

State of Alaska

Department of Transportation & Public Facilities



Equal Employment Opportunity Plan

July 1, 2023 to June 30, 2024

STATEMENT ON EQUAL EMPLOYMENT OPPORTUNITY

As Commissioner and Chief Executive Officer of the Department of Transportation and Public Facilities, I am personally committed to the principles and spirit of Equal Employment Opportunity (EEO) for all employees and employment applicants.

Therefore, be it known that it is a fundamental policy of the Department to assure equal opportunity in employment to all individuals regardless of race, color, gender, religion, national origin, age, genetic information, veteran status, or disability. The Department will provide reasonable accommodations to applicants and employees who need them because of a disability or to practice or observe their religion absent undue hardships. To further assure that appropriate program measures are implemented and monitored, I have designated Deputy Commissioner, Katherine Keith, as our Equal Employment Opportunity (EEO) Officer, and Administrative Services Deputy Director, Sunny Haight, as our Affirmative Action Officer.

Our Equal Employment Opportunity Program (EEO Program) will encompass all human resource (HR) practices including, but not limited to, recruiting, hiring, transfers, promotions, training, compensation, benefits, recognition, and all forms of employment. EEO positively affects the development of our entire workforce, and an active EEO Program will provide a more positive employment environment which benefits this Department and all of its employees.

For effective administration and implementation of the EEO Program, there must be involvement, commitment and support of executives, managers and supervisors. My office has advised each supervisor, manager and executive in the Department that responsibility for positive implementation of the EEO Program will be expected and shared by all management and supervisory personnel. Supervisors, managers and executives have been further advised that they will be held accountable for their actions in this area and will be evaluated in carrying out these responsibilities.

Equal Employment Opportunity is not only the law, but it is fundamental to the Department's operations. I expect each employee and manager to cooperate fully by integrating and promoting EEO at all levels. This includes ensuring that complaints alleging discrimination are immediately directed to the EEO Officer or her staff. Retaliation against any individual who files a complaint, participates in an employment discrimination proceeding, or otherwise engages in protected activity is strictly prohibited and will not be tolerated.

As an expression of the commitment to and support of the Department's Equal Employment Opportunity Program, below is my signature, as Commissioner of the Alaska Department of Transportation and Public Facilities and the Equal Employment Opportunity Officer's contact information.



Ryan Anderson

Commissioner

Alaska Department of Transportation and Public Facilities

06/04/2025

Date

EEO Officer: Katherine Keith
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Juneau, AK 99811-2500

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*MV LeConte at Angoon Ferry Terminal, September 2024.
Photo by Whitney Hamilton, Alaska DOT&PF*

Preface

The subject of this Equal Employment Opportunity (hereafter “EEO”) Plan is the status of Equal Employment Opportunity and Affirmative Action within the Alaska Department of Transportation & Public Facilities (hereafter “the Department” or “DOT&PF”). This Plan is intended to provide an overall view of race and sex employee demographics within the Department. Definitions of job and Race and Ethnic categories may be found in the Appendix.

The plan 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:

Katherine Keith, EEO Officer
State of Alaska, Department of Transportation & Public Facilities
Division of Administrative Services
3132 Channel Drive
MS 2500
Juneau, AK 99801

OR

Sunny Haight, Affirmative Action Officer
State of Alaska, Department of Transportation & Public Facilities
Division of Administrative Services
Human Resources Section
3132 Channel Drive
MS 2500
Juneau, AK 99801

Dissemination

In accordance with the Federal Transit Administration's (FTA) requirements to disseminate our agency Equal Employment Opportunity Program (EEOP) Policy Statement to all employees, applicants, and potential applicants, the Alaska Department of Transportation and Public Facilities (DOT&PF) employs the following practices:

1. All new employees are provided with the Commissioner's EEOP Policy Statement via the Department's employee onboarding program.
2. Official EEO materials are posted in a conspicuous place at every permanent worksite location.
3. The EEO Plan is disseminated annually to all employees by the Commissioner.
4. EEO Officer and HR Business Partner present semi-annually at executive team meetings with the Commissioner and division leaders.
5. Department employees and affinity groups are provided the opportunity to electronically submit input on program implementation.
6. Provide periodic EEO training with the Division of Personnel & Labor Relations Training and Development and EEOP staff.
7. EEO training for all new supervisors and managers is provided within 90 days of their appointment.
8. Includes "The State of Alaska is an Equal Employment Opportunity and Affirmative Action Employer" in all job postings; to view the DOT&PF's EEO policy statement, please follow this link: <http://dot.alaska.gov/job-opportunities/index.shtml>



Northern lights while entering the Wrangell Narrows northbound aboard the MV Kennicott. March 2024.

Photo by Jean Gilman, Alaska DOT&PF

Designation of Personnel

Under federal and state laws and regulations, the Commissioner of the Department of Transportation and Public Facilities has the ultimate responsibility for the overall administration of the internal equal employment opportunity (EEO) and the EEO Program (EEOP). Under this EEOP, the Commissioner delegates certain responsibilities for administering and implementing internal EEO/EEOP to staff. The following are roles and responsibilities designated by the Commissioner for implementing the program.

Equal Employment Opportunity (EEO) Officer

The Deputy Commissioner is designated as the EEO Officer and reports directly to the Commissioner. The EEO Officer has the responsibility for the overall effectiveness and implementation of internal EEO and EEOP. The EEO Officer has the following additional responsibilities:

1. Develop the policy statement and program.
2. Assist management in identification of problem areas and developing programs to achieve goals.
3. Concur in the hiring and promotion process.
4. Report semi-annually to the Commissioner on the Department's progress on goals and contractor/vendor compliance.
5. Approve all settlement and compliance agreements between the Department and federal or state civil rights enforcement agencies.
6. Serve as liaison between the Department and minority, women, and disability organizations, and community action groups concerned with employment opportunity.

Affirmative Action (AA) Officer

The Administrative Services Deputy Director is designated as the AA Officer. Internal EEO is a primary duty of the AA Officer. The AA Officer provides guidance to the EEO Officer. A staff of 14 (one Human Resources [HR] Business Partner, one assistant HR Business Partner, five HR Consultants, three HR Technicians, two Administrative Officers, two Administrative Assistants, one Internet Specialist) assists the AA Officer.

Additional assistance in the area of the State of Alaska's EEO policy, procedure, and enforcement agency liaison is provided by the Department of Administration's Division of Personnel & Labor Relations' (DOP&LR) EEO Program which has 5 staff (EEO Program Manager, three HR Consultants, one HR Technician). DOP&LR also provides extensive assistance in the areas of data collection, EEO training delivery, grievance procedures and union agreements, employee relations, and recruitment services.

The AA Officer has the following responsibilities:

1. Assist management in collecting and analyzing employment data and setting goals and timetables.
2. Design, implement, and monitor internal audit and reporting systems to:
 - a. Measure program effectiveness;
 - b. Determine where progress has been made; and
 - c. Determine where proactive action is needed.
3. Review the Department's nondiscrimination plan with managers to ensure policy understanding.
4. Audit EEO policy statement postings to ensure information is posted and up-to-date.
5. Maintain awareness of current EEO law and ensure dissemination to responsible officials.

AA Officer/HR Business Partner

The AA Officer and HR Business Partner share the following responsibilities:

1. Provide opportunity to department employees for EEOP input.
2. Assist EEO Officer with semi-annual report to the Commissioner on the Department's progress on goals and contractor/vendor compliance.
3. Serve as liaison between the Department and DOP&LR providing input regarding State employment practices; complaint, reasonable accommodation and performance evaluation policies; and training, grievance procedures, and union agreements affecting the Department.
4. Serve as liaison between the Department and DOP&LR.
5. Ensure updates of manager/supervisor position descriptions include duties related to effective EEOP implementation such as maintaining a nondiscriminatory work environment, attending appropriate EEO training, ensuring position descriptions reflect actual job duties, providing individual training plans and career counseling through the evaluation process; and advising of training programs, professional development opportunities and/or entrance requirements, etc.
6. Monitor recruitment, recruitment advertising, hire, promotion, training selection, pay, transfer, layoff and termination policies and practices to ensure conformance to EEO policies.
7. Ensure HR assistance to managers and supervisors in providing disability or religious belief/practice reasonable accommodation.
8. Assign appropriate HR Consultant to investigate applicant and employee discrimination and retaliation complaints. Review the investigation and recommend appropriate departmental response. Coordinate enforcement agency conciliation efforts through DOP&LR.
9. Provide EEO training to all supervisors and managers within 90 days of their appointment.
10. Ensure availability of EEO training to employees.

HR Consultants

HR Consultants assist the EEO Officer in the effective implementation of the EEOP through the following:

1. Serve as liaison between the EEO Officer and departmental supervisors.
2. Identify EEO problem areas and causes; participate in information-gathering and recommendations, as requested.
3. Monitor recruitment, recruitment advertising, hire, promotion, pay, transfer, layoff, and termination practices to ensure conformance to EEO policies.
4. Ensure all recruitment advertising includes the statement the Department "is an equal opportunity employer."
5. Participate and assist managers/supervisors in recruitment outreach to minority and veteran populations via job fairs and convention attendance such as the Alaska Federation of Natives or Anchorage Veterans job fair.
6. Assist managers/supervisors in identifying and providing disability or religious belief/practice reasonable accommodations for applicants and/or employees.
7. Disseminate the Department's EEO policy statement via new employee onboarding.
8. Ensure position descriptions accurately reflect the job being performed.
9. Develop and/or deliver EEO and professional development training.
10. Investigate employee or applicant discrimination and retaliation complaints and recommend appropriate departmental response.

Headquarters/Regional Directors, Airport Managers

Headquarters and Regional Directors for the Southcoast, Central, and Northern regions and International Airport Managers supervise and are responsible for the effective implementation of the EEOP in the agencies, offices and facilities under their authority. Specifically, they are assigned the following tasks:

1. Assist the AA Officer and staff in:
 - a. Identification of problem areas;
 - b. Formulation of proactive action; and
 - c. Formulation and implementation of professional development, internship, and apprenticeship programs.
2. Provide recommendations on EEOP changes to the EEO and AA Officers.
3. Ensure all managers and supervisors understand EEO policies and the necessity of their support for effective implementation and that annual performance evaluations reflect their performance in this area.
4. Perform reviews periodically to ensure:
 - a. Posters and communiqués are properly displayed;
 - b. Comparable facilities such as locker rooms and rest rooms are provided for both sexes;
 - c. Minority and female employees are afforded full opportunity and are encouraged to participate in all department-sponsored programs, recreation, and social activities;
 - d. Position descriptions accurately reflect the job being performed; and
 - e. All lower-level managers and supervisors understand their work performance is also being evaluated on the basis of their efforts and results in implementing the EEOP.
5. Prevent any discriminatory harassment of employees through AA efforts.
6. Ensure lower-level managers and supervisors attend appropriate EEO training.

Line Managers and Supervisors

Line managers and supervisors are also responsible for the effective implementation of the EEOP in their areas of accountability. Specifically, each line manager or supervisor is responsible for the following tasks:

1. Assist upper-level management in:
 - a. Identification of areas where EEO problems exist and formulation of solutions; and
 - b. Review of position descriptions to ensure they accurately reflect the job being performed.
2. Ensure all non-management employees under their supervision understand the Department's commitment to EEO and AA and the Commissioner's policy statement.
3. Enforce the Commissioner's policy statement in their area of responsibility and maintaining a nondiscriminatory work environment.
4. Ensure:
 - a. Posters and communiqués are properly displayed;
 - b. Comparable facilities such as locker rooms and rest rooms are provided for both sexes;
 - c. Minority and female employees are afforded full opportunity and are encouraged to participate in all department-sponsored programs, recreation, and social activities;
 - d. Position descriptions accurately reflect the job being performed; and
 - e. All lower-level managers and supervisors understand their work performance is also being evaluated on the basis of their efforts and results in implementing the EEOP.
5. Assist in the implementation of professional development and internship programs where appropriate.
6. Review qualifications of employees under their supervision to ensure minorities, women, and veterans are provided all opportunities for transfer, training, and promotion and are provided career counseling when needed.

