



Affirmative Action Plan

2023-2025



APRIL 2023 | OFFICE OF EQUITY AND CIVIL RIGHTS



Oregon

Tina Kotek, Governor

Department of Transportation

Director's Office
355 Capitol St NE
Salem, OR 97301

April 5, 2023

Juliet Valdez
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Dear Juliet:

The formation of the Office of Social Equity was an intentional step to address the harm we want to interrupt in statewide transportation-wide social equity actions. We want to bring strategic alignment and awareness to social equity while increasing the criticality of understanding for those within and outside the organization. This work is essential to our collective success. As a part of this work, it is my pleasure to offer the 2023-2025 Affirmative Action Plan for the Oregon Department of Transportation (ODOT).

Guided by ODOT's Strategic Action Plan (SAP), the agency is building a modern transportation system by preserving roads and bridges, reducing traffic crashes, improving access to public and active transportation, cutting greenhouse gas emissions, and tackling growing congestion. Equity is infused throughout various SAP goals to ensure that the burdens and benefits of the transportation system are shared by all users rather than negatively impacting marginalized groups disproportionately.

Over the next two years, this Affirmative Action Plan will help us to continue to embed equity into our work, as we seek to diversify our workforce, in our contracting, and in our engagement with interested parties. We are committed to creating a sense of belonging and safety for all those that work at and on behalf of ODOT.

This plan highlights some of the efforts and strategies that will move us closer to our goal of being a workplace of choice in Oregon.

If you have any questions, please do not hesitate to contact us as we are a dedicated partner in supporting the enterprise's work to center social equity in all of our work.

Sincerely

Kristopher Strickler, P.E.
Director
Oregon Department of Transportation

CONTENTS

Introduction.....	1
Agency Overview.....	1
Key Contact Information.....	1
Agency Organization Chart.....	3
2021-2023 Affirmative Action Plan Progress.....	4
Summary.....	4
Goal One.....	5
Goal Two.....	6
2023-2025 Affirmative Action Plan.....	8
Summary.....	8
Goal One.....	11
Goal Two.....	11
Goal Three.....	12
Conclusion.....	14
Appendices.....	15
Appendix A – Agency, State and Federal Documentation.....	15
Appendix B – Agency Complaint Process.....	17
Appendix C – Oregon Department of Transportation Social Equity Data — 1/1/2022 - 12/31/2022.....	19
Appendix D – Diversity Action Team Charter.....	24

INTRODUCTION

AGENCY OVERVIEW

The Oregon Department of Transportation (ODOT) is an employer that is inspired by the changing demographics of the state. We value equity and are committed to the principles of affirmative action and equal opportunity. We are committed to developing and sustaining an agency that is:

1. Free from harassment and discrimination.
2. Emboldened by valuing our employees and their talents.
3. Recruiting, developing, and retaining a diverse workforce.

We are a recognized leader in transportation, and we seek to be an employer of choice in our local communities while consistently delivering transportation solutions for Oregon's future. The work toward this vision is guided by our agency values of integrity, safety, equity, excellence and unity. These values are the foundation of our decisions and behavior in partnership with each other, our interested parties, and the communities we serve.

In our day-to-day operations, we strive for:

1. A high-performing and collaborative workplace where staff at all levels are aligned.
2. Flexible processes and mechanisms that adapt to changing needs and proactively respond to trends and opportunities.
3. Modernized systems and technology.
4. Services to maximize resources and improve productivity and efficiency.
5. Strong and informed governance for priority setting, decision making, and evaluating progress on initiatives.

KEY CONTACT INFORMATION

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We do this to honor our mission—to provide a safe and reliable multimodal transportation system that connects people and helps Oregon’s communities and economy thrive.

In 2020, we established the Office of Equity and Civil Rights with our Assistant Director for Social Equity leading the agency in ensuring social equity is embedded in all of our systems as we endeavor to fulfill our mission and honor our values. Our agency Strategic Action Plan (SAP) prioritizes four areas of focus to support ODOT in imbedding equity into the fabric of our workforce: culture and diversity, economic opportunities, engagement, and climate equity. The Office of Equity and Civil Rights has been working in partnership across the enterprise and agency and with external interested parties and community partners to develop and implement the strategies informed by the SAP.

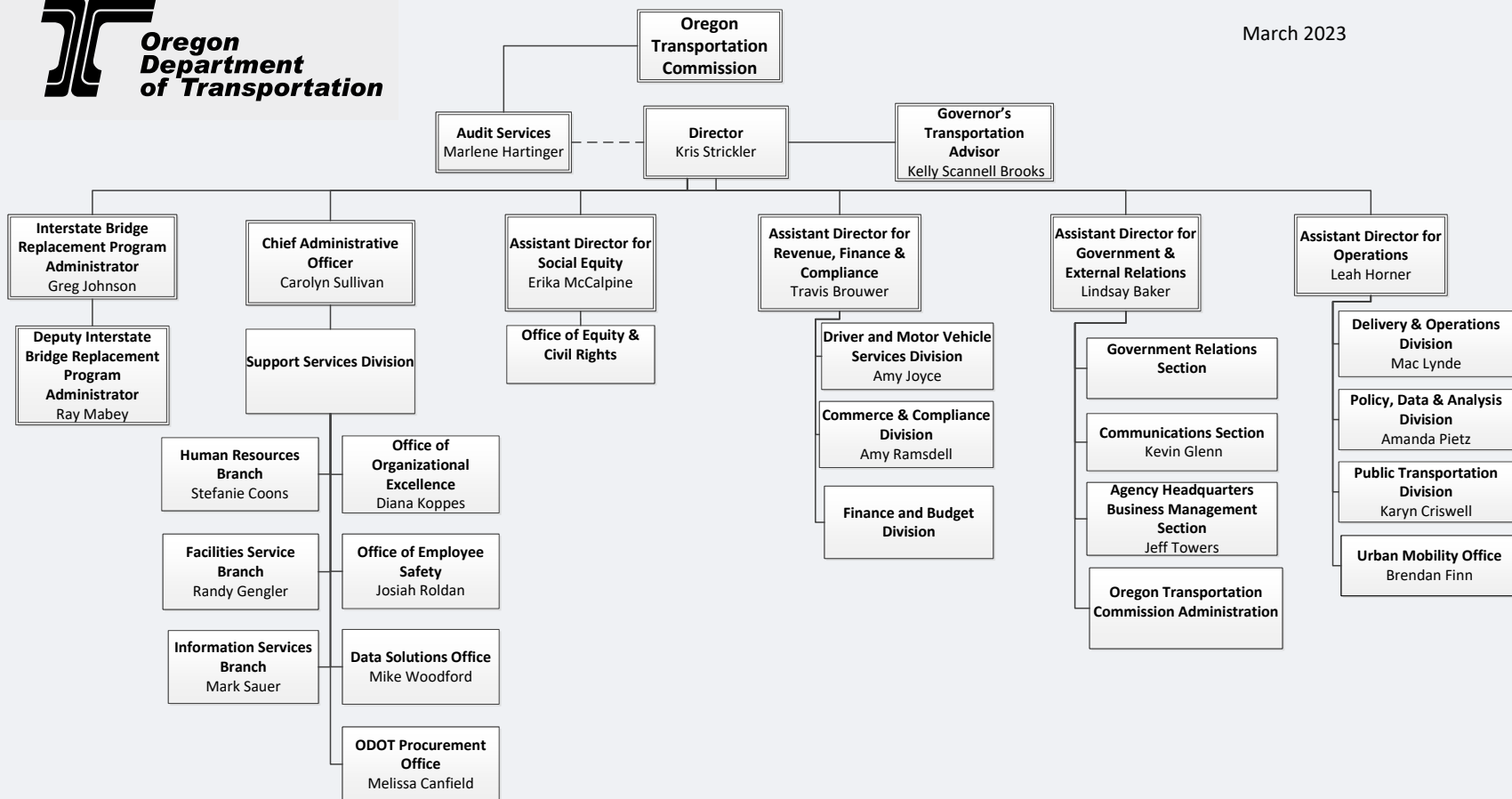
The Office of Equity and Civil Rights centers people, process, programs, projects and policies. The office’s people focused work aligns with the Governor’s Affirmative Action Office as it is focused on:

1. Providing a work environment that allows every individual the opportunity to reach their full potential as a state employee.
2. Eliminate bias and barriers for Black, Indigenous, Tribal Nation, Asian Pacific, Latina/o/x, Hispanic and women-owned businesses who desire to provide service to the state by working with the agency.

