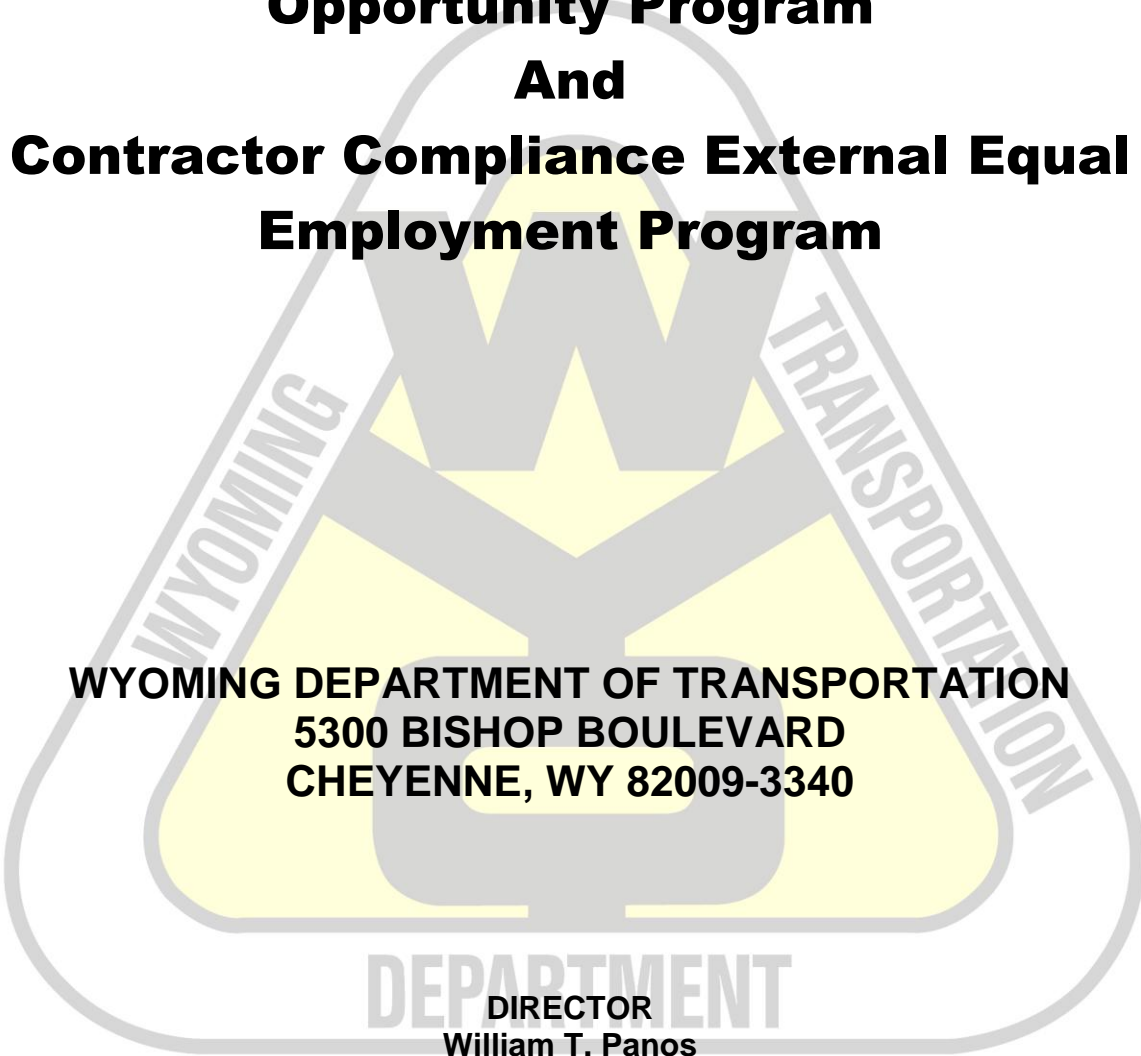


**2016**  
**State Internal Equal Employment**  
**Opportunity Program**  
**And**  
**Contractor Compliance External Equal**  
**Employment Program**

The logo of the Wyoming Department of Transportation is a large, light gray outline of a triangle with rounded corners. Inside the triangle is a yellow shield with a gray border. The shield features a stylized gray 'W' at the top, a gray 'Y' in the middle, and a gray 'D' at the bottom. The word 'WYOMING' is written in gray, uppercase letters along the left side of the triangle, and 'TRANSPORTATION' is written along the right side. At the bottom of the triangle, the word 'DEPARTMENT' is written in gray, uppercase letters.

**WYOMING DEPARTMENT OF TRANSPORTATION**  
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# 2016 State Internal Equal Employment Opportunity Program

## General Information

### Purpose

Operating policy 35-6 outlines the standards regarding Equal Employment Opportunity (EEO) and Affirmative Action (AA) for the Wyoming Department of Transportation (WYDOT).

### Background

WYDOT is committed to the right of all persons to work and advance based on merit, ability and potential.

WYDOT consists of people with diverse backgrounds including different cultures, beliefs, and life experiences.

Affirmative Action is a valuable and effective tool that enables WYDOT to mitigate the effects of discrimination, intended or unintended, based on race, color, sex, age, national origin, and disability.

The Department, through its Divisions, Programs, and Districts, values the principles of equal employment opportunities, affirmative action, and diversity.

### Policy

WYDOT shall value the principles of equal employment opportunities, affirmative action, and shall proactively work towards equality and the promotion of Equal Employment Opportunity and Affirmative Action.

All employees and job applicants are to receive fair consideration and respectful treatment in hiring and all employment actions without regard to race, color, sex, age, national origin, and disability/handicap.

### Action and Responsibility

Civil Rights Program will review and discuss the affirmative action plan and affirmative action attainments for the Department to identify possible areas of improvement.

Provide training programs to improve skills necessary to effectively manage affirmative action, equal employment opportunity, human resources and management. Internal and external training resources utilized will address specific objectives such as:

- A common understanding of how all members of the organization should be valued and respected;
- An understanding of the roles of employers and employees in creating a welcoming environment; and
- Improvement of employee morale.

Managers are to ensure principles of equal employment opportunity, and affirmative action when dealing with issues involving their employees.

### Organizational Commitment

The Wyoming Department of Transportation (WYDOT) is dedicated to a workforce representative of the public it serves. Diversity is considered as an important strategic business value taking advantage of diverse, creative thinking, collaboration, and problem solving toward common State and Federal transportation attainments.

