



# FY 21 Affirmative Action Plan Missouri Department of Transportation

## Equal Opportunity and Diversity Division

Phone: 573-526-5611

Fax: 573-522-6430

P.O. Box 270 Jefferson City, MO 65102

[equalopportuniy@modot.mo.gov](mailto:equalopportuniy@modot.mo.gov)



Missouri Department of Transportation

Affirmative Action Plan

for

Minorities and Females

## **Purpose of MoDOT's Affirmative Action Plan**

The Missouri Department of Transportation (MoDOT or Department) is committed to Equal Employment Opportunity (EEO) and fully utilizes the Affirmative Action Plan (AAP) as a way to continue to strive for this goal. The overall intention of affirmative action is to develop a workforce that is complimentary and reflective of the racial, ethnic, and gender profiles of the labor pools from which the department recruits and selects employees.

The following plan includes MoDOT's self-examination of its workforce and employment practices over the course of the past year. Additionally, the plan includes MoDOT's action plan for the following fiscal year that will be used in an attempt to correct deficiencies in the areas of equal employment opportunity.

MoDOT's Affirmative Action plan contains a diagnostic component which includes a number of quantitative analyses designed to evaluate the composition of the workforce and compare it to the composition of relevant labor pools.

The AAP includes specific practical steps designed to address underutilization. The plan also includes an internal auditing and reporting system as a means of measuring the department's progress toward achieving the workforce that would be expected in the absence of discrimination. As part of the AAP, the department monitors and examines its employment decisions and compensation systems to evaluate their impact on women and minorities.

The plan includes policies, practices, and procedures that the department implements to ensure that all qualified applicants and employees are receiving an equal opportunity for recruitment, selection, advancement, and every other term and privilege associated with employment. Affirmative Action, ideally, is a part of the way the department regularly conducts its business.

The AAP is used to evaluate MoDOT's EEO/AA practices; determine areas for improvement; keep track of the responsibilities of the EO Director and all managers responsible for ensuring the AAP is followed; and track the progress toward attaining the stated goals and action programs.

# Internal and External Affirmative Action Program for Minorities and Females

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## **Missouri Department of Transportation**

*Internal and External Affirmative Action Program for Minorities and Women*

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### **Section 1 – Internal Narrative**

*The following section provides the written supporting narrative for the Affirmative Action Plan*

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*Introduction and Background*

*Equal Employment Opportunity (EEO) Policy Statement*

*Organizational Chart*

*Equal Opportunity and Diversity Division*

*EODD Staff*

*Establishment of Responsibility for Implementation*

*Designation of Responsibility of EEO Director*

*Responsibility of Management*

*Dissemination of Policy*

*Identification of Problem Areas*

*Development and Execution of Action-Oriented Programs*

*Internal Audit and Reporting System*

*Support of Community Action Programs*

*Recruitment Efforts*

**Affirmative Action Plan**

**Plan Effective Date:** July 1, 2020

**Plan Expiration Date:** June 30, 2021

**Prepared By:** Rebecca Brietzke  
*Senior Diversity and Inclusion Specialist*

**EEO Director:** Rudolph Nickens  
*Equal Opportunity and Diversity Director*

**Approved By:** Patrick McKenna  
*Director*

**Establishment Name:** Missouri Department of Transportation

**Establishments Address:** PO Box 270  
Jefferson City, MO 65102



## **Introduction and Background**

On March 22, 1913, the Missouri Legislature created the Missouri State Highway Department. In 1979, voters of the State passed a constitutional amendment merging the State Highway Department with the Department of Transportation, becoming the Missouri Highways and Transportation Department. In 1996, the Missouri Highways and Transportation Department became the Missouri Department of Transportation (MoDOT or Department) by legislative action. The Missouri Highways and Transportation Commission (MHTC or Commission), a six-member bipartisan board, governs the Department. Commission members are appointed by the governor and are confirmed by the Missouri Senate. No more than three commission members may be of the same political party. The Commission is responsible for appointing the MoDOT Director.

The Department operates under a combined central and regionally decentralized organization, with a Central Office in Jefferson City. The Central Office provides staff assistance and functional control for the various departmental tasks in seven geographical districts. Each district is under the direction of a District Engineer, who is responsible for administering department activities within the district.

MoDOT is committed to providing the public with safe and modern transportation system. MoDOT's mission is to provide a world-class transportation system that is safe, innovative, reliable and dedicated to a prosperous Missouri. The department is responsible for maintaining the seventh largest state highway system nationally with 33,859 miles of highway and 10,385 bridges. In addition to designing, building, and maintaining roads and bridges, MoDOT works to improve airports, river ports, freight development, railroads, public transit systems and pedestrians and bicycle travel. The agency also administers motor carrier and highway safety programs. MoDOT's fiscal year 2021 appropriations of \$3.1 billion provides funding for all of the services mentioned above.

MoDOT has responsibilities for five major transportation alternatives available to Missourians -- highways, aviation, waterways, transit and railroads. Those responsibilities include the total operation of the 33,859 mile highway system, including highway location, design, construction and maintenance.

In addition, the Department cooperates and coordinates with owners and operators of the four other modal systems in the development and improvement of airports, rail facilities, ports and the operational cost of all transit systems.

Central Office divisions include:

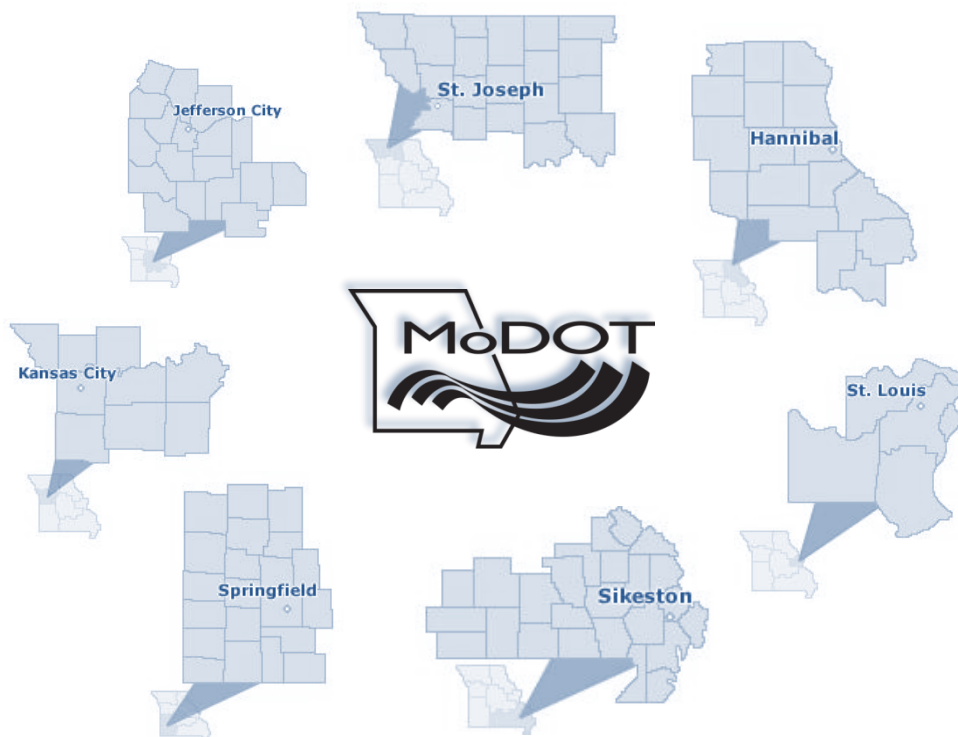
Audits and Investigations  
Bridge  
Chief Counsel Office  
Communications  
Construction and Materials  
Design  
Equal Opportunity and Diversity  
External Civil Rights  
Financial Services

General Services  
Governmental Relations  
Human Resources  
Information Systems  
Maintenance  
Motor Carrier Services  
Multimodal Operations  
Highway Safety and Traffic  
Transportation Planning

The seven District Offices are located in the following areas:

Northwest – St. Joseph  
Northeast – Hannibal  
Kansas City – Lee's Summit  
Central – Jefferson City

St. Louis – Chesterfield  
Southwest – Springfield  
Southeast - Sikeston



## **Equal Employment Opportunity (EEO) Policy Statement**

### **41 C.F.R. 60-2.17**

It is the policy of MoDOT to uphold federal and state statutes and regulations and to promote equal employment opportunities in all its employment and business activities. This policy extends to recruitment, employment, training and development, promotion, transfer, disciplinary action, policy administration, compensation and benefits.

The Affirmative Action Plan (AAP) is a plan of positive action to overcome the present effects of past policies or practices that were barriers to equal employment of women, African Americans, Hispanic/Latinos, Asian/Pacific Islanders, American Indians and any other groups that have been found historically to be underutilized in the workforce or otherwise adversely affected. In our AAP, we identify the causes of imbalance and achievements that have been made through the application of our good faith efforts.

The Department strives to create a positive work environment that provides employees the opportunities to maximize their skills and abilities. Any employee found to have engaged in discrimination, harassment (including sexual) or retaliation will be subject to disciplinary action that could include termination.

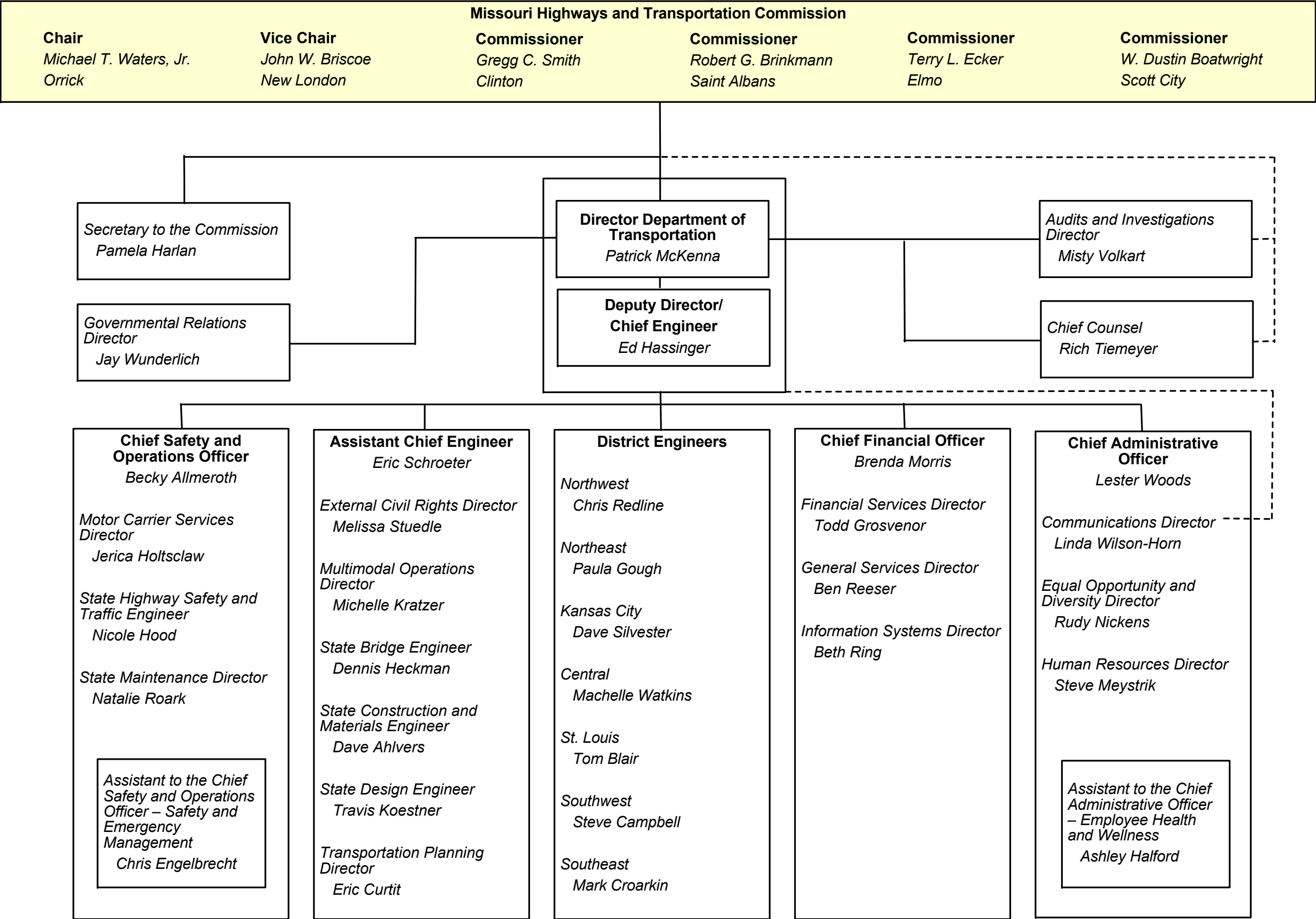
The success of our diversity/affirmative action programs require appropriate allocation of resources, various industry expertise and unwavering support from leadership. Additionally, the program success requires thoughtful planning, persistence, understanding, dedication, patience and cooperation from all department employees.

We pledge our continued support and commitment to achieve the goals within this plan in a fair and impartial manner. We expect all supervisory personnel to adhere to this policy by carrying out their affirmative action responsibilities with the same vigor and effectiveness as all of their other responsibilities.



Patrick McKenna – *Director*  
Missouri Department of Transportation

# Missouri Department of Transportation



SAFETY

SERVICE

STABILITY

## **Equal Opportunity and Diversity Division (EODD)**

The EODD is responsible for implementing the department's equal employment, affirmative action, diversity and inclusion programs throughout the districts/divisions to ensure consistency with federal and state regulations and statutes.

Key functions of the EODD consist of overseeing the Regional Diversity and Inclusion Conferences, generating State and Federal mandated Affirmative Action and Equal Employment Opportunity reports, coordinating diversity and inclusion education, coordinating Employee Resources Groups (ERG's) for the department, and creating programs to foster a diverse and inclusive workforce, assisting districts and management teams with diversity/EEO efforts, and serving as a liaison on various committees throughout the state.

### **Regional Diversity and Inclusion Conferences**

In 2010, EODD began working with each of the seven districts to host local Diversity and Inclusion Conferences. The EODD staff is responsible for working with personnel in the districts to develop and promote a conference agenda specific to the needs of the given area. EODD personnel provide assistance with looking for, and booking, speakers who are well versed in appropriate topics, finding an acceptable venue, developing satisfaction surveys and program evaluations, inviting attendees and other duties as they develop. This program is currently on hold until further notice.

### **State and Federal mandated AA and EEO reports**

The EODD develops quarterly reports to track the number of minorities and females who are employed, separated and promoted. The division also develops the Workforce Diversity Plan for the State Office of Administration and the Affirmative Action Plan for the Federal Highway Administration on an annual basis.

### **Diversity and Inclusion Education for Employees**

The EODD staff is responsible for fulfilling educational requests that are submitted by the districts and divisions. In addition to all the requested events, EODD provides monthly events to educate employees on various diversity, inclusion and equity topics. It is the staff's responsibility to create the content and send out invitations to MoDOT employees. The trainings are conducted by a member of EODD or by an external consultant.

## **Diversity and Inclusion Programs**

The EODD sponsors several programs within the Department in order to foster a workplace that appreciates diversity and is inclusive of everyone. The programs are as follows:

*Mentor Program* – The EODD facilitates the mentor program for the Department. MoDOT's mentoring program is designed to assist with professional development and enhance the Department by promoting a diversified and talented workforce. The program provides employees with career guidance and support through the establishment of mentoring partnerships. Employees can contact the EODD to get advice on selecting a mentor, things to talk about during their mentor session and other tips to ensure a successful mentor partnership. In addition to providing tips to employees, the EODD works to ensure minorities and women are utilizing the mentor program in an effective manner. The EODD also conducts evaluations every fiscal year to review employee satisfaction with the program and receive feedback for continuous program improvement.

*Youth Transportation Conference* - MoDOT sponsors an annual Youth Transportation Conference (YTC) during the month of July in Jefferson City, MO, which is coordinated by the EODD. The YTC is designed to encourage young people from diverse backgrounds to consider careers in engineering and other transportation related fields. The EODD is responsible for conducting outreach and recruitment for the conference with schools, formalizing an educational agenda, and acting as the lead chaperones. This program is currently on hold until further notice.

The conference exposes students from across Missouri to the numerous career opportunities in the fields of transportation and civil engineering. Students apply math, science and computer concepts to solving real-world transportation engineering problems and learn how to identify and evaluate the social and environmental impacts associated with these transportation systems. The camp is free to students entering 9th, 10th, 11th and 12th grades to provide an academic and professional enrichment opportunity for students who may otherwise not have access to a program of this magnitude. The conference recruits and welcomes students from across the state with diverse backgrounds, included but not limited to: varied socio-economic status, rural and urban areas, public, private, and home schools. Additionally, increased efforts to reach underrepresented minorities and females are made. This six day conference is packed with fun and exciting academic, career development and social activities.

Internship Program – The Human Resources Division administers the Department’s Internship Program in conjunction with the EODD. EODD staff assists with school visits, recruitment and conducting interviews for potential placement in the Department.

The Internship Program is a training program that gives students a chance to “earn while they learn” by providing them with progressive professional opportunities during the summer months. The program has an emphasis on recruiting students interested in civil engineering, business, criminal justice, computer science and other related fields.

The EODD coordinates an annual Intern Conference hosted in Jefferson City, Missouri. The EODD staff is responsible for developing the agenda that includes opportunities for professional development and networking with senior leaders in the Department. The conference provides participants with an opportunity to meet other interns from different departments and divisions across the state and to visit other MoDOT buildings.

Partners in Education - The Partners in Education program is organized through the Jefferson City Area Chamber of Commerce. Their mission is to promote the collaboration of the Jefferson City area business and education communities, provide programs that enable students to achieve academic excellence and enhance economic growth with quality schools. MoDOT’s partner school is Thomas Jefferson Middle School in Jefferson City, MO. Each year, the EODD coordinates a Transportation Day held at this school which involves providing hands-on transportation related activities for the students. This program is currently on hold until further notice.

Employee Resource Groups – The EODD is responsible for assisting with developing and maintaining functional employee resource groups in the department. These are employee-led groups made up of individuals who voluntarily join together based on common interests, background, or demographic factors such as gender, race or ethnicity. Their objective is to provide an organizational resource where employees can learn and grow, while also providing a platform for employee voices to be heard, valued and engaged.

