

# State of Alaska

Department of Transportation & Public Facilities



## Equal Employment Opportunity & Affirmative Action Progress Report

Part II  
July 1, 2015 to June 30, 2016

Dear Alaskans and Friends,

As Commissioner for the Alaska Department of Transportation & Public Facilities (ADOT&PF), I am pleased to present our Progress Report on our Equal Employment Opportunity and Affirmative Action efforts for the 2016 fiscal year. This year has been challenging for Alaskans, our State and the ADOT&PF. As we continue to address fiscal uncertainties and budget shortfalls, we must remain steadfast in our resolve to provide the most effective and efficient services to all Alaskans.

The diversity of our workforce enriches our workplace and that of our community. We all have a shared responsibility for creating and maintaining a workplace free from discrimination, harassment, and reprisal. It is engrained in our Core Values: Integrity, Excellence, and Respect. The Alaska Department of Transportation & Public Facilities is committed to promoting a workforce that is representative of all Alaskans by supporting Civil Rights and Equal Employment Opportunity laws.

Civil Rights and diversity are essential in accomplishing our Mission and we must continue to cultivate an inclusive work environment in which every employee is respected and valued. I am committed to promoting a workforce that is representative of all Alaskans by supporting civil rights and Equal Employment Opportunity laws. The Department does not condone, permit, or tolerate discrimination against employees or applicants for employment on the basis of race, color, national origin, religion, sex, age, physical or mental disability, marital status, changes in marital status, pregnancy or parenthood, genetic information, or status as a veteran or veteran with a disability. Furthermore, the Department does not condone, permit, or tolerate retaliation for opposing unlawful discrimination.

Although we have made great strides toward meeting our goals, we still have a lot of work to do. I want to reaffirm our Department's commitment and my personal dedication to our goals of inclusion, equal opportunity, affirmative action, and diversity in our workforce. I expect employees at all levels within this Department to be familiar with laws surrounding Civil Rights and Affirmative Action, and assure compliance in their respective areas of responsibility.

Sincerely,

*Marc A. Luiken*

Marc A. Luiken, Commissioner  
Equal Employment Opportunity Representative  
Alaska Department of Transportation & Public Facilities

*"Keep Alaska Moving through service and infrastructure"*

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*Dalton Highway MP 274-289, near the Kuparuk River*

## Preface

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The subject of this 2016 Progress Report is the status of Equal Employment Opportunity and Affirmative Action within the Alaska Department of Transportation & Public Facilities (hereafter “the Department” or “ADOT&PF”). This Report is intended to provide an overall view of women and minority employee demographics within the Department, and to provide an update on our progress toward our affirmative action goals. Definitions of job and Race and Ethnic categories may be found in the Appendix. For purposes of this report, the category “Asian” also includes Pacific Islanders.

This Progress Report was prepared by the Department in collaboration with the Employee Planning and Information Center and the Equal Employment Opportunity Program within the Department of Administration, Division of Personnel & Labor Relations. The Department welcomes comments regarding this report. Interested parties should submit feedback in writing to the following:

Amanda Holland, Director  
State of Alaska, Department of Transportation & Public Facilities  
Division of Administrative Services  
3132 Channel Drive  
MS 2500  
Juneau, AK 99801

OR

Dana Phillips, Human Resource Manager  
State of Alaska, Department of Transportation & Public Facilities  
Division of Administrative Services  
Human Resources Section  
3132 Channel Drive  
MS 2500  
Juneau, AK 99801

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## Summary

This Progress Report focuses on the Alaska Department of Transportation & Public Facilities affirmative action efforts for the 2016 fiscal year. The Report also allows the Department to focus resources in areas where our incumbency levels are significantly less than the availability of women and minorities in the Civilian Labor Force.

This year's Report's numbers shows our overall workforce has shrunk by about 1 percent. Women and minorities make up 41.3 percent of the Department's total workforce. We showed a slight increase of women and minorities in its full-time workforce from 38.4 percent in 2014 to 39.2 percent for fiscal year 2016.

FY 16 Workforce	Total	B-White Male	C-African American Male	D-Hispanic Male	E-Asian/Pacific Is Male	F-Alaska Native\ American Indian Male	G-White Female	H-African American Female	I-Hispanic Female	J-Asian/Pacific Is Female	K-Alaska Native/ American Indian Female
Officials and Administrators	48	38	0	1	0	1	7	0	0	0	1
Professional	944	529	11	13	28	18	290	5	12	18	20
Technicians	197	112	6	6	7	17	42	1	1	1	4
Protective Services	83	57	6	5	2	2	10	0	0	0	1
Para-Professional	15	1	0	0	0	0	7	0	1	4	2
Administrative Support	316	77	3	4	12	6	158	5	2	18	31
Skilled Craft Workers	1142	886	15	19	33	130	47	0	1	2	9
Service-Maintenance	584	254	17	16	56	47	134	5	7	24	24
<b>Total</b>	<b>3329</b>	<b>1954</b>	<b>58</b>	<b>64</b>	<b>138</b>	<b>221</b>	<b>695</b>	<b>16</b>	<b>24</b>	<b>67</b>	<b>92</b>

Our affirmative action efforts this year focused on training and educating Department employees. Below outlines this year's achievements toward meeting our annual goals.

Job Category	B-White Male	C-African American Male	D-Hispanic Male	E-Asian/Pacific Is Male	F-Alaska Native\ American Indian Male	G-White Female	H-African American Female	I-Hispanic Female	J-Asian/Pacific Is Female	K-Alaska Native/ American Indian Female
Officials and Administrators		1		1	1	2	1	1		1
Professional					2	27	2		1	12
Technicians			1	1	1	1	1	1	1	1
Protective Service Workers					2	1	1	1	1	1
Paraprofessionals		1	1	1	1		1	1		1
Administrative Support				1	2				1	1
Skilled Craft Workers		2			14	4				1
Service-Maintenance		1	1		3	3	1	1	1	4
KEY:		MET			PROGRESSING			NOT MET		

We showed progress in the employment of full-time women and minorities in a number of job classes, especially in the Skilled Craft and Service-Maintenance categories. Female Professionals and Female Alaska Native/American Indians in all categories continue to demonstrate underutilization; however, progress toward goal attainment was demonstrated this year.

## **The State of Alaska—Introduction**

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The State of Alaska's Executive Branch workforce has shrunk approximately 2.3 percent to 15,799 employees as compared to last year's count of 16,158 employees within its fifteen departments. This count reflects workforce demographic data as of June 30, 2015 under Governor Bill Walker's Administration and is similar to the number of employees in 2011.<sup>1</sup>

During the past year, all but one department experienced loss of positions and employees. The State of Alaska continues to face challenges such as decreasing revenue due to a decline in oil prices, resulting in a significant budget shortfall. On January 5, 2016, Governor Walker announced a statewide hiring restriction as part of his administration's ongoing efforts to reduce state spending. Due to the current fiscal climate, State public employee numbers are expected to continue to decline.

Alaska's population growth has slowed with the current estimate at 737,625 people, slightly higher than last year's 737,354.<sup>2</sup> Meanwhile, Alaska Department of Labor & Workforce Development's estimate projects our state's population to grow, reaching over 800,000 by 2020.<sup>3</sup> By comparison, the population at statehood in 1959 was approximately 224,000 people.

Alaska is unique. The State's workforce – like Alaska's population – is diverse culturally and racially. The State's racial demographics, compared to the United States as a whole, reveal Alaska as having a higher percentage of non-white people. The U.S. Census Bureau reports that the percentage of white people (reported as the single race of "white alone") in Alaska is 66.9 percent while for the nation it is 77.4 percent. Our demographics reflect a significantly larger percentage of Alaska Native and American Indians (14.8 percent) as compared to the nation as a whole (1.2 percent). Moreover, a greater number of Alaskans identify as "two or more races" at 7.1 percent as compared to 2.5 percent of the nation.<sup>4</sup>

Our population expansion has brought a shift in our demographics resulting in growth in minority populations, most notably people of Asian, Pacific Islander, and Hispanic descent. In Alaska's Asian community, over 50 percent are of people with roots in the Philippines. In Alaska's Pacific Islander community, 66 percent have roots in Samoa. The U.S. Census Bureau projects that the nation's Hispanic/Latino and Asian populations will triple over the next half-century and non-Hispanic whites will represent 50 percent of the total U.S. population by 2050.

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<sup>1</sup> State of Alaska Workforce Profile shows 15,839 employees in 2011. Source: Alaska Division of Personnel & Labor Relations.

<sup>2</sup> Source: Alaska Department of Labor & Workforce Development, Research & Analysis Section.

<sup>3</sup> Source: Alaska Department of Labor & Workforce Development, Research & Analysis Section (Baseline State Projection); U.S. Census Bureau.

<sup>4</sup> U.S. Census (American Community Survey), QuickFacts data as of February 2016.



According to State demographers, Alaska’s Hispanic population has increased 52 percent between 2000 and 2010 and the Alaska Native population is expected to continue to grow from 122,480 in 2010 to a projected 161,483 in 2042.<sup>5</sup>

Alaska’s school districts’ demographics give us a glimpse of our future workforce. The greater Anchorage/Matanuska Susitna area and City and Borough of Juneau are home to over 74 percent of Executive Branch employees.<sup>6</sup> The Anchorage School District (ASD), the largest in the State and one of the 100 largest districts in the United States, reports its “minority” student population continues to grow and exceeds its white student population: 57 percent nonwhite to 43 percent white. Meanwhile, City and Borough of Juneau School District reports its student population is now 50 percent white.<sup>7</sup> The Anchorage School District counts over 90 languages – from Hmong to Yupik – spoken by students in its English learners’ program. ASD demographics over the last ten years confirm national trends with the largest growth in student populations being first in those who identify as “two or more races;” the second highest growth area being Hispanic or Latino students; and the third largest growing demographic being “Asian or Pacific Islander” students.<sup>8</sup>



*The M/V Fairweather near Lions Head*

Across the State’s Executive Branch, as a whole, Alaska Native peoples continue to be the most underrepresented group at 7.7 percent. Alaska Native peoples are made up of many distinct cultures. Most live in rural Alaska, although urban Native population has grown. While more than half of Alaska’s indigenous people live in villages or regional hubs, over 85 percent of Executive Branch employees work in urban Alaska.<sup>9</sup>

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<sup>5</sup> Source: Alaska Population Projections 2010-2035 (April 2012) published by the Alaska Department of Labor & Workforce Development, Research & Analysis Section.