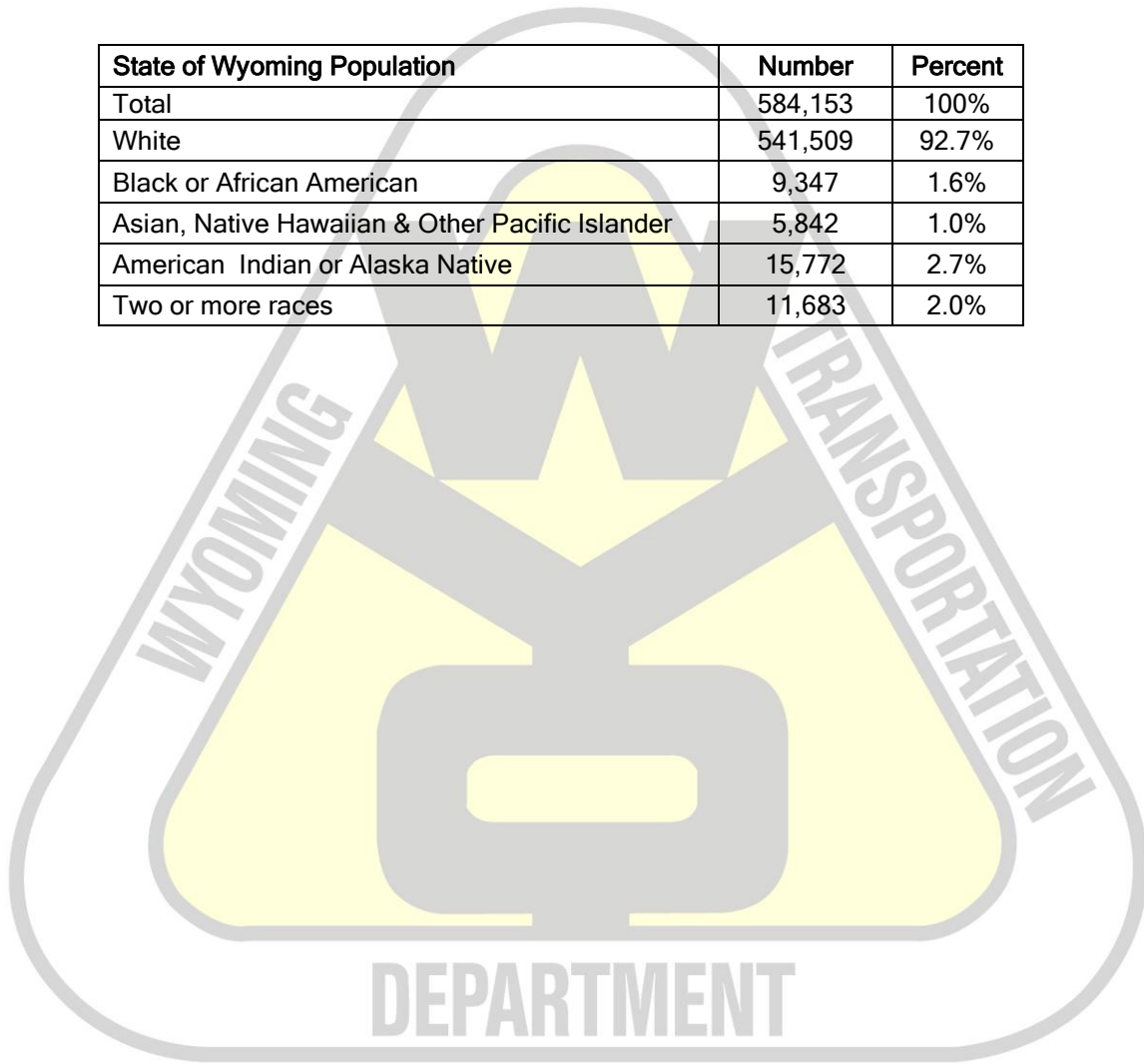
Affirmative Action provides the tools to ensure that Equal Employment Opportunity (EEO) is available and inclusive of all employees and job applicants, and free of discrimination. Affirmative Action is a legal and essential ingredient in all recruitment, career development, and advancement opportunities.

The Civil Rights Manager is responsible for leadership in the implementation and monitoring progress of the Affirmative Action Plan/State Internal Equal Employment Opportunity program.

## Workforce Analysis

### State of Wyoming Population

State of Wyoming Population	Number	Percent
Total	584,153	100%
White	541,509	92.7%
Black or African American	9,347	1.6%
Asian, Native Hawaiian & Other Pacific Islander	5,842	1.0%
American Indian or Alaska Native	15,772	2.7%
Two or more races	11,683	2.0%



State of Wyoming Civilian Labor Force Data

2016 CIVILIAN LABOR FORCE DATA

Code	Categories	Female	White Non-Minority		Black		Hispanic		Asian/Pacific Islander		American Indian or Alaskan Native	
			M	F	M	F	M	F	M	F	M	F
1	<b>OFFICIALS/ADMINISTRATORS</b>											
	Census-Wyoming CLF %*	38.5	58.30	34.80	0.30	0.10	1.80	1.70	0.40	0.30	1.00	0.80
2	<b>PROFESSIONAL</b>											
	Census-Wyoming CLF %*	36.0	39.70	53.90	0.20	0.20	1.10	1.70	0.50	0.60	0.80	1.20
3	<b>TECHNICAL</b>											
	Census-Wyoming CLF %*	34.0	42.30	50.60	0.10	0.10	1.60	1.13	0.00	0.40	0.70	0.10
4	<b>PROTECTIVE SERVICE</b>											
	Census-Wyoming CLF %*	25.5	83.20	16.80	0.90	0.00	2.70	1.00	1.10	0.30	0.80	0.40
5	<b>PARA-PROFESSIONAL</b>											
	Census-Wyoming CLF %*	58.0	36.10	56.90	0.00	0.00	0.60	2.80	0.60	0.00	0.60	2.10
6	<b>ADMINISTRATIVE SUPPORT</b>											
	Census-Wyoming CLF %*	81.5	16.70	73.60	0.10	0.20	0.40	1.80	0.00	0.70	0.20	1.70
7	<b>SKILLED CRAFT</b>											
	Census-Wyoming CLF %*	4.0	84.80	4.90	0.40	0.00	3.30	0.00	0.10	0.00	1.30	0.10
8	<b>SERVICE/MAINTENANCE</b>											
	Census-Wyoming CLF %*	13.0	63.60	15.30	0.40	0.00	6.40	0.10	0.30	0.50	1.70	0.10

Summary of WYDOT Affirmative Action Parity

Affirmative Action parity goals are set for the entire state as one employer. Each EEO category is further broken down and given parity goals. Hiring managers should emphasize under represented areas during hiring, and retention opportunities. Department's overall parity and representation data are summarized below as of June 30, 2016:

These summaries, focuses on the Department's progress on Affirmative Action for employment over the past year, 2015-16, and provide insight to our current workforce strengths and weaknesses. This particular Affirmative Action Plan is the basis by which WYDOT intends to build a workforce devoid of adversity, weaknesses, and deficiencies.

