerical EEO-4 Job Category** in District 5.

In the **Skilled Craft EEO-4 Job Category**, underutilization was identified in the following:

- **Black Males**

The current workforce of Black males is made up of 4 in the Professional job category. The number of new hires needed to reach parity in the Skilled Craft job category for Black males is 4. The Annual Placement Goal for Black males in the Skilled Craft job category is 2.

Action Plan

MassDOT will roll this group into existing efforts to further increase its numbers of Black males by making use of its relationships with organizations who seek to place Black males in the Skilled Crafts.

- **White Females**

The current workforce of White females is made up of 1 in the Skilled Craft job category. The number of new hires needed to reach parity in the Skilled Craft job category for

White females is 5. The Annual Placement Goal for White females in the Skilled Craft job category is 2.

Action Plan

In addition to redoubling its recruitment efforts MassDOT has focused its engagement with women's organizations regularly and contemporaneously sharing job leads, information and succession planning discussions. With this strategy, MassDOT expects to reach parity.

- **Individuals with a Disability**

The current workforce of individuals with a disability is made up of 0 in the Skilled Craft job category. The number of new hires needed to reach parity in the Skilled Craft job category for individuals with a disability is 2. The Annual Placement Goal for individuals with a disability in the Skilled Craft job category is 1.

Action Plan

Assess job descriptions and qualifications to ensure job relatedness and that they do not disparately exclude individuals with a disability from applying. Encourage employees with a disability to recruit others. Contact coalitions/organizations for recruitment assistance. Conduct recruitment efforts aimed at contacting qualified or potentially qualified applicants.

There is no underutilization identified in the **Service Maintenance EEO-4 Job Category** in District 5.

Highway Division, District 6

There is no underutilization in the **Officials and Administrators EEO-4 Job Category** in District 6.

In the **Professional** EEO-4 job category, underutilization was identified in the following:

- **White Females**

The current workforce of White females is made up of 14 in the Professional job category. The number of new hires needed to reach parity in the Professional job category for White females is 12. The Annual Placement Goal for White females in the Professional job category is 7.

Action Plan

In addition to redoubling its recruitment efforts MassDOT has focused its engagement with women's organizations regularly and contemporaneously sharing job leads, information and succession planning discussions. With this strategy, MassDOT expects to reach parity.

- **Veterans**

The current workforce of veterans is made up of 2 in the Professional job category. The number of new hires needed to reach parity in the Professional job category for

veterans is 4. The Annual Placement Goal for veterans in the Professional job category is 2.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the recruitment and other engagement of veterans. The ODCR has also engaged in additional training of staff to understand and insure better integration of veterans by being better able to translate military service-related responsibilities to current work needs at the MBTA and MassDOT in general. Through this effort, MassDOT is working to strengthen this population to better reflect the community that it serves, including connecting with Home Base, Wounded Warriors, concerted effort to partner with the State's Department of Veterans Affairs, among others.

- **Individuals with a Disability**

The current workforce of individuals with a disability is made up of 0 in the Professional job category. The number of new hires needed to reach parity in the Professional job category for individuals with a disability is 20. The Annual Placement Goal for individuals with a disability in the Professional job category is 7.

Action Plan

Assess job descriptions and qualifications to ensure job relatedness and that they do not disparately exclude individuals with a disability from applying. Encourage employees with a disability to recruit others. Contact coalitions/organizations for recruitment assistance. Conduct recruitment efforts aimed at contacting qualified or potentially qualified applicants.

There is no underutilization identified in the **Technician EEO-4 Job Category** in District 6.

In the **Office/Clerical EEO-4 Job Category**, underutilization was identified in the following:

- **White Females**

The current workforce of White females is made up of 4 in the Office/Clerical job category. The number of new hires needed to reach parity in the Skilled Craft job category for White females is 1. The Annual Placement Goal for White females in the Skilled Craft job category is 1.

Action Plan

In addition to redoubling its recruitment efforts MassDOT has focused its engagement with women's organizations regularly and contemporaneously sharing job leads, information and succession planning discussions, including an internal women's resource group. With this strategy, MassDOT expects to reach parity.

In the **Skilled Craft EEO-4 job category**, underutilization was identified in the following:

- **Black Males**

The current workforce of Black males is made up of 15 in the Skilled Craft job category. The number of new hires needed to reach parity in the Skilled Craft job category for

Black males is 5. The Annual Placement Goal for Black males in the Skilled Craft job category is 5.

Action Plan

MassDOT will roll this group into existing efforts to further increase its numbers of Black males by making use of its relationships with organizations who seek to place Black males in the Skilled Crafts.

- **Asian/Pacific Islander Males and Females**

There are no Asian/Pacific Islanders in the Skilled Craft job category. The number of new hires needed to reach parity in the Skilled Craft job category for Asian/Pacific Islander is 1.

Action Plan

This group represents less than 2% of the surrounding labor force. Therefore, there is no goal for this category; however, MassDOT intends to insure that its workforce represents the communities that it serves.

- **White Females**

The current workforce of White females is made up of 3 in the Skilled Craft job category. The number of new hires needed to reach parity in the Skilled Craft job category for White females is 9. The Annual Placement Goal for White females in the Skilled Craft job category is 4.

Action Plan

In addition to redoubling its recruitment efforts MassDOT has focused its engagement with women's organizations regularly and contemporaneously sharing job leads, information and succession planning discussions. With this strategy, MassDOT expects to reach parity.

- **Veterans**

The current workforce of veterans is made up of 1 in the Skilled Craft job category. The number of new hires needed to reach parity in the Skilled Craft job category for veterans is 5. The Annual Placement Goal for veterans in the Skilled Craft job category is 2.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the recruitment and other engagement of veterans. The ODCR has also engaged in additional training of staff to understand and insure better integration of veterans by being better able to translate military service-related responsibilities to current work needs at the MBTA and MassDOT in general. Through this effort, MassDOT is working to strengthen this population to better reflect the community that it serves, including connecting with Home Base, Wounded Warriors, concerted effort to partner with the State's Department of Veterans Affairs, among others.

- **Individuals with a Disability**

The current workforce contains no individuals with a disability in the Skilled Craft job category. The number of new hires needed to reach parity in the Skilled Craft job category for individuals with a disability is 4. The Annual Placement Goal for individuals with a disability is 2.

Action Plan

Assess job descriptions and qualifications to ensure job relatedness and that they do not disparately exclude individuals with a disability from applying. Encourage employees with a disability to recruit others. Contact coalitions/organizations for recruitment assistance. Conduct recruitment efforts aimed at contacting qualified or potentially qualified applicants.

There is no underutilization identified in the **Service Maintenance EEO-4 job category** in District 6.

AERONAUTICS DIVISION

Aeronautics Division has seven (7) employees consisting of 3 Officials and Administrators, 3 Professionals and 1 Technician. Aeronautics Workforce is less than 2 % of the MassDOT workforce and therefore no goals have been set for this Division. MassDOT expects the Aeronautics Division to be an organization that is representative of the communities that it serves.

REGISTRY OF MOTOR VEHICLES (RMV)

RMV, Headquarters ("HQ")

No underutilization was identified in the **Officials and Administrators** job category.

In the **Professional** job category, underutilization was identified in the following:

- **Hispanic Males**

The current workforce is made up of 1 Hispanic male. The number of new hires needed to reach parity in the Professional job category for Hispanic males is 1. The annual placement goal for Hispanic males is 1.

Action Plan

This group represents less than 2% of the surrounding labor force. Therefore, there is no goal for this category. However, MassDOT intends to ensure that its workforce is representative of the communities it serves. MassDOT has existing relationships with Hispanic focused agencies. At the end of the most recent plan period, MassDOT formed a new partnership with El Mundo. El Mundo is a Hispanic-focused newspaper. MassDOT expects that continued fostering of the relationships and interactions will support the goal of improving its hiring and retention of Hispanic professionals.

- **Asian/ Pacific Islander Males**

The current workforce contains 1 Asian/Pacific Islander male. The number of new hires needed to reach parity in the Professional job category for Asian/Pacific Islander males is 5. The Annual Placement Goal for Asian/Pacific Islander males in the Professional job category is 2.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the recruitment and other engagement of Asian/Pacific Islanders. Through this effort, MassDOT expects to strengthen its Asian/Pacific Islander population to better reflect the community that it serves.

- **White Females**

The current workforce of White females is 61. The number of new hires needed to reach parity in the Professional job category for White females is 26. The Annual Placement Goal for White females in the Professional job category is 9.

Action Plan

In addition to redoubling its recruitment efforts MassDOT has focused its engagement with women's organizations regularly and contemporaneously sharing job leads, information and succession planning discussions. With this strategy, MassDOT expects to reach parity.

- **Hispanic Females**

The current workforce contains 7 Hispanic females. The number of new hires needed to reach parity in the Professional job category for Hispanic females is 1. The Annual Placement Goal for Hispanic females in the Professional job category is 1.

Action Plan

As described above, MassDOT has further engaged in partnerships, with organizations and the media whose focus is the recruitment and other engagement of Hispanic females, generally. MassDOT seeks to recruit Hispanic professionals generally and women in particular. MassDOT has targeted additional networking and recruitment events, including an internal women's resource group. MassDOT intends to ensure that its workforce is representative of the communities it serves. MassDOT has existing relationships with Hispanic focused agencies. At the end of the most recent plan period, MassDOT formed a new partnership with El Mundo. El Mundo is a Hispanic-focused newspaper. MassDOT expects that continued fostering of the relationships and

interactions will support the goal of improving its hiring and retention of Hispanic professionals.

- **Asian/ Pacific Islander Females**

The current workforce contains 3 Asian/Pacific Islander females. The number of new hires needed to reach parity in the Professional job category for Asian/ Pacific Islander females is 4. The Annual Placement Goal for Asian /Pacific Islander females is 2.

Action Plan

As part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the recruitment and other engagement of Asian/Pacific Islanders. Through this effort, MassDOT expects to strengthen its Asian/Pacific Islander population to better reflect the community that it serves.

In the **Technician job category**, underutilization was identified in the following:

- **White Females**

The current workforce contains 11 White females. The number of new hires needed to reach parity in the Technician job category is 2. The Annual Placement Goal for White females in the Technician job category is 1.

Action Plan

In addition to redoubling its recruitment efforts MassDOT has focused its engagement with women's organizations regularly and contemporaneously sharing job leads, information and succession planning discussions. With this strategy, MassDOT expects to reach parity.

- **Hispanic Females**

The current workforce is made up of 1 Hispanic female. The number of new hires needed to reach parity in the Technician job category is 1. The Annual Placement Goal for Hispanic females in the Technician job category is 1.

Action Plan

As described above, MassDOT has further engaged in partnerships and with organizations who seek to place Hispanic professionals, generally and women, in particular, into positions in the Technician job category. MassDOT has targeted additional networking and recruitment events.

In the **Office and Clerical job category**, underutilization was identified in the following:

- **Hispanic Males**

The current workforce is made up of 3 Hispanic males. The number of new hires needed to reach parity in the Office and Clerical job category for Hispanic males is 1. The Annual Placement Goal for Hispanic males in the Office and Clerical job category is 1.

Action Plan

MassDOT has existing relationships with Hispanic focused agencies. At the end of the most recent plan period, MassDOT formed a new partnership with El Mundo. El Mundo is a Hispanic-focused newspaper. MassDOT expects that continued fostering of the relationships and interactions will support the goal of improving its hiring and retention of Hispanic professionals.

- **White Females**

The current workforce is made up of 38 White females. The number of new hires needed to reach parity in the Office and Clerical job category for White females is 54. The Annual Placement Goal for White females in the Office and Clerical job category is 19.

Action Plan

In addition to redoubling its recruitment efforts MassDOT has focused its engagement with women's organizations regularly and contemporaneously sharing job leads, information and succession planning discussions. With this strategy, MassDOT expects to reach parity.

RMV, North

In the **Office and Clerical job category**, underutilization was found in the following:

- **Black Males**

The current workforces is made up of 2 Black males. The number of new hires needed to reach parity for Black males in the Office and Clerical job category is 2. The Annual Placement Goal for Black males in the Office and Clerical job category is 1.

Action Plan

MassDOT will roll this group into existing efforts to further increase its numbers of Black employees by making use of its relationships with organizations who seek to place Black professionals into the workforce.

- **Hispanic Males**

The current workforce contains 0 Hispanic Males. The number of new hires needed to reach parity for Hispanic males in the Office and Clerical job category is 3. The Annual Placement Goal for Hispanic males in the Office and Clerical job category is 2.

Action Plan

MassDOT has existing relationships with Hispanic focused agencies. At the end of the most recent plan period, MassDOT formed a new partnership with El Mundo. El Mundo is a Hispanic-focused newspaper. MassDOT expects that continued fostering of the relationships and interactions will support the goal of improving its hiring and retention of Hispanic professionals.

- **Asian/ Pacific Islander Males**

The current workforce contains 0 Asian/Pacific Islander males. The number of new hires needed to reach parity for Asian/ Pacific Islander males in the Office and Clerical job category is 1. This group represents less than 2% of the surrounding labor force therefore there is no goal set for this category.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the recruitment and other engagement of Asian/Pacific Islanders. Through this effort, MassDOT expects to strengthen its Asian/Pacific Islander population to better reflect the community that it serves.

RMV, SOUTH

In the **Office and Clerical job category**, underutilization is found in the following:

- **Black Males**

The current workforce is made up of 0 Black males. The number of new hires needed to reach parity for Black males in the Office and Clerical job category is 2. The Annual Placement Goal for Black males in the Office and Clerical job category is 1.

Action Plan

MassDOT will roll this group into existing efforts to further increase its numbers of Black employees by making use of its relationships with organizations who seek to place Black professionals into the workforce.

- **Hispanic Males**

The current workforce is made up of 0 Hispanic males. The number of new hires needed to reach parity for Hispanic males in the Office and Clerical job category is 1. The Annual Placement Goal for Hispanic males in the Office and Clerical job category is 1.

Action Plan

MassDOT has existing relationships with Hispanic focused agencies. At the end of the most recent plan period, MassDOT formed a new partnership with El Mundo. El Mundo is a Hispanic-focused newspaper. MassDOT expects that continued fostering of the relationships and interactions will support the goal of improving its hiring and retention of Hispanic professionals.

- **Black Females**

The current workforce is made up of 3 Black females. The number of new hires needed to reach parity for Black females in the Office and Clerical job category is 4. The Annual Placement Goal for Black females in the Office and Clerical job category is 2.

Action Plan

In addition to the planning for adding Black women, MassDOT has further engaged with organizations who seek to place Black professionals into the workforce. MassDOT has targeted additional networking and recruitment events.

- **Hispanic Females**

The current workforce is made up of 2 Hispanic females. The number of new hires needed to reach parity for Hispanic females in the Office and Clerical job category is 2. The Annual Placement Goal for Hispanic females in the Office and Clerical job category is 1.

Action Plan

As described above, MassDOT has further engaged in partnerships with organizations and the media whose focus is the engagement of Hispanic females,. MassDOT seeks to recruit Hispanic professionals generally and women in particular. MassDOT has targeted additional networking and recruitment events, including an internal women's resource group.

RMV, WEST

In the **Office and Clerical job category**, underutilization was found in the following:

- **Black Males**

The current workforce is made up of 0 Black males. The number of new hires needed to reach parity for Black males in the Office and Clerical job category is 2. The Annual Placement Goal for Black males in the Office and Clerical job category is 1.

Action Plan

MassDOT will roll this group into existing efforts to further increase its numbers of Black employees by making use of its relationships with organizations who seek to place Black professionals into the workforce.

- **Hispanic Males**

The current workforce contains 0 Hispanic males. The number of new hires needed to reach parity for Hispanic males in the Office and Clerical job category is 1. The Annual Placement Goal for Hispanic males in the Office and Clerical job category is 1.

Action Plan

MassDOT has existing relationships with Hispanic focused agencies. At the end of the most recent plan period, MassDOT formed a new partnership with El Mundo. El Mundo is a Hispanic-focused newspaper. MassDOT expects that continued fostering of the relationships and interactions will support the goal of improving its hiring and retention of Hispanic professionals.

- **Black Females**

The current workforce is made up of 4 Black females. The number of new hires needed to reach parity for Black females in the Office and Clerical job category is 3. The Annual Placement Goal for Black females in the Office and Clerical job category is 2.

Action Plan

In addition to the planning for adding Black females, MassDOT has further engaged with organizations who seek to place Black professionals into the workforce. MassDOT has targeted additional networking and recruitment events.

- **Asian/ Pacific Islander Females**

The current workforce is made up of 0 Asian/Pacific Islander females. The number of new hires needed to reach parity for Asian/Pacific Islander females in the Office and Clerical job category is 1. The Annual Placement Goal for Asian/Pacific Islander females in the Office and Clerical job category is 1.

Action Plan

As part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the engagement of Asian/Pacific Islanders. Through this effort, MassDOT expects to strengthen the Asian/Pacific Islander population to better reflect the community that it serves.

RAIL AND TRANSIT DIVISION

The Rail and Transit Division has nine employees consisting of five Officials and Administrators, four Professionals and one Technician. Although this group represents less than 2% of the MassDOT workforce (in accordance with regulatory requirements, in those job groups where positions are filled exclusively (100%), where external availability exceeds internal availability) external availability will prevail. Where there is underutilization in a particular job group and there is no employee in the job group, we have established a goal of one for that job group.

In the Official and Administrator job category, underutilization is found in the following:

- **Asian/Pacific Islander Males**

There are currently no Asian/Pacific Islander male employed in this division for this job category. An annual Placement Goal of one is established for Asian/Pacific Islander males in this job category.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the recruitment and other engagement of Asian/Pacific Islanders. Through this effort, MassDOT expects to strengthen its Asian/Pacific Islander population to better reflect the community that it serves.

White Females

There are currently no White females employed in this division for this job category. An Annual Placement Goal of one is established for White females in this job category.

Action Plan

In addition to redoubling its recruitment efforts MassDOT has focused its engagement with women's organizations regularly and contemporaneously sharing job leads, information and succession planning discussions. With this strategy, MassDOT expects to reach parity.

- **Hispanic Females**

There are currently no Hispanic females employed in this division for this job category. An Annual Placement Goal of one is established for Hispanic females in this job category.

Action Plan

As described above, MassDOT has further engaged in partnerships, with organizations and the media whose focus is the recruitment and other engagement of Hispanic females, generally. MassDOT seeks to recruit Hispanic professionals generally and women in particular. MassDOT has targeted additional networking and recruitment events, including an internal women's resource group. MassDOT intends to ensure that its workforce is representative of the communities it serves. MassDOT has existing relationships with Hispanic focused agencies. At the end of the most recent plan period, MassDOT formed a new partnership with El Mundo. El Mundo is a Hispanic-focused newspaper. MassDOT expects that continued fostering of the relationships and interactions will support the goal of improving its hiring and retention of Hispanic professionals.

- **Asian/Pacific Islander Females**

There are currently no Asian/Pacific Islander females employed in this division for this job category. An annual Placement Goal of one is established for Asian/Pacific Islander females in this job category.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the recruitment and other engagement of Asian/Pacific Islanders. Through this effort, MassDOT expects to strengthen its Asian/Pacific Islander population to better reflect the community that it serves.

In the **Professional** job category, underutilization is found in the following:

- **Black Males**

There are currently no Black males employed in this division for this job category. An Annual Placement Goal of one is established for Black males in this job category.

Action Plan

MassDOT will roll this group into existing efforts to further increase its numbers of Black employees by making use of its relationships with organizations who seek to place Black professionals into the workforce.

- **Hispanic Males**

There are currently no Hispanic males employed in this division for this job category. An Annual Placement Goal of one is established for Hispanic males in this job category.

Action Plan

As described above, MassDOT has further engaged in partnerships, with organizations and the media whose focus is the recruitment and other engagement of Hispanic females, generally. MassDOT seeks to recruit Hispanic professionals generally and women in particular. MassDOT has targeted additional networking and recruitment events, including an internal women's resource group. MassDOT intends to ensure that its workforce is representative of the communities it serves. MassDOT has existing relationships with Hispanic focused agencies. At the end of the most recent plan period, MassDOT formed a new partnership with El Mundo. El Mundo is a Hispanic-focused newspaper. MassDOT expects that continued fostering of the relationships and interactions will support the goal of improving its hiring and retention of Hispanic professionals.

WORKFORCE ANALYSIS - MBTA

To conform to applicable regulations, one of the diagnostic components of the AAP is the organizational profile. The organizational profile is an overview of the staffing patterns of the Department and is used to determine whether there are areas in the workforce where racial minorities, women, individuals with a disability, and veterans are underrepresented or concentrated.

To complete the organizational profile, MassDOT elected to follow the workforce analysis methodology. For each EEO-4 job category, the following data is provided: the total number of incumbents by sex, race, disability and veteran status. The detailed report for this analysis is found in Appendix D.

WORKFORCE ANALYSIS - MBTA

MBTA's workforce analysis workforce taken on December 28, 2013 and denotes that there were a total of 6,136 employees, 40% (2,461) racial minorities, 23% (1,458) females, 1% (73) who have self-identified as individuals with a disability and 2% (142) veterans.

The following are the results of the analyses:

EEO-4 Job Category: Officials and Administrators

In this category, MassDOT identified underutilization at the MBTA for Hispanic men and Asian/Pacific Islander men. Underutilization was also found affecting White women, Black women, and Asian/Pacific Islander women. MassDOT also identified underutilization in the categories of individuals with a disability and veterans.

- **Hispanic Males**

The current workforce is made up of 28 men in this category; the number of hires needed to reach parity is 25. The Annual placement goal is 9.

Action Plan

MassDOT has existing relationships with Hispanic focused agencies. At the end of the most recent plan period, MassDOT formed a new partnership with El Mundo. El Mundo is a Hispanic-focused newspaper. MassDOT expects that continued fostering of the relationships and interactions will support the goal of improving its hiring and retention of Hispanic professionals.

- **Asian/Pacific Islander Males**

The current workforce is made up of 22 men in this category; the number of hires needed to reach parity is 1. The Annual placement goal is 4.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the recruitment and other engagement of Asian/Pacific Islanders.

Through this effort, MassDOT expects to strengthen its Asian/Pacific Islander population to better reflect the community that it serves.

- **White Females**

The current workforce is made up of 120 women in this category; the number of hires needed to reach parity is 23. The Annual placement goal is 20.

Action Plan

In addition to doubling its recruitment efforts, MassDOT has refocused its engagement with women's organizations regularly and contemporaneously sharing job leads, information and succession planning discussions. With this strategy, MassDOT expects to reach parity.

- **Black Females**

The current workforce is made up of 100 women in this category; the number of hires needed to reach parity is 7. The Annual placement goal is 15.

Action Plan

In addition to the planning for adding Black females, MassDOT has further engaged with organizations who seek to place Black professionals into the workforce. MassDOT has targeted additional networking and recruitment events.

- **Asian/ Pacific Islander Females**

The current workforce is made up of 9 women in this category; the number of hires needed to reach parity is 12. The Authority has not established an annual placement goal as the group represents less than 2% of the surrounding labor area.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the recruitment and other engagement of Asian/Pacific Islanders. Through this effort, MassDOT expects to strengthen its Asian/Pacific Islander population to better reflect the community that it serves.

- **Individuals with Disabilities**

The current workforce is made up of 18 individuals in this category; the number of hires needed to reach parity is 59. The annual placement goal is 20.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the recruitment and other engagement of Individuals with Disabilities, generally. Through this effort, MassDOT expects to strengthen this population to better reflect the community that it serves.

- **Veterans**

The current workforce is made up of 28 individuals in this category; the number of hires needed to reach parity is 62. The annual placement goal is 21.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the recruitment and other engagement of veterans. The ODCR has also engaged in additional training of staff to understand and insure better integration of veterans by being better able to translate military service-related responsibilities to current work needs at the MBTA and MassDOT in general. Through this effort, MassDOT is working to strengthen this population to better reflect the community that it serves, including connecting with Home Base, Wounded Warriors, concerted effort to partner with the State's Department of Veterans Affairs, among others.

- **EEO-4 Job Category: Professionals**

In this category, MassDOT identified underutilization for women in the following categories White and Asian/Pacific Islanders. MassDOT also identified underutilization in the categories of individuals with a disability and veterans.

- **White Females**

The current workforce is made up of 50 women in this category; the number of hires needed to reach parity is 50. The Annual placement goal is 17.

Action Plan

In addition to redoubling its recruitment efforts, MassDOT has focused its engagement with women's organizations regularly and contemporaneously sharing job leads, information and succession planning discussions, including an internal women's resource group. With this strategy, MassDOT expects to reach parity.

- **Hispanic Females**

The current workforce is made up of 11 women in this category; the number of hires needed to reach parity is 3. The Annual placement goal is 3.

Action Plan

As described above, MassDOT has further engaged in partnerships with organizations and the media whose focus is the engagement of Hispanic women. MassDOT seeks to recruit Hispanic professionals generally and women in particular. MassDOT has targeted additional networking and recruitment events, including an internal women's resource group.

- **Individuals with a Disability**

The current workforce is made up of 8 individuals in this category; the number of hires needed to reach parity is 15. The annual placement goal is 5.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the recruitment and other engagement of individuals with a disability. Through this effort, MassDOT expects to strengthen this population to better reflect the community that it serves.

- **Veterans**

The current workforce is made up of 10 individuals in this category; the number of hires needed to reach parity is 16. The annual placement goal is 6.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the recruitment and other engagement of veterans. The ODCR has also engaged in additional training of staff to understand and insure better integration of veterans by being better able to translate military service-related responsibilities to current work needs at the MBTA and MassDOT in general. Through this effort, MassDOT is working to strengthen this population to better reflect the community that it serves, including connecting with Home Base, Wounded Warriors, concerted effort to partner with the State's Department of Veterans Affairs, among others.

- **EEO-4 Job Category: Technicians**

In this category, MassDOT identified underutilization in the following categories: White females, Black females and Hispanic males and females. MassDOT also identified underutilization in the categories of individuals with a disability and veterans.

- **Hispanic Males**

The current workforce is made up of 9 men in this category; the number of hires needed to reach parity is 18. The Annual placement goal is 6.

Action Plan

MassDOT has existing relationships with Hispanic focused agencies. At the end of the most recent plan period, MassDOT formed a new partnership with El Mundo. El Mundo is a Hispanic-focused newspaper. MassDOT expects that continued fostering of the relationships and interactions will support the goal of improving its hiring and retention of Hispanic professionals.

- **White Females**

The current workforce is made up of 34 women in this category; the number of hires needed to reach parity is 8. The Annual placement goal is 5.

Action Plan

In addition to redoubling its recruitment efforts, MassDOT has focused its engagement with women's organizations regularly and contemporaneously sharing job leads, information and succession planning discussions, including an internal women's resource group. With this strategy, MassDOT expects to reach parity. MassDOT has also sought out female volunteers who can make real a women's experience at the MBTA during recruitment events and activities.

- **Black Females**

The current workforce is made up of 20 women in this category; the number of hires needed to reach parity is 3. The Annual placement goal is 3.

Action Plan

In addition to the planning for adding Black females, MassDOT has further engaged with organizations who seek to place Black professionals into the workforce. MassDOT has targeted additional networking and recruitment events.

- **Hispanic Females**

The current workforce is made up of 1 woman in this category; the number of hires needed to reach parity is 4. The Annual placement goal is 2.

Action Plan

As described above, MassDOT has further engaged in partnerships with organizations and the media whose focus is the recruitment and other engagement of Hispanic women. MassDOT seeks to recruit Hispanic professionals generally and women in particular. MassDOT has targeted additional networking and recruitment events, including an internal women's resource group.

- **Individuals with a Disability**

There are no individuals with a disability in this category; the number of hires needed to reach parity is 15. The annual placement goal is 5.

Action Plan

MassDOT has existing relationships with Hispanic focused agencies. At the end of the most recent plan period, MassDOT formed a new partnership with El Mundo. El Mundo is a Hispanic-focused newspaper. MassDOT expects that continued fostering of the relationships and interactions will support the goal of improving its hiring and retention of Hispanic professionals.

- **Veterans**

The current workforce is made up of 2 individuals in this category; the number of hires needed to reach parity is 16. The annual placement goal is 6.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the recruitment and other engagement of veterans. The ODCR has also engaged in additional training of staff to understand and insure better integration of veterans by being better able to translate military service-related responsibilities to current work needs at the MBTA and MassDOT in general. Through this effort, MassDOT is working to strengthen this population to better reflect the community that it serves, including connecting with Home Base, Wounded Warriors, concerted effort to partner with the State's Department of Veterans Affairs, among others.

EEO-4 Job Category: Protective Service Workers

In this category, MassDOT identified underutilization in the categories of individuals with a disability and veterans.

- **Individuals with a Disability**

The current workforce is made up of 9 individuals in this category; the number of hires needed to reach parity is 3. The annual placement goal is 1.

Action Plan

MassDOT has existing relationships with Hispanic focused agencies. At the end of the most recent plan period, MassDOT formed a new partnership with El Mundo. El Mundo is a Hispanic-focused newspaper. MassDOT expects that continued fostering of the relationships and interactions will support the goal of improving its hiring and retention of Hispanic professionals.

- **Veterans**

The current workforce is made up of 12 individuals in this category; the number of hires needed to reach parity is 2. The annual placement goal is 1.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the recruitment and other engagement of veterans. The ODCR has also engaged in additional training of staff to understand and insure better integration of veterans by being better able to translate military service-related responsibilities to current work needs at the MBTA and MassDOT in general. Through this effort, MassDOT is working to strengthen this population to better reflect the community that it serves, including connecting with Home Base, Wounded Warriors, concerted effort to partner with the State's Department of Veterans Affairs, among others.

EEO-4 Job Category: Paraprofessionals

In this category, MassDOT identified underutilization in the following categories: White females, Black females, Hispanic males and Asian/Pacific Islander males and females. MassDOT also identified underutilization in the categories of individuals with a disability and veterans.