Employee Advisory Council – The Employee Advisory Council (EAC) is comprised of MoDOT employees from all seven districts and Central Office. They function as an advocate for employees needs and concerns while assisting management with cultural diversity, policy review and communication issues. The importance and value of this group is highly recognized, resulting in a seat by the EAC chairperson on the Senior Management Team.

*Diversity Education Course Catalog* – The Diversity Education Course Catalog is a compilation of 22 courses developed by the EODD staff. The course book allows employees to select from a variety of courses that may fit their training need at any time. The course book will improve access to trainings and allow more people to select trainings that are right when they are needed.

### **Department Diversity and EEO Efforts**

The EODD staff are Central Office employees who work with every district and division on all their diversity, inclusion and equity efforts. The EODD personnel provide assistance with conducting outreach and recruitment at organizations geared toward minorities and females to help ensure a diverse applicant pool for positions being filled throughout MoDOT. The staff of EODD also advises management and employees on EEO issues, develops diversity presentations, provides diversity education events and assists with any other need that may arise around diversity or EEO.

### **Liaison Role**

Staff from the EODD serves as liaisons for the following committees: Governor's Council on Disability, Workforce Diversity Council, Missouri Mentoring Initiative, Mid America Association of Transportation Officials Committee on Diversity and Inclusion.

### **Equal Opportunity and Diversity Staff**

#### *Rudolph (Rudy) Nickens, Equal Opportunity and Diversity Director (Full-time)*

Rudy administers the department's workforce diversity and affirmative action programs to comply with federal regulations and state statutes. This includes outreach, cultural education, cooperative education, mentoring, exit interviews and other specialized programs. In addition, he serves as MoDOT's liaison for the Employee Advisory Council, Office of Administration Workforce Diversity Council, Governor's Mentoring Program and the Governor's Council on Disability. Rudy reports directly to the Chief Administrative Officer.

#### *Elizabeth Reed, Special Projects Coordinator (Full-time)*

Elizabeth is responsible for developing and coordinating the Statewide Employee Resource Groups (ERG's). She is responsible for coordinating the dissemination of the statewide Employee Engagement Survey and reporting the results. Elizabeth is responsible for development of the EOD Division's magazine, *Mosaic* a publication focused on workplace culture and supporting



inclusive behavior and *News You Can Use*, short videos to share tips on inclusive behavior. She oversees the Regional Diversity and Inclusion Conferences (RDIC's) for Central District, Northeast, Southeast and St. Louis. She also develops and conducts diversity training presentations and oversees the National Summer Transportation Institute program. Additionally, Elizabeth is responsible for coordinating college level outreach initiatives and recruiting opportunities.

*Rebecca (Beckie) Brietzke, Senior Diversity and Inclusion Specialist (Full-time)*

Beckie is responsible for developing and coordinating diversity education events and Affirmative Action trainings. She prepares quarterly EEO reports for each of the districts and for central office. Beckie generates the State Workforce Diversity Plan and the federally mandated Affirmative Action Plan. She serves as the liaison for the Governor's Workforce Diversity Council. She also assists in coordinating the RDIC's for Northwest, Southwest, Central Office and Kansas City. Additionally, Beckie is responsible for developing and coordinating the Statewide Intern Conference and the annual MoDOT Youth Transportation Conference for high school students. Most recently she has developed and maintains the departments Diversity Evaluation program that is designed to measure the success of diversity, inclusion and equity initiatives in the department.

*Cheryl Milton-Roberts, Senior Diversity and Inclusion Specialist (Full-time)*

Cheryl is responsible for developing and coordinating diversity education events statewide as well as assisting in the coordination of the St. Louis RDIC. Cheryl is responsible for assisting with the development of *Mosaic* and *News You Can Use*. She is also responsible for conducting youth outreach initiatives in St. Louis and around the state. Additionally, Cheryl is responsible for the development of the EOD Division's internal communication strategy.

*Andrew Ragsdale, Intermediate Diversity and Inclusion Specialist (Full-time)*

Andrew is responsible for working with HR to coordinate the dissemination and data collection of the department's exit interviews. He is responsible for being the liaison between the Employee Advisory Council (EAC) and Senior Management Team (SMT). Andrew also assists with developing monthly diversity education topics for four of the districts and he helps with the coordination of the Central Office, Northwest, Southwest and Kansas City RDIC's.

Adam Hoffman, Diversity and Inclusion Specialist (Full-time)

Adam is responsible for updating and disseminating the Equal Opportunity and Diversity Division's Quarterly Tracker. He also provides advanced administrative support in all the EODD functions, including preparing summary reports of data received from training evaluations, maintaining files, and processing invoices. He also serves as the lead coordinator for the annual Take Your Child to Work event for Central Office and is the Partners in Education program coordinator.

**EODD Continuing Education**

EODD staff participates in continuing education throughout the year to stay abreast of current trends, practices and requirements. Topics focus on various diversity components, existing or changing laws and regulations related to Equal Opportunity and Affirmative Action. Trainings attended by the EODD staff are in a variety of forms, including but not limited to: webinars, classrooms, conferences or other internal and external training opportunities.

## **Establishment of Responsibilities for Implementation of the Written Affirmative Action Program**

### **A. Designation of Responsibilities of EEO Director 41 CFR 60-2.17(a)**

The EODD Director has the primary management responsibility, authority and resources for ensuring full compliance with the provisions of Executive Order 11246, as amended, and the implementing regulations. The responsibilities of the EODD Director include, but are not necessarily limited to, the following:

1. Coordinating the department's equal employment and affirmative action programs with the Federal Highway Administration and the Missouri Office of Equal Opportunity to ensure consistency with federal/state regulations and statutes;
  - Abide by Executive Order 11246, Rehabilitation Act;
2. Monitoring recruitment, hiring, training, promotion, termination and transfer practices to ensure the selection of individuals conforms to federal/state regulations and statutes;
3. Keeping management informed of equal opportunity progress and reporting potential problem areas within the organization through reports;
4. Providing administrative assistance in developing and implementing necessary programs and training;
5. Serving as liaison between the department and EEO enforcement agencies on affirmative action matters;
6. Consulting with applicants, employees and the public concerning EEO/AA issues; and
7. Designing, implementing, monitoring and reporting methods to identify possible problem areas and measure overall effectiveness of the plan to ensure necessary remedial action is taken.

**B. The Responsibilities of Management to Ensure Implementation of the AAP  
41 CFR 60-2.17(a)**

In implementing this written Affirmative Action Program, the responsibilities of the department's supervisors and managers working with the EEO Administrator include, but are not necessarily limited to, the following:

1. Ensuring their programs, selection processes and work units comply with the department's Equal Opportunity policy.
2. Demonstrating the department's commitment to affirmative action and diversity in the workplace by exhibiting attitudes and leadership that support these principles.
3. Ensuring employees working in their programs, sections and divisions are treated fairly and do not experience unlawful discrimination.
4. Ensuring employees working in their programs, sections and divisions have equal access to promotions, transfers and training opportunities.
5. Assisting in the promotion and development of diversity initiatives and activities.
6. Ensuring departmental policies and procedures are followed.

## **Dissemination of Policy**

### **Internal**

The EEO policy statement is conspicuously displayed throughout the department in highly visited areas and is included in the online personnel policy manual. New employees are informed of this policy during the new employee orientation program. Human Resources staff notifies employees of revisions to the policy via email as they occur.

### **External**

Recruiting sources are notified of the department's continuing commitment to EEO/AA. Application forms, job announcements and newspaper advertisements state the department is an equal opportunity/affirmative action employer. Job announcements are regularly mailed to female and minority organizations, including churches, businesses and professional/community organizations to ensure they are aware of job opportunities with the department. These organizations are also encouraged to refer applicants.

## **Identification of Problem Areas**

### **41 CFR 60-2.17(b)**

We have conducted in-depth analyses of our total employment process, including the workforce by district and job group, personnel activity, compensation and other personnel procedures to determine whether, and where, impediments to equal employment opportunity exist. An analysis of each of these processes follows.

#### **Composition of the Workforce by District**

Of the 8 areas in this AAP, 8 or 100% include minorities and 8 or 100% include females. Our analysis by district and Central Office reveals that minorities and women are not significantly underrepresented or concentrated in any particular district. This analysis suggests that there is no policy or practice excluding minorities or women from any district, nor is there any racial or sexual discrimination in the selection process.

#### **Composition of the Workforce by Job Group**

We have conducted an availability analysis by job group, taking into account both external and internal availability, and have compared incumbency to estimated availability to determine placement goals. The descriptions of Factor 1 and Factor 2 by job group are summarized in the Availability Analysis. Our findings are as follows:

- A. Our analysis indicates that for minorities:
  - a. Incumbency is less than availability in Office and Clerical (Job Group F)
  - b. Incumbency is less than availability by a statistically significant amount in; Officials and Administrators (Job Group A), and Skilled Craft Workers (Job Group G)
- B. Our analysis indicates that for women:
  - a. Incumbency is less than availability by a statistically significant amount in job groups Officials and Administrators (Job Group A), Professionals (Job Group B)
- C. MoDOT has established affirmative action placement goals and programs to address underutilization, will continue to make a good faith effort to reach the placement goals established and implement action-oriented programs, which are detailed elsewhere in this AAP.

## **Development and Execution of Action-Oriented Programs**

### **41 CFR 60-2.17(c)**

Action programs have been instituted to eliminate identified problem areas and to help achieve specific Affirmative Action goals. These programs include, but are not limited to, the following:

#### *Recruitment:*

- ❑ Disseminate information on job opportunities to organizations throughout the districts, including organizations representing minorities and females.
- ❑ Coordinate District Job Fairs to educate potential seasonal employees about MoDOT and the benefits of working for the department.
- ❑ Provide laptops at career fairs so that participants can complete applications and be able to ask questions if they run into problems.
- ❑ Ensure that our Civil Engineer intern program is diversified so that we can increase our applicant pool of diverse candidates.
- ❑ Increase our female/minority organization contacts for networking purposes to expand our job opportunity distribution, while continuing to utilize the contacts that have been successful in the past.
- ❑ Coordinate Construction Career Days in districts to recruit high school students to trade work.

#### *Promotion and Retention:*

- ❑ Develop a Business Professional Development Institute (PDI) to better prepare employees for promotional opportunities.
- ❑ Promote minority and female participation in the Accelerated PE Cross Training (APEX) program, to assist employees who wish to obtain their PE.
- ❑ Actively recruit and enroll minorities and females in the Maintenance Leadership Academy (MLA), Accelerated Leadership Development (ALD) program and the Management Development Institute (MDI).
- ❑ Coordinate Diversity and Inclusion Conferences in all seven districts to continue our development of inclusion in the workplace.
- ❑ Coordinate the MoDOT Mentoring Program and continue to increase female, minority and young professional's participation in the program.
- ❑ Develop a MoDOT Apprenticeship program to provide employees with on-the-job training and classroom instruction

- ❑ Develop Equipment Academy for new employees in maintenance to ensure they are properly trained on equipment.
- ❑ Develop in-house resume writing and interview workshops to help prepare employees for promotions.
- ❑ Develop Employee Resource Group (ERG) called Helping Young Professionals Engage (HYPE) to focus on retaining new and younger employees.
- ❑ Develop additional Employee Resource Groups (ERG's) for employees of diverse demographics.
- ❑ Develop High Performance Supervision (HPS) Training program.



## **Internal Audit and Reporting Systems**

### **41 CFR 60-2.17(d)**

MoDOT believes that one of the most important elements in effectively implementing an Affirmative Action Program is an adequate internal audit and reporting system. Through this system, the total program can be monitored for effectiveness and management can be kept informed. Missouri Department of Transportation's audit and reporting system is designed to:

1. Measure the effectiveness of the AAP/EEO program;
2. Document personnel activities;
3. Identify problem areas where remedial action is needed; and
4. Determine the degree to which Missouri Department of Transportation's AAP goals and objectives have been attained.

The following personnel activities are reviewed quarterly and as necessary and desirable, to ensure nondiscrimination and EEO for all individuals without regard to their race, color, gender, religion or national origin:

1. Selection and hiring rate;
2. Minority and female employment;
3. Transfers/promotions;
4. Disciplinary actions;
5. Terminations; and
6. Any other term, condition, or privilege of employment.

The following documents are maintained as a component of Missouri Department of Transportation's internal audit process:

1. An applicant flow log;
2. Summary data of promotions, resignations, terminations;
3. Summary data of disciplinary actions.

### **Support of Community Action Programs**

Recognizing our role as an employer, MoDOT actively seeks to support community action programs designed to improve job skills and/or employment opportunities for minorities and women. During the plan year of July 1, 2019 through June 30, 2020 the department participated in the following community events/meetings/programs:

- ❑ Big Truck and Safety Night - Hannibal Middle School
- ❑ 6<sup>th</sup> Grade Engineering Design Presentation – West Plains Middle School
- ❑ How to Pick a College and Why Engineering is a Team Building Activity – West Plains Middle School
- ❑ 8<sup>th</sup> Grade Science – Why Engineering is a Team Building Activity – West Plains Middle School
- ❑ STEM Class – Jackson Middle School
- ❑ Interview Tips and Techniques – Sikeston CTC
- ❑ Big Rig Night at Battlefield Mall
- ❑ Ready.Set.Supply
- ❑ Mark Twain Neighborhood Association Meeting
- ❑ 2020 Multicultural Festival
- ❑ Parents as Teachers “Construction Junction”
- ❑ Fair Grove OACAC Event “What I Do at MoDOT”
- ❑ Seymour Elementary Career Day
- ❑ GOCAPS Teacher Externship
- ❑ GOCAPS Virtual Interview with Teacher Exams
- ❑ GOCAPS Virtual Panel Discussion with Student Engineering
- ❑ Urban League – Save our Sons
- ❑ Jennings Urban League
- ❑ Southeast Annual Bridge Competition
- ❑ ASCE Chapter Meeting
- ❑ Texas Tech National Society of Black Engineers Networking Event
- ❑ Little Big Rig Event – Freemont Elementary
- ❑ Build my Future (Virtual Planning Meeting)

### **Recruitment Efforts**

In an effort to consider qualified women and minorities not currently employed by MoDOT, who can be recruited through affirmative action efforts, the department utilized the following resources by sending/posting job announcements to the following organizations and media sources.

## Professional Organizations

Organization	Contact Name	Phone Number	Email
American Association of State Highway and Transportation Officials		(202)624-5809	<a href="http://www.Transportation.org">www.Transportation.org</a>
Arkansas Bar Association	Michele Glasgow	(501)375-4901	<a href="mailto:mglasgow@arkbar.com">mglasgow@arkbar.com</a>
Central Missouri Institute of Internal Auditors	Becky Webb	(407)937-1399	<a href="mailto:centralMOIIA@yahoo.com">centralMOIIA@yahoo.com</a>
Columbia Job Point	John	(573)474-8560	<a href="mailto:johnniee@jobpoint.org">johnniee@jobpoint.org</a>
Department of Veterans Affairs	Ousman Diallo	(800)698-2411	<a href="mailto:Ousman.diallo@va.gov">Ousman.diallo@va.gov</a>
Financial Management Advisory Committee	Felicia Hubble	(573)751-2971	<a href="mailto:Felicia.hubble@oa.mo.gov">Felicia.hubble@oa.mo.gov</a>
Illinois Bar Association	Ms. Tyler McDaniel	(727)497-6565 X3530	<a href="mailto:Tyler.mcdaniel@communitybrands.com">Tyler.mcdaniel@communitybrands.com</a>
Jefferson City Chamber of Commerce	Missy Bonnot	(573)634-3616	<a href="mailto:info@jcchamber.org">info@jcchamber.org</a>
Job Center – Rolla	Patricia Rogers	(573)364-7030	<a href="mailto:progers@copicnic.org">progers@copicnic.org</a>
Job Center – Columbia	Sara Bennett	(573)441-6361	<a href="mailto:Sara.bennett@ded.mo.gov">Sara.bennett@ded.mo.gov</a>
Job Center – Lebanon	Lori Admire	(417)532-6146	<a href="mailto:Lori.admire@ded.mo.gov">Lori.admire@ded.mo.gov</a>
Kansas Bar Association	Jesse Benavidez	(727)497-6565	<a href="mailto:Jesse.benavidez@communitybrands.com">Jesse.benavidez@communitybrands.com</a>
Meramec Regional Planning Commission	Bonnie Prigge	(573)265-2993	<a href="mailto:bprigge@meramecregion.org">bprigge@meramecregion.org</a>
Mingo Job Corps	Matthew Couch	(573)222-2610	<a href="mailto:Couch.matthew@jobcorps.gov">Couch.matthew@jobcorps.gov</a>
Missouri Career Center	Lori Caldwell	(573)472-5250	<a href="mailto:Lori.cladwell@ded.mo.gov">Lori.cladwell@ded.mo.gov</a>
Missouri Internet Connect	Kelly Dyer	(573) 634-3511	<a href="mailto:kdyer@mochamber.com">kdyer@mochamber.com</a>
Missouri Job Center	Roger Brisley	(573)441-6361	<a href="mailto:Roger.brisley@dhewd.mo.gov">Roger.brisley@dhewd.mo.gov</a>
Missouri Vocational Rehab	Ronald Williams	(573)751-3251	<a href="mailto:Ronald.williams@vr.dese.mo.gov">Ronald.williams@vr.dese.mo.gov</a>
Northeast Community Action Corp – Troy	Janice Allan	(636)528-7604	<a href="mailto:Jallan@necac.org">Jallan@necac.org</a>
Northeast Community Action Corps – Moberly	Sandra Gamble	(660)263-6595	<a href="mailto:sgamble@necac.org">sgamble@necac.org</a>
Northeast Community Action Corps – Warrenton	Desiree Antoniou	(636)456-8191	<a href="mailto:dantoniou@necac.org">dantoniou@necac.org</a>
Springfield Job Corps	Emily Nelms	(417)889-0627	<a href="mailto:Nelms.emily@jobcorps.gov">Nelms.emily@jobcorps.gov</a>
Springfield Metropolitan Bar Association	Crista Hogan	(417)831-2783	<a href="mailto:info@springfieldbar.com">info@springfieldbar.com</a>
Tennessee Bar Association	Joycelyn Stevenson	(615)383-7421	<a href="mailto:email@tnbar.org">email@tnbar.org</a>
The Missouri Bar	Angie Fenwick	(573)638-2245	<a href="mailto:afenwick@mobar.org">afenwick@mobar.org</a>
Youth Empowerment Zone	Lorenzo Lawson	(573)256-1896	<a href="mailto:Llawson.yez@gmail.com">Llawson.yez@gmail.com</a>