AGENCY ORGANIZATION CHART



March 2023



2021-2023 AFFIRMATIVE ACTION PLAN PROGRESS

SUMMARY

Our dedication to affirmative action principles in accordance with Executive Order 22-11 is front and center for our agency director and assistant director for social equity.

In our last update, we offered two goals that supported us in looking for ways to better understand and address the gaps in diversity within our workforce as well as in our contractor and consultant community. In Appendix C, there is data we used as a baseline as we work toward increasing diversity, equity and inclusion. Quantitative metrics connected to the baseline supported us in addressing continuous improvement around promotion and retention as an integral component. On our path to progress, we continue to seek to be a workplace of choice, to attract and retain a workforce that better aligns with Oregon's available workforce.

Additionally, because much of the work we perform through transportation projects is done by contractors and consultants, we continue to strive to diversify those partnerships as well. Whether small business development, workforce support or psychologically safe worksites, we seek to create more space for contractors who have historically met many barriers in seeking work with our agency.

The following summarizes the highlights of the last two years' work and the foundation for what is next:

GOAL ONE

Currently our workforce, regarding race/ethnicity, ability and gender, serves as the foundation for the work we are doing to create a sense of belonging for a diverse workforce through our social equity work.

Our goal is to:

Build a diverse workforce, supported by equitable operations and policies, and establish an informed culture that delivers authentic inclusivity.

Continuing to understand our gaps through research, employee surveys, and data collection, we will measure our success by materially increasing the hiring and retention of minorities (as defined by race and ethnicity categories in the American Community Survey), women and people who live with disabilities at all levels of the organization by 2024.

We are also developing an engagement survey with our workforce council which allows us to understand the qualitative growth opportunities in workforce culture as it relates to a sense of belonging. These data points allow us to add to our Workforce Choice Index score, which allows us not only to understand and measure our demographics, but also our social equity culture. This process has begun and is evident through the work highlighted in appendices D-F.

Through collaboration and relationships with agencies throughout the enterprise and the governor's office, the social equity team will identify internal and external training resources that address the following objectives:

1. The creation of a climate of increased social equity awareness and its impact on culture.
2. An ability to appropriately identify and respond to cultural and language barriers.
3. A common understanding of how all agency employees should be welcomed and valued.
4. Promotion of leader development among diverse populations of employees in preparation for promotional opportunities.
5. The improvement of employee morale.

Every other month we present our progress to the Oregon Transportation Commission. These meetings are open for public comment and feedback which can also be provided through our citizens' representative office, Ask ODOT. These mechanisms allow us to be held accountable to community needs and expectations, in addition to the 25 advisory committees and community-based organizations we meet with regularly statewide in efforts to address the barriers to access and opportunity within the agency.

To meet the expectations of Oregonians, become an employer of choice, and increase our dollars to minority owned businesses, we are focusing on recruitment, selection, workforce culture, and economic equity as our central biennium activities.

GOAL TWO

Currently, all of our tracking and support of Black, Indigenous, People of Color (BIPOC) and women-owned businesses is based on the utilization of businesses certified as Disadvantaged Business Enterprises (DBE) - a valuable baseline. We also need to disaggregate the data so that there is an understanding of the gaps in business utilization demographics. Additionally, there is an opportunity to understand the number of businesses that we do not utilize based on their certification status and the ways in which we count business partnerships. As such, our goal is to:

Promote economic opportunity for Oregonians through transportation investments, including working with businesses owned by BIPOC, women and others who have been historically and/or are currently marginalized.

As we work to better understand these gaps, we hired a consultant to perform a barriers analysis around programming. We also engaged with another consultant to conduct a disparity study that sought to understand the gap between those that are skilled to partner for work and those that have completed the certification process. The findings from both studies are as follows:

1. Difficult online portals to navigate.
2. Cumbersome bidding processes.
3. Overly burdensome insurance and bonding requirements.

4. Cash flow problems due to length of time between costs incurred and payment received.
5. Burdensome contractual requirements and submittals, including invoicing and reporting.
6. Lack of engagement strategy with BIPOC and women-owned firm's which results in them often not knowing about upcoming work until it is too late.

As a result of the study outcomes and the directives provided in Executive Order 22-15, we are working on solutions to the barriers that will be addressed in the five-year plan submitted to the Governor's Office on October 1, 2022. We received positive feedback on the five-year plan from the Governor's Transportation Advisor, Matthew Garrett.

Overall, we seek to be a catalyst for economic equity through our work by mitigating barriers and providing training for those that have historically been excluded from benefiting from transportation investments offered by the agency.

2023-2025 AFFIRMATIVE ACTION PLAN

SUMMARY

To continue the good work that the Office of Equity and Civil Rights has embarked upon, in the 2023-2025 biennium, the Oregon Department of Transportation will continue to strive to diversify our workforce as well as our contractor and consultant community. We have implemented various toolkits to aid us in diversifying our workforce and to increase engagement with BIPOC and women-owned contractors, consultants, and community partners. We have also implemented the Equitable Engagement Compensation Program to pay community interested community parties that volunteer their time to share their feedback and experiences with us. Descriptions of the tools and program are as follows:

Interview Toolkit

Our new tools and templates were designed to increase transparency with our candidates, create consistency in our process, enhance accessibility for our users, and increase fairness in the interview process. We have developed panel interview training which we recommend for all internal and external panel members. We require the use of our behavior-based question bank. At least one behavior-based question from the categories of engagement-focused, equitable, or inclusive must be among the interview questions. We have also designed panel interview toolkit forms that are required for all interview processes. Those forms include the panelist interview materials, the candidate question template, and the interview script or outline template. These tools help the facilitator and panelists understand their roles on the panel, what biases they hold coming into the interview process, and build understanding of the various laws, rules, and policies that we must adhere to in interviews. They also create a positive and welcoming candidate experience in the interview process.

Engagement Toolkit

The purpose of this toolkit is to utilize the viewpoints of those who reside in the communities ODOT serves and who are likely to be affected by the decisions that ODOT makes. By 2030, we hope that the impact of the toolkit is that all voices in the communities that ODOT serves, regardless of social identity or social demographics, are heard and their viewpoints influence agency decisions. For each project that ODOT does, we strive to ask ourselves the following questions:

1. What problem or opportunity are we trying to solve or address?
2. What is causing the problem or driving the opportunity?
3. What are the desired outcomes?
4. What are the potential risks or barriers to the future state?
5. How will we know we are successful; what are we measuring?

We do not want engagement to feel like an “extra duty” for us, and this toolkit will allow us to embed engagement into various projects and outreach conducted by the agency.

Both of these toolkits are new to the ODOT community. As a result, it will take time to scale these projects up to be used throughout the entire agency.