<sup>6</sup> 2015 State of Alaska Workforce Profile published by the State of Alaska, Division of Personnel & Labor Relations, Employee Planning & Information Center report employees by geographic region: show 47.6 percent in the greater Anchorage/Mat-Su area and 27.2 percent in Juneau for a total of 74.8 percent.

<sup>7</sup> Juneau School District, City and Borough of Juneau, 2015 Facts & Figures report.

<sup>8</sup> Source: Anchorage School District 2015-2016 Ethnicity Report.

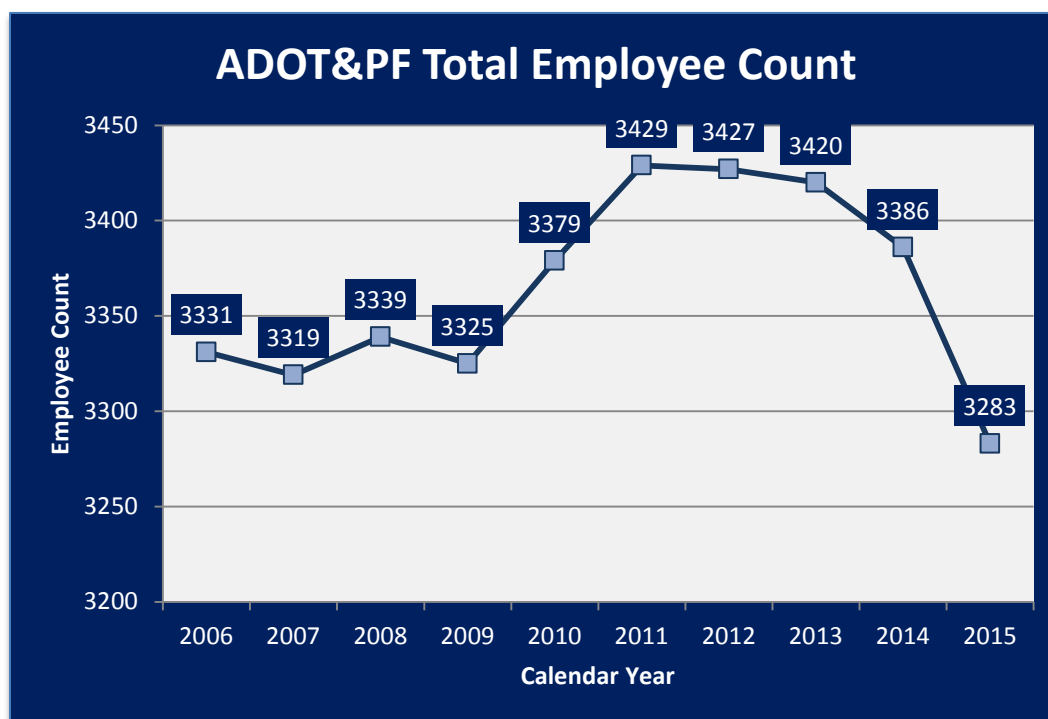
<sup>9</sup> Source: 2016 State of Alaska Executive Branch EEO and AA Progress report.

## Overview of the Alaska Department of Transportation & Public Facilities

The history and structure of the Alaska Department of Transportation & Public Facilities (ADOT&PF) can be found in our current Affirmative Action Plan. There have been some changes to our organizational structure this past year, and these changes will continue as the Department adapts to budgetary constraints and reductions in positions and personnel.

The Department appointed Amanda Holland as the new Director of Statewide Administrative Services. Ms. Holland has spent the majority of her career in public service supporting human resource and workforce development across the State and within the ADOT&PF. With Ms. Holland's appointment, she will assume the role of the Affirmative Action Officer for the Department. The Department appointed a new Human Resource Manager who oversees and implements the Department's internal EEO and Affirmative Action initiatives.

As the table below shows, we have seen a steady decline in our overall positions with the Department, most notably since 2014. Overall, we experienced a 1 percent decline in the total employee count compared to the 2.3 percent statewide.<sup>10</sup> This is due in part to the efforts made to reduce the Department's size through attrition and vacancies, rather than through employee layoffs. We anticipate more reductions in positions and personnel as our State continues to address its fiscal realities.

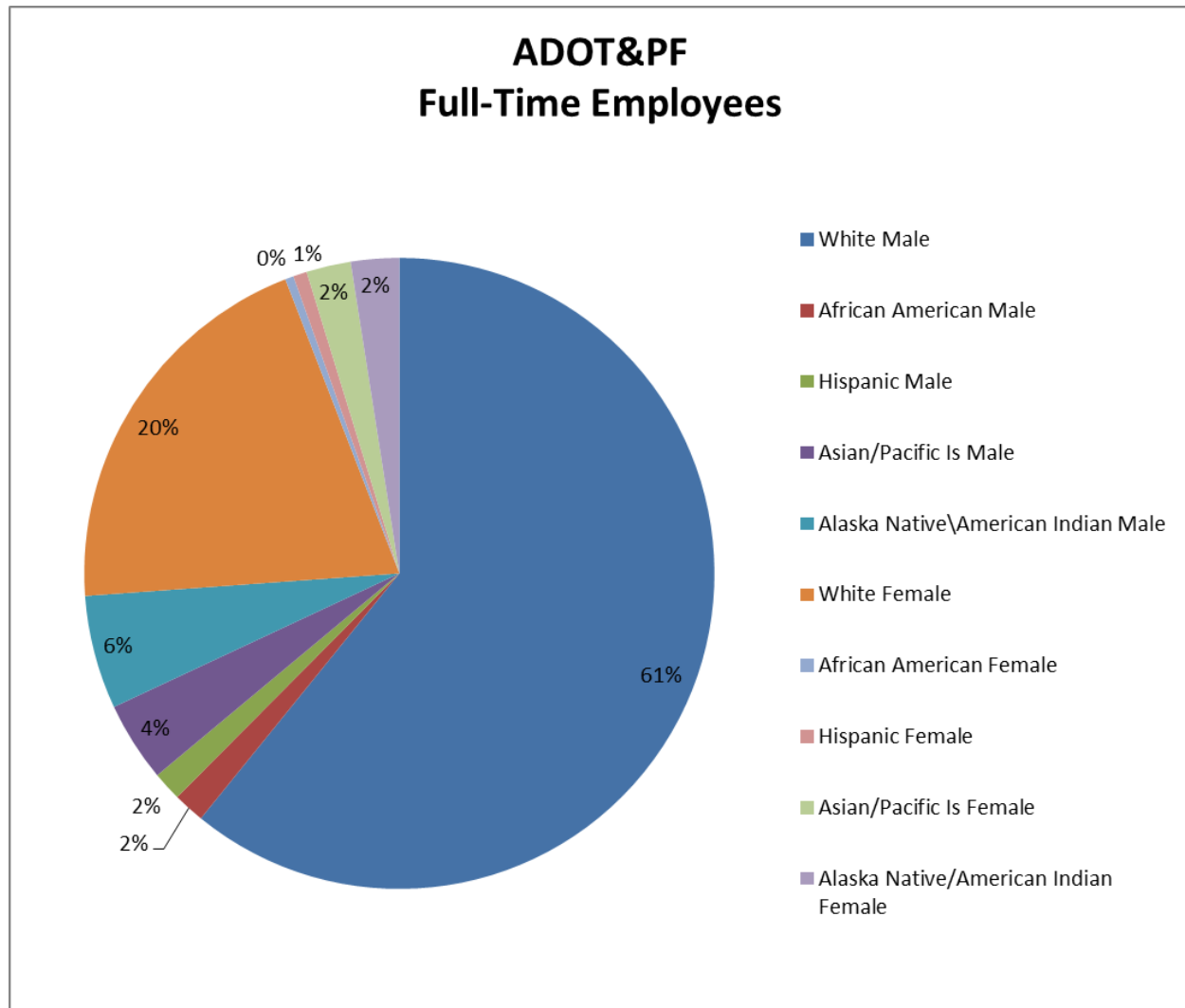


<sup>10</sup> Source: 2016 State of Alaska EEO and AA Progress Report and State of Alaska 2015 Workforce Profile



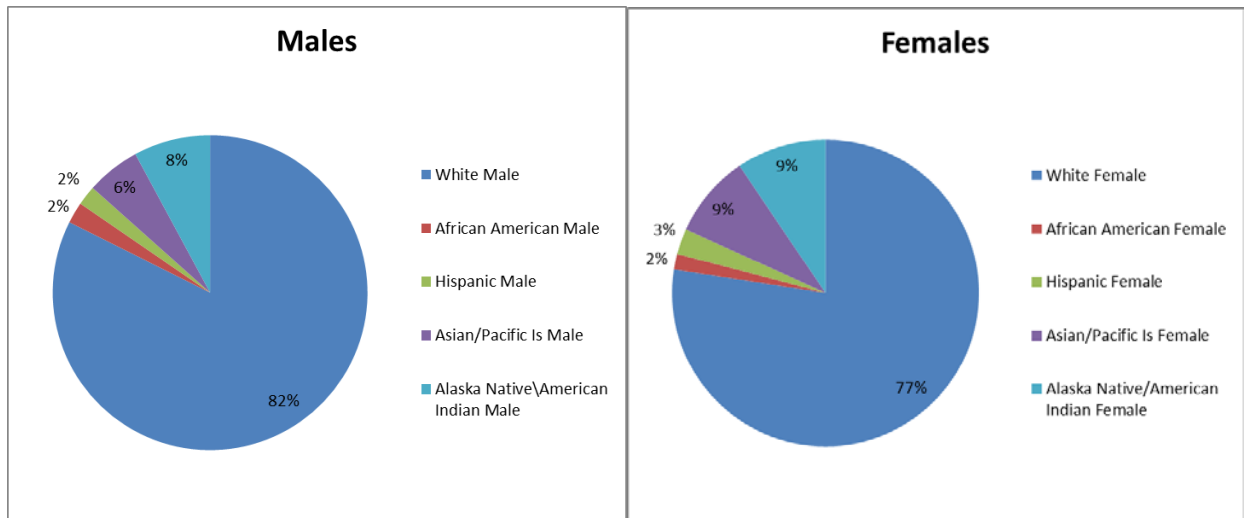
## ADOT&PF's 2016 Full-Time Workforce

For the 2016 fiscal year, the ADOT&PF employed 2,544 full-time workers and 785 employees who worked in positions other than full-time. The graph below shows the percentage of minorities and women in full-time positions for the 2016 fiscal year.