## Colleges or Universities

College or University	Contact Name	Phone Number	Email
Arkansas State University	Dylan Tedder	(870)972-3025	<a href="mailto:dtedder@astate.edu">dtedder@astate.edu</a>
Benedictine College	Michelle Schaefer	(630)823-6041	<a href="mailto:ace@ben.edu">ace@ben.edu</a>
Bradley University	Lisa Hinthorn	(309)676-7611	<a href="mailto:lhinthorn@fsmail.bradley.edu">lhinthorn@fsmail.bradley.edu</a>
Cape Girardeau Career and Technology Center	Kathy Moore	(573)334-0826	<a href="mailto:Moorek1@capetigers.com">Moorek1@capetigers.com</a>
Central Methodist University	Alissa Riegler	(877)268-1854	<a href="mailto:ariegler@centralmethodist.edu">ariegler@centralmethodist.edu</a>
Christian Brothers University	Curt Rogers	(901)321-3330	<a href="mailto:crogers@cbu.edu">crogers@cbu.edu</a>
Columbia College of Missouri	Dan Gomez-Palacio	(573)875-7421	<a href="mailto:edgomezpalacio@ccis.edu">edgomezpalacio@ccis.edu</a>
Emporia State University	Karla Olson	(620)341-5407	<a href="mailto:kolson@emporia.edu">kolson@emporia.edu</a>
Evangelical University	Shannon McClure	(417) 865-2815 X8217	<a href="mailto:mcclures@evangel.edu">mcclures@evangel.edu</a>
Fort Hayes State University	Millie Schuster	(785)628-4260	<a href="mailto:mschuster@fhsu.edu">mschuster@fhsu.edu</a>
Grand River Technical School	Debby Perry	(660)646-3414	<a href="mailto:dperry@grts.org">dperry@grts.org</a>
Hannibal LaGrange University	Karry Richardson	(573)629-3016	
Harding University	Brian Harrington	(501)273-5550	<a href="mailto:bharrington@harding.edu">bharrington@harding.edu</a>
Iowa State University		(515)294-2540	<a href="mailto:cyhire@iastate.edu">cyhire@iastate.edu</a>
John A Logan College	Beth Hanner	(618)985-2828	<a href="mailto:bethhanner@jalc.edu">bethhanner@jalc.edu</a>
Lincoln University	Tammy Nobles	(573)681-5166	<a href="mailto:noblest@lincoln.edu">noblest@lincoln.edu</a>
Lincoln University COOP Extension	Sheryl Maxwell	(573)688-2420	<a href="mailto:Mssherry27@yahoo.com">Mssherry27@yahoo.com</a>
Lindenwood University	Emily Albers	(636)949-4949	<a href="mailto:ealbers@lindenwood.edu">ealbers@lindenwood.edu</a>
Maryville University of St. Louis	Antoinette Boyd	(800)627-9855	<a href="mailto:Aboyd2@maryville.edu">Aboyd2@maryville.edu</a>
Metro Business College	Amanda Ferrin	(573)635-6600	<a href="mailto:amanda@metrobusinesscollege.edu">amanda@metrobusinesscollege.edu</a>
Mineral Area College	Ashley Sheets	(573)518-3848	<a href="mailto:asheets@mineralarea.edu">asheets@mineralarea.edu</a>
Missouri Baptist University	Abby Kassebaum	(314)744-5322	<a href="mailto:Abigail.kassebaum@mobap.edu">Abigail.kassebaum@mobap.edu</a>
Missouri State Technical College	Scott Peters	(573)897-5159	<a href="mailto:Scott.peters@statetechmo.edu">Scott.peters@statetechmo.edu</a>
Missouri Western University	Jean Foster	(816)271-5854	<a href="mailto:Jfoster25@missouriwestern.edu">Jfoster25@missouriwestern.edu</a>
Murray State University	Travis Plunkett	(270)803-3117	<a href="mailto:tplunkett@murraystate.edu">tplunkett@murraystate.edu</a>
Northwest Missouri State University		(660)562-1250	<a href="mailto:career@nwmissouri.edu">career@nwmissouri.edu</a>
Northwest Technical School – Maryville	Rita Wallinga	(660)582-8980	<a href="mailto:rita@nwmorcog.org">rita@nwmorcog.org</a>
Park University	Julie Massana	(816)741-2000	<a href="mailto:Julie.massana@park.edu">Julie.massana@park.edu</a>
Pittsburg State University	Kim Hull	(620)235-4143	<a href="mailto:khull@pittstate.edu">khull@pittstate.edu</a>
Prairie View A&M	Shadia Washington	(936)261-3570	<a href="mailto:sfwashington@pvamu.edu">sfwashington@pvamu.edu</a>

Southeast Missouri State University	Daneil Presson	(573)651-2583	<a href="mailto:dpresson@semo.edu">dpresson@semo.edu</a>
Southern Illinois University	Mike Ruiz	(618)453-8763	<a href="mailto:mikeruiz@siu.edu">mikeruiz@siu.edu</a>
Southern Illinois University – Carbondale	Shelia Colombo	(618)453-1045	<a href="mailto:scolombo@siu.edu">scolombo@siu.edu</a>
Southern Illinois University – Edwardsville	Lisa Gowen	(618)650-3721	<a href="mailto:lgowen@siue.edu">lgowen@siue.edu</a>
St. Louis University Law School	Keesha Cobbs	(314)977-7100	<a href="mailto:Keesha.cobbs@slu.edu">Keesha.cobbs@slu.edu</a>
Texas Tech University		(806)742-3451	<a href="mailto:Coe.careers@ttu.edu">Coe.careers@ttu.edu</a>
Truman State University Career Center		(660)785-4475	<a href="mailto:careers@truman.edu">careers@truman.edu</a>
University of Arkansas – Fayetteville	Debbie Ritter	(473)575-3234	<a href="mailto:deborah@uark.edu">deborah@uark.edu</a>
University of Arkansas – Little Rock (Law School)	Diana Snyder	(501)916-5461	<a href="mailto:dbsnyder@ualr.edu">dbsnyder@ualr.edu</a>
University of Arkansas – Pine Bluff	LaRhonda Sullivan	(870)575-8461	<a href="mailto:sullivanl@uapb.edu">sullivanl@uapb.edu</a>
University of Illinois Law		(217)333-0931	
University of Kansas – Engineering	Kristi Kamm	(785)864-3891	<a href="mailto:K102k628@ku.edu">K102k628@ku.edu</a>
University of Kansas Law School	Heather Spielmaker	(785)864-9257	<a href="mailto:hspielmaker@ku.edu">hspielmaker@ku.edu</a>
University of Kentucky	Meghan Pippenger	(859)257-0550	<a href="mailto:Meghan.pippenger@uky.edu">Meghan.pippenger@uky.edu</a>
University of Memphis	Erin Yoser		<a href="mailto:elyoser@memphis.edu">elyoser@memphis.edu</a>
University of Memphis Law			<a href="mailto:Lawcareerservices@memphis.edu">Lawcareerservices@memphis.edu</a>
University of Mississippi Law School	Karen Peairs	(662)915-6828	<a href="mailto:Ktpeair1@olemiss.edu">Ktpeair1@olemiss.edu</a>
University of Missouri – Columbia		(573)882-6801	<a href="mailto:career@missouri.edu">career@missouri.edu</a>
University of Missouri – Columbia Law School	Jennifer McGarr	(573)884-5177	<a href="mailto:mccgarj@missouri.edu">mccgarj@missouri.edu</a>
University of Missouri – Kansas City	Erin Christensen	(816)235-5530	<a href="mailto:Christensener@umkc.edu">Christensener@umkc.edu</a>
University of Missouri – Kansas City Law School		(816)235-1668	<a href="mailto:umkclawcareer@umkc.edu">umkclawcareer@umkc.edu</a>
University of Missouri – Science and Technology	Sara Earl	(573)341-4230	<a href="mailto:earls@mst.edu">earls@mst.edu</a>
University of Missouri – St. Louis	Ashely Horton	(314)516-5111	<a href="mailto:careerservices@umsl.edu">careerservices@umsl.edu</a>
University of Nebraska – Kearney	Joni Weed	(308)865-8501	<a href="mailto:weed@unk.edu">weed@unk.edu</a>
University of Nebraska – Lincoln	Nidhi Polekar		<a href="mailto:Nidhi.polekar@huskers.unl.edu">Nidhi.polekar@huskers.unl.edu</a>
University of Nebraska – Omaha	David Seilstad		<a href="mailto:dseilstad@unomaha.edu">dseilstad@unomaha.edu</a>
University of Northern Iowa	Joanna Mulholland		<a href="mailto:Joann.mulholland@uni.edu">Joann.mulholland@uni.edu</a>
University of Oklahoma	Kyle Pedersen		<a href="mailto:kpetersen@ou.edu">kpetersen@ou.edu</a>
University of Tennessee – Knoxville	Miciah Burns	(865)374-5435	<a href="mailto:mburns@memphis.edu">mburns@memphis.edu</a>
University of Tulsa	Sierra Ozeroglu	(918)631-3532	<a href="mailto:Sno4174@utulsa.edu">Sno4174@utulsa.edu</a>
Washburn University	Ronna Rees	(785)670-1703	<a href="mailto:Ronna.rees@washburn.edu">Ronna.rees@washburn.edu</a>
Washburn University Law	Tammy King	(785)670-1703	<a href="mailto:Tammy.king1@washburn.edu">Tammy.king1@washburn.edu</a>
Washington University Law School		(314)935-6451	<a href="mailto:Careerservices@wulaw.wustl.edu">Careerservices@wulaw.wustl.edu</a>

Webster University	Julie McHugh	(314)368-6979	<a href="mailto:jmchugh@webster.edu">jmchugh@webster.edu</a>
Western Governor's University	Michael Kimball-Bryant		<a href="mailto:m.kimballbryant@wgu.edu">m.kimballbryant@wgu.edu</a>
Western Kentucky University	Becky Tinker	(270)745-3095	<a href="mailto:Becky.tinker@wku.edu">Becky.tinker@wku.edu</a>
Wichita State University	Megan Maupin		<a href="mailto:Employer.relations@wichita.edu">Employer.relations@wichita.edu</a>
William Jewell University	Bennett Williams	(816)415-5936	<a href="mailto:Williamsb.18@williamjewell.edu">Williamsb.18@williamjewell.edu</a>
William Woods University	Amy Dittmer	(573)592-4313	<a href="mailto:Amy.dittmer@williamwoods.edu">Amy.dittmer@williamwoods.edu</a>

## Media Sources

Organization Name	Contact Name	Phone Number	Email
AdFinder	Carol Hagen	573-581-4223	<a href="mailto:display@adfinderonline.com">display@adfinderonline.com</a>
Bowling Green Times	Crystal Beatty	573-324-2222	<a href="mailto:cbeatty@pikecountynews.com">cbeatty@pikecountynews.com</a>
Cameron Newspapers	Debbie Wiedmaier	816-632-7281	<a href="mailto:bookkeeper@mycameronnews.com">bookkeeper@mycameronnews.com</a>
Canton Press	Karen Althoff	573-288-5668	<a href="mailto:karin@lewispnj.com">karin@lewispnj.com</a>
Columbia Daily Tribune	Hailee Hansen	(573) 815-1855	<a href="mailto:hhansen@columbiatribune.com">hhansen@columbiatribune.com</a>
Edina Sentinel	Emilie Rumble	660-397-2226	<a href="mailto:edinasentinel@att.net">edinasentinel@att.net</a>
Elsberry Democrat	Michael Short	573-898-2318	<a href="mailto:mshort@elsberrydemocrat.com">mshort@elsberrydemocrat.com</a>
Hannibal Courier Post	Rachael DeMar	217-221-3392	<a href="mailto:rdemar@whig.com">rdemar@whig.com</a>
Herald-Whig/Hannibal Courier-Post	Jamie Miller	(217) 221-3337	<a href="mailto:jmiller@whig.com">jmiller@whig.com</a>
Jefferson City News-Tribune	Brenda Perkins	(573) 761-0273	<a href="mailto:brenda@newstribune.com">brenda@newstribune.com</a>
KICK FM Quincy/Hannibal MO - Radio	Mike Atteberry	573-221-3450	<a href="mailto:Mike.Atteberry@townsquaremedia.com">Mike.Atteberry@townsquaremedia.com</a>
Kirksville Daily Express	Carole Murphy	660-665-2808	<a href="mailto:cmurphy@kirksvilledailyexpress.com">cmurphy@kirksvilledailyexpress.com</a>
KIRX Kirksville MO - Radio		660-665-9828	
KMCR - Moberly MO - Radio	Dale Palmer	660-258-3383	
KMEM - Memphis MO - Radio		660-465-7225	
KRES Moberly MO - Radio	Elvina Cunningham	660-263-1500	<a href="mailto:elvina.cunningham@alphamediausa.com">elvina.cunningham@alphamediausa.com</a>
KRXL/KTUF Kirksville MO - Radio	Steve Lloyd		<a href="mailto:stevellloyd@cablone.net">stevellloyd@cablone.net</a>
KWRE/KFAV - Warrenton MO - Radio	Mark Becker	636-377-2300	
KXEO/KWWR - Mexico MO - Radio	Michael Daughtery	573-581-5500	<a href="mailto:michaeld@radiogetsresults.net">michaeld@radiogetsresults.net</a>

Lincoln County Journal	Bridget Shafer	636-528-9550	<a href="mailto:bshafer@lincolncountyjournal.com">bshafer@lincolncountyjournal.com</a>
Macon HomePress	Clarissa Williams	386-290-9839	<a href="mailto:clarissa@lewiscp.com">clarissa@lewiscp.com</a>
Memphis Democrat	Chris Feeney	660-465-7016	<a href="mailto:memdemoc@nemr.net">memdemoc@nemr.net</a>
Mexico Ledger	Kathy Dugan	573-581-1111	<a href="mailto:kdugan@mexicoledger.com">kdugan@mexicoledger.com</a>
Missouri Careers Website	Kim Cull		<a href="mailto:kim.cull@dhewd.mo.gov">kim.cull@dhewd.mo.gov</a>
Missouri Council of Governments	Margie	573-634-5337	<a href="mailto:margie@molobby.com">margie@molobby.com</a>
Moberly Monitor Index	Mikayla Sawyer	660-263-4123	<a href="mailto:msawyer@moberlymonitor.com">msawyer@moberlymonitor.com</a>
Monroe County Appeal	Robin Gregg	660-327-4192	<a href="mailto:editor@monroecountyappeal.com">editor@monroecountyappeal.com</a>
Montgomery Standard	Tim Schmidt	573-564-2339	<a href="mailto:standard@socket.net">standard@socket.net</a>
Mound City News	Shannon	660-442-5423	<a href="mailto:moundcitynews@socket.net">moundcitynews@socket.net</a>
Peoples Tribune	Nancy	573-324-6111	<a href="mailto:peopletribune@sbcglobal.net">peopletribune@sbcglobal.net</a>
Quincy Herald Whig	Rachael DeMar	217-221-3392	<a href="mailto:rdemar@whig.com">rdemar@whig.com</a>
Savannah Reporter	Kristin Hopkins	816-324-3149	<a href="mailto:ads@thesavannahreporter.com">ads@thesavannahreporter.com</a>
Schuyler County Times	Herb Austin	660-457-8555	<a href="mailto:ads@schuylercountytimes.com">ads@schuylercountytimes.com</a>
Shelby County Herald	Chandra Grawe	573-633-2261	<a href="mailto:advertising@shelbycountyherald.com">advertising@shelbycountyherald.com</a>
Sikeston Standard-Democrat	Shawn	(573) 471-1137	<a href="mailto:class@standard-democrat.com">class@standard-democrat.com</a>
Southeast Missourian	Katelyn Fritz	(573) 388-2762	<a href="mailto:kfritz@semissourian.com">kfritz@semissourian.com</a>
Springfield News-Leader	James Massey	(417) 306-6291	<a href="mailto:jmassey2@localiq.com">jmassey2@localiq.com</a>
St Charles Suburban	Chris Huelsebusch	314-340-8609	<a href="mailto:chrish@post-dispatch.com">chrish@post-dispatch.com</a>
The Media	Angie Otto	660-727-3395	<a href="mailto:themedi@centurytel.net">themedi@centurytel.net</a>
Warren County Record	Kim Brooks	636-456-6397	<a href="mailto:recordclass@warrencountyrecord.com">recordclass@warrencountyrecord.com</a>



MoDOT Twitter	MoDOT Facebook	Instagram
Northwest	Northwest	Southwest
Northeast	Northeast	
Kansas City	Kansas City	
St. Louis	St. Louis	
Southeast	Southeast	
Southwest	Southwest	
Central	Central	
Central Office	Central Office	

Website	Contact
Glass Door	<a href="http://www.glassdoor.com">www.glassdoor.com</a>
Handshake	<a href="http://www.handshake.com">www.handshake.com</a>
Hire Veterans First	<a href="http://www.hireveteransfirst.com">www.hireveteransfirst.com</a>
IM Diversity	<a href="http://www.imdiversity.com">www.imdiversity.com</a>
Indeed	<a href="http://www.indeed.com">www.indeed.com</a>
LinkedIn	<a href="http://www.linkedin.com">www.linkedin.com</a>
Missouri Careers	<a href="http://www.jobs.mo.gov">www.jobs.mo.gov</a>
Missouri Office of Administration	<a href="http://www.mo.oa.gov">www.mo.oa.gov</a>
MoDOT	<a href="http://www.modot.org">www.modot.org</a>
Monster	<a href="http://www.monster.com">www.monster.com</a>
Zip Recruiter	<a href="http://www.ziprecruiter.com">www.ziprecruiter.com</a>

**Attended Career Fairs at the following schools/organizations:**

- ☐ Algoa Correctional Center Resource Fair
- ☐ Arkansas State University
- ☐ Bradley University
- ☐ Christian Brothers College
- ☐ Columbia Daily Tribune
- ☐ Governor's Reverse Job Fair for Individuals with Disabilities
- ☐ Hannibal City
- ☐ Hannibal High School and Technical Center
- ☐ Iowa State University
- ☐ Jefferson City News Tribune
- ☐ Kansas State
- ☐ Lake of the Ozarks Chamber of Commerce Veterans Job Fair
- ☐ Lincoln County Job Fair
- ☐ Missouri State University
- ☐ Oklahoma State University
- ☐ Prairie View A&M
- ☐ Ranken Technical College
  - ☐ Wentzville
  - ☐ St. Louis
- ☐ SEC/ACC Virtual Career Fair
- ☐ Southern Illinois University
  - ☐ Carbondale
  - ☐ Edwardsville
- ☐ Southern University and A&M College at Baton Rouge
- ☐ Texas A&M University – Prairieview
- ☐ Texas Tech University
- ☐ Three Rivers College
- ☐ University of Arkansas – Fayetteville
- ☐ University of Central Missouri
- ☐ University of Illinois – Urbana/Champaign
- ☐ University of Iowa
- ☐ University of Kansas

- ❑ University of Missouri – Columbia
- ❑ University of Missouri – Kansas City
- ❑ University of Missouri – Science and Technology
- ❑ University of Missouri – St. Louis
- ❑ University of Nebraska
  - Lincoln
  - Omaha
- ❑ University of Memphis
- ❑ West Plains High School Career Day

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## **Missouri Department of Transportation**

*Internal and External Affirmative Action Program for Minorities and Women*

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### **Section 2 – Internal Statistics**

*The following section provides all the supporting statistical documentation for the Affirmative Action Plan.*

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*Organizational Profile*

*Job Group Analysis*

*Placement of Incumbents in Job Groups*

*Determining Availabilities*

*Comparing Incumbency to Availability*

*Placement Goals*

## **Organizational Profile**

### **41 C.F.R. 60-2.11**

#### **Purpose**

An organizational profile is a depiction of staffing within the department. The profile provides an overview of the workforce within the department that may assist in identifying organizational units where women and minorities are underutilized or concentrations exist. The department uses a workforce analysis to display the organizational profile.