Equitable Engagement Compensation Program

ODOT created the Equitable Engagement Compensation Program (EECP) to remove barriers that have systemically prevented marginalized populations and others from participating in public engagement and advisory activities with us. If any area of the agency engages with community members, outside of an open house or town hall forum, we should compensate them through the EECP. This program requires that engagement activities seek direct, targeted feedback from specific individuals or identity groups on an ODOT program or project. Not qualifying for payment under the EECP does not affect someone’s ability to participate in an activity. They can still provide feedback to us, and we’ll still listen. The hourly EECP payment rates are as follows:

1. \$20/hour for meeting participation.
2. \$25/hour for meeting participation with pre-work.
3. \$30/hour for meeting participation with pre-work/outside committee work.

The Office of Equity and Civil Rights has created a step-by-step guide for internal departments to use when engaging the communities we serve. It is an interactive guide to help them select a payment pathway for their program or project. However, just like the Interview Toolkit and Engagement Toolkit, the EECF has not been scaled up for agency wide use. Hence, the first goal, explained below, of the 2023-2025 biennium.

Employee Belonging

In our 2022 Employee Engagement Survey, we learned how our employees experience ODOT related to belonging. Specifically, how different identities are or are not experiencing belonging. In measuring, we used the research-backed categories that are the components of measuring belonging; experiencing connection, understanding/acceptance, voice, respect, and being valued. The questions in the diversity, equity, inclusion, and belonging categories of the survey helped us to know how people were experiencing belonging at ODOT. We will use that measurement as a benchmark for growth opportunities in the 2023-2025 biennium.

GOAL ONE

Scale up the interview and engagement toolkits so they are used agency-wide.

Given the size of the agency, it can be difficult to promote rollouts effectively. Both toolkits have been introduced, but there is a significant amount of work to be done to introduce changes to established processes. Also, there is a certain amount of resistance that comes with introducing change, so we are using the ADKAR model of change management to work through that.

We are also providing comprehensive training to all areas of the agency on these toolkits and programs so that everyone will be introduced to them and understand their purpose and how to use them. After agency-wide training has occurred, we will begin to hold ourselves accountable for ensuring that equity advances by using these valuable tools.

In addition to creating tools for use within the agency, we will embark on providing agency wide diversity, equity and inclusion training to the entire agency over the next biennium. This initiative leads us to our second goal.

GOAL TWO

Provide comprehensive diversity, equity and inclusion (DEI) training to the entire agency.

During the last biennium, many of the training options that were developed as a result of the Governor's Office Diversity Action Plan were optional for employees. This new training is not optional. The Office of Equity and Civil Rights commits to providing comprehensive DEI training to everyone within the agency. This includes agency employees in the five regions of ODOT as well. This training will be specific to the educational needs of each area of the agency and address common concepts and those highlighted in the Governor's Diversity Action Plan.

The previous goals do not call attention to the continued efforts that we will make to increase dollars to Black, Indigenous, People of Color (BIPOC), and women-owned businesses. During the 2021-2023 biennium, we heard from the Governor's Minority Contractor's Task Force, the Governor's Racial Justice Council and from our own internal ODOT BIPOC Contract Expansion initiatives that we need to improve access for BIPOC, women-owned and certified firms. Some specific things that we need to do are:

1. Create a small business priming program.
2. Provide more technical assistance services and refine training opportunities.
3. Improve communications/outreach strategies in bidding opportunities.
4. Develop more robust partnerships with Community Based Organizations (CBOs) and BIPOC centered trade organizations.
5. Improve data collection for accountability.

With these items in mind, we have developed our final goal for the 2023-2025 biennium.

GOAL THREE

Enhancing employee belonging by equipping leaders and expanding employee resources.

As a part of our actions following the employee survey, in the 2023-2025 we will focus on manager training and employee resource groups to enhance employee belonging.

Manager training is in development to support managers in growing acumen in leader competency areas. It will weave in belonging in each competency area to equip managers in enhancing employee belonging on the teams they support.

In addition, ODOT approved a policy, communication and implementation plan to launch Employee Resource Groups (ERGs) in the summer of 2023 and will continue to grow the portfolio of ERGs during the 2023-2025 biennium and beyond.

We anticipate both manager training and ERGs will support growth in belonging and retention of a diverse workforce, important components to helping us reach our 2030 goals listed on page 13..

GOAL FOUR

Implement the recommendations from the state Disparity Study. Implement the commitments outlined in the five-year plan submitted in response to Executive Order 22-15 and launch OregonBuys and AASHTOWARE to improve reporting for accountability.

The recommendations from the independent contractor that conducted the statewide Disparity Study are as follows:

1. Assign higher contract goals.
2. Increase certified Disadvantaged Business Enterprises (DBE) firms.
3. Connect DBEs to prime contractors and increase DBE primes.
4. Encourage DBE participation in new sub-industries and build capacity.
5. Facilitate technical assistance and training on the bidding process.
6. Unbundle projects and provide bonding/financial assistance.

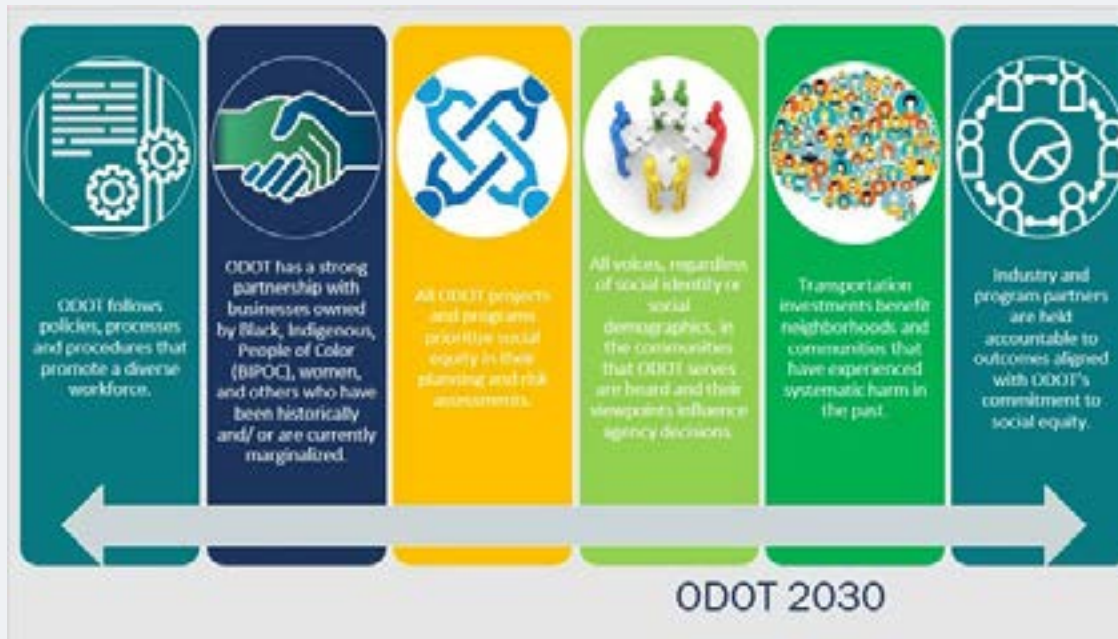
Many of these recommendations are being addressed by actions taken in the agency's Strategic Action Plan. We are currently developing the training to assist DBEs with becoming COBID (Certification Office of Business Inclusion and Diversity) certified.

Additionally, we will provide technical assistance and training on how to navigate our procurement process. To provide technical assistance, we will likely work with community-based trade organizations which will help strengthen those partnerships. Also, the actions that we will take in our five-year plan in response to Executive Order 22-15 will address these recommendations as well.