Full-Time Workers	Male	Female
White	1548	515
African American	41	11
Hispanic	38	18
Asian/Pacific Islander	104	58
Alaska Native/American Indian	148	63

At the end of calendar year 2015, the ADOT&PF showed a decrease in the number of female employees, making up 26.3 percent of the Department's employee population compared to 26.5 percent from the prior year. The Department did show a slight increase in the employment of minorities from 19.4 percent to 19.5 percent.<sup>11</sup>



Minority and Females for FY 16



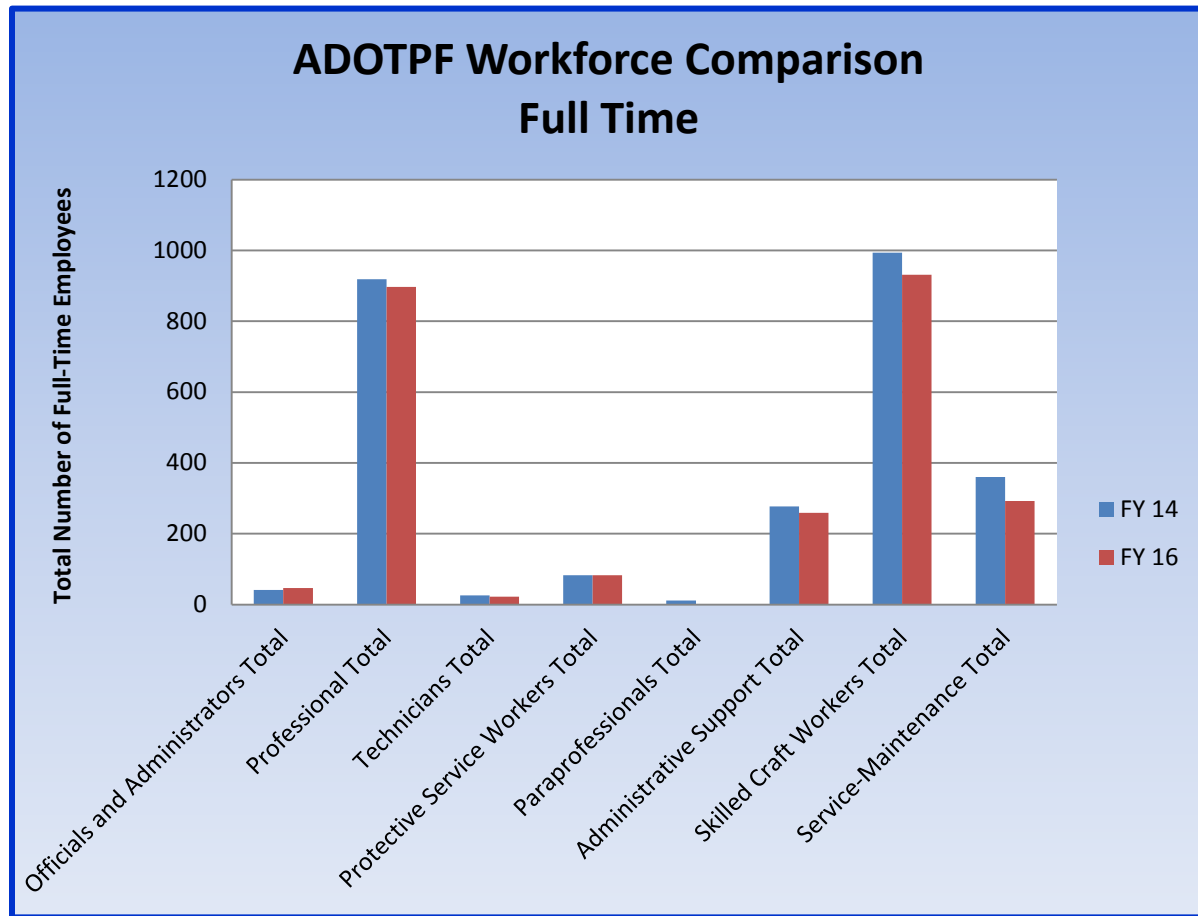
***Morning Traffic Jam on Atigun Pass.***  
(Elev. 4,739 ft.)

Atigun Pass is a high mountain pass across the Brooks Range, located at the head of the Dietrich River. It is known as the highest year-round pass in the state and has 11 to 12 percent grades, challenging the most experienced drivers. It is also where the Dalton Highway crosses the Continental Divide.

Photo by Reid Bahnson, ADOT&PF

<sup>11</sup> Source: 2016 State of Alaska EEO and AA Progress Report and State of Alaska 2015 Workforce Profile

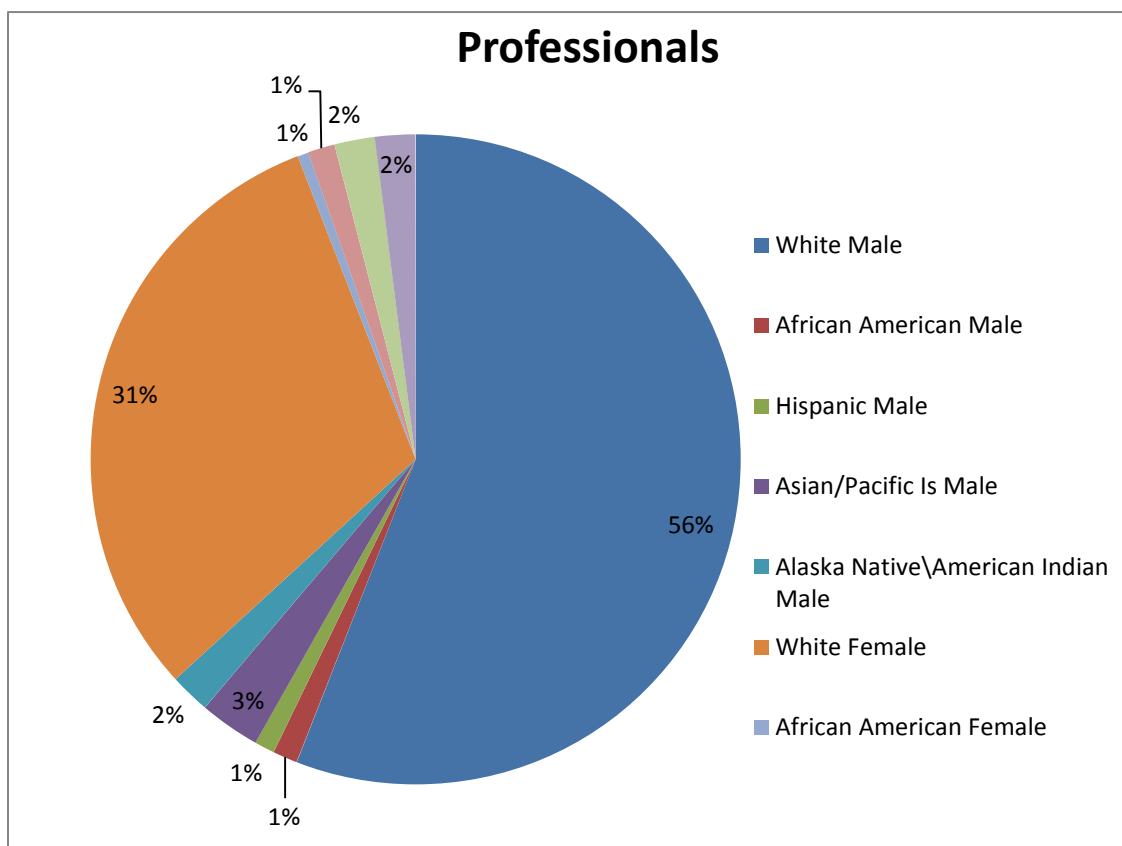
The graph below shows the decline in full-time positions between 2014 and 2016 fiscal years. There has been a sharp decline in full-time Technicians, Skilled Craft Workers, and Service-Maintenance positions, which is reflective of the State and Department's ongoing budget difficulties.