**2016 UTILIZATION REPORT BY CATEGORY**

Code	Categories	Total Employees	Male	Female	White Non-Minority		Black		Hispanic		Asian/Pacific Islander		American Indian or Alaskan Native	
					M	F	M	F	M	F	M	F	M	F
1	<b>OFFICIALS/ADMINISTRATORS</b>	47	40	7	38	7	1	0	1	0	0	0	0	0
	WYDOT Total Workforce %*	100.00	85.11	14.89	80.85	14.89	2.13	0.00	2.13	0.00	0.00	0.00	0.00	0.00
	Census-Wyoming CLF %*			38.00	58.30	34.80	0.30	0.10	1.80	1.70	0.40	0.30	1.00	0.80
	Parity*			18		5	0	1	-	1	1	1	1	1
	Utilization (Parity or Below)*			B		B	P	B	P	B	B	B	B	B
	Parity Goal*			11		4	-	1	-	2	1	1	1	1
2	<b>PROFESSIONAL</b>	432	375	57	361	53	0	0	11	3	3	1	0	0
	WYDOT Total Workforce %*	100.00	86.81	13.91	83.56	12.27	0.00	0.00	2.61	0.69	0.69	0.23	0.00	0.00
	Census-Wyoming CLF %*			36.0	39.70	53.90	0.20	0.20	1.10	1.70	0.50	0.60	0.80	1.20
	Parity*			155		81	1	1	-	8	-	-	3	5
	Utilization (Parity or Below)*			B		B	B	B	P	B	P	P	B	B
	Parity Goal*			99		57	2	2	-	19	-	-	7	12
3	<b>TECHNICAL</b>	609	362	247	336	225	5	1	19	17	3	1	1	2
	WYDOT Total Workforce %*	100.00	59.44	40.56	55.17	36.95	0.82	0.16	3.12	2.79	0.49	0.16	0.16	0.33
	Census-Wyoming CLF %*			34.00	42.30	50.60	0.10	0.10	1.60	1.13	0.00	0.40	0.70	0.10
	Parity*			207		312	-	-	-	-	-	-	4	6
	Utilization (Parity or Below)*			P		P	P	P	P	P	P	P	P	P
	Parity Goal*			1		-	-	-	-	-	-	-	-	-
4	<b>PROTECTIVE SERVICE</b>	140	133	7	131	7	0	0	2	0	0	0	0	0
	WYDOT Total Workforce %*	100.00	95.00	5.0	93.57	5.0	0.00	0.00	18.20	0.00	0.00	0.00	0.00	0.00
	Census-Wyoming CLF %*			25.50	83.20	16.80	0.90	0.00	2.70	1.00	1.10	0.30	0.80	0.40
	Parity*			36		24	-	1	3	2	1	-	4	1
	Utilization (Parity or Below)*			B		B	B	B	P	B	B	B	B	B
	Parity Goal*			28		5	3	1	-	3	4	1	2	1
5	<b>PARA-PROFESSIONAL</b>	3	1	2	1	2	0	0	0	0	0	0	0	0
	WYDOT Total Workforce %*	100.00	33.33	66.67	33.33	66.67	0.00	0.00	18.20	0.00	0.00	0.00	0.00	0.00
	Census-Wyoming CLF %*			58.00	36.10	56.90	0.00	0.00	0.60	2.80	0.60	0.00	0.60	2.10
	Parity*			2		2	-	-	1	1	1	-	1	1
	Utilization (Parity or Below)*			P		P	P	P	P	P	P	P	P	P
	Parity Goal*			1		-	-	-	-	-	-	-	-	-
6	<b>ADMINISTRATIVE SUPPORT</b>	173	64	109	62	108	2	1	6	8	0	0	0	0
	WYDOT Total Workforce %*	100.00	37.43	62.57	33.16	57.75	1.07	0.53	3.21	4.28	0.00	0.00	0.00	0.00
	Census-Wyoming CLF %*			81.50	16.70	73.60	0.10	0.20	0.40	1.80	0.00	0.70	0.20	1.70
	Parity*			57		-	-	-	-	-	-	-	-	-
	Utilization (Parity or Below)*			P		P	P	P	P	P	P	P	P	P
	Parity Goal*			1		-	-	-	-	-	-	-	-	-
7	<b>SKILLED CRAFT</b>	109	108	1	102	1	4	0	1	0	0	0	1	0
	WYDOT Total Workforce %*	100.00	99.08	0.92	93.58	0.92	3.67	0.00	0.92	0.00	0.00	0.00	0.92	0.00
	Census-Wyoming CLF %*			4.00	84.80	4.90	0.40	0.00	3.30	0.00	0.10	0.00	1.30	0.10
	Parity*			4		3	-	-	-	1	1	1	3	1
	Utilization (Parity or Below)*			B		B	P	P	P	B	B	P	P	B
	Parity Goal*			3		1	-	-	-	1	1	-	-	1
8	<b>SERVICE/MAINTENANCE</b>	405	390	15	377	12	2	0	7	3	2	0	2	0
	WYDOT Total Workforce %*	100.00	96.43	3.70	93.09	2.96	0.49	0.00	1.73	0.74	0.49	0.00	0.49	0.00
	Census-Wyoming CLF %*			13.00	63.60	15.30	0.40	0.00	6.40	0.10	0.30	0.50	1.70	0.10
	Parity*			53		54	-	1	-	-	-	2	6	5
	Utilization (Parity or Below)*			B		B	P	B	P	P	B	B	B	B
	Parity Goal*			38		22	-	1	-	-	2	2	7	4



### Women and Minorities as Officials/Administrators

Under representation of minorities within the upper levels of management continues to be a concern. Currently, employment statistics indicate that out of the 47 employees in the Administrators/Officials category, seven (7) are female and two (2) are minorities.

Historically positions within the Administrative category have been filled by individuals that have come up through the organization. Currently, none of these positions has been vacated and positions are unavailable. Administrative positions are moving to become “At-will” positions. In the process of making the administrative positions “At-will”, applicants are more reluctant to apply for these positions fearing a lack of security.

Code	Categories	Total Employees	Male	Female	White Non-Minority		Black		Hispanic		Asian/Pacific Islander		American Indian or Alaskan Native	
					M	F	M	F	M	F	M	F	M	F
1	<b>OFFICIALS/ADMINISTRATORS</b>	<b>47</b>	<b>40</b>	<b>7</b>	<b>38</b>	<b>7</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	WYDOT Total Workforce %*	100.00	85.11	14.89	80.85	14.89	2.13	0.00	2.13	0.00	0.00	0.00	0.00	0.00
	Census-Wyoming CLF %*			38.00	58.30	34.80	0.30	0.10	1.80	1.70	0.40	0.30	1.00	0.80
	<b>Parity*</b>			18		5	0	1	-	1	1	1	1	1
	<b>Utilization (Parity or Below)*</b>			<b>B</b>		<b>B</b>	<b>P</b>	<b>B</b>	<b>P</b>	<b>B</b>	<b>B</b>	<b>B</b>	<b>B</b>	<b>B</b>
<b>Parity Goal*</b>			<b>11</b>		<b>4</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	

### Women and Minorities as Professionals

State of Wyoming has undergone reorganization and women and minority parity within the professional category continues to be a concern. Classifications previously classified in other categories have now been combined within the Professional Categories skewing minority and women accomplishments from previous years. Continued emphasis is being placed towards both female and minority utilization. Both minority and female representation have not satisfied goals or parity established for this category. Employment statistics indicate that out of the four hundred and thirty-two employees (432) in the Professional category, fifty-seven (57) are female and eighteen (18) are minorities.