- **White Females**

The current workforce is made up of 9 individuals in this category; the number of hires needed to reach parity is 5. The annual placement goal is 3.

Action Plan

In addition to redoubling its recruitment efforts, MassDOT has focused its engagement with women's organizations regularly and contemporaneously sharing job leads, information and succession planning discussions, including an internal women's resource group. MassDOT has sought out female volunteers who can make real a women's experience at the MBTA.

- **Asian/ Pacific Islander Females**

The current workforce is made up of 0 individuals in this category; the number of hires needed to reach parity is 1. The annual placement goal is 1.

Action Plan

MassDOT will roll this group into existing efforts to further increase its numbers of Asian/Pacific Islander employees by making use of its relationships with organizations who seek to place professionals who are Asian/Pacific Islander into the workforce.

- **Individuals with a Disability**

The current workforce is made up of 1 individual in this category; the number of hires needed to reach parity is 1. The annual placement goal is 1.

Action Plan

MassDOT has existing relationships with Hispanic focused agencies. At the end of the most recent plan period, MassDOT formed a new partnership with El Mundo. El Mundo is a Hispanic-focused newspaper. MassDOT expects that continued fostering of the relationships and interactions will support the goal of improving its hiring and retention of Hispanic professionals.

- **Veterans**

The current workforce includes 0 individuals in this category; the number of hires needed to reach parity is 2. The annual placement goal is 1.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the recruitment and other engagement of veterans. The ODCR has also engaged in additional training of staff to understand and insure better integration of veterans by being better able to translate military service-related responsibilities to current work needs at the MBTA and MassDOT in general. Through this effort, MassDOT is working to strengthen this population to better reflect the community that it serves, including connecting with Home Base, Wounded Warriors, concerted effort to partner with the State's Department of Veterans Affairs, among others.

EEO-4 Job Category: Administrative Support

In this category, MassDOT identified underutilization in the following categories: White females, Black males, Hispanic females and Asian/Pacific Islander males and females. MassDOT also identified underutilization in the categories of individuals with a disability and veterans.

- **Black Males**

The current workforce is made up of 1 man in this category; the number of hires needed to reach parity is 5. The Authority has not set a goal for this category as the group represents less than 2% of the surrounding labor area.

Action Plan

MassDOT will roll this group into existing efforts to further increase its numbers of Black employees by making use of its relationships with organizations who seek to place Black professionals into the workforce.

- **Asian/Pacific Islander Males**

The current workforce has no men in this category; the number of hires needed to reach parity is 1. The Authority has not set a goal for this category as the group represents less than 2% of the surrounding labor area.

Action Plan

MassDOT will roll this group into existing efforts to further increase its numbers of Asian employees by making use of its relationships with organizations who seek to place professionals who are Asian/Pacific Islander into the workforce.

- **White Females**

The current workforce is made up of 44 women in this category; the number of hires needed to reach parity is 15. The Annual placement goal is 10.

Action Plan

In addition to redoubling its recruitment efforts, MassDOT has focused its engagement with women's organizations regularly and contemporaneously sharing job leads, information and succession planning discussions, including an internal women's resource group. With this strategy, MassDOT expects to reach parity. MassDOT has also sought out female volunteers who can make real a women's experience at the MBTA during recruitment events and activities.

- **Hispanic Females**

The current workforce is made up of 4 women in this category; the number of hires needed to reach parity is 1. The Annual placement goal is 1.

Action Plan

As described above, MassDOT has further engaged in partnerships with organizations and the media whose focus is the engagement of Hispanic women. MassDOT seeks to recruit Hispanic professionals generally and women in particular. MassDOT has targeted additional networking and recruitment events, including an internal women's resource group.

- **Asian/Pacific Islander Females**

The current workforce is made up of 1 individual in this category; the number of hires needed to reach parity is 2. The annual placement goal is 1.

Action Plan

MassDOT will roll this group into existing efforts to further increase its numbers of Asian/Pacific Islander employees by making use of its relationships with organizations who seek to place professionals who are Asian/Pacific Islander into the workforce.

- **Individuals with a Disability**

The current workforce is made up of 5 individuals in this category; the number of hires needed to reach parity is 1. The annual placement goal is 2.

Action Plan

MassDOT has existing relationships with Hispanic focused agencies. At the end of the most recent plan period, MassDOT formed a new partnership with El Mundo. El Mundo is a Hispanic-focused newspaper. MassDOT expects that continued fostering of the relationships and interactions will support the goal of improving its hiring and retention of Hispanic professionals.

- **Veterans**

The current workforce is made up of 1 individual in this category; the number of hires needed to reach parity is 6. The annual placement goal is 2.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the recruitment and other engagement of veterans. The ODCR has also engaged in additional training of staff to understand and insure better integration of veterans by being better able to translate military service-related responsibilities to current work needs at the MBTA and MassDOT in general. Through this effort, MassDOT is working to strengthen this population to better reflect the community that it serves, including connecting with Home Base, Wounded Warriors, concerted effort to partner with the State's Department of Veterans Affairs, among others.

EEO-4 Job Category: Skilled Craft Workers

In this category, MassDOT identified underutilization for Hispanic males and females. MassDOT also identified underutilization in the categories of individuals with a disability and veterans.

- **Hispanic Males**

The current workforce is made up of 38 men in this category; the number of hires needed to reach parity is 59. The Annual placement goal is 20.

Action Plan

MassDOT has existing relationships with Hispanic focused agencies. At the end of the most recent plan period, MassDOT formed a new partnership with El Mundo. El Mundo is a Hispanic-focused newspaper. MassDOT expects that continued fostering of the relationships and interactions will support the goal of improving its hiring and retention of Hispanic professionals.

- **Hispanic Females**

The current workforce is made up of 2 women in this category; the number of hires needed to reach parity is 5. The Annual placement goal is 1.8. The Authority has not established an annual placement goal as the group represents less than 2% of the surrounding labor area.

Action Plan

While the Authority has not established a placement goal, as described above, MassDOT has further engaged in partnerships, with organizations and the media whose focus is the recruitment and other engagement of Hispanic women. MassDOT seeks to recruit Hispanic professionals generally and women in particular. MassDOT has targeted additional networking and recruitment events, including an internal women's resource group.

- **Individuals with a Disability**

The current workforce is made up of 11 individuals in this category; the number of hires needed to reach parity is 74. The annual placement goal is 25.

Action Plan

MassDOT has existing relationships with Hispanic focused agencies. At the end of the most recent plan period, MassDOT formed a new partnership with El Mundo. El Mundo is a Hispanic-focused newspaper. MassDOT expects that continued fostering of the relationships and interactions will support the goal of improving its hiring and retention of Hispanic professionals.

- **Veterans**

The current workforce is made up of 39 individuals in this category; the number of hires needed to reach parity is 58. The annual placement goal is 20.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the recruitment and other engagement of veterans. The ODCR has also engaged in additional training of staff to understand and insure better integration of veterans by being better able to translate military service-related responsibilities to current work needs at the MBTA and MassDOT in general. Through this effort, MassDOT is working to strengthen this population to better reflect the community that it serves, including connecting with Home Base, Wounded Warriors, concerted effort to partner with the State's Department of Veterans Affairs, among others.

EEO-4 Job Category: Service Maintenance

In this category, MassDOT identified underutilization for White females Hispanic females, individuals with a disability and veterans.

- **White Females**

The current workforce is made up of 270 women in this category; the number of hires needed to reach parity is 370. The Annual placement goal is 124.

Action Plan

In addition to redoubling its recruitment efforts, MassDOT has focused its engagement with women's organizations regularly and contemporaneously sharing job leads, information and succession planning discussions, including an internal women's resource group. With this strategy, MassDOT expects to reach parity. MassDOT has also sought out female volunteers who can make real a women's experience at the MBTA during recruitment events and activities.

- **Hispanic Females**

The current workforce is made up of 51 women in this category; the number of hires needed to reach parity is 73. The Annual placement goal is 25.

Action Plan

As described above, MassDOT has further engaged in partnerships, with organizations and the media whose focus is the recruitment and other engagement of Hispanic women. MassDOT seeks to recruit Hispanic professionals generally and women in particular. MassDOT has targeted additional networking and recruitment events, including an internal women's resource group.

- **Individuals with a Disability**

The current workforce is made up of 21 individuals in this category; the number of hires needed to reach parity is 186. The annual placement goal is 62.

Action Plan

MassDOT has existing relationships with Hispanic focused agencies. At the end of the most recent plan period, MassDOT formed a new partnership with El Mundo. El Mundo is a Hispanic-focused newspaper. MassDOT expects that continued fostering of the relationships and interactions will support the goal of improving its hiring and retention of Hispanic professionals.

- **Veterans**

The current workforce is made up of 52 individuals in this category; the number of hires needed to reach parity is 184. The annual placement goal is 62.

Action Plan

As a part of its overall strategy, MassDOT has identified agencies and organizations whose focus is the recruitment and other engagement of veterans. The ODCR has also engaged in additional training of staff to understand and insure better integration of veterans by being better able to translate military service-related responsibilities to current work needs at the MBTA and MassDOT in general. Through this effort,

MassDOT is working to strengthen this population to better reflect the community that it serves, including connecting with Home Base, Wounded Warriors, concerted effort to partner with the State's Department of Veterans Affairs, among others.

GOALS AND TIMETABLES

MassDOT, including all divisions, compared the current level of minority and Female employment, as set forth in the job group analysis, with the availability of minorities and Females, as estimated through the factors described in previous sections. As a result of this comparison, both short and long-term goals were established where minorities and Females indicated underutilization in certain affirmative action job groups. (See, Appendix F) These goals are not quotas, but objectives to be pursued by mobilization of available resources for a "good faith effort." Though some numbers were high in regard to underutilization at MassDOT, these numbers do not reflect the actual vacancies at the Department.

MassDOT will utilize its Affirmative Action goals to guide managers as to the desired levels of hiring of persons in the underutilized job category. To be as aggressive as possible in setting goals, making progress and achieving the above objectives, the annual or short-term hiring goal in any group will be equal to availability and only the "Whole Person Rule" has been applied.

In pursuing its Affirmative Action goals, MassDOT will apply the following principles: First, quotas are expressly forbidden. Second, in all employment decisions, selections are to be made in a nondiscriminatory manner. Placement goals do not provide a justification to extend preference to an individual on the basis of that person's race, color, religion, gender, national origin or other protected characteristic. Third, placement goals may not be used to supersede merit selection principles. Placement goals do not require hiring a person who lacks qualifications to perform the job successfully or hiring a less qualified person in preference to a more qualified person. Fourth, personnel staff, department and division heads, local and unit managers will be involved in the goal setting process. Fifth, the agency's goals are significant, measurable, and attainable with specific timetables for planned results. Sixth, goals will be set with attention to anticipated attrition, expansion, contraction, turnover in the work force, and availability of persons with required skills. Seventh, changes to existing employment practices which may contribute to the underutilization in increasing availability of minorities and women will be considered. Eighth, no goal will be rigid or inflexible, and will be reasonably attainable targets through the agency's good faith efforts to make its affirmative action program succeed.

GOALS AND TIMETABLES - MASSDOT

The following table represents the ultimate goals and the number of positions needed to reach parity for those job categories that have been identified as underutilized as a result of the utilization analyses.

MASSDOT ASSESSMENT OF PRIOR AAP GOALS ON PLACEMENT

NOTE: Specific goals were not established during this period for MassDOT. The number of positions needed to reach parity as a result of the analysis conducted using the two-factor analysis (internal and external availability) was used as goals. Furthermore, the external availability derived from the 2000 US Census data did not extract availability using the Standard Occupational Code (SOC) which would expand the numbers to those that may not necessarily meet the qualifications for the positions that needed to be filled.

GOALS AND TIMETABLES - MBTA

The following table represents the ultimate goals and the number of positions needed to reach parity for those job categories that have been identified as underutilized as a result of the utilization analyses. (See, MBTA Utilization Charts, below. Please find the longer MassDOT chart in Appendix Y)

Massachusetts Bay Transportation Authority

Utilization Analysis with Goals and Timetables

Snapshot Date: 12/31/2013

Job Category	Total Workforce	MALES										FEMALES										TOT. MIN.	IWD	VETS
		All	White	Black	Hisp	AS/PI	AU/AN	U	All	White	Black	Hisp	AS/PI	AU/AN	U									
Officials and Administrators																								
Current # Workforce	1104	858	657	142	28	22	1	8	246	120	100	14	9	1	2	317	18	26						
% in Category		77.7	59.5	12.9	2.5	2.0	0.1	0.7	22.3	10.9	9.1	1.3	0.8	0.1	0.2	28.7	1.6	2.4						
% of Availability				12.4	4.9	2.1	0.1	0.5	25.9	13.0	9.7	1.1	2.0	0.0	0.3	32.0	7.0	8.0						
% Underutilized				-0.5	2.3	0.1	0.0	-0.3	3.6	2.1	0.6	-0.2	1.1	-0.1	0.1	3.3	5.4	5.6						
Underutilized (Yes/No)				N	Y	Y	N	N	Y	Y	Y	N	Y	N	Y	Y	Y	Y						
Needed to Reach Parity				0	25	1	0	0	39	23	7	0	12	0	1	36	59	62						
Anticipated Vacancies/Year	153																							
Annual Placement Rate (%)				0.0	5.4	2.1	0.0	0.0	25.9	13.0	9.7	0.0	2.6	0.0	0.3	32.0	12.9	13.5						
Annual Placement Goal (#)	48			0	9	4	~			20	15	~	~	~		49	20	21						
Professionals																								
Current # Workforce	329	220	153	30	16	20	0	1	109	50	41	11	7	0	0	125	8	10						
% in Category		66.9	46.5	9.1	4.9	6.1	0.0	0.3	33.1	15.2	12.5	3.3	2.1	0.0	0.0	38.0	2.4	3.0						
% of Availability				8.5	2.2	3.4	0.0	0.8	42.3	30.7	8.9	4.4	2.0	0.0	0.5	27.9	7.0	8.0						
% Underutilized				-0.6	-2.7	-2.7	0.0	0.5	9.1	15.5	-3.6	1.0	-0.2	0.0	0.5	10.1	4.6	5.0						
Underutilized (Yes/No)				N	N	N	N	Y	Y	Y	N	Y	N	N	Y	N	Y	Y						
Needed to Reach Parity				0	0	0	0	1	30	50	0	3	0	0	1	0	15	16						
Anticipated Vacancies/Year	49																	49						
Annual Placement Rate (%)				0.0	0.0	0.0	0.0	0.8	42.3	34.0	0.0	4.4	0.0	0.0	0.7	0.0	10.2	10.9						
Annual Placement Goal (#)	20			0	~	0	~			17	0	3	~	~		0	5	6						
Ethnicians																								
Current # Workforce	228	168	125	24	9	7	1	2	60	34	20	1	3	2	0	67	0	2						
% in Category		73.7	54.8	10.5	3.9	3.1	0.4	0.9	26.3	14.9	8.8	0.4	1.3	0.9	0.0	29.4	0.0	0.9						
% of Availability				10.1	12.3	3.3	0.1	1.0	28.4	18.7	10.5	2.5	1.0	0.7	0.8	39.4	7.0	8.0						
% Underutilized				-0.5	8.3	0.2	-0.4	0.2	2.0	3.8	1.8	2.1	-0.3	-0.2	0.8	10.0	7.0	7.1						
Underutilized (Yes/No)				N	Y	N	N	N	Y	Y	Y	Y	N	N	Y	Y	Y	Y						
Needed to Reach Parity				0	18	0	0	0	4	8	3	4	0	0	1	22	15	16						
Anticipated Vacancies/Year	24																							
Annual Placement Rate (%)				0.0	25.0	0.0	0.0	0.0	28.4	18.7	10.5	5.6	0.0	0.0	1.4	39.4	20.8	22.2						
Annual Placement Goal (#)	16			0	6	0	~			5	3	2	~	~		10	5	6						

~ Group represents less than 2% of the surrounding labor area

Gender/Race Category Legend: AS/PI - Asian/Pacific Islander
 AI/AN - American Indian/Alaskan Native
 U - Unknown
 IWD - Individuals with a Disability

Massachusetts Bay Transportation Authority

Utilization Analysis with Goals and Timetables

Snapshot Date: 12/31/2013

Job Category	Total Workforce	MALES										FEMALES										TOT. MIN.	IWD	NETS
		All	White	Black	Hisp	AS/Pi	A/I/AN	U	All	White	Black	Hisp	AS/Pi	A/I/AN	U									
Protected Service Workers																								
Current # Workforce	183	156	112	15	12	16	0	1	27	19	3	3	2	0	0	0	51	9	12					
% in Category	85.2	61.2	8.2	6.6	8.7	0.0	0.5	14.8	10.4	1.6	1.6	1.1	0.0	0.0	0.0	27.9	4.9	6.6						
% of Availability			6.7	5.3	1.0	0.4	1.6	12.3	10.0	0.7	0.9	0.0	0.1	0.7	15.0	7.0	8.0							
% Underutilized			-1.5	-1.3	-7.7	0.4	1.0	-2.4	-0.4	-1.0	-0.8	-1.1	0.1	0.7	-12.9	2.1	1.4							
Underutilized (Yes/No)			N	N	N	N	Y	N	N	N	N	N	N	Y	N	Y	Y							
Needed to Reach Parity			0	0	0	0	1	0	0	0	0	0	0	1	0	3	2							
Anticipated Vacancies/Year	12																							
Annual Placement Rate (%)			0.0	0.0	0.0	0.0	2.8	0.0	0.0	0.0	0.0	0.0	0.0	2.8	0.0	8.3	8.0							
Annual Placement Goal (#)	0		0	0	0	0	0	0	0	0	0	0	0	0	0	1	1							
Paraprofessionals																								
Current # Workforce	29	10	6	2	1	1	0	0	19	9	9	1	0	0	0	14	1	0						
% in Category	34.5	20.7	6.9	3.4	3.4	0.0	0.0	65.5	31.0	31.0	3.4	0.0	0.0	0.0	48.3	3.4	0.0							
% of Availability			4.3	1.3	1.2	0.0	0.6	75.8	50.9	16.6	4.9	4.3	0.0	1.2	30.5	7.0	8.0							
% Underutilized			-2.6	-2.1	-2.2	0.0	0.6	10.3	19.9	-14.4	1.5	4.3	0.0	1.2	-17.8	3.6	8.0							
Underutilized (Yes/No)			N	N	N	N	N	Y	Y	N	N	Y	N	N	Y	Y	Y							
Needed to Reach Parity			0	0	0	0	0	2	5	0	0	1	0	0	0	1	2							
Anticipated Vacancies/Year	5																							
Annual Placement Rate (%)			0.0	0.0	0.0	0.0	0.0	75.8	50.9	0.0	6.7	0.0	0.0	0.0	7.0	13.3								
Annual Placement Goal (#)	4		0	0	0	0	0	3	0	0	0	1	0	0	1	1								
Administrative Support																								
Current # Workforce	90	17	14	1	1	0	0	1	73	44	23	4	1	0	1	30	5	1						
% in Category	18.9	15.6	1.1	1.1	0.0	0.0	1.1	81.1	48.9	25.6	4.4	1.1	0.0	1.1	33.3	5.6	1.1							
% of Availability			6.8	1.9	1.3	0.1	0.7	85.7	66.8	15.9	6.5	3.4	0.1	1.4	32.8	7.0	8.0							
% Underutilized			5.7	0.8	1.3	0.1	-0.4	4.6	16.9	-9.6	2.1	2.3	0.1	0.3	-0.5	1.4	6.9							
Underutilized (Yes/No)			Y	N	Y	N	N	Y	Y	N	Y	Y	N	N	N	Y	Y							
Needed to Reach Parity			5	0	1	0	0	4	15	0	1	2	0	0	0	1	6							
Anticipated Vacancies/Year	15																							
Annual Placement Rate (%)			11.1	0.0	2.2	0.0	0.0	85.7	67.8	0.0	6.5	4.4	0.0	0.0	7.0	13.3								
Annual Placement Goal (#)	12		0	0	0	0	0	10	0	0	1	1	0	0	2	2								

~ Group represents less than 2% of the surrounding labor area

2

Gender/Race Category Legend: AS/Pi - Asian/Pacific Islander
 A/I/AN - American Indian/Alaskan Native
 U - Unknown
 IWD - Individuals with a Disability

Massachusetts Bay Transportation Authority

Utilization Analysis with Goals and Timetables

Snapshot Date: 12/31/2013

Job Category	Total Workforce	MALES										FEMALES										TOT. MIN.	IWD	VETS
		All	White	Black	Hisp	AS/PI	AI/AN	U	All	White	Black	Hisp	AS/PI	AI/AN	U									
Skilled Craft Workers	Current # Workforce	1215	1162	936	126	38	53	3	6	53	41	8	2	1	1	0	232	11	39					
	% in Category		95.6	77.0	10.4	3.1	4.4	0.2	0.5	4.4	3.4	0.7	0.2	0.1	0.1	0.0	19.1	0.9	3.2					
	% of Availability				9.6	8.0	2.1	0.1	1.8	3.0	1.9	0.4	0.6	0.1	0.0	0.1	20.8	7.0	8.0					
	% Underutilized				-0.8	4.9	-2.3	-0.1	1.3	-1.4	-1.5	-0.3	0.4	0.0	-0.1	0.1	1.7	6.1	4.8					
	Underutilized (Yes/No)				N	Y	N	N	Y	N	N	N	Y	N	N	N	Y	Y	Y					
	# Needed to Reach Parity				0	59	0	0	15	0	0	0	5	0	0	0	20	74	58					
	Anticipated Vacancies/Year																							
	Annual Placement Rate (%)				0.0	21.1	0.0	0.0	5.4	0.0	0.0	0.0	1.8	0.0	0.0	0.0	20.8	26.5	20.8					
	Annual Placement Goal (#)				0	20	0	~				~	~	~	~		20	25	20					
	Service-Maintenance																							
Current # Workforce	2958	2087	1021	830	155	48	7	26	871	270	524	51	5	5	16	1625	21	52						
% in Category		70.6	34.5	28.1	5.2	1.6	0.2	0.9	29.4	9.1	17.7	1.7	0.2	0.2	0.5	54.9	0.7	1.8						
% of Availability				22.9	3.3	1.3	0.0	1.4	33.6	21.7	7.5	4.2	0.1	0.1	0.1	39.2	7.0	8.0						
% Underutilized				-5.1	-1.9	-0.3	-0.2	0.5	4.2	12.5	-10.2	2.5	-0.1	0.0	-0.4	-15.7	6.3	6.2						
Underutilized (Yes/No)				N	N	N	N	Y	Y	Y	N	Y	N	N	N	Y	Y	Y						
# Needed to Reach Parity				0	0	0	0	14	122	370	0	73	0	0	0	0	186	184						
Anticipated Vacancies/Year																								
Annual Placement Rate (%)				0.0	0.0	0.0	0.0	1.6	33.6	41.7	0.0	8.2	0.0	0.0	0.0	20.9	20.9	20.7						
Annual Placement Goal (#)				0	0	~	~			124	0	25	~	~		0	62	62						

~ Group represents less than 2% of the surrounding labor area

3

Gender/Race Category Legend: AS/PI - Asian/Pacific Islander
 AI/AN - American Indian/Alaskan Native
 U - Unknown
 IWD - Individuals with a Disability

MBTA ASSESSMENT OF PRIOR AAP GOALS ON PLACEMENT

The following section details the specific placement activity (hires and promotions) in each of the job groups where goals were set in the previous AAP. This data covers the period from January 1, 2011 through December 31, 2013.

Note: The AAP period for this plan was shortened due to the direction provided by the FTA and FHWA as part of the Remedial Action Plan. While this report demonstrates different measures for goal attainment, the Authority fully expects that future reporting will be aligned.

MBTA: RACIAL MINORITY PLACEMENT GOALS

Racial minority placement goals were set in five of the Authority's 29 job groups. Of the five placement goals, two were exceeded and three were not met:

Two (2) placement goals were met:

- 1H - First Line Operations Supervisors
- 3C - Transportation/Operations Specialist

In Job Group 1H, the Authority set a 50.19% placement goal based on availability and achieved a 54% placement rate, with 54 of 90 opportunities being awarded to racial minority candidates. The Authority exceeded its goal by nine placements.

In Job Group 3C, the Authority set a 28.56% placement goal based on availability and achieved a 32.6% placement rate, with 15 of 46 opportunities being awarded to racial minority candidates. The Authority exceeded its goal by two placements.

Racial minority placement goals for the following three job groups were not met:

- 1I - First Line Maintenance Supervisors
- 8E - Track Position
- 8F - Maintenance/Systems Support

MBTA: WHY RACIAL MINORITY GOALS WERE NOT MET

In the Service/Maintenance Job category two (2) racial minority goals were not met. In Job Group 1I, the Authority set a 21.73% placement goal based on availability and achieved a 21.42% placement rate, with 12 of 56 opportunities being awarded to racial minority candidates. The Authority came very close to meeting this goal and fell short by only one placement.

In Job Group 8E, the Authority set a 39.56% placement goal based on availability and achieved a 31.48% placement rate, with 17 of 54 opportunities being awarded to minority candidates. The Authority missed its goal by five placements. The positions that fall within this Job Group are Track Laborer, System Repairer, Equipment Operator and Trackperson. The Track Laborer position is part of the Job Lottery program that is a random selection of candidates based on job requirements to fill these openings. The Track Laborer position also

serves as a feeder pool for the Operator, Repairer, Trackperson positions, and System Repairers positions which are filled through union referrals.

A new Lottery was not conducted during this AAP period, so candidates were hired from the existing pool. The outreach and recruitment efforts for the Job Lottery consisted of a yearlong effort of outreach to community organizations, state job service agencies, and target advertising to racial minorities and women. This job group has shown progress in the number of actual placements and placement percentage from the prior 2009-2011 AAP performance. The prior goal was 32% and the Authority achieved 20.96% (13 out of 62 placements). Although the actual number of placements has increased, the goal was not met.

In Job Group 8F, the Authority set a 46.47% placement goal based on availability and achieved a 32% placement rate, with 24 of 75 opportunities being awarded to racial minority candidates. The Authority missed its goal by 11 placements. The positions that fall in this Job Group include, Cleaner, Driver, Fireperson, Fueller, Helper, Plumber, Stockperson, Storekeeper, and Communication Radio Technician. This job group also continues to show progress in the number of placements from the prior 2009-2011 AAP performance. The prior AAP placement goal was 46% based on availability and the Authority achieved a 28% placement rate, with 14 of 50 placements awarded to racial minority candidates. Although the actual number of placements has increased the goal was not met.

Achieving placement goals in job groups 8E and 8F continues to be challenging and the Authority's outreach and recruitment efforts did not yield the desired results. Most positions in these job groups are manual labor focused and are not highly desired. There was an extensive outreach campaign to find candidates for positions that fell within the Job Lottery to help increase diversity. Although the Authority has not met its goals, it is continuing to improve.

The Authority constantly meets with and reminds union officials of its ongoing commitment to diversity and inclusion and continues to enforce its Special Project Personnel (SPP) Policy. This policy was designed to help improve representation and a key feature of this policy requires multiple referrals of qualified candidates for each SPP vacancy on the basis of a 2:1 ratio. The ODCR continues to research and experiment with traditional and non-traditional recruiting and marketing tools that focus on reaching Hispanic and Asian/Pacific Islander ethnic groups. Although the Authority did not meet all of its racial minority placement goals, its overall racial minority population has seen consistent growth over the last three years. In 2009 minorities represented 38.6% of the population, 39.3% in 2010, 40% in 2011, 40% in 2012 and 41% in 2013.

MBTA: FEMALE PLACEMENT GOAL ATTAINMENT

Female placement goals were set in 15 of the Authority's 29 job groups. Of the fifteen (15) placement goals, four (4) were met and eleven (11) were not:

Four (4) placement goals were met:

- 3A - Technical Analyst
- 5A - Paraprofessionals

- 8E -Track Positions
- 8F - Maintenance /System Support

In Job Group 3A, the Authority set a 33.15% placement goal based on availability and achieved a 33.33% placement rate, with 11 of 33 opportunities being awarded to Female candidates.

In Job Group 5A, the Authority set a 75.20% placement goal based on availability and achieved a 81.81% placement rate, with 18 of 22 opportunities being awarded to Female candidates.

In Job Group 8E, the Authority set a 15.12% placement goal based on availability and achieved a 20.37% placement rate, with 11 of 54 opportunities being awarded to Female candidates.

In Job Group 8F, the Authority set a 24.13% placement goal based on availability and achieved a 26.66% placement rate, with 20 of 75 opportunities being awarded to Female candidates.

For the following eleven (11) job groups placement goals were not met:

- 1C - Senior Operations Managers
- 1F - Mid-Level Maintenance Managers
- 1G - First Line Administration Supervisors
- 1I - First Line Maintenance Supervisors
- 2B - Engineering Construction Professionals
- 2C - Administrative Professionals
- 3B - Information Technology Technicians
- 3C - Transportation/Operations Specialist
- 6B - Clerical Support
- 7A - Mechanics
- 8A - Surface Operators

In Job Group 1C, the Authority set a 28.90% placement goal based on availability and achieved a 12.72% placement rate, with 7 of 55 opportunities being awarded to Female candidates. The Authority fell short of achieving this goal by 9 placements.

In Job Group 1F, the Authority set a 13.83% placement goal based on availability and achieved a 11.53% placement rate, with 3 of 26 opportunities being awarded to Female candidates. The Authority came close to achieving this goal but fell short by 1 placement.

In Job Group 1G, the Authority set a 42.29% placement goal based on availability and achieved a 28.12% placement rate, with 5 of 32 opportunities being awarded to Female candidates. The Authority fell short of achieving this goal by 5 placements.

In Job Group 1I, the Authority set an 8.39% placement goal based on availability and achieved a 5.35% placement rate, with 3 of 56 opportunities being awarded to Female candidates. The Authority fell short of achieving this goal by 2 placements.