The following chart sets forth the Workforce Analysis for MoDOT. The analysis identifies the districts at MoDOT and for each district it lists all job titles. For each job title, we provide the following data: salary, total number of incumbents, total number of male and female incumbents and total number of male and female incumbents by racial/ethnic group.

# State of Missouri

June 30, 2020 Annual Affirmative Action Plan

Missouri Department of Transportation

## Workforce Analysis

605 2ANW

NORTHWEST DISTRICT

Job Code & Title	Average Salary & EEO				Total	W	B	A	H	I	P	2
R05042	\$63,486.80	Total	1	Mal	0	0	0	0	0	0	0	0
ASST DISTRICT BRIDGE	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R01333	\$31,117.94	Total	85	Mal	82	80	1	0	0	1	0	0
MAINTENANCE WORKER	H	Tot Min	2	Fem	3	3	0	0	0	0	0	0
R01301	\$33,568.08	Total	33	Mal	30	26	3	0	1	0	0	0
INTERMEDIATE MAINTENANCE	H	Tot Min	4	Fem	3	3	0	0	0	0	0	0
R01335	\$37,224.75	Total	137	Mal	133	132	0	0	0	0	0	1
SENIOR MAINTENANCE WORKER	H	Tot Min	1	Fem	4	4	0	0	0	0	0	0
R01089	\$31,031.26	Total	2	Mal	2	2	0	0	0	0	0	0
ASSISTANT EQUIPMENT	G	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R02017	\$35,061.54	Total	1	Mal	1	1	0	0	0	0	0	0
EQUIPMENT TECHNICIAN	G	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R02018	\$39,234.55	Total	2	Mal	2	2	0	0	0	0	0	0
INTERMEDIATE EQUIPMENT	G	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01061	\$40,317.26	Total	54	Mal	53	52	0	0	0	0	0	1
MAINTENANCE CREW LEADER	G	Tot Min	1	Fem	1	1	0	0	0	0	0	0
R02007	\$44,151.95	Total	3	Mal	3	3	0	0	0	0	0	0
SENIOR FACILITY OPERATIONS	G	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R02019	\$44,739.51	Total	16	Mal	16	16	0	0	0	0	0	0
SENIOR EQUIPMENT TECHNICIAN	G	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R02008	\$46,123.94	Total	2	Mal	1	1	0	0	0	0	0	0
SENIOR ELECTRICIAN	G	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R01101	\$33,214.85	Total	2	Mal	2	2	0	0	0	0	0	0
BRIDGE MAINTENANCE WORKER	H	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01106	\$36,019.72	Total	1	Mal	1	1	0	0	0	0	0	0
INT BRIDGE MAINTENANCE	G	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01107	\$39,631.76	Total	2	Mal	2	1	1	0	0	0	0	0
SR BRIDGE MAINTENANCE	G	Tot Min	1	Fem	0	0	0	0	0	0	0	0

# Workforce Analysis

605 2ANW

NORTHWEST DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R01102		\$42,351.88	Total	2	Mal	1	1	0	0	0	0	0
BRIDGE MAINTENANCE CREW	G		Tot Min	0	Fem	1	1	0	0	0	0	0
R01025		\$29,497.65	Total	1	Mal	0	0	0	0	0	0	0
SENIOR OFFICE ASSISTANT	F		Tot Min	1	Fem	1	0	1	0	0	0	0
R01272		\$31,880.87	Total	2	Mal	0	0	0	0	0	0	0
CONST PROJECT OFFICE	F		Tot Min	0	Fem	2	2	0	0	0	0	0
R01026		\$36,068.77	Total	1	Mal	0	0	0	0	0	0	0
EXECUTIVE ASSISTANT	F		Tot Min	0	Fem	1	1	0	0	0	0	0
R01031		\$32,895.20	Total	1	Mal	0	0	0	0	0	0	0
GENERAL SERVICES TECHNICIAN E			Tot Min	0	Fem	1	1	0	0	0	0	0
R01084		\$34,843.45	Total	1	Mal	0	0	0	0	0	0	0
SENIOR CUSTOMER SERVICE	E		Tot Min	0	Fem	1	1	0	0	0	0	0
R01030		\$36,437.44	Total	1	Mal	0	0	0	0	0	0	0
SENIOR HUMAN RESOURCES	E		Tot Min	0	Fem	1	1	0	0	0	0	0
R01028		\$36,800.34	Total	3	Mal	0	0	0	0	0	0	0
SENIOR FINANCIAL SERVICES	E		Tot Min	0	Fem	3	3	0	0	0	0	0
R01023		\$37,268.14	Total	2	Mal	0	0	0	0	0	0	0
SR ADMINISTRATIVE TECHNICIAN E			Tot Min	0	Fem	2	2	0	0	0	0	0
R03133		\$43,959.59	Total	1	Mal	0	0	0	0	0	0	0
DIST FINAL PLANS & REP PROC	E		Tot Min	0	Fem	1	1	0	0	0	0	0
R01515		\$31,337.93	Total	1	Mal	0	0	0	0	0	0	0
CONSTRUCTION TECHNICIAN	C		Tot Min	0	Fem	1	1	0	0	0	0	0
R02011		\$31,657.66	Total	1	Mal	1	0	0	0	1	0	0
SURVEY TECHNICIAN	C		Tot Min	1	Fem	0	0	0	0	0	0	0
R01589		\$35,308.58	Total	7	Mal	7	7	0	0	0	0	0
INTER CONSTRUCTION TECH	C		Tot Min	0	Fem	0	0	0	0	0	0	0
R02012		\$35,580.48	Total	1	Mal	0	0	0	0	0	0	0
INTERMEDIATE SURVEY	C		Tot Min	0	Fem	1	1	0	0	0	0	0
R01066		\$36,054.84	Total	1	Mal	1	1	0	0	0	0	0
SENIOR MAINTENANCE	C		Tot Min	0	Fem	0	0	0	0	0	0	0

# Workforce Analysis

605 2ANW

NORTHWEST DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R01516		\$39,593.74	Total	2	Mal	1	1	0	0	0	0	0
SR CONSTRUCTION TECHNICIAN	C		Tot Min	0	Fem	1	1	0	0	0	0	0
R01501		\$39,631.67	Total	2	Mal	2	2	0	0	0	0	0
SENIOR MATERIALS TECHNICIAN	C		Tot Min	0	Fem	0	0	0	0	0	0	0
R01596		\$41,308.73	Total	1	Mal	1	1	0	0	0	0	0
SENIOR TRAFFIC TECHNICIAN	C		Tot Min	0	Fem	0	0	0	0	0	0	0
R03522		\$42,857.00	Total	1	Mal	0	0	0	0	0	0	0
TRAFFIC SPECIALIST	C		Tot Min	0	Fem	1	1	0	0	0	0	0
R03028		\$47,229.95	Total	1	Mal	1	1	0	0	0	0	0
SENIOR TRAFFIC SPECIALIST	C		Tot Min	0	Fem	0	0	0	0	0	0	0
R02583		\$48,342.42	Total	1	Mal	1	1	0	0	0	0	0
LAND SURVEYOR	C		Tot Min	0	Fem	0	0	0	0	0	0	0
R04849		\$41,080.00	Total	1	Mal	0	0	0	0	0	0	0
HUMAN RESOURCES SPECIALIST	B		Tot Min	0	Fem	1	1	0	0	0	0	0
R04029		\$45,013.98	Total	1	Mal	1	1	0	0	0	0	0
INT INFO SYSTEMS	B		Tot Min	0	Fem	0	0	0	0	0	0	0
R04103		\$45,281.60	Total	1	Mal	0	0	0	0	0	0	0
INTERMEDIATE PROCUREMENT	B		Tot Min	0	Fem	1	1	0	0	0	0	0
R04477		\$45,815.47	Total	1	Mal	0	0	0	0	0	0	0
INTERM CUSTOMER RELATIONS	B		Tot Min	0	Fem	1	1	0	0	0	0	0
R04617		\$45,975.17	Total	1	Mal	0	0	0	0	0	0	0
INTERM FINANCIAL SERV	B		Tot Min	0	Fem	1	1	0	0	0	0	0
R05736		\$46,563.48	Total	4	Mal	4	3	0	0	1	0	0
CONSTRUCTION INSPECTOR	B		Tot Min	1	Fem	0	0	0	0	0	0	0
R05776		\$47,755.53	Total	1	Mal	0	0	0	0	0	0	0
HIGHWAY DESIGNER	B		Tot Min	0	Fem	1	1	0	0	0	0	0
R05626		\$50,943.91	Total	1	Mal	1	1	0	0	0	0	0
INTER CONST INSPECTOR	B		Tot Min	0	Fem	0	0	0	0	0	0	0
R04607		\$51,758.13	Total	1	Mal	0	0	0	0	0	0	0
SR CUSTOMER RELATIONS	B		Tot Min	0	Fem	1	1	0	0	0	0	0



# Workforce Analysis

605 2ANW

NORTHWEST DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R04740		\$52,097.89	Total	1	Mal	0	0	0	0	0	0	0
SR FINANCIAL SERVICES	B		Tot Min	0	Fem	1	1	0	0	0	0	0
R04862		\$52,378.04	Total	1	Mal	0	0	0	0	0	0	0
SR HR SPECIALIST	B		Tot Min	0	Fem	1	1	0	0	0	0	0
R04696		\$52,465.91	Total	1	Mal	0	0	0	0	0	0	0
SR INFO SYSTEMS	B		Tot Min	0	Fem	1	1	0	0	0	0	0
R05629		\$52,678.14	Total	4	Mal	4	4	0	0	0	0	0
INTER HIGHWAY DESIGNER	B		Tot Min	0	Fem	0	0	0	0	0	0	0
R05475		\$53,525.94	Total	1	Mal	0	0	0	0	0	0	0
INT TR STUDIES SPECIALIST	B		Tot Min	0	Fem	1	1	0	0	0	0	0
R05815		\$53,815.67	Total	1	Mal	1	1	0	0	0	0	0
SR TRANSPORTATION PLANNER	B		Tot Min	0	Fem	0	0	0	0	0	0	0
R05772		\$54,721.93	Total	3	Mal	1	1	0	0	0	0	0
SENIOR MATERIALS INSPECTOR	B		Tot Min	0	Fem	2	2	0	0	0	0	0
R05813		\$56,357.61	Total	10	Mal	9	9	0	0	0	0	0
SR CONSTRUCTION INSPECTOR	B		Tot Min	1	Fem	1	0	0	0	0	0	1
R05814		\$57,487.35	Total	3	Mal	2	2	0	0	0	0	0
SENIOR HIGHWAY DESIGNER	B		Tot Min	1	Fem	1	0	0	0	1	0	0
R05023		\$57,779.58	Total	1	Mal	1	1	0	0	0	0	0
SENIOR PAVEMENT SPECIALIST	B		Tot Min	0	Fem	0	0	0	0	0	0	0
R05754		\$59,693.98	Total	1	Mal	1	1	0	0	0	0	0
SENIOR TRAFFIC STUDIES	B		Tot Min	0	Fem	0	0	0	0	0	0	0
R05755		\$67,471.98	Total	1	Mal	1	1	0	0	0	0	0
DISTRICT UTILITIES ENGINEER	B		Tot Min	0	Fem	0	0	0	0	0	0	0
R04699		\$35,810.40	Total	2	Mal	2	2	0	0	0	0	0
RIGHT OF WAY SPECIALIST	B		Tot Min	0	Fem	0	0	0	0	0	0	0
R04465		\$47,274.93	Total	1	Mal	1	1	0	0	0	0	0
INTERMEDIATE SAFETY OFFICER	B		Tot Min	0	Fem	0	0	0	0	0	0	0
R04466		\$53,840.80	Total	1	Mal	1	1	0	0	0	0	0
SENIOR SAFETY OFFICER	B		Tot Min	0	Fem	0	0	0	0	0	0	0

# Workforce Analysis

605 2ANW

NORTHWEST DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R04698	\$52,767.88	Total	1	Mal	1	1	0	0	0	0	0	0
SR R/W SPECIALIST	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01380	\$44,399.45	Total	6	Mal	6	5	0	0	0	0	0	1
ASST MAINTENANCE	A	Tot Min	1	Fem	0	0	0	0	0	0	0	0
R01109	\$49,207.99	Total	1	Mal	1	1	0	0	0	0	0	0
BRIDGE MAINTENANCE	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01379	\$49,352.55	Total	24	Mal	24	23	1	0	0	0	0	0
MAINTENANCE SUPERVISOR	A	Tot Min	1	Fem	0	0	0	0	0	0	0	0
R02005	\$49,851.89	Total	1	Mal	1	1	0	0	0	0	0	0
FACILITY OPERATIONS	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R02020	\$50,813.07	Total	2	Mal	2	2	0	0	0	0	0	0
EQUIPMENT TECHNICIAN	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01330	\$55,112.00	Total	5	Mal	5	5	0	0	0	0	0	0
MAINT SUPERINTENDENT	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04051	\$60,009.43	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT SFTY & HLTH MGR	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04636	\$61,799.36	Total	1	Mal	0	0	0	0	0	0	0	0
SUPPORT SERVICES MANAGER	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04897	\$62,400.00	Total	1	Mal	0	0	0	0	0	0	0	0
HUMAN RESOURCES MANAGER	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04089	\$62,766.29	Total	1	Mal	1	1	0	0	0	0	0	0
GENERAL SERVICES MANAGER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05459	\$64,690.14	Total	1	Mal	1	1	0	0	0	0	0	0
GEOLOGIST	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05748	\$67,086.00	Total	2	Mal	2	2	0	0	0	0	0	0
TRANSP PROJECT DESIGNER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05667	\$67,603.32	Total	1	Mal	1	1	0	0	0	0	0	0
TRAFFIC OPERATIONS	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04752	\$70,794.96	Total	1	Mal	0	0	0	0	0	0	0	0
RIGHT OF WAY MANAGER	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0

# Workforce Analysis

605 2ANW

NORTHWEST DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R05809	\$72,069.82	Total	3	Mal	3	3	0	0	0	0	0	0
RESIDENT ENGINEER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05449	\$72,518.40	Total	2	Mal	1	1	0	0	0	0	0	0
AREA ENGINEER	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05444	\$73,455.99	Total	2	Mal	1	1	0	0	0	0	0	0
TRANSPORTATION PROJECT	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05453	\$73,543.29	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT BRIDGE ENGINEER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05462	\$73,790.55	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT PLANNING MANAGER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05080	\$80,348.54	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT CONST & MATERIALS	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05081	\$80,792.96	Total	1	Mal	0	0	0	0	0	0	0	0
DISTRICT MAINT & TRAFFIC	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05452	\$82,280.29	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT DESIGN ENGINEER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05751	\$87,075.09	Total	1	Mal	1	1	0	0	0	0	0	0
ASSISTANT DISTRICT ENGINEER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R09911	\$106,168.32	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT ENGINEER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
Total for 605 2ANW		Total	482	Mal	431	418	6	0	3	1	0	3
		Tot Min	16	Fem	51	48	1	0	1	0	0	1

# Workforce Analysis

605 2BNE

NORTHEAST DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R05042		\$63,486.80	Total	1	Mal	1	1	0	0	0	0	0
ASST DISTRICT BRIDGE	A		Tot Min	0	Fem	0	0	0	0	0	0	0
R01333		\$31,117.94	Total	55	Mal	53	50	2	0	1	0	0
MAINTENANCE WORKER	H		Tot Min	3	Fem	2	2	0	0	0	0	0
R01301		\$33,568.08	Total	34	Mal	34	33	0	0	0	1	0
INTERMEDIATE MAINTENANCE	H		Tot Min	1	Fem	0	0	0	0	0	0	0
R01391		\$36,042.04	Total	1	Mal	1	1	0	0	0	0	0
SR FACILITY OPERATIONS CREW	H		Tot Min	0	Fem	0	0	0	0	0	0	0
R01335		\$37,224.75	Total	128	Mal	125	119	6	0	0	0	0
SENIOR MAINTENANCE WORKER	H		Tot Min	6	Fem	3	3	0	0	0	0	0
R02017		\$35,061.54	Total	2	Mal	2	2	0	0	0	0	0
EQUIPMENT TECHNICIAN	G		Tot Min	0	Fem	0	0	0	0	0	0	0
R02018		\$39,234.55	Total	4	Mal	3	2	0	0	0	1	0
INTERMEDIATE EQUIPMENT	G		Tot Min	1	Fem	1	1	0	0	0	0	0
R02006		\$40,198.27	Total	2	Mal	2	2	0	0	0	0	0
FACILITY OPERATIONS	G		Tot Min	0	Fem	0	0	0	0	0	0	0
R01061		\$40,317.26	Total	49	Mal	48	48	0	0	0	0	0
MAINTENANCE CREW LEADER	G		Tot Min	0	Fem	1	1	0	0	0	0	0
R02007		\$44,151.95	Total	2	Mal	2	2	0	0	0	0	0
SENIOR FACILITY OPERATIONS	G		Tot Min	0	Fem	0	0	0	0	0	0	0
R02019		\$44,739.51	Total	16	Mal	16	16	0	0	0	0	0
SENIOR EQUIPMENT TECHNICIAN	G		Tot Min	0	Fem	0	0	0	0	0	0	0
R02008		\$46,123.94	Total	3	Mal	3	3	0	0	0	0	0
SENIOR ELECTRICIAN	G		Tot Min	0	Fem	0	0	0	0	0	0	0
R01101		\$33,214.85	Total	2	Mal	2	2	0	0	0	0	0
BRIDGE MAINTENANCE WORKER	H		Tot Min	0	Fem	0	0	0	0	0	0	0
R01107		\$39,631.76	Total	3	Mal	3	3	0	0	0	0	0
SR BRIDGE MAINTENANCE	G		Tot Min	0	Fem	0	0	0	0	0	0	0
R01102		\$42,351.88	Total	2	Mal	2	2	0	0	0	0	0
BRIDGE MAINTENANCE CREW	G		Tot Min	0	Fem	0	0	0	0	0	0	0