Code	Categories	Total Employees	Male	Female	White Non-Minority		Black		Hispanic		Asian/Pacific Islander		American Indian or Alaskan Native	
					M	F	M	F	M	F	M	F	M	F
1	<b>PROFESSIONALS</b>	<b>432</b>	<b>372</b>	<b>57</b>	<b>361</b>	<b>53</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>0</b>
	WYDOT Total Workforce %*	100.00	86.81	13.91	83.56	12.27	0	0	2.61	0.69	0.69	0.23	0	0
	Census-Wyoming CLF %*			36	39.7	53.9	0.2	0.2	1.1	1.7	0.5	0.6	0.8	1.2
	<b>Parity*</b>			155		81	1	1	-	8	-	-	3	5
	<b>Utilization (Parity or Below)*</b>			<b>B</b>		<b>B</b>	<b>B</b>	<b>B</b>	<b>P</b>	<b>B</b>	<b>P</b>	<b>P</b>	<b>B</b>	<b>B</b>
<b>Parity Goal*</b>			<b>99</b>		<b>57</b>	<b>2</b>	<b>2</b>	<b>-</b>	<b>19</b>	<b>-</b>	<b>-</b>	<b>7</b>	<b>12</b>	

### Women and Minorities as Technicians

As previously stated, the State of Wyoming has undergone reorganization and many of the classifications are being repositioned within the categories. By doing so, each of the categories for female and minority utilization are being affected. Additionally, other factors including a two-year hiring freeze and the elimination of vacant classifications, have contributed to the lack of adequate opportunities. The Department will continue to emphasize both female and minority utilization within the technical classifications.

Currently, employment statistics indicate that out of the six-hundred and nine (609) Technical employees, two-hundred and forty-seven (247) are females and forty-nine (49) are minorities. Female parity has not been satisfied, where as minority parity has been achieved in all ethnic classifications.

Code	Categories	Total Employees	Male	Female	White Non-Minority		Black		Hispanic		Asian/Pacific Islander		American Indian or Alaskan Native	
					M	F	M	F	M	F	M	F	M	F
3	<b>TECHNICAL</b>	609	362	247	336	225	5	1	19	17	3	1	1	2
	WYDOT Total Workforce %*	100.00	59.44	40.56	55.17	36.95	0.82	0.16	3.12	2.79	0.49	0.16	0.16	0.33
	Census-Wyoming CLF %*			34	42.3	50.6	0.1	0.1	1.6	1.13	0	0.4	0.7	0.1
	<b>Parity*</b>			207		312	-	-	-	-	-	-	4	6
	<b>Utilization (Parity or Below)*</b>			P		P	P	P	P	P	P	P	P	P
	<b>Parity Goal*</b>			1		-	-	-	-	-	-	-	-	-

### Women and Minorities as Protective Services Workers

Both women and minorities are adequately represented within the Protective Service categories. Currently, employment statistics indicate that out of the one-hundred and forty (140) employees, seven (7) are female and two (2) are minorities.

Although a concern, participation of both women and minorities have been a concern and in many instances, been unattainable. Geographical placement, independent working requirements, cultural necessities, and pay are all considerations for the underutilization of these groups. Continual emphasis in the area of minority and female participation is an ongoing process.

Code	Categories	Total Employees	Male	Female	White Non-Minority		Black		Hispanic		Asian/Pacific Islander		American Indian or Alaskan Native	
					M	F	M	F	M	F	M	F	M	F
4	<b>PROTECTIVE SERVICE</b>	140	133	7	131	7	0	0	2	0	0	0	0	0
	WYDOT Total Workforce %*	100.00	95	5	93.57	5	0	0	18.2	0	0	0	0	0
	Census-Wyoming CLF %*			25.5	83.2	16.8	0.9	0	2.7	1	1.1	0.3	0.8	0.4
	<b>Parity*</b>			36		24	-	1	3	2	1	-	4	1
	<b>Utilization (Parity or Below)*</b>			B		B	B	B	P	B	B	B	B	B
	<b>Parity Goal*</b>			28		5	3	1	-	3	4	1	2	1



### Women and Minorities as Unsworn Protective Service Workers (formerly Paraprofessionals)

Women and minorities within the Paraprofessional categories can be contributed to physical locations where available positions exist. Currently, employment statistics indicate that out of the three (3) employees, two (2) was female and there were no minorities.

With only four positions available, opportunities are limited. Each of the positions is specialized and when vacancies come available, the pool of applicants is limited. The Department will continue to emphasize minority and female utilization within the Unsworn Protective Services category.

Code	Categories	Total Employees	Male	Female	White Non-Minority		Black		Hispanic		Asian/Pacific Islander		American Indian or Alaskan Native	
					M	F	M	F	M	F	M	F	M	F
5	<b>PARA-PROFESSIONAL</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	WYDOT Total Workforce %*	100.00	33.33	66.67	33.33	66.67	0	0	18.2	0	0	0	0	0
	Census-Wyoming CLF %*			58	36.1	56.9	0	0	0.6	2.8	0.6	0	0.6	2.1
	<b>Parity*</b>			2		2	-	-	1	1	1	-	1	1
	<b>Utilization (Parity or Below)*</b>			P		P	P	P	P	P	P	P	P	P
	<b>Parity Goal*</b>			1		-	-	-	-	-	-	-	-	-

### Women and Minorities as Administrative Support Workers

Both female and minority participation within the Administrative Support Category have satisfactorily been addressed and. As stated previously, reorganization and the elimination of vacant positions have all affected many of the classifications. However, continual emphasis will be taken towards female and minority utilization.

Currently, employment statistics indicate that out of the one-hundred and eighty-seven (187) Administrative employees, one-hundred and seventeen (117) are females and seventeen (17) are minorities. Female parity has been satisfied, where as minority parity is being achieved in all ethnic classifications except with the Asian/Pacific Islander and American Indian/Alaskan Natives.

Code	Categories	Total Employees	Male	Female	White Non-Minority		Black		Hispanic		Asian/Pacific Islander		American Indian or Alaskan Native	
					M	F	M	F	M	F	M	F	M	F
6	<b>ADMINISTRATIVE SUPPORT</b>	<b>187</b>	<b>70</b>	<b>117</b>	<b>62</b>	<b>108</b>	<b>2</b>	<b>1</b>	<b>6</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	WYDOT Total Workforce %*	100.00	37.43	62.57	33.16	57.75	1.07	0.53	3.21	4.28	0	0	0	0
	Census-Wyoming CLF %*			81.5	16.7	73.6	0.1	0.2	0.4	1.8	0	0.7	0.2	1.7
	<b>Parity*</b>			57		-	-	-	-	-	-	-	-	-
	<b>Utilization (Parity or Below)*</b>			P		P	P	P	P	P	P	P	P	P
	<b>Parity Goal*</b>			1		-	-	-	-	-	-	-	-	-

### Women and Minorities as Skilled Craftsmen

Both women and minorities goals and parity goals have not been satisfied within the Skilled Crafts. Currently, employments statistics indicate that out of the one hundred and nine (109) positions, seven (7) are minority and (1) female.

Both female and minority participation within the Skilled Craft Category have not satisfied goals and parity requirements. This primarily is due to the reorganization and the elimination of available positions within the agency. In an attempt to reduce the size of State Government, several classifications, including the Skilled Crafts have been repositioned into other classifications or have been eliminated. It is difficult to find female Skilled Craftsmen that perform functions needed within a State Highway Agency such as mechanics, welders, fabricators, electricians, plumbers, etc. Continual emphasis is being placed to address these deficiencies.