FY 2016 ADOTPF Full-Time Workforce Job Category	Total	B- White Male	C-African American Male	D- Hispanic Male	E-Asian/ Pacific Is Male	F-Alaska Native/ American Indian Male	G-White Female	H- African America n Female	I-Hispanic Female	J-Asian/ Pacific Is Female	K-Alaska Native/ America n Indian Female
Officials and Administrators	47	37	0	1	0	1	7	0	0	0	1
Professional	897	502	11	9	27	18	277	5	12	18	18
Technicians	22	11	0	0	1	1	7	0	0	1	1
Protective Service Workers	83	57	6	5	2	2	10	0	0	0	1
Paraprofessionals	1	1	0	0	0	0	5	0	1	3	2
Administrative Support	259	53	3	3	7	3	139	5	2	16	28
Skilled Craft Workers	931	757	13	12	26	103	17	0	1	1	1
Service-Maintenance	293	130	8	8	41	20	53	1	2	19	11
<b>Total</b>	<b>2544</b>	<b>1548</b>	<b>41</b>	<b>38</b>	<b>104</b>	<b>148</b>	<b>515</b>	<b>11</b>	<b>18</b>	<b>58</b>	<b>63</b>

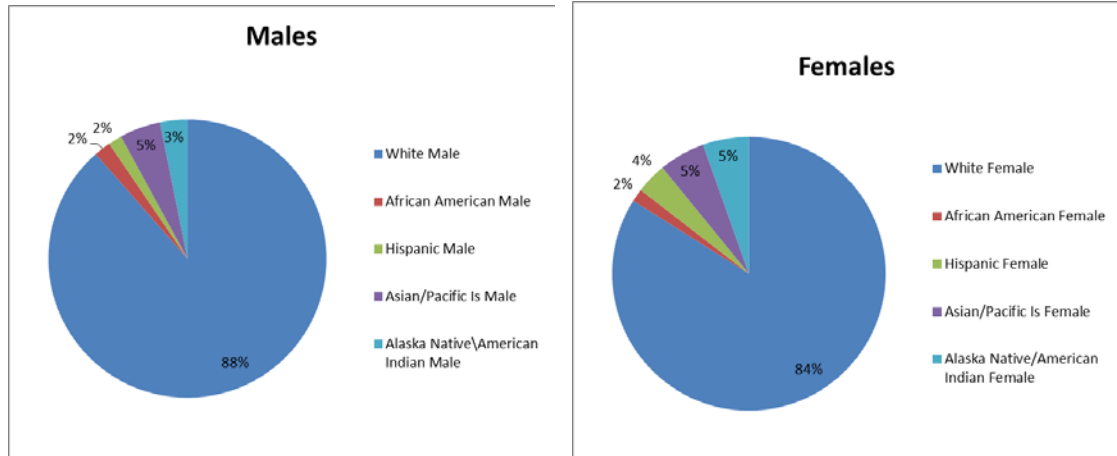
The following is an overview of the Department's 2016 full-time workforce. The information provided in this section is from the 2015 Affirmative Action Plan or the EEO-4 Report, unless otherwise stated.

- A. Officials and Administrators: The Department hired several new Officials and Administrators this fiscal year, with a final total of 47 full-time employees in this category.<sup>12</sup> This is an increase of 8 Officials & Administrators from FY 14, with 4 new executives being appointed this fiscal year.
- B. Professionals: The total number of full-time Professionals has decreased from 919 in FY 14 to 897 in FY 16. All categories experienced a decrease in full-time professionals with exception of Asian and Alaska Native/American Indian males, both increasing slightly from FY 14.



<sup>12</sup> Does not include Commissioner or temporary exempt employees

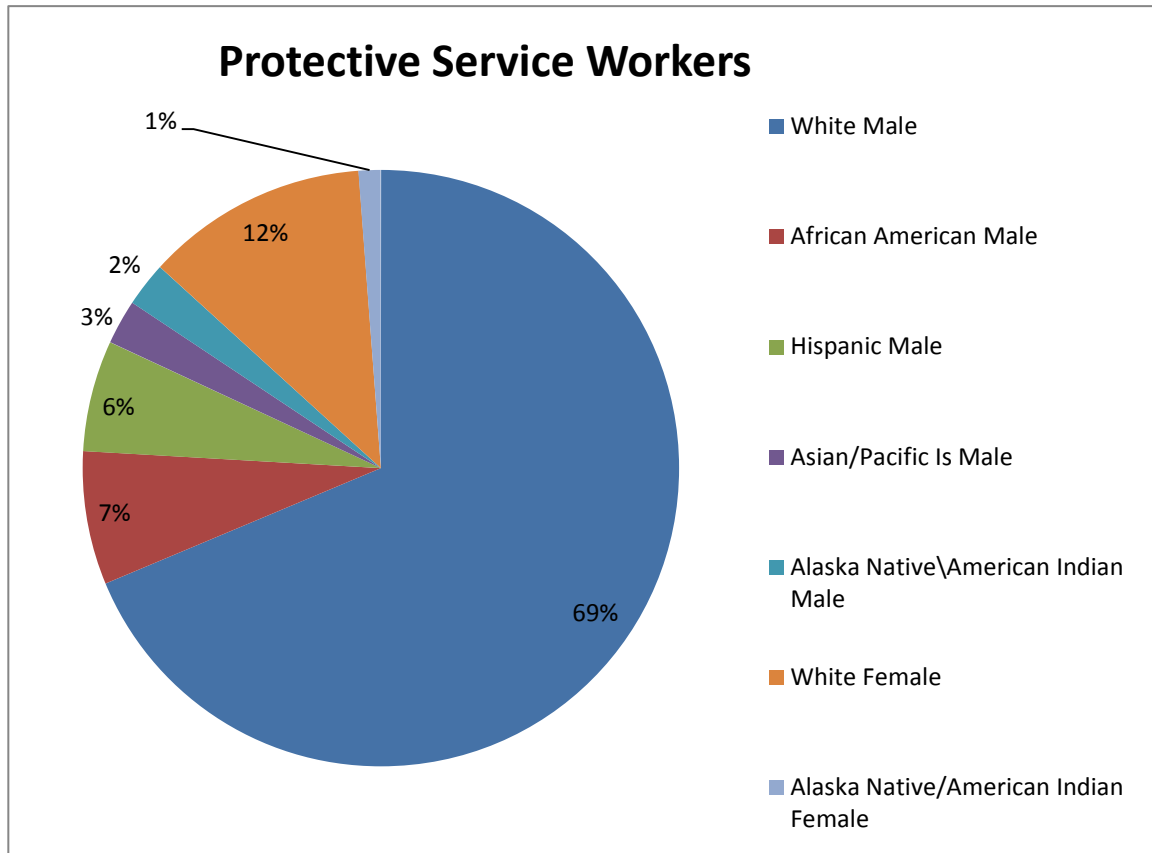
## Professionals:



Professionals	Male	Female
White	502	277
African American	11	5
Hispanic	9	12
Asian/Pacific Islander	27	18
Alaska Native/American Indian	18	18

C. Technicians: Job classes within the Technician category are primarily seasonal positions and not generally reflected in EEO-4 report. The Department currently employs 167 employees within the Technicians category; however, only 22 of these positions are full-time regular, a slight decrease from the 26 positions in the year 2014. Of the 22 positions, half are White males; a slight decrease from the 57.7 percent of males in 2014.

D. Protective Service Workers: Alaska's International Airport System employs Airport Police and Fire Officers (APFO) at its two international airports in Anchorage and Fairbanks. The Department held steady at 83 full-time APFO's, showing a slight increase in the employment of African-American and Hispanic males and White females.



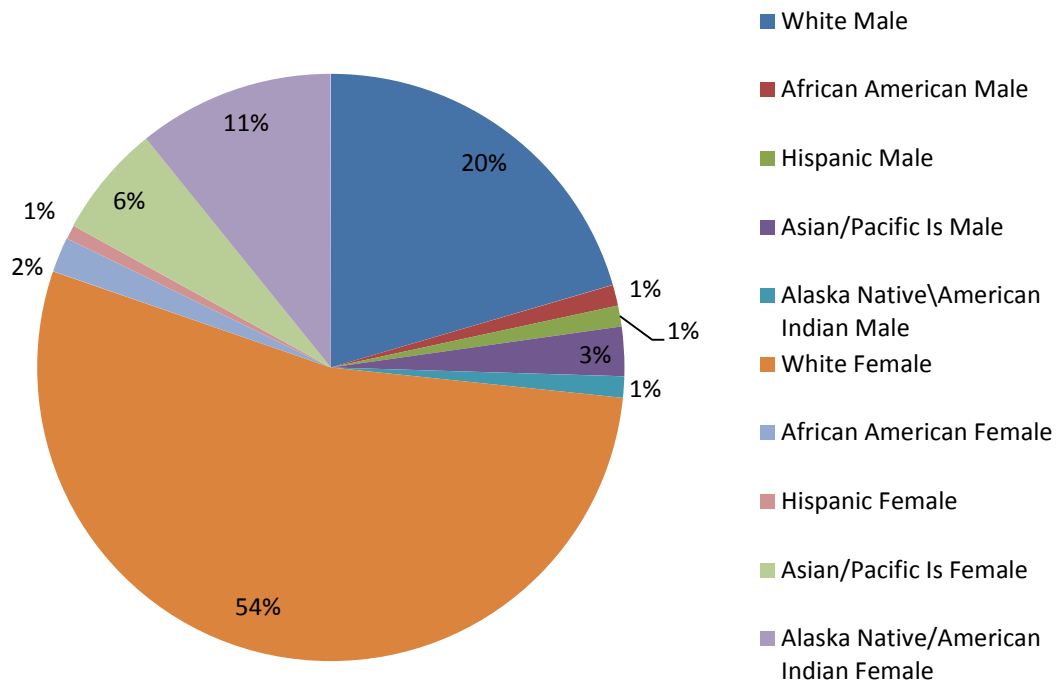
Protective Service Workers	Male	Female
White	57	10
African American	6	0
Hispanic	5	0
Asian/Pacific Islander	2	0
Alaska Native/American Indian	2	1

E. Paraprofessionals: Only 12 full-time employees occupy positions within the paraprofessional category. The Department did experience an increased number of minorities from FY 14.

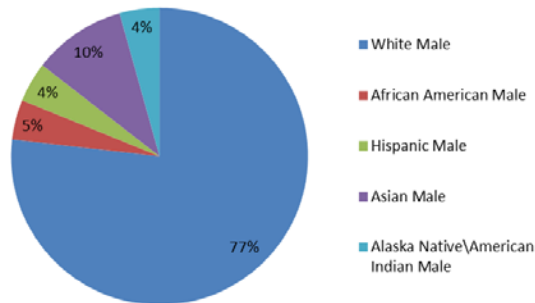
F. Administrative Support: The Department experienced a reduction of 6.5 percent of the overall full-time positions within a total of 259 employees. White females continue to make over 50 percent of the Administrative Support workforce, with White males and Alaska Native/American Indian females at 20 percent and 11 percent, respectively.