# Workforce Analysis

605 2BNE

NORTHEAST DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R01272		\$31,880.87	Total	2	Mal	0	0	0	0	0	0	0
CONST PROJECT OFFICE	F		Tot Min	0	Fem	2	2	0	0	0	0	0
R01026		\$36,068.77	Total	1	Mal	0	0	0	0	0	0	0
EXECUTIVE ASSISTANT	F		Tot Min	0	Fem	1	1	0	0	0	0	0
R01022		\$32,014.21	Total	2	Mal	0	0	0	0	0	0	0
ADMINISTRATIVE TECHNICIAN	E		Tot Min	0	Fem	2	2	0	0	0	0	0
R01084		\$34,843.45	Total	1	Mal	0	0	0	0	0	0	0
SENIOR CUSTOMER SERVICE	E		Tot Min	0	Fem	1	1	0	0	0	0	0
R01028		\$36,800.34	Total	2	Mal	0	0	0	0	0	0	0
SENIOR FINANCIAL SERVICES	E		Tot Min	0	Fem	2	2	0	0	0	0	0
R01023		\$37,268.14	Total	1	Mal	0	0	0	0	0	0	0
SR ADMINISTRATIVE TECHNICIAN	E		Tot Min	0	Fem	1	1	0	0	0	0	0
R03133		\$43,959.59	Total	1	Mal	0	0	0	0	0	0	0
DIST FINAL PLANS & REP PROC	E		Tot Min	0	Fem	1	1	0	0	0	0	0
R01515		\$31,337.93	Total	2	Mal	2	2	0	0	0	0	0
CONSTRUCTION TECHNICIAN	C		Tot Min	0	Fem	0	0	0	0	0	0	0
R02011		\$31,657.66	Total	1	Mal	1	1	0	0	0	0	0
SURVEY TECHNICIAN	C		Tot Min	0	Fem	0	0	0	0	0	0	0
R01589		\$35,308.58	Total	1	Mal	1	1	0	0	0	0	0
INTER CONSTRUCTION TECH	C		Tot Min	0	Fem	0	0	0	0	0	0	0
R01593		\$35,908.59	Total	1	Mal	1	1	0	0	0	0	0
INTER MATERIALS TECH	C		Tot Min	0	Fem	0	0	0	0	0	0	0
R01516		\$39,593.74	Total	1	Mal	1	1	0	0	0	0	0
SR CONSTRUCTION TECHNICIAN	C		Tot Min	0	Fem	0	0	0	0	0	0	0
R01596		\$41,308.73	Total	1	Mal	0	0	0	0	0	0	0
SENIOR TRAFFIC TECHNICIAN	C		Tot Min	0	Fem	1	1	0	0	0	0	0
R03522		\$42,857.00	Total	1	Mal	0	0	0	0	0	0	0
TRAFFIC SPECIALIST	C		Tot Min	0	Fem	1	1	0	0	0	0	0
R03028		\$47,229.95	Total	2	Mal	2	2	0	0	0	0	0
SENIOR TRAFFIC SPECIALIST	C		Tot Min	0	Fem	0	0	0	0	0	0	0

# Workforce Analysis

605 2BNE

NORTHEAST DISTRICT

Job Code & Title	Average Salary & EEO				Total	W	B	A	H	I	P	2
R02583	\$48,342.42	Total	2	Mal	2	2	0	0	0	0	0	0
LAND SURVEYOR	C	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04632	\$40,615.47	Total	1	Mal	0	0	0	0	0	0	0	0
FINANCIAL SERVICES	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04695	\$41,038.56	Total	1	Mal	1	1	0	0	0	0	0	0
INFO SYSTEMS TECHNOLOGIST	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04477	\$45,815.47	Total	1	Mal	0	0	0	0	0	0	0	0
INTERM CUSTOMER RELATIONS	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05736	\$46,563.48	Total	3	Mal	2	2	0	0	0	0	0	0
CONSTRUCTION INSPECTOR	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05787	\$46,641.78	Total	1	Mal	1	1	0	0	0	0	0	0
MATERIALS INSPECTOR	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05626	\$50,943.91	Total	4	Mal	3	3	0	0	0	0	0	0
INTER CONST INSPECTOR	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04607	\$51,758.13	Total	1	Mal	0	0	0	0	0	0	0	0
SR CUSTOMER RELATIONS	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04740	\$52,097.89	Total	1	Mal	0	0	0	0	0	0	0	0
SR FINANCIAL SERVICES	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04007	\$52,347.14	Total	2	Mal	0	0	0	0	0	0	0	0
SR GENERAL SERVICES SPEC	B	Tot Min	0	Fem	2	2	0	0	0	0	0	0
R04862	\$52,378.04	Total	1	Mal	0	0	0	0	0	0	0	0
SR HR SPECIALIST	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04696	\$52,465.91	Total	2	Mal	1	1	0	0	0	0	0	0
SR INFO SYSTEMS	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05629	\$52,678.14	Total	3	Mal	2	2	0	0	0	0	0	0
INTER HIGHWAY DESIGNER	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04101	\$53,019.20	Total	1	Mal	1	1	0	0	0	0	0	0
SENIOR PROCUREMENT AGENT	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05772	\$54,721.93	Total	2	Mal	2	2	0	0	0	0	0	0
SENIOR MATERIALS INSPECTOR	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0

# Workforce Analysis

605 2BNE

NORTHEAST DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R05893	\$55,176.00	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT DESIGN LIAISON	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05813	\$56,357.61	Total	14	Mal	14	13	0	0	0	1	0	0
SR CONSTRUCTION INSPECTOR	B	Tot Min	1	Fem	0	0	0	0	0	0	0	0
R05814	\$57,487.35	Total	6	Mal	5	5	0	0	0	0	0	0
SENIOR HIGHWAY DESIGNER	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04890	\$59,354.22	Total	1	Mal	0	0	0	0	0	0	0	0
CERTIFIED APPRAISER	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05754	\$59,693.98	Total	1	Mal	1	1	0	0	0	0	0	0
SENIOR TRAFFIC STUDIES	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05755	\$67,471.98	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT UTILITIES ENGINEER	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04699	\$35,810.40	Total	2	Mal	0	0	0	0	0	0	0	0
RIGHT OF WAY SPECIALIST	B	Tot Min	0	Fem	2	2	0	0	0	0	0	0
R04465	\$47,274.93	Total	2	Mal	1	1	0	0	0	0	0	0
INTERMEDIATE SAFETY OFFICER	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04456	\$46,142.73	Total	1	Mal	0	0	0	0	0	0	0	0
INTER R/W SPECIALIST	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R01380	\$44,399.45	Total	7	Mal	6	6	0	0	0	0	0	0
ASST MAINTENANCE	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R01109	\$49,207.99	Total	1	Mal	1	1	0	0	0	0	0	0
BRIDGE MAINTENANCE	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04664	\$46,529.60	Total	1	Mal	1	1	0	0	0	0	0	0
ROADSIDE MANAGER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01379	\$49,352.55	Total	20	Mal	19	19	0	0	0	0	0	0
MAINTENANCE SUPERVISOR	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R02005	\$49,851.89	Total	1	Mal	1	1	0	0	0	0	0	0
FACILITY OPERATIONS	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R02020	\$50,813.07	Total	2	Mal	2	2	0	0	0	0	0	0
EQUIPMENT TECHNICIAN	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0

# Workforce Analysis

605 2BNE

NORTHEAST DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R01330	\$55,112.00	Total	6	Mal	6	6	0	0	0	0	0	0
MAINT SUPERINTENDENT	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04051	\$60,009.43	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT SFTY & HLTH MGR	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R02016	\$60,735.87	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT LAND SURVEY	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04443	\$61,520.85	Total	1	Mal	0	0	0	0	0	0	0	0
CUSTOMER RELATIONS	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04636	\$61,799.36	Total	1	Mal	1	1	0	0	0	0	0	0
SUPPORT SERVICES MANAGER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04897	\$62,400.00	Total	1	Mal	0	0	0	0	0	0	0	0
HUMAN RESOURCES MANAGER	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04089	\$62,766.29	Total	1	Mal	1	1	0	0	0	0	0	0
GENERAL SERVICES MANAGER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05748	\$67,086.00	Total	2	Mal	1	1	0	0	0	0	0	0
TRANSP PROJECT DESIGNER	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05078	\$67,222.28	Total	1	Mal	1	1	0	0	0	0	0	0
AST DISTRICT CONSTR & MATER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05667	\$67,603.32	Total	1	Mal	1	1	0	0	0	0	0	0
TRAFFIC OPERATIONS	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04752	\$70,794.96	Total	1	Mal	0	0	0	0	0	0	0	0
RIGHT OF WAY MANAGER	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05809	\$72,069.82	Total	4	Mal	4	4	0	0	0	0	0	0
RESIDENT ENGINEER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05449	\$72,518.40	Total	3	Mal	2	2	0	0	0	0	0	0
AREA ENGINEER	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05444	\$73,455.99	Total	3	Mal	2	2	0	0	0	0	0	0
TRANSPORTATION PROJECT	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05453	\$73,543.29	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT BRIDGE ENGINEER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0



## Workforce Analysis

605 2BNE

NORTHEAST DISTRICT

Job Code & Title	Average Salary & EEO				Total	W	B	A	H	I	P	2
R05462	\$73,790.55	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT PLANNING MANAGER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05080	\$80,348.54	Total	2	Mal	2	2	0	0	0	0	0	0
DISTRICT CONST & MATERIALS	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05081	\$80,792.96	Total	1	Mal	0	0	0	0	0	0	0	0
DISTRICT MAINT & TRAFFIC	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05452	\$82,280.29	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT DESIGN ENGINEER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05751	\$87,075.09	Total	1	Mal	1	1	0	0	0	0	0	0
ASSISTANT DISTRICT ENGINEER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R09911	\$106,168.32	Total	1	Mal	0	0	0	0	0	0	0	0
DISTRICT ENGINEER	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
Total for 605 2BNE				Mal	400	388	8	0	1	3	0	0
				Fem	46	46	0	0	0	0	0	0

# Workforce Analysis

605 2CKC

KANSAS CITY DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R01333		\$31,117.94	Total	129	Mal	122	78	40	1	3	0	0
MAINTENANCE WORKER	H		Tot Min	47	Fem	7	4	3	0	0	0	0
R01306		\$31,782.40	Total	1	Mal	1	0	1	0	0	0	0
FACILITY OPERATIONS CREW	H		Tot Min	1	Fem	0	0	0	0	0	0	0
R01301		\$33,568.08	Total	43	Mal	39	28	7	0	3	1	0
INTERMEDIATE MAINTENANCE	H		Tot Min	11	Fem	4	4	0	0	0	0	0
R01391		\$36,042.04	Total	1	Mal	1	1	0	0	0	0	0
SR FACILITY OPERATIONS CREW	H		Tot Min	0	Fem	0	0	0	0	0	0	0
R01335		\$37,224.75	Total	69	Mal	66	51	7	0	6	2	0
SENIOR MAINTENANCE WORKER	H		Tot Min	16	Fem	3	2	1	0	0	0	0
R01392		\$37,420.21	Total	13	Mal	11	5	4	0	2	0	0
MOTORIST ASSISTANCE	H		Tot Min	7	Fem	2	1	1	0	0	0	0
R01089		\$31,031.26	Total	1	Mal	1	1	0	0	0	0	0
ASSISTANT EQUIPMENT	G		Tot Min	0	Fem	0	0	0	0	0	0	0
R02381		\$34,531.45	Total	13	Mal	11	6	5	0	0	0	0
ELECTRICIAN ASSISTANT	G		Tot Min	5	Fem	2	2	0	0	0	0	0
R02017		\$35,061.54	Total	2	Mal	2	2	0	0	0	0	0
EQUIPMENT TECHNICIAN	G		Tot Min	0	Fem	0	0	0	0	0	0	0
R02018		\$39,234.55	Total	2	Mal	2	2	0	0	0	0	0
INTERMEDIATE EQUIPMENT	G		Tot Min	0	Fem	0	0	0	0	0	0	0
R02350		\$40,207.48	Total	3	Mal	3	1	2	0	0	0	0
ELECTRICIAN	G		Tot Min	2	Fem	0	0	0	0	0	0	0
R01061		\$40,317.26	Total	41	Mal	38	34	4	0	0	0	0
MAINTENANCE CREW LEADER	G		Tot Min	5	Fem	3	2	1	0	0	0	0
R02007		\$44,151.95	Total	2	Mal	2	2	0	0	0	0	0
SENIOR FACILITY OPERATIONS	G		Tot Min	0	Fem	0	0	0	0	0	0	0
R02019		\$44,739.51	Total	20	Mal	20	19	1	0	0	0	0
SENIOR EQUIPMENT TECHNICIAN	G		Tot Min	1	Fem	0	0	0	0	0	0	0
R02008		\$46,123.94	Total	5	Mal	5	5	0	0	0	0	0
SENIOR ELECTRICIAN	G		Tot Min	0	Fem	0	0	0	0	0	0	0

# Workforce Analysis

605 2CKC

KANSAS CITY DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R01101	\$33,214.85	Total	8	Mal	7	3	4	0	0	0	0	0
BRIDGE MAINTENANCE WORKER	H	Tot Min	5	Fem	1	0	1	0	0	0	0	0
R01106	\$36,019.72	Total	1	Mal	1	0	1	0	0	0	0	0
INT BRIDGE MAINTENANCE	G	Tot Min	1	Fem	0	0	0	0	0	0	0	0
R01107	\$39,631.76	Total	3	Mal	2	0	2	0	0	0	0	0
SR BRIDGE MAINTENANCE	G	Tot Min	2	Fem	1	1	0	0	0	0	0	0
R01102	\$42,351.88	Total	1	Mal	1	0	1	0	0	0	0	0
BRIDGE MAINTENANCE CREW	G	Tot Min	1	Fem	0	0	0	0	0	0	0	0
R01272	\$31,880.87	Total	2	Mal	0	0	0	0	0	0	0	0
CONST PROJECT OFFICE	F	Tot Min	0	Fem	2	2	0	0	0	0	0	0
R01026	\$36,068.77	Total	1	Mal	0	0	0	0	0	0	0	0
EXECUTIVE ASSISTANT	F	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R01027	\$30,858.17	Total	1	Mal	0	0	0	0	0	0	0	0
FINANCIAL SERVICES	E	Tot Min	1	Fem	1	0	0	1	0	0	0	0
R01098	\$31,817.73	Total	1	Mal	0	0	0	0	0	0	0	0
CUSTOMER SERVICE REP	E	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R01022	\$32,014.21	Total	5	Mal	0	0	0	0	0	0	0	0
ADMINISTRATIVE TECHNICIAN	E	Tot Min	0	Fem	5	5	0	0	0	0	0	0
R01029	\$32,328.40	Total	1	Mal	0	0	0	0	0	0	0	0
HUMAN RESOURCES	E	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R01019	\$32,843.52	Total	1	Mal	0	0	0	0	0	0	0	0
RIGHT OF WAY TECHNICIAN	E	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R01084	\$34,843.45	Total	5	Mal	0	0	0	0	0	0	0	0
SENIOR CUSTOMER SERVICE	E	Tot Min	2	Fem	5	3	1	0	1	0	0	0
R01028	\$36,800.34	Total	4	Mal	0	0	0	0	0	0	0	0
SENIOR FINANCIAL SERVICES	E	Tot Min	0	Fem	4	4	0	0	0	0	0	0
R01032	\$37,710.66	Total	2	Mal	0	0	0	0	0	0	0	0
SENIOR GENERAL SERVICES	E	Tot Min	0	Fem	2	2	0	0	0	0	0	0
R01088	\$37,711.20	Total	1	Mal	0	0	0	0	0	0	0	0
SENIOR INF SYSTEMS	E	Tot Min	0	Fem	1	1	0	0	0	0	0	0

# Workforce Analysis

605 2CKC

KANSAS CITY DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R03133		\$43,959.59	Total	1	Mal	0	0	0	0	0	0	0
DIST FINAL PLANS & REP PROC	E		Tot Min	0	Fem	1	1	0	0	0	0	0
R01594		\$31,220.80	Total	1	Mal	1	1	0	0	0	0	0
TRAFFIC TECHNICIAN	C		Tot Min	0	Fem	0	0	0	0	0	0	0
R01515		\$31,337.93	Total	4	Mal	4	2	1	1	0	0	0
CONSTRUCTION TECHNICIAN	C		Tot Min	2	Fem	0	0	0	0	0	0	0
R01589		\$35,308.58	Total	2	Mal	2	0	1	0	1	0	0
INTER CONSTRUCTION TECH	C		Tot Min	2	Fem	0	0	0	0	0	0	0
R02012		\$35,580.48	Total	1	Mal	1	1	0	0	0	0	0
INTERMEDIATE SURVEY	C		Tot Min	0	Fem	0	0	0	0	0	0	0
R01593		\$35,908.59	Total	1	Mal	1	1	0	0	0	0	0
INTER MATERIALS TECH	C		Tot Min	0	Fem	0	0	0	0	0	0	0
R01066		\$36,054.84	Total	2	Mal	1	1	0	0	0	0	0
SENIOR MAINTENANCE	C		Tot Min	0	Fem	1	1	0	0	0	0	0
R02013		\$39,563.07	Total	3	Mal	3	2	1	0	0	0	0
SENIOR SURVEY TECHNICIAN	C		Tot Min	1	Fem	0	0	0	0	0	0	0
R01516		\$39,593.74	Total	3	Mal	2	1	1	0	0	0	0
SR CONSTRUCTION TECHNICIAN	C		Tot Min	1	Fem	1	1	0	0	0	0	0
R01501		\$39,631.67	Total	1	Mal	1	0	1	0	0	0	0
SENIOR MATERIALS TECHNICIAN	C		Tot Min	1	Fem	0	0	0	0	0	0	0
R01591		\$40,045.02	Total	3	Mal	2	1	1	0	0	0	0
SENIOR DESIGN TECHNICIAN	C		Tot Min	1	Fem	1	1	0	0	0	0	0
R03522		\$42,857.00	Total	1	Mal	0	0	0	0	0	0	0
TRAFFIC SPECIALIST	C		Tot Min	0	Fem	1	1	0	0	0	0	0
R03028		\$47,229.95	Total	3	Mal	3	3	0	0	0	0	0
SENIOR TRAFFIC SPECIALIST	C		Tot Min	0	Fem	0	0	0	0	0	0	0
R02583		\$48,342.42	Total	1	Mal	1	1	0	0	0	0	0
LAND SURVEYOR	C		Tot Min	0	Fem	0	0	0	0	0	0	0
R04008		\$44,005.87	Total	1	Mal	1	1	0	0	0	0	0
GENERAL SERVICES SPEC	B		Tot Min	0	Fem	0	0	0	0	0	0	0