7. Assist employees in realizing their full potential in the Department by developing individual training plans and career counseling through the evaluation process.
8. Advise employees of training programs, professional development opportunities and entrance requirements.
9. Provide disability or religious belief/practice reasonable accommodations for applicants and/or employees.

Department Employees

Department employees are responsible for supporting a work climate which values racial, cultural, and gender diversity and is conducive to achieving DOT&PF's EEOP goals. Commitment to support the Commissioner's policy regarding EEO and AA shall be a condition of employment or continuing employment. All new employees are required to read and sign an acknowledgement of their obligation to abide by the following Governor's Administrative Orders:

1. No. 75: Equal Employment Opportunity
2. No. 81: Sexual and Other Discriminatory Harassment
3. No. 129: Americans with Disabilities Act
4. No. 195: Diversity in the Workplace



Grader on Geist Road, January 2024.

Photo by Christine Langley, Alaska DOT&PF

Employment Practices Information

Recruitment and Selection Procedures

The primary source of recruitment for vacancies in the Department is through the State of Alaska's executive branch online hiring system Workplace Alaska (WPAK). Vacancies are posted in this system and applicants apply on-line during the recruitment period. Hiring panels of line supervisors and managers screen and interview the applicant pool, check references, and make a selection. Some hires are made in dispatch from either a union hiring hall or job center. Generally, the same process for screening and interviewing is used. During FY23, Recruitment moved back into the Department of Transportation & Public Facilities, where every hire approval is reviewed to ensure compliance with all related requirements.

Seniority Practices

Several of the unions representing departmental employees have seniority provisions for initial appointment and/or promotional opportunities, and layoff or reductions of force (Labor, Trades and Crafts; Public Safety Employees Association; Masters, Mates, & Pilots; Marine Engineers' Beneficial Association; and the Inlandboatmen's Union). These seniority provisions are agreed to through collective bargaining. Alaska Public Employees Association, Alaska State Employees Association and the Confidential Employees Association use layoff points based on years of State service (seniority). The Department abides by seniority rules for reduction of force (seasonal layoffs).

Compensation and Benefits

The Department of Administration, Division of Personnel, Classification Section, is responsible for ensuring that the State's Classification and Pay plans meet the requirements of the merit principle as set forth in the State Personnel Act. The Classification Plan is a framework of job class specifications wherein positions are assigned to a class based on duties, responsibilities, and requirements of training or experience. The Pay Plan is the system by which job classes are assigned to salary ranges and pay rates are assigned to the salary ranges based upon the principle of like pay for like work.

Collective bargaining agreements and personnel regulations denote the rules which must be followed when setting a salary level for employees. The Department of Administration, Division of Personnel & Labor Relations ensures personnel actions are in accordance with rules and regulations.

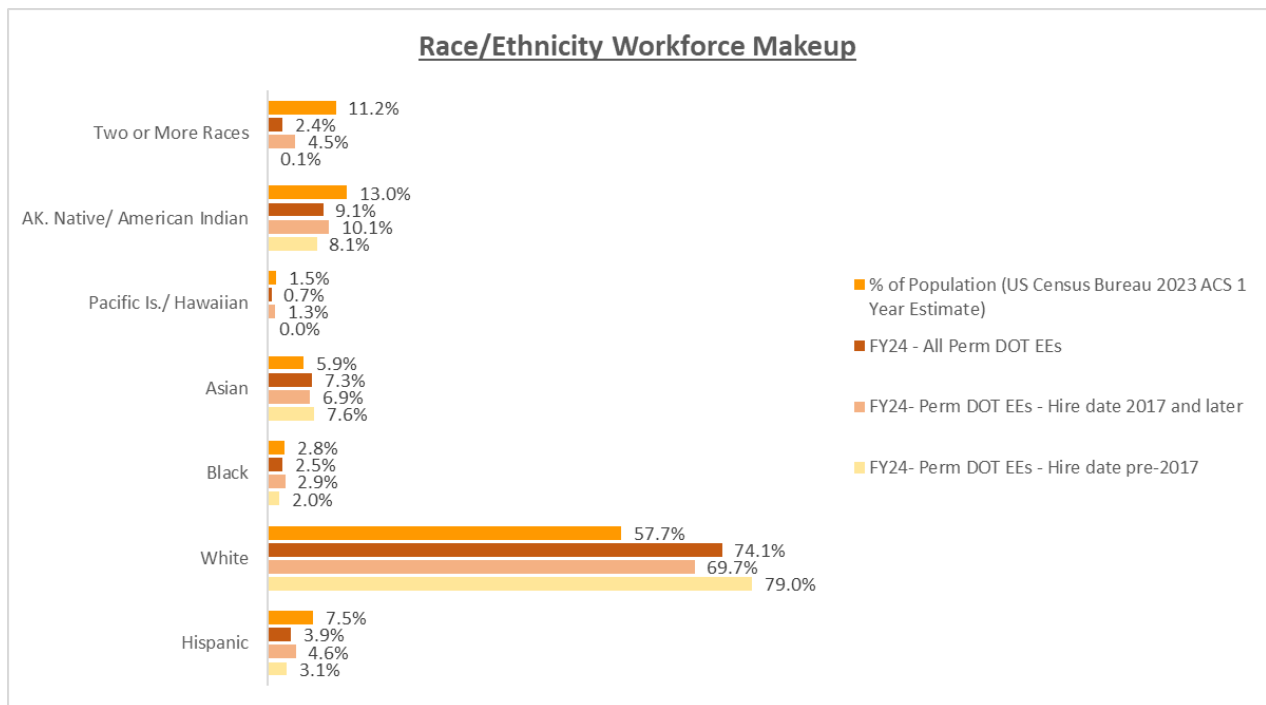
Employment Practices Assessment

All recruitments that take place via Workplace Alaska (WPAK) are available for assessment. WPAK does not require applicants to disclose race or sex; however, recent reporting developments do allow us to analyze data that is volunteered by applicants. It is also notable that the State of Alaska only collects Equal Employment Opportunity (EEO) data at two points during the recruitment process: once at the time of application, when applicants may choose to disclose their sex and/or race; and once at the time of initial appointment with the State of Alaska. Hiring managers do not have access to the data reported in the EEO Survey during the recruitment process. The current EEO Survey was last updated in 2017, but the Sex and Race/Ethnicity Categories were last updated in 2000, at the same time that the US Census categories were updated. Per the US Census Bureau's website, "In previous censuses, responses to the race question were limited to a single category; in 2000 for the first time, respondents could check as many boxes as necessary to identify their race." This means that prior to 2000, the inclusion of individuals who identify as belonging to more than one race/ethnicity was not tracked in the US Census. In 2017, the State of Alaska updated their own EEO Survey to include the option of two or more races.

This means that prior to 2017, employees hired with the State of Alaska completed an EEO Survey that did not include the option to select "two or more races." Since the State does not re-survey employees on their EEO data, there are likely many employees with the State of Alaska who may identify themselves as belonging to two or more races, but that data will not be reflected in the overall workforce makeup of DOT&PF. This may explain some of the differences we see between the US Census and the Department's workforce data in some of the categories; most notably for individuals who fall into the two or more races categories.

This report will discuss the demographics of multiple personnel actions and EEO-4 categories as compared to Alaska DOT&PF's workforce makeup (both by sex and race/ethnicity). The workforce makeup will include all employees in the Department without regard for the time of their employment or the version of the EEO Survey that they completed. This means that it will not be possible for it to be perfectly aligned with the categories presented in US census data. With that in mind, the data can be broken down into employees hired prior to 2017 and employees hired after 2017 for frame of reference. It is important to note that when the EEO Survey was updated and the State's Human Resource Information System (IRIS) was launched, employees were given a brief window of opportunity to update their entries in IRIS. This effort was voluntary but explains why there is a very small number of employees in the prior to 2017 category that fall into the "two or more races" category.

Below is a graph comparing Alaska Census Data for 2020 to DOT&PF workforce data. DOT&PF Workforce data is broken down to include columns in: All employees in permanent positions with the Department; all DOT&PF employees in permanent positions who were hired with the State of Alaska following the updates to the State’s EEO Survey in January 2017; and all DOT&PF employees in permanent positions who were hired with the State of Alaska prior to the update to the State’s EEO Survey in January 2017.

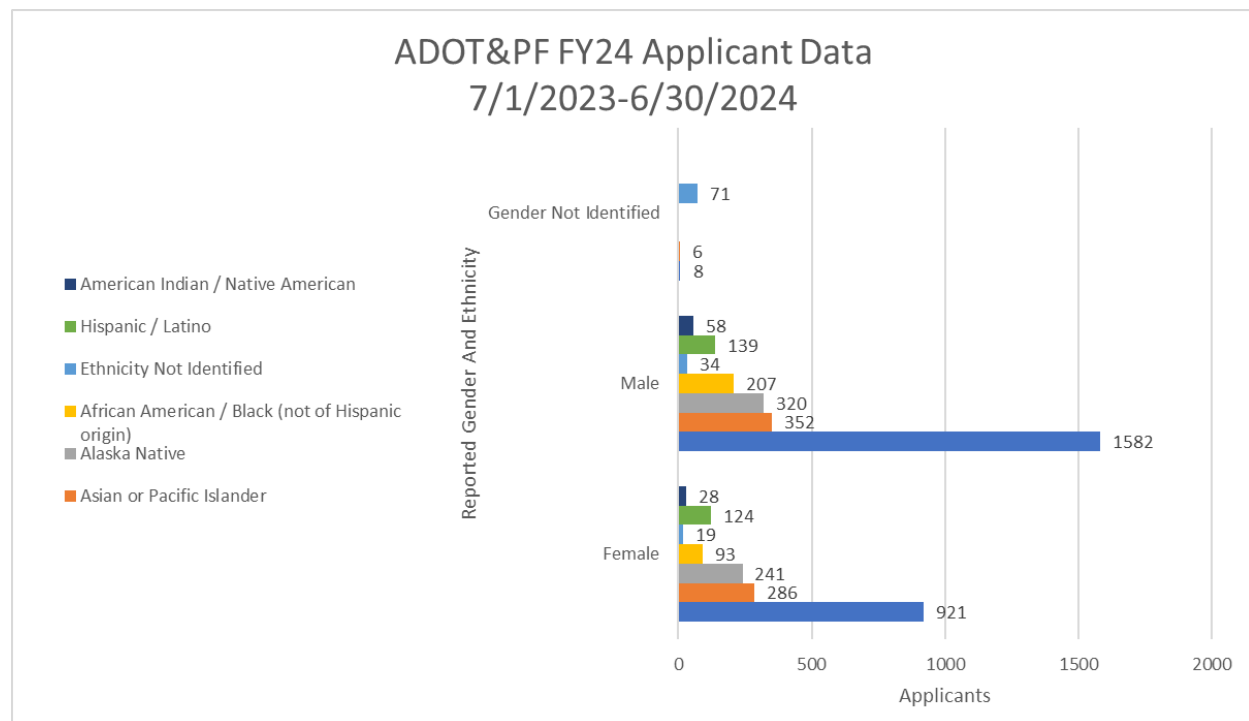


As can be seen from the above data, there are some significant differences between the percentage of DOT&PF employees in each race category when they are split between employees hired prior to 2017 and the updated EEO Survey in 2017.