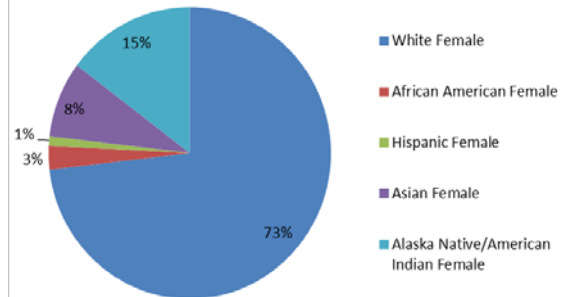
## Administrative Support



### Males



### Females



Administrative Support	Male	Female
White	53	139
African American	3	5
Hispanic	3	2
Asian/Pacific Islander	7	16
Alaska Native/American Indian	3	28

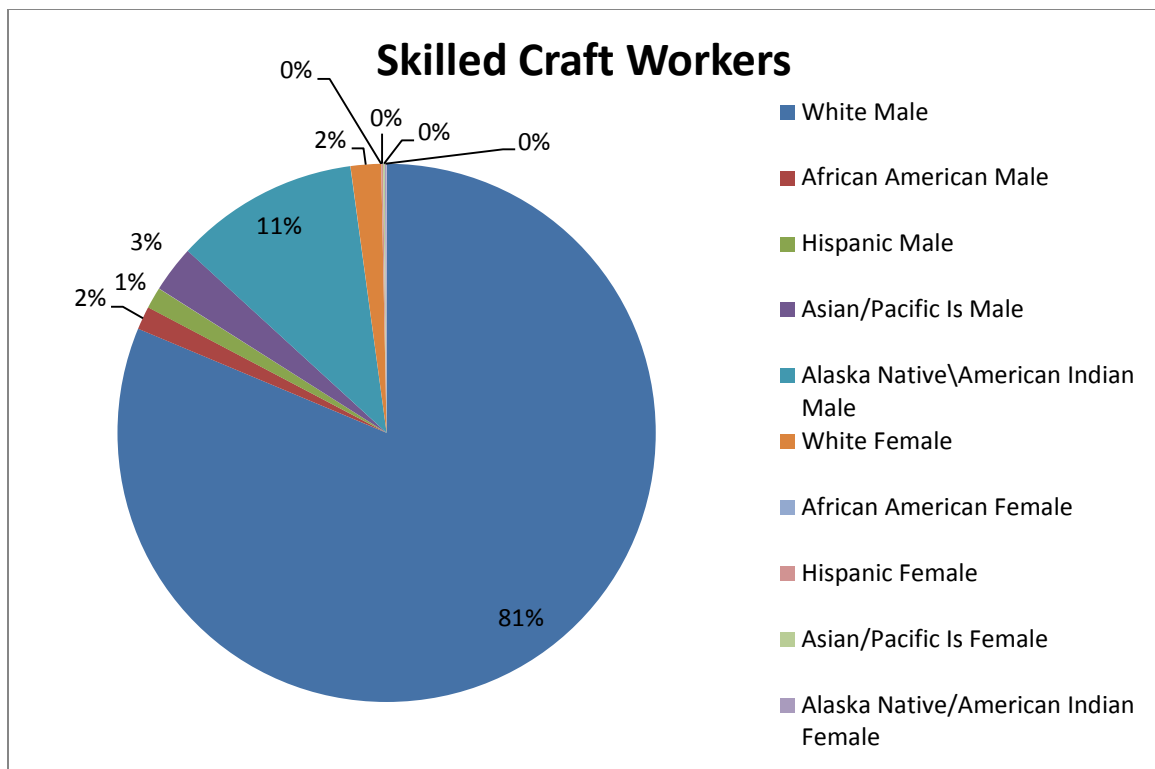
G. Skilled Craft: Skilled Craft Workers include positions as equipment operators, maintenance specialists, electricians, mechanics, plumbers, and other skilled workers, which primarily belong to the Local 71 union, representing the Labor, Trades, and Crafts. The number of full-time Skilled Craft workers shrunk by approximately 6.4 percent from FY 14, with a total of 931 employees.



*TSAIA, Airfield Maintenance*

Women continue to account for only 2 percent of the total full-time workforce in the skilled-crafts category, a slight decrease from FY 14. However, for positions other than full-time (i.e., nonpermanent or seasonal), women and minorities account for 39 percent.

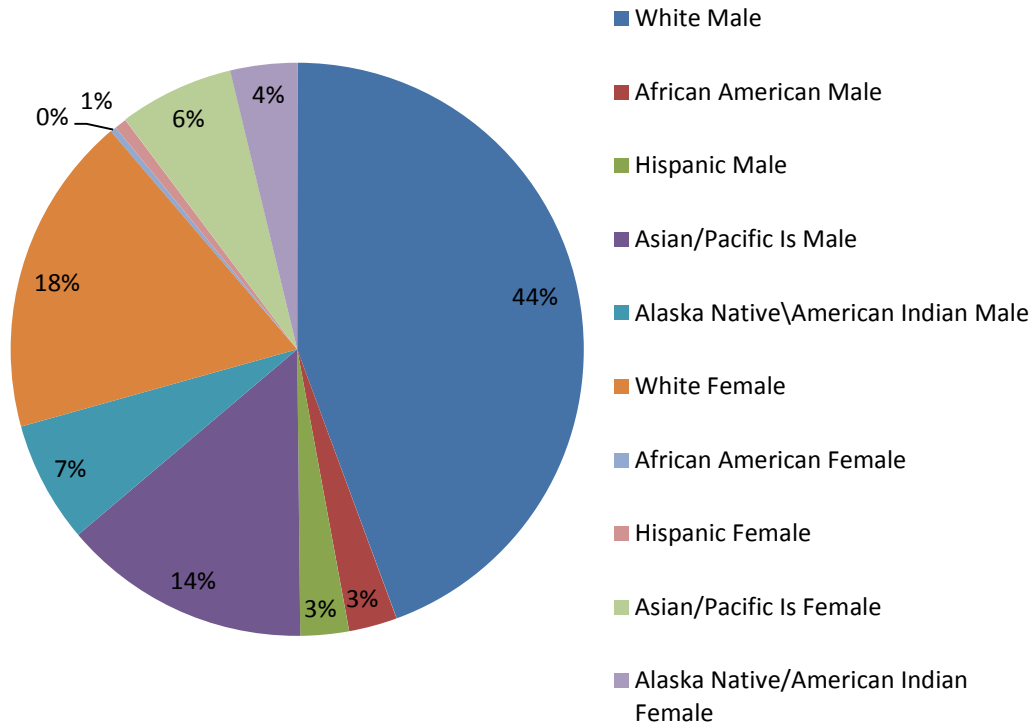




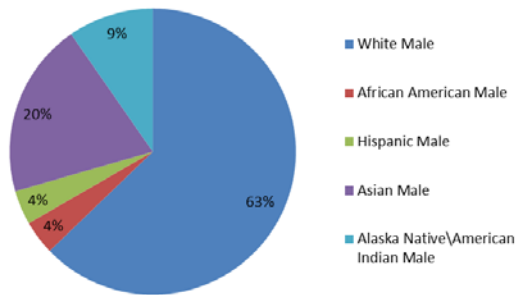
Skilled Craft Workers	Male	Female
White	757	17
African American	13	0
Hispanic	12	1
Asian/Pacific Islander	26	1
Alaska Native/American Indian	103	1

H. Service-Maintenance: The majority of the positions within this category are employed by the Alaska Marine Highway System (AMHS). The AMHS was significantly impacted by budget cuts and the number of full-time workers in this category shrunk by 18.6 percent, leaving a total of 293 full-time employees. Other positions in this category include the Environmental Services positions within the Alaska International Airport System and the section is one of the most diverse in the Department. The Service-Maintenance category as a whole continues to be one of the most diverse categories, with women and minorities making up more than 50 percent of its workforce.