# Workforce Analysis

605 2CKC

KANSAS CITY DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R04029	\$45,013.98	Total	1	Mal	0	0	0	0	0	0	0	0
INT INFO SYSTEMS	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04103	\$45,281.60	Total	1	Mal	0	0	0	0	0	0	0	0
INTERMEDIATE PROCUREMENT	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04477	\$45,815.47	Total	1	Mal	0	0	0	0	0	0	0	0
INTERM CUSTOMER RELATIONS	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04617	\$45,975.17	Total	1	Mal	0	0	0	0	0	0	0	0
INTERM FINANCIAL SERV	B	Tot Min	1	Fem	1	0	1	0	0	0	0	0
R04605	\$46,196.80	Total	1	Mal	1	0	1	0	0	0	0	0
INT HUMAN RESOURCES	B	Tot Min	1	Fem	0	0	0	0	0	0	0	0
R05736	\$46,563.48	Total	11	Mal	10	7	1	1	1	0	0	0
CONSTRUCTION INSPECTOR	B	Tot Min	3	Fem	1	1	0	0	0	0	0	0
R05787	\$46,641.78	Total	2	Mal	1	1	0	0	0	0	0	0
MATERIALS INSPECTOR	B	Tot Min	1	Fem	1	0	1	0	0	0	0	0
R05851	\$47,524.82	Total	3	Mal	2	2	0	0	0	0	0	0
TRAFFIC STUDIES SPECIALIST	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05776	\$47,755.53	Total	4	Mal	2	2	0	0	0	0	0	0
HIGHWAY DESIGNER	B	Tot Min	1	Fem	2	1	0	1	0	0	0	0
R05771	\$48,715.76	Total	3	Mal	1	1	0	0	0	0	0	0
INTER MATERIALS INSPECTOR	B	Tot Min	0	Fem	2	2	0	0	0	0	0	0
R05798	\$48,848.80	Total	2	Mal	0	0	0	0	0	0	0	0
INTER TRANSPORTATION	B	Tot Min	0	Fem	2	2	0	0	0	0	0	0
R05626	\$50,943.91	Total	11	Mal	9	5	3	1	0	0	0	0
INTER CONST INSPECTOR	B	Tot Min	5	Fem	2	1	1	0	0	0	0	0
R04607	\$51,758.13	Total	2	Mal	1	0	1	0	0	0	0	0
SR CUSTOMER RELATIONS	B	Tot Min	1	Fem	1	1	0	0	0	0	0	0
R04740	\$52,097.89	Total	1	Mal	0	0	0	0	0	0	0	0
SR FINANCIAL SERVICES	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04007	\$52,347.14	Total	1	Mal	0	0	0	0	0	0	0	0
SR GENERAL SERVICES SPEC	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0

# Workforce Analysis

605 2CKC

KANSAS CITY DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R04862	\$52,378.04	Total	4	Mal	1	0	0	1	0	0	0	0
SR HR SPECIALIST	B	Tot Min	4	Fem	3	0	3	0	0	0	0	0
R04696	\$52,465.91	Total	4	Mal	4	4	0	0	0	0	0	0
SR INFO SYSTEMS	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05629	\$52,678.14	Total	8	Mal	8	6	1	1	0	0	0	0
INTER HIGHWAY DESIGNER	B	Tot Min	2	Fem	0	0	0	0	0	0	0	0
R05475	\$53,525.94	Total	2	Mal	1	1	0	0	0	0	0	0
INT TR STUDIES SPECIALIST	B	Tot Min	1	Fem	1	0	1	0	0	0	0	0
R05815	\$53,815.67	Total	1	Mal	1	1	0	0	0	0	0	0
SR TRANSPORTATION PLANNER	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05772	\$54,721.93	Total	3	Mal	3	2	0	1	0	0	0	0
SENIOR MATERIALS INSPECTOR	B	Tot Min	1	Fem	0	0	0	0	0	0	0	0
R05813	\$56,357.61	Total	24	Mal	20	18	1	0	1	0	0	0
SR CONSTRUCTION INSPECTOR	B	Tot Min	2	Fem	4	4	0	0	0	0	0	0
R05814	\$57,487.35	Total	16	Mal	11	8	1	1	0	1	0	0
SENIOR HIGHWAY DESIGNER	B	Tot Min	5	Fem	5	3	0	0	2	0	0	0
R05023	\$57,779.58	Total	1	Mal	0	0	0	0	0	0	0	0
SENIOR PAVEMENT SPECIALIST	B	Tot Min	1	Fem	1	0	0	1	0	0	0	0
R05754	\$59,693.98	Total	5	Mal	3	2	0	0	1	0	0	0
SENIOR TRAFFIC STUDIES	B	Tot Min	3	Fem	2	0	2	0	0	0	0	0
R05755	\$67,471.98	Total	1	Mal	0	0	0	0	0	0	0	0
DISTRICT UTILITIES ENGINEER	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04699	\$35,810.40	Total	2	Mal	1	1	0	0	0	0	0	0
RIGHT OF WAY SPECIALIST	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04465	\$47,274.93	Total	1	Mal	0	0	0	0	0	0	0	0
INTERMEDIATE SAFETY OFFICER	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04456	\$46,142.73	Total	1	Mal	0	0	0	0	0	0	0	0
INTER R/W SPECIALIST	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05105	\$63,661.87	Total	1	Mal	1	1	0	0	0	0	0	0
SENIOR MAINT ENGINEERING	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0

# Workforce Analysis

605 2CKC

KANSAS CITY DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R04466	\$53,840.80	Total	1	Mal	1	0	0	0	0	0	0	1
SENIOR SAFETY OFFICER	B	Tot Min	1	Fem	0	0	0	0	0	0	0	0
R04698	\$52,767.88	Total	4	Mal	3	3	0	0	0	0	0	0
SR R/W SPECIALIST	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R01108	\$44,096.00	Total	1	Mal	0	0	0	0	0	0	0	0
ASST BRIDGE MAINTENANCE	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R01082	\$43,180.80	Total	2	Mal	1	1	0	0	0	0	0	0
TRAFFIC SYSTEMS SUPERVISOR	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R01380	\$44,399.45	Total	10	Mal	9	6	0	1	2	0	0	0
ASST MAINTENANCE	A	Tot Min	3	Fem	1	1	0	0	0	0	0	0
R01109	\$49,207.99	Total	1	Mal	1	1	0	0	0	0	0	0
BRIDGE MAINTENANCE	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04664	\$46,529.60	Total	1	Mal	1	1	0	0	0	0	0	0
ROADSIDE MANAGER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01379	\$49,352.55	Total	17	Mal	16	14	2	0	0	0	0	0
MAINTENANCE SUPERVISOR	A	Tot Min	2	Fem	1	1	0	0	0	0	0	0
R02005	\$49,851.89	Total	1	Mal	1	1	0	0	0	0	0	0
FACILITY OPERATIONS	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R02020	\$50,813.07	Total	2	Mal	2	2	0	0	0	0	0	0
EQUIPMENT TECHNICIAN	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R03586	\$55,082.08	Total	1	Mal	1	1	0	0	0	0	0	0
TRAFFIC OPERATIONS	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01330	\$55,112.00	Total	5	Mal	4	2	1	0	0	1	0	0
MAINT SUPERINTENDENT	A	Tot Min	2	Fem	1	1	0	0	0	0	0	0
R02582	\$55,267.52	Total	1	Mal	1	1	0	0	0	0	0	0
LAND SURVEY SUPERVISOR	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04458	\$59,710.32	Total	1	Mal	1	1	0	0	0	0	0	0
DIST INFORMATION SYSTM	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05461	\$59,983.60	Total	2	Mal	1	1	0	0	0	0	0	0
TRANSP PLANNING	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0

# Workforce Analysis

605 2CKC

KANSAS CITY DISTRICT

Job Code & Title	Average Salary & EEO				Total	W	B	A	H	I	P	2
R04051	\$60,009.43	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT SFTY & HLTH MGR	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R02016	\$60,735.87	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT LAND SURVEY	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04443	\$61,520.85	Total	1	Mal	0	0	0	0	0	0	0	0
CUSTOMER RELATIONS	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04636	\$61,799.36	Total	1	Mal	0	0	0	0	0	0	0	0
SUPPORT SERVICES MANAGER	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04897	\$62,400.00	Total	1	Mal	0	0	0	0	0	0	0	0
HUMAN RESOURCES MANAGER	A	Tot Min	1	Fem	1	0	1	0	0	0	0	0
R04089	\$62,766.29	Total	1	Mal	1	1	0	0	0	0	0	0
GENERAL SERVICES MANAGER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04728	\$63,855.00	Total	1	Mal	1	1	0	0	0	0	0	0
ASST RIGHT OF WAY MNGR-	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05459	\$64,690.14	Total	1	Mal	1	1	0	0	0	0	0	0
GEOLOGIST	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05076	\$65,904.30	Total	1	Mal	1	1	0	0	0	0	0	0
ASST DIST MAINTENANCE	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05082	\$66,477.27	Total	2	Mal	2	2	0	0	0	0	0	0
ASSISTANT TO THE RESIDENT	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05748	\$67,086.00	Total	6	Mal	4	4	0	0	0	0	0	0
TRANSP PROJECT DESIGNER	A	Tot Min	0	Fem	2	2	0	0	0	0	0	0
R05078	\$67,222.28	Total	1	Mal	0	0	0	0	0	0	0	0
AST DISTRICT CONSTR & MATER	A	Tot Min	1	Fem	1	0	0	1	0	0	0	0
R05667	\$67,603.32	Total	1	Mal	0	0	0	0	0	0	0	0
TRAFFIC OPERATIONS	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04752	\$70,794.96	Total	1	Mal	1	1	0	0	0	0	0	0
RIGHT OF WAY MANAGER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R09008	\$71,829.47	Total	1	Mal	1	1	0	0	0	0	0	0
DEPUTY PROJECT DIRECTOR	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0



# Workforce Analysis

605 2CKC

KANSAS CITY DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R05809	\$72,069.82	Total	5	Mal	5	5	0	0	0	0	0	0
RESIDENT ENGINEER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05449	\$72,518.40	Total	3	Mal	3	3	0	0	0	0	0	0
AREA ENGINEER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01393	\$43,983.05	Total	2	Mal	2	1	1	0	0	0	0	0
MOTOR ASSISTANCE SHIFT SUPV A		Tot Min	1	Fem	0	0	0	0	0	0	0	0
R05444	\$73,455.99	Total	6	Mal	3	3	0	0	0	0	0	0
TRANSPORTATION PROJECT	A	Tot Min	1	Fem	3	2	0	1	0	0	0	0
R05453	\$73,543.29	Total	2	Mal	2	2	0	0	0	0	0	0
DISTRICT BRIDGE ENGINEER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01307	\$49,940.80	Total	1	Mal	1	1	0	0	0	0	0	0
MOTORIST ASSISTANCE OPER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05462	\$73,790.55	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT PLANNING MANAGER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R02009	\$51,633.20	Total	2	Mal	2	2	0	0	0	0	0	0
TRAFFIC SUPERVISOR	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01103	\$56,667.33	Total	1	Mal	1	1	0	0	0	0	0	0
URBAN TRAFFIC SUPERVISOR	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05450	\$76,778.96	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT TRAFFIC ENGINEER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01020	\$57,525.87	Total	1	Mal	1	0	1	0	0	0	0	0
INCIDENT MANAGEMENT	A	Tot Min	1	Fem	0	0	0	0	0	0	0	0
R05072	\$77,813.81	Total	1	Mal	0	0	0	0	0	0	0	0
DISTRICT MAINTENANCE	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05024	\$78,436.80	Total	1	Mal	1	1	0	0	0	0	0	0
TRAFFIC CENTER MANAGER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R09968	\$80,071.96	Total	1	Mal	0	0	0	0	0	0	0	0
PROJECT DIRECTOR	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05080	\$80,348.54	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT CONST & MATERIALS	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0

## Workforce Analysis

605 2CKC

KANSAS CITY DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R04434	\$80,992.91	Total	1	Mal	1	1	0	0	0	0	0	0
ASST TO THE DIST ENGINEER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05452	\$82,280.29	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT DESIGN ENGINEER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05751	\$87,075.09	Total	2	Mal	1	1	0	0	0	0	0	0
ASSISTANT DISTRICT ENGINEER	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R09911	\$106,168.32	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT ENGINEER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
Total for 605 2CKC		Total	634	Mal	524	390	99	9	20	5	0	1
		Tot Min	160	Fem	110	84	18	5	3	0	0	0

# Workforce Analysis

605 2DCD

CENTRAL DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R05042		\$63,486.80	Total	1	Mal	1	1	0	0	0	0	0
ASST DISTRICT BRIDGE	A		Tot Min	0	Fem	0	0	0	0	0	0	0
R01333		\$31,117.94	Total	77	Mal	75	74	0	0	0	1	0
MAINTENANCE WORKER	H		Tot Min	1	Fem	2	2	0	0	0	0	0
R01301		\$33,568.08	Total	48	Mal	45	40	3	1	1	0	0
INTERMEDIATE MAINTENANCE	H		Tot Min	5	Fem	3	3	0	0	0	0	0
R01335		\$37,224.75	Total	157	Mal	146	141	2	0	0	2	0
SENIOR MAINTENANCE WORKER	H		Tot Min	5	Fem	11	11	0	0	0	0	0
R02381		\$34,531.45	Total	4	Mal	4	4	0	0	0	0	0
ELECTRICIAN ASSISTANT	G		Tot Min	0	Fem	0	0	0	0	0	0	0
R01073		\$37,574.95	Total	2	Mal	2	2	0	0	0	0	0
SENIOR SUPPLY AGENT	G		Tot Min	0	Fem	0	0	0	0	0	0	0
R02018		\$39,234.55	Total	3	Mal	3	3	0	0	0	0	0
INTERMEDIATE EQUIPMENT	G		Tot Min	0	Fem	0	0	0	0	0	0	0
R02350		\$40,207.48	Total	1	Mal	1	1	0	0	0	0	0
ELECTRICIAN	G		Tot Min	0	Fem	0	0	0	0	0	0	0
R01061		\$40,317.26	Total	61	Mal	59	58	0	1	0	0	0
MAINTENANCE CREW LEADER	G		Tot Min	1	Fem	2	2	0	0	0	0	0
R02007		\$44,151.95	Total	3	Mal	3	3	0	0	0	0	0
SENIOR FACILITY OPERATIONS	G		Tot Min	0	Fem	0	0	0	0	0	0	0
R02019		\$44,739.51	Total	24	Mal	24	24	0	0	0	0	0
SENIOR EQUIPMENT TECHNICIAN	G		Tot Min	0	Fem	0	0	0	0	0	0	0
R02008		\$46,123.94	Total	3	Mal	3	3	0	0	0	0	0
SENIOR ELECTRICIAN	G		Tot Min	0	Fem	0	0	0	0	0	0	0
R01101		\$33,214.85	Total	4	Mal	4	4	0	0	0	0	0
BRIDGE MAINTENANCE WORKER	H		Tot Min	0	Fem	0	0	0	0	0	0	0
R01106		\$36,019.72	Total	4	Mal	3	2	1	0	0	0	0
INT BRIDGE MAINTENANCE	G		Tot Min	1	Fem	1	1	0	0	0	0	0
R01107		\$39,631.76	Total	3	Mal	3	2	0	0	1	0	0
SR BRIDGE MAINTENANCE	G		Tot Min	1	Fem	0	0	0	0	0	0	0

# Workforce Analysis

605 2DCD

CENTRAL DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R01102		\$42,351.88	Total	2	Mal	2	2	0	0	0	0	0
BRIDGE MAINTENANCE CREW	G		Tot Min	0	Fem	0	0	0	0	0	0	0
R01272		\$31,880.87	Total	4	Mal	0	0	0	0	0	0	0
CONST PROJECT OFFICE	F		Tot Min	0	Fem	4	4	0	0	0	0	0
R01026		\$36,068.77	Total	1	Mal	0	0	0	0	0	0	0
EXECUTIVE ASSISTANT	F		Tot Min	1	Fem	1	0	1	0	0	0	0
R01033		\$31,220.80	Total	1	Mal	0	0	0	0	0	0	0
RISK MANAGEMENT TECHNICIAN	E		Tot Min	0	Fem	1	1	0	0	0	0	0
R01098		\$31,817.73	Total	1	Mal	0	0	0	0	0	0	0
CUSTOMER SERVICE REP	E		Tot Min	1	Fem	1	0	1	0	0	0	0
R01084		\$34,843.45	Total	1	Mal	1	1	0	0	0	0	0
SENIOR CUSTOMER SERVICE	E		Tot Min	0	Fem	0	0	0	0	0	0	0
R01030		\$36,437.44	Total	1	Mal	0	0	0	0	0	0	0
SENIOR HUMAN RESOURCES	E		Tot Min	0	Fem	1	1	0	0	0	0	0
R01028		\$36,800.34	Total	3	Mal	0	0	0	0	0	0	0
SENIOR FINANCIAL SERVICES	E		Tot Min	0	Fem	3	3	0	0	0	0	0
R01032		\$37,710.66	Total	1	Mal	0	0	0	0	0	0	0
SENIOR GENERAL SERVICES	E		Tot Min	0	Fem	1	1	0	0	0	0	0
R03133		\$43,959.59	Total	1	Mal	0	0	0	0	0	0	0
DIST FINAL PLANS & REP PROC	E		Tot Min	0	Fem	1	1	0	0	0	0	0
R01515		\$31,337.93	Total	1	Mal	1	1	0	0	0	0	0
CONSTRUCTION TECHNICIAN	C		Tot Min	0	Fem	0	0	0	0	0	0	0
R02011		\$31,657.66	Total	2	Mal	1	1	0	0	0	0	0
SURVEY TECHNICIAN	C		Tot Min	0	Fem	1	1	0	0	0	0	0
R01595		\$35,152.00	Total	1	Mal	0	0	0	0	0	0	0
INTER TRAFFIC TECHNICIAN	C		Tot Min	0	Fem	1	1	0	0	0	0	0
R01589		\$35,308.58	Total	3	Mal	3	3	0	0	0	0	0
INTER CONSTRUCTION TECH	C		Tot Min	0	Fem	0	0	0	0	0	0	0
R02013		\$39,563.07	Total	2	Mal	2	2	0	0	0	0	0
SENIOR SURVEY TECHNICIAN	C		Tot Min	0	Fem	0	0	0	0	0	0	0