The Office of Social Equity and Civil Rights has been operating at a deficit when it comes to providing reporting to hold ourselves accountable to the goals we set. To address this problem, we are implementing the OregonBuys and AASHTOWARE systems. OregonBuys will allow us to capture more information about the firms that work with us. Currently, we do not know if a firm is owned by diverse individuals unless they self-identify. OregonBuys will allow us to ask for that information when firms are awarded work with us. AASHTOWARE is a software warehouse that will house an exponential amount of data and allow us to run reports efficiently and effectively. Currently, much of our reporting is a manual process, and we just do not have the staff to provide all of the reporting we need due to the number of hours it would take..

CONCLUSION

By accomplishing the goals outlined in this plan by the end of the 2023-2025 biennium, we will be well on our way to achieving the goals in our Strategic Plan for Equity.



ODOT seeks to be a leader in the state of Oregon through our social equity work. We strive to do this by providing the necessary training for our workforce, improving our internal hiring processes, enhancing the processes that we use to engage with the community, improving our internal reporting to hold ourselves accountable and by being a catalyst for economic equity for BIPOC, women-owned and other diverse firms. We hope to see all Oregonians benefiting from the transportation projects, improvements, and investments that the agency offers.

APPENDICES

APPENDIX A — AGENCY, STATE AND FEDERAL DOCUMENTATION

State Policy Documentation

http://www.oregon.gov/gov/policy/Documents/State_Affirmative_Action.pdf

Federal Documentation

http://www.oregon.gov/gov/policy/Documents/Federal_Affirmative_Action_TitleVII.pdf

Agency documentation in support of its Affirmative Action Plan

- » PER 01-04 – Equal Employment Opportunity/Affirmative Action
<http://transnet.odot.state.or.us/cs/BSS/Policies%20and%20Procedures/PER%2001-04.pdf>
- » PER 01-05 – Americans with Disability Act (ADA) and Reasonable Accommodation
<http://transnet.odot.state.or.us/cs/BSS/Policies%20and%20Procedures/PER%2001-05.pdf>
- » PER 01-10– EEO/ADA Communication Requirements
<http://transnet.odot.state.or.us/cs/BSS/Policies%20and%20Procedures/PER%2001-10.pdf>
- » PER 09-04-01 Diverse Workforce
<http://transnet.odot.state.or.us/cs/BSS/Policies%20and%20Procedures/PER%2009-04-01.pdf>
- » PER 14-04-01 – Workforce Development
<http://transnet.odot.state.or.us/cs/BSS/Policies%20and%20Procedures/PER%2014-04-01.pdf>
- » PER 19-01-02 – Discrimination and Harassment-Free Workplace (in revision)
<http://transnet.odot.state.or.us/cs/BSS/Policies%20and%20Procedures/PER%2019-01-02.pdf>

Additional Federal Documentation

ODOT, as recipient of federal highway funds, is required under Executive Order 11246 and more specifically under 23 CFR 230 Subpart 230 State Highway Agency EEO programs, to submit an Affirmative Action Plan to the US Department of Transportation, Federal Highway Administration (FHWA). However, on October 2017, ODOT was notified by our local FHWA contact and provided a memo (attached) that asks state DOTs to refrain from submitting a plan until further notice. If this plan is requested, ODOT may be required to conduct further workforce analysis and to set specific, measurable, and attainable hiring and promotion goals as necessary to address under-utilization of any protected class.

EEO/AA/DEI-Related Courses Available to ODOT Employees

1. Americans with Disabilities Act at ODOT
2. Communication Basics
3. Conflict Resolution
4. Construction Project Civil Rights and Labor Compliance
5. Counseling and Corrective Action
6. Crucial Conversations and Crucial Accountability
7. Effective Coaching
8. Emotional Intelligence: Building Self-Awareness
9. FMLA/OFLA at ODOT
10. Harassment Prevention for Managers
11. Influencing and Building Partnerships
12. Introduction to Veterans' Preference
13. Let's Get Honest: Sexual Harassment Prevention
14. People Skills: Understanding Behavior Styles
15. Preventing Sexual Harassment
16. Respectful Workplace
17. Veterans' Preference in Employment

APPENDIX B – AGENCY COMPLAINT PROCESS

NOTE: Each situation is reviewed on case-by-case basis. While ODOT will generally adhere to the steps in this flowchart, different circumstances may warrant the sequence and process to be altered.

Agency Complaint Process	
Making A Complaint	<p>Senate Bill 1559 requires agencies to submit a written report to the Bureau of Labor and Industries that includes information and data relating to disclosures made under ORS 659A.200 to ORS 659A.224, the Whistleblower Law.</p> <p>Individuals may make complaints through a phone call or email to Ask ODOT, email to Ask HR, or by paper/mail.</p> <ul style="list-style-type: none"> » A complaint form will be available online on the ODOT HR website for individuals to file complaints. After completing the form, employees can send the complaint form to their manager, appointing authority, or HR Business Partner. Recipients of complaints should promptly forward them to the assigned HR Business Partner. » Phone complaints made to Ask ODOT for Employees (1-888-275-6368, ext. 7) will be forwarded to the Deputy Human Resources Director to assign an investigator with the initial complaint logged. <p>Instructions will be provided on the HR website that direct individuals making complaints by email to send the email to their assigned HR Business Partner.</p>
Complaint Investigated	<p>Complaints received will be assigned by the Deputy Human Resources Director and investigated by the assigned investigator.</p> <p>Investigators will be responsible for determining the validity of the complaint through the investigative process.</p>
Timeline for Investigation	<p>The agency will make reasonable efforts to begin the investigatory process for a complaint, generally within 30 days of becoming aware of the issue.</p> <ul style="list-style-type: none"> » Circumstances and complexities of complaints may delay initiation or completion of an investigation. » Reporting employees will be notified if initiation of an investigation will exceed 30 days and/or completion of an investigative process will exceed 90 days.

Agency Complaint Process

Conclusions of Investigation	<p>Upon completion of the investigation, the assigned investigator will complete a summary of the initial complaint and actions taken.</p> <p>The assigned investigator will then send, in writing, a notice of investigation completion to the reporting employee and recommend appropriate action be taken when the complaint is identified as having merit.</p> <p>The agency is required to report certain complaints to BOLI in compliance with SB 1559.</p>
Whistle-blower Protection	<p>Through the course of a complaint investigation, individuals contacted will be reminded either verbally or in writing that it is important that staff do not retaliate and/or give the perception of retaliation for participating in an investigatory process and that retaliation is a serious matter that will lead to a separate investigation by Human Resources or a third-party investigator.</p> <p>The identity of an employee who reports matters related to ORS 659A.203 or ORS 659A.212 will not be disclosed without the written consent of the reporting employee during any investigation per DAS policy 50-090-01 and ORS 659A.218. However, there may be times when a report is made anonymously, and staff may attempt to guess who the complainant is based on the nature of the allegations or investigation. ODOT will keep the complainant's name anonymous or confidential but cannot guarantee that no one will figure it out.</p>

APPENDIX C – OREGON DEPARTMENT OF TRANSPORTATION SOCIAL EQUITY DATA — 1/1/2022 - 12/31/2022

In the following pages, we provide data imagery that expresses baseline information for workforce diversification and belonging data in 2022. Workforce diversification data is measured annually, and belonging will be measured biennially. This provides a mechanism to demonstrate progress toward our 2030 goals.