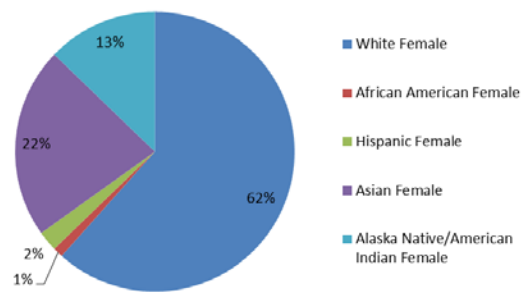
## Service-Maintenance Workers



### Males



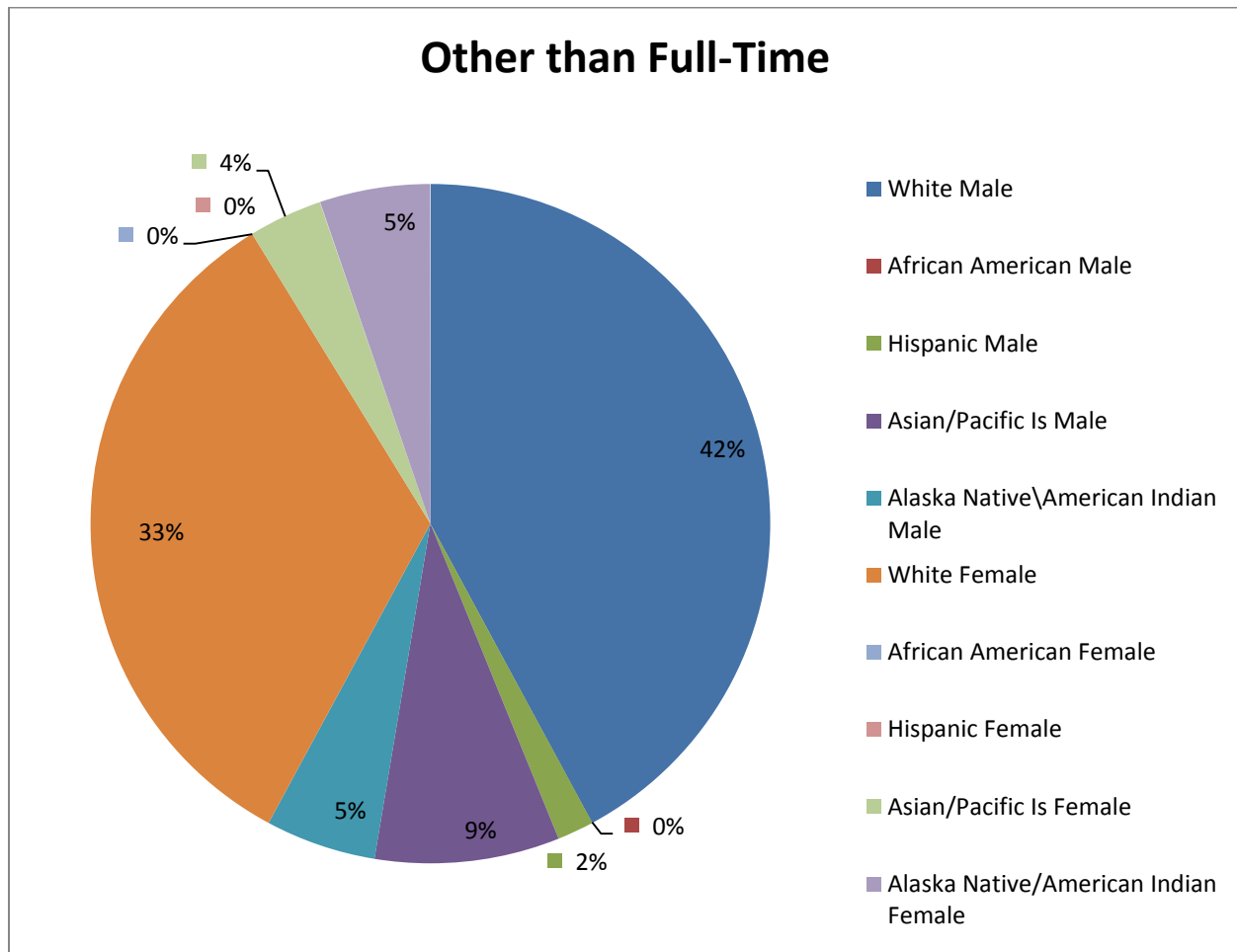
### Females



Service-Maintenance Workers	Male	Female
White	130	53
African American	8	1
Hispanic	8	2
Asian/Pacific Islander	41	19
Alaska Native/American Indian	20	11

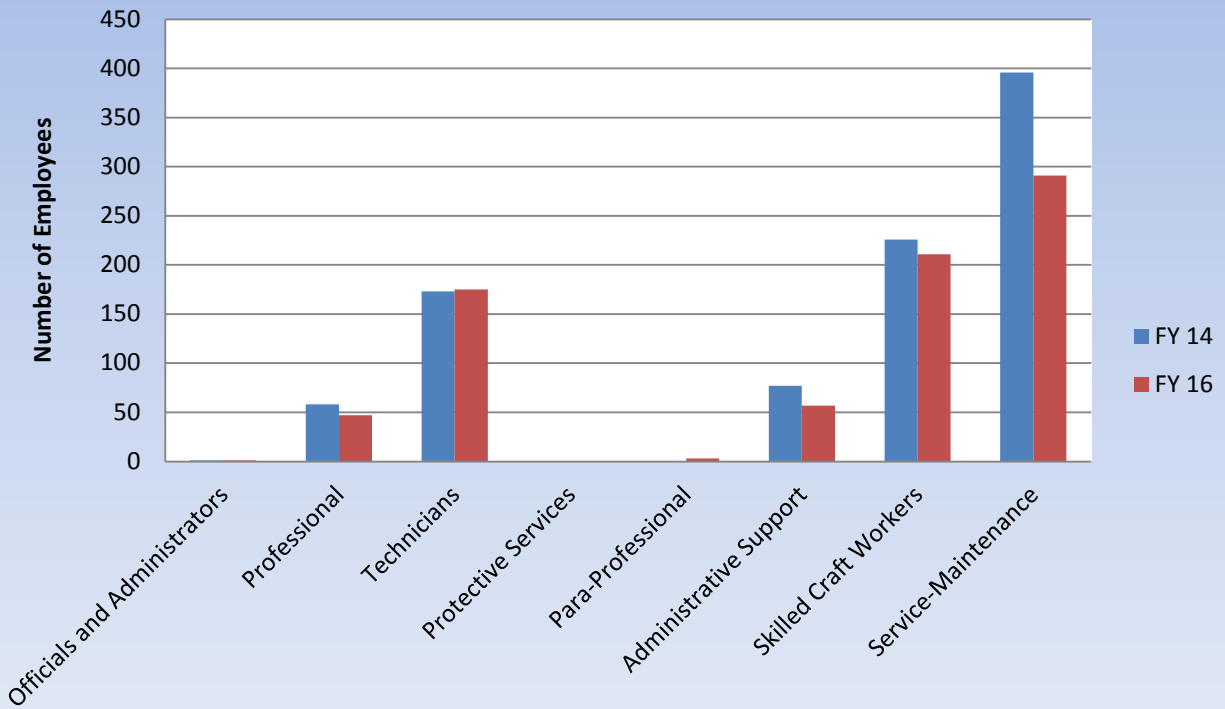
## ADOT&PF's 2016 'Other Than Full-Time' Workforce

The Department's workforce has a variety of different position types such as full-time, part-time, seasonal, temporary, and non-permanent. Job classes within the Technician, Skilled Craft, and Service-Maintenance categories have significantly higher numbers of positions other than full-time. This is due in part to the nature of work performed, which often tends to be seasonal in nature or specific to a project.



Other Than Full-Time	Male	Female
White	406	180
African American	17	5
Hispanic	26	6
Asian/Pacific Islander	34	9
Alaska Native/American Indian	73	29

## ADOT&PF Workforce Comparison Positions Other than Full-time



Other Than Full-Time FY 16	Total	B-White Male	C-African American Male	D-Hispanic Male	E-Asian/Pacific Is Male	F-Alaska Native/American Indian Male	G-White Female	H-African American Female	I-Hispanic Female	J-Asian/Pacific Is Female	K-Alaska Native/American Indian Female
Officials and Administrators	1	1	0	0	0	0	0	0	0	0	0
Professional	47	27	0	4	1	0	13	0	0	0	2
Technicians	175	101	6	6	6	16	35	1	1	0	3
Protective Services	0	0	0	0	0	0	0	0	0	0	0
Para-Professional	3	0	0	0	0	0	2	0	0	1	0
Administrative Support	57	24	0	1	5	3	19	0	0	2	3
Skilled Craft Workers	211	129	2	7	7	27	30	0	0	1	8
Service-Maintenance	291	124	9	8	15	27	81	4	5	5	13
<b>Total</b>	<b>785</b>	<b>406</b>	<b>17</b>	<b>26</b>	<b>34</b>	<b>73</b>	<b>180</b>	<b>5</b>	<b>6</b>	<b>9</b>	<b>29</b>



## **Affirmative Action Efforts**

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### **A. Job Restructuring:**

This year we set out to analyze the Engineer job classification series to ensure effective training plans and career progression existed. This included tracking employees from the Internship and Engineer-In-Training programs through the job class series.

The State uses a whole job class classification system, which is overseen by the Department of Administration. The Classification section conducts job class studies and analysis on certain job class series for the entire Executive Branch. The Department has completed a cursory review of the Engineer class series, which includes the Engineering Assistants I-III, Engineer I-V, Engineering Associates, Technical Engineers, and Engineering Technicians. Based on the review and research, it was determined the last full classification study for these job classes was completed in 1980; albeit, they have undergone periodic maintenance on job class specification since that time.

Due to fiscal and resource constraints, a job class study of the engineering-related classifications is unlikely to occur in the near future. However, ADOT&PF is conducting an organizational review which is expected to be completed by June 30, 2017. The review will focus on increasing the span of control, organizational flattening, and Results Based Alignment goals.

The Department did see a higher percentage of women and minorities among Skilled Craft Workers whose positions were other than full-time. The majority of these positions are seasonal or nonpermanent positions that are budgeted solely for a specific project. These positions are often gateways to full-time positions based on union hiring rules. Recently, the Department identified specific apprenticeship programs for Equipment Operator Sub-Journeys to advance and progress through the Equipment Operator class series through a specific training program. This allows individuals to be employed at a trainee level and gain the necessary job skills to advance to higher level operators. This is particularly beneficial in rural areas and communities where training and the ability to gain the necessary experience is significantly limited. Although the number of overall positions within the Skilled Craft category has declined since 2014, the employment of minorities and females has increased by 4 percent.<sup>13</sup>

### **B. Recruitment, Selection and Hiring; Applicant Flow Analysis:**

Some recruitment processes are negotiated through represented labor unions. A substantial number of our positions are hired through a union hiring hall; thus, it is impossible to aggregate any statistical data related to applicant flow for positions covered by certain collective bargaining

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<sup>13</sup> See 2015 AAP, and 2016 Employment Data

agreements. However, the Department does have strong language within its collective bargaining agreements related to the employer and union's commitment to Affirmative Action and Equal Employment Opportunity. Unions are required to provide preference in their dispatch referrals to those determined to be underrepresented. For the purposes of this report, the ADOT&PF elected to concentrate its efforts on applicant flow data for those who have applied through our Workplace Alaska system and not dispatched through a union hiring hall.