# Workforce Analysis

605 2DCD

CENTRAL DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R01516		\$39,593.74	Total	7	Mal	7	7	0	0	0	0	0
SR CONSTRUCTION TECHNICIAN	C		Tot Min	0	Fem	0	0	0	0	0	0	0
R01501		\$39,631.67	Total	3	Mal	2	2	0	0	0	0	0
SENIOR MATERIALS TECHNICIAN	C		Tot Min	0	Fem	1	1	0	0	0	0	0
R01591		\$40,045.02	Total	2	Mal	2	2	0	0	0	0	0
SENIOR DESIGN TECHNICIAN	C		Tot Min	0	Fem	0	0	0	0	0	0	0
R03028		\$47,229.95	Total	4	Mal	3	3	0	0	0	0	0
SENIOR TRAFFIC SPECIALIST	C		Tot Min	0	Fem	1	1	0	0	0	0	0
R05736		\$46,563.48	Total	3	Mal	3	3	0	0	0	0	0
CONSTRUCTION INSPECTOR	B		Tot Min	0	Fem	0	0	0	0	0	0	0
R05776		\$47,755.53	Total	3	Mal	2	1	1	0	0	0	0
HIGHWAY DESIGNER	B		Tot Min	1	Fem	1	1	0	0	0	0	0
R05626		\$50,943.91	Total	8	Mal	7	7	0	0	0	0	0
INTER CONST INSPECTOR	B		Tot Min	0	Fem	1	1	0	0	0	0	0
R05021		\$44,865.60	Total	1	Mal	1	1	0	0	0	0	0
PAVEMENT SPECIALIST	B		Tot Min	0	Fem	0	0	0	0	0	0	0
R04607		\$51,758.13	Total	1	Mal	0	0	0	0	0	0	0
SR CUSTOMER RELATIONS	B		Tot Min	0	Fem	1	1	0	0	0	0	0
R04740		\$52,097.89	Total	2	Mal	0	0	0	0	0	0	0
SR FINANCIAL SERVICES	B		Tot Min	0	Fem	2	2	0	0	0	0	0
R04007		\$52,347.14	Total	2	Mal	1	1	0	0	0	0	0
SR GENERAL SERVICES SPEC	B		Tot Min	1	Fem	1	0	1	0	0	0	0
R04862		\$52,378.04	Total	2	Mal	0	0	0	0	0	0	0
SR HR SPECIALIST	B		Tot Min	0	Fem	2	2	0	0	0	0	0
R04696		\$52,465.91	Total	1	Mal	0	0	0	0	0	0	0
SR INFO SYSTEMS	B		Tot Min	0	Fem	1	1	0	0	0	0	0
R05629		\$52,678.14	Total	2	Mal	2	1	0	1	0	0	0
INTER HIGHWAY DESIGNER	B		Tot Min	1	Fem	0	0	0	0	0	0	0
R04101		\$53,019.20	Total	1	Mal	0	0	0	0	0	0	0
SENIOR PROCUREMENT AGENT	B		Tot Min	0	Fem	1	1	0	0	0	0	0

# Workforce Analysis

605 2DCD

CENTRAL DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R05475	\$53,525.94	Total	2	Mal	2	2	0	0	0	0	0	0
INT TR STUDIES SPECIALIST	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05815	\$53,815.67	Total	1	Mal	0	0	0	0	0	0	0	0
SR TRANSPORTATION PLANNER	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05772	\$54,721.93	Total	4	Mal	4	4	0	0	0	0	0	0
SENIOR MATERIALS INSPECTOR	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05813	\$56,357.61	Total	18	Mal	16	16	0	0	0	0	0	0
SR CONSTRUCTION INSPECTOR	B	Tot Min	0	Fem	2	2	0	0	0	0	0	0
R05035	\$48,214.40	Total	1	Mal	1	1	0	0	0	0	0	0
INTERMEDIATE PROJECT	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05814	\$57,487.35	Total	8	Mal	6	6	0	0	0	0	0	0
SENIOR HIGHWAY DESIGNER	B	Tot Min	0	Fem	2	2	0	0	0	0	0	0
R04890	\$59,354.22	Total	1	Mal	1	1	0	0	0	0	0	0
CERTIFIED APPRAISER	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05754	\$59,693.98	Total	1	Mal	1	1	0	0	0	0	0	0
SENIOR TRAFFIC STUDIES	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05755	\$67,471.98	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT UTILITIES ENGINEER	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04465	\$47,274.93	Total	1	Mal	1	1	0	0	0	0	0	0
INTERMEDIATE SAFETY OFFICER	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04456	\$46,142.73	Total	1	Mal	1	1	0	0	0	0	0	0
INTER R/W SPECIALIST	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04698	\$52,767.88	Total	3	Mal	1	1	0	0	0	0	0	0
SR R/W SPECIALIST	B	Tot Min	0	Fem	2	2	0	0	0	0	0	0
R01380	\$44,399.45	Total	12	Mal	11	10	0	0	0	1	0	0
ASST MAINTENANCE	A	Tot Min	1	Fem	1	1	0	0	0	0	0	0
R01109	\$49,207.99	Total	2	Mal	2	2	0	0	0	0	0	0
BRIDGE MAINTENANCE	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01379	\$49,352.55	Total	24	Mal	23	22	0	0	1	0	0	0
MAINTENANCE SUPERVISOR	A	Tot Min	1	Fem	1	1	0	0	0	0	0	0

# Workforce Analysis

605 2DCD

CENTRAL DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R02005	\$49,851.89	Total	1	Mal	1	1	0	0	0	0	0	0
FACILITY OPERATIONS	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R02020	\$50,813.07	Total	3	Mal	3	3	0	0	0	0	0	0
EQUIPMENT TECHNICIAN	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01330	\$55,112.00	Total	8	Mal	7	7	0	0	0	0	0	0
MAINT SUPERINTENDENT	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04458	\$59,710.32	Total	1	Mal	1	1	0	0	0	0	0	0
DIST INFORMATION SYSTM	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05461	\$59,983.60	Total	1	Mal	0	0	0	0	0	0	0	0
TRANSP PLANNING	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04051	\$60,009.43	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT SFTY & HLTH MGR	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R02016	\$60,735.87	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT LAND SURVEY	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04443	\$61,520.85	Total	1	Mal	1	1	0	0	0	0	0	0
CUSTOMER RELATIONS	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04636	\$61,799.36	Total	1	Mal	0	0	0	0	0	0	0	0
SUPPORT SERVICES MANAGER	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04897	\$62,400.00	Total	1	Mal	1	1	0	0	0	0	0	0
HUMAN RESOURCES MANAGER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04089	\$62,766.29	Total	1	Mal	1	1	0	0	0	0	0	0
GENERAL SERVICES MANAGER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04728	\$63,855.00	Total	1	Mal	0	0	0	0	0	0	0	0
ASST RIGHT OF WAY MNGR-	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05076	\$65,904.30	Total	1	Mal	1	1	0	0	0	0	0	0
ASST DIST MAINTENANCE	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05082	\$66,477.27	Total	2	Mal	2	2	0	0	0	0	0	0
ASSISTANT TO THE RESIDENT	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05748	\$67,086.00	Total	4	Mal	3	3	0	0	0	0	0	0
TRANSP PROJECT DESIGNER	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0

# Workforce Analysis

605 2DCD

CENTRAL DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R05078	\$67,222.28	Total	1	Mal	0	0	0	0	0	0	0	0
AST DISTRICT CONSTR & MATER	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05667	\$67,603.32	Total	1	Mal	0	0	0	0	0	0	0	0
TRAFFIC OPERATIONS	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04752	\$70,794.96	Total	1	Mal	1	1	0	0	0	0	0	0
RIGHT OF WAY MANAGER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R09008	\$71,829.47	Total	1	Mal	1	1	0	0	0	0	0	0
DEPUTY PROJECT DIRECTOR	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05809	\$72,069.82	Total	4	Mal	4	4	0	0	0	0	0	0
RESIDENT ENGINEER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05449	\$72,518.40	Total	3	Mal	2	2	0	0	0	0	0	0
AREA ENGINEER	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05444	\$73,455.99	Total	4	Mal	2	2	0	0	0	0	0	0
TRANSPORTATION PROJECT	A	Tot Min	0	Fem	2	2	0	0	0	0	0	0
R05453	\$73,543.29	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT BRIDGE ENGINEER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05462	\$73,790.55	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT PLANNING MANAGER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R02009	\$51,633.20	Total	1	Mal	1	1	0	0	0	0	0	0
TRAFFIC SUPERVISOR	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05450	\$76,778.96	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT TRAFFIC ENGINEER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05072	\$77,813.81	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT MAINTENANCE	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R09968	\$80,071.96	Total	1	Mal	0	0	0	0	0	0	0	0
PROJECT DIRECTOR	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05080	\$80,348.54	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT CONST & MATERIALS	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05452	\$82,280.29	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT DESIGN ENGINEER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0



## Workforce Analysis

605 2DCD

CENTRAL DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R05751		\$87,075.09	Total	1	Mal	1	1	0	0	0	0	0
ASSISTANT DISTRICT ENGINEER	A		Tot Min	0	Fem	0	0	0	0	0	0	0
R09911		\$106,168.32	Total	1	Mal	0	0	0	0	0	0	0
DISTRICT ENGINEER	A		Tot Min	0	Fem	1	1	0	0	0	0	0
Total for 605 2DCD			Total	595	Mal	528	510	7	3	3	4	0
			Tot Min	21	Fem	67	64	3	0	0	0	0

# Workforce Analysis

605 2FSL

ST. LOUIS DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R05042		\$63,486.80	Total	1	Mal	1	1	0	0	0	0	0
ASST DISTRICT BRIDGE	A		Tot Min	0	Fem	0	0	0	0	0	0	0
R01333		\$31,117.94	Total	90	Mal	81	50	31	0	0	0	0
MAINTENANCE WORKER	H		Tot Min	36	Fem	9	4	5	0	0	0	0
R01301		\$33,568.08	Total	34	Mal	28	23	5	0	0	0	0
INTERMEDIATE MAINTENANCE	H		Tot Min	6	Fem	6	5	1	0	0	0	0
R01391		\$36,042.04	Total	1	Mal	1	1	0	0	0	0	0
SR FACILITY OPERATIONS CREW	H		Tot Min	0	Fem	0	0	0	0	0	0	0
R01335		\$37,224.75	Total	91	Mal	85	62	20	1	0	2	0
SENIOR MAINTENANCE WORKER	H		Tot Min	24	Fem	6	5	1	0	0	0	0
R01392		\$37,420.21	Total	20	Mal	19	15	3	0	1	0	0
MOTORIST ASSISTANCE	H		Tot Min	5	Fem	1	0	1	0	0	0	0
R01089		\$31,031.26	Total	1	Mal	0	0	0	0	0	0	0
ASSISTANT EQUIPMENT	G		Tot Min	0	Fem	1	1	0	0	0	0	0
R02381		\$34,531.45	Total	10	Mal	10	5	5	0	0	0	0
ELECTRICIAN ASSISTANT	G		Tot Min	5	Fem	0	0	0	0	0	0	0
R02018		\$39,234.55	Total	3	Mal	3	3	0	0	0	0	0
INTERMEDIATE EQUIPMENT	G		Tot Min	0	Fem	0	0	0	0	0	0	0
R02350		\$40,207.48	Total	14	Mal	14	8	6	0	0	0	0
ELECTRICIAN	G		Tot Min	6	Fem	0	0	0	0	0	0	0
R01061		\$40,317.26	Total	43	Mal	41	32	8	0	0	1	0
MAINTENANCE CREW LEADER	G		Tot Min	9	Fem	2	2	0	0	0	0	0
R02007		\$44,151.95	Total	3	Mal	3	3	0	0	0	0	0
SENIOR FACILITY OPERATIONS	G		Tot Min	0	Fem	0	0	0	0	0	0	0
R02019		\$44,739.51	Total	16	Mal	15	13	2	0	0	0	0
SENIOR EQUIPMENT TECHNICIAN	G		Tot Min	2	Fem	1	1	0	0	0	0	0
R02008		\$46,123.94	Total	14	Mal	14	10	3	0	1	0	0
SENIOR ELECTRICIAN	G		Tot Min	4	Fem	0	0	0	0	0	0	0
R01101		\$33,214.85	Total	5	Mal	5	4	1	0	0	0	0
BRIDGE MAINTENANCE WORKER	H		Tot Min	1	Fem	0	0	0	0	0	0	0

# Workforce Analysis

605 2FSL

ST. LOUIS DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R01106	\$36,019.72	Total	4	Mal	4	3	1	0	0	0	0	0
INT BRIDGE MAINTENANCE	G	Tot Min	1	Fem	0	0	0	0	0	0	0	0
R01107	\$39,631.76	Total	3	Mal	3	3	0	0	0	0	0	0
SR BRIDGE MAINTENANCE	G	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01102	\$42,351.88	Total	3	Mal	3	2	1	0	0	0	0	0
BRIDGE MAINTENANCE CREW	G	Tot Min	1	Fem	0	0	0	0	0	0	0	0
R01024	\$25,823.20	Total	1	Mal	0	0	0	0	0	0	0	0
OFFICE ASSISTANT	F	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R01025	\$29,497.65	Total	4	Mal	0	0	0	0	0	0	0	0
SENIOR OFFICE ASSISTANT	F	Tot Min	0	Fem	4	4	0	0	0	0	0	0
R01272	\$31,880.87	Total	6	Mal	0	0	0	0	0	0	0	0
CONST PROJECT OFFICE	F	Tot Min	0	Fem	6	6	0	0	0	0	0	0
R01026	\$36,068.77	Total	1	Mal	0	0	0	0	0	0	0	0
EXECUTIVE ASSISTANT	F	Tot Min	1	Fem	1	0	1	0	0	0	0	0
R01027	\$30,858.17	Total	2	Mal	0	0	0	0	0	0	0	0
FINANCIAL SERVICES	E	Tot Min	1	Fem	2	1	1	0	0	0	0	0
R01081	\$32,610.60	Total	2	Mal	1	1	0	0	0	0	0	0
TRAFFIC SYSTEMS OPERATOR	F	Tot Min	1	Fem	1	0	1	0	0	0	0	0
R01029	\$32,328.40	Total	1	Mal	0	0	0	0	0	0	0	0
HUMAN RESOURCES	E	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R01084	\$34,843.45	Total	2	Mal	0	0	0	0	0	0	0	0
SENIOR CUSTOMER SERVICE	E	Tot Min	1	Fem	2	1	1	0	0	0	0	0
R01034	\$36,623.21	Total	2	Mal	1	0	1	0	0	0	0	0
SENIOR RISK MANAGEMENT	E	Tot Min	1	Fem	1	1	0	0	0	0	0	0
R01028	\$36,800.34	Total	2	Mal	1	1	0	0	0	0	0	0
SENIOR FINANCIAL SERVICES	E	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R01032	\$37,710.66	Total	1	Mal	0	0	0	0	0	0	0	0
SENIOR GENERAL SERVICES	E	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R01046	\$40,851.20	Total	1	Mal	0	0	0	0	0	0	0	0
SENIOR RIGHT OF WAY	E	Tot Min	0	Fem	1	1	0	0	0	0	0	0

# Workforce Analysis

605 2FSL

ST. LOUIS DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R03133		\$43,959.59	Total	1	Mal	1	1	0	0	0	0	0
DIST FINAL PLANS & REP PROC	E		Tot Min	0	Fem	0	0	0	0	0	0	0
R01074		\$31,490.93	Total	1	Mal	1	0	1	0	0	0	0
INFORMATION SYSTEMS	E		Tot Min	1	Fem	0	0	0	0	0	0	0
R01569		\$26,732.80	Total	3	Mal	3	3	0	0	0	0	0
ASSISTANT SURVEY TECHNICIAN	C		Tot Min	0	Fem	0	0	0	0	0	0	0
R01592		\$30,701.47	Total	1	Mal	0	0	0	0	0	0	0
MATERIALS TECHNICIAN	C		Tot Min	0	Fem	1	1	0	0	0	0	0
R01515		\$31,337.93	Total	1	Mal	1	1	0	0	0	0	0
CONSTRUCTION TECHNICIAN	C		Tot Min	0	Fem	0	0	0	0	0	0	0
R01534		\$34,401.33	Total	1	Mal	0	0	0	0	0	0	0
INTERMEDIATE DESIGN	C		Tot Min	0	Fem	1	1	0	0	0	0	0
R01589		\$35,308.58	Total	3	Mal	2	1	1	0	0	0	0
INTER CONSTRUCTION TECH	C		Tot Min	1	Fem	1	1	0	0	0	0	0
R02012		\$35,580.48	Total	1	Mal	1	1	0	0	0	0	0
INTERMEDIATE SURVEY	C		Tot Min	0	Fem	0	0	0	0	0	0	0
R01593		\$35,908.59	Total	3	Mal	3	1	1	0	1	0	0
INTER MATERIALS TECH	C		Tot Min	2	Fem	0	0	0	0	0	0	0
R01066		\$36,054.84	Total	5	Mal	3	3	0	0	0	0	0
SENIOR MAINTENANCE	C		Tot Min	0	Fem	2	2	0	0	0	0	0
R02013		\$39,563.07	Total	3	Mal	3	3	0	0	0	0	0
SENIOR SURVEY TECHNICIAN	C		Tot Min	0	Fem	0	0	0	0	0	0	0
R01516		\$39,593.74	Total	13	Mal	11	8	3	0	0	0	0
SR CONSTRUCTION TECHNICIAN	C		Tot Min	3	Fem	2	2	0	0	0	0	0
R01501		\$39,631.67	Total	1	Mal	1	0	1	0	0	0	0
SENIOR MATERIALS TECHNICIAN	C		Tot Min	1	Fem	0	0	0	0	0	0	0
R01591		\$40,045.02	Total	3	Mal	2	1	1	0	0	0	0
SENIOR DESIGN TECHNICIAN	C		Tot Min	1	Fem	1	1	0	0	0	0	0
R01596		\$41,308.73	Total	5	Mal	3	3	0	0	0	0	0
SENIOR TRAFFIC TECHNICIAN	C		Tot Min	0	Fem	2	2	0	0	0	0	0