1340 employees who currently work for the Department were hired with the state prior to January 2017; 1470 were hired January 2017 and later. The earliest appointment in the Department’s current workforce occurred in 1976. As has been seen in previous reports and will be discussed later in this document, each year the Department’s workforce makeup becomes more diverse, so it’s worth noting that while the two groups aren’t that different in individuals counted, they are very different in the span of time covered; 1976 to 2016 is the span of 40 years, while 2017-2024 is only seven years. What this means is that were we to break data down further, we would likely see much smaller differences in the changes between categories. This graph is purely being created to demonstrate that comparing data using survey

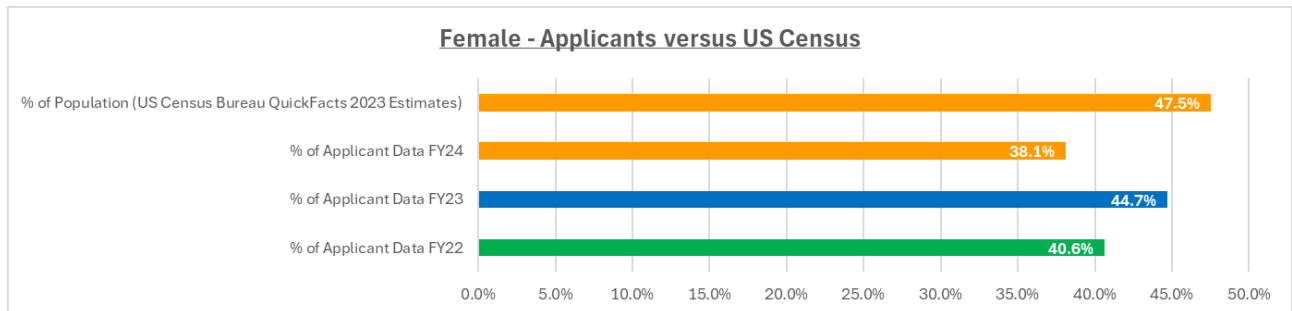
methods that use different categories in their collection methods will mean that a straight line cannot always be drawn between the two. It is encouraging, however, to see that when the data *can* be compared, the Department’s workforce makeup continues to trend closer to the makeup of Alaska’s population.

In FY24 (July 1, 2023 thru June 30, 2024) Alaska DOT&PF had a total of 4489 applications received through Workplace Alaska. Applicant data would have to be manually cross-referenced with job class categories and EEO-4 categories; therefore, analysis by EEO-4 category for applicants is not conducted. The previous reporting period of FY23 saw a total of 3446 applications. This indicates a 30% increase in applications during FY24.



Of Alaska DOT&PF applicants, approximately 60% (2692) applications were from males, 38% (1712) were females and 2% (85) did not identify their gender. This is an approximate 73% increase in the gender not identified category, 45% increase in the male category, and an 11% increase in the female category from the prior reporting period of FY23 (Male: 1858, Female: 1539, Gender Not Identified: 49). When compared as a percent of the overall applications between FY23 and FY24, the overall percentage of male applicants increased approximately 6% (FY23: 54%; FY24: 60%), the overall percentage of female applicants decreased approximately 7% (FY23: 45%; FY24: 38%), and the overall percentage of applicants who did not identify their gender increased approximately 2% (FY23: 1%; FY24: 2%).

The below chart compares the percent of applicants who reported being female in their applications during FY23 and FY24 to the 2023 estimated proportion of the population of Alaska who reported being female per the US Census Bureau.

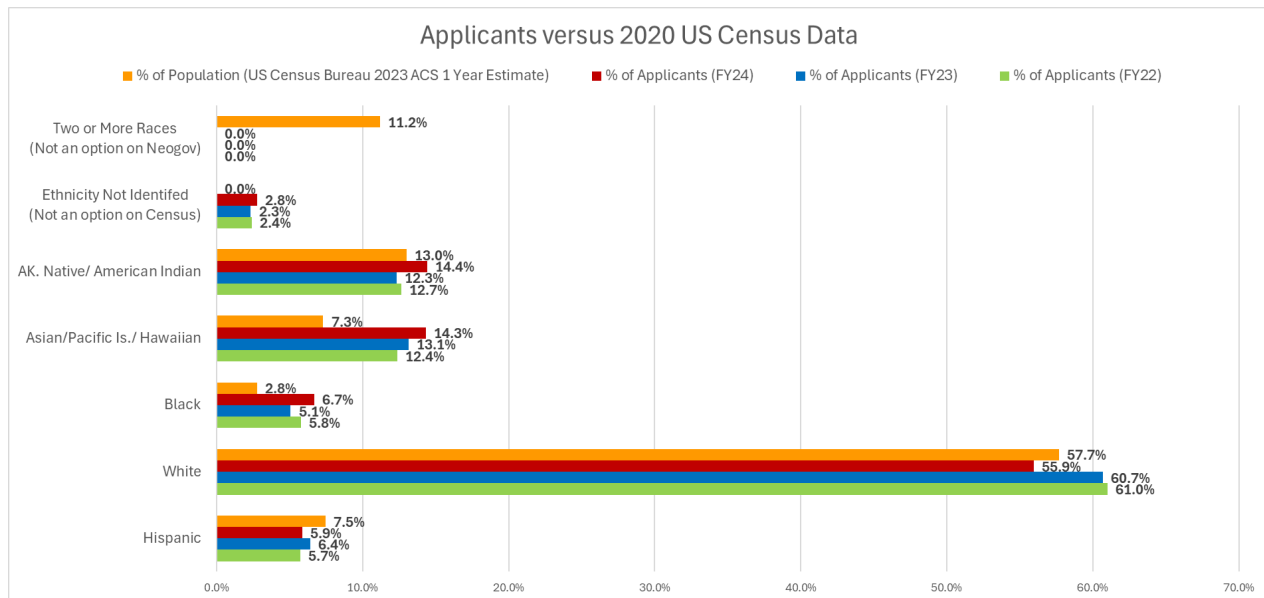


As can be seen on the graph, the overall makeup of the Department's applicant pool by sex moved closer to the makeup reported composition of the population of Alaska between FY22 and FY23 and had only a 3% difference below the census data. During FY24 the percentage of female applicants decreased to levels below FY22 and there is now a 9.4% difference below the census data.



*Rainbow over guardrail installation. Bear Creek Bridge project Richardson Highway MP 233, 2024.
Photo by Benoit Pignon, Alaska DOT&PF*

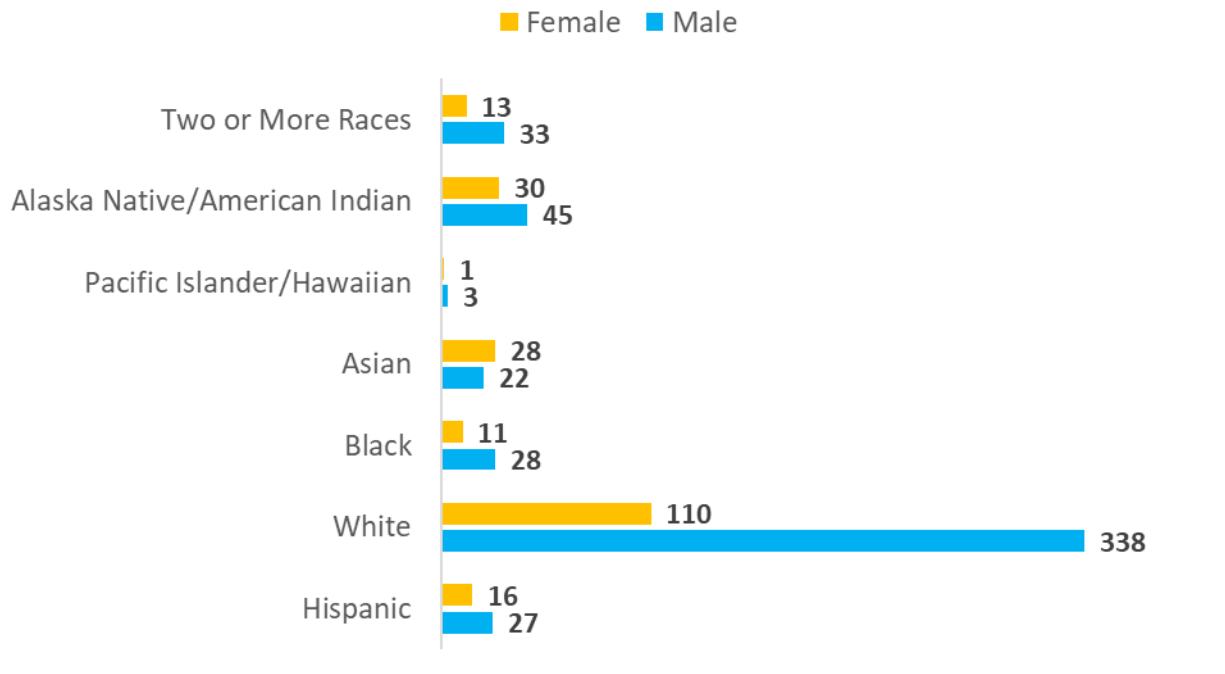
The graph below compares the overall racial makeup of the Department’s applicant pools during FY24 to FY23 as compared to the population of Alaska per the 2020 US Census. This comparison is imperfect due to utilizing data sources that have differing racial/ethnicity categories but has been included for informational purposes of zoomed-out comparison and trends. Of note are: Workplace Alaska applications do not include the option to select “two or more races,” while the US census does not have the option to select “Ethnicity not identified.” Additionally, the categories of Asian/Pacific Islander/Hawaiian had to be combined, as did the AK Native/American Indian categories, in order to compare the data.



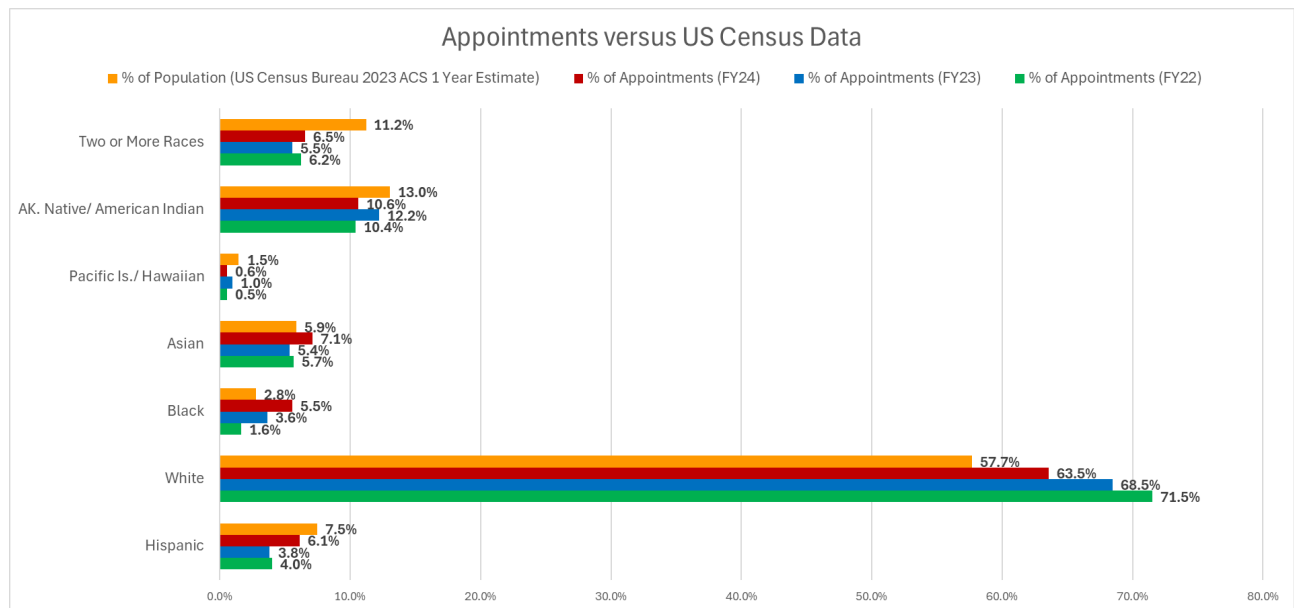
Applicant data is presently collected for individuals who apply for jobs through Workplace Alaska. This means that it does not account for applications that are received outside of the system, such as through the LTC referral list or through non-competitive appointments. This means that the applicant data cannot be compared to appointment data in a way that is truly meaningful.