In Job Group 2B, the Authority set a 19.55% placement goal based on availability and achieved a 15.78% placement rate, with 6 of 38 opportunities being awarded to Female candidates. The Authority fell short of achieving this goal by 2 placements.

In Job Group 2C, the Authority set a 56.29% placement goal based on availability and achieved a 42.16% placement rate, with 35 of 83 opportunities being awarded to Female candidates. The Authority fell short of achieving this goal by 12 placements.

In Job Group 3B, the Authority set a 46.52% placement goal based on availability and achieved a 0 % placement rate, 9 opportunities were awarded and no Female candidates hired or promoted. The Authority needed 4 Female placements to meet this goal.

In Job Group 3C, the Authority set a 41.42% placement goal based on availability and achieved a 21.73% placement rate, with 10 of 46 opportunities being awarded to Female candidates. The Authority fell short of achieving this goal by 9 placements.

In Job Group 6B, the Authority set an 87.67% placement goal based on availability and achieved a 71.42% placement rate, with 5 of 7 opportunities being awarded to Female candidates. The Authority fell short of achieving this goal by only 1 placement.

In Job Group 7A the Authority set a 4.26% placement goal based on availability and achieved a .75% placement rate, with 1 of 133 opportunities being awarded to Female candidates. The Authority fell short of achieving this goal by 5 placements.

In Job Group 8A, the Authority set a 42.60% placement goal based on availability and achieved a 26.37% placement rate, with 73 of 273 opportunities being awarded to Female candidates. The Authority fell short of achieving this goal by 43 placements.

MBTA: WHY FEMALE GOALS WERE NOT MET

The biggest challenge in meeting the Authority's Female goals was and continues to be finding women who have experience and are interested in the transportation industry. The MBTA continues to find it difficult to fill positions that are considered non-traditional and offer work schedules and job requirements that are not desirable. During the last plan period, the Authority conducted outreach efforts with numerous women's organizations and expanded the current mentorship program which is now available to the entire organization. Most of the Officials and Administrators positions require highly experienced transportation professionals, who have not traditionally been women. Although the Authority conducted extensive outreach and recruitment, the efforts did not yield the expected results.

In the 01-Officials and Administrators category, the Authority did not reach its goals in four job groups. Despite the Authority's efforts, the outreach and applicant pool was not sufficient to help meet its goals in these four specific job groups. Positions filled in this job category include;

1C-Directors and Deputy Directors. 1F-Managers, Supervisors, Superintendents. 1G- Resident Engineers and Police Sergeants. 1I-Forepersons (Automotive, Car House, Night Crew, Section, Maintenance, Repairer), Supervisors (Bus and Rapid Transit).

In the 02-Professionals job category, the Authority did not meet its goal in the two job groups. Despite outreach efforts, these positions remain hard to fill and the Authority continues to compete with public and private corporations for Female talent and engineering talent. Positions filled in this job category included; 2B-Project Coordinators, Engineers, Maintenance Instructors; 2C-Analysts, Buyers, Coordinators, and Instructors.

In the 03-Technicians job category, the Authority did not meet its goals in two job groups. Despite outreach efforts, these positions also remain hard to fill as the Authority continues to compete with public and private corporations for female technical talent. Specifically, positions in IT are particularly hard to fill, not just with women, but in general. The Authority's biggest challenge remains not being able to compete with the salaries and benefits offered by large public and private corporations. Despite all of the Authority's efforts, the outreach and applicant pool was not sufficient to help meet its goals in these 2 job groups. Positions filled in this job category included; 3B - Network Administrators and Programmer Analyst and 3C-Revenue Collection Agents and Dispatcher.

In the 06-Administrative Support job category, the Authority did not meet its goal in one job group, 6B-Clerical Support. The Authority fell short of reaching its goal, with only one placement. A good-faith effort was made to achieve this goal and significant progress was made. Positions filled in this job category included; Clerks (Accounting, Receiving, and Payroll).

In the 07-Skilled Craft job category, the Authority did not meet its goal in job group 7A. It fell five placements short of reaching its goal. Although the Authority has made a good-faith effort to outreach to women in this job group, filling these positions remains difficult due to the nature of the work. Positions filled in this job category included; Mechanics.

In the 08-Service Maintenance job category, the Authority did not meet its goal in job group 8A. It fell short in reaching its goal of 43 placements. Positions in this job group are determined by the Job Lottery process which randomly selects applicants for hire. Positions filled in this job category included; Surface Operators (Bus Drivers).

The Authority achieved mixed results in furtherance of its female placement goals. Of the 15 female goals established, the Authority met four and did not 11. Job Groups with placement shortfalls of five or more were in the following Job Groups; 1C-Senior Operations Managers (9), 1G - First Line Administration Supervisors (5), 2C-Administrative Professionals (12), 3C-Transportation /Operations Specialist (9), 7A- Mechanics (5), 8A- Surface Operators (43).

Over the plan period, the Authority has undertaken a number of internal and external recruitment and outreach activities to attract and promote women. The Authority has also remained active in and continues to support The Women's Transportation Seminar (WTS), the Women's Conference, National Women in Construction and other organizations and activities

that provide professional development for women. In addition, the Authority has developed an Employee Resource Group (ERG) for Women and extended its Mentoring Program. In every placement area above, as indicated in Appendix F, the Authority made good-faith efforts to meet its placement goals.

SECTION 6

ASSESSMENT OF EMPLOYMENT PRACTICES
Includes qualitative and quantitative (4/5ths) analysis

SECTION VI: ASSESSMENT OF EMPLOYMENT PRACTICES

ASSESSMENT OF EMPLOYMENT PRACTICES

The Department's employment practices team conducted an assessment of employment practices in order to ensure that the Department's commitment to EEO and AA is being fully implemented. In so doing, the team sought out the extent to which issues may arise and/or exist. MassDOT's principal employment related practices and procedures are summarized below. The detailed assessment of MassDOT's employment practices is found in Appendix G.

CONDUCTING THE ASSESSMENT

In conducting the assessment and identification of problem areas, we will evaluate the impact of MassDOT's employment practices on employment and advancement of a diverse workforce. As such, MassDOT will evaluate employment patterns including recruitment, selection, promotion, termination, transfer, layoff, disciplinary action, compensation and benefits, training, etc. The assessment will be conducted using the following guidelines:

- A narrative description and an analysis of all recruitment and employment selection procedures from the agency's last EEO submission, including position descriptions, application forms, recruitment methods and sources, interview procedures, test administration and a determination of their nondiscriminatory impact and validity, educational prerequisites, referral procedures, and final selection methods;
- A narrative description and analysis of seniority practices and provisions, upgrading and promotion procedures, transfer procedures, and formal and informal training programs from the agency's last EEO submission;
- A narrative description and analysis of procedures and practices regarding wages, salary levels, and other forms of compensation and benefits;
- A narrative description and analysis of disciplinary procedures and discharge and termination practices; and
- A reasonable assessment to determine if the employment of affected classes of persons is inhibited by external factors (e.g., not knowing where to apply for jobs, the availability of bilingual materials and information, etc.)

The narrative descriptions and analyses will be presented in a detailed fashion. Where written, formal, or scored tests are used in the employment selection process, the agency will identify the test, describe the procedures followed in administering and scoring the test, the weight that is given to test scores, how a cut-off score is established, and whether the test has been validated to predict or measure job performance and if so, an assessment of its nondiscriminatory impact, and a description of the validation study. All other selection procedures must comply with requirements of 29 CFR Part 1607. In general, the guidelines require that a selection procedure that has an adverse impact on the employment of minorities

or women must be validated or otherwise justified as necessary for successful job performance, in accordance with procedures specified in the guidelines.

Statistical Data

MassDOT is required to count and record applicants and selections by sex (male and female) and five racial/ethnic origin groups (White, Black, Hispanic, Asian/Pacific Islander and American Indian/Alaska Native). Records must be maintained on an annual basis on the number of persons hired, promoted, discipline, demoted, trained, laid off, terminated, etc. for each job group.

The Uniform Guidelines on Employee Selection Procedures and FHWA Guidelines embody the concept that selection procedures resulting in adverse impact upon racial/ethnic or gender groups are discriminatory unless proven otherwise. There is evidence of adverse impact when any racial/ethnic or gender group has a selection rate of less than 80% of the group with the highest selection rate.

Annual adverse impact determinations, using the 4/5ths or 80% rule, are required for each group comprising 2% or more of the relevant labor force or applicable workforce. For example, adverse impact determinations must be made for new hires and each group which constitutes 2% or more of the applicants. For promotions, adverse impact determinations must be made for each group constituting 2% or more of MassDOT's workforce.

Whenever adverse impact is found, MassDOT will examine the selection procedure to determine what is causing it. At that point, MassDOT will consider the following options:

- Change the procedure
- Use a different procedure
- Validate the procedure
-

The detailed results of this analysis can be found at Appendix H.

EMPLOYMENT PRACTICES REVIEWED

MassDOT is an Executive Branch agency whose hiring process is set forth by the state's Human Resources Division's Hiring Guidelines, Shared Services Model. (See, Appendix I) These guidelines ensure fair and consistent hiring practices within the Commonwealth of Massachusetts.

MBTA Policies govern hiring guidelines and are provided, in pertinent part in Appendix J.

The following contains the result of the 4/5ths analysis on new hires. The analysis was completed by gender and by race.

Before posting a vacancy, the ODCR reviews the job posting to make sure that the essential functions are listed and job requirements are job-related. The ODCR also reviews AA Plan to determine whether there are utilization targets for protective group members in the particular job category to identify recruitment and outreach needs. Targeted recruitment is done with underutilized groups to ensure that the applicant pool reflects the diversity within the applicable labor force.

To prevent adverse employment decisions from being made, MassDOT uses a structured interview process. HR is involved with every interview to ensure the integrity on the interview questions and selection process. Managers are required to follow the procedures outlined in the MassDOT "Interview Toolkit." (See, Appendix K) The ODCR is also consulted on the establishment of interview questions to make sure that the questions asked are job-related.

Utilization targets are consulted and AA goals are taken into consideration when determining the best candidate for a position. When individuals have equivalent qualifications, the hiring manager and HR must consider protective group members according to the guidelines of the AAP. Hiring Managers are held accountable for efforts in promoting equal employment opportunity and taking affirmative action in the hiring and selection process. Selection under the AAP do not require the selection of an unqualified candidate nor do they require the selection of persons on the basis of race, color, gender, religion, or national origin.

PLACEMENT

MassDOT's monitoring reports were extensively reviewed by representatives from Information Technology, ODCR, and HR Data Team. The Data Team found that there was no true link between MassDOT's selected candidate(s) and the applicant pool. The reports were driven by incomplete data and assumptions. The necessary information was stored in two divergent systems. The "Hire" data was stored in the Human Resources/Compensation Management System (HR/CMS), a Peoplesoft software application. The applicant pool data was stored in a home grown Microsoft Access Database (Resume Bank.) The Data Team developed both short and long term reporting solutions. The short term solution was to manually review all paper requisition/posting folders from October 1, 2013 to December 13, 2013.

The HR Staffing Unit manually attached the selected candidate(s) to the electronic hiring process solution (NeoGov). NeoGov launched at MassDOT on January 7, 2014. NeoGov allowed MassDOT to view the makeup of the applicant pool and its relation to hires in real-time. This information will be fed to an Information Technology developed sequel (SQL) monitoring report. This monitoring report uses the four-fifths calculation, can be formatted for a specific time period, and drills down all three levels of the organization. The period of time used for this analysis is October 1, 2013 to December 31, 2013.

The analysis period for the MBTA is January, 1, 2011 to December 31, 2013.

The sections below identify adverse impact in hiring at MassDOT (including the divisions) and the MBTA.

HIRES - MASSDOT

During this reporting period:

4 positions were filled in the Officials and Administrators category;
23 positions were filled in the Professionals category; and
2 positions were filled in the Skilled Craft category.

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Officials and Administrators: Black males and females, Hispanic males and females, Asian/Pacific Islander males, White females

Professionals: White female, Black males and females, Hispanic males and females, Asian/Pacific Islander males and females

Skilled Craft: White females, Black males, Hispanic males

Action Plan:

In these job groups, MassDOT identified adverse impact specifically in the following areas: Black males and females, Hispanic males and females, Asian/Pacific Islander males and females and White females. MassDOT has refocused its engagement by including the following activities: Implementation of the Diversity and Outreach Recruitment Plan (Appendix P); NEOGOV allows MassDOT to view the makeup of the applicant pool and its relation to hires in real time; and the ODCR will conduct continual review and monitoring from beginning to end throughout the hiring process. The ODCR will review the applicant pool of candidates that have met the MERS to ensure diversity when possible. In addition, the ODCR will review selection packages in designated underutilized positions to ensure equity. Information and awareness (specifically information regarding MassDOT careers) will be communicated to groups in society who might otherwise be neglected.

HIRES - MBTA

During the plan period the MBTA filled:

89 positions in the Officials and Administrators category;
93 positions in the Professionals category;
40 positions in the Technicians category;
24 positions in the Protective Services.
13 positions in the Paraprofessionals category;
15 positions in the Administrative Support category;
267 positions in the Skilled Craft category; and

507 positions in the Service Maintenance category.

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Officials and Administrators: Black males and females, and Hispanic males

Professionals: White females, Black males and females, and Hispanic females

Technicians: Black males and females and Hispanic males

Paraprofessionals: White females, Black females and Black males

Administrative Support: Black and Hispanic females and males

Service Maintenance: White females and Black males and females

Action Plan:

In these job groups, MassDOT identified adverse impact specifically in the following areas: Black males and females, Hispanic males and females and White females. MassDOT has refocused its engagement by including the following activities: Implementation of the Diversity and Outreach Recruitment Plan (Appendix P); NEOGOV allows MassDOT to view the makeup of the applicant pool and its relation to hires in real time; and the ODCR will conduct continual review and monitoring from beginning to end throughout the hiring process. The ODCR will review the applicant pool of candidates that have met the MERS to ensure diversity when possible. In addition, the ODCR will review selection packages in designated underutilized positions to ensure equity. Information and awareness (specifically information regarding MassDOT careers) will be communicated to groups in society who might otherwise be neglected.

4/5THS ANALYSIS ON HIRES – HIGHWAY DIVISION, ROLLUP

During the period of October 1, 2013 to December 31, 2013, the following are the number of hires for the Highway Division, rollup:

2 positions in the Officials and Administrators category;
11 positions were filled in the Professional category; and
2 positions were filled in the Skilled Craft category.

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Officials and Administrators:

Black males, Hispanic females, Asian/Pacific Islander males and Asian/Pacific Islander females

Professionals:

White females, Black males, Black females, Hispanic males, Hispanic females, Asian/Pacific Islander males, and Asian/Pacific Islander females.

Skilled Craft:

White females, Black males, and Hispanic males

Action Plan:

In these job groups, MassDOT identified adverse impact specifically in the following areas: Black males and females, Hispanic males and females, Asian/Pacific Islander males and White females. MassDOT has refocused its engagement by including the following activities: Implementation of the Diversity and Outreach Recruitment Plan (Appendix P); NEOGOV allows MassDOT to view the makeup of the applicant pool and its relation to hires in real time; and the ODCR will conduct continual review and monitoring from beginning to end throughout the hiring process. The ODCR will review the applicant pool of candidates that have met the MERS to ensure diversity when possible. In addition, the ODCR will review selection packages in designated underutilized positions to ensure equity. Information and awareness (specifically information regarding MassDOT careers) will be communicated to groups in society who might otherwise be neglected.

4/5THS ANALYSIS ON HIRES BY DISTRICT

During the period of October 1, 2013 to December 31, 2014, **Highway HQ** filled 4 vacancies in the **Professional category**: 1 position was filled by a White male, a Hispanic male, a Asian/Pacific Islander female and by 1 male whose race is unknown.

Action Plan

The 4/5ths analysis did not indicate any adverse impact in this category. ODCR will continue to monitor and conduct ongoing assessments to determine adverse impact in the future as stated in further detail in Section VIII: INTERNAL MONITORING .

During the period of October 1, 2013 to December 31, 2013, **District 1** filled three vacancies: 1 position in the **Professional category** was given to a female race unknown; 2 positions in the **Skilled Craft category** were given to 1 White male and 1 male, race unknown. The 4/5ths analysis conducted for the **Professional** category indicates potential adverse impact in the following categories: Black males, Black females, Asian/Pacific Islander males and Asian/Pacific Islander females. The 4/5ths analysis conducted for the Skilled Craft category indicates potential adverse impact for Asian/Pacific Islander males.

Action Plan

MassDOT will conduct targeted outreach specifically for the following job groups Professional and Professional for Black males, Black females, Hispanic males, Hispanic females and Asian/Pacific Islander males category will be ongoing as referenced in the Diversity Recruitment Plan. The ODCR will monitor and review the applicant pool of candidates for these job groups to determine whether these particular job groups are represented in the pool.

During the period of October 1, 2013 to December 31, 2013, **District 2** filled 5 vacancies: 1 position in the **Officials and Administrators** category was given to a White female; 4 positions in the **Professional** category were given to 2 White males, 1 Black male and 1 Hispanic male. The 4/5ths analysis conducted for the Officials and Administrators category indicates potential adverse impact in the Black males, Black females, and Hispanic females category. The 4/5ths analysis conducted for the Professional category indicates potential adverse impact in the Black males, Black females, Hispanic males, Hispanic females and Asian/Pacific Islander male category.

Action Plan

MassDOT will conduct targeted outreach specifically for the following job groups Professional and Professional for Black males, Black females, Hispanic males, Hispanic females and Asian/Pacific Islander males category will be ongoing as referenced in the Diversity Recruitment Plan. The ODCR will monitor and review the applicant pool of candidates for these job groups to determine whether these particular job groups are represented in the pool.

During the period of October 1, 2013 to December 31, 2013, **District 3** did not fill any vacancies.

Action Plan

The 4/5ths analysis did not indicate any adverse impact in this category. The ODCR will continue to monitor and conduct ongoing assessments to determine adverse impact in the future as stated in further detail in Section VIII: INTERNAL MONITORING .

During the period of October 1, 2013 to December 31, 2013, **District 4** filled 3 vacancies: 1 position in the **Officials and Administrators** category was given to a Black female; 2 positions in the **Professional** category were given to a White males and a White female. The

4/5ths analysis conducted for the Officials and Administrators category indicates potential adverse impact in the Black males, Hispanic females, Asian/Pacific Islander males and Asian/Pacific Islander females category. The 4/5ths analysis conducted for the Professional category indicates potential adverse impact in the Black males, Black females, Hispanic males, Asian/Pacific Islander males and Asian/Pacific Islander females category.

Action Plan

DISTRICT 4 will conduct targeted outreach specifically for the following job groups Officials and Administrators and Professional categories for Black males, Hispanic males and females, Asian/Pacific Islander males and females will be ongoing as stated in further detail in Section VII: ACTION-ORIENTED PROGRAMS DESIGNED TO REMOVE BARRIERS . The ODCR will monitor and review the applicant pool of candidates for these job groups to determine whether these particular job groups are represented in the pool.

During the period of October 1, 2013 to December 31, 2013, District 5 filled 2 vacancies: 1 position in the Professional category was given to a White female; 1 position in the Skilled Craft category was given to a White Male. The 4/5ths analysis conducted for the Professional category indicates potential adverse impact in the Black males, Hispanic males, Hispanic females, Asian/Pacific Islander males and Asian/Pacific females.

Action Plan

DISTRICT 5 will conduct targeted outreach specifically for the following job groups Professional categories for Black males, Hispanic males and females, Asian/Pacific Islander males and females will be ongoing as stated in further detail in Section VII: ACTION-ORIENTED PROGRAMS DESIGNED TO REMOVE BARRIERS. The ODCR will monitor and review the applicant pool of candidates for these job groups to determine whether these particular job groups are represented in the pool.

During the period of October 1, 2014 to December 31, 2013, District 6 did not fill any vacancies.

Action Plan

The 4/5ths analysis did not indicate any adverse impact in this category. The ODCR will continue to monitor and conduct ongoing assessments to determine adverse impact in the future as stated in further detail in Section VIII: INTERNAL MONITORING.

4/5THS ANALYSIS ON PROMOTIONS – MASSDOT, ROLLUP

A promotion shall mean an advancement to a higher salary grade within the jurisdiction of the employee's Department/Agency.

All vacancies, excluding those reasonably anticipated to be for less than one (1) year, shall be posted but will not limit MassDOT from hiring from outside the Department/Agency after all applicants within the Appointing Authority have been considered.

During the period of October 1, 2013 to December 31, 2013, the following are the number of promotions that were processed:

Officials and Administrators: 2 positions;

Professionals: 53 positions;

Office/Clerical: 1 position;

Skilled Craft: 7 positions.

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Officials and Administrators:

Black males and females; Hispanic males and females;

Professionals:

White females; Black males and females, Hispanic males and females, Asian/Pacific Islander males and females; and

Skilled Craft:

White females; Black males, Hispanic males, Asian/Pacific Islander males.

Action Plan

In these job groups, MassDOT identified adverse impact specifically in the following areas: Officials and Administrators, Professionals and Skilled Craft categories for Black males and Females, Hispanic males and females, Professionals White females, Asian/Pacific Islander males and females. MassDOT has refocused its engagement by including the following activities: Implementation of the Diversity and Outreach Recruitment Plan (Appendix P) and

as further detailed in Section VII: ACTION-ORIENTED PROGRAMS DESIGNED TO REMOVE BARRIERS. MassDOT also offers supervisors and front-line employees, professional development and skills training classes as further described in the MassDOT University Course Catalog (Appendix N). The ODCR will conduct continual review and monitoring of the promotional process as stated in further detail in Section VIII: INTERNAL MONITORING. Further, the ODCR will review the applicant pool of candidates that have met the MERS to ensure diversity when possible. In addition, the ODCR will all promotions in designated underutilized positions to ensure equity. The ODCR will receive a list of all potential candidates eligible for promotion and justification for selected hire.

PROMOTIONS - MBTA

During the plan period MBTA processed the following promotions:

395 in the Officials and Administrators category;

77 in the Professionals category;

24 in the Technicians category;

9 in the Paraprofessionals category;

17 in the Administrative Support category;

31 in the Skilled Craft category; and

64 in the Service Maintenance Category.

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Professionals:

White females; Black males and females, and Hispanic females;

Technicians: Black and Hispanic males and Black females;

Paraprofessionals:

Black and Hispanic males and Black females;

Administrative Support:

Black and Hispanic males and Black females;

Skilled Craft:

White and Black females and Black males; and

Service Maintenance:

Black and Hispanic males.

Action Plan

In these job groups, MassDOT identified adverse impact specifically in the following EEO-4 Categories: Professionals, Technicians, Paraprofessionals, Administrative Support, Skilled Craft and Service Maintenance for White female; Black males and females, and Hispanic males and females. In these job groups, MassDOT identified adverse impact specifically in the following areas: Officials and Administrators, Professionals and Skilled Craft categories for Black males and females, Hispanic males and females, Professionals White females, Asian/Pacific Islander males and females. MassDOT has refocused its engagement by including the following activities: Implementation of the Diversity and Outreach Recruitment Plan (Appendix P) and as further detailed in Section VII: ACTION-ORIENTED PROGRAMS DESIGNED TO REMOVE BARRIERS. In addition, MassDOT also offers supervisors and front-line employees, professional development, and skills training classes as further described in the MassDOT University Course Catalog (Appendix N). The ODCR will conduct continual review and monitoring of the promotional process as stated in further detail in Section VIII: INTERNAL MONITORING. Further, the ODCR will review all promotions in designated underutilized positions to ensure equity. The ODCR will receive a list of all potential candidates eligible for promotion and justification for selected hire.

4/5THS ANALYSIS ON PROMOTIONS BY DISTRICT

HIGHWAY DIVISION, HQ

During the period of October 1, 2013 to December 31, 2013: 8 employees were promoted in the Professional category.

Action Plan

The 4/5ths analysis did not indicate any adverse impact in this category. The ODCR will continue to monitor and conduct ongoing assessments to determine adverse impact in the future as stated in further detail in Section VIII: INTERNAL MONITORING .

DISTRICT 1

During the period of October 1, 2013 to December 31, 2013:

1 employee was promoted in the Professional category; and
2 employees were promoted in the Skilled Craft category.

The 4/5ths analysis indicated that there is adverse impact in the following areas: Professionals: Black males, Black females, Hispanic females, Asian/Pacific Islander males and Asian/Pacific Islander females;

Skilled Craft:

There was no potential adverse impact in the Skilled Craft category.

Action Plan

In these job groups, MassDOT identified adverse impact specifically in the following EEO-4 Category: Professionals: Black males and females, Hispanic females, Asian/Pacific Islander males and females. MassDOT has refocused its engagement by including the following activities: Implementation of the Diversity and Outreach Recruitment Plan (Appendix P) and as further detailed in Section VII: ACTION-ORIENTED PROGRAMS DESIGNED TO REMOVE BARRIERS. In addition, MassDOT also offers supervisors and front-line employees, professional development and skills training classes as further described in the MassDOT University Course Catalog (Appendix N). The ODCR will conduct continual review and monitoring of the promotional process as stated in further detail in Section VIII: INTERNAL MONITORING. Further, The ODCR will review all promotions in designated underutilized positions to ensure equity. The ODCR will receive a list of all potential candidates eligible for promotion and justification for selected hire.

DISTRICT 2

During the period of October 1, 2013 to December 31, 2013:

3 employees were promoted in the Professional category;

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Females, Black males, Hispanic males, Hispanic females, Asian/Pacific Islander male, and Asian/Pacific Islander females.

Action Plan

In these job groups, MassDOT identified adverse impact specifically in the following EEO-4 Categories: Professionals: White females, Black males, Hispanic males and females, Asian/Pacific Islander males, and females. MassDOT has refocused its engagement by including the following activities: Implementation of the Diversity and Outreach Recruitment Plan (Appendix P) and as further detailed in Section VII: ACTION-ORIENTED PROGRAMS DESIGNED TO REMOVE BARRIERS. The ODCR will conduct continual review and monitoring of the promotional process as stated in further detail in Section VIII: INTERNAL MONITORING. In addition, The ODCR will review all promotions in designated underutilized positions to ensure equity. The ODCR will receive a list of all potential candidates eligible for promotion and justification for selected hire.

DISTRICT 3

During the period of October 1, 2013 to December 31, 2013:

- 1 employee promoted to the Officials and Administrators category;
- 4 employees were promoted in the Professional category; and
- 2 employees were promoted in the Skilled Craft category.

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Officials and Administrators:

White females, Black males, Black females, Hispanic males, and Hispanic females;

Professionals:

White females, Black males, Hispanic males, Hispanic females, Asian/Pacific Islander males, and Asian/Pacific Islander females; and

Skilled Craft:

Black males, Hispanic males, and Asian/Pacific Islander males.

Action Plan

In these job groups, MassDOT identified adverse impact specifically in the following EEO-4 Categories: Officials and Administrators, Professionals, and Skilled Craft: Black male and female, Hispanic male and female, White female, and Asian/Pacific Islander male and female. MassDOT has refocused its engagement by including the following activities: Implementation of the Diversity and Outreach Recruitment Plan (Appendix P) and as further detailed in Section VII: ACTION-ORIENTED PROGRAMS DESIGNED TO REMOVE BARRIERS.

In addition, MassDOT also offers supervisors and front-line employees professional development and skills training classes as further described in the MassDOT University Course Catalog (Appendix N). The ODCR will conduct continual review and monitoring of the promotional process as stated in further detail in Section VIII: INTERNAL MONITORING. Further, the ODCR will review all promotions in designated underutilized positions to ensure equity. The ODCR will receive a list of all potential candidates eligible for promotion and justification for selected hire.

DISTRICT 4

During the period of October 1, 2013 to December 31, 2013:

10 employees were promoted in the Professional category.

The 4/5ths analysis indicated that there is adverse impact in the following areas:

White females, Black males, Black females, Hispanic males, Hispanic females, Asian/Pacific Islander males, and Asian/Pacific Islander females.

Action Plan:

In these job groups, MassDOT identified adverse impact specifically in the following EEO-4 Category, Professionals, Black males and females, Hispanic males and females, White females, and Asian/Pacific Islander males and females. MassDOT has refocused its engagement by including the following activities: Implementation of the Diversity and Outreach Recruitment Plan (Appendix P) and as further detailed in Section VII: ACTION-ORIENTED PROGRAMS DESIGNED TO REMOVE BARRIERS.

In addition, MassDOT also offers supervisors and front-line employees, professional development and skills training classes as further described in the MassDOT University Course Catalog (Appendix N). The ODCR will conduct continual review and monitoring of the promotional process as stated in further detail in Section VIII: INTERNAL MONITORING.

Further, the ODCR will review all promotions in designated underutilized positions to ensure equity. The ODCR will receive a list of all potential candidates eligible for promotion and justification for selected hire.

DISTRICT 5

During the period of October 1, 2013 to December 31, 2013

The 4/5ths analysis did not indicate any adverse impact in this category. The ODCR will continue to monitor and conduct ongoing assessments to determine adverse impact in the future as stated in further detail in Section VIII: INTERNAL MONITORING .

Professionals:

8 employees were promoted in the Professional category;
and 1 employee was promoted in the Skilled Craft category.

Skilled Craft:

The 4/5ths analysis did not indicate any adverse impact in this category.

Action Plan

The ODCR will continue to monitor and conduct ongoing assessments to determine adverse impact in the future as stated in further detail in Section VIII: INTERNAL MONITORING.

DISTRICT 6

During the period of October 1, 2013 to December 31, 2013:

8 employees were promoted in the Professional category; and
2 employees were promoted in the Skilled Craft category.