This year, the ADOT&PF set out to better track, measure, and analyze application and recruitment statistics. In collaboration with the Department of Administration, Division of Personnel & Labor Relations, we have identified reporting needs through Workplace Alaska, powered by NeoGov. Secondly, we are in the processes of working with certain labor unions to obtain better applicant statistics for referrals through the hiring hall.



*"Crossing the Gap"*  
Moody Bridge at  
Nenana River

In 2005 a policy was implemented requiring all female and minority applicants for positions range 16 and above be offered an interview. Upon analyzing the applicant flow for FY 16, it is clear this policy is not being correctly applied. The analysis found that 11.9 percent of female and minorities who met the position requirements were still being screened out prior to being offered an interview. This is in comparison to the 12.5 percent of white males who were being screened out when applying the same screening criteria. Future initiatives in this area include hiring manager notification and accountability for adhering to the policy. Hiring Manager and Supervisory training regarding Affirmative Action goals and recruitment best practices is scheduled to be delivered over the next fiscal year. The Department will also conduct an

analysis using historical data to determine if the percentage of underutilization of females and minorities has decreased under this policy.

i. Officials and Administrators

Officials and Administrators are generally appointed and not subject to competitive recruitment procedures. Of the 47 Officials and Administrators employed within the Department, all but 10 are white males. White females continue to demonstrate a high level of underrepresentation at 20.3 percent.

EEO4--Officials/Administrators Full Time	Total	B-White Male	C-African American Male	D- Hispanic Male	E- Asian/Pac ific Is Male	F-Alaska Native\A merican Indian Male	G-White Female	H-African American Female	I-Hispanic Female	J- Asian/Pac ific Is Female	K-Alaska Native/A merican Indian Female
5 Year Goal			1		1	1	8	1	1		1
FY 2016 Goal			1		1	1	2	1	1		1
Applications Received											
Availability Rate			1.3	0.3	1.5	5.3	35.2	1.1	0.7	1.8	5.9
FY 16 New Hires	4	3					1				
Annual Goal Met			NO		NO	NO	NO	NO	NO		NO
New Annual Goal			1		1	1	10	1	1	1	1

i. Professionals

The Department continues to demonstrate a high level of underrepresented women and minorities in the professional job categories. In FY 16, the ADOT&PF met the annual employment goal for Alaska Native/American Indian males and Asian females; however, did not meet their annual goal for other female categories.

EEO4--Professional Full Time	Total	B-White Male	C-African American Male	D- Hispanic Male	E- Asian/Pac ific Is Male	F-Alaska Native\A merican Indian Male	G-White Female	H-African American Female	I-Hispanic Female	J- Asian/Pac ific Is Female	K-Alaska Native/A merican Indian Female
5 Year Goal						8	133	7		1	58
FY 2016 Goal						2	27	2		1	12
Applications Received	1389	703	54	55	110	67	311	20	26	32	11
Availability Rate		1.2	1.2	2.8	1.7	2.6	44.8	1.5	0.6	1.9	8.5
FY 16 New Hires	54	34			2		10		2	2	2
Annual Goal Met						YES	NO	NO		YES	NO
New Annual Goal						3	30	4			17



*Casey Adamson, Northern Region Pre-Construction, reconnaissance trip for the Kotzebue-Cape Blossom Road Project.*

## ii. Technicians

The majority of positions in the Technicians category fall under the collective bargaining agreement between the State of Alaska and the Local 71 representing the Labor, Trades, and Crafts and generally Local 71 hires are accomplished through the union hiring hall. The Department met all but two of its employment goals for FY 16.

EEO4--Technicians Full Time	Total	B-White Male	C-African American Male	D- Hispanic Male	E- Asian/Pac ific Is Male	F-Alaska Native\A merican Indian Male	G-White Female	H-African American Female	I-Hispanic Female	J- Asian/Pac ific Is Female	K-Alaska Native/A merican Indian Female
5 Year Goal				1	1	1	2	1	1	1	1
FY 2016 Goal				1	1	1	1	1	1	1	1
Applications Received											
Availability Rate			1.6	1.3	3.5	4.6	36.9	3	1.3	3.2	6.2
FY 16 New Hires	29	14		1	4	2	6			1	1
Annual Goal Met				YES	YES	YES	YES	NO	NO	YES	YES
New Annual Goal			1	1		1	2	1	1		1

## iii. Protective Service Workers

Airport Police & Fire Officers are sworn law enforcement officers who must meet employment standards set by the Alaska Police Standards Council and the Alaska Fire Standards Council.

Employing qualified females and Alaska Native/American Indians is an ongoing goal not only for the ADOT&PF, but other State and local law enforcement agencies across the state. Efforts to progress toward employment goals include focused recruitments and job fairs, such as attending the Alaska Federation of Natives, Women in Law Enforcement, Anchorage Daily News, among other community appearances.



*Simulated fuel fire*

*Airport Police & Fire Department, Fairbanks Int'l Airport*

EEO4--Protective Service Workers Full Time	Total	B-White Male	C-African American Male	D- Hispanic Male	E- Asian/Pac ific Is Male	F-Alaska Native\A merican Indian Male	G-White Female	H-African American Female	I-Hispanic Female	J- Asian/Pac ific Is Female	K-Alaska Native/A merican Indian Female
5 Year Goal						9	5	1	1	1	1
FY 2016 Goal						2	1	1	1	1	1
Applications Received	539	326	35	50	47	24	33	9	2	9	4
Availability Rate			5.1	0.9	3.3	13.1	14.9	0.1	0.2	0.5	3.2
FY 16 New Hires	11	8	0	1	0	0	2	0	0	0	0
Annual Goal Met						NO	YES	NO	NO	NO	NO
New Annual Goal					1	3	2	1	1	1	3

#### iv. Paraprofessionals

There are a total of 12 full-time, and 3 ‘other than full-time’ positions in the paraprofessional category within the Department. There was little turnover in the category, and only 1 full-time employee was hired during FY 16.

EEO4--Paraprofessionals Full Time	Total	B-White Male	C-African American Male	D- Hispanic Male	E- Asian/Pac ific Is Male	F-Alaska Native\A merican Indian Male	G-White Female	H-African American Female	I-Hispanic Female	J- Asian/Pac ific Is Female	K-Alaska Native/A merican Indian Female
5 Year Goal			1	1	1	1		1	1		2
FY 2016 Goal			1	1	1	1		1	1		1
Applications Received	74	13	4	1	4	2	31	2		8	9
Availability Rate			2.1	1.4	2.1	4.7	41.9	3.9	2.2	5	17.7
FY 16 New Hires	1						1				
Annual Goal Met			NO	NO	NO	NO		NO	NO		NO
New Annual Goal			1	1	1	1		1	1		1

#### v. Administrative Support

We continue to see a high number of female applicants and hires within the Administrative Support category. Minority male applicants represented 17.1 percent of all applicants in this category compared to 30 percent of their female counterparts. The Department reached its annual goals with exception of Alaska Native/ American Indian males, who continue to be underrepresented in this category.



Sterling Weigh Station design-build replacement project.

Photo by Matt Tanaka, ADOT&PF

EEO4--Administrative Support Full Time	Total	B-White Male	C-African American Male	D- Hispanic Male	E- Asian/Pac ific Is Male	F-Alaska Native\A merican Indian Male	G-White Female	H-African American Female	I-Hispanic Female	J- Asian/Pac ific IS Female	K-Alaska Native/A merican Indian Female
5 Year Goal					4	6				1	4
2016 Goal					1	2				1	1
Applications Received	1617	281	38	24	59	26	704	66	63	142	214
Availability Rate		1.8	1.8	0.8	2.6	3.7					
FY 16 New Hires	38	8	0	0	2	0	21	1	0	2	4
Annual Goal Met					YES	NO				YES	YES
New Annual Goal			2			3		2	2		2



## vi. Skilled Craft

Most skilled craft positions belong to the Local 71 union, and appointments are generally made through the hiring hall. The Department met all of its FY 16 placement goals in this category. The implementation of the apprenticeship program has had a significant impact on the Department's success in this area.

EEO4--Skilled Craft Full Time	Total	B-White Male	C-African American Male	D- Hispanic Male	E- Asian/Pac ific Is Male	F-Alaska Native\A merican Indian Male	G-White Female	H-African American Female	I-Hispanic Female	J- Asian/Pac ific Is Female	K-Alaska Native/A merican Indian Female
5 Year Goal	99		8			69	20				2
FY 2016 Goal	21		2			14	4				1
Applications Received											
Availability Rate			2	1.2	2	16.4	4.1			0.2	0.4
FY 16 New Hires	135	95	3	4	3	22	6		1		1
Annual Goal Met			YES			YES	YES				YES
New Annual Goal			2			10	4				1

## vii. Service-Maintenance

Recruitment and selection of applicants for the Alaska Marine Highway System (AMHS) is extremely intense. Applicants must meet an array of qualifications not only for the Division, but must also meet requirements set out by the US Coast Guard in obtaining various certifications. Although the Department met most of its annual hiring goals, it continues to demonstrate underrepresentation of Alaska Native/American Indians. Also in this category are environmental positions which assist in maintaining our public buildings and International Airports. These positions also belong to the Local 71 union, and appointments are generally made through the hiring hall.

EEO4--Service/Maintenance Full Time	Total	B-White Male	C-African American Male	D- Hispanic Male	E- Asian/Pac ific Is Male	F-Alaska Native\A merican Indian Male	G-White Female	H-African American Female	I-Hispanic Female	J- Asian/Pac ific Is Female	K-Alaska Native/A merican Indian Female
5 Year Goal			4	2		15	15	5	2	1	18
FY 2016 Goal			1	1		3	3	1	1	1	4
Applications Received	344	139	24	13	14	31	76	8	8	12	19
Availability Rate			2.9	2.7	7.5	10.8	23.3	1.7	1.5	5.9	7.8
FY 16 New Hires	42	20	2	1	2	1	12	1		2	1
Annual Goal Met			YES	YES		NO	YES	YES	NO	YES	NO
New Annual Goal			1	1		4	2	2	2		4



## C. Promotions:

Promotions were down 18.5 percent from previous years. The total number of promotions for all groups showed a decrease with the exception of Alaska Native/American Indian, which showed an increase from 28 to 39 for FY 16.