Code	Categories	Total Employees	Male	Female	White Non-Minority		Black		Hispanic		Asian/Pacific Islander		American Indian or Alaskan Native	
					M	F	M	F	M	F	M	F	M	F
7	<b>SKILLED CRAFT</b>	<b>109</b>	<b>108</b>	<b>1</b>	<b>102</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>
	WYDOT Total Workforce %*	100.00	99.08	0.92	93.58	0.92	3.67	0	0.92	0	0	0	0.92	0.00
	Census-Wyoming CLF %*			4	84.8	4.9	0.4	0	3.3	0	0.1	0	1.3	0.1
	Parity*					3	-	-	-	1	1	1	3	1
	Utilization (Parity or Below)*					<b>B</b>	P	P	P	<b>B</b>	<b>B</b>	P	P	<b>B</b>
	Parity Goal*					<b>3</b>	<b>1</b>	-	-	-	<b>1</b>	<b>1</b>	-	-

### Women and Minorities as Service Maintenance Workers

Females and minorities are underrepresented in the Service/Maintenance Category. Currently, employment statistics indicate that out of the four hundred and five (405) positions available, fifteen (15) are female and sixteen (16) are minorities.

Reorganization has greatly affected this category by combining numerous classifications and eliminating others. Continual emphasis is being placed to address deficiencies.

Code	Categories	Total Employees	Male	Female	White Non-Minority		Black		Hispanic		Asian/Pacific Islander		American Indian or Alaskan Native	
					M	F	M	F	M	F	M	F	M	F
8	<b>SERVICE/MAINTENANCE</b>	<b>405</b>	<b>390</b>	<b>15</b>	<b>377</b>	<b>12</b>	<b>2</b>	<b>0</b>	<b>7</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>0</b>
	WYDOT Total Workforce %*	100.00	96.43	3.7	93.09	2.96	0.49	0	1.73	0.74	0.49	0	0.49	0
	Census-Wyoming CLF %*			13	63.6	15.3	0.4	0	6.4	0.1	0.3	0.5	1.7	0.1
	Parity*					53	-	1	-	-	2	2	6	5
	Utilization (Parity or Below)*					<b>B</b>	P	<b>B</b>	P	P	<b>B</b>	<b>B</b>	<b>B</b>	<b>B</b>
	<b>38</b>					<b>38</b>	<b>22</b>	-	<b>1</b>	-	-	<b>2</b>	<b>2</b>	<b>7</b>

## 2015 New Hires and Terminations

### New Hires

Two hundred and twenty-three (223) males, seventy-nine (79) females, and seventeen (17) minorities have been hired within the EEO Categories including; Officials/Administrators, Professionals, Technical, Protective Services, Administrative Support, Skilled Crafts, and Maintenance.

- In the Officials/Administrators category, one (1) non-minority male was appointed to the Highway Commission.
- In the Professional category, seventy-six (76) employees were hired, fifty-six (56) non-minority males and twenty (20) non-minority females.
- Within the Technical category, sixty-seven (67) individuals were hired. Forty-eight (48) non-minority males and three (3) minority males were placed as well as fifteen (15) non-minority females and one (1) minority female.
- In the Protective Services category, eleven (11) State Troopers were hired. Four (4) non-minority males, three (3) minority males as well as three (3) non-minority females and one (1) minority female.
- In the Administrative Support category, eighteen (18) employees were hired. Ten (10) non-minority males, two (2) minority males, four (4) non-minority females and two (2) minority females were placed.
- Within the Skilled Craft category, eight (8) individuals were hired. Four (4) non-minority males and four (4) non-minority females were placed.
- Within the Maintenance category a total of one-hundred twenty (120) employees were hired consisting of eight-eight (88) non-minority males, four (4) minority males as well as twenty seven (27) non-minority females and one (1) minority female.

NEW HIRINGS DURING THE FISCAL YEAR - Permanent full time only														
Code	Categories	Total Employees	Male	Female	White Non-Minority		Black		Hispanic		Asian/Pacific Islander		American Indian or Alaskan Native	
					M	F	M	F	M	F	M	F	M	F
1	OFFICIALS/ADMINISTRATORS	2	1	1	1	1								
2	PROFESSIONAL	76	56	20	56	20								
3	TECHNICAL	67	51	16	48	15			3	1				
4	PROTECTIVE SERVICE	11	7	4	4	3			3	1				
5	PARA-PROFESSIONAL													
6	ADMINISTRATIVE SUPPORT	18	12	6	10	4			2	2				
7	SKILLED CRAFT	8	4	4	4	4			1					
8	SERVICE/MAINTENANCE	120	92	28	88	27			3	1	1			
	<b>TOTAL</b>	<b>302</b>	<b>223</b>	<b>79</b>	<b>211</b>	<b>74</b>			<b>12</b>	<b>5</b>	<b>1</b>			

### Terminations – Full Time Employees

During Fiscal Year 2015, terminations totaled two hundred nineteen (219) employees; one hundred sixty-two (162) males which included six (6) minority males; fifty-seven (57) females; which included four (4) minority females and involved each of the EEO Categories with the exception of the Para-professional and Service/Maintenance categories.

- Terminations within the Official/Administrative Categories included four (4) terminations two (2) were retirements and two (2) were contract completion.
- Within the Professional Category, thirty five (35) employees separated service with WYDOT. They included one (1) early retirement, nine (9) other employment opportunities, four (4) personal decisions, two (2) resignations, fifteen (15) retirements and four (4) transfers.
- Within the Technical Category, one hundred-fifteen (115) employees separated service with WYDOT. Fifteen (15) failed probationary requirements, fifteen (15) found other employment opportunities, forty-five (45) left for personal reasons, eight (8) resigned, twenty-seven (27) retired, one (1) was dissatisfied with working conditions, four (4) transferred to another agency within the State of Wyoming.
- Within the Protective Service Category, nineteen (19) individuals separated service through resignation or for nonspecific reasons.
- Administrative Support Categories saw thirty-nine (39) separations. Ten (10) individuals retired, nineteen (19) resigned or left for personal reasons, two (2) found other employment, four (4) transferred to another position and four (4) failed to complete their probationary period.
- Within the Skilled Craft Category, seven (7) individuals separated service. Four (4) retired and four (4) left for personal reasons.

Overall, males experienced the greatest percent of separations with 74%. Females accounted for 26% of all separations while the minorities experience the least at 5%.