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Professionals:

White females, Black males, Black females, Hispanic males, Hispanic females, Asian/Pacific males and Asian/Pacific females; and

Skilled Craft:

Black males and Hispanic males

Action Plan

In these job groups, MassDOT identified adverse impact specifically in the following EEO-4 Categories: Professionals and Skilled Craft: Black male and female, Hispanic males and females, White females, and Asian/Pacific Islander males and females. MassDOT has refocused its engagement by including the following activities: Implementation of the Diversity and Outreach Recruitment Plan (Appendix P) and as further detailed in Section VII: ACTION-ORIENTED PROGRAMS DESIGNED TO REMOVE BARRIERS. In addition, MassDOT also offers supervisors and front-line employees professional development and skills training classes as further described in the MassDOT University Course Catalog (Appendix N). The ODCR will conduct continual review and monitoring of the promotional process as stated in further detail in Section VIII: INTERNAL MONITORING. Further, the ODCR will review all promotions in designated underutilized positions to ensure equity. The ODCR will receive a list of all potential candidates eligible for promotion and justification for selected hire.

4/5THS ANALYSIS ON LATERAL TRANSFERS – MASSDOT, ROLLUP

During the period of July 1, 2011 to December 31, 2013, the following transfers were processed:

3 employees were transferred in the Officials and Administrators category;
8 employees were transferred in the Professional category;
2 employees were transferred in the Technician category;
3 employees were transferred in the Office/Clerical category; and
19 employees were transferred in the Skilled Craft category.

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Officials and Administrators:

There was no potential adverse impact in this category;

Professionals:

There was no potential adverse impact in this category;

Technicians:

White females.

Office/Clerical:

There was no potential adverse impact in this category;

Skilled Craft:

White females.

Action Plan:

The ODCR in conjunction with requisite managers and supervisions will conduct active internal recruitment for the following job groups: Technicians and Skilled Craft. The ODCR will encourage the Managers in all MassDOT divisions to increase recruitment or participation in training in accordance with the lateral transfer process. In addition, the ODCR will encourage Managers as part of their ACES review and in the required Manager training to discuss job training and professional development for possible lateral transfers especially in the underutilized areas.

4/5THS ANALYSIS ON LATERAL TRANSFERS – HIGHWAY DIVISION BY DISTRICT

During the period of July 1, 2011 to December 31, 2013, the following transfers were processed:

Highway Division, HQ

2 employees were transferred in the Professional category; and 1 employee was transferred in the office/Clerical category;

District 1:

2 employees were transferred in the Skilled Craft category;

District 2:

1 employee was transferred in the Professional category; and

1 employee was transferred in the Skilled Craft category;

District 3:

There were no transfers processed during this period;

District 4:

1 employees were transferred in the Technicians category; and

4 employees were transferred in the Skilled Craft category;

District 5:

7 employees were transferred in the Skilled Craft category;

District 6:

2 employees were transferred in the Professional category.

Action Plan

While the 4/5ths analysis did not indicate any adverse impact in this category ODCR will continue to monitor and conduct ongoing assessments to determine adverse impact in the future as stated in further detail in Section VII: INTERNAL MONITORING.

LATERAL JOB CHANGES (VIA REQUISITION) - MBTA

During the plan period the MBTA processed the following lateral job code changes in the categories below:

16 positions in the Officials and Administrators category;

33 positions in the Technicians category;

2 positions in the Administrative Support category;

1 position in the Skilled Craft category; and

55 positions in the Service Maintenance Category.

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Officials and Administrators:

Black males and females, Hispanic males and females, Asian/Pacific Islander males and White females;

Technicians:

Black males and females;

Administrative Support:

White and Black females and Hispanic males;

Skilled Craft:

White and Black females and Black males; and

Service Maintenance:

Black and Hispanic males and Black females.

Action Plan

MassDOT has refocused its engagement by including the following activities: Implementation of the Diversity and Outreach Recruitment Plan (Appendix P) and as further detailed in Section VII: ACTION-ORIENTED PROGRAMS DESIGNED TO REMOVE BARRIERS. In addition, MassDOT also offers supervisors and front-line employees, professional development and skills training classes as further described in the MassDOT University Course Catalog (Appendix N). The Office of Diversity and Civil Rights will conduct continual review and monitoring of the lateral hire process as stated in further detail in Section VIII: INTERNAL MONITORING. The ODCR will review the applicant pool of candidates that have met the MERS to ensure diversity when possible. Further, the ODCR will all review all lateral candidates in designated underutilized positions to ensure equity. The ODCR will receive a list of all potential candidates eligible for job changes and justification for selected hire. All lateral changes within the listed job groups within these categories will be reviewed by ODCR before final approval.

4/5THS ANALYSIS ON RECLASSIFICATIONS, MAINTENANCE – MASSDOT, ROLLUP

During the period of January 1, 2011 to December 31, 2013, the following maintenance reclassifications were processed:

- 39 maintenance reclassifications in the Professional category;
- 6 maintenance reclassifications in the Technician category;
- 12 maintenance reclassifications in the Office/Clerical category; and
- 4 maintenance reclassifications in the Skilled Craft category.

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Professionals:

Black females, Hispanic males, Hispanic females, Asian/Pacific Islander females;

Technicians:

Black males, Black females, Hispanic males, Hispanic females, Asian/Pacific Islander males, Asian/Pacific Islander females;

Office/Clericals:

Black males, Black females, Asian/Pacific Islander males, Asian/Pacific Islander females; and

Skilled Craft:

Black females, Hispanic males, Hispanic females.

Action Plan

The ODCR will review the Reclassifications and Maintenance actions for the following job groups: Professional, Technicians, Office Clerical and Skilled Craft for Black males and females, Hispanic males and females, Asian/Pacific Islander males and females. MassDOT has refocused its engagement by including the following activities: Implementation of the Diversity and Outreach Recruitment Plan (Appendix P) and as further detailed in Section VII: ACTION-ORIENTED PROGRAMS DESIGNED TO REMOVE BARRIERS. MassDOT will also

recommend the establishment of a database that lists all job requirements necessary for classification. The database will contain job titles and duties that employees can use to identify positions for lateral or promotional opportunities in all areas through MassDOT. The database will also provide salary ranges in various job titles with specific functionalities.

4/5THS ANALYSIS ON RECLASSIFICATIONS, MAINTENANCE – HIGHWAY DIVISION BY DISTRICT

During the period of January 1, 2011 to December 31, 2013, the following maintenance reclassifications were processed:

District 1:

There was no maintenance classifications processed;

District 2:

2 maintenance reclassifications in the Professional category;

1 maintenance reclassifications in the Technician category;
and

3 maintenance reclassifications in the Office/Clerical category.

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Professionals:

Females;

Technicians:

Black males;

Office/Clerical:

There was no adverse impact found in this category.

Action Plan

The Reclassifications and Maintenance actions for the following job groups: Professional and Technicians for female and Black male. MassDOT has refocused its engagement by including

the following activities: Implementation of the Diversity and Outreach Recruitment Plan (Appendix P) and as further detailed in Section VII: ACTION-ORIENTED PROGRAMS DESIGNED TO REMOVE BARRIERS. MassDOT will also recommend the establishment of a database that lists all job requirements necessary for classification. The database will contain job titles and duties that employees can use to identify positions for lateral or promotional opportunities in all areas through MassDOT. The database will also provide salary ranges in various job titles with specific functionalities.

District 3

9 maintenance reclassifications in the Professional category;

1 maintenance reclassifications in the Technician category;

1 maintenance reclassifications in the Skilled Craft category;

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Professionals:

White females, Black males, Black females, Hispanic males, Hispanic females, Asian/Pacific males, Asian/Pacific females;

Technicians:

There was no adverse impact found in this category; and

Skilled Craft:

There was no adverse impact found in this category.

Action Plan

The Reclassifications and Maintenance actions for the following job group: Professional for Black males and females, Hispanic males and females, Asian/Pacific males and females. MassDOT has refocused its engagement by including the following activities: Implementation of the Diversity and Outreach Recruitment Plan (Appendix P) and as further detailed in Section VII: ACTION-ORIENTED PROGRAMS DESIGNED TO REMOVE BARRIERS. MassDOT will also recommend the establishment of a database that lists all job requirements necessary for classification. The database will contain job titles and duties that employees can use to identify positions for lateral or promotional opportunities in all areas through MassDOT. The database will also provide salary ranges in various job titles with specific functionalities.

District 4:

1 maintenance reclassifications in the Professional category;

2 maintenance reclassifications in the Technician category;

1 maintenance reclassification in the Skilled Craft category;

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Professionals:

White females, Black males, Black females, Hispanic males, Hispanic females, Asian/Pacific males, Asian/Pacific females;

Technicians:

There was no adverse impact found in this category;

Skilled Craft:

White females, Hispanic males.

Action Plan

The ODCR will review the Reclassifications and Maintenance actions for the following job group: Professional for Black males and females, Hispanic males and females, Asian/Pacific males and females. MassDOT has refocused its engagement by including the following activities: Implementation of the Diversity and Outreach Recruitment Plan (Appendix P) and as further detailed in Section VII: ACTION-ORIENTATED PROGRAMS DESIGNED TO REMOVE BARRIERS. MassDOT will also recommend the establishment of a database that lists all job requirements necessary for classification. The database will contain job titles and duties that employees can use to identify positions for lateral or promotional opportunities in all areas through MassDOT. The database will also provide salary ranges in various job titles with specific functionalities.

4/5THS ANALYSIS ON RECLASSIFICATIONS, APPEAL – MASSDOT, ROLLUP

During the period of January 1, 2011 to December 31, 2013, the following reclassification appeals were filed and processed:

- 39 reclassification appeals in the Professional category;
- 6 reclassification appeals in the Technician category;
- 12 reclassification appeals in the Office/Clerical category;
- 4 reclassification appeals in the Skilled Craft category.

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Professionals:

Females, Black females, Hispanic females, Asian/Pacific Islander females;

Technicians:

There was no adverse impact found in this category;

Office/Clericals:

There was no adverse impact found in this category;

Skilled Craft:

There was no adverse impact found in this category.

Action Plan

As part of its ongoing internal monitoring obligation as further detailed in Section VIII: INTERNAL MONITORING. The ODCR will recommend the establishment of an audit panel that would include representatives from ODCR, Labor Relations ("LR") and Legal Department ("Legal") to ensure a fair and equitable review of Appeals. The audit panel will be represented by senior level management from the ODCR and LR, or their designee. The audit panel will review the findings on reclassifications request s and obtain information the panel determines pertinent to its review.

4/5THS ANALYSIS ON RECLASSIFICATIONS, APPEAL – HIGHWAY DIVISION BY DISTRICT

HIGHWAY DIVISION, HQ

18 reclassification appeals in the Professional category;

1 reclassification appeal in the Technician category;

6 reclassification appeal in the Office/Clerical category.

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Professionals:

White females, Black females, Hispanic females, Asian/Pacific Islander females;

Technicians:

There was no adverse impact found in this category; and

Office/Clericals:

There was no adverse impact found in this category.

District 1

There was no reclassification appeals processed in this district;

District 2

2 reclassification appeals in the Professional category;

1 reclassification appeal in the Technician category;

3 reclassification appeals in the Office/Clerical category.

The 4/5ths analysis indicated that there is no adverse impact in the following areas:

Professionals:

There was no adverse impact found in this category;

Technicians:

There was no adverse impact found in this category;

Office/Clericals:

There was no adverse impact found in this category;

District 3

9 reclassification appeals in the Professional category;

1 reclassification appeal in the Technician category; and 1 reclassification appeal in the Skilled Craft category.

The 4/5ths analysis indicated that there was no adverse impact in the following areas:

Professionals:

There was no adverse impact found in this category;

Technicians:

There was no adverse impact found in this category;

Office/Clericals:

There was no adverse impact found in this category;

District's 4, 5 and 6:

There were no reclassifications for Districts 4, 5 and 6.

Action Plan

As part of its ongoing internal monitoring obligation as further detailed in Section VIII: INTERNAL MONITORING. The ODCR will recommend the establishment of an audit panel that would include representatives from the ODCR, LR and Legal to ensure a fair and equitable review of Appeals. The audit panel will be represented by senior level management from ODCR, legal and LR, or their designee. The audit panel will review the findings on reclassifications request s and obtain information the panel determines pertinent to its review.

PART-TIME TO FULL-TIME - MBTA

During the plan period the MBTA moved the following categories of employees into full-time positions:

- 4 positions in the Professionals category;
- 1 position in the Technicians category;
- 446 positions in the Service Maintenance Category.

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Professionals:

White females and Hispanic males;

Technicians:

Black males and females; and

Service Maintenance:

White Females.

Action Plan

As part of its ongoing internal monitoring obligation as further detailed in Section VIII: INTERNAL MONITORING . The ODCR will recommend the establishment of an audit panel that would include representatives from the ODCR, LR and Legal to ensure that job changes from part-time to full-time fair and equitable. The audit panel will be represented by senior level management from the ODCR, LR and legal, or their designee. The audit panel will review part-time to full-time job changes in these underutilized job groups where adverse impact has been found.

BI WEEKLY TEMP CHANGE PAYMENT - MBTA

During the plan period the MBTA included the following in this adjustment:

- 6 positions in the Officials and Administrators category;
- 5 positions in the Professionals category;

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Officials and Administrators:

Black males and females, Hispanic males and females, Asian/Pacific Islander males and White females;

Professionals:

White females, Black males and females, Hispanic males and females, Asian/Pacific males and females.

Action Plan

As part of its ongoing internal monitoring obligation as further detailed in Section VIII: INTERNAL MONITORING . ODCR will recommend the establishment of an audit panel that would include representatives from the ODCR, LR and Legal to ensure that Temp Changes are fair and equitable. The audit panel will be represented by senior level management from ODCR, LR and legal, or their designee. The audit panel will review temp changes that have adverse impact in these underutilized job groups.

SEPARATIONS

VOLUNTARY SEPARATIONS – MASSDOT ROLLUP

Voluntary termination is an action resulting from the employee's decision to leave the job on his or her own accord such as resignation, retirement, or transfer to another state agency.

55 voluntary terminations were processed for employees in the Officials and Administrators category;

228 voluntary terminations were processed for employees in the Professional category;

15 voluntary terminations were processed for employees in the Technician category;

1 voluntary termination was processed for an employee in the Protective Service-Non Sworn category;

148 voluntary terminations were processed for employees in the Office/Clerical category;

78 voluntary terminations were processed for employees in the Skilled Craft category;

17 voluntary terminations were processed for employees in the Service Maintenance category.

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Officials and Administrators:

There was no adverse impact found in this category;

Professionals:

There was no adverse impact found in this category;

Technicians:

There was no adverse impact found in this area;

Protective Service: Non-Sworn:

There was no adverse impact found in this area:

Skilled Craft:

Black females, Asian/Pacific Islander females;

Service Maintenance:

Hispanic females.

Action Plan

Human Resource will conduct exit interviews on all Voluntary Separations. The ODCR will recommend separate exit interviews for the following job groups: Skilled Craft and Service Maintenance, specifically those employees with protected characteristics. In addition, the ODCR will conduct a qualitative and quantitative review as part of the exit interview process as further detailed in Section VII: ACTION-ORIENTED PROGRAMS DESIGNED TO REMOVE BARRIERS.

**VOLUNTARY TERMINATIONS BY HIGHWAY DISTRICT,
HIGHWAY, HQ**

8 voluntary terminations were processed for employees in the Officials and Administrators category;

49 voluntary terminations were processed for employees in the Professional category;

3 voluntary terminations were processed for employees in the Technicians category;

1 voluntary termination was processed for an employee in the Protective Service: Non Sworn category;

71 voluntary terminations were processed for employees in the Office/Clerical category;

5 voluntary terminations were processed for employees in the Skilled Craft category;

3 voluntary terminations were processed for employees in the Service Maintenance category.

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Officials and Administrators:

There was no adverse impact found in this category;

Professionals:

There was no adverse impact found in this category;

Technicians:

Black females;

Office/Clericals:

There was no adverse impact found in this category;

Skilled Craft:

There was no adverse impact found in this category;

Service Maintenance:

Hispanic females.

Action Plan

Human Resource will conduct exit interviews on all Voluntary Separations. The ODCR will recommend separate exit interviews for the following job groups: Technicians and Service Maintenance, specifically those employees with protected characteristics. In addition, the ODCR will conduct a qualitative and quantitative review as part of the exit interview process.

Section VII: ACTION-ORIENTED PROGRAMS DESIGNED TO REMOVE BARRIERS.

DISTRICT 1

2 voluntary terminations were processed for employees in the Officials and Administrators category;

12 voluntary terminations were processed for employees in the Professional category;

2 voluntary terminations were processed for employees in the Technician category;

1 voluntary termination was processed for an employee in the Office and Clerical category;

17 voluntary terminations were processed for employees in the Skilled Craft category;

2 voluntary terminations were processed for employees in the Service Maintenance category.

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Officials and Administrators:

females;

Professionals:

There was no adverse impact found in this category;

Technicians:

There was no adverse impact found in this category;

Office/Clericals:

females;

Skilled Craft:

There was no adverse impact found in this category;

Service Maintenance:

There was no adverse impact found in this category.

Action Plan

Human Resource will conduct exit interviews on all Voluntary Separations. The ODCR will recommend separate exit interviews for the following job groups: Officials and Administrators and Office Clerical specifically those employees with protected characteristics. In addition the ODCR will conduct a qualitative and quantitative review as part of the exit interview process.

DISTRICT 2

25 voluntary terminations were processed for employees in the Professional category;

1 voluntary termination was processed for an employee in the Technician category;

11 voluntary terminations were processed for employees in the Skilled Craft category.

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Professionals:

There was no adverse impact found in this category;

Technicians:

Black males;

Skilled Craft:

There was no adverse impact found in this category.

Action Plan

Human Resource will conduct exit interviews on all Voluntary Separations. ODCR will recommend separate exit interviews for the following job group: Technicians, specifically those employees with protected characteristics. In addition, ODCR will conduct a qualitative and quantitative review as part of the exit interview process as described in further detail in Section VII: ACTION-ORIENTED PROGRAMS DESIGNED TO REMOVE BARRIERS.

DISTRICT 3

1 voluntary termination was processed for an employee in the Officials and Administrators category;

18 voluntary terminations were processed for employees in the Professional category;

1 voluntary termination was processed for an employee in the Technician category;

6 voluntary terminations were processed for employees in the Skilled Craft category;

2 voluntary terminations were processed for employees in the Service Maintenance category.

The 4/5ths analysis indicated that there is no adverse impact in the following areas:

Officials and Administrators:

There was no adverse impact found in this category;

Professionals:

There was no adverse impact found in this category;

Technicians:

There was no adverse impact found in this category;

Skilled Craft:

There was no adverse impact found in this category;

Service Maintenance:

There was no adverse impact found in this category.

Action Plan

Human Resource will conduct exit interviews on all Voluntary Separations. ODCR will recommend separate exit interviews for the following job group: Technicians, specifically those employees with protected characteristics. In addition, ODCR will conduct a qualitative and quantitative review as part of the exit interview process as described in further detail in Section VII: ACTION-ORIENTED PROGRAMS DESIGNED TO REMOVE BARRIERS.

DISTRICT 4

1 voluntary termination was processed for an employee in the Officials and Administrators category;

20 voluntary terminations were processed for employees in the Professional category.

1 voluntary termination was processed for an employee in the Technician category;

1 voluntary termination was processed for an employee in the Skilled Craft category;

4 voluntary terminations were processed for employees in the Service Maintenance category.

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Officials and Administrators:

There was no adverse impact found in this category;

Professionals:

There was no adverse impact found in this category;

Technicians:

There was no adverse impact found in this category;

Skilled Craft:

There was no adverse impact found in this category;

Service Maintenance:

female.

Action Plan

Human Resource will conduct exit interviews on all Voluntary Separations. The ODCR will recommend separate exit interviews for the following job group: Service Maintenance, specifically those employees with protected characteristics. In addition, the ODCR will conduct a qualitative and quantitative review as part of the exit interview process as further detailed in Section VII: ACTION-ORIENTED PROGRAMS DESIGNED TO REMOVE BARRIERS.

DISTRICT 5

3 voluntary terminations were processed for employees in the Officials and Administrators category;

26 voluntary terminations were processed for employees in the Professional category;

1 voluntary termination was processed for an employee in the Technician category;

2 voluntary terminations were processed for employees in the Office/Clerical category;

15 voluntary terminations were processed for employees in the Skilled Craft category;

3 voluntary terminations were processed for employees in the Service Maintenance category.

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Officials and Administrators:

There was no adverse impact found in this category;

Professionals:

There was no adverse impact found in this category;

Technicians:

Black males;

Office/Clericals:

females;

Skilled Craft:

There was no adverse impact found in this category;

Service Maintenance:

There was no adverse impact found in this category.

Action Plan

Human Resource will conduct exit interviews on all Voluntary Separations. The ODCR will recommend separate exit interviews for the following job groups: Technicians and Office Clerical, specifically those employees with protected characteristics. In addition, the ODCR will conduct a qualitative and quantitative review as part of the exit interview process described in further detail in Section VII: ACTION-ORIENTED PROGRAMS DESIGNED TO REMOVE BARRIERS.

DISTRICT 6

14 voluntary terminations were processed for employees in the Professional category;

1 voluntary termination was processed for an employee in the Technician category;

3 voluntary terminations were processed for employees in the Office/Clerical category;

22 voluntary terminations were processed for employees in the Skilled Craft category;

1 voluntary termination was processed for an employee in the Service Maintenance category;

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Professionals:

There was no adverse impact found in this category;

Technicians:

There was no adverse impact found in this category;

Office/Clericals:

Black Females;

Skilled Craft:

White females, Black females, American Indian/Alaskan Native females; and

Service Maintenance:

There was no adverse impact found in this category;

Action Plan

Human Resource will conduct exit interviews on all Voluntary Separations. The ODCR will recommend separate exit interviews for the following job groups: Skilled Craft and Office Clerical, specifically those employees with protected characteristics. In addition, the ODCR will conduct a qualitative and quantitative review as part of the exit interview process described in further detail in Section VII: ACTION-ORIENTED PROGRAMS DESIGNED TO REMOVE BARRIERS.

ALL SEPARATIONS - MBTA

During the plan period employees in the following categories separated from employment with the MBTA:

187 positions in the Officials and Administrators category;

65 positions in the Professionals category;

39 positions in the Technicians category;

38 positions in the Protective Services;

8 positions in the Paraprofessionals category;

31 positions in the Administrative Support category;

212 positions in the Skilled Craft category; and
526 positions in the Service Maintenance Category.

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Officials and Administrators:

White females;

Protective Services:

Hispanic females;

Paraprofessionals:

Black and Asian females.

Action Plan

As part of its ongoing monitoring obligation as described in detail in Section VIII: INTERNAL MONITORING, the ODCR will create a review panel similar to MassDOT to conduct reviews. The process of establishing the review panel will be as follows: The Deputy Chief Diversity Officer will appoint one or more ODCR representatives to review and report on all separations involving job groups that have been identified as underutilized and where an adverse impact has occurred. The panel will obtain and review the personnel file of the separating employee from HR along with any disciplinary history. The panel will also determine if the separating employee had any contact with the ODCR as complainant or respondent during their employment. The panel will also request a personal meeting with the separating employee to determine if the separation involves any civil rights issues.

VOLUNTARY SEPARATIONS - MBTA

During the plan period, individuals in the following employment categories voluntarily separated from employment with the MBTA:

176 positions in the Officials and Administrators category;

60 positions in the Professionals category;

39 positions in the Technicians category;

37 positions in the Protective Services;

6 positions in the Paraprofessionals category;

29 positions in the Administrative Support category;
206 positions in the Skilled Craft category; and
359 positions in the Service Maintenance Category.

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Protective Services:

Hispanic females;

Paraprofessionals:

Asian females; and

Administrative Support:

White and Black females.

Action Plan

As part of its ongoing monitoring obligation as described in detail in Section VIII: INTERNAL MONITORING, the ODCR will create a review panel similar to MassDOT to conduct reviews. The process of establishing the review panel will be as follows: The Deputy Chief Diversity Officer will appoint one or more ODCR representatives to review and report on all separations involving job groups that have been identified as underutilized and where an adverse impact has occurred. The panel will obtain and review the personnel file of the separating employee from HR along with any disciplinary history. The panel will also determine if the separating employee had any contact with the ODCR as complainant or respondent during their employment. The panel will also request a personal meeting with the separating employee to determine if the separation involves any civil rights issues.

INVOLUNTARY SEPARATIONS – MASSDOT ROLLUP

Involuntary terminations are actions caused by MassDOT such as termination for cause or layoff.

13 involuntary terminations were processed for employees in the Officials and Administrators category;
11 involuntary terminations were processed for employees in the Professional category;
24 involuntary terminations were processed for employees in the Office/Clerical category;
13 involuntary terminations were processed for employees in the Skilled Craft category; and

2 involuntary terminations were processed for employees in the Service Maintenance category.

The 4/5ths analysis indicated that there is no adverse impact in the following areas:

Officials and Administrators:

There was no adverse impact found in this category.

Professionals:

There was no adverse impact found in this category.

Office/Clericals:

There was no adverse impact found in this category.

Skilled Craft:

There was no adverse impact found in this category.

Service Maintenance:

There was no adverse impact found in this category.

Action Plan

HR will conduct exit interviews on all Involuntary Separations. The ODCR will recommend separate exit interviews for the following job group: Officials and Administrators, specifically those employees with protected characteristics. In addition, the ODCR will conduct a qualitative and quantitative review as part of the exit interview process.

INVOLUNTARY TERMINATIONS - BY HIGHWAY DISTRICT

HIGHWAY, HQ

1 involuntary termination was processed for an employee in the Officials and Administrators category;

2 involuntary terminations were processed for employees in the Professional category;
and

13 involuntary terminations were processed for employees in the Office/Clerical category.

The 4/5ths analysis indicated that there is no adverse impact in the following areas:

Officials and Administrators:

There was no adverse impact found in this category.

Professionals:

There was no adverse impact found in this category.

Office/Clericals:

There was no adverse impact found in this category.

Action Plan

HR will conduct exit interviews on all Involuntary Separations. The ODCR will recommend separate exit interviews for the following job group: Officials and Administrators, specifically those employees with protected characteristics. In addition, the ODCR will conduct a qualitative and quantitative review as part of the exit interview process.

DISTRICT 1

2 involuntary terminations were processed for employees in the Skilled Craft category.

The 4/5ths analysis indicated that there is no adverse impact in the following areas:

Officials and Administrators:

There was no adverse impact found in this category.

Skilled Craft:

There was no adverse impact found in this category.

Action Plan

HR will conduct exit interviews on all Involuntary Separations. The ODCR will recommend separate exit interviews for the following job group: Officials and Administrators, specifically those employees with protected characteristics. In addition, the ODCR will conduct a qualitative and quantitative review as part of the exit interview process.

DISTRICT 2

2 involuntary terminations were processed for employees in the Professional category.

The 4/5ths analysis indicated that there is no adverse impact in the following areas:

Professionals:

There was no adverse impact found in this category.

Action Plan

HR will conduct exit interviews on all Involuntary Separations. The ODCR will recommend separate exit interviews for the following job group: Officials and Administrators, specifically those employees with protected characteristics. In addition, the ODCR will conduct a qualitative and quantitative review as part of the exit interview process.

DISTRICT 3

1 involuntary termination was processed for an employee in the Officials and Administrators category;

1 involuntary termination was processed for an employee in the Professional category;
and

2 involuntary terminations were processed for employees in the Skilled Craft category.

The 4/5ths analysis indicated that there is no adverse impact in the following areas:

Officials and Administrators:

There was no adverse impact found in this category.

Professionals:

There was no adverse impact found in this category.

Skilled Craft:

There was no adverse impact found in this category.

Action Plan

HR will conduct exit interviews on all Involuntary Separations. The ODCR will recommend separate exit interviews for the following job group: Officials and Administrators, specifically those employees with protected characteristics. In addition, the ODCR will conduct a qualitative and quantitative review as part of the exit interview process.

DISTRICT 4

3 involuntary terminations were processed for employees in the Skilled Craft category. 1 involuntary termination was processed for an employee in the Service Maintenance category.

The 4/5ths analysis indicated that there is no adverse impact in the following areas:

Skilled Craft:

There was no adverse impact found in this category.

Service Maintenance:

There was no adverse impact found in this category.

Action Plan

HR will conduct exit interviews on all Involuntary Separations. The ODCR will recommend separate exit interviews for the following job group: Officials and Administrators, specifically those employees with protected characteristics. In addition, the ODCR will conduct a qualitative and quantitative review as part of the exit interview process.

DISTRICT 5

1 involuntary termination was processed for an employee in the Skilled Craft category;

1 involuntary termination was processed for an employee in the Service Maintenance category.

The 4/5ths analysis indicated that there is no adverse impact in the following areas:

Skilled Craft:

There was no adverse impact found in this category.

Service Maintenance:

There was no adverse impact found in this category.

Action Plan

HR will conduct exit interviews on all Involuntary Separations. The ODCR will recommend separate exit interviews for the following job group: Officials and Administrators, specifically those employees with protected characteristics. In addition, the ODCR will conduct a qualitative and quantitative review as part of the exit interview process.

DISTRICT 6

3 involuntary terminations were processed for employees in the Officials and Administrators category;

2 involuntary terminations were processed for employees in the Professional category;
and

5 involuntary terminations were processed for employees in the Skilled Craft category.

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Officials and Administrators:

White females

Professionals:

There is no adverse impact found in this category.

Skilled Craft:

There is no adverse impact found in this category.

Action Plan

HR will conduct exit interviews on all Involuntary Separations. The ODCR will recommend separate exit interviews for the following job group: Officials and Administrators, specifically those employees with protected characteristics. In addition, the ODCR will conduct a qualitative and quantitative review as part of the exit interview process.

INVOLUNTARY SEPARATIONS - MBTA

During the plan period the following categories of employees separated involuntarily from the MBTA:

- 11 positions in the Officials and Administrators category;
- 5 positions in the Professionals category;
- 1 position in the Protective Services;
- 1 position in the Paraprofessionals category;
- 2 positions in the Administrative Support category;
- 6 positions in the Skilled Craft category; and
- 167 positions in the Service Maintenance category.

The 4/5ths analysis indicated that there is no adverse impact in these categories.