Promotions	B - White Male	C - African American Male	D - Hispanic Male	E - Asian Male	F - Alaska Native/American Indian Male	G - White Female	H - African American Female	I - Hispanic Female	J - Asian Female	K - Alaska Native/American Indian Female	Grand Total
Officials and Administrators	4					2					6
Professional	56	1	1	6	5	33		2	3	5	112
Technicians	18		1			2					21
Protective Service Workers	4	1	4								9
Administrative Support	7			2	1	16			1	7	34
Skilled Craft Workers	76	1	2	5	9	3			1		97
Service-Maintenance	18		2	4	9	20	1	1	2	3	60
<b>Grand Total</b>	<b>183</b>	<b>3</b>	<b>10</b>	<b>17</b>	<b>24</b>	<b>76</b>	<b>1</b>	<b>3</b>	<b>7</b>	<b>15</b>	<b>339</b>

## D. Training:

The ADOT&PF believes in leading by example. On April 7, 2016, the ADOT&PF Commissioner, Deputy and Assistant Commissioners, and other executive team members participated in training related to EEO/AA led by the State's Equal Employment Opportunity Manager and the Department's Human Resource Manager. This training focused on EEO/AA principles, supervisory roles and responsibilities, and the employment of women and minorities within the Department compared to that of other Departments within our State. There was specific emphasis on recruitment and hiring processes surrounding underrepresented candidates. Each executive was provided information on the Department's placement goals and our 5-year Affirmative Action Plan.

The ADOT&PF is committed to educating employees and creating awareness of Equal Opportunity and Affirmative Action beyond just the leadership team. Each Region of the Department will receive training on EEO/AA within the next fiscal year.

Increasing supervisory participation in training was a specific Department goal. In collaboration with the Department of Administration, Division of Personnel & Labor Relations Training & Development Section, ADOT&PF supervisors and employees attended various compliance courses on employment law, including EEO/AA. Last fiscal year, 212 employees attended these courses. This year we increased classroom participation by 26 percent, with 267 students.

The ADOT&PF has supervisors spread across our vast State. Due to our current fiscal challenges, including travel restrictions, traveling supervisors to training locations has become increasingly difficult. For example, we anticipated a minimum of a 5 percent increase in

supervisory attendance to the Statewide Academy for Supervisors—a five day classroom-style course. However, we saw an increase of only one student, rounding out at 47 participants.

The Department supplemented the course with a one and a half day class titled “Effective Supervisory Principles,” specifically developed for ADOT&PF. The course focuses on Affirmative Action and Equal Employment Opportunity principles, along with concepts of performance management. The ADOT&PF is making an aggressive effort to ensure all supervisors receive training, and refresher training, on these topics. As of June 30, fiscal year end, 71 supervisors have completed the course. It is anticipated an additional 60 supervisors will attend in FY 17.

The Department’s Workforce Planning Program launched a new Leadership Development Program (LDP) beginning in 2014. This 4-month program is designed to improve communication and interaction skills, build trust and teamwork within and between regions and divisions, and develop key leadership skills to improve employee engagement across the department. The LDP is committed to providing DOT&PF leaders with the knowledge and opportunities to apply newly learned leadership skills on the job. To date, four groups of DOT&PF employees (117 participants) have now completed the program.

#### **E. Layoff, Recalls, Demotions, Disciplinary Actions and Terminations:**

This year the Department identified a specific goal to complete a new database for tracking and analyzing employment actions. Due to technical and budgetary resources, we were unable to complete building the database by January 31, 2016. The Human Resource Office hired staff on a short-term basis to assist in completing the project. At the time of this report, the structure of the database is approximately 90 percent. We expect to have the system completed by September 15, 2016. Upon completion, the database will be able to upload historical information and new information which will allow for better reporting and analysis.

The ADOT&PF is in the process of identifying strategies for position management and hiring practices with the goal of managing future budget cuts through deletion of vacant positions rather than layoffs. Layoffs are heavily driven by seniority or credible state service, and are typically collectively bargained with the respective labor unions. In all, there were 17 layoffs and no involuntary demotions for FY16.

Approximately 70 disciplinary actions and dismissals were issued for FY 16; significantly lower than the prior year. We identified one Division in which there is an appearance of a negative impact among certain minority group(s). The Human Resource Manager will be working directly with the Deputy Commissioner overseeing this area to more closely analyze the information and to identify and eliminate any potential barriers.

## Goals Identified for FY 17

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Due to predicted budget and resource shortfalls, the Department will be concentrating its efforts in 3 areas of the next fiscal year:

### **Organizational Review—Goal Statement**

Over the next fiscal year, the Department will be undergoing an organizational review to assist in identifying efficiencies and effectiveness. This plan will also review the organizational structure, position and classification analysis, reporting structures, and policies and procedures reviews. The Department will use FY 16 data to aid in identifying recommended changes to improve our overall affirmative action efforts surrounding minority and female applicants and employees.

### **Training—Goal Statement**

As previously mentioned, an analysis of the data demonstrates that not all policies and procedures related to EEO/AA in regard to hiring practices are being adhered to. The Department will continue to focus efforts providing training to hiring managers and supervisors regarding these areas using the following methodology:

1. Management and Supervisory Training
  - A. Needs and Course Development
    - i. Conduct a needs assessment for Department training in areas of EEO/AA by December 31, 2016. This assessment will be used to plan course delivery for FY 17/18.
    - ii. Develop course modules and materials for the following:
      - a. New Employee Onboarding—November 15, 2016
      - b. Executive Employee Onboarding—December 31, 2016
      - c. Recruitment Best Practices—November 15, 2016
  - B. Course Delivery
    - i. New Employee & Executive Onboarding—February 17, 2017
    - ii. “Effective Supervisory Principles” for Southcoast Region and AMHS by December 31, 2016.
    - iii. Recruitment Best Practices to 30 percent of our current hiring managers and supervisors by March 31, 2017.  
→Course objectives include AA/EEO principles, overview of the plan and goals, and supervisory responsibilities.
    - iv. Deliver Cohort 5 of the Leadership Development Program by December 31, 2016.
2. Employee Training

- A. Increase all staff participation in A Respectful Workplace and Valuing Diversity courses by 15 percent.

### **Recruitment, Selection and Hiring—Goal Statement**

1. Increase outreach efforts
  - a. Attend 2 job/community fairs, promoting the Department’s recruitment and hiring processes by Fiscal Year end.
  - b. Identify and utilize alternative methods for advertising open positions that reach our target demographics by December 31, 2016. Through statistical data, determine if alternative methods reflect an increase in minority and female applicants.
2. On a quarterly basis, analyze applicant pools for applicant flow and hiring.

## Appendix

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### A. Race and Ethnic Category Definitions

**Alaska Native or American Indian:** All persons having origins in any of the original peoples of the Americas and who maintain cultural identification through tribal affiliation or community attachment. The terms “Alaska Native” and “American Indian” represents many separate groups of people with distinct ethnic and cultures throughout Alaska and the lower forty-eight. Alaska Native peoples include Iñupiaq, Yup’ik/Cup’ik, Alutiiq, Aleut, Eyak, Athabaskan (comprised by eleven cultural and linguistic groups), Tlingit, Haida, and Tsimshian.

**African American and Black** (not of Hispanic origin): All persons having origins in any of the Black racial groups of Africa.

**Asian or Pacific Islander:** “Asian” refers to all persons having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent. This includes, for example, China, India, Japan, Korea, and the Philippine Islands. “Pacific Islander” refers to people having origins in any of the original peoples of Hawaii, Guam, Samoa, Mariana Islands, or other Pacific Islands.

**Hispanic and Latino:** All persons of Mexican, Puerto Rican, Cuban, Central or South America, or other Spanish culture or origin, regardless of race.

**White and Caucasian** (not of Hispanic origin): All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.

## **B. Job Categories as defined by the U.S. Equal Employment Opportunity Commission**

**Officials and Administrators:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, wardens, superintendents, sheriffs, police and fire chiefs and inspectors, examiners (bank, hearing, motor vehicle, warehouse), inspectors (construction, building, safety, rent-and-housing, fire, A.B.C. Board, license, dairy, livestock, transportation), assessors, tax appraisers and investigators, coroners, farm managers, and kindred workers.

**Professionals:** Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dietitians, lawyers, systems analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians, management analysts, airplane pilots and navigators, surveyors and mapping scientists, and kindred workers.

**Technicians:** Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers, drafters, survey and mapping technicians, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), police and fire sergeants, inspectors (production or processing inspectors, testers and weighers), and kindred workers.

**Protective Service Workers:** Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police, patrol officers, firefighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, game and fish wardens, park rangers (except maintenance), and kindred workers.



**Paraprofessionals:** 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. Such positions may fall within an identified pattern of staff development and promotion under a “New Careers” concept. Includes: research assistants, medical aides, child support workers, policy auxiliary welfare service aides, recreation assistants, homemaker aides, home health aides, library assistants and clerks, ambulance drivers and attendants, and kindred workers.

**Administrative Support (including Clerical and Sales):** 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. Includes: bookkeepers, messengers, clerk-typists, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, telephone operators, legal assistants, sales workers, cashiers, toll collectors, and kindred workers.

**Skilled Craft Workers:** Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics and repairers, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters, power plant operators, water and sewage treatment plant operators, and kindred workers.

**Service-Maintenance:** Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and ground keepers, refuse collectors, construction laborers, park rangers (maintenance), farm workers (except managers), craft apprentices/trainees/ helpers, and kindred workers.