For the purposes of this report, “Appointment Data” includes all appointments made throughout the year to include WPAK hires, noncompetitive appointments, LTC Referrals with the notable exception of promotions and demotions which are both discussed later in this document.

Alaska DOT&PF FY24 Appointment Data July 1, 2023 thru June 30, 2024



Alaska DOT&PF made a total of 705 appointments between July 1, 2023 and June 30, 2024. Alaska DOT&PF appointed approximately 70% (496) males and approximately 30% (209) females during this reporting period. The State system does not currently allow employees to choose any gender options besides male and female. While the number of appointments of employees identifying as female increased by almost 30% during this reporting period, it is actually a decrease of 1% when compared to the overall percentage of the makeup of appointments in the Department between FY23 and FY24 (Males FY23: 69%, 356; Females FY23: 31%, 161). Appointments of employees identifying as female had previously increased 2% when compared to the overall percentage of the makeup appointments in the Department between FY22 and FY23. Similarly, male appointments increased by approximately 39% during this reporting period, but increased by 1% when compared to the overall percentage of the makeup of appointments in the Department.



There were increased appointments in the Asian, Black, Hispanic, and two or more race/ethnicity categories. There were decreases in the Alaska Native/American Indian, Pacific Islander/Hawaiian and the White race/ethnicity categories, some of which may be related to the increase in the two or more races category. On the whole, there was increase in the diversity of appointments by race and ethnicity. 41.9% of Alaska’s US Census population estimate for 23 belonging to race/ethnicity categories other than white. The appointment percentage of individuals who identified as a race/ethnicity other than white increased to 36.4% in 2024 from 31.5% in 2023. Alaska DOT&PF has committed to actively participating in job fairs and reaching out to female and minority organizations to continue improving equality.

The online hiring system WPAK is only two clicks from the main State of Alaska web page Alaska.gov. The recruitment process contains a hard copy application option for applicants who are not able to use a computer to apply. Additionally, the State of Alaska Department of Labor’s Alaska Job Center Network assists jobseekers in finding work they qualify for. Some applicants are referred through Union Hiring Halls for labor, trades, and craft and marine vessel positions and the hiring halls encourage local preference for Alaskan residents. Despite these efforts, some recruitment efforts for DOT&PF positions continue to have recruitment difficulty because of a lack of qualified applicants in the recruitment pool.

In order to effectively analyze other employment practices, it is critical to understand the personnel makeup of the EEO-4 categories in Alaska DOT&PF. The Department divides its workforce into full-time permanent employees and other than full-time permanent employees. For reporting purposes only the full-time permanent employee data is analyzed as the other than full-time permanent data is minimal. The female and male full-time workforce analysis by

EEO- 4 category tables on this page and the following page (Titled Female Full-Time Workforce Analysis by EEO-4 Category and Male Full-Time Workforce Analysis by EEO-4 Category) outline the percentage in each EEO-4 category.



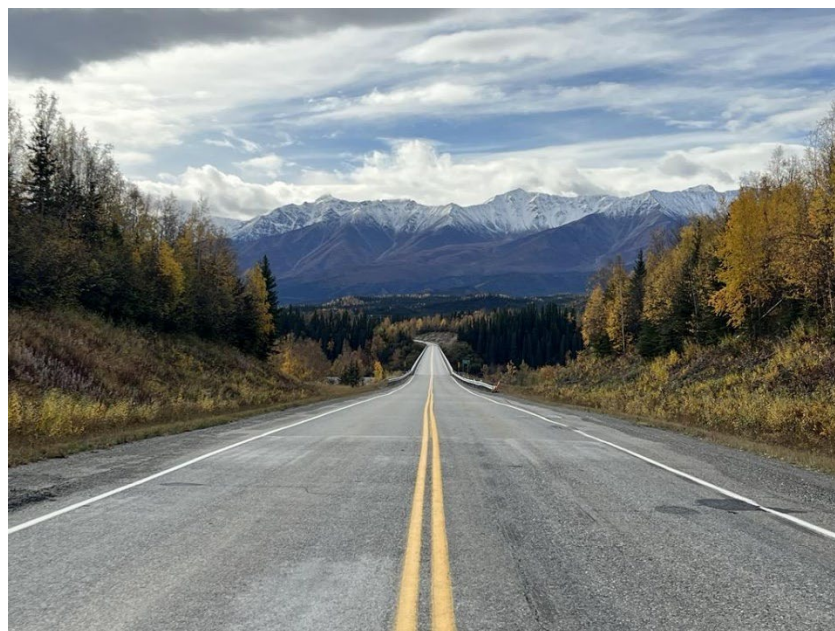
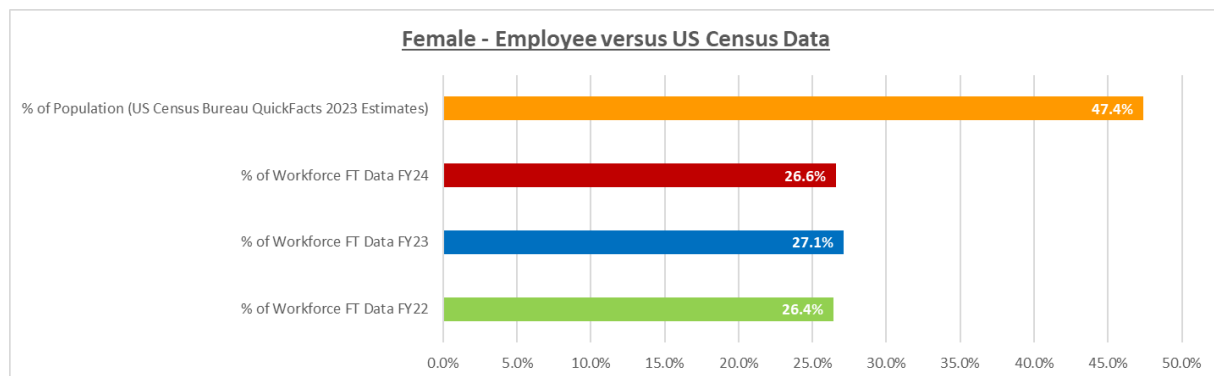
*Aurora the robotic wildlife deterrent dog at Fairbanks International Airport, Summer 2024.
Photo by Samantha Spencer, Alaska DOT&PF*

Male Full-Time Workforce Analysis by EEO-4 Category								
Alaska Department of Transportation & Public Facilities								
Employment Data: July 1, 2024								
EEO-4 Category	Hispanic Male	White Male	Black Male	Asian Male	Pacific Is./ Hawaiian Male	AK. Native/ American Indian Male	Two or More Races Male	Total Male
A-Officials and Administrators	0	25	0	0	0	4	0	29
	0.00%	0.89%	0.00%	0.00%	0.00%	0.14%	0.00%	1.03%
B-Professionals	19	501	12	31	4	19	16	602
	0.68%	17.83%	0.43%	1.10%	0.14%	0.68%	0.57%	21.42%
C-Technicians	7	69	5	3	0	10	5	99
	0.25%	2.46%	0.18%	0.11%	0.00%	0.36%	0.18%	3.52%
D-Protective Service Workers	3	64	2	4	1	1	0	75
	0.11%	2.28%	0.07%	0.14%	0.04%	0.04%	0.00%	2.67%
E-Paraprofessionals	1	5	1	0	0	0	0	7
	0.04%	0.18%	0.04%	0.00%	0.00%	0.00%	0.00%	0.25%
F-Administrative Support	7	48	1	9	1	6	2	74
	0.25%	1.71%	0.04%	0.32%	0.04%	0.21%	0.07%	2.63%
G-Skilled Craft Workers	23	691	9	30	3	116	13	885
	0.82%	24.59%	0.32%	1.07%	0.11%	4.13%	0.46%	31.49%
H-Service-Maintenance	16	161	23	44	2	35	12	293
	0.57%	5.73%	0.82%	1.57%	0.07%	1.25%	0.43%	10.43%
Total Male	76	1564	53	121	11	191	48	2064
% of Male	2.70%	55.66%	1.89%	4.31%	0.39%	6.80%	1.71%	73.45%

Female Full-Time Workforce Analysis by EEO-4 Category								
Alaska Department of Transportation & Public Facilities								
Employment Data: July 1, 2024								
EEO-4 Category	Hispanic Female	White Female	Black Female	Asian Female	Pacific Is./ Hawaiian Female	AK. Native/ American Indian Female	Two or More Races Female	Total Female
A-Officials and Administrators	0	11	0	0	0	1	0	12
	0.00%	0.39%	0.00%	0.00%	0.00%	0.04%	0.00%	0.43%
B-Professionals	15	268	2	33	6	20	4	348
	0.53%	9.54%	0.07%	1.17%	0.21%	0.71%	0.14%	12.38%
C-Technicians	2	19	1	0	0	5	2	29
	0.07%	0.68%	0.04%	0.00%	0.00%	0.18%	0.07%	1.03%
D-Protective Service Workers	0	9	0	0	0	0	0	9
	0.00%	0.32%	0.00%	0.00%	0.00%	0.00%	0.00%	0.32%
E-Paraprofessionals	1	6	1	5	0	0	1	14
	0.04%	0.21%	0.04%	0.18%	0.00%	0.00%	0.04%	0.50%
F-Administrative Support	6	93	5	15	1	16	5	141
	0.21%	3.31%	0.18%	0.53%	0.04%	0.57%	0.18%	5.02%
G-Skilled Craft Workers	2	29	1	2	0	3	1	38
	0.07%	1.03%	0.04%	0.07%	0.00%	0.11%	0.04%	1.35%
H-Service-Maintenance	8	84	7	28	1	20	7	155
	0.28%	2.99%	0.25%	1.00%	0.04%	0.71%	0.25%	5.52%
Total Female	34	519	17	83	8	65	20	746
% of Female	1.21%	18.47%	0.60%	2.95%	0.28%	2.31%	0.71%	26.55%