Action Plan

HR will conduct exit interviews on all Involuntary Separations. The ODCR will recommend separate exit interviews for the following job group: Officials and Administrators, specifically those employees with protected characteristics. In addition, the ODCR will conduct a qualitative and quantitative review as part of the exit interview process.

DISCIPLINE AT MASSDOT

4/5THS ANALYSIS ON DISCIPLINARY ACTIONS – MASSDOT, ROLLUP

MassDOT defines disciplinary action to include demotion, formal letter of warning/written reprimand, pre-discipline hearing, settlement agreement, settlement agreement – last chance. During the period of January 1, 2011 to December 31, 2013, the following disciplinary actions were processed:

Professional Category:

- 10 disciplinary actions were issued to employees in the Professional category; 31 disciplinary actions were issued to employees in the Office/Clerical category;
- 4 disciplinary actions were issued to employees in the Skilled Craft category; and
- 5 disciplinary actions were issued to employees in the Service Maintenance category.

The 4/5ths analysis indicated that there is no adverse impact in the following areas:

Professionals:

There was no adverse impact found in this category.

Office/Clericals:

There was no adverse impact found in this category.

Skilled Craft:

There was no adverse impact found in this category.

Service Maintenance:

There was no adverse impact found in this category.

Action Plan

As part of its ongoing monitoring obligation as described in detail in Section VIII: INTERNAL MONITORING , the ODCR will establish a review panel to review of the entire progressive discipline process. The panel will include representatives from the ODCR, LR, and Employee Relations (ER). The Deputy for EEO will appoint the representative from the ODCR, The Director of Labor Relations will appoint the representative from LR, and the Director of Employee Relations will appoint the representative from ER. The panel will perform quarterly reviews of progressive disciplines involving job groups that have been identified as underutilized or where adverse impact has occurred.

4/5THS ANALYSIS ON DISCIPLINARY ACTIONS – HIGHWAY DIVISION BY DISTRICT

HIGHWAY DIVISION, HQ

1 disciplinary action was issued to employees in the Professional category; and
25 disciplinary actions were issued to employees in the Office/Clerical category.

The 4/5ths analysis indicated that there is no adverse impact in the following areas:

Professionals

There was no adverse impact found in this category.

Office/Clericals

There was no adverse impact found in this category.

Action Plan

As part of its ongoing monitoring obligation as described in detail in Section VIII: INTERNAL MONITORING , the ODCR will establish a review panel to review of the entire progressive discipline process. The panel will include representatives from the ODCR, LR, and Employee Relations (ER). The Deputy for EEO will appoint the representative from the ODCR, The Director of Labor Relations will appoint the representative from LR, and the Director of Employee Relations will appoint the representative from ER. The panel will perform quarterly reviews of progressive disciplines involving job groups that have been identified as underutilized or where adverse impact has occurred.

DISTRICT 1

7 disciplinary actions were issued to employees in the Professional category; and
2 disciplinary actions were issued to employees in the Skilled Craft category.

The 4/5ths analysis indicated that there is no adverse impact in the following areas:

Professionals:

There was no adverse impact found in this category.

Skilled Craft:

There was no adverse impact found in this category.

Action Plan

As part of its ongoing monitoring obligation as described in detail in Section VIII: INTERNAL MONITORING, the ODCR will establish a review panel to review of the entire progressive discipline process. The panel will include representatives from the ODCR, LR, and Employee Relations (ER). The Deputy for EEO will appoint the representative from the ODCR, The Director of Labor Relations will appoint the representative from LR, and the Director of Employee Relations will appoint the representative from ER. The panel will perform quarterly reviews of progressive disciplines involving job groups that have been identified as underutilized or where adverse impact has occurred.

DISTRICT 2

No disciplinary actions were issued to any employee in District 2.

DISTRICT 3

No disciplinary actions were issued to any employee in District 3.

DISTRICT 4

1 disciplinary action was issued to an employee in the Skilled Craft category.

The 4/5ths analysis indicated that there was no adverse impact in the following areas:

Skilled Craft

There was no adverse impact found in this category.

Action Plan

As part of its ongoing monitoring obligation as described in detail in Section VIII: INTERNAL MONITORING, the ODCR will establish a review panel to review of the entire progressive discipline process. The panel will include representatives from the ODCR, LR, and Employee Relations (ER). The Deputy for EEO will appoint the representative from the ODCR, The Director of Labor Relations will appoint the representative from LR, and the Director of Employee Relations will appoint the representative from ER. The panel will perform quarterly reviews of progressive disciplines involving job groups that have been identified as underutilized or where adverse impact has occurred.

DISTRICT 5

No disciplinary actions were issued to any employee in District 5.

DISTRICT 6

1 disciplinary action was issued to an employee in the Skilled Craft category; and
5 disciplinary actions were issued to employees in the Service Maintenance category.

The 4/5ths analysis indicated that there is no adverse impact in the following areas:

Skilled Craft

There was no adverse impact found in this category.

Service Maintenance

There was no adverse impact found in this category.

Action Plan

As part of its ongoing monitoring obligation as described in detail in Section VIII: INTERNAL MONITORING, the ODCR will establish a review panel to review of the entire progressive discipline process. The panel will include representatives from the ODCR, LR, and Employee Relations (ER). The Deputy for EEO will appoint the representative from the ODCR, The Director of Labor Relations will appoint the representative from LR, and the Director of Employee Relations will appoint the representative from ER. The panel will perform quarterly reviews of progressive disciplines involving job groups that have been identified as underutilized or where adverse impact has occurred.

INITIAL DISCIPLINE AT THE MBTA

MassDOT examined the following categories of discipline for the MBTA and found no adverse impact in the following:

Discharge; 30-day suspension with discharge recommendation; demotion; 40-day Suspension – time served; 10-day Suspension – time served; 5-day Suspension – time served; 3-day Suspension – time served; 1-day Suspension – time served; 3-day Suspension – administrative; reinstruction; infraction notice; and verbal warning.

MassDOT examined the following categories of discipline in this division for the MBTA and found adverse impact in the following categories:

1-DAY SUSPENSION – ADMINISTRATIVE - MBTA

During the plan period the MBTA filled:

84 suspensions in the Officials and Administrators category;

8 suspensions in the Professionals category;

6 suspensions in the Technicians category;

1 suspension in the Administrative Support category;

22 suspensions in the Skilled Craft category; and

909 suspensions in the Service Maintenance category.

The 4/5ths analysis indicated that there is adverse impact in the following area:

Service Maintenance:

Black females

Action Plan

As part of its ongoing monitoring obligation as described in detail in Section VIII: INTERNAL MONITORING, the ODCR will establish a review panel to review of the entire progressive discipline process. The panel will include representatives from the ODCR, LR, and Employee Relations (ER). The Deputy for EEO will appoint the representative from the ODCR, The Director of Labor Relations will appoint the representative from LR, and the Director of Employee Relations will appoint the representative from ER. The panel will perform quarterly reviews of progressive disciplines involving job groups that have been identified as underutilized or where adverse impact has occurred.

WRITTEN WARNING - MBTA

During the plan period the MBTA disciplined employees by written warning in accordance with the schedule below:

163 positions in the Officials and Administrators category;

27 positions in the Professionals category;

24 positions in the Technicians category;

2 positions in the Administrative Support category;

70 positions in the Skilled Craft category; and
2244 positions in the Service Maintenance category.

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Professionals:

Black females

Technicians:

Black females

Service Maintenance:

White and Black females and Black males

Action Plan

As part of its ongoing monitoring obligation as described in detail in Section VIII: INTERNAL MONITORING, the ODCR will establish a review panel to review of the entire progressive discipline process. The panel will include representatives from the ODCR, LR, and ER. The Deputy for EEO will appoint the representative from the ODCR, The Director of Labor Relations will appoint the representative from LR, and the Director of Employee Relations will appoint the representative from ER. The panel will perform quarterly reviews of progressive disciplines involving job groups that have been identified as underutilized or where adverse impact has occurred.

DISCIPLINE WITH GRIEVANCE PROCESS

MassDOT examined the following categories of discipline for the MBTA and found no adverse impact in the following:

Discharge; 30-day suspension with discharge recommendation; demotion; 40-day Suspension – time served; 10-day Suspension – time served; 5-day Suspension – time served; 3-day Suspension – time served; 1-day Suspension – time served; 3-day Suspension – administrative; reinstruction; infraction notice; and verbal warning.

MassDOT examined the following categories of discipline in this division for the MBTA and found adverse impact in the following categories:

1-DAY SUSPENSION - ADMINISTRATIVE - MBTA

During the plan period the MBTA conducted 616 such suspensions in the Service Maintenance Category.

The 4/5ths analysis indicated that there is adverse impact on Black females.

Action Plan

As part of its ongoing monitoring obligation as described in detail in Section VIII: INTERNAL MONITORING, the ODCR will establish a review panel to review of the entire progressive discipline process. The panel will include representatives from the ODCR, LR, and ER. The Deputy for EEO will appoint the representative from the ODCR, The Director of Labor Relations will appoint the representative from LR, and the Director of Employee Relations will appoint the representative from ER. The panel will perform quarterly reviews of progressive disciplines involving job groups that have been identified as underutilized or where adverse impact has occurred.

WRITTEN WARNING - MBTA

During the plan period the MBTA filed written warning against employees in the following categories:

124 positions in the Officials and Administrators category;

22 positions in the Professionals category;

23 positions in the Technicians category;

2 positions in the Administrative Support category;

67 positions in the Skilled Craft category; and

1653 positions in the Service Maintenance category.

The 4/5ths analysis indicated that there is adverse impact in the following four areas:

Technicians:

Black females

Service Maintenance:

White and Black females and Black males

Action Plan

As part of its ongoing monitoring obligation as described in detail in Section VIII: INTERNAL MONITORING, the ODCR will establish a review panel to review of the entire progressive discipline process. The panel will include representatives from the ODCR, LR, and ER. The Deputy for EEO will appoint the representative from the ODCR, The Director of Labor Relations will appoint the representative from LR, and the Director of Employee Relations will appoint the representative from ER. The panel will perform quarterly reviews of progressive disciplines involving job groups that have been identified as underutilized or where adverse impact has occurred.

RESCINDED/OVERTURNED/WAIVED/NFA - MBTA

Disciplinary actions are entered in PeopleSoft based on violations of Rules, Policies and Operations Special Orders. Each action follows a specific disciplinary track. These disciplinary actions are influenced by grievances - - or grievance procedures.

In a case where No Further Action ("NFA") was entered, the employee or the Union did not act on the discipline either by not filing a grievance, or by not advancing the grievance to the next step. Therefore, the discipline remains on the employee's record. In a case where Waiver Approval ("WA") is entered, the employee was not eligible for any other approved leave; such as: Family and Medical Leave Act ("FMLA"), American's with Disabilities Act ("ADA"), Small Necessities Leave Act ("SNLA") etc. and by providing medical documentation, the discipline was removed or rescinded.

Overtured Management Review ("OTD") is used when discipline was issued, but rescinded due to evidence that surfaced at a later date. These actions are taken without the Union's intervention.

Overtured Grievance (OG) is used in to indicate that the Authority removed a disciplinary action due to the Union during the grievance procedure successfully providing exonerating evidence on behalf of the grievant. Obviously, employees who decide not to grieve disciplinary actions do not benefit from this action.

Rescinded (RES) is self-explanatory. It is the result of some actions above. The discipline is removed from the record, but not expunged.

During the plan period the MBTA adjusted discipline for employees as described below:

47 positions in the Officials and Administrators category;
4 positions in the Professionals category;
4 positions in the Skilled Craft category; and
726 positions in the Service Maintenance category.

Officials and Administrators:

White females and Hispanic males

Professionals:

White and Hispanic females, Black and Hispanic males

Skilled Craft:

White females, Hispanic, Asian/Pacific Islander males

Service Maintenance:

Black and Hispanic males

Action Plan

As part of its ongoing monitoring obligation as described in detail in Section VIII: INTERNAL MONITORING, the ODCR will establish a review panel to review of the entire progressive discipline process. The panel will include representatives from the ODCR, LR, and ER. The Deputy for EEO will appoint the representative from the ODCR, The Director of Labor Relations will appoint the representative from LR, and the Director of Employee Relations will appoint the representative from ER. The panel will perform quarterly reviews of progressive disciplines involving job groups that have been identified as underutilized or where adverse impact has occurred.

MENTOR PROGRAM

MENTOR SELECTIONS – MASSDOT

Office/Clerical	1
Officials and Administrators	14
Professionals	15

Action

During the plan period, MassDOT will increase participation by: conducting outreach to various locations and "commercials" in all training venues; using 2013 participants to assist with recruitment and advertising and senior managers making this program a priority as part of MassDOT's succession planning strategy.

MENTEE SELECTIONS – MASSDOT

No EEO-4 Reporting	1
Office/Clerical	7
Officials and Administrators	3
Professionals	26
Technicians	1

Action

During the plan period, MassDOT will increase participation by: conducting outreach to various locations and "commercials" in all training venues; using 2013 participants to assist with recruitment and advertising and senior managers making this program a priority as part of MassDOT's succession planning strategy.

MENTOR SELECTIONS - MBTA

During the plan period the MBTA tracked the following selections:

- 42 positions in the Officials and Administrators category;
- 8 positions in the Professionals category;
- 5 positions in the Technicians category;
- 2 positions in the Paraprofessionals category;

It is unclear whether or not there is adverse impact.

Action Plan

While the mentorship program is relatively new and the ODCR is beginning to track this program closely, it is entirely a volunteer program that does not require anyone to participate. However, the benefits of such participation are well documented, generally. The ODCR will look during this plan period to survey participants and determine what, if any, reasons, cultural or otherwise may be preventing participation.

MENTEE SELECTIONS - MBTA

During the plan period the MBTA found no adverse impact in this category.

During the plan period the MBTA tracked the following selections:

- 42 positions in the Officials and Administrators category;
- 8 positions in the Professionals category;
- 5 positions in the Technicians category;
- 2 positions in the Paraprofessionals category;

It is unclear that there is adverse impact here since there was full participation of all who sought to participate.

Action

The ODCR will take the following actions to increase participation in the 2014 program including: outreach to various locations and “commercials” in all training venues; using 2013 participants to assist with recruitment and advertising and senior managers making this program a priority as part of MassDOT’s succession planning strategy.

MENTEE SELECTIONS - MBTA

During the plan period the MBTA found no adverse impact in this category.

During the plan period the MBTA tracked the following selections:

- 42 positions in the Officials and Administrators category;
- 8 positions in the Professionals category;
- 5 positions in the Technicians category;
- 2 positions in the Paraprofessionals category;

It is unclear that there is adverse impact here since there was full participation of all who sought to participate.

Action

ODCR will take the following actions to increase participation in the 2014 program including: outreach to various locations and “commercials” in all training venues; using 2013 participants to assist with recruitment and advertising and senior managers making this program a priority as part of MassDOT’s succession planning strategy. However, the ODCR will continue to monitor and conduct ongoing assessments to determine adverse impact in the future as stated in further detail in Section VIII: INTERNAL MONITORING.

TRAINING/DEVELOPMENT

HOW CAN I HELP YOU TODAY? - MBTA

During the plan period the following MBTA employees took advantage of this training:

217 positions in the Officials and Administrators category;
111 positions in the Professionals category;
52 positions in the Technicians category;
5 positions in the Paraprofessionals category;
22 positions in the Administrative Support category;
2 positions in the Skilled Craft category; and
1537 positions in the Service Maintenance Category.

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Officials and Administrators:

Black and Hispanic males, Black females

Professionals:

Black and Hispanic males, Hispanic females

Administrative Support:

White, Black and Asian/Pacific Islander females

Skilled Craft:

White females, Hispanic males

Action Plan

This program is a priority of leadership to assure that all MassDOT/MBTA employees provide a consistent and superior level of service to its customers. This program was initially launched in 2010 and to date over 5,000 employees have been trained. MassDOT University typically sends calendars and updated lists of employees still in need of training and the divisions send employees based on their schedules and availability.

Going forward, its new approach will also include sending information to leadership about those employees that are adversely impacted, along with a request that managers and supervisors prioritize their participation in this program. Courses are also posted on the MBTA and MassDOT Intra and Trans Nets and support the goal of making efforts to strengthen that presence. As part of its ongoing internal monitoring obligation, the ODCR will continue to monitor and conduct ongoing assessments to determine adverse impact in the future as stated in further detail in Section VIII: INTERNAL MONITORING.

TRAINING - MASSDOT

How Can I Help You

Today?

No EEO-4 Reporting	7
Office/Clerical	825
Officials and Administrators	92

Professionals	1253
Service Maintenance	37
Skilled Craft	276
Technicians	67

Action

Action Plan

This program is a priority of leadership to assure that all MassDOT/MBTA employees provide a consistent and superior level of service to customers. This program was initially launched in 2010 and to date over 5,000 employees have been trained. MassDOT University typically sends calendars and updated lists of employees still in need of training and the divisions send employees based on their schedules and availability.

Going forward the new approach will also include sending information to leadership about those employees that are adversely impacted along with a request that managers and supervisors prioritize their participation in this program. Courses are also posted on the MBTA and MassDOT Intra and Trans Nets and support the goal of will make efforts to strengthen that presence. As part of its ongoing internal monitoring obligation, the ODCR will continue to monitor and conduct ongoing assessments to determine adverse impact in the future as stated in further detail in Section VIII: INTERNAL MONITORING.

MANAGING WITH RESPECT - MBTA

During the plan period MBTA employees participated in this training as follows:

225 positions in the Officials and Administrators category;
 14 positions in the Professionals category;
 8 positions in the Technicians category;
 1 position in the Administrative Support category; and
 10 positions in the Service Maintenance category.

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Officials and Administrators:

Black and White females, Hispanic males

Action Plan

Often a training class is taken by employees as a refresher; a source of training as a new manager; or as a reminder or attempt to retrain a manager whose behavior may not have risen to the level of "discipline" as outlined above. This course offers an opportunity for retraining/review prior to the subject behavior becoming a true disciplinary matter. As part of

its ongoing internal monitoring obligation, the ODCR will continue to monitor and conduct ongoing assessments as stated in further detail in Section VIII: INTERNAL MONITORING.

MassDOT University will make a presentation of the certificate program for the Secretary of Transportation and his Senior Leadership Team and explore the possibility of making the course mandatory.

MANAGING WITH RESPECT - MASSDOT

Office/Clerical	26
Officials and Administrators	36
Professionals	167
Skilled Craft	22
Technicians	4

Action

Often a training class is taken by employees as a refresher; a source of training as a new manager; or as a reminder or attempt to retrain a manager whose behavior may not have risen to the level of "discipline" as outlined above. This course offers an opportunity for retraining/review prior to the subject behavior becoming a true disciplinary matter. As a part of its ongoing review, the Employment practices team will review and examine patterns over time in accordance with the employees' purpose for having taken the course to determine the true meaning of the apparent adverse impact.

MassDOT University will make a presentation of the certificate program for the Secretary of Transportation and his Senior Leadership Team and explore the possibility of making the course mandatory.

LEADING IN TRANSPORTATION - MBTA

During the plan period the following MBTA employees participated in this course as follows:

- 47 positions in the Officials and Administrators category;
- 7 positions in the Professionals category;
- 2 positions in the Technicians category;
- 1 positions in the Paraprofessionals category;
- 1 positions in the Administrative Support category;
- 2 positions in the Service Maintenance Category

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Officials and Administrators:
Hispanic Males and White Females

Action

As above, the employment practices team will take a closer look at possible barriers to participation in this voluntary training program.

MassDOT University will make a presentation of the certificate program for the Secretary of Transportation and his Senior Leadership Team and explore the possibility of making the course mandatory.

LEADING IN TRANSPORTATION - MASSDOT

Office/Clerical	36
Officials and Administrators	75
Professionals	186
Skilled Craft	13

Action

As above, the employment practices team will take a closer look at possible barriers to participation in this voluntary training program.

MassDOT University will make a presentation of the certificate program for the Secretary of Transportation and his Senior Leadership Team and explore the possibility of making the course mandatory.

POLICIES - MBTA

During the plan period the MBTA trained employees as follows:

- 49 positions in the Officials and Administrators category;
- 3 positions in the Professionals category;
- 1 position in the Technicians category;
- 1 position in the Paraprofessionals category;
- 2 positions in the Administrative Support category; and
- 1 position in the Service Maintenance category.

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Officials and Administrators:

Black males and females, Hispanic males and females, Asian/Pacific Islander males, White females

Professionals:

White females, Black females and Black males

Action Plan

The ODCR, specifically the Training Unit, has already begun a tracking and monitoring system to insure that all members of the entire MassDOT community are trained and appropriately updated on all policies in keeping with the schedule outlined in the Remedial Action Planning process.

MassDOT University will make a presentation of the certificate program for the Secretary of Transportation and his Senior Leadership Team and explore the possibility of making the course mandatory.

POLICIES - MASSDOT

During the most recent plan period, non-union employees were held to employment standards established by the Human Resources Division ("HRD") of the Commonwealth of Massachusetts. No such training occurred. However, during the upcoming plan period, all will be afforded the same training opportunities.

ON THE ROAD TO DIVERSITY AND INCLUSION - MBTA

During the plan period the MBTA trained employees in this course as follows:

503 positions in the Officials and Administrators category;
163 positions in the Professionals category;
106 positions in the Technicians category;
29 positions in the Protective Services category;
27 positions in the Paraprofessionals category;
44 positions in the Administrative Support category;
509 positions in the Skilled Craft category; and 677 positions in the Service Maintenance category.

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Professionals:

Hispanic females

Technicians:

White and Black females, Black and Hispanic males

Protective Service:

White and Hispanic females

Paraprofessionals:
White and Black females

Administrative Support:
White and Black females

Skilled Craft:
White females

Service Maintenance:
White females

Action Plan

The ODCR typically sends calendars and updated lists of employees still in need of training and the divisions send people based on their schedules and availability.

The new approach will also include information to leadership about those employees that are adversely impacted along with a request that managers and supervisors prioritize their participation in this program. The ODCR will also take steps to ensure that this mandatory training is part of all performance appraisals for both management and non-management employees.

ON THE ROAD TO DIVERSITY AND INCLUSION - MASSDOT

Office/Clerical	10
Officials and Administrators	78
Professionals	174
Skilled Craft	30
Technicians	6

Action Plan

The ODCR typically sends calendars and updated lists of employees still in need of training and the divisions send people based on their schedules and availability. The new approach will also include information to leadership about those employees that are adversely impacted along with a request that managers and supervisors prioritize their participation in this program.

The ODCR has established a preliminary training schedule to deliver this program to all MassDOT employees (Appendix Q).

ANTI-DISCRIMINATION/HARRASSMENT PREVENTION - MBTA

During the plan period the MBTA trained the following categories of employees as follows:

1083 positions in the Officials and Administrators category;
271 positions in the Professionals category;
186 positions in the Technicians category;
136 positions in the Protective Services category;
31 positions in the Paraprofessionals category;
65 positions in the Administrative Support category;
740 positions in the Skilled Craft category;
1148 positions in the Service Maintenance category.

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Professionals:

Black and Hispanic females

Technicians:

White females, Black males

Protective Services:

White and Hispanic females, Asian/Pacific Islander males

Paraprofessionals:

Black and Hispanic females, Asian/Pacific Islander males

Administrative Support:

White, Black and Hispanic females

Skilled Craft:

White females, Black males

Service Maintenance:

Hispanic males

Action Plan

The ODCR, specifically the Training Unit, has already begun a tracking and monitoring system to insure that all members of the entire MassDOT community are trained and appropriately updated on all policies in keeping with the schedule outlined in the Remedial Action Planning process. All MBTA employees are required to attend Anti-Discrimination, Harassment Prevention ("ADHP") training. Managers and Supervisors attend every two years and frontline employees attend every three years (Appendix Q).

ANTI-DISCRIMINATION/HARRASSMENT PREVENTION - MASSDOT

While not previously available, the ODCR will insure that all employees participate. Training at MassDOT was historically tracked by job code exclusively. As a part the action planning for all of the training offerings, the ODCR will also track race and ethnicity for more careful equity analysis.

Action Plan

The ODCR will begin to provide ADHP training to MassDOT managers and supervisors in Highway Operations in the fall of 2014(Appendix Q). In addition, the ODCR has conducted specialized ADHP training programs for managers and supervisors and frontline employees in MassDOT Highway Districts 5 and 2 as detailed in Section VII: ACTION ORIENTED PROGRAMS DESIGNED TO REMOVE BARRIERS.

PREVENTING SEXUAL HARRASSMENT - MASSDOT

Office/Clerical	97
Officials and Administrators	31
Professionals	148
Skilled Craft	10
Technicians	11

Action Plan

MassDOT will take full advantage of the opportunity to participate in the e-learning training hosted by the Executive Office of Health & Human Services Center of Staff Development as a way to augment MassDOT training offerings.

RESUME/COVER LETTER WORKSHIP - MBTA

During the plan period the MBTA trained the following categories of employees as follows:

- 4 positions in the Officials and Administrators category;
- 2 positions in the Professionals category;
- 1 position in the Technicians category; and
- 3 positions in the Administrative Support category.

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Officials and Administrators:

White females, Black, Hispanic, and Asian/Pacific Islander males

Professionals:

White, Hispanic and Asian/Pacific Islander females, Black, and Hispanic females

Technicians:

Black, Hispanic and Asian/Pacific Islander males and Black females

Administrative Support:

White, Black and Asian females

Action Plan

As part of its ongoing internal monitoring obligation as further described in Section VIII: INTERNAL MONITORING , the ODCR will make certain to check the marketing program and include additional marketing of these programs during existing gatherings of these individuals such as during the cultural celebrations to insure that all are aware of the opportunities to potentially advance their careers. The ODCR will work with the Staffing Teams to include advertising of this class along with job postings to help employees better vie for opportunities.

RESUME/COVER LETTER WORKSHOP - MASSDOT

Office/Clerical	37
Officials and Administrators	1
Professionals	26
Service Maintenance	1
Skilled Craft	1
Technicians	1

Action Plan

As part of its ongoing internal monitoring obligation as further described in Section VIII: INTERNAL MONITORING , the ODCR will make certain to check the marketing program and include additional marketing of these programs during existing gatherings of these individuals such as during the cultural celebrations to insure that all are aware of the opportunities to potentially advance their careers. The ODCR will work with the Staffing Teams to include advertising of this class along with job postings to help employees better vie for opportunities.

INTERVIEWING SKILLS WORKSHOP - MBTA

During the plan period the MBTA trained the following employees:

- 7 positions in the Officials and Administrators category;
- 11 positions in the Professionals category;
- 1 position in the Technicians category;
- 2 positions in the Paraprofessionals category;
- 5 positions in the Administrative Support category;
- 2 positions in the Skilled Craft category; and 5 positions in the Service Maintenance category.

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Officials and Administrators:

White females, Black, Hispanic and Asian/Pacific Islander males

Professionals:

Black, Hispanic, and Asian/Pacific Islander males, Hispanic and Asian/Pacific Islander females

Technicians:

White and Black females, Black and Hispanic males

Paraprofessionals:

Black, Hispanic and Asian/Pacific Islander females and males

Administrative Support:

White, Black and Hispanic females

Skilled Craft:

White females, Black and Hispanic males

Service Maintenance:

White females, Black and Hispanic males

Action Plan

As part of its ongoing internal monitoring obligation as further described in Section VIII: INTERNAL MONITORING , the ODCR will make certain to check the marketing program and include additional marketing of these programs during existing gatherings of these individuals such as during the cultural celebrations to insure that all are aware of the opportunities to potentially advance their careers. The ODCR will work with the Staffing Teams to include advertising of this class along with job postings to help employees better vie for opportunities.

INTERVIEWING WORKSHIP - MASSDOT

Office/Clerical	34
Professionals	43
Service	2
Maintenance	
Skilled Craft	1

Action Plan

As part of its ongoing internal monitoring obligation as further described in Section VIII: INTERNAL MONITORING , the ODCR will make certain to check the marketing program and include additional marketing of these programs during existing gatherings of these individuals such as during the cultural celebrations to insure that all are aware of the opportunities to potentially advance their careers. The ODCR of will work with the Staffing Teams to include advertising of this class along with job postings to help employees better vie for opportunities.

EFFECTIVE WRITING SKILLS - MBTA

During the plan period the MBTA trained employees as follows:

650 positions in the Officials and Administrators category;
162 positions in the Professionals category;
96 positions in the Technicians category;
14 positions in the Paraprofessionals category;
33 positions in the Administrative Support category;
561 positions in the Skilled Craft category; and 283 positions in the Service Maintenance category.

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Officials and Administrators category:
White and Black females and Black, Hispanic males

Professionals:
White females, Black males and females, Hispanic females, and Asian/Pacific Islander females

Technicians
White females, Black males, Hispanic males and Asian/Pacific Islander males and females

Paraprofessionals:
Black females

Administrative Support:
White females and Hispanic males

Service Maintenance:
White and Black females, Black and Hispanic males and females

Action Plan
This class is currently an elective. It is marketed through existing training programs and to managers and supervisors as a development program (Appendix N).

EFFECTIVE WRITING SKILLS - MASSDOT

Office/Clerical	12
Officials and Administrators	2
Professionals	29
Skilled Craft	1

Action Plan

This class is currently an elective. It is marketed through existing training programs and to managers and supervisors as a development program (Appendix N).

CPR/AED CERTIFICATION - MBTA

During the plan period the MBTA trained employees as follows:

- 650 positions in the Officials and Administrators category;
- 162 positions in the Professionals category;
- 96 positions in the Technicians category;
- 14 positions in the Paraprofessionals category;
- 33 positions in the Administrative Support category;
- 561 positions in the Skilled Craft category; and
- 283 positions in the Service Maintenance category.

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Officials and Administrators category:

Black females, White females, Hispanic females, Asian/Pacific Islander males

Professionals:

White females, Black males and females

Technicians:

Black males and females, Hispanic males

Administrative Support:

Black and Asian/Pacific Islander females

Service Maintenance:

Black males and females, Hispanic males and females, Asian/Pacific Islander

Action Plan

MassDOT will double its marketing outreach to these populations to insure that there are no barriers to access.