TERMINATIONS (Permanent full-time)														
Code	Categories	Total Employees	Male	Female	White Non-Minority		Black		Hispanic		Asian/Pacific Islander		American Indian or Alaskan Native	
					M	F	M	F	M	F	M	F	M	F
1	OFFICIALS/ADMINISTRATORS	4	4		4									
2	PROFESSIONAL	35	25	10	25	10								
3	TECHNICAL	115	93	22	91	20			2	2				
4	PROTECTIVE SERVICE	19	18	1	16	1			2					
5	PARA-PROFESSIONAL													
6	ADMINISTRATIVE SUPPORT	39	15	24	13	21	1	1	1	2				
7	SKILLED CRAFT	7	7		7									
8	SERVICE/MAINTENANCE													
	<b>TOTAL</b>	<b>219</b>	<b>162</b>	<b>57</b>	<b>156</b>	<b>52</b>	<b>1</b>	<b>1</b>	<b>5</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2016 Training, Education and Development

A healthy and respectful work environment is essential for good employee morale, retention, and productivity as WYDOT develops the need for awareness and mutual respect increases. Workforce education is a continuous process with the threefold objective of improving the internal work environment, improving the inclusiveness of under-represented persons in WYDOT employment community, and improving customer service to our growing and diverse customer base.

The department provides orientation for all new employees and new supervisory employees every other month during the course of the year. The orientation lasts three and a half day and presented by the Training Program. A member of the Human Resources Branch gives an overview of the Equal Employment Opportunity, Workplace Harassment, Grievance, Complaint, and Workplace Investigation Policies; identifies the department Affirmative Action Representative's; and shows a summary video on workplace harassment. The attendees are also provided a handout that covers everything on the video and are required to sign an acknowledgment that they have been informed about the department's EEO-related policies. New employees are provided documental materials and are given a tour of the Headquarters Office in Cheyenne.

In an effort to keep training content fresh and current, classes on Workplace Harassment, Discrimination, Multi-generational workforce and the effects of upcoming workforces on the current organization are recommended. It is essential for WYDOT to have the ability to track and document participation within these training programs to determine what training programs benefits the organization and its employees.

### *Overall Workforce Training*

Workforce training is ongoing through the WYDOT University along with supervisor training for all new or interested parties. Workplace harassment, discrimination and other pertinent resources are available for employees to access at any time through WYDOT manuals and our intranet webpage for employees and supervisors.

### *Accomplishments*

A number of activities have been undertaken during the previous year within the WYDOT organization. Training and workforce development remain a focal point as is the recruitment, selection, and retention of a well-trained workforce. Several highlights include:

Overall, staff retention continues to be a focus. Exit interviews provided by the State Administration and Information offices; indicate that retirements were the primary reason for staff leaving the state. There is no information that would indicate negative workplace factors as an area of concern.

WYDOT has joined the Administration and Information Branch of State Government, in an effort to facilitate potential employees by implementing an electronic application system. These efforts have streamlined the approval process and have allowed the examiner the ability to preview job experiences and qualifications of a wider cross section of applicants.

Department division administrators, managers, and district engineers are required to read, route, and provide a copy of the personnel policies to all staff members at least once annually. Those policies include: Complaint and Grievance; Equal Employment Opportunity; Workplace Harassment and Workplace Violence.

The department provides orientation for all new employees and new supervisory employees every other month during the course of the year. The orientation lasts three and a half day and presented by the Training Program. A member of the Human Resources or the Civil Rights Branch gives an overview of the Equal Employment Opportunity, Workplace Harassment, Grievance and Complaint, and Workplace Investigation Policies; identifies the department Affirmative Action Representative's; and shows a summary video on workplace harassment. The attendees are also provided a handout that covers everything on the video and are required to sign an acknowledgment that they have been informed about the department's EEO-related policies. New employees are provided documental materials and are given a tour of the Headquarters Office in Cheyenne.



## 2016 Hiring/Promotional Policies vs. Goals and Strategies

### Hiring/Promotional Policies

All Wyoming State Government Agencies are required to utilize a centralized hiring program administered through the Department of Administration and Information (A&I). Each position is considered as a vacancy and therefore, promotions are not possible. As positions become available, the position is classified as a new hiring opportunity and the position must go through the open selection process and is made available to a hiring pool of qualified applicants regardless of the protected classifications. Names, gender, ethnicity, etc., is not made available to the reviewing party and cannot be considered as part of the hiring process.

Currently employed individuals interested in a particular position, must submit their application to (A&I). The application is evaluated to determine if the applicant meets the minimum qualifications, and if so, is added to the list of qualified applicants. When the position is closed, no further applications will be received, each application is made available to the hiring party for review and selection. Once the hiring party has selected the most qualified applicant(s), interviews are scheduled. Names, gender, ethnicity, etc., is now available to the hiring party.

By utilizing the centralized hiring system, promotion opportunities are not viable options and Program Managers must constantly be aware of their program demographics and address the affirmative action requirements as hiring opportunities become available.

### Goals

As indicated in the tables above, overall demographic composition of WYDOT's workforce has not changed significantly toward the goal of reflecting the changing demographics of the state. Given the increase of the average age of the workforce, significant challenges face WYDOT to retain business and institutional knowledge and expertise within its ranks.

The 2016 Affirmative Action Plan (AAP) will continue to focus on the four major goals:

- Minorities in management
- Minorities in professional positions
- Minorities in the paraprofessional positions
- Women and minorities in skilled craft and maintenance positions



## Strategies

### Promote Community & Public Outreach:

- Identify qualified job candidates through the Human Resource Applicant System.
- Identify Industrial and Professional Associations.
- Network with professional associations and career planning groups to better market WYDOT as a destination employer - somewhere job candidates seek out as an employer.
- Use existing Regional Workforce Alliances and Advisory Committees to create interest in employment with WYDOT.

### Management Practices:

- Conduct regular Performance Evaluations.
- Measure Affirmative Action and Equal Employment Opportunity activities.
- Promote an environment of respect and professionalism.
- Track our success.
- Improve awareness towards the state transfer list and the opportunity it provides in career growth.

### Training and Development:

- Identify and utilize External Training programs, identify and share good programs.
- Offer financial and scheduling support for degree completion and tuition reimbursement programs.
- Provide intern summer employment for college level students.

### Marketing - Promote WYDOT as an Employer of Choice by:

- Marketing working hours, conditions, benefits and stability afforded to public employees.
- Marketing the service (not profit) oriented business aspect of working for WYDOT.
- Marketing public service and making a difference in the aspects of our environment.
- Promote statewide career opportunities.