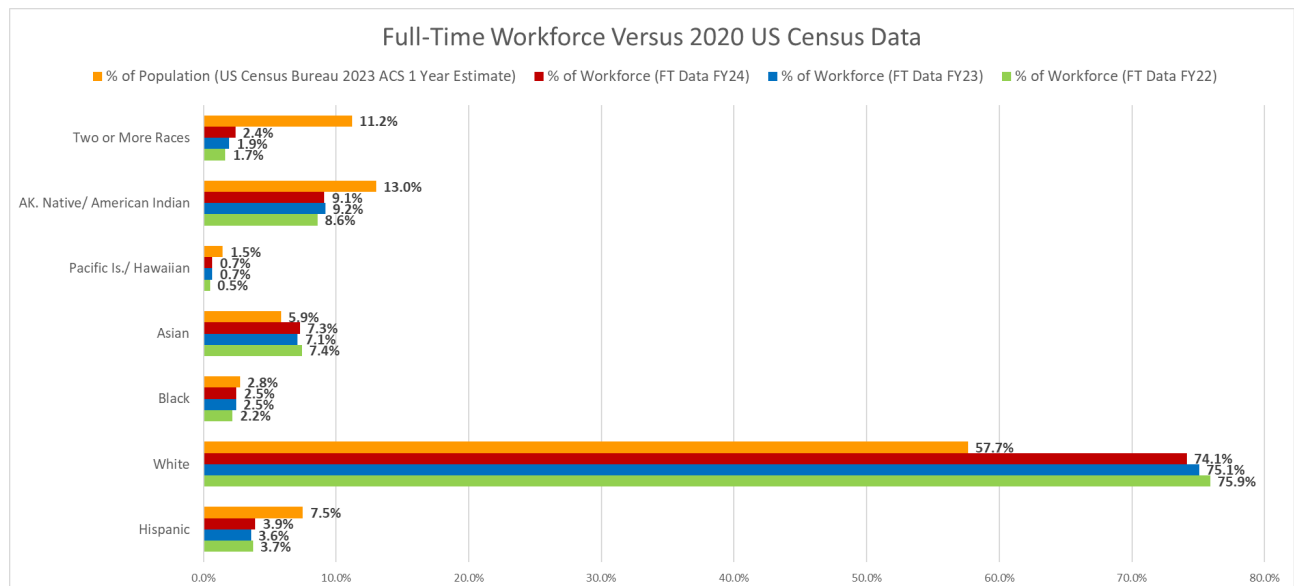
For FY24 the Department’s total full-time workforce was 2,810 employees. This is a slight increase from the previous reporting period. In FY23, approximately 27% employees identified as female and 73% as male. In FY24 the number of employees identifying as female decreased to 26.5% and the number of employees identifying as male increased to 73.4%. The Department’s workforce has historically been composed of more males than females. Additionally, the workforce is predominately of white ethnicity, and this trend is reflected across all personnel activities.

The US Census Bureau 2022 estimates reports that 47.4% of Alaska’s population is made up as female-identifying persons. The graph below compares the Female-identifying population in Alaska to the workforce makeup of the Department in FY24. The percentage of the Department’s workforce that is female is significantly lower than that of the overall population of Alaska and there was a decrease of 0.5% in female employees between FY24 and the previous reporting period.



*Fall time on the Alaska Highway, Robertson River Bridge, September 2024.
Photo by Kaitlynn Strange, Alaska DOT&PF*

The graph below compares the population of the State of Alaska according to the 2020 Census to the current workforce makeup of the Department sorted by race.

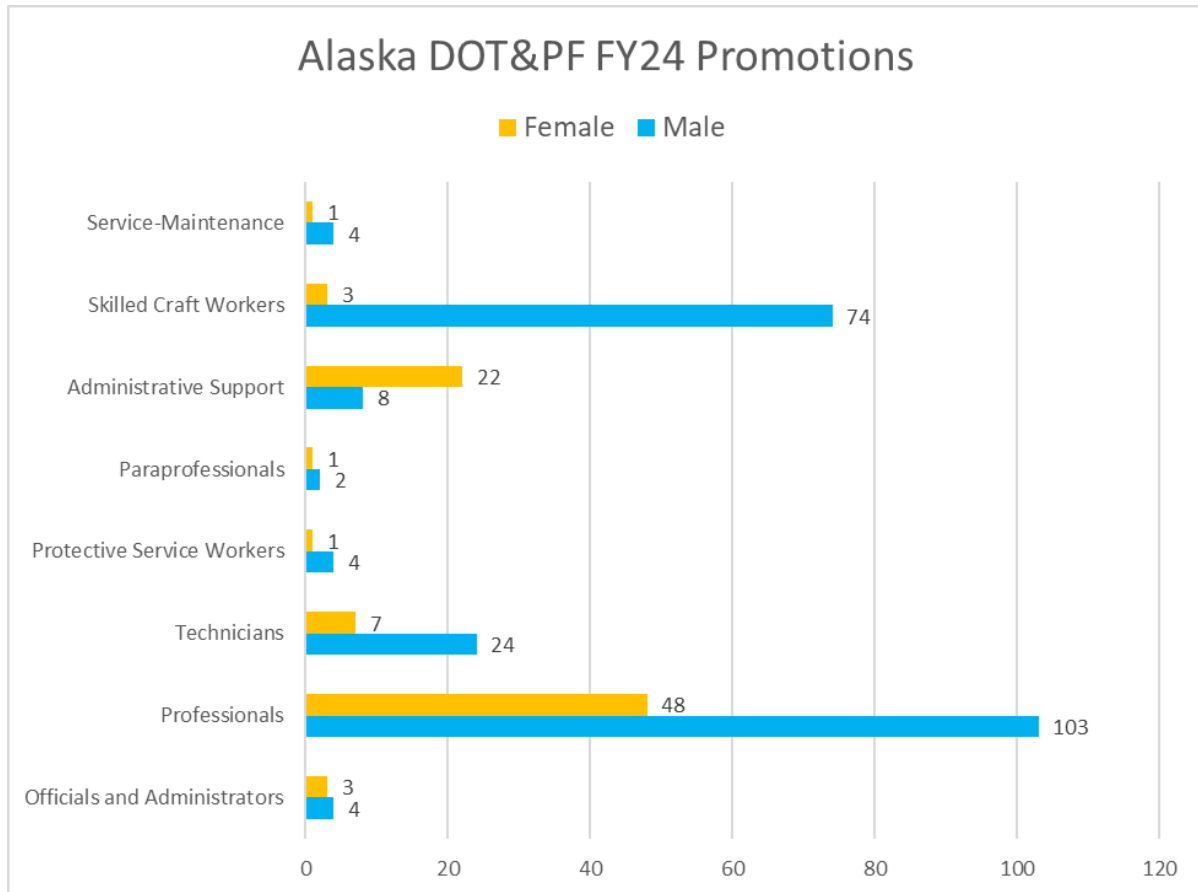


Due to the size of the Department’s workforce, it takes 28.1 new appointments in a category to increase its percentage in the Department by 1%. The percentages in each race category in the Department’s workforce stayed relatively consistent between FY23 and FY24. The largest changes were an increase of .5% in the Two or More Races category and a decrease of 1% in the White race category. Additionally, slight increases were seen in the Asian and Hispanic race/ethnicity categories and slight decreases were seen in the Alaska Native/American Indian race/ethnicity categories. All other categories remained the same as the previous reporting period.



*Opening of the Denali Highway,
April 2024.
Photo by Kaitlynn Strange, Alaska
DOT&PF*

The Department's promotions were up compared to the previous reporting period, with FY24's total promotion count at 309. This is 29 fewer promotions than in FY23. As indicated in the FY24 Promotions graph below, the professionals and skilled craft workers EEO-4 categories experienced the most promotions when combining male and female promotional numbers. As in past years' promotional activity, females promoted more frequently in the administrative support and paraprofessional categories while males promoted more frequently in all other categories.



When compared with the previous year's data, the percent of female employees awarded promotions decreased significantly across the majority of categories as can be seen on the table below.

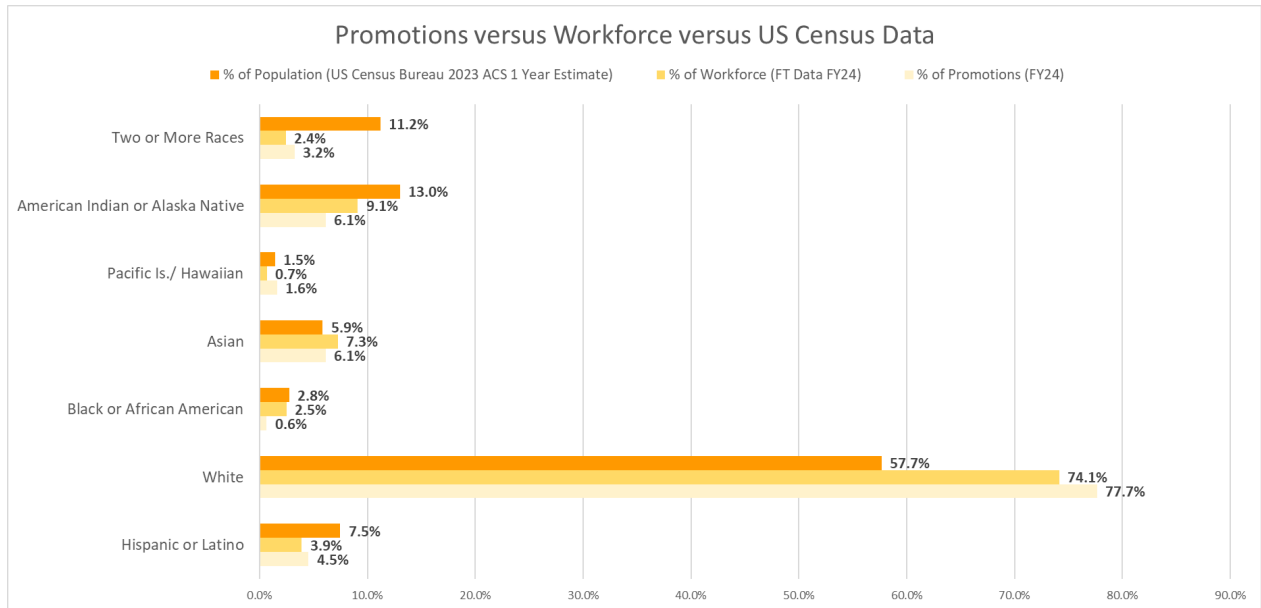
Alaska DOT&PF Promotions		FY23			FY24		
EEO-4 Category		Female	Male	% Female	Female	Male	% Female
Service-Maintenance		0	3	0.00%	1	4	20.00%
Skilled Craft Workers		6	57	9.52%	3	74	3.90%
Administrative Support		23	3	88.46%	22	8	73.33%
Paraprofessionals		7	3	70.00%	1	2	33.33%
Protective Service Workers		1	14	6.67%	1	4	20.00%
Technicians		5	17	22.73%	7	24	22.58%
Professionals		96	100	48.98%	48	103	31.79%
Officials and Administrators		0	3	0.00%	3	4	42.86%
Total Promotions		138	200	40.83%	86	223	27.83%

Since the number of promotions that occurred in many of these categories were relatively low, the difference of one employee in either the female or male category can significantly change the percent of promotions awarded in either category.

- The largest number of promotions occurred in the Skilled Craft Worker and Professional categories.
- The skilled craft workers continued to have a drastic difference in the rate of promotion between males and females: 96% of promotions were male, while just below 4% were female. Despite more promotions occurring in the Skilled Craft Workers category (FY23: 63 promotions, FY24: 77 promotions) the percent of female employees promoted was 5.63% lower in this category from the previous year.
- There was a significant change in the promotions in the Professionals category between FY23 and FY24. In FY23, 49% of promotions in Professionals category were awarded to employees identifying as female, which is nearly half of the promotions in this category. In FY24, only 32% of promotions from the Professionals category were awarded to employees identifying as female.
- Across all promotions awarded throughout the Department in FY23, 40.83% were awarded to employees identifying as female; in FY24 this percentage dropped to 27.83%. This is a significant decrease.
- The significant difference in cumulative promotions for males across all categories does correlate with DOT&PF's overall full-time workforce based on availability. An increase in females in the overall full-time workforce may lead to a continued increase in female promotions.

The graph below shows the percentages of promotions as they relate to race/ethnicity. Promotions in the categories of Two or More Races, Pacific Islander/Hawaiian, White, and Hispanic or Latino have increased; while promotions in the categories of American Indian or Alaska Native, Asian, Black or African American have decreased. Most changes are small, but it is worth noting that there was a 3% decrease in promotions in the category of American Indian or Alaska Native and a 3.6% increase in promotions in the White category.