CPR/AED CERTIFICATION - MASSDOT

No EEO-4 Reporting	8
Office/Clerical	169
Officials and Administrators	67
Professionals	613
Service Maintenance	14
Skilled Craft	154

Action Plan

MassDOT will double its marketing outreach to these populations to insure that there are no barriers to access.

COMPUTER SKILLS TRAINING - MBTA

During the plan period the MBTA trained employees as follows:

317 positions in the Officials and Administrators category;
164 positions in the Professionals category;
108 positions in the Technicians category;
5 positions in the Protective Services category;
61 positions in the Paraprofessionals category;
115 positions in the Administrative Support category;
41 positions in the Skilled Craft category; and
106 positions in the Service Maintenance category.

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Officials and Administrators:

White and Black females, Black and Hispanic males

Professionals:

White, Black, Hispanic and Asian/Pacific Islander females, Hispanic and Asian/Pacific Islander males

Technicians:

White and Black females, Hispanic and Asian/Pacific Islander males

Protective Services:

White and Hispanic females, Black and Hispanic males

Paraprofessionals:

Hispanic males, Asian/Pacific Islander females

Administrative Support:

White, Hispanic and Asian/Pacific Islander females

Skilled Craft:

White females, Hispanic and Asian/Pacific Islander males

Service Maintenance:

White females, Black and Hispanic males

Action Plan

As part of its ongoing internal monitoring obligation as further described in Section VIII: INTERNAL MONITORING , the ODCR will make certain to check the marketing program and include additional marketing of these programs during existing gatherings of these individuals such as during the cultural celebrations to insure that all are aware of the opportunities to potentially advance their careers.

COMPUTER SKILLS TRAINING - MASSDOT

No EEO-4 Reporting	4
Office/Clerical	400
Officials and Administrators	138
Professionals	1710
Service Maintenance	9
Skilled Craft Technicians	105
	80

Action Plan

MassDOT will redouble its marketing outreach to these populations to insure that there are no barriers to access.

COMPENSATION

PAY/OTHER INCREASES - MBTA

Only 98 employees, as of the date of the data pull, received “pay other increases” during the plan period, either via a Pay-Other coding or via a reorganization coding.

This analysis only reviews a specific type of pay increase known as a “Pay Other Increase.” This action is used as a pay rate change to increase the biweekly pay rate of non-affiliated executives, TEAM members (Transportation Employees Alliance of Massachusetts - the umbrella for MassDOT unions), Steelworker members and Local 453 members as requested by the Department Head and approved by the General Manager or by the Chief Financial Officer.

Pay/other increases are pay rate changes requested outside of a standard MBTA process. More specifically, this is a process determined outside of union contract increases, T-MAP-driven merit increases, legally enforced increases, acting assignments, and promotions. These actions are virtually one of the only ways that a biweekly-paid employee can increase his or her range penetration within a current salary grade without changing job titles, unless current merit increase policies were to be amended.

Pay/other increases have been used or could be used as a method to execute an external market adjustment, to help retain a high-performing or critical employee, to reward an employee above and beyond the T-MAP allowed increase, to motivate an employee to reach a goal outside of the T-MAP process, to acknowledge increased/changing job responsibilities, or to move towards internal equity, among other uses.

During the plan period the MBTA made the following increases:

70 positions in the Officials and Administrators category;
14 positions in the Professionals category;
6 positions in the Technicians category;
3 positions in the Paraprofessionals category; 5 positions in the Administrative Support category.

The 4/5ths analysis indicated that there is adverse impact in the following areas:

Officials and Administrators:

White and Hispanic females, Black and Asian/Pacific Islander males

Professionals:

White, Hispanic, Asian/Pacific Islander females, Black and Asian/Pacific Islander males

Paraprofessionals:

White, Black and Hispanic females, Black, Hispanic and Asian/Pacific Islander males

Administrative Support:

Black and Hispanic females

Action Plan

The ODCR will review all Pay/Other Increases by the MBTA for adverse impact and will notify the General Manager of such impacts prior to any approvals. These Pay/Other Increases will be reviewed to identify adverse impacts. Final decisions will be approved by the General Manager.

EMPLOYMENT PRACTICES NARRATIVE

HIRING ANALYSIS

MassDOT Workforce Planning process coincides with the state's operating budget process, which does not coincide with the AAP planning process. State fiscal year budget begins on July 1 of each year. Establishment of goals based on positions funded for the fiscal year cannot be established until after July 1. The EEO Officer is not involved in the Workforce Planning process.

There is no authority-wide hiring plan. There are only segmented departmental hiring requests. MBTA hiring is primarily governed by collective bargaining agreements.

RECRUITMENT/OUTREACH

MassDOT/MBTA has established a joint recruitment committee that meets bi-weekly to discuss specific recruitment efforts for specific positions as well as global outreach and partnership building with community organizations. The Joint Recruitment Committee is made up of members of HR, the ODCR and members of all of MassDOT's Divisions.

REQUISITION AND METHOD OF FILLING POSITIONS

MassDOT's hiring process consists mostly of posting and interview processes, with the exception of labor & maintenance job titles in which MassDOT is required to utilize the state's Civil Service Labor Service list to fill these vacancies. For these titles, posting the vacancy is not required. Those who sign the Civil Service Labor Service list are interviewed and selections are made from the list. There is also a process for waiving the posting process for some management positions. These actions are called waivers. Regardless of the manner in which vacancies are filled, there is an internal approval process that includes the CDCRO's approval throughout the process (See, Appendix V). The filling of any state positions must also adhere to applicable state laws, collective bargaining agreements, and external approvals, if necessary.

MBTA has seven methods of filling positions that include the following: Selection Process; Job Lottery; Union Referral; Seniority; Appointment; Civil Service; and Student Interns as a potential pool of employees.

The MBTA's Selection and Hiring Policies outline some of these processes. Since December 12, 2012 at the General Manager's discretion, the MBTA can waive the posting requirement for Director Positions and higher. For reporting purposes, it is important to note that the prior process included appointments below the director level by the General Manager. These

actions are considered as appointments. The MBTA has an internal approval process regardless of how vacant positions are filled.

TRANSFERS

MassDOT, its divisions and the MBTA conduct the Transfer process similarly. Transfers can mean two different things. Voluntary transfers based on the employee's request are defined by the collective bargaining agreements and honored when an approved vacancy becomes available in the same job title in which an employee has a transfer request on file with HR. Transfer can also be a reassignment. Reassignments are defined by the collective bargaining agreement. If there is an operational need to reassign an employee, volunteers are first sought (those who are willing to transfer voluntarily); if there are no volunteers, then a ten-day notice is given to the least senior person in the specific job title.

POSTING PROCEDURES

MassDOT and MBTA handle postings by receiving requests that include a job description and a form that requires the CDCRO approval. The CDCRO reviews the job description to ensure that the posting contains the following information and that they are job-related: Essential functions; Marginal functions, if applicable; Minimum Entrance Requirements; Knowledge, Skills and Abilities required at hire; Educational Prerequisites; Working Conditions, including hours of work, physical and mental demands; and including EEO language.

EMPLOYMENT APPLICATION FORM

MassDOT historically used the state approved paper application form, exclusively. This application form is the standard application used by state agencies within the Executive Branch of Government. The last updates to this form were made on October 28, 2013 and expanded the information requested from veterans. The application form also incorporated the changes made after the CORI Reform law went into effect to remove questions regarding previous criminal records. The statement "*MassDOT is an Equal Opportunity/Affirmative Action Employer. If you need an alternative form of the application please contact the Americans with Disabilities Act Coordinator at 857-368-8738*" is on the application form and online. (See, Appendix L for the MassDOT Employment Application Form.)

The MBTA uses the MBTA specific application. The last updates to the application were made on October 28, 2010 after the CORI Reform Law was passed to remove questions regarding criminal convictions. In February of this year, the MBTA made additional updates to account for the move to NEOGOV as its applicant tracking system of recording and to provide updated race categories per FTA/FHWA requirements. This application also expanded the information requested from veterans. Applicants may apply for posted positions by submitting an application and/or resume via the MBTA website. All applicants are strongly encouraged to use the MBTA website to apply for posted positions, unless an applicant with a disability asks to submit his/her application in an alternative format. The statement "The MBTA is an

Affirmative Action/Equal Opportunity Employer” is on the MBTA application form and online. (See, Appendix M for the MBTA Employment Application Form)

MassDOT⁴ has adopted an online application format known as NEOGOV to eliminate barriers and other auditing issues that may have arisen through the use of the paper format. Upon request, the paper application form is provided for those who specifically request it.

REVIEW OF CANDIDATE POOL

The HR Generalist identifies candidates to be interviewed by screening applications/resumes against the Minimum Entrance Requirements (MERs) listed on the posting. Applicant pools for specific postings were broken down by the Staffing Unit into the following categories and sent to the CDCRO: Applicants who applied for the position; and Applicants who met the MERs and were referred for consideration. In the new electronic system, MassDOT has begun to automatically break down the applicant pool by race, sex, disability and veteran status where specifically provided by the candidate. At the MBTA the HR generalist controls the process whereas the hiring manager coordinates the same for MassDOT and its divisions, excluding the MBTA.

The HR Generalist, CDCRO and the Recruitment Manager work together to ensure that the applicant pool reflects the diversity of the available labor force. The HR Generalist identifies the candidates to be interviewed by screening applications/resumes against the Minimum Entrance Requirements (MERs) and job preferences listed on the posting. The responsible HR Generalist, CDCRO and the Recruitment Manager work together to ensure that the applicant pool reflects the diversity of the available labor force.

APPLICANT FLOW DATA

The analysis indicates that not only was there a lack of consistency in collecting and maintaining the demographic data of applicants but there is also a lack of system and process in collecting, recording and maintaining such data. Going forward the new electronic data system will improve the collection, integrity and reporting of applicant flow data.

SHORTLIST OF CANDIDATE POOL

MassDOT does not provide a short list of candidates. Short list of candidates includes only those who not only met the MERs but also those who met the preferred qualifications of the positions. However, where there is underutilization in the job title being filled, the ODCR requires that protected group members be interviewed if they meet the MERs, possess the qualifications of the position, and are underrepresented in the vacant position being filled.

The MBTA receives a large number of qualified applicants for posted positions. It is sometimes necessary to use job preferences listed on the job posting or additional job preferences as part

⁴MassDOT includes the MBTA and its divisions.

of the screening process for candidates that will be invited to interview. Additional job preferences include but are not limited to: MBTA/MassDOT specific experience, public sector experience, and industry/job related experience. Should this step be required, HR and the Hiring Department will request input from the EEO Officer if the interview list of candidates is not diverse, or if the job group the position falls into is underutilized. The EEO Officer remains involved throughout the process.

INTERVIEW PROCEDURES

MassDOT/MBTA has standard interview practices in place. Interview questions are reviewed by HR against the posting for relevance and fairness. Applicants selected to be interviewed are asked the same questions by the same interview committee and scoring for each question is defined before the interview process begins. For MassDOT specifically, educational points awarded to all applicants are standard if applicable to the position.

EMPLOYMENT TESTING

As a method to determine preparedness for a specific position, MassDOT may test applicant's specific skills, knowledge, or ability as they relate to the position. For example, applicants applying for administrative assistant position may be tested on Microsoft Word and Excel if the position requires such skill. At MassDOT, applicants for Toll Collector positions are given a basic math test. Applicants for Maintenance Equipment Operator positions are given a practical test that requires them to drive machinery that requires a hoisting license.

The MBTA administers pre-employment and promotional exams for a variety of positions. These exams include, but are not limited to: Bus Operator Selection Survey (BOSS), Employee Productivity Report with Service Relations (EPR), Machinist Online Assessment, Repairer Online Assessment, Automated Fare Collection (AFC) Technician Assessment, *SkillCheck* Data Entry and Microsoft Word, Excel, and Access, Spare Inspector, RAI Arithmetic Index, and a battery of psychological screenings conducted by an Authority appointed psychologist.

SELECTION STANDARDS AND PROCEDURES

The MassDOT Hiring Manager, upon receiving the necessary approval from his/her supervising manager, compiles a hiring package that includes a cover memo signed by the Hiring Manager with the justification for his/her recommendation, rating sheets for the interviews, responses to the interview questions and candidates' resumes/applications. The hiring package is forwarded to the CDCRO for review and approval. Hiring package is not forwarded to the next level of review and approval unless the CDCRO is satisfied that the selection process is consistent with the Uniform Employee Selection Guidelines.

The MBTA has standard selection practices in place. After the interview, the HR Chairperson reviews candidate answers with the selection committee members to ensure that responses are captured accurately and completely, directs selection committee members to their scores from each question; ensures that all candidates are given appropriate consideration and are rated on their responses to the job-related questions; facilitates selection committee discussion leading to candidate recommendation(s); records each committee member's overall scores on the scoring and summary sheet; reviews the summary sheet and discusses any disparities in scoring (i.e., a point difference of 25 or more on a 100 point scale on a given candidate should be reviewed); tallies selection committee scores and ranks candidates; and ensures all selection committee members sign the summary sheet with candidate(s) recommendation.

JOB OFFER/APPROVAL

The MassDOT⁵ process includes an electronic job offer approval process for the recommended candidate(s). The approval process for a job offer includes, but is not limited to, the ODCR, HR and in some cases the Secretary, General Manager, Chief Financial Officer or designee.

NEW EMPLOYEE ORIENTATION/ON-BOARDING

At MassDOT, on the first day of work all new hires are required to attend a benefits orientation and complete employment-related documents, including a Form I-9. Benefits administrators follow a New Hire Packet Checklist and go over each document listed on the checklist. A Policy Acknowledgement form must be signed by the new hire. All policies included on the acknowledgement form are distributed to the new hire at orientation. A mandatory training list is also provided.

On the first day of work at the MBTA all new hires are required to attend a benefits orientation and complete employment-related documents, including a Form I-9. Benefits administrators follow a New Hire Packet Checklist and go over each document listed on the checklist. A Policy Acknowledgement form must be signed by the new hire. After the orientation new hires are required to take the online State Ethics test. These steps are also required for formerly discharged employees who are reinstatements (returned to work) via either a compromise settlement with Labor Relations or via an arbitration award.

On the third Tuesday of each month, all new hires attend an orientation where they are welcomed by a member of the Senior Leadership Team. Participants, receive an overview of multiple administrative departments and the services available to them. During the module delivered by the ODCR, employees learn about ways to resolve complaints/conflicts and the Internal Complaint Procedure; the Anti-Discrimination and Harassment Prevention Policy, and additional services available through the ODCR. They also participate in the mandatory FTA

⁵ This includes all Divisions and the MBTA.

Drug & Alcohol policy and Fatigue Awareness training and get a half-day tour of key behind the scenes locations.

CIVIL SERVICE LIST

MassDOT is required by statute to fill maintenance positions from the state labor service list. MassDOT interviews candidates who sign and express interest in the position utilizing the CS 2N + 1 rule. Personnel Administrator Rule 10 (PAR. 10) is also a tool that the Secretariat may use to allow "special certifications" to combat the effects of past institutional discrimination (See, Appendix R).

The MBTA is required to fill Police Officer, Sergeant and Lieutenant positions in accordance with the State statute for civil service hiring.

To enhance diversity within MassDOT's labor and maintenance workforce and address underutilization, the ODCR in conjunction with the Joint Recruitment Committee will continue to sponsor events and guide all targeted participants to register with the Massachusetts Automated Civil Service processes. Ongoing targeted outreach activities will increase registration, ultimately impacting the number of diverse applicants eligible for employment.

LOTTERY

MBTA has specific hiring procedures for Job Lottery positions: Part-time Bus Operator, Part-time Motor person, Part-time Streetcar Motor person, Part-time Customer Service Agent, and Full-time Track Laborer. MBTA advertises in local newspapers, electronic media, the MBTA website, community agencies, unemployment offices, universities, and colleges to solicit applicants for job lottery positions. The MBTA hires a vendor via the RFP process who is responsible for conducting a lottery for each position title and randomly assigning a lottery number to each applicant. As hiring needs dictate, lottery applicants for each position are invited for pre-employment testing in lottery number order.

WAIVERS FOR CONFIDENTIAL HIRES AND MANAGEMENT POSITIONS

All management and confidential positions are posted in order to encourage an open, fair and transparent hiring process. On an exception basis, as reviewed and approved by the ODCR, management and confidential positions can be filled via waiver (of the posting), based on documented business needs if requested and approved by HRD. MassDOT posts more than 90% of their management positions. Often during interviews for a position, you may come across additional candidates for similar or same positions in a different location and the same applicant pool may be used to fill the newer vacancy without doing an additional posting. This would be considered a waiver of the posting. MassDOT considers an applicant pool valid for six months. MassDOT requires a special approval process that includes the ODCR and will monitor this system to insure that there is no disproportionate impact on any group. The number of waivers is also audited by the HRD.

SKILLED CRAFT, BUILDING & CONSTRUCTION TRADES AND SPECIAL PROJECTS PERSONNEL

MBTA contacts the respective Skilled Craft, Building & Construction Trades or Special Project Personnel (SPP) union to request a diverse pool of qualified candidates for each vacancy immediately after the Job Opening has been approved. All Skilled Craft, Building & Construction Trades, and SPP referrals received from the union hiring hall must be diverse and at least 2 times greater than the number of stated vacancies - a 2:1 ratio. This 2:1 ratio requirement will be made at the Authority's discretion in accordance with Policy 2.12.

SEASONAL OR TEMPORARY EMPLOYEES

MassDOT has several intern programs that could be considered seasonal hiring. MassDOT currently offers summer programs for internships in Engineering, RMV Customer Service and Seasonal Toll Collectors. These positions are posted on the website annually and candidates are selected through an interview process. MassDOT employs approximately 350 summer interns.

MBTA has an intern program for college and high school students. College students can also be considered co-op students if they participate in and seek employment through the school's formal Co-Op Student Program.

TRAINING/EMPLOYEE DEVELOPMENT PROGRAMS

MassDOT University (MassDOT U) Programs are open to all employees. Each eligible employee can pursue training that is appropriate to his/her position, skills, and individual/unique developmental needs as assessed and approved by his/her supervisor/manager. MassDOT U Programs can provide foundation skills that can be used to build quality performance on the job. At the same time, managers and supervisors can obtain training to gain an enhanced understanding of their professional areas through multi-level course offerings. (See, Appendix N for MassDOT University Course Catalog.)

Components of the MassDOT U is divided into five Institutes—The Leadership & Management Institute, The Engineering & Technical Institute, The Employee & Career Development Institute, The Health & Wellness Institute and The Safety & Security Institute—each concentrating on key areas of learning and development that will allow employees to build on their strengths and acquire new proficiencies. Each institute has Leaders and Senior Manager Advisors who work together to develop programs to meet the needs of MassDOT employees.

MassDOT U will employ a variety of teaching methods—classroom, web-based, and self-guided learning. Class schedules will vary. MassDOT U will continue to build the menu of courses based on the needs of employees.

MANDATORY TRAINING PROGRAMS

The Commonwealth requires every MassDOT employee to take nine Mandatory Trainings. Seven of these trainings are available online using PACE.

DIVERSITY EDUCATION

Currently all MassDOT managers and supervisors are being required to attend the full day, mandatory program: "Diversity: Leading on the Road to Inclusion". Diversity: On the Road to Inclusion will begin to be offered to MassDOT non-managers in September, 2014. Some MassDOT employees have begun to take the full day "Anti-Discrimination and Harassment Prevention" class. This class will begin to be offered to all employees beginning in September. MassDOT employees are also mandated to take various civil rights e-learning classes in PACE.

Additionally, the ODCR celebrates the diversity of the workforce with the Partners in Transportation monthly Diversity celebrations. The program themes modeled on national celebrations which include Black/African-American History, Women's History, Asian & Pacific Islander Heritage, Lesbian, Gay, Bisexual, Transgender (LGBT), Hispanic Heritage, Disability Awareness, Veterans Day, Native American Heritage and the Global Village Cultural Fair.

Currently the ODCR, in conjunction with HR offers two, full day, mandatory programs: "Diversity: Leading on the Road to Inclusion" for managers and supervisors and Diversity: On the Road to Inclusion" for non-managers. The ODCR also offers a full day class entitled "Anti-Discrimination and Harassment Prevention".

EDUCATIONAL ASSISTANCE PROGRAMS

Tuition Remission

The Commonwealth's primary educational offering is a tuition remission program available to all eligible state employees and their spouses. It provides partial to full remission of tuition for programs and courses taken on the employee's own time at public community colleges, state colleges, and state university campuses.

Suffolk Fellowship Program

Suffolk University and HRD offer Executive Branch managers and senior professional staff the opportunity to apply. The opportunity is matriculation to the Frank Sawyer School of Management, Master in Public Administration (MPA) Program. The MPA Program is designed for managers and senior professional staff who are college graduates. It provides the means for high performing employees to pursue a well-organized program of study to enhance management and public policy skills.

Bradford Fellowship Program

The Bradford Fellowship Program is a one-year program the Commonwealth of Massachusetts sponsors in conjunction with Harvard University. This program offers Executive Branch managers the opportunity to apply for the University's John F. Kennedy School of Government

Mid-Career Master in Public Administration (MPA) Program for the academic year. Fellowship recipients attend the program tuition and fee free.

Tuition Reimbursement

The MBTA offers educational assistance to full-time and part-time active employees who meet the eligibility requirements of the program. Employees may use the Educational Assistance Program to pursue training and development courses that are of direct benefit to the Authority and the employee by improving performance in the employee's present position or by preparing the employee for future assignments within the Authority. The Educational Assistance Program is not bargained collectively with any union and therefore, is not included in any agreement. As such, the denial of an application or reimbursement is not grievable or arbitrable.

POSITION DESCRIPTIONS

MassDOT job descriptions set forth exactly what a job entails to determine the necessary and desired qualifications of the candidate. Job descriptions are pivotal in developing the screening criteria, preparing the questions for the interview and finally in the selection process. The job description describes all the work the position involves in detail.

The following information is typically contained in a job description:

A job title and grade within the agency; the responsibilities of the job (distinguish between those functions that are essential to the job and those that are marginal); the critical success indicators; the formal reporting relationship; with whom will the person come in contact (external and internal); and support, authority, and resources necessary and available to do the job.

The job description should contain the minimum entrance requirements (MERs), knowledge, skills, abilities (KSAs), special requirements, and preferred qualifications. Useful sources available to prepare the job description are the job classification specification, non-management position description or management position questionnaire (MQ), performance evaluation forms, Achievement and Competency Enhancement System and Employee Performance Review System (ACES/EPRS), and vacancy announcements.

New job descriptions should be reviewed by the Deputy for EEO before being finalized.

Writing job descriptions is an important step in the MBTA's staffing program. They form the foundation for many important processes such as job postings, recruitment, selection, setting expectations, compensation, training and performance management. Job descriptions give a brief overview of the employee's role, a list of key responsibilities, requirements and qualifications.

Job descriptions are pivotal in developing the screening criteria, preparing the questions for the interview and finally in the selection process.

The following information should be contained in a job description:

Job title, union affiliation and salary grade within the agency; the responsibilities of the job (distinguish between those functions that are essential to the job and those that are marginal); the critical success indicators; the formal reporting relationship; with whom will the person come in contact (external and internal); and support, authority, and resources necessary and available to do the job.

The job description should contain the minimum entrance requirements (MERs), special requirements, and preferred qualifications. Useful sources available to prepare the job descriptions are manager and employee interviews and desk audits, review of similar job descriptions, performance evaluation forms, and vacancy announcements.

Going forward new job descriptions will be reviewed and approved by the Deputy for EEO before being finalized.

CLASSIFICATIONS

HRD Shared Services Guidelines establishes approval guidelines for all non-management positions under the provisions of Chapter 30, Section 45. Non-management position classification is the selection of the classification (job title) that has the duties, level of responsibility, and qualification requirements most similar to those of the non-management position to be classified.

The ODCR will monitor all classification changes.

MAINTENANCE REALLOCATION

Maintenance reallocations are results from audits of job descriptions stemming from managers and/or supervisors.

CLASSIFICATION APPEAL

In accordance with Chapter 30, Section 49 of the Massachusetts General Laws, classified employees have the right to file appeals of classification of their position if the employee feels he/she is working out of scope of his/her classification based on the Commonwealth of Massachusetts job specifications. Employees objecting to the classification affecting his/her office or position may appeal in writing and shall be entitled to a hearing upon such appeal. If an employee or group of employees further aggrieved after appeal to the Personnel Administrator may appeal to the Civil Service Commission. If the commission finds that the office or position of the person appealing warrants a different position reallocation or that the class in which said position is classified should be reallocated to a higher job group. If the Personnel Administrator or the Civil Service Commission finds that the appeal shall warrant a different position allocation or that the position shall be reallocated to a higher job group it shall be effective as of the date of appeal to the Personnel Administrator.

CLASSIFICATION STUDY

MassDOT is currently in the midst of a Joint Labor/Management Classification Study (result of the Master Labor Integration Agreement) for positions in Units B, C, D and E. The principle of the study is that employees should be properly classified in appropriate job titles and that employees who perform similar duties should be classified in the same or similar titles. A Classification Expert (Segal Consulting) was hired to perform the study.

NON-UNION PAY INCREASES

Managers' salaries are determined by the Salary Administration Rules as specified in HRD's Shared Service Model Hiring Guidelines and the Grey Book (Salary Administration Rules for Managers, Confidential employees and Unclassified Managers). Salaries are determined by management level and years of experience and are implemented in accordance with the Merit Pay Program administered by HRD. Managers' successful completion of ACES and EPRS for supervising managers is tied to eligibility for Managers Merit Pay. The percentage of Merit Pay awarded is based on performance rating. (See, Appendix X)

Unaffiliated wage grades and salary levels and across-the-board wage increases are set by management at the MBTA and are dependent on factors such as: fiscal constraints; union increases; market influence; federal and state mandates; and other considerations.

MassDOT and MBTA jointly participate in the following process. Pay adjustments and promotional wage increases are processed on a case by case basis while considering: budget limitations; performance; salary range; former and current incumbents salary; similarly situated employees; subordinate and supervisory salary; related job experience; education; and market influences. It is important to note that non-union employees of the MBTA receive merit increases approved on an annual basis based on their T-MAP performance score.

UNION PAY INCREASES

At MassDOT and the MBTA, union wage grades and salary levels; across-the-board wage increases; step progressions; and other forms of compensation are established by law or policy (see below) and/or through the collectively bargained process between management and its various unions. Wage and Salary is determined by the job grade associated with the position title.

At MassDOT, however, collective bargaining positions all have negotiated salary charts and recruitment rates are based on years of experience in similar work. Promotional rates are determined by the "promotional factor" in the collective bargaining agreement the position falls under.

PERFORMANCE MANAGEMENT: UNAFFILIATED EMPLOYEES

Achievement and Competency Enhancement System (ACES) is a tool designed to aid in the communication between management employees and their supervisors. It is a year long process, consisting of three stages, which defines the manager's duties and the criteria for which job performance will be evaluated. Managers are required to enter in between 2 - 4 individual objectives in addition to the three mandatory Secretariat Objectives: Diversity, Performance Management and Customer Service. There are three stages in ACES: Planning, Progress Review and Final Review.

A required performance objective for MassDOT is to take tangible steps to increase the diversity of the MassDOT workforce, consistent with the policies of the Governor and the Secretary. Success indicators will include measurable efforts to promote affirmative action and equal opportunity in order to recruit, develop and retain a diverse workforce. Success indicators will include the following milestones:

Participation in mandatory Diversity Training as required by Executive Order; The requirements of MassDOT's Diversity/AAP are implemented within the unit being managed; For all job postings, the manager is able to document his/her efforts at considering a diverse candidate pool; Efforts are made to retain a diverse workforce by documenting steps taken to ensure equal access to training, development and promotional opportunities within the manager's unit; Demonstrates on the job behavior a model of inclusiveness, attempt to overcome bias and show of support for diversity programs that can be followed by other non-managers and non-management staff who associate with him/her; and attending Partners in Transportation monthly events, job fairs at request of HR and supporting employees who attend such events like the Woman's Resource Group.

The purpose of the MBTA's Management Appraisal Program (T-MAP) is to help managers and employees succeed. This tool has two objectives – one is to set proper goals and objectives for staff which support the Authority's and the department's goals for the year. The second objective of T-MAP is to facilitate communication between manager and employee.

Managers review their overall department goals, break the goals down into objectives with each employee, and use T-MAP to evaluate the accomplishment of those individual objectives. The manager/employee should also discuss the Diversity/Civil Rights Objectives and the MBTA's Top Priorities which are hardcoded on all T-MAP forms and to which all employees and managers will be appraised.

T-MAP is to be completed on the anniversary date of the employee's last salary increase. Managers are to set aside meetings between themselves and their employees on an ongoing basis, and more formally three times a year to: 1 - document agreed to goals and objectives; 2 - discuss the employee's progress mid way through the year; and 3 - the final appraisal.

If necessary, an employee who is not performing up to mutually agreed upon standards may be placed on a Remedial Development Plan (RDP). The purpose of the RDP is to assist

employees who have job performance problems. If an employee receives an overall rating of 1 or 2 at the Mid-year Review, or if the manager gives or anticipates that a rating of 1 or 2 will be given at the Final Review, a RDP is to be formulated jointly by the manager and the employee. The MBTA plans on implementing an appraisal for management and non-management union employees in the near future.

PERFORMANCE MANAGEMENT: NON-MANAGEMENT EMPLOYEES

MassDOT uses the Employee Performance Review System (EPRS), a tool designed to aid in the communication between employees and their supervisors. It is a year long process, consisting of three stages, which defines employee duties and the criteria for which job performance will be evaluated. The purpose of EPRS is to assist employees in learning exactly what is expected of them on the job, as well as to ensure that they have the proper resources to enable them to perform their duties throughout the year. EPRS also helps to define exactly how an employee's job performance will be evaluated and gives an overview of how job duties, when successfully completed, will contribute to agency mission, goals and objectives.