Reporting Period	1/1/2022 - 12/31/2022								
	Male (not a marginalized identity)	Female	White (not a marginalized identity)	American Indian/ Alaska Native	Asian	Black/ African American	Hispanic/ Latina/o/x	Native Hawaiian/ Other Pacific Islander/Two Or More Races	People with Disabilities
ODOT Marginalized Identity Representation	62.6%	37.4%	81.2%	1.7%	3.3%	1.1%	6.4%	4.2%	3.6%
ODOT Representation Targets	49.9%	50.1%	75.1%	1.8%	4.9%	2.2%	13.4%	4.5%	9.9%
Oregon Marginalized Identity Population	49.9%	50.1%	75.1%	1.8%	4.9%	2.2%	13.4%	4.5%	9.9%

Note: The overall Oregon population of Two or more races is 4% and Native Hawaiian or Other Pacific Islander is 0.5%. At ODOT, populations for Two or more races is 3.7% and Native Hawaiian or Other Pacific Islander is 0.5%. These populations were combined as the Native Hawaiian or Other Pacific Islander would not register on the heat map due to the small percentage. Percentages don't equal 100% because it is optional to indicate.

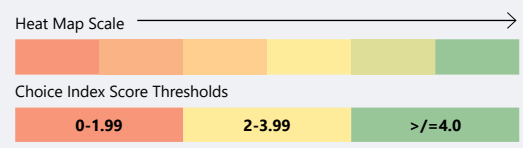
Recruitment Applicants	51.6%	39.6%	67.7%	2.0%	4.1%	2.9%	9.0%	6.6%	No available data
Hires	64.3%	34.4%	75.7%	3.4%	3.9%	1.0%	7.3%	4.3%	3.9%
Promotions	56.0%	42.8%	78.2%	2.2%	4.5%	0.3%	6.1%	3.2%	2.2%
Leadership	64.8%	35.2%	82.8%	1.9%	3.6%	2.5%	4.1%	3.8%	0.3%
Belonging	62.0%	64.0%	66.0%	53.5%	70.5%	55.5%	64.0%	62.3%	56.0%
Separations (Measuring Retention)	-0.03%	-4.2%	0.9%	-11.2%	-5.2%	10.9%	-1.8%	1.6%	-0.5%

3	Note: Separated out by each category, applications for Two or more races 5.5% and Native Hawaiian or Pacific Islander 1%. Percentages don't equal 100% because it is optional to indicate.
1	Note: Separated out by each category, hires for Two or more races 3.9% and Native Hawaiian or Pacific Islander 0.4%. Percentages don't equal 100% because it is optional to indicate.
2	Note: Separated out by each category, promotions for Two or more races 2.9% and Native Hawaiian or Other Pacific Islander 0.3%. Percentages don't equal 100% because it is optional to indicate.
0	Note: Separated out by each category, leadership for Two or more races 3.0% and Native Hawaiian or Other Pacific Islander 0.8%. Percentages don't equal 100% because it is optional to indicate.
1	First cycle of benchmarking this data.
3	Note: Separated out by each category, separations for Two or more races 1.6% and Native Hawaiian or Other Pacific Islander 0%. All losses percentages are the net loss of each group to existing ODOT workforce based on hires and separation during this cycle.

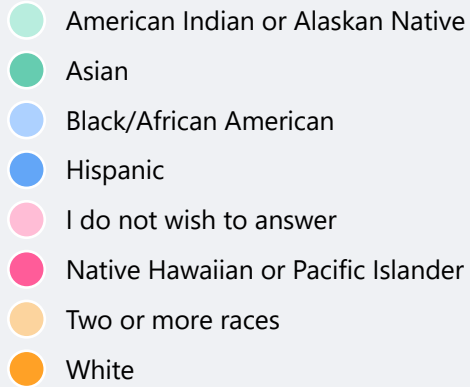
GROUP SCORES	2	2	3	0	1	2	1
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	Total Employees	% Male	% Women	% White	% People of Color	% People with Disabilities
ODOT Total	5,179	62.6%	37.4%	81.2%	16.7%	3.6%
Oregon Total	4,246,155	49.9%	50.1%	75.1%	26.8%	9.9%

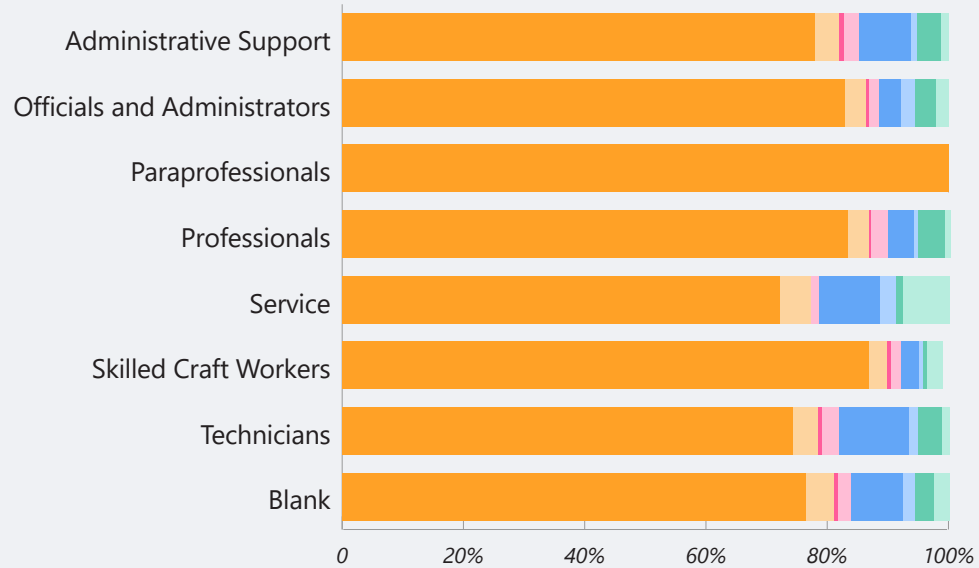
Note: ODOT White and POC totals do not equal 100% due to the opportunity to indicate an "I do not wish to answer response". Oregon Total Figures for White and POC do not add up to 100% because some categories reflect people who listed more than one race.