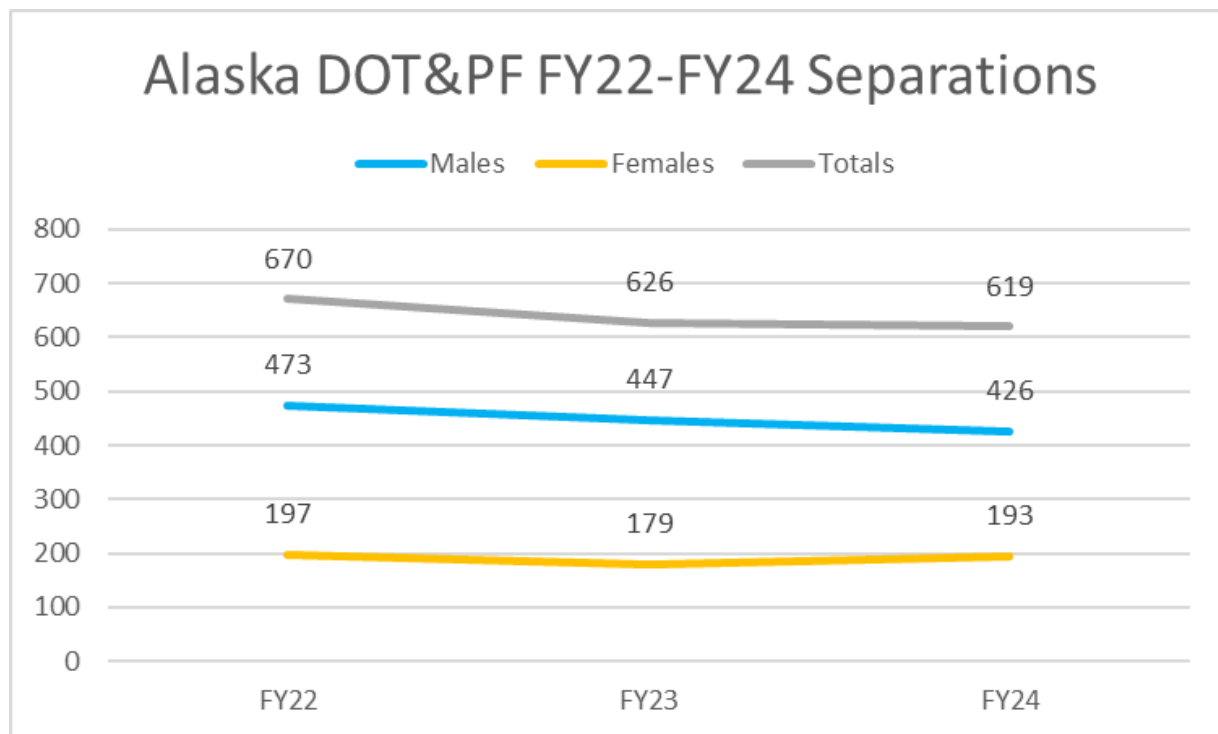
It is notable that while the overall workforce makeup has some significant differences from the 2024 US Census data, promotional numbers closely align with our workforce makeup data (within 4%). Based on the number of promotions that occurred in FY24, 1% translates to approximately 3 employees. This means that promotions in any category can significantly shift the percentage in that category. This makes it difficult to draw conclusions without more years of data to compare. Multi-year analysis of this information to check for trends will be a priority in the future.



A table with promotional data broken out by occupational group, sex, and race/ethnicity is below.

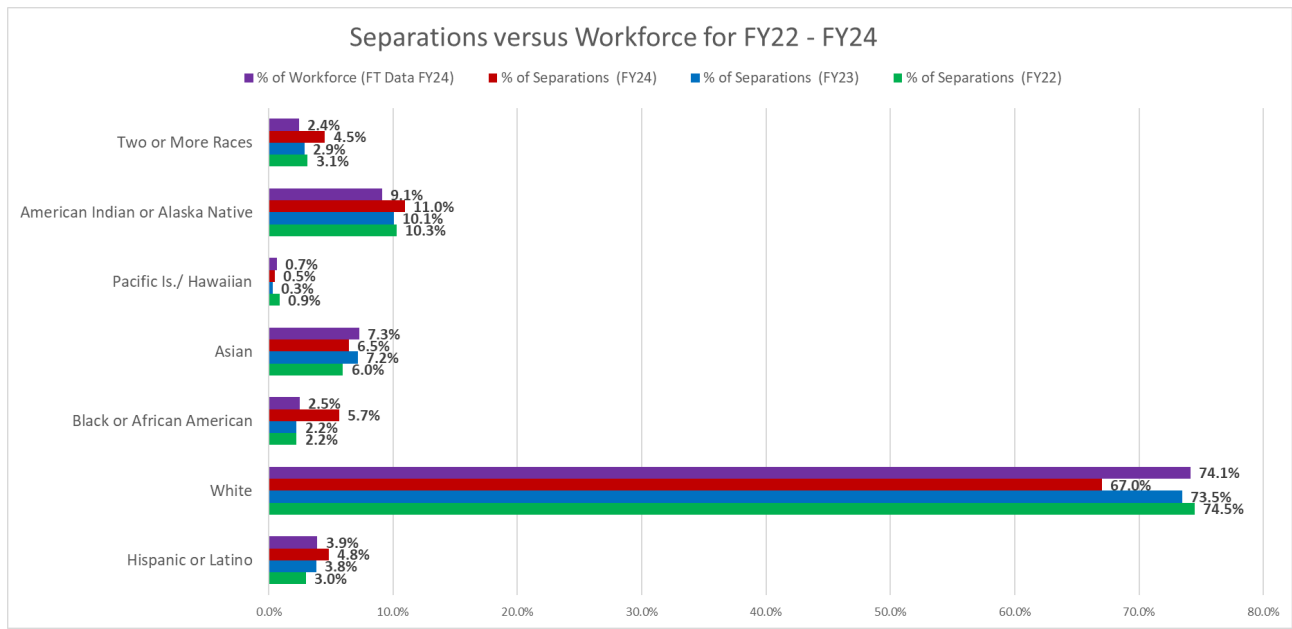
ADOT&PF FY24 Promotions	Hispanic	White	Black	Asian	Pacific Is./ Hawaiian	AK. Native/ American Indian	Two or More Races	Grand Total
Officials and Administrators	0.0%	1.9%	0.0%	0.0%	0.0%	0.3%	0.0%	2.3%
Male	0.0%	1.0%	0.0%	0.0%	0.0%	0.3%	0.0%	1.3%
Female	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
Professionals	1.6%	40.8%	0.0%	2.9%	1.6%	1.0%	1.0%	48.9%
Male	0.3%	29.8%	0.0%	1.9%	0.3%	0.3%	0.6%	33.3%
Female	1.3%	11.0%	0.0%	1.0%	1.3%	0.6%	0.3%	15.5%
Technicians	1.6%	6.1%	0.3%	0.0%	0.0%	0.6%	1.3%	10.0%
Male	1.0%	4.9%	0.3%	0.0%	0.0%	0.3%	1.3%	7.8%
Female	0.6%	1.3%	0.0%	0.0%	0.0%	0.3%	0.0%	2.3%
Protective Service Workers	0.3%	1.3%	0.0%	0.0%	0.0%	0.0%	0.0%	1.6%
Male	0.3%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.3%
Female	0.0%	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%
Paraprofessionals	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
Male	0.0%	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.6%
Female	0.0%	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%
Administrative Support	0.6%	4.9%	0.3%	1.3%	0.0%	1.6%	1.0%	9.7%
Male	0.3%	1.0%	0.0%	1.0%	0.0%	0.0%	0.3%	2.6%
Female	0.3%	3.9%	0.3%	0.3%	0.0%	1.6%	0.6%	7.1%
Skilled Craft Workers	0.3%	21.4%	0.0%	1.3%	0.0%	1.9%	0.0%	24.9%
Male	0.3%	20.4%	0.0%	1.3%	0.0%	1.9%	0.0%	23.9%
Female	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
Service-Maintenance	0.0%	0.3%	0.0%	0.6%	0.0%	0.6%	0.0%	1.6%
Male	0.0%	0.3%	0.0%	0.6%	0.0%	0.3%	0.0%	1.3%
Female	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%	0.0%	0.3%
All Promotions	4.5%	77.7%	0.6%	6.1%	1.6%	6.1%	3.2%	100.0%

As indicated below the Department has experienced a decrease in separations when compared to FY23 (643), with a combined total of 619 separations in FY24. The Department’s full-time workforce increased from FY23 (2,732) to FY24 (2,810). Please note that the Department separations count is derived from employees leaving employment with the State of Alaska Department of Transportation & Public Facilities and does not count internal transfers within the Department as separations.



The percentage of female and male separations has increased to approximately 31% (FY23 29%) females and decreased to approximately 69% (FY23 70%) males. These numbers closely correlate with the Department’s full-time workforce counts, though it is notable that the percent of total female employees for the Department is 26.6% while the rate of separations is 31.2%. Based on the total number of separations, it takes approximately six separations to move a percentage point.

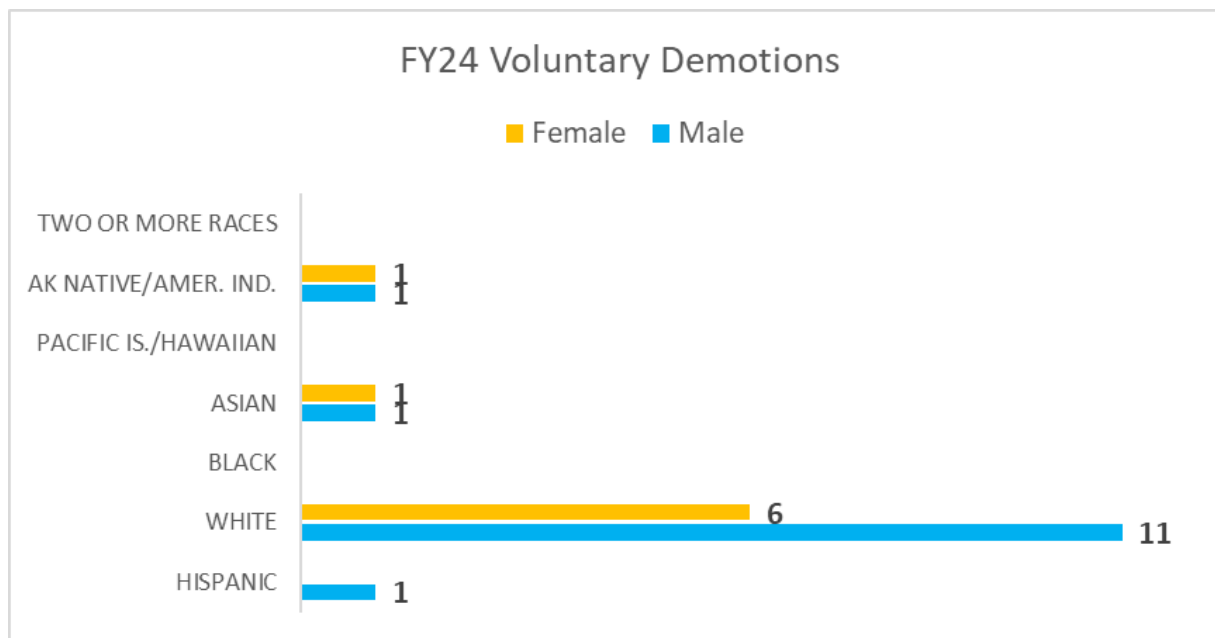
As can be seen in the graph on the following page, the “White” racial category had the largest number of separations in both female and male sex categories during FY24, which is consistent with the employee makeup of the Department. However, it is necessary to note that the white category had a significant decrease in separations between FY23 and FY24, amounting to 6.5% (approximately 39 people). Multi-year analysis of this information to check for trends will be a priority in the next reporting cycle.