The final evaluation form becomes part of an employee's permanent personnel record and is often used by an agency when making decisions on issues such as: step raises and/or salary increases; promotions and job assignments; job training or development; and disciplinary actions.

BENEFITS -- GENERAL

MassDOT benefits in general are the same, union affiliated employees receive the dental and optical coverage through the union health and welfare fund or Delta Dental for dental benefits (for various former Turnpike employees represented by former Turnpike unions in Units B-C-D-E and current Unit F). Managers receive similar benefits through the Group Insurance Commission (GIC). Health Benefits are the same for all DOT employees. Accrual rate of vacation, sick and personal are defined by the CBA or Commonwealth of Massachusetts policies and procedures. (See, HRD: Rules Governing Paid Leave and Other Benefits for Managers and Confidential Employees, Appendix O).

MBTA Benefits Programs include: employee and retiree medical and dental coverage; basic and supplemental life insurance coverage; long-term disability coverage; and vacation, sick, and personal days.

As part of the 2009 Transportation Reform passed by the legislature, all Massachusetts Bay Transportation Authority employees, retirees and survivors will be joining the Commonwealth of Massachusetts Group Insurance Commission for health, life and other insurance benefits. This legislation provides for different enrollment and effective dates for GIC coverage across the Authority. Employees and retirees covered by a collective bargained agreement will join the GIC by their respective contract expiration dates.

SICK LEAVE

MassDOT sick leave provisions are established in the collective bargaining agreements (for 6 Units), Commonwealth of Massachusetts policies and procedures and/or MassDOT policies. Sick Leave issues are administered through the HR's Leave Unit, along with other leave types (e.g., FMLA, personal leave, etc.).

The Authority's administration of the payment of sick leave claim forms, centralized in the HR Department, consists of the review of medical documentation for approximately 5,500 employees who are represented by approximately 25 labor unions. The Leave Unit processes requests for reimbursement of payment for days absent for illnesses and injuries, approving and denying sick leave payment, and acts as a liaison for employees and supervisors in determining eligibility for payment.

FMLA

MassDOT's management and administration of the federally mandated FMLA program (centralized in the HR Department) consists of processing requests for coverage for long-term leaves of absences and for intermittent as well as reduced leave coverage. The Leave Unit determines approvals and denials, and processes information for correspondence to employees and supervisors.

The Authority's management and administration of the federally mandated FMLA program (also centralized in the HR Department) consists of processing requests for coverage for long-term leaves of absences (up to the mandated 12 weeks), and for intermittent as well as reduced leave coverage. The Leave Unit determines approvals and denials, and processes information for correspondence to employees and supervisors.

ADA

MassDOT's management of the federally mandated Title I of the Americans with Disabilities Act (ADA) program and program for people with disabilities pursuant to Executive Order 526 is administered in the ODCR. Employees and applicants for employment with a disability are able to apply for various types of accommodations ranging from specialized equipment to leaves of absences.

The Authority's management of the federally mandated Title I of the ADA program also is centralized in the HR Department. Employees with a disability are able to apply for various types of accommodations ranging from specialized equipment to leaves of absences.

Processing includes partnership meetings with the employee, review of medical documentation by the MBTA Clinic (if necessary), researching types of accommodations, and conferring with departmental managers when necessary. Follow-up meetings are also scheduled as applicable. Accommodations can include, but are not limited to the provision of special chairs and work stations to accommodate employees with severe lumbar problems, and modified

work schedules (including intermittent leave and extended leaves of absences) for medical rehabilitation and treatment for serious health conditions.

MILITARY

MassDOT military leave provisions are established in the collective bargaining agreements (for 6 Units), Commonwealth of Massachusetts policies and procedures and/or MassDOT policies. Military Leave issues are administered through the Human Resource's Leave Unit, along with other leave types (e.g., FMLA, personal leave, etc.).

In accordance with the USERRA, the federal law governing job protection rights for employees who are involuntarily ordered to active duty with the U.S. Military, the HR Department has been processing military leaves of absences for employees since September 11, 2001.

LAYOFFS, TERMINATIONS AND TRANSFERS TO ANOTHER AGENCY

MassDOT reductions in force (RIF) policies are defined by Collective Bargaining Agreements, the Master Labor Integration Agreement ("MLIA"), and the Human Resource Division's Blue Book. (See, Appendix W) Positions are first identified for this exercise and then if the position has an incumbent, that is then evaluated. All MassDOT RIF is reviewed and approved by the State Office of Diversity and Equal Opportunity (ODEO) to ensure that underutilization is considered during the process and the no adverse impacts occur during the layoff process.

Terminations are approved by the Office of Labor Relations and Employment Law (OLREL) and ensure compliance with all contractual obligations as well as employment law. Terminations can only be signed by the Director of HR as designated by the Secretary and CEO of Transportation.

At the MBTA, layoffs are involuntary separations which occur when the Authority initiates a reduction in force to an employee's department and/or position. However, terminations can be the result of voluntary or involuntary separations. Voluntary separations include resignations, retirements, and temporary ends of employment, death, and job abandonment. Involuntary separations include discharges, resignation in lieu of discharges, and layoffs.

RETIREMENT

The MassDOT retirement system is established under Chapter 32 of the Massachusetts General Laws, which establishes retirement benefits, contribution requirements, eligibility guidelines and other administrative procedures. Employees on the DOT side are currently vested after (a) 20 years of service; (b) 10 years of service and an age requirement of 55 years of age (for those hired before 04/02/12) or (c) 10 years of service and an age requirement of 60 years of age (for those hired on or after 04/02/12). Membership in the retirement system is mandatory for all regular DOT employees, full-time and part-time.

At the MBTA retirements are voluntary separations initiated by the employee via submission and approval for retirement benefits. An employee retiring from their career, but without approved retirement benefits should be considered a resignation. Exit interviews should be conducted with retiring employees.

SENIORITY PRACTICES

Seniority factors do not come into play with respect to promotions unless "all things are equal" after the conclusion of the interview process, except Unit F Toll Collectors. The only other time seniority is utilized is when determining the awarding of shift bids for specific locations within MassDOT that operate with three shifts. Shift bids are defined by the collective bargaining agreement and the MLIA.

The Authority has the exclusive management right pursuant to M.G.L. c. 161A, §19 to (among other things) determine levels of staffing and to establish job qualifications, standards and training requirements for all classifications. With Local 589 employees, the Authority has complete discretion without regard to seniority to qualify, rank and appoint individuals to the following positions: Spare Chief Inspector, Spare Dispatcher, Schedule Maker, Spare Inspector, Dispatcher, Tower person and Rail Repairer. In the following positions where the minimum qualifications established by the Authority are met, seniority will govern the appointment of individuals: Car House Clerk, Shifter, Car Cleaner, General Helper, Account Clerk, Receiving Clerk, Truck Driver, Plumber, Equipment Operator, Clerk, System Repairperson, Roving Stockperson, Revenue Collection Agent, Revenue Accounting Agent, Trackperson and Vault Agent. Seniority is also addressed in the following Sections of the Local 589 CBA: 105, 113, 117, 123, 127, 129, 130, 205, 219, 226, 317, 424, 431, 516, and 517. All other Authority collective bargaining agreements contain their own provisions concerning seniority.

UNION GREIVANCES

Each collective bargaining agreement has a four step grievance process that culminates with binding arbitration. Grievances that are unanswered at any step may be appealed to the next step within specified time frames. Individual employees may file grievances but only the collective bargaining representatives have the right to bring grievances forward to arbitration.

Grievance decisions are governed by Local 589's collective bargaining agreement at the Authority. There may be slight variations elsewhere in the different divisions depending on the contract (e.g., Locals 589 and 717 include the GM in the grievance process).

DISCIPLINE

MassDOT and its divisions, including the MBTA, follow the progressive discipline defined in the collective bargaining agreements which consist of: Coaching & Counsels, verbal warning, written warning, 1, 3 and 5 day suspensions and termination. Circumstances that change the

process as described above are more serious offenses that could lead directly to suspension and or termination.

Discipline is handled pursuant to the Authority's Discipline Policy and applicable collective bargaining agreements.

CIVIL RIGHTS INVESTIGATIONS

MassDOT has developed an Internal Complaint Policy and Procedure that is used for MassDOT and MBTA civil rights investigations. The complaint is assigned to a Civil Rights Investigator (CRI). The CRI meets with complainant and respondent (separately) to obtain additional facts, documents, and names of witnesses. CRI makes a finding of Cause or No Cause for violation MassDOT EEO Standard of Conduct Policy based on the facts presented and witness statements. Cause Findings are forwarded to the Corrective Action Committee for recommendations to address violating behavior. The respondent has appeal rights. The Internal Complaint process is further detailed in (Appendix S) . In many cases, this process is preceded by mediation.

An analysis of these processes follows:

POTENTIAL PROBLEM AREA	ANALYSIS	PROPOSED ACTIONS
Composition of the workforce by minority group, sex, disability and veteran status	The workforce reflects underutilization of racial minorities, women, individuals with a disability and veterans in several areas.	See Section VI (Assessment of Employment Practices), above and Section VII (Programs Designed to Remove Barriers), below, related to MassDOT's efforts to recruit, hire and retain qualified racial minorities, women, individuals with a disability and veterans.
Composition of applicants per job posting by racial minority group, sex, disability and veteran status	There was no system in place to track applicant flow for MassDOT. While there was no significant disparity in their rate of selection, the rate of applicant flow demonstrates an insufficient number of applications proportionate to the number of racial minorities, women, individuals with a disability, and veterans in the available labor force, particularly in areas where there is underutilization.	See Section VII (Programs Designed to Remove Barriers – Recruitment and Outreach), below, for specific steps MassDOT is taking to increase the number of racial minorities, women, individuals with a disability and veterans in its applicant pool and track such applicants.
The ODCR organizational structure and staffing, specifically in the EEO internal program area. Not providing adequate staff and training resources to assure effective and successful programming	In the course of three years, the ODCR leadership changed six times. MassDOT needs an ODCR organizational structure led by an individual who not only has working knowledge of EEO, AA and other civil rights state and federal laws but has a working knowledge of how to comply with federal requirements for receiving federal financial assistance.	See Section IV (Designation of Personnel Responsibility), above, for steps MassDOT has taken to fully staff and stabilize ODCR and a description of its training resources.
No involvement of managers in affirmative action planning. No training provided to managers and supervisors in AA planning and their role in its implementation	There is no specific EEO and AA orientation, training and advice provided to employees relating to EEO and AA matters.	See Equal Employment Opportunity Statement of Policy, above, containing the mandate that managers become familiar with MassDOT's EEO Compliance

		<p>Program and take positive affirmative action to discharge the Compliance Program, Section VI (Assessment of Employment Practices – Employment Practices Narrative), above, detailing ODCR presentation to new employees on the complaint procedure, the Anti-Discrimination and Harassment Prevention Policy, and additional services provided by ODCR, and Section VII (Programs Designed to Remove Barriers – Mandatory EEO/AAP Training), below, detailing mandatory training for supervisors and managers on the EEO/AAP and the role of supervisors and managers in implementing the Program.</p>
<p>Workforce Hiring Plan</p>	<p>A review of this process indicates that the ODCR has no involvement with this process.</p>	<p>See Section VI (Assessment of Employment Practices – Employment Practices Narrative), above, and Section VII (Programs Designed to Remove Barriers), below, which show that ODCR is involved with every aspect of the hiring process, including but not limited to, reviewing job descriptions and postings, reviewing the applicant pool, recruitment and outreach, reviewing hiring</p>

		packages, and approving new hires.
The total selection process, including position descriptions, position titles, application forms, interview procedures, test administration, test validity, referral procedures, final selection procedures and similar factors	While total selection process ensures equal employment opportunity, MassDOT identified the need to review job descriptions to ensure that essential functions, Knowledge, Skills & Abilities and working conditions are clearly identified when vacancies are posted and to implement formalized "Interview Skills" Training to ensure continued compliance with the law and that all selection are based on bona fide occupational qualifications.	See Section VI (Assessment of Employment Practices), above, indicating that MassDOT will evaluate employment patterns including recruitment, selection, promotion, termination, transfer, layoff, disciplinary action, compensation and benefits, training, etc. and the guidelines that are implemented as evaluative tools, and Section VII(Programs Designed to Remove Barriers), below, showing efforts MassDOT is making to ensure ODCR participation in all phases of the hiring process, including recruitment and outreach.
On-boarding (New Employee Orientation)	MassDOT does not have a formal On-boarding or New Employee Orientation program. The MBTA has such a program. Although new employees are provided with a "New Employee" packet, the packet does not include the EEO Policy, Complaint Procedure and AAP information.	See Section VI (Assessment of Employment Practices) – Employment Practices Narrative (New Employee Orientation/On-Boarding), above, which describes MassDOT's on-boarding process that includes an ODCR presentation on conflict resolution, the Anti-discrimination and Harassment Prevention Policy, the Internal Complaint Procedure and additional services offered by ODCR.
Transfers and Promotions	The transfer and promotions practices are covered by collective bargaining agreements for union	See Section VI (Assessment of Employment Practices –

	employees and assure equal opportunity. Ninety-five (95) percent of MassDOT's workforce consists of union employees. Review of these practices indicates that racial minorities, women, individuals with a disability and veterans have equal access to promotions and transfers. However, MassDOT will work to ensure better communication of promotional opportunities to all employees.	Employment Practices Narrative, above, and Section VII (Programs Designed to Remove Barriers), below, regarding MassDOT's efforts to disseminate information about promotional opportunities to all employees.
Training Programs	MassDOT has extensive training programs which are open to all employees and designed to create promotional opportunities. The review, however, indicated a need for more complete demographic data to be maintained.	See Section V (Utilization Analysis: Including Workforce and Job Group Analysis and Goals and Time Tables), above, for MassDOT's methodology for gathering required statistical data.
Underutilization of minorities, Females, Individuals with a Disability or veterans	While goals have been established to eliminate underutilization, MassDOT also ensures appropriate levels of training are available to affect upward mobility.	(No Response Required)
Performance Management	An analysis in this area demonstrates a need to add an EEO component in the performance appraisal system.	See Section VI (Assessment of Employment Practices – Employment Practices Narrative), above, to see the EEO components in the performance appraisal system for managers and non-managers.
Complaint Procedures	An analysis in this area indicated that although a complaint unit was established in the ODCR which integrated the handling of complaints for both MassDOT and MBTA employees, policies and procedures were not integrated and communicated to all employees. MassDOT is a state agency governed by state regulations and executive orders. MBTA is an	See Section VI (Assessment of Employment Practices), Section VII (Programs Designed to Remove Barriers) and Appendix S regarding MassDOT's formal, written Complaint Procedure.

	authority not subject to the same state regulations and executive orders.	
Disciplinary Actions	The review in this area revealed that the ODCR is not consulted before an action is finalized.	See Section VI (Assessment of Employment Practices) to review how MassDOT maintains and enforces its disciplinary policies.
Exit Interviews	An analysis in this area demonstrates a need for an effective exit interview program that includes an EEO component.	See Section VI (Assessment of Employment Practices), above, and Section VII, (Programs Designed to Remove Barriers), below, regarding MassDOT's practice of utilizing exit interviews with an ODCR component.
Absence of an audit system to evaluate compliance and the effectiveness of the EEO Program.	The review in this area revealed that a more comprehensive audit system and specific measures should be implemented.	See Section VIII (Internal Monitoring) regarding MassDOT's internal audit systems.

SECTION 7

ACTION-ORIENTED PROGRAMS DESIGNED TO REMOVE BARRIERS

SECTION VII: PROGRAMS DESIGNED TO REMOVE BARRIERS

This section includes identification of employment barriers and areas of concern resulting from the assessment of employment practices, objectives and time frame for addressing areas of concerns.

EMPLOYMENT BARRIERS

MassDOT

Overall, MassDOT's workforce consists of 20% racial minorities, 29% female, 2% individuals with a disability and 2% veterans.

A barrier identified during this AAP cycle is the agency's failure to align "targeted" recruitment efforts to the areas where underutilization has been identified. Another barrier is the agency's inability and inconsistent process to gather and record self-identification information of candidates with regard to race, gender, Veteran and Disability status.

MBTA

Although the Authority has racial minority representation of 39.5% and female representation of 24.4% there still remains underutilization in both groups. Some of the employment barriers include an inability to provide competitive compensation, the need to fill many jobs by union referrals, work-life balance issues, and the overall industry reputation.

MassDOT has been and still is working on analyzing these barriers and creating solutions. To increase diversity in union referrals, the Authority created the SPP Policy. MassDOT continues to meet with union officials to monitor progress. Work life balance continues to be a barrier especially in the recruitment and retention of women in the organization. The ODCR has created a Women's Employee Resource Group to help determine issues affecting women and solutions to help them thrive and grow in the organization. MassDOT has also begun to look at flexible work arrangements and the scheduled work hours of entry level positions. It is facing fierce competition for minority and Female talent in key areas, such as Engineering and Information Technology. Although compensation at the top of the salary range is often offered for these jobs, it is often not enough to compete with the offers made by large corporations. MassDOT also finds it very difficult to attract women because many of the jobs are non-traditional in scope and schedules. Many jobs have a manual labor focus with hours that are not desired. The key to successfully overcoming this obstacle is to determine from women in the organization what the issues are and to put together a plan to correct them and/ or to make the required adjustments.

AREA OF CONCENTRATION

To address the concentration of racial minorities in the Service Maintenance Job category the ODCR and the HR Department will review the jobs contained in this job category to determine if additional opportunities for promotions and advancement exist. A review of job descriptions, feeder pools, salaries, and posting and outreach processes will be conducted to ensure the

goal of maximizing opportunities for advancement of racial minorities and women out of this job category. It is important to note that half of the Authority's jobs are in the Service Maintenance Job Category. Many of the positions are union jobs that are highly compensated based upon years of service.

ASSESSMENT OF EMPLOYMENT PRACTICES

MassDOT is committed to a policy of EEO and to a program of AA. MassDOT will recruit qualified persons in all available positions and will not discriminate against applicants or employees based on race, color, sex, religion, national origin, ancestry, age, marital status, sexual orientation, handicap, gender identity or veteran status.

The Department's employment practices team conducted an assessment of employment practices in order to ensure that the Authority's commitment to EEO and AA is being fully implemented. In so doing, the team sought out the extent to which issues may arise and/or exist. MassDOT's principal employment related practices and procedures are summarized below.

The Department has planned and is undertaking a comprehensive approach to the active recruitment of protected group members for underutilized positions. The Department will emphasize the recruitment of women, individuals with a disability and veterans during recruitment.

As the Authority advertises position openings, there will be no indication of preferences, limitations, or specifications based upon sex, age, national origin or other protected characteristic, except to the extent that such characteristic may be a bona fide occupational qualification for the particular position. No employment agency the Authority has under contract will express such limitations in the Authority's stead, and the Authority will require such agencies to join in its commitment to EEO.

MassDOT has developed and executed action-oriented programs designed to correct any problem areas that may exist. These programs, which are listed below, demonstrate good faith efforts to remove identified barriers, expand employment opportunities, and produce measurable results.

**PROGRAM DESIGNED TO REMOVE BARRIERS: AREA OF CONCERN,
ACCOMPLISHMENTS, ACTION ITEMS**

PROGRAM ELEMENT: RECRUITMENT AND OUTREACH

Area of Concern

MassDOT needs an effective outreach, marketing and recruitment plan and strategies to attract the most qualified and diverse applicant pool, and to promote interest in transportation careers for college graduates.

Objectives

MassDOT's primary objectives in the area of recruitment and outreach are to rectify its concerns which are described below.

MassDOT, its divisions and the MBTA will work to enhance active recruitment efforts to obtain qualified employees on a nondiscriminatory basis by establishing and maintaining contacts with organizations representing racial minorities and women, professional societies, and other sources of candidates for non-traditional, technical, professional and management level positions.

In so doing, all communication and recruitment literature and other marketing materials will be relevant to all employees, including racial minorities, women, individuals with a disability and veterans. To insure continuity the Deputy for EEO will review and monitor recruitment and placement procedures to ensure that no discriminatory practices exist.

In consideration of its cultural goals, the Deputy for EEO will enhance efforts to promote MassDOT as a culturally competent employer of choice. Measures to accomplish those goals will include redoubling efforts to engage every Office/Division/District in department-wide recruitment efforts; set recruitment processes and objectives that are research-based, data-driven, targeted and realistic; develop specific strategies and detailed action plans, including resource needs designed to achieve recruitment objectives; and continue tracking and monitoring mechanisms to measure recruiting progress, adjust where necessary and utilize resources more efficiently.

Responsible Officials

The CDCRO, Deputy for EEO, EEOD, Director of HR, Recruitment and Retention Manager, Division/Department Administrators and Managers.

Accomplishments to Date:

During the prior plan period, MassDOT undertook the following activities:

Created a newsletter to increase community awareness including the new General Manager Newsletter – *Momentum* and the General Manager has also dedicated a monthly article in the *TeamWorks* newsletter on Diversity.

MassDOT has also continued and enhanced leadership and senior staff access by continuing site visits at MassDOT by the Secretary, Administrators, and staff; and a Lunch Box series of meetings by the Operations Department to hear employee concerns and began a *Lunch with the General Manager* series.

To deepen employee access to data and job management tools, MassDOT created a new Employee Relations Unit; and instituted an Annual Policy distribution of Anti-Harassment and EEO Policies.

To enhance external outreach, MassDOT has participated and sponsored various career events including, but not limited to, the Boston Globe Diversity Career Fair, Boston Herald Diversity Career Fair, NAACP Diversity Job Fair, El Mundo Latino Career Expo, MassDOT Human Resources Open House. MassDOT also purchased on-line advertising space to increase recruitment for technical jobs; held a MBTA and Latino Alliance networking event in conjunction with the Latino Professional Network at Fenway Park; participated in the National Organization of Minority Architects (NOMA) Conference; and contracted with Ethnic Online, a website for ethnic professionals, which lead to the holding of a recruitment event and utilization of their on-line job posting program.

Operationally, the MBTA improved its operation by updating the Personnel Action Form (Per-1) with AA Goals and diversity statistics; instituted the electronic hiring system, NEOGOV; increased HR's external job posting distribution list; and instituted the new interim SPP Policy.

To specifically assist employees MassDOT of created a GED amnesty program; added a HR resume assistance and career counseling program; and a Mentoring Committee was established for programs in Construction and Operations.

Action Items: Recruitment Strategies and Initiatives

It is MassDOT's strategic objective to increase diversity and the vision of equality within the organization. The Department will continue to make a concerted effort to target recruitment resources toward underutilized groups as identified in the AAP. An integral part of any AAP is an effective recruitment strategy. To ensure an active recruitment program, the Department:

Makes job announcements accessible to those with individuals with a disability; Advertises positions via the Electronic Hiring System that enables candidates in various geographic locations to learn of and apply for vacancies electronically; When applicable, attends career fairs and recruiting activities offered by high schools, colleges, and universities and other organizations that reach racial minorities, women dIndividuals with a disability and veterans in targeted categories; Advertises in newspapers, periodicals and magazines that have a large racial minority, female, individuals with a disability, and veteran audience; Advises organizations and agencies involved in the recruitment process of the Department's policy on EEO and AA; Continues to enhance its efforts in contacting community organizations focused on the employment of racial minorities, women, individuals with a disability and veterans (including state vocational rehabilitation agencies or facilities, college placement

offices, education agencies, and labor organizations); Periodically reviews assessment tools to reduce the potential for a cultural employment bias; Maintains information on professional organizations whose membership include racial minorities, women, individuals with a disability and veterans; Recognizes internships as a means to recruit racial minorities, women, individuals with a disability and veterans; and Explores the centralization and enhancement of paid and unpaid internships as well as job shadowing experiences for students in a variety of applicable transportation-related fields.

Time Frame for Completion: FY 2014 – 2017

PROGRAM IMPLEMENTATION: AREA OF CONCERN, ACCOMPLISHMENTS, ACTION ITEMS

PROGRAM ELEMENT: COMMUNITY DISSEMINATION

Area of Concern

MassDOT needs to ensure that its EEO/AAP commitment is fully understood by the community.

Objectives

MassDOT's objective is to increase community awareness of the Department's commitment to EEO and AA initiatives while also increasing partnerships with community organizations.

Responsible Officials

Secretary, General Manager, Division Directors, CDCRO, Deputy for EEO, EEOD, Manager of Recruitment and Retention, Director of HR, Managers, and Supervisors.

Accomplishments to Date & Action Items & Strategies

In an effort to maintain community awareness of the Department's EEO & AA commitment, the following steps have been and will continue to be taken (See, Appendix P):

MassDOT supports disadvantaged business enterprises (DBEs) and works to recruit and ensure minority and Female-owned businesses receive a portion of contracted projects through that DBE Program; Through MassDOT's external outreach efforts, many of which are detailed in the previous section, MassDOT strives to make clear to the community the Department's commitment to EEO and AA initiatives through intensive and continuous recruitment work in diverse communities; The Department produces external marketing pieces and car cards (small "bill boards" on trains and buses) demonstrating its commitment to the principles and practice of EEO; and The Department sponsors diverse community events and civic initiatives designed to educate the community about its commitment to EEO.

Specific access to the following groups:

Veterans

- Ongoing outreach to state & local job service agencies and organizations serving veterans;

Hispanic Focused Organizations

- Partnership with Latino Alliance which includes networking meet and greet sessions with the Latino Professional Network;
- Partnership with ABCD-Citywide Boston Hispanic Center;
- Partnership with Alianza Hispana;
- Partnership with Centro Latino de Chelsea;

Black Focused Organizations

- Partnership with National Organization of Minority Architects (NOMA);
- Sponsorship of the YMCA Black Achievers Program;
- Sponsorship of the Conference of Minority Transportation Officials (COMTO) events;
- Sponsorship of the Boston Caribbean Festival;
- Development of High School/Vocational partnerships;
- Partnership with the National Forum for Black Public Administrators (NFBPA);
- Sponsorship of the Dudley Street Neighborhood Youth Program;

Female Focused Organizations

- Partnership with Women in the Building Trades;
- Sponsorship of the National Women in Construction Week;
- Sponsorship of the Women's Transportation Seminar (WTS) events;
- Sponsorship of the Massachusetts Women's Conference;

Asian Focused Organizations

- Sponsorship of the Asian-American Civic Association Gala; and

- Sponsorship of the Boston Chinatown Neighborhood Coalition Annual Dinner.

The Department produces and supports monthly Diversity Celebrations, at which the Secretary frequently speaks to publicly reinforce his commitment to EEO/AAP and to raise awareness of racial minority and women's issues and organizations. Such programs often honor a community organization devoted to the furthering of racial minority and/or women's issues.

The Department remains an active supporter and participant in professional organizations such as COMTO, WTS, and numerous MassDOT employees, at all levels of the organization, attend, host and organize meetings, conferences, celebrations, and programs designed to promote awareness of racial minority issues in the transportation industry.