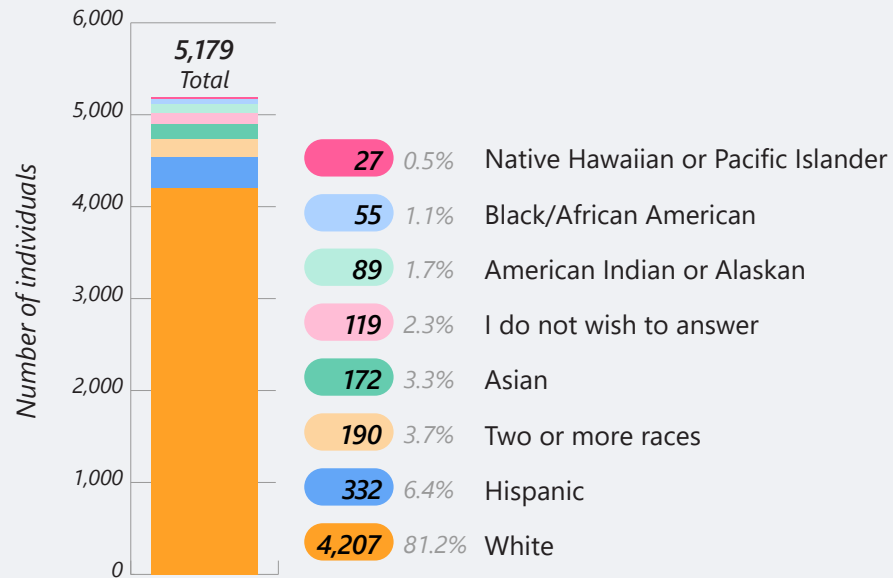
ODOT Workforce by RACE/ETHNICITY



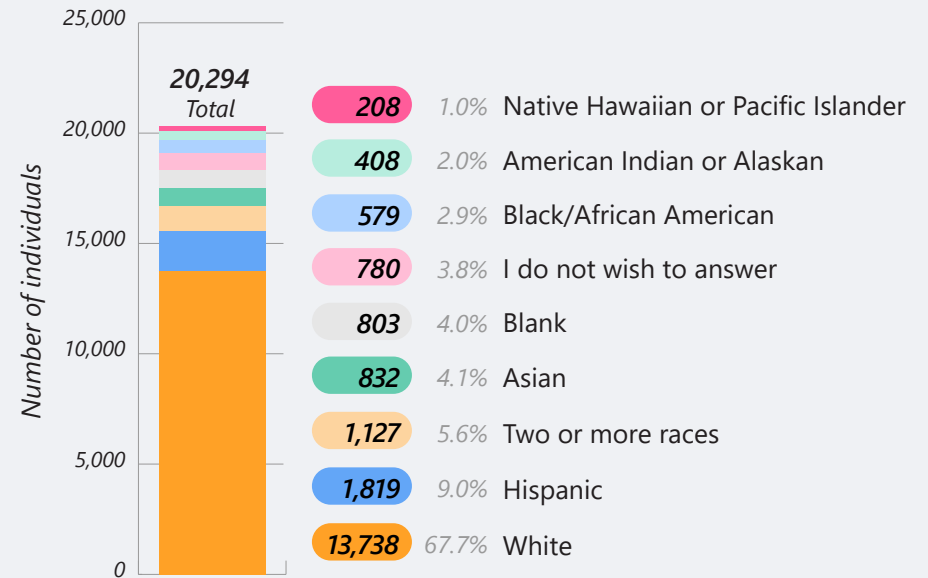
Workforce by EEO Job Categories



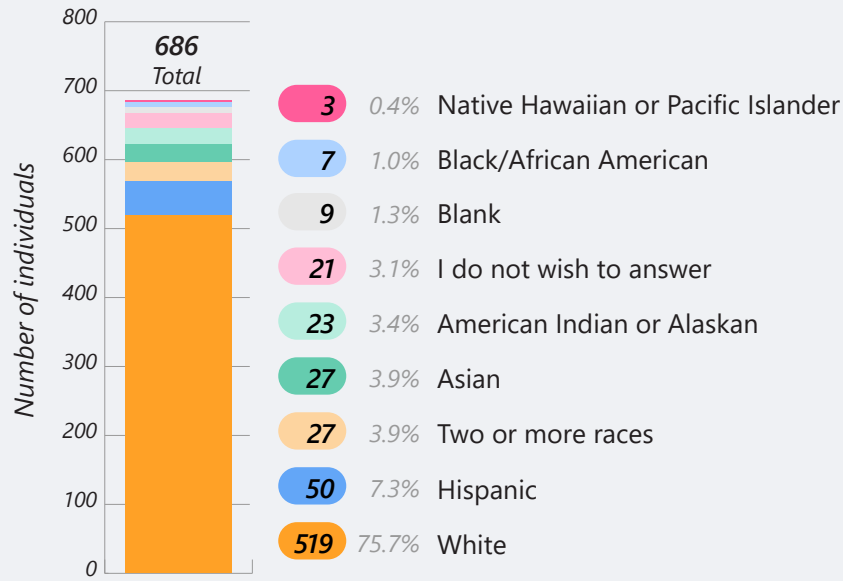
Total Workforce



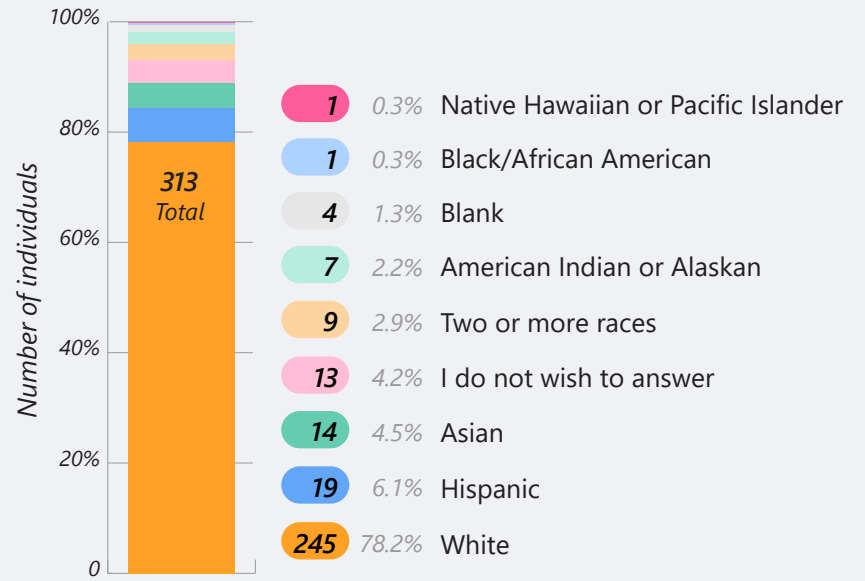
Applicants



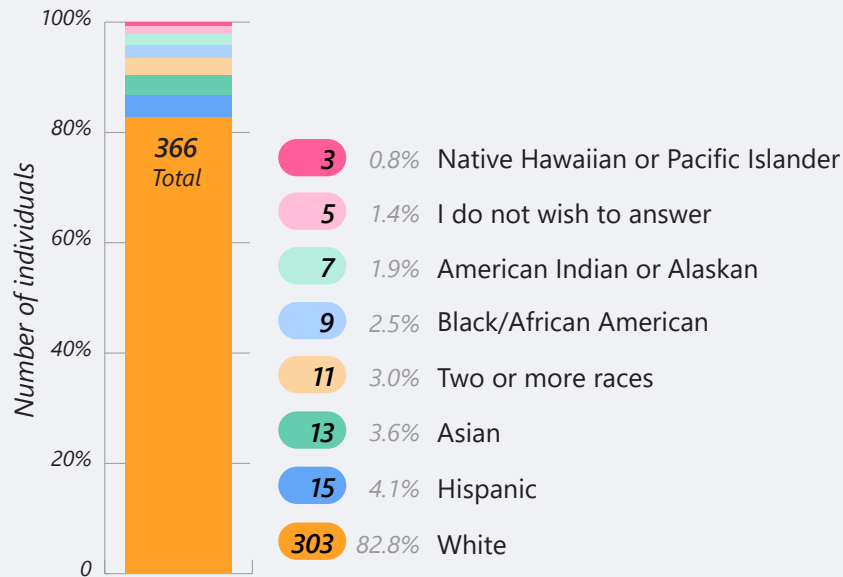
Hires



Promotions

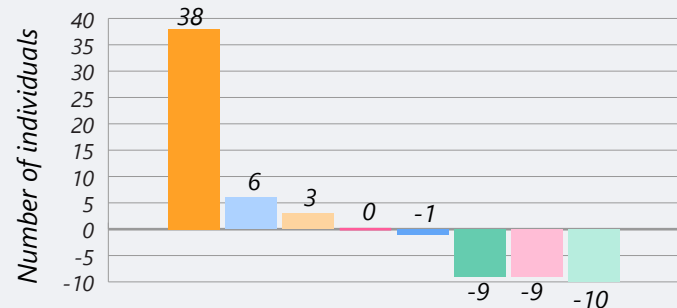


Leadership



Separations

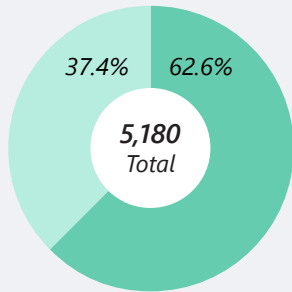
Net loss based on hires and separations.