*Rainbow Bridge sunset, Selawik September 2024. Ongoing Bank Revegetation.
 Photo by Scott Leigh, Alaska DOT&PF*

The Department's skilled craft workers section experienced the highest number of separations during FY24. The high rate of separations is likely due in part to some positions in that category being classified as non-permanent positions tied to seasonal work. This is consistent with previous reports. A chart with a breakdown of separations by occupational category, sex, and race/ethnicity categories is below.

ADOT&PF FY24 Female Separations	Hispanic Female	White Female	Black Female	Asian Female	Pacific Is./ Hawaiian Female	AK. Native/ American Indian Female	Two or More Races Female	Grand Total
Officials and Administrators	0	1	0	0	0	0	0	1
Professionals	3	41	2	3	0	7	0	56
Technicians	1	1	0	0	0	1	0	3
Protective Service Workers	0	0	0	0	0	0	0	0
Paraprofessionals	0	0	0	1	0	1	0	2
Administrative Support	4	32	1	3	1	4	0	45
Skilled Craft Workers	0	24	0	3	0	9	6	42
Service-Maintenance	2	30	4	2	0	4	2	44
FY24 Total %	1.5%	20.8%	1.1%	1.9%	0.2%	4.3%	1.3%	31.2%
ADOT&PF FY24 Male Separations	Hispanic Male	White Male	Black Male	Asian Male	Pacific Is./ Hawaiian Male	AK. Native/ American Indian Male	Two or More Races Male	Grand Total
Officials and Administrators	0	6	0	0	0	1	0	7
Professionals	2	49	4	5	0	4	2	66
Technicians	1	13	2	1	0	3	5	25
Protective Service Workers	1	7	1	0	0	0	0	9
Paraprofessionals	1	1	0	0	0	0	0	2
Administrative Support	2	9	0	7	0	0	1	19
Skilled Craft Workers	13	172	11	7	1	30	12	246
Service-Maintenance	0	29	10	8	1	4	0	52
FY24 Total %	3.2%	46.2%	4.5%	4.5%	0.3%	6.8%	3.2%	68.8%



During FY24, a total of 22 demotions occurred, none of which were involuntary demotions. This is a decrease of 8 demotions from the previous reporting year. As is historically common with the Department, white males had the largest amount of voluntary demotions in FY24. This is consistent with the workforce makeup. In a review of the employee movement data, there were no concerning patterns to indicate that voluntary demotions were concentrated in any particular work unit or to indicate disparate treatment.



*Finish roller follows the rest of the paving train on Richardson Hwy MP 266-341 Passing Lanes project, summer 2024.
Photo by Chris Plutt, Alaska DOT&PF*

Disciplinary Procedures

The State of Alaska uses a progressive discipline approach as the process for dealing with job-related behavior that does not meet expected and communicated performance standards. The primary purpose of progressive discipline is to assist the employee in understanding that a performance problem or opportunity for improvement exists. The process features increasingly formal efforts to provide feedback to the employee so they can correct the problem. The goal of progressive discipline is to improve employee performance. The process of progressive discipline is not intended as punishment for the employee, but to assist the employee in overcoming performance problems and satisfying job expectations. Progressive discipline is most successful when it assists an individual in becoming an effectively performing member of the Department. Failing that, progressive discipline enables the Department to fairly, and with substantial documentation, terminate the employment of employees who are ineffective and unwilling to improve.

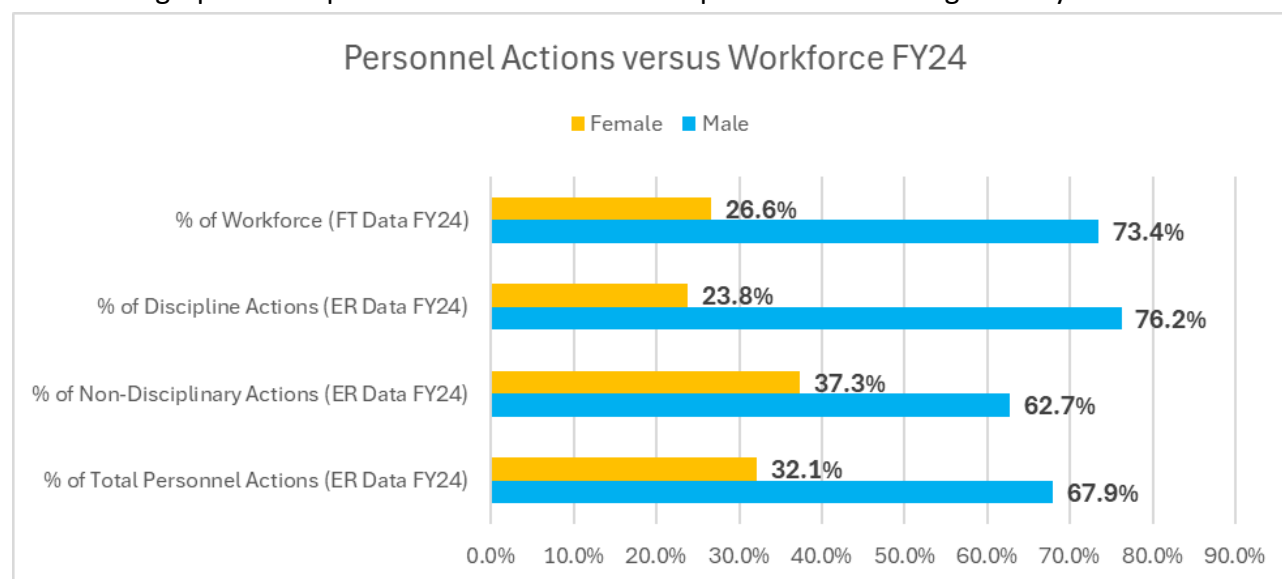
Employees have a right to due process if they are subject to disciplinary procedures. Discipline that is imposed must meet just cause standards. Alaska DOT&PF policy requires that managers and supervisors work closely with Human Resources when considering or taking a disciplinary action.

During FY22, the State of Alaska consolidated the branch of Human Resources that is responsible for conducting investigations and assisting with the disciplinary process. Alaska DOT&PF only retained two Human Resources positions in this functional area to assist with the Alaska Marine Highway System. Due to continued efforts to standardize reporting data, reporting on discipline issued for Alaska DOT&PF is not available for years prior to FY24. While observations may be made about the FY24 data, additional years of data is required to draw conclusions about trends. Multi-year analysis of this information to monitor trends will be a priority in the next reporting cycle.

During FY24, the internal Department of Transportation & Public Facilities Employee Relations team was responsible for handling personnel actions related to the vessel employees of the Alaska Marine Highway System, while the Division of Personnel's Employee Relations team handled all other personnel actions. These actions are broken into two categories: Disciplinary (including Letter of Warning, Letter of Reprimand, Letter of Suspension, and Dismissal), Non-Disciplinary (including Probation Extension, Administrative Separation, Letter of Instruction, Letter of Expectation, Performance Improvement Plan, Non-Retention, and Separation). Combined, the two employee relations groups completed 42 disciplinary actions and 67 non-disciplinary actions, making a total of 109 personnel actions.

The data used to generate the graphs below was assessed by personnel action, rather than by individual who was the recipient of the action. Due to the nature of the progressive discipline process, this means that the sex and/or race/ethnicity data for some individuals is included more than one time. Due to the relatively small sample size, this means that some categories may be overrepresented. Every disciplinary action in a category impacts the total by 2.38%; every non-disciplinary action impacts total by 1.49%; and every personnel action impacts the total by .91%.

The below graph shows personnel actions related to performance during FY24 by Sex.

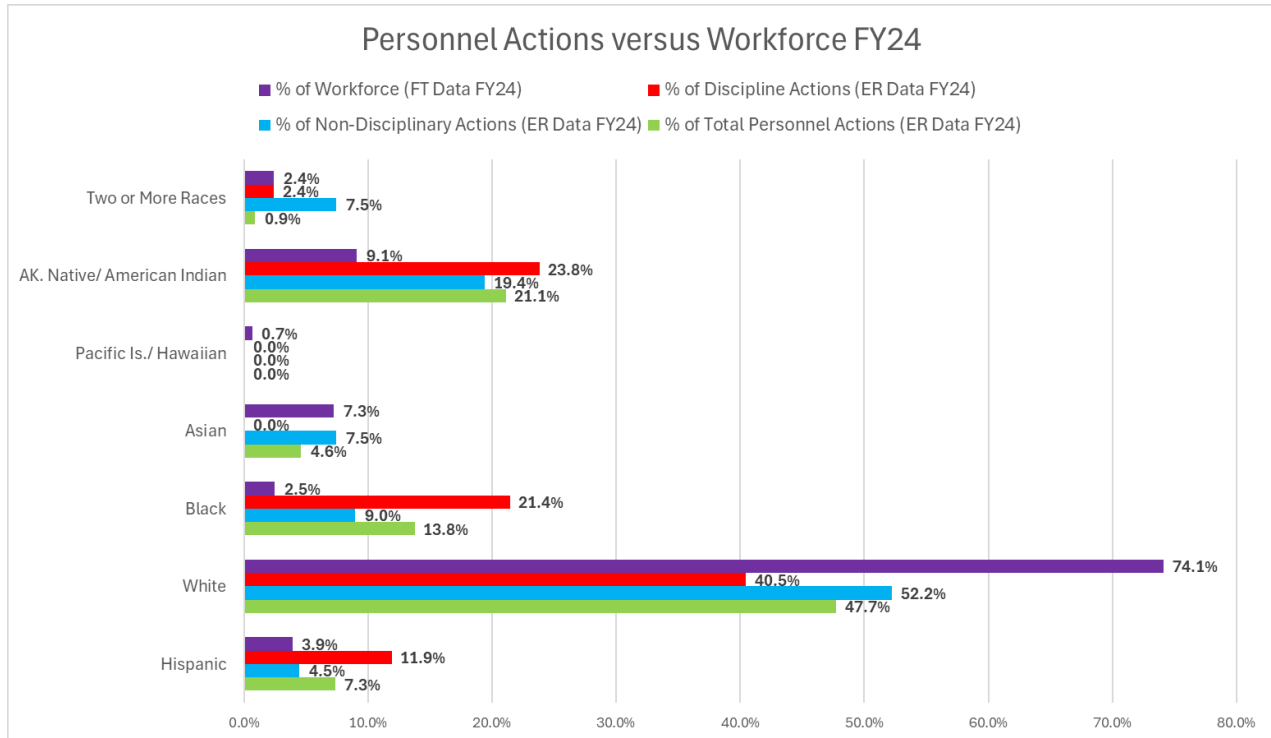


As is consistent with the workforce makeup, males experienced a greater number of performance-related personnel actions during FY24. The percentage of disciplinary cases for males is only about 3% above that of the workforce makeup.



*Bald Eagle perched on DOT&PF sign at Richardson Highway MP97.5, Fall 2024.
Photo by Tyler Jones, Alaska DOT&PF*

The graph below shows personnel actions related to performance during FY24 by race/ethnicity. Throughout every race/ethnicity category, there are significant differences between the workforce makeup and each type of action. Identifying trends in this data will be a priority during the next reporting period.