School/Organization/Business	Date	School/Organization/Business	Date
Worcester Polytechnic Inst (WPI)	9/19/12	Smith College Life Sciences & Technology Fair	2/7/2014
Asian American Commission	9/21/12	Nueva Esperanza, Inc	2/7/2014
BU (Not a Career Fair)	9/27/12	Latin American Studies C/o Project on Women	2/7/2014
Tufts University	9/28/12	Urban League of Springfield Inc -	2/7/2014
Rensslear Polytechnic Inst (RPI)	9/28/12	Japanese Association of Greater Boston	2/10/2014
Northeastern University (NEU)	10/3/12	Hiring Our Heroes Veterans Career Event	2/11/2014
Newbury College	10/4/12	Bentley University Spring 2014 Career Fair	2/12/2014
Roger Williams University (RWU)	10/10/12	National Association of Korean Americans (NAKA)	2/12/2014
University of MA-Amherst	10/18/12	Greater Boston Chinese Cultural Association	2/12/2014
Roxbury Community College	10/23/12	Day on The Hill	2/13/2014
University of RI (URI)	10/24/12	Engineers Week/BSCE Career Night	2/13/2014
University of MA-Lowell	10/24/12	Concerned Black Men of Massachusetts, Inc. (CBMM)	2/14/2014
University of NH (UNH)	10/25/12	(NAACP) Boston Branch	2/14/2014
UConn	10/30/12	National Black MBA Association - Boston Chapter	2/17/2014
Merrimack College	10/30/12	Urban League of Eastern Mass	2/17/2014
JobNet One-Stop Career Center	11/6/12	UMass Amherst ALANA Career Fair	2/18/2014
Mass Commission for the Blind	11/8/12	National Association of Black Accountants, Inc - Boston Metropolitan Chapter	2/19/2014
Boston Herald (Diversity Career Fair)	11/8/12	National Black College Alliance	2/19/2014
Community Forum (Thomas Menino)	11/17/12	National Aviation Academy Career Fair New England	2/20/2014
LATCareers.com (Nationwide)	12/6/12	UMass Civil & Environmental Engineering Career Fair	2/20/2014
Clark University	2/13/13	Worcester Polytechnic Institute Spring Career Fair	2/20/2014
UMASS Lowell Networking Fair	2/27/13	MIT Civil and Environmental Engineering	2/21/2014
2013 NE Engineers Student Career Fair	2/28/13	Hire Heroes - EOHS - ODEO	2/26/2014
US Dept Labor/OFCCP/Disability	3/26/13	The Fair at Wellesley College	2/26/2014
Massasoit Community College	3/27/13	Boston Career Fair (Sheraton)	2/26/2014
English High School	4/3/13	UNH Career & Internship Fair	3/4/2014
Newbury College	4/4/13	RI Technology Career Expo 2014	3/6/2014
Ben Franklin Institute of Tech	4/4/13	UMass Dartmouth Career Expo 2014	3/12/2014
Career Expo / People w/Disability	4/4/13	UMass Lowell Summer & Beyond Career Fair	3/12/2014
Urban League of Eastern Mass	4/12/13	MassDOT Career Laborer MEO Open House	3/14/2014
Ethnic Online	6/6/13	Federal Contractors' Hiring Event	3/20/2014
El Mundo (Latino Festival)	8/13/13	Latino Career Expo	3/20/2014
Bentley (AHANA)	8/25/13	106.1 FM Job Forum	3/20/2014
Building Connections that NetWORK	8/26/13	Wentworth Career Fair	3/27/2014
Veteran (Diversity Discussion)	9/19/13	La Alianza Hispana	3/28/2014
Veteran (Building Connections)	9/19/13	Officina Hispana La Comunidad	3/31/2014
MassDOT Career Open House	9/19/13	Holy Cross Spring Job & Intern Fair	4/2/2014
Rhode Island (NE) Government Career Fair	10/18/13	Aviation and Maritime STEM Education Expo	4/2/2014
Massachusetts Conference for Women	11/17/13	Merrimack Valley Chamber of Commerce	4/2/2014
Operation A.B.L.E	12/17/13	Asian Community Development Corp	4/3/2014
Hispanic Office of Planning & Evaluation, Inc. (Hope)	1/15/2014	Page 205 of 225 L-905 Political Caucus State Room 130	4/4/2014
Asian American Civic Association Revised October 9, 2014	1/22/2014	AACA Multi-Industry Job Fair (SAMPAN)	4/7/2014

La Alianza Hispana, Inc.	1/22/2014	Massachusetts Black Caucus State Room 127	4/7/2014
African-American Federation of Greater Boston	1/24/2014	Career Works Fair (Brockton)	4/8/2014
State Veterans Career Fair	1/28/2014	Berkshire Career Fair	4/10/2014
Oficina Hispana de la Comunidad	1/29/2014	Latin American Studies Project On Women	4/11/2014
Asian Community Development Corporation (ACDC)	1/29/2014	NAACP	4/16/2014
A Better Chance (ABC) Pine Manor College	1/31/2014	National Black College Alliance	4/22/2014
YMCA Greater Boston International Learning Center	1/31/2014	Black Ministry Alliance (BMA)	4/24/2014
Vietnamese American Civic Association	1/31/2014	Hispanic Office of Planning and Evaluation	4/29/2014
Latino Political Caucus State House Room 130	2/3/2014	Mass Construction Career Days	4/30/2014
Massachusetts Black Caucus - State House Room 127	2/3/2014	Mass Construction Career Days	5/1/2014
Centro Panamericano	2/5/2014	Greater Lawrence ABCD (GLCAC)	5/2/2014
East Boston Ecumenical Community Council	2/5/2014	Centro Latino de Chelsea	5/6/2014
Northeastern University Spring Career Fair	2/6/2014	Chinatown Business Assoc (CBA)	5/9/2014
		Mashpee Wampanoag Council	5/14/2014
		Mayor's Office for Diversity	5/20/2014

PROGRAM IMPLEMENTATION: AREA OF CONCERN, ACCOMPLISHMENTS, ACTION ITEMS

PROGRAM ELEMENT: JOB STRUCTURING AND UPWARD MOBILITY

Area of Concern

To eliminate barriers and achieve AA, MassDOT has designed and implemented programs to develop employee knowledge, skills and abilities to promote career advancement opportunities.

Objectives

In order to adequately address this concern, the following activities will take place:

Personnel will conduct periodic classification reviews to correct inaccurate position descriptions and to ensure that positions are allocated to the appropriate classification; Develop plans to ensure that all qualification requirements are closely job related; When appropriate, work with the Director of HR to restructure jobs and establish entry level and trainee positions to facilitate progression within occupational areas; To provide effective career counseling and guidance to employees; Create career development plans for lower grade employees who are underutilized or who demonstrate potential for advancement; Widely publicize upward mobility programs and opportunities within each Division and within the total organizational structure; and Enhance employee skills in current positions and/or prepare employees for promotional opportunities by continuing to sponsor a variety of training opportunities through the MassDOT University.

Responsible Officials

The following are responsible for this undertaking: the Director of HR, Program Manager for Classification, CDCRO, Deputy for EEO, EEOD, Director of Learning and Professional Development.

Accomplishments to Date

MassDOT is in the midst of a Joint Labor/Management Classification Study for positions in bargaining units B, C, D, and E for the purpose of ensuring that employees are properly classified in appropriate job titles and those who perform similar duties are classified with the same or similar titles.

MassDOT University offers several professional development and training programs through its five institutes: Leadership and Management, Employee and Career Development, Engineering and Technical, Health & Wellness, and Safety & Security.

Creation of monthly performance recognition awards with MassDOT and supported employees by developing and rolling out the new training program entitled, "How can I help you today".

Action Items & Initiatives

The Action Items during this plan period to rectify MassDOT's concerns will include: Work with HR to conduct periodic classification reviews to correct inaccurate position descriptions, to ensure that positions are allocated to the appropriate classification and ensure that all qualification requirements are closely job related; Work with Division Administrators and HRD to explore opportunities to restructure jobs and establish entry-level training positions to facilitate progression within occupational areas; Work with Division Administrators to discover effective and innovative ways to widely publicize upward mobility programs and professional development/training opportunities within each work unit; Continue to develop the mentor program; Seek opportunities to establish a new-hire buddy system for racial minorities and women; and Establish a schedule of regular contacts and meetings with Female and minority employees in underrepresented categories.

The ODCR will also work with supervisors of Females, minorities, veterans and individuals with a disability on a continuing basis in order to ensure their commitment and support; Continue to provide career counseling and guidance to all employees; All Senior Managers will attend the revised ADHP and Diversity training within one year; Provide comprehensive training to all managers and supervisors regarding this Plan and the role of each participant in meeting the Department's EEO goals and objectives.

In collaboration with HR, the ODCR will continue the revision of the Department's selection policies and procedures to fully integrate the ODCR into the process, to ensure EEO concurrence on all personnel transactions, and to further work toward the fairest, most inclusive selection process possible; To provide ongoing training and guidance with trades unions to assist in achieving goals in job groups where positions are filled by union referral. In addition to comprehensive training for union officials presented by the ODCR, the Secretary, Administrators, HR, LR and department managers will continue to meet with union officials to underscore MassDOT's commitment to diverse hiring and the necessity for unions to diversify their referrals. Departments are also committed to working collaboratively with the unions to assist them in recruiting and cultivating diverse talent.

Time Frame for Completion: FY 2014 – 2017

PROGRAM IMPLEMENTATION: AREA OF CONCERN, ACCOMPLISHMENTS, ACTION ITEMS

PROGRAM ELEMENT: RETENTION

Area of Concern

MassDOT will strive to affirmatively ensure equal employment opportunity by retaining a diverse cross section of talented and qualified employees – emphasizing the retention of those in underrepresented groups.

Objectives

Objectives include: Anticipating future needs for talent, cultivate the knowledge, skills and abilities of employees while preparing them for promotional opportunities; and Enhance efforts to make MassDOT the “Employer of Choice.”

Responsible Officials

The following members of the MassDOT team will carry out these objectives: Director of HR, Division Administrators, Managers & Supervisors, CDCRO, Deputy for EEO, and the EEOC.

Action Items & Strategies

Strategies for resolution will include the following:

Analyze agency turnover; Advise leadership of trends and solutions; Develop a work plan to reduce turnover; Continue to strengthen employee development opportunities; and Review transfer and trends concerning those employees who fail to make it past the probationary period.

The efforts will center on data revealed in trends analysis through quarterly reports that will include, but not be limited to: Employee Orientation; Employee Surveys; Performance Management; Early Conflict Intervention; Employee Recognition; Mentorship; and Professional Development.

PROGRAM IMPLEMENTATION: AREA OF CONCERN, ACCOMPLISHMENTS, ACTION ITEMS

PROGRAM ELEMENT: MANDATORY EEO/AAP PROGRAM TRAINING

Area of Concern

Requiring managers and supervisors to participate in EEO seminars covering the AAP, the overall EEO Program and the administration of policies and procedures incorporated therein, and on federal and state laws relating to EEO; and providing training in proper interviewing techniques of employees who conduct employment selection interviews.

Reviewing profiles of training course participants to ensure that training opportunities are being offered to all eligible employees on an equal basis and to correct any inequities discovered.

Objectives

Managers and Supervisors are well informed of the EEO/AAP and their role in its implementation.

Personnel conducting employment selection interviews are fully trained on interviewing techniques and well informed on appropriate and legal questions to ask when conducting interviews.

Responsible Officials

CDCRO, Deputy for EEO, EEOD, Director of Learning and Professional Development Program, Director of HR, Managers and Supervisors are responsible for carrying out these tasks.

Accomplishments to Date

MassDOT has completed the following:

Training curriculum for EEO/AAP and Proper Interviewing Techniques have been developed; Secured a consultant; Developed training; Created a mandatory diversity training within the new Management Appraisal Program (T-MAP and ACES); the ODCR used a Train-the Trainer Program to increase ADHP course offerings; the ODCR offered enhanced Diversity Training Classes for managers and employees; and the ODCR offers enhanced ADHP classes for managers and employees.

Action Items & Strategies

During the plan period MassDOT will: Complete training of managers and supervisors on EEO/AAP and the administration of policies and procedures related to EEO/AAP one year after EEO/AAP is approved by the FHWA & FTA (See, Appendix Q, for schedule of training); and Identify & schedule employees who conduct employment selection interviews to attend training on proper interviewing techniques (See, Appendix Q for schedule of legally appropriate training).

Time Frame for Completion: FY 2014 – 2015

PROGRAM IMPLEMENTATION: AREA OF CONCERN, ACCOMPLISHMENTS, ACTION ITEMS

PROGRAM ELEMENT: EEO INTAKE AND COUNSELING / COMPLAINT POLICY AND PROCEDURE

Area of Concern

Employees lack working knowledge of how to file EEO complaints.

Objectives

Develop a single complaint processing procedure from EEO Counseling, Intake, Investigations, Resolution and/or Finding that contains clear definitions, categories, timeframes, clear lines of responsibilities, clear procedures for handling anonymous complaints, clear procedures for appeals and/or reconsiderations that do not present conflicts of interest.

Create a reference guide that clearly directs managers and employees to the single EEO office to file EEO complaints.

Responsible Officials

CDCRO, Deputy for EEO, EEOD and Manager of Investigations are responsible for carrying out these objectives.

Accomplishments to date

The MassDOT ODCR has developed one single complaint procedure for both MassDOT and MBTA employees. In addition, MassDOT has increased the ways a complaint can be filed with the ODCR by creating two (new email addresses dedicated for complaints: odcrcomplaints@dot.state.ma.us for MassDOT employees; and odcrcomplaints@mbta.com for MBTA employees. Further the ODCR has created a toll-free number for employee complaints (855-227-8066). The ODCR has also created a Quick Reference Guide which contains the procedures and contact information to file a complaint. (See, Appendix S). The ODCR has added additional investigations staff; continued offerings for Mediation and Facilitated Dialogue; increased site visits to assist in informal conflict resolution & coaching; on-line policy access; and Convene Round Table meetings to hear employee concerns.

Action Items

During the plan period, MassDOT expects to complete the: Distribution of the EEO Policy that includes the Reference Guide on How to File a Complaint; Publication of the email address and 800 number; Training of the ODCR staff and employees on complaint procedure; and Inform the community by way of a comprehensive marketing plan.

Time Frame for Completion: Within 30 days of receipt of approval from FTA & FHWA.

PROGRAM ELEMENT: EXIT INTERVIEWS

Area of Concern

MassDOT needs an effective Exit Interview Program. Exit Interviews have not been previously tracked/monitored by the ODCR.

Objectives

MassDOT primary objectives are to:

- To create a formal process for the ODCR to track and monitor exit interviews in order to determine patterns of discrimination, if any, in reasons for employee resignation;
- To identify workplace, organizational or human resources factors that have contributed to an employee's decision to leave employment; To gain an understanding of the organizational conditions that may have caused the employee to leave and to learn where improvements can be made;
- To determine what knowledge, skills, or attributes may be needed for the position replacement; to identify any trends requiring attention or any opportunities for improving MassDOT's ability to respond to employee issues;
- To improve and continue to develop recruitment and retention strategies aimed at addressing issues identified by exiting employees; and to end the employee relationship on a positive note.

Responsible Officials

The CDCRO, Deputy for EEO, EEOD, Director of HR, LR, and Division/Department Administrators and Managers.

Accomplishments to Date

The ODCR has begun to look more closely and deliberately at exit interviews.

SECTION 8
INTERNAL MONITORING

SECTION VIII: ANNUAL PROGRAM UPDATE

At a minimum, our AA Plan/EEO Program Annual Update will contain the following:

Chapter One. Overview

- Purpose of the Annual Update

Chapter Two. Workforce Utilization and Assessment

- Workforce Composition
- Utilization Analysis Narrative
- Utilization Analysis by EEO-4 Job Category Table
- Net Changes in Employment by EEO-4 Job Category
- Progress Toward Goals Table
- Adjusted Goals and Timetables w/Analysis (if needed)
- EEO-4 Report

Chapter Three. Barrier/Impact Data Analysis

- Applicant Flow Analysis
 - Four-Fifths Analysis - narrative
 - Four-Fifths Analysis Applicant Flow Tables
- New Hires
 - Four-Fifths Analysis - narrative
 - Four-Fifths Analysis New Hire Tables
- Promotions
 - Four-Fifths Analysis - narrative
 - Four-Fifths Analysis Promotions Tables
- Training
 - Four-Fifths Analysis - narrative
 - Four-Fifths Analysis Training Tables
- Transfers
 - Four-Fifths Analysis - narrative
 - Four-Fifths Analysis Transfer Tables
- Layoffs and Recalls
 - Four-Fifths Analysis - narrative
 - Four-Fifths Analysis Layoffs and Recalls Tables
- Salary Comparison by EEO-4 Job Categories
 - Four-Fifths Analysis - narrative
 - Four-Fifths Analysis of Salaries by EEO-4 Job Categories Tables
- Disciplines
 - Four-Fifths Analysis - narrative
 - Four-Fifths Analysis Transfer Tables
- Complaints
 - Four-Fifths Analysis - narrative

- Four-Fifths Analysis Transfer Tables
- Involuntary Terminations
 - Four-Fifths Analysis - narrative
 - Four-Fifths Analysis of Involuntary Terminations Tables
- Voluntary Terminations
 - Four-Fifths Analysis - narrative
 - Four-Fifths Analysis of Voluntary Terminations Tables

Chapter Four. EEO Program/AAP Efforts and Outcomes

- Narrative of EEO Program/AAP Efforts and Outcomes
 - Job Classification/Structuring Review
 - Training Programs
 - Upward Mobility Programs
 - Outreach and Recruitment
 - Applicant Flow Analysis
 - EEO Counseling
 - Exit Interview Program
 - Other programs that we have implemented or under development

Chapter Five. Program Evaluation, Problem Area Analysis, and Recommendations for Corrective Action

- This section includes a narrative of what monitoring and reporting system has been set in place to monitor progress towards EEO in the workplace, the achievement of goals, and identification of problem areas.
 - Quarterly Reports to Executive and management staff (refer to Quarterly Report Format)
 - Goal Setting Worksheets - Supervisors and managers will assist in establishing specific numerical goals and objectives for the ensuing year

Chapter Six. Implementation Plan for Ensuing Year

- Include specific numerical goals and objectives to correct problem areas found in Chapters Four and Five
- Include new EEO Program or Initiative, if applicable

SECTION IX: AUDIT AND REPORTING SYSTEM

In compliance with regulatory requirements, the MassDOT monitors its EEO Program to help identify opportunities for improvement within current implementation EEO Program Plan, acknowledge program achievements, identify potential problems and devise recommendations for continual improvement to ensure that the program is effective and successful.

Quarterly/Annual Audit

Audits are performed monthly, quarterly and annually with all MassDOT organizational units (Highway Division, MBTA, Rail and Transit Division, RMV, Aeronautics and the Office of the Secretary) to ensure that all equal employment opportunity and affirmative action policies are being followed and that work is being done to meet the MassDOT's affirmative action goals.

The audit ODCR includes an analysis of the reports conducted monthly for each of the employment related activities such as hires, promotions, reclassifications and terminations will help identify underlying problems associated with possible causes of underrepresentation of protected group members and whether protected group members are hired or promoted at a rate that would be expected, based on the surrounding geographic or targeted recruitment area.

To help measure MassDOT's performance against plan to attain model EEO program and plan to eliminate identified barriers, an EEO Program self-assessment instrument has been developed to assist Division, Regional, Branch and Department Administrators in conducting yearly, systematic, internal departmental EEO program self-reviews utilizing the self-assessment instrument. (NOTE – once approved, efforts will be made to make this self-assessment tool available on the web.)

It is MassDOT's policy to ensure that the organizational units within MassDOT adhere to all laws, regulations, policies and standard operating procedures in carrying out the MassDOT's day to day business. This policy is necessary to ensure compliance and it provides support and assistance to remedy areas of noncompliance.

The Audit Process

1. Consultative Process

- a. Involve the Department Administrator and top management of the facility being audited, Human Resources Management and Internal EEO Program Management Team
- b. Build on the positives but highlight areas for improvement, barrier elimination, succession planning, etc.
- c. Use audit results for potential policy development
- d. Give as much attention to "what the managers need" as to what the regulation requires
- e. Provide continuous support
- f. Share information on a continuous basis

2. Verification

During the on-site review, ODCR will verify the content of the self-assessment instrument, audit improvement action plans and documented progress.

CONDUCTING THE AUDIT

1. Analysis of information and data. The Deputy Chief of EEO will conduct a review of departmental EEO Programs through analysis of:

- a. Statistical workforce reports, including 4/5ths analysis of employment practices
 - b. Annual EEO Self-Assessment
 - c. Information resulting from ongoing communication with organizational units
 - d. Information gathered during training and/or investigation/ADR process
2. On-Site Audits
- On-site audits will be scheduled at least yearly, in consultation with each department administrator and on the basis of such factors as lapsed time since last visit, and frequency of EEO complaint activity and/or general complaints with EEO implications.
3. Programs Covered During On-Site Audits
- a. Management and Implementation of the EEO Program
 - b. Training and Development
 - c. Recruitment and Advancement
 - d. Special Emphasis Programs such as Women's ERG, Monthly Cultural Diversity Program, Mentoring Program, etc.
 - e. Complaint Prevention, Mitigation and Management
4. On-Site Meetings
- While on site, Internal EEO Program Staff will meet with the Department Administrator, managers who report directly to the Department Administrator, selected first level supervisors, EEO Program Liaisons in order to assess the implementation of the EEO program. These meetings and interviews will be scheduled in advance of the on-site visit. If necessary and appropriate, other meetings will be scheduled while on-site.

Additional Monitoring Activities

Employment and labor law bulletin boards in all MassDOT locations are monitored. The bulletin boards are reviewed to ensure those federal and state labor law posters and other policies and approved EEO programs are posted in conspicuous places in all MassDOT buildings. In posting where employees work, we ensure that employees without email/internet access are able to review those laws, policies and programs. If any bulletin board does not contain all of the required information, the bulletin board is brought into compliance immediately.

5. Audit Reports

Audit reports prepared by the Deputy Chief of EEO will show clearly those program strengths and weaknesses which form the basis for an objective appraisal of the status of the EEO Program. Such reports will be brief and to the point, highlighting how well program objectives are being met. Identification of problem areas, or functions in need of improvement, will be supplemented by suggestions, recommendations and other indications concerning action to be taken to correct inadequacies and lack of compliance. Action to implement corrective measures will be monitored through the submission of reports or follow up visits, to the extent deemed necessary, for completed action or to provide additional assistance. Audit reports will be submitted to the

Department Administrator, Division Administrator and the Secretary. These audit reports will be compiled and included in the submission of the Annual Update of the EEO Program to the FTA and FHWA.

METRICS FOR CONDUCTING PROGRAM EVALUATIONS

EEO PROGRAM DISSEMINATION /IMPLEMENTATION

- The EEO Policy Statement is re-issued annually and communicated to all employees, unions, educational institutions, organizations for women, minority groups, individuals with a disability, veterans, community action groups, and other recruitment sources
- The Deputy Chief for EEO and the Human Resources Director meets regularly to assess whether personnel programs, policies and procedures are in conformity with EEO program and policies
- Information is made available to internal and external customers regarding how to access MassDOT's EEO Program. MassDOT's EEO Program is posted on the intranet to provide employees with viewing access. For those who do not have access to the transnet/internet, a hard copy of the EEO Program will be made available in each organizational unit. Employees and the public may also request a hard copy of the program.

GOALS AND TIMETABLES

- HR and Hiring Managers are provided with a copy of the EEO Program which contains the workforce utilization analysis, job group analysis, two-factor availability analysis and placement goal analysis
- Placement goals are provided to hiring managers for each job announcement
- Monthly/quarterly/annual updates and reports are provided to management staff by the Deputy Chief of EEO
- Managers are evaluated on and are held responsible for the successful implementation of the EEO Program in their respective area of responsibility

RECRUITMENT AND OUTREACH

- Job announcements and all marketing materials are accessible to all candidates, including those with disabilities
- Deputy Chief of EEO reviews and signs off on all job announcements to ensure that the job description and qualifications are job related and does not inadvertently disqualify protected group members
- Recruitment Manager attends career fairs and recruiting activities offered by high schools, vocational schools, colleges, universities and other organizations that reach females, minorities, individuals with a disability and veterans
- Advertise job announcements in newspapers, periodicals and magazines that have a large protected group member audience
- Candidates are provided and encouraged to complete the Affirmative Action Data Record
- When the results of the 4/5ths analysis show evidence of adverse impact, ODCR, HR and Division Administrators (the Joint Recruitment Committee) will make improvements to recruitment and outreach efforts to increase the number of qualified women and

minorities in our applicant pool and improve opportunities for their employment, promotion and retention

SELECTION AND HIRING

- The Deputy Chief of EEO shall have authority to concur on all appointments
- Appropriate training is provided to all employees who interview job applicants
- All hiring standards are fixed, reasonable, objective and job related and conforms to the EEOC's Uniform Guidelines on Employee Selection Procedures
- An Affirmative Action Data Record shall be kept for each position filled. A record of persons interviewed, accepted or refused for each new hire and promotion showing race, gender, disability and veteran status shall be maintained and analyzed using four-fifths analysis
- Analysis of the flow of applicants shall be conducted to determine reasons for the rejection of qualified applicants from underutilized groups where goals have been established or underutilization exists
- Where underutilization exists, representation of the candidate pool to be interviewed shall represent the availability for that particular area

JOB STRUCTURING AND UPWARD MOBILITY

- HR and ODCR ensure that job classifications are current, job duties and qualifications are job-related
- In working with HR and Division Administrators opportunities for entry level positions are established to facilitate progression within occupational areas
- Full implementation of the mentor program, "Lifting as we Climb"
- A new hire buddy system is established for protected group members
- Women's ERG – increased participation of women in the information gathering, preparation and informal networking regarding opportunities, mentorship and other tools to lead to advancement within the organization.
- Ongoing training and guidance provided to trades union to assist in achieving goals in job groups where positions are filled by union referral

RETENTION

- Analysis of agency turnover is conducted to identify and advise senior leadership of trends and solutions
- A work plan is developed to reduce turnover
- Data revealed in trends analysis of quarterly reports for transfers and terminations of employees who fail to make it past probationary period, exit interviews, performance management and complaints are reviewed to identify causes and solutions

MANDATORY EEO/AAP PROGRAM TRAINING

- Training for all managers, supervisors and those who are involved in the employee selection process are completed by the first year of the implementation of the EEO Program
- The training course designed for managers/supervisors covers lessons on the EEO Program and its implementation, applying EEO and affirmative action in hiring decisions, civil rights laws, and how the complaint process works.

- The training course designed for bargaining unit employees covers lessons on the value of diversity, workplace harassment laws and forms of harassment.
- Information is made available to internal and external customers regarding how to access MassDOT's EEO Program. MassDOT's EEO Program is posted on the intranet to provide employees with viewing access. For those who do not have access to the transnet/internet, a hard copy of the EEO Program will be made available in each organizational unit. Employees and the public may also request a hard copy of the program.

Other Training Activities

- Every year, ODCR staff attends training to increase knowledge, skill and ability in equal employment opportunity and affirmative action.

EEO COMPLAINT PROCEDURE

- EEO Policy and Reference Guide on How to File a Complaint is disseminated to all employees
- Training of ODCR staff and employees on the complaint procedure is completed within one year of the implementation of the EEO Program
- EEO Policy and Complaint procedure is communicated to all new employees during orientation
- Information is made available to internal and external customers regarding how to access MassDOT complaint procedure. Complaint Unit's email address and 800 number is disseminated to all employees.
- A complaint tracking system is used to identify issues and bases of complaints, ensures that complaints are processed in a timely manner, and an appropriate resolution/disciplinary action is reached at the conclusion of the investigation

SECTION 10
COMPLIANCE REVIEWS
(Monitoring of Sub-recipients)

SECTION X: COMPLIANCE REVIEWS

MassDOT is responsible for both its own compliance and for assuring the FTA that all sub-recipients of funds are in compliance with the FTA's EEO provisions under Section 19 of the Urban Mass Transportation Act of 1964 which states that:

"No person in the United States shall on the grounds of race, color, creed, national origin, sex, age, or disability be excluded from participation in, or denied the benefits of, or be subject to discrimination under any project, program or activity funded in whole or in part through financial assistance under this Act."

Sub-recipient Management

If the state or any sub-recipient meets the threshold established by FTA (receipt of \$1,000,000 or more in the previous Federal fiscal year, and employs 50 or more mass transit related employees), it must submit an EEO program. The state may require any documentation it deems necessary from sub-recipients to ensure that they do not discriminate in employment on the basis of race, color, creed, national origin, sex, age, or disability. The FTA will review sub-recipient programs during the state management review or other compliance reviews.

Pursuant to MassDOT's policies regarding this requirement, each sub-recipient, who meets the applicable threshold, must sign an assurance that they will follow federal and state guidelines, including but not limited to Section 19 of the UMT Act of 1964. MassDOT requires all applicants and/or sub-recipients to provide information as described in the Circular.

MassDOT's Deputy for EEO will coordinate efforts to monitor sub-recipient compliance by working with Rail and Transit Division program staff to identify applicants and sub-recipients of FTA funds on a regular basis. MassDOT EEO Officer will contact the respective applicant or sub-recipient to inform them of their obligation and will provide technical assistance as needed. (See, Appendix U, for the EEO Monitoring Tool that will be used for this purpose.)

Sub-Contractor Management

SUB-RECIPIENT EEO MONITORING

MassDOT ensures that sub-recipients meeting the thresholds that require submission of an EEO Plan provide MassDOT with the plan for review and approval. The following is a summary of the process:

1. MassDOT Transit Grant Program Managers provide the MassDOT Deputy for EEO with a list of sub-recipients who are:
 - Requesting or receiving capital or operating assistance in excess of \$1 million in the previous Federal fiscal year; or
 - Requesting or receiving planning assistance in excess of \$250,000 in the previous Federal fiscal year.

2. MassDOT EEO Director sends a letter and an email to the sub-recipient that meets the dollar threshold to complete the MassDOT EEO Monitoring Tool. If the sub-recipient meets the dollar threshold and employs 50 or more transit-related employees, the sub-recipient will be asked to submit an EEO Program.
3. The EEO Officer will review the sub-recipient's EEO Program for compliance with the FTA Circular 4704. If there are areas in the EEO Program that require further development or correction, the EEO Officer will work with the sub-recipient to get its program to a level of compliance.
4. Sub-recipients meeting the EEO Circular threshold requirements will be required to submit triennial update of the EEO Program or as major changes occur to the workforce or employment conditions. The update shall contain the following information:
 - Workforce Analysis and adverse impact analysis;
 - Assessment of EEO accomplishments, including goals, timetables and EEO programs and initiatives; and
 - Identification of Problem Areas.
5. Where problem areas are identified, a corrective action plan will be requested. The EEO Officer will confer with the CDCRO to determine if any of the plans should be submitted to FTA.

APPENDICES

APPENDIX A: ANTI-HARASSMENT POLICY

APPENDIX B: THE ORGANIZATION: CHARTS (MASSDOT AND ODCR) AND JOB DESCRIPTIONS

APPENDIX C: WORKFORCE ANALYSIS

APPENDIX D: JOB GROUP ANALYSIS

APPENDIX E: AVAILABILITY ANALYSIS

APPENDIX F: GOALS AND TIMETABLES

APPENDIX G: DETAILED ASSESSMENT OF EMPLOYMENT PRACTICES

APPENDIX H: EIGHTY PERCENT RULE (4/5TH'S ANALYSIS)

APPENDIX I: COMMONWEALTH OF MA HUMAN RESOURCES DIVISION: HIRING GUIDELINES

APPENDIX J: MBTA PERTINENT POLICIES

APPENDIX K: MASSDOT INTERVIEW TOOL KIT

APPENDIX L: MASSDOT EMPLOYMENT APPLICATION FORM

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[APPENDIX N: MASSDOT UNIVERSITY COURSE CATALOG](#)

[APPENDIX O: HRD RED BOOK](#)

[APPENDIX P: RECRUITMENT PLAN](#)

[APPENDIX Q: TRAINING FOR EEO/AA SCHEDULE](#)

[APPENDIX R: CIVIL SERVICE LIST](#)

[APPENDIX S : COMPLAINT PROCEDURE REFERENCE GUIDE](#)

[APPENDIX T: INTERNAL EEO MONITORING TOOL](#)

[APPENDIX U: SUB-RECIPIENT EEO MONITORING TOOL](#)

[APPENDIX V: MASSDOT/MBTA RECRUITMENT AND HIRING OVERVIEW](#)

[APPENDIX W: HRD BLUE BOOK](#)

[APPENDIX X: HRD GREY BOOK](#)

[APPENDIX Y: MASSDOT CIVIL RIGHTS EEO/AAP BY DIVISION](#)