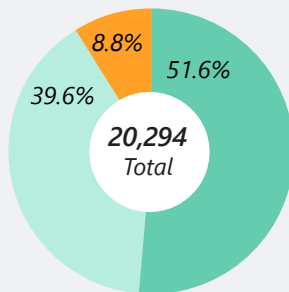
ODOT Workforce by GENDER

- Male
- Female
- Blank

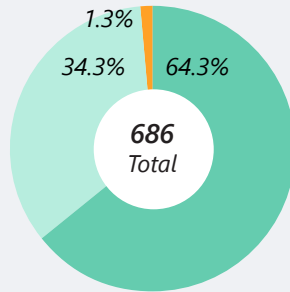
Total Workforce



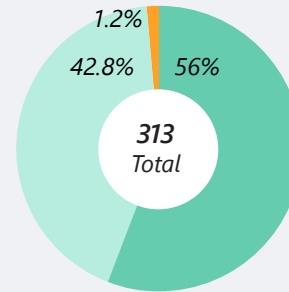
Applicants



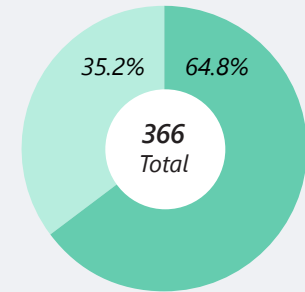
New Hires



Promotions

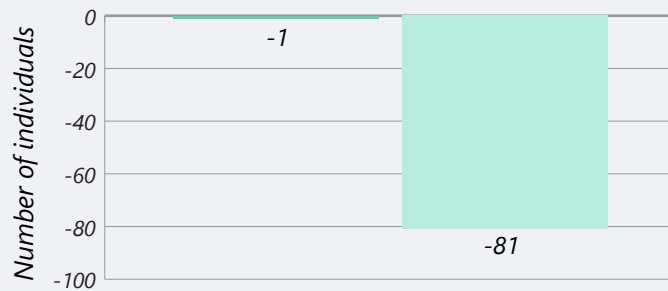


Leadership

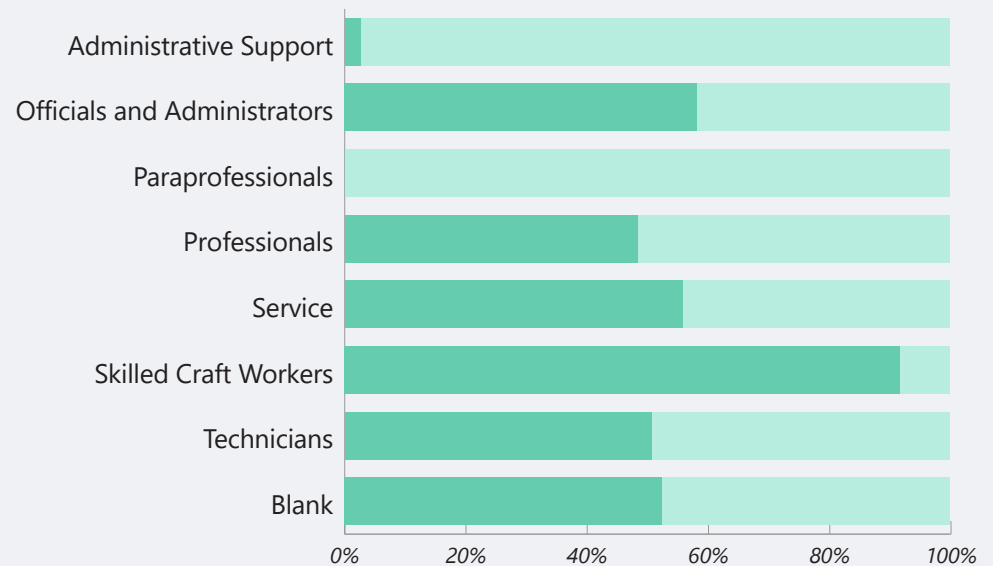


Separations

Net loss based on hires and separations.

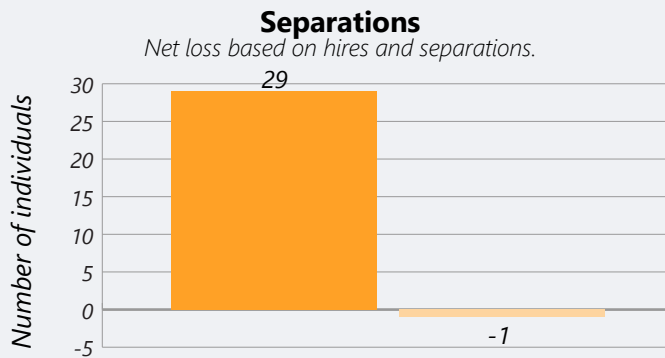
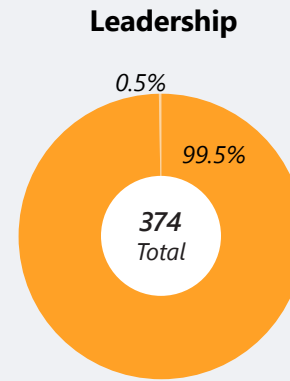
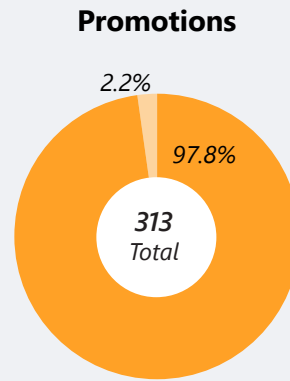
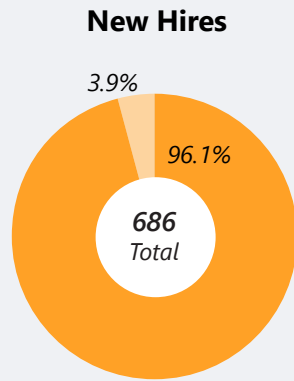
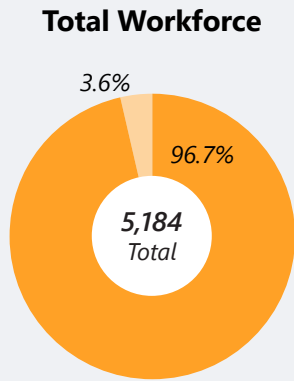