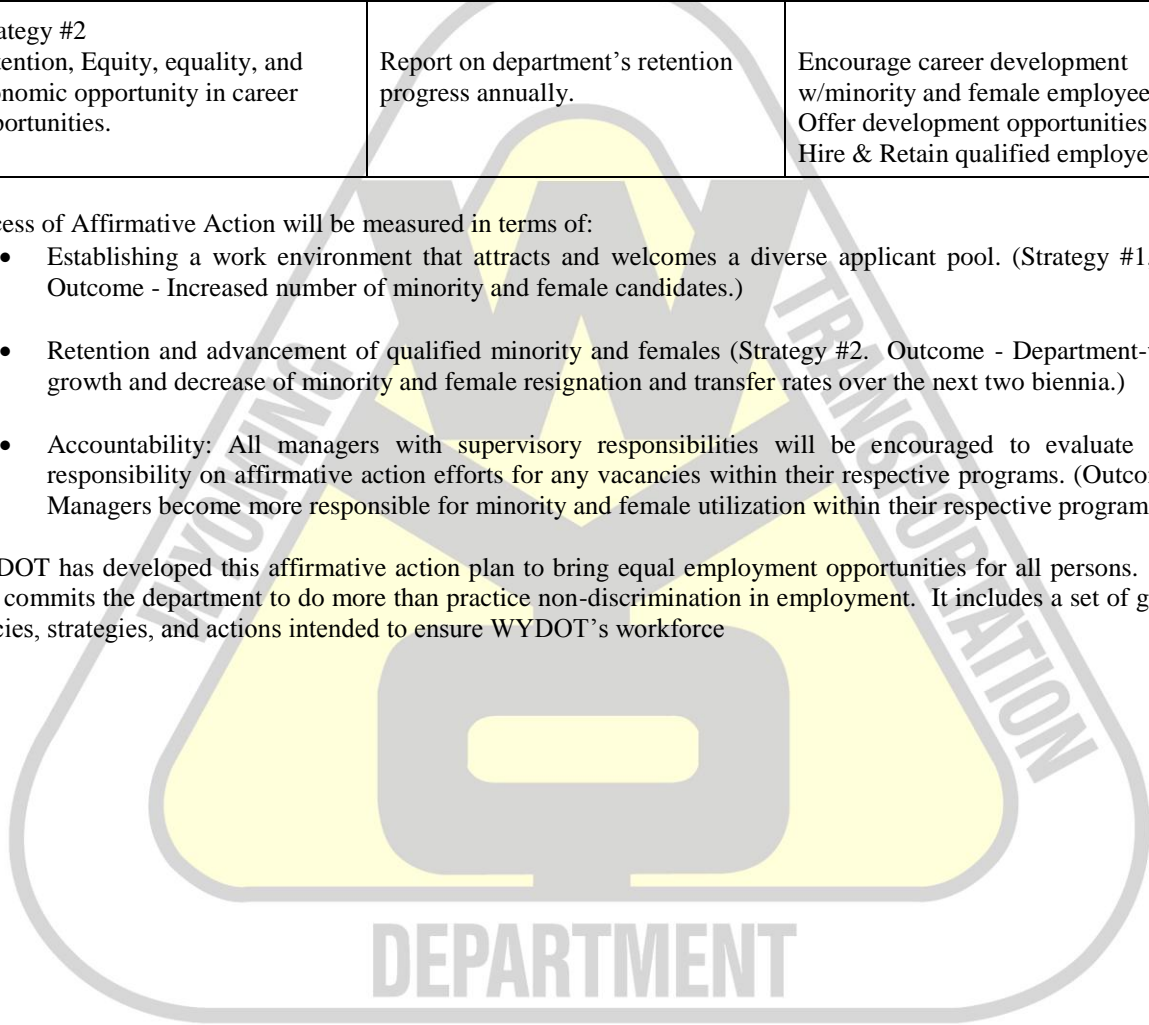
Affirmative Action will be measured at the Department level in three areas.

<b>WYDOT Affirmative Action Strategies &amp; Measurements</b>		
<b>Strategy/Measure</b>	<b>Employment &amp; Diversity</b>	<b>Accountability</b>
Strategy #1 Education of workforce	Schedule educational classes on diversity, workplace harassment, and disability awareness. Offer technical assistance to managers.	Attend classes. Schedule employees to attend classes. Support & reinforce WYDOT policies and education principles.
Strategy #2 Retention, Equity, equality, and economic opportunity in career opportunities.	Report on department's retention progress annually.	Encourage career development w/minority and female employees. Offer development opportunities. Hire & Retain qualified employees.

Success of Affirmative Action will be measured in terms of:

- Establishing a work environment that attracts and welcomes a diverse applicant pool. (Strategy #1, #2. Outcome - Increased number of minority and female candidates.)
- Retention and advancement of qualified minority and females (Strategy #2. Outcome - Department-wide growth and decrease of minority and female resignation and transfer rates over the next two biennia.)
- Accountability: All managers with supervisory responsibilities will be encouraged to evaluate their responsibility on affirmative action efforts for any vacancies within their respective programs. (Outcome - Managers become more responsible for minority and female utilization within their respective programs.)

WYDOT has developed this affirmative action plan to bring equal employment opportunities for all persons. The plan commits the department to do more than practice non-discrimination in employment. It includes a set of goals, policies, strategies, and actions intended to ensure WYDOT's workforce



# 2016 External Contractor Compliance Program Accomplishments

## Accomplishments

At the close of fiscal year 2016, five Contractors were reviewed for contract compliance. The five contractors reviewed represented approximately 10% of the total available Prime Contractors currently working on Wyoming highway projects.

a. Number of contract compliance reviews conducted .....	5
b. Number of Prime contractors reviewed .....	5
c. Number of Prime contractors found In compliance .....	5
d. Number of contractors found in Noncompliance .....	0
e. Number of voluntary corrective action notices issued .....	0
f. Number of voluntary corrective action notices rescinded .....	0
g. Show cause actions still under conciliation or unresolved .....	0
h. Number of voluntary corrective action plans issued .....	0
I. Number of follow-up reviews conducted .....	0
j. Compliance reviews planned for Fiscal Year 2017 .....	5 contractors

No Equal Employment Opportunity or wage grievances were filed against any contractors during fiscal year 2016. No progress payments withheld against any Prime contractors due to a determination of non-compliance with the Equal Employment Opportunity requirements of the contracts.

## PR 1392 Annual Summary of Employment

The PR-1392 submitted for July 2014 for Federal-aid projects show the minority work force representation to be 26.1% compared to the previous Fiscal Year of 23.9%, female representation was 16.9% compared to 19.2% for Fiscal Year 2014. Minority apprentices and trainees totaled 42% and female trainees and apprentices totaled 17.5% of the trainee workforce. This compares with 49% of the trainee work force being minority and 7% of the trainee work force being female in 2014. 3

## Significant Program Changes

WYDOT utilizes area-wide reviews in evaluating contracts during Fiscal Year 2016. WYDOT conducted five individual reviews. Those five reviews consisted of (13) Federal-aid Contracts totaling \$47,146,767.00 and were located throughout the State of Wyoming. Contractors were able to demonstrate affirmative action procedures within their organizations and were able to satisfactorily demonstrate the use of minority and female employees throughout the company workforces. No complaints or problems were received or encountered during the course of the construction season

## 2016 Contractor Training Accomplishments

The program utilized is a Competency-based Program where the employee is given credit for knowledge mastered on equipment. The competency-based program has been recognized and has been certified through the Bureau of Apprenticeship Training. The competency-based program, as administered, uses no supportive service funding. There were twenty-eight (40) eligible applicants enrolled during FY 2014. Each trainee is required to attend numerous training seminars sponsored by the Wyoming Contractors Association throughout the year. Classifications for trainees include seven different disciplines for 2014, which include Operating Engineers, Mechanics, Truck Drivers, Cement Masons, Rough Carpenters, Welders and Structure Workers. The Structure Workers Classification has not been approved by the Bureau of Apprenticeship Training; however, the program has been approved by the Federal Highway Administration and currently addresses the minimum program requirements.