*Peninsula M&O clearing out Seward Airport runway, January 2024.
Photo by Sierra Glonek, Alaska DOT&PF*

Layoff Procedures

When it's determined that layoffs must occur the Department works very closely with the Department of Administration, Division of Personnel and Labor Relations (DOP&LR) to ensure all layoffs occur in compliance with applicable collective bargaining agreements between the State of Alaska and the Unions representing the employees. Part of this interaction requires that organizational units for the purposes of layoffs must be in writing and may be recognized on the basis of geographical area, function or class of employment, and may be different for different classes and types of employment. Length of service or seniority points determine the order of layoff and an Order of Layoff is certified by DOP&LR. This process has more steps for review to ensure it is conducted fairly and with accuracy.

The Department did not have any layoffs or recalls in FY24 to include in this report; they will be reported on and analyzed as they occur in the future.

Training Opportunities

The Department has multiple independent systems for capturing employee training which causes a distinct challenge for standardization and analysis of the data. The Department of Administration, Division of Personnel and Labor Relations recently changed their statewide learning management system which is also used for tracking, but the system does not presently capture sex, race, and EEO-4 categories associated with employee training. However, the Department intends to continue exploring avenues for collecting this data. Additionally, the Department has created a Diversity, Equity, and Inclusion (DEI) Team whose members work with the different Department training systems. This DEI Team will strive to find ways to bring the Department's training data into a standardized format to help improve the ability to analyze for equality. The Department's historical trend for availability and accessibility of training has always been shown to be equitable, and it is expected to continue to do so.

The Department is presently in the implementation process of an Onboarding system which includes training tasks for new employees, including the completion of State of Alaska DEI trainings. Once this system is fully implemented, these training activities will be required for all incoming Department employees. This will ensure that all Department employees have received DEI training upon appointment with the Department.

Monitoring and Reporting Systems

The Commissioner of the Department of Transportation and Public Facilities (DOT&PF) ultimately has the responsibility for oversight of the monitoring and reporting systems enacted in the Department's Equal Employment Opportunity Program (EEOP). As detailed in Section III: Designation of Personnel, certain oversight authorities have been delegated to the Department's Equal Employment Opportunity (EEO) Officer, Affirmative Action (AA) Officer, and Human Resource Business Partner (HRBP). These officials are tasked with the direct management of monitoring and reporting systems of the EEOP.

Monitoring Methods:

An annual checklist is to be assessed every March to ensure compliance with the EEOP. Included in the checklist:

- Training and development reports for all employees who completed EEO training
- Statistical analysis of employment practices and employee movement
- Ensure dissemination practices as detailed in Section II: Dissemination has been performed
- Conduct random audits of job postings to ensure the statement, "The State of Alaska is an Equal Employment Opportunity and Affirmative Action Employer" is included in all job postings; to view the DOT&PF's EEO policy statement, please follow this link: <http://dot.alaska.gov/job-opportunities/index.shtml>

Subrecipients and Contractors Compliance:

The Department's Division of Project Delivery is responsible for ensuring subrecipient and contractor compliance. This includes conducting reviews every two (2) to five (5) years based on their annual risk assessment. The reviews include ensuring an EEO program plan is in place, is posted in a conspicuous and accessible location, is included in the personnel policies and/or employee handbook, and is included in job applications and employment postings; and the reporting of any EEO related complaints or lawsuits filed since the last review.

Union Contracts:

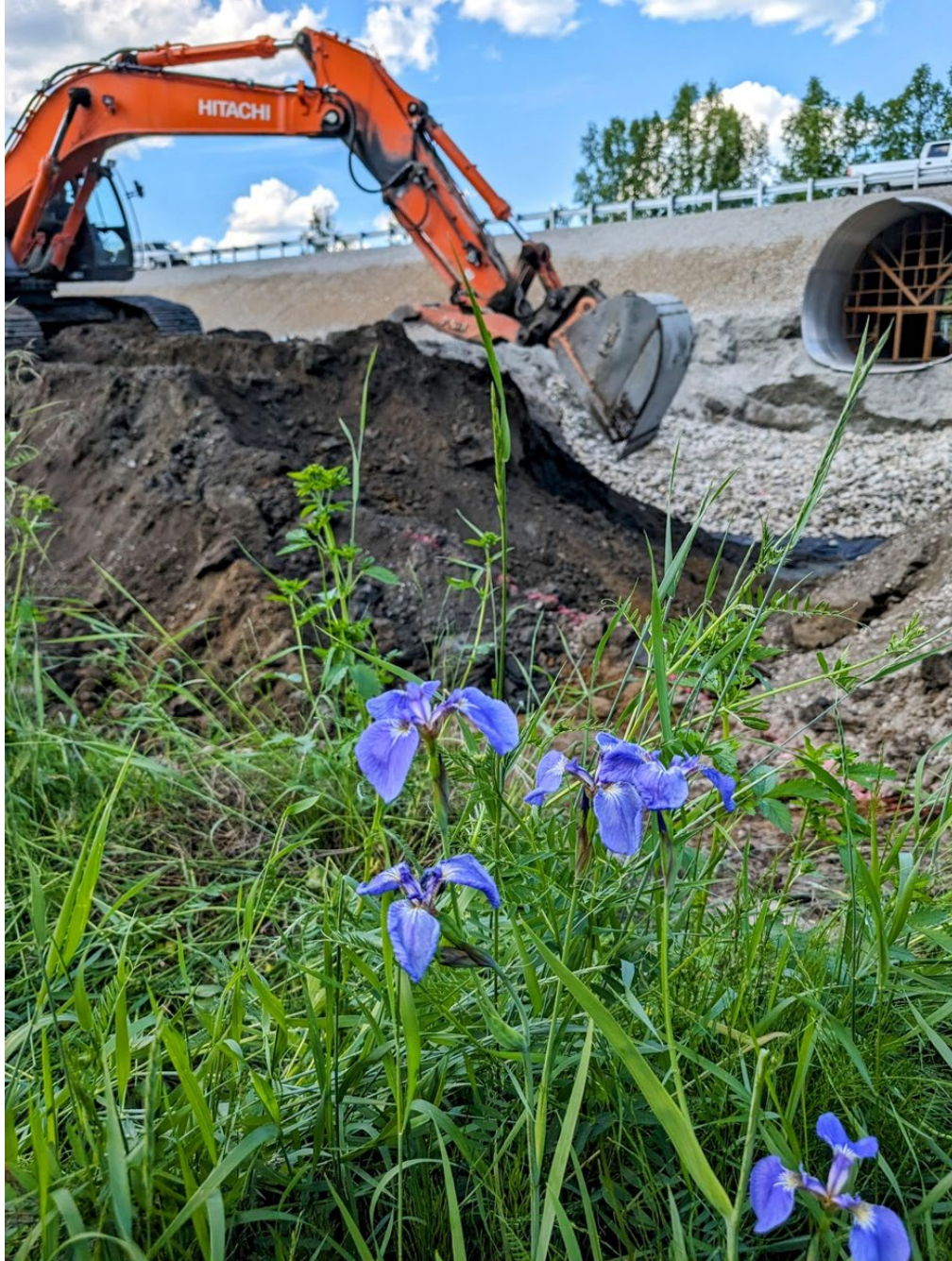
Officials with the State of Alaska (SOA) Department of Administration (DOA) Division of Personnel and Labor Relations (DOP&LR) negotiate the Bargaining Unit (BU) contracts on behalf of the statewide executive branch agencies. Input is sought from the agency leaders prior to and during negotiations to address any disparate impact.

Monitoring Complaints:

- Internally, DOT&PF's Human Resource section regularly monitors and updates a designated complaint log for incoming, ongoing, and resolved complaints.
- Externally, DOP&LR monitors all EEO discrimination complaints statewide and reports to DOT&PF.

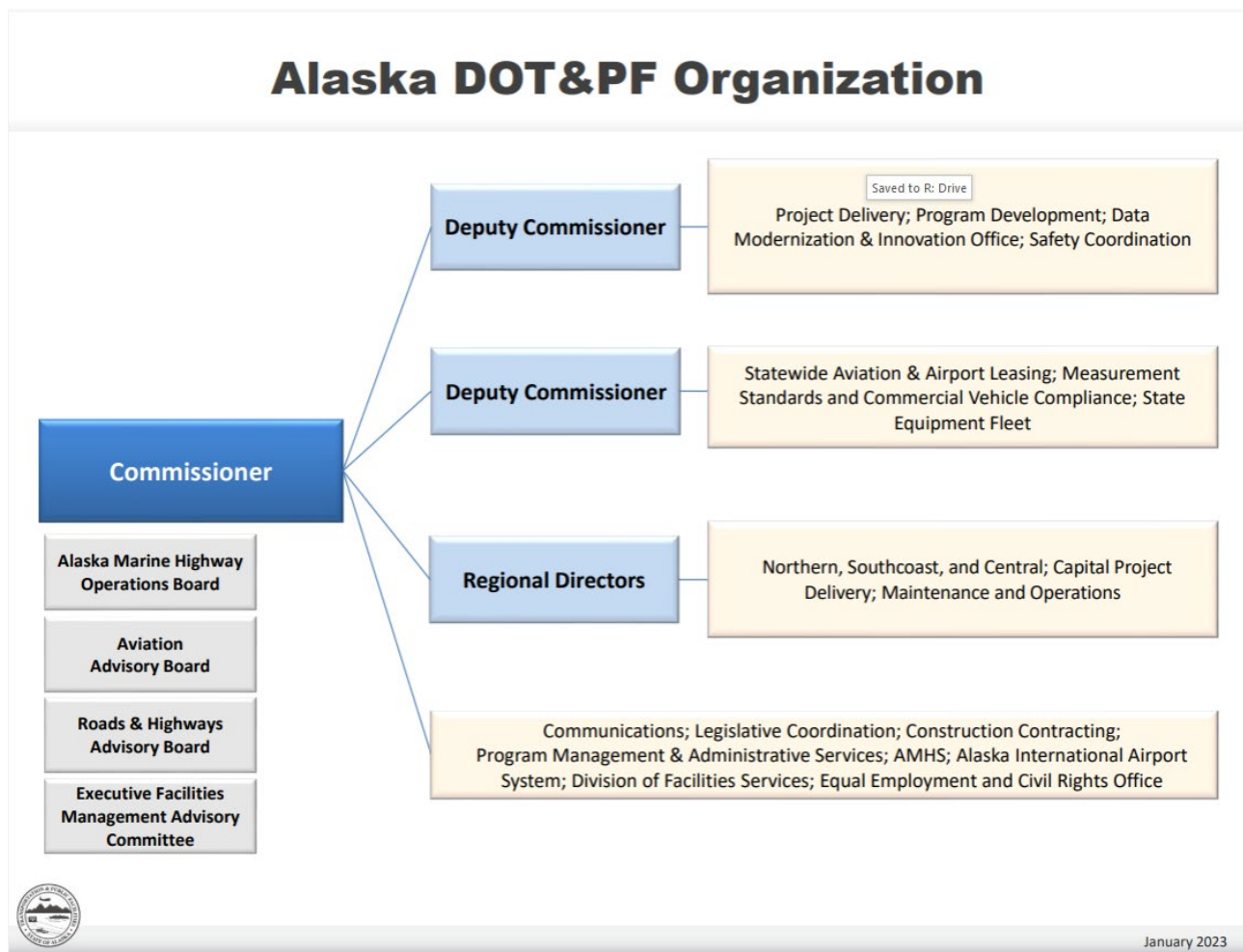
Meetings:

Meeting minutes from semi-annual EEO presentations by the EEO Officer and HR Business Partner for the executive team leaders are stored electronically and are preserved according to the SOA's retention schedule. These presentations include review of the annual update for DOT&PF's EEO Plan.



*Beauty and Construction. Richardson Highway MP 359, Summer 2024.
Photo by Samantha Haller, Alaska DOT&PF*

Alaska DOT&PF Executive Level Organizational Chart



Appendix

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.