Workforce by EEO Job Categories

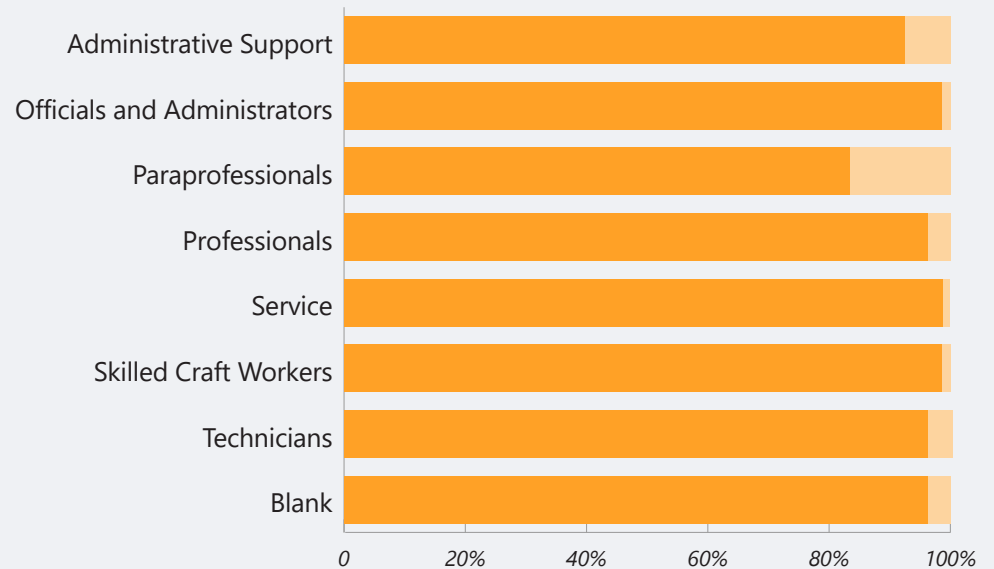


ODOT Workforce by DISABILITY STATUS

- No Reported Disability
- Reported Disability



Workforce by EEO Job Categories



APPENDIX D – DIVERSITY ACTION TEAM CHARTER

Background

In 1999, Oregon Department of Transportation (ODOT) established a Diversity Council to provide focused support to diversify our workforce. In 2009, a revision to the ODOT Diversity Council Charter established the need for Diversity Action Teams (DATs) which would be location specific or organizationally specific throughout the state. The DATs focused on diversity awareness throughout the state using a regional or divisional focus. In 2019, the Diversity Council created the Assistant Director of Social Equity position to deepen the work started. The Assistant Director of Social Equity leads the Office of Equity and Civil Rights and envisions an ODOT that prioritizes diversity, equity, and inclusion by identifying and addressing systemic barriers to ensure all Oregonians benefit from transportation services and investments.

Purpose

The purpose of DATs is to offer a monthly time and space for all ODOT employees that encourages the exchange of thoughts and beliefs while offering empathy and embracing conflict (also known as “brave(r) space” – see glossary).

DATs are committed to ensuring that all ODOT employees have a sense of belonging, cultivate connection, and are valued parts of a thriving ODOT community.

In support of the Office of Equity and Civil Rights, through mentorship and communication, the DATs create a sense of belonging for all ODOT employees. DAT leadership uses appropriate resources to increase understanding of experience, perspective, and connection statewide. As such, the objectives of the DATs are to:

- » Foster activities designed to support all staff feeling welcomed and valued.
- » Identify staff needs to enrich the workplace.
- » Propose measurable strategies to strengthen workplace culture.
- » Champion diversity, equity, and inclusion in the workplace.
- » Promote ODOT’s social equity programs, processes, and policies.

Authority and Accountability

The DATs operate under the authority of the Office of Equity and Civil Rights and each DAT collaborates with and is accountable to the local authority of their respective Management Team. Diversity Action Teams are associated with each major ODOT facility or program as outlined below:

- » Region 1 DAT
- » Region 2 DAT
- » Region 3 DAT
- » Region 4 DAT
- » Region 5 DAT
- » Driver & Motor Vehicle (DMV) DAT
- » Statewide Project Delivery Branch DAT
- » 3930 Building DAT
- » Transportation Building DAT
- » Mill Creek Building DAT

Membership

DAT Composition

- » DATs are a leadership team that share information with and implement social equity activities for their respective locations.
- » DATs have a management representative who assists by supporting program implementation.
- » DATs have a rotating chair who serves as the contact for the Office of Equity and Civil Rights.
- » DAT membership reflects the workforce; it is important to have people from different work groups and job types.
- » Each DAT has the flexibility to plan and implement local activities in addition to engaging the monthly guidance from The Office of Equity and Civil Rights.

- » DATs meet monthly to lead their respective locations and create an annual work plan.
- » All members must have approval from their manager to serve on the DAT, as their participation is part of the agency priority and will be charged to their indirect expenditure account number.
- » Members commit to serve two-year terms and may continue for additional terms with management approval.

Duties of Members

Members are expected to make decisions (by majority consensus) in the best interest of the agency and the team. Specifically, members will:

- » Bring dedication to diversity, equity, and inclusion to the team.
- » Openly seek perspective and understanding.
- » Uplift respect and dignity through daily interactions.
- » Attend all meetings and actively participate, speak their mind, provide alternatives, and challenge assumptions.
- » Assist in the development of the annual work plan.
- » Lead and participate in work plan activities.
- » Promote events, trainings, discussions, programs, and initiatives related to social equity.
- » Once a decision has been made, support it and work together to implement it effectively.
- » Maintain confidentiality of sensitive discussions and information.

Electing Chair and Vice Chair

- » DATs elect their Chair and Vice Chair annually among current DAT members. Members who want to be considered for Chair or Vice Chair will share their vision for the DAT and goals they would like to accomplish during their term. DAT members will consider what is shared and agree as a DAT on who is elected Chair and Vice Chair. If a tie breaker is needed, the management representative will make the decision.

Duties of Chair and Vice Chair

The role of Chair is to lead the DAT in support of the Office of Equity and Civil Rights. The Chair will:

- » Lead the development of and approval process for the annual work plan.
- » Track annual work plan progress and prepare annual work plan report.
- » Facilitate monthly meetings with the Vice Chair to promote efficiency and productivity.
- » Be a communication conduit between the DAT, the management representative, and the Office of Equity and Civil Rights.
- » Ensure that all work is aligned with ODOT's strategic direction and appropriately resourced and that the team has the necessary tools to complete its goals.
- » Clearly define the situation (need, problem, or opportunity), desired outcome, and scope to ensure all members are working toward a unified goal.
- » Collect pertinent data and information to adequately understand the current state and assess and measure progress.
- » Establish meeting agendas and approve meeting notes.
- » The Vice Chair, in the absence of the Chair, will perform all duties..

Duties of Management Representative

The role of Management Representative is to champion the work of the DAT by:

- » Actively supporting DAT efforts.
- » Leading by example; participating in events and activities.
- » Promoting participation among all staff.
- » Removing barriers to DAT success.
- » Offering resources when available.

Monthly Activities

The DATs form an integrated network across ODOT. The key to the network is that it operates both at the One ODOT level, through the guidance and direction provided centrally through the Office of Equity and Civil Rights, as well as locally, with each DAT providing local flavor and shaping content delivery in a way that resonates with local ODOT staff in that region, building, or department.

Flow of Monthly Activities:

- » The Office of Equity and Civil Rights provides vetted, standardized content monthly to DAT Chairs.
- » DAT Chairs or DAT member(s) prepare the content for local delivery, aligning the message with their local audience.
- » Share monthly Office of Equity and Civil Rights resources via email to all employees in DAT location and the Office of Equity and Civil Rights with messages aligned with their location.
- » Host a virtual forum, with physical options if possible, to engage around social equity and what it means to our day to day interactions and organizational culture.

Annual Work Plan

DATs create an annual work plan that is reviewed every January by the Office of Equity and Civil Rights and their management representative. Progress is measured in their annual work plan report due every December. The DAT Chair is responsible for providing regular progress updates to the Office of Equity and Civil Rights and their management representative twice a year, in April and September. The work plan should be SMART (specific, measurable, attainable, relevant, and time-bound) and include the following:

- » Introduction to plan – layout overall objectives for the year.
- » Identification of potential resources needed.
- » Communication plan – including feedback loop with Management Team and the Office of Equity and Civil Rights.
- » Management representative engagement.