- a. An assigned trainee goal for calendar year 2014 = 35
- b. Total trainees enrolled during 2013 = 28 trainees.
- c. An assigned trainee goal for Federal Fiscal (FAY) 2015 is anticipated at 40.

Administratively, the Wyoming Contractors Associations Training Program, recruiting, counseling and administration have gone through significant changes emphasizing the Construction Trades Training. Internal staffing requirements have been increased and the WCA Program has undertaken career development opportunities within local High Schools throughout the State. The organization has partnered with Eastern Wyoming College, the Northern Wyoming Community College and the Wind River Indian Reservation at Ft. Washakie, Wyoming to provide training as heavy equipment operators and truck drivers. Additionally, the WCA is partnering with Climb Wyoming, which serves low-income single mothers that are interested in obtaining a commercial driver's license. Minority and female utilization is still an emphasis through recruitment, placement and graduation from the Training Program. Presently minority representation of 42% and female representation of 17% are considered satisfactory.

The current program has provided an opportunity to both minority and female employees to further their careers within the construction industry. Participation within the training program has minimally addressed contract compliance requirements. The current program has succeeded in structuring the training program and has emphasized the need for competent journeyman level operators within the industry. Continual emphasis by WYDOT toward graduation and permanent placement of the trainees within journeymen level skills is a paramount issue.

Contract compliance reviews conducted on the five Contractors' for 2014, indicated that trainees were being utilized throughout the Contractors workforce and consistent reporting of hours indicated that the training program was being utilized better and was more successful from years past. Contractors indicate retention of trainees is better because the trainee can be utilized in areas of the company that better suit the trainee and company needs.

## On-the-Job Training Supportive Services Program

In Federal Fiscal Year 2014, WYDOT received \$53,150.00 from OJT Supportive Services funds to provide on-the-job training and supportive services to increase the percentage of minorities and females in Wyoming's construction industry.

The overall intent is to increase the percentage of the disadvantaged populations in Wyoming's construction industry and improve the education opportunities for these populations to enter the industry.

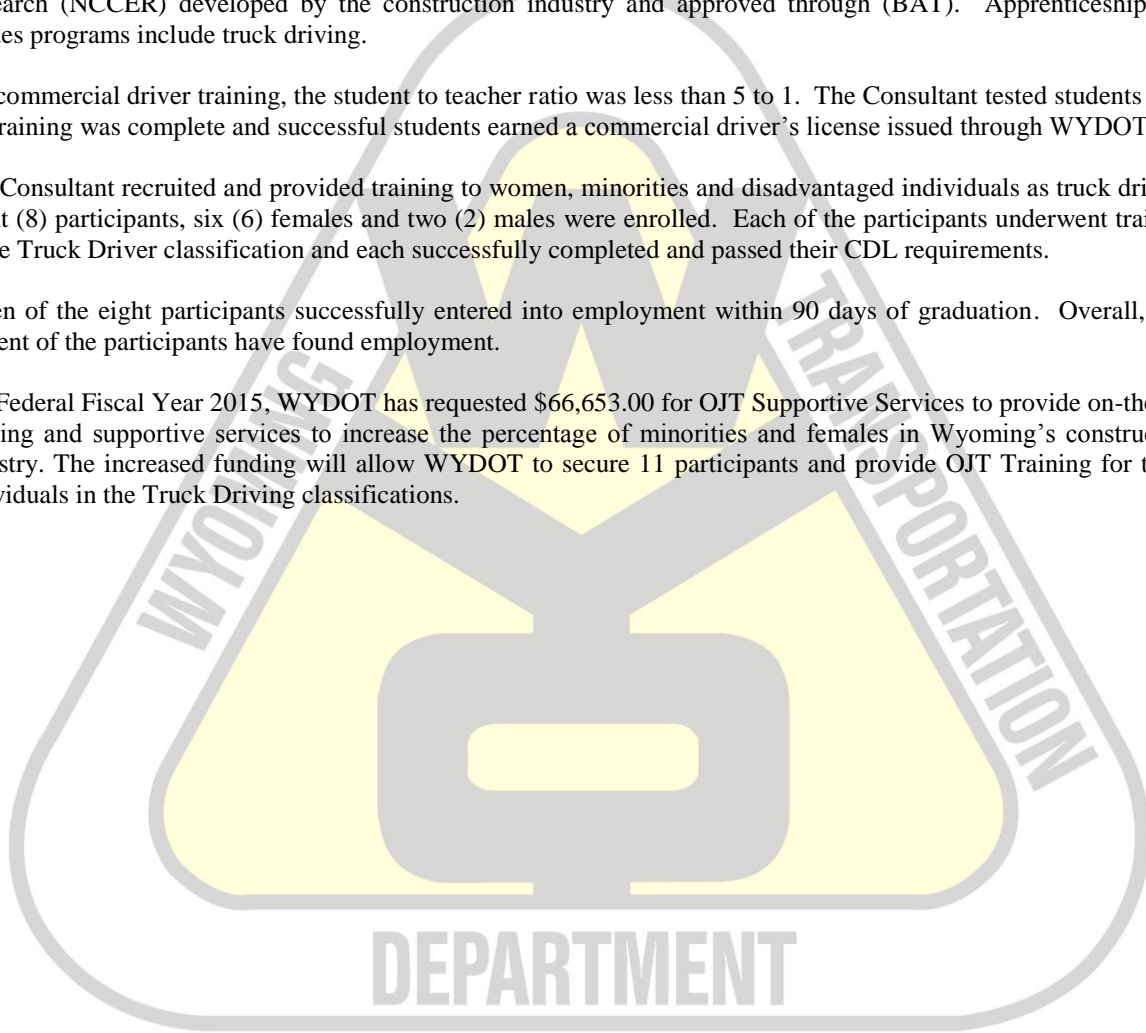
Apprenticeship and training programs approved through the U.S. Department of Labor, Bureau of Apprenticeship and Training (BAT) and the curriculum utilized was through the National Center for Construction Education and Research (NCCER) developed by the construction industry and approved through (BAT). Apprenticeship and Trades programs include truck driving.

For commercial driver training, the student to teacher ratio was less than 5 to 1. The Consultant tested students once the training was complete and successful students earned a commercial driver's license issued through WYDOT.

The Consultant recruited and provided training to women, minorities and disadvantaged individuals as truck drivers. Eight (8) participants, six (6) females and two (2) males were enrolled. Each of the participants underwent training in the Truck Driver classification and each successfully completed and passed their CDL requirements.

Seven of the eight participants successfully entered into employment within 90 days of graduation. Overall, (88) percent of the participants have found employment.

For Federal Fiscal Year 2015, WYDOT has requested \$66,653.00 for OJT Supportive Services to provide on-the-job training and supportive services to increase the percentage of minorities and females in Wyoming's construction industry. The increased funding will allow WYDOT to secure 11 participants and provide OJT Training for those individuals in the Truck Driving classifications.



## Exhibit

WYOMING DEPARTMENT OF TRANSPORTATION  
ORGANIZATION CHART  
January 24, 2017

To access the WYDOT Organization Chart, click on the following:

[http://www.dot.state.wy.us/home/administration/org\\_chart.html](http://www.dot.state.wy.us/home/administration/org_chart.html)