# Workforce Analysis

605 2FSL

ST. LOUIS DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R03522		\$42,857.00	Total	2	Mal	2	2	0	0	0	0	0
TRAFFIC SPECIALIST	C		Tot Min	0	Fem	0	0	0	0	0	0	0
R02014		\$43,582.93	Total	2	Mal	2	2	0	0	0	0	0
LAND SURVEYOR IN TRAINING	C		Tot Min	0	Fem	0	0	0	0	0	0	0
R03028		\$47,229.95	Total	4	Mal	4	2	0	0	1	1	0
SENIOR TRAFFIC SPECIALIST	C		Tot Min	2	Fem	0	0	0	0	0	0	0
R04632		\$40,615.47	Total	1	Mal	0	0	0	0	0	0	0
FINANCIAL SERVICES	B		Tot Min	0	Fem	1	1	0	0	0	0	0
R04828		\$42,598.40	Total	1	Mal	0	0	0	0	0	0	0
CUSTOMER RELATIONS	B		Tot Min	1	Fem	1	0	1	0	0	0	0
R04445		\$44,604.93	Total	1	Mal	0	0	0	0	0	0	0
INTERM GEN SERV SPECIALIST	B		Tot Min	0	Fem	1	1	0	0	0	0	0
R04849		\$41,080.00	Total	2	Mal	0	0	0	0	0	0	0
HUMAN RESOURCES SPECIALIST	B		Tot Min	2	Fem	2	0	2	0	0	0	0
R04029		\$45,013.98	Total	1	Mal	1	1	0	0	0	0	0
INT INFO SYSTEMS	B		Tot Min	0	Fem	0	0	0	0	0	0	0
R05736		\$46,563.48	Total	13	Mal	13	11	2	0	0	0	0
CONSTRUCTION INSPECTOR	B		Tot Min	2	Fem	0	0	0	0	0	0	0
R05787		\$46,641.78	Total	6	Mal	6	3	3	0	0	0	0
MATERIALS INSPECTOR	B		Tot Min	3	Fem	0	0	0	0	0	0	0
R05851		\$47,524.82	Total	4	Mal	3	1	1	0	0	1	0
TRAFFIC STUDIES SPECIALIST	B		Tot Min	3	Fem	1	0	1	0	0	0	0
R05776		\$47,755.53	Total	8	Mal	6	6	0	0	0	0	0
HIGHWAY DESIGNER	B		Tot Min	0	Fem	2	2	0	0	0	0	0
R05798		\$48,848.80	Total	1	Mal	1	1	0	0	0	0	0
INTER TRANSPORTATION	B		Tot Min	0	Fem	0	0	0	0	0	0	0
R05626		\$50,943.91	Total	7	Mal	7	7	0	0	0	0	0
INTER CONST INSPECTOR	B		Tot Min	0	Fem	0	0	0	0	0	0	0
R04607		\$51,758.13	Total	2	Mal	1	1	0	0	0	0	0
SR CUSTOMER RELATIONS	B		Tot Min	1	Fem	1	0	1	0	0	0	0

# Workforce Analysis

605 2FSL

ST. LOUIS DISTRICT

Job Code & Title	Average Salary & EEO				Total	W	B	A	H	I	P	2
R04740	\$52,097.89	Total	1	Mal	0	0	0	0	0	0	0	0
SR FINANCIAL SERVICES	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04007	\$52,347.14	Total	1	Mal	0	0	0	0	0	0	0	0
SR GENERAL SERVICES SPEC	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04862	\$52,378.04	Total	1	Mal	0	0	0	0	0	0	0	0
SR HR SPECIALIST	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04696	\$52,465.91	Total	3	Mal	3	2	1	0	0	0	0	0
SR INFO SYSTEMS	B	Tot Min	1	Fem	0	0	0	0	0	0	0	0
R05629	\$52,678.14	Total	6	Mal	6	4	2	0	0	0	0	0
INTER HIGHWAY DESIGNER	B	Tot Min	2	Fem	0	0	0	0	0	0	0	0
R04059	\$52,977.60	Total	1	Mal	0	0	0	0	0	0	0	0
COMMUNITY LIAISON	B	Tot Min	1	Fem	1	0	1	0	0	0	0	0
R04101	\$53,019.20	Total	1	Mal	0	0	0	0	0	0	0	0
SENIOR PROCUREMENT AGENT	B	Tot Min	1	Fem	1	0	1	0	0	0	0	0
R05475	\$53,525.94	Total	6	Mal	3	3	0	0	0	0	0	0
INT TR STUDIES SPECIALIST	B	Tot Min	0	Fem	3	3	0	0	0	0	0	0
R05772	\$54,721.93	Total	7	Mal	5	4	1	0	0	0	0	0
SENIOR MATERIALS INSPECTOR	B	Tot Min	2	Fem	2	1	1	0	0	0	0	0
R05813	\$56,357.61	Total	32	Mal	28	28	0	0	0	0	0	0
SR CONSTRUCTION INSPECTOR	B	Tot Min	1	Fem	4	3	0	1	0	0	0	0
R05814	\$57,487.35	Total	12	Mal	7	6	1	0	0	0	0	0
SENIOR HIGHWAY DESIGNER	B	Tot Min	2	Fem	5	4	0	1	0	0	0	0
R05023	\$57,779.58	Total	1	Mal	1	1	0	0	0	0	0	0
SENIOR PAVEMENT SPECIALIST	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05659	\$58,322.40	Total	1	Mal	0	0	0	0	0	0	0	0
DISTRICT CONSTRUCTION	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04890	\$59,354.22	Total	2	Mal	1	1	0	0	0	0	0	0
CERTIFIED APPRAISER	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05754	\$59,693.98	Total	5	Mal	3	2	1	0	0	0	0	0
SENIOR TRAFFIC STUDIES	B	Tot Min	2	Fem	2	1	0	1	0	0	0	0

# Workforce Analysis

605 2FSL

ST. LOUIS DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R04606	\$63,710.40	Total	1	Mal	0	0	0	0	0	0	0	0
CUSTOMER RELATIONS	B	Tot Min	1	Fem	1	0	1	0	0	0	0	0
R04699	\$35,810.40	Total	1	Mal	0	0	0	0	0	0	0	0
RIGHT OF WAY SPECIALIST	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05041	\$57,424.80	Total	2	Mal	1	1	0	0	0	0	0	0
BRIDGE INSPECTOR	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04465	\$47,274.93	Total	1	Mal	1	1	0	0	0	0	0	0
INTERMEDIATE SAFETY OFFICER	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04456	\$46,142.73	Total	4	Mal	2	2	0	0	0	0	0	0
INTER R/W SPECIALIST	B	Tot Min	0	Fem	2	2	0	0	0	0	0	0
R04698	\$52,767.88	Total	3	Mal	0	0	0	0	0	0	0	0
SR R/W SPECIALIST	B	Tot Min	0	Fem	3	3	0	0	0	0	0	0
R01082	\$43,180.80	Total	3	Mal	0	0	0	0	0	0	0	0
TRAFFIC SYSTEMS SUPERVISOR	A	Tot Min	1	Fem	3	2	1	0	0	0	0	0
R01380	\$44,399.45	Total	16	Mal	16	13	3	0	0	0	0	0
ASST MAINTENANCE	A	Tot Min	3	Fem	0	0	0	0	0	0	0	0
R01109	\$49,207.99	Total	2	Mal	2	2	0	0	0	0	0	0
BRIDGE MAINTENANCE	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04664	\$46,529.60	Total	1	Mal	1	1	0	0	0	0	0	0
ROADSIDE MANAGER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01379	\$49,352.55	Total	16	Mal	13	12	1	0	0	0	0	0
MAINTENANCE SUPERVISOR	A	Tot Min	1	Fem	3	3	0	0	0	0	0	0
R02005	\$49,851.89	Total	1	Mal	1	1	0	0	0	0	0	0
FACILITY OPERATIONS	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R02020	\$50,813.07	Total	2	Mal	2	2	0	0	0	0	0	0
EQUIPMENT TECHNICIAN	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R03586	\$55,082.08	Total	1	Mal	1	1	0	0	0	0	0	0
TRAFFIC OPERATIONS	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01330	\$55,112.00	Total	6	Mal	6	6	0	0	0	0	0	0
MAINT SUPERINTENDENT	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0

# Workforce Analysis

605 2FSL

ST. LOUIS DISTRICT

Job Code & Title	Average Salary & EEO				Total	W	B	A	H	I	P	2
R02582	\$55,267.52	Total	3	Mal	3	3	0	0	0	0	0	0
LAND SURVEY SUPERVISOR	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04458	\$59,710.32	Total	1	Mal	0	0	0	0	0	0	0	0
DIST INFORMATION SYSTM	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04051	\$60,009.43	Total	1	Mal	0	0	0	0	0	0	0	0
DISTRICT SFTY & HLTH MGR	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R02016	\$60,735.87	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT LAND SURVEY	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04082	\$60,935.79	Total	2	Mal	2	2	0	0	0	0	0	0
TRANSPORTATION PLANNING	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04443	\$61,520.85	Total	1	Mal	0	0	0	0	0	0	0	0
CUSTOMER RELATIONS	A	Tot Min	1	Fem	1	0	1	0	0	0	0	0
R04636	\$61,799.36	Total	1	Mal	0	0	0	0	0	0	0	0
SUPPORT SERVICES MANAGER	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04897	\$62,400.00	Total	1	Mal	0	0	0	0	0	0	0	0
HUMAN RESOURCES MANAGER	A	Tot Min	1	Fem	1	0	1	0	0	0	0	0
R04089	\$62,766.29	Total	1	Mal	0	0	0	0	0	0	0	0
GENERAL SERVICES MANAGER	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05459	\$64,690.14	Total	1	Mal	0	0	0	0	0	0	0	0
GEOLOGIST	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05076	\$65,904.30	Total	1	Mal	0	0	0	0	0	0	0	0
ASST DIST MAINTENANCE	A	Tot Min	1	Fem	1	0	0	1	0	0	0	0
R05082	\$66,477.27	Total	4	Mal	4	4	0	0	0	0	0	0
ASSISTANT TO THE RESIDENT	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05748	\$67,086.00	Total	8	Mal	6	6	0	0	0	0	0	0
TRANSP PROJECT DESIGNER	A	Tot Min	0	Fem	2	2	0	0	0	0	0	0
R05667	\$67,603.32	Total	3	Mal	1	1	0	0	0	0	0	0
TRAFFIC OPERATIONS	A	Tot Min	0	Fem	2	2	0	0	0	0	0	0
R04752	\$70,794.96	Total	1	Mal	1	1	0	0	0	0	0	0
RIGHT OF WAY MANAGER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0



# Workforce Analysis

605 2FSL

ST. LOUIS DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R09008	\$71,829.47	Total	1	Mal	1	1	0	0	0	0	0	0
DEPUTY PROJECT DIRECTOR	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05809	\$72,069.82	Total	6	Mal	5	5	0	0	0	0	0	0
RESIDENT ENGINEER	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05449	\$72,518.40	Total	5	Mal	3	3	0	0	0	0	0	0
AREA ENGINEER	A	Tot Min	1	Fem	2	1	1	0	0	0	0	0
R01393	\$43,983.05	Total	6	Mal	5	2	3	0	0	0	0	0
MOTOR ASSISTANCE SHIFT SUPV A		Tot Min	3	Fem	1	1	0	0	0	0	0	0
R05444	\$73,455.99	Total	8	Mal	4	3	0	0	1	0	0	0
TRANSPORTATION PROJECT	A	Tot Min	1	Fem	4	4	0	0	0	0	0	0
R05453	\$73,543.29	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT BRIDGE ENGINEER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05462	\$73,790.55	Total	1	Mal	1	0	1	0	0	0	0	0
DISTRICT PLANNING MANAGER	A	Tot Min	1	Fem	0	0	0	0	0	0	0	0
R02009	\$51,633.20	Total	3	Mal	3	3	0	0	0	0	0	0
TRAFFIC SUPERVISOR	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01103	\$56,667.33	Total	1	Mal	1	0	1	0	0	0	0	0
URBAN TRAFFIC SUPERVISOR	A	Tot Min	1	Fem	0	0	0	0	0	0	0	0
R05450	\$76,778.96	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT TRAFFIC ENGINEER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01020	\$57,525.87	Total	1	Mal	1	1	0	0	0	0	0	0
INCIDENT MANAGEMENT	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05072	\$77,813.81	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT MAINTENANCE	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R09968	\$80,071.96	Total	1	Mal	1	1	0	0	0	0	0	0
PROJECT DIRECTOR	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05080	\$80,348.54	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT CONST & MATERIALS	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04434	\$80,992.91	Total	1	Mal	0	0	0	0	0	0	0	0
ASST TO THE DIST ENGINEER	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0

## Workforce Analysis

605 2FSL

ST. LOUIS DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R05452		\$82,280.29	Total	1	Mal	1	1	0	0	0	0	0
DISTRICT DESIGN ENGINEER	A		Tot Min	0	Fem	0	0	0	0	0	0	0
R05751		\$87,075.09	Total	2	Mal	2	2	0	0	0	0	0
ASSISTANT DISTRICT ENGINEER	A		Tot Min	0	Fem	0	0	0	0	0	0	0
R09911		\$106,168.32	Total	1	Mal	1	1	0	0	0	0	0
DISTRICT ENGINEER	A		Tot Min	0	Fem	0	0	0	0	0	0	0
Total for 605 2FSL			Total	693	Mal	568	441	116	1	5	5	0
			Tot Min	156	Fem	125	96	25	4	0	0	0

# Workforce Analysis

605 2GSW

SOUTHWEST DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2	
R01333		\$31,117.94	Total	110	Mal	110	108	0	0	0	1	0	1
MAINTENANCE WORKER	H		Tot Min	2	Fem	0	0	0	0	0	0	0	0
R01301		\$33,568.08	Total	38	Mal	38	35	1	0	0	2	0	0
INTERMEDIATE MAINTENANCE	H		Tot Min	3	Fem	0	0	0	0	0	0	0	0
R01391		\$36,042.04	Total	2	Mal	2	2	0	0	0	0	0	0
SR FACILITY OPERATIONS CREW	H		Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01335		\$37,224.75	Total	212	Mal	196	186	1	0	5	4	0	0
SENIOR MAINTENANCE WORKER	H		Tot Min	14	Fem	16	12	0	0	1	2	0	1
R01392		\$37,420.21	Total	6	Mal	6	5	0	0	1	0	0	0
MOTORIST ASSISTANCE	H		Tot Min	1	Fem	0	0	0	0	0	0	0	0
R01089		\$31,031.26	Total	1	Mal	1	0	0	0	1	0	0	0
ASSISTANT EQUIPMENT	G		Tot Min	1	Fem	0	0	0	0	0	0	0	0
R02017		\$35,061.54	Total	2	Mal	2	2	0	0	0	0	0	0
EQUIPMENT TECHNICIAN	G		Tot Min	0	Fem	0	0	0	0	0	0	0	0
R02018		\$39,234.55	Total	2	Mal	2	2	0	0	0	0	0	0
INTERMEDIATE EQUIPMENT	G		Tot Min	0	Fem	0	0	0	0	0	0	0	0
R02006		\$40,198.27	Total	1	Mal	1	1	0	0	0	0	0	0
FACILITY OPERATIONS	G		Tot Min	0	Fem	0	0	0	0	0	0	0	0
R02350		\$40,207.48	Total	4	Mal	4	4	0	0	0	0	0	0
ELECTRICIAN	G		Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01061		\$40,317.26	Total	82	Mal	76	70	0	0	1	4	0	1
MAINTENANCE CREW LEADER	G		Tot Min	6	Fem	6	6	0	0	0	0	0	0
R02007		\$44,151.95	Total	2	Mal	2	2	0	0	0	0	0	0
SENIOR FACILITY OPERATIONS	G		Tot Min	0	Fem	0	0	0	0	0	0	0	0
R02019		\$44,739.51	Total	26	Mal	26	25	1	0	0	0	0	0
SENIOR EQUIPMENT TECHNICIAN	G		Tot Min	1	Fem	0	0	0	0	0	0	0	0
R02008		\$46,123.94	Total	9	Mal	9	7	1	0	1	0	0	0
SENIOR ELECTRICIAN	G		Tot Min	2	Fem	0	0	0	0	0	0	0	0
R01101		\$33,214.85	Total	6	Mal	6	5	0	0	1	0	0	0
BRIDGE MAINTENANCE WORKER	H		Tot Min	1	Fem	0	0	0	0	0	0	0	0

# Workforce Analysis

605 2GSW

SOUTHWEST DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R01107	\$39,631.76	Total	1	Mal	1	1	0	0	0	0	0	0
SR BRIDGE MAINTENANCE	G	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01102	\$42,351.88	Total	3	Mal	3	3	0	0	0	0	0	0
BRIDGE MAINTENANCE CREW	G	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01272	\$31,880.87	Total	5	Mal	0	0	0	0	0	0	0	0
CONST PROJECT OFFICE	F	Tot Min	0	Fem	5	5	0	0	0	0	0	0
R01026	\$36,068.77	Total	1	Mal	0	0	0	0	0	0	0	0
EXECUTIVE ASSISTANT	F	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R01015	\$39,726.20	Total	2	Mal	1	1	0	0	0	0	0	0
SR TRAFFIC SYSTEMS	F	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R01027	\$30,858.17	Total	2	Mal	0	0	0	0	0	0	0	0
FINANCIAL SERVICES	E	Tot Min	1	Fem	2	1	0	0	0	1	0	0
R01022	\$32,014.21	Total	1	Mal	0	0	0	0	0	0	0	0
ADMINISTRATIVE TECHNICIAN	E	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R01084	\$34,843.45	Total	3	Mal	0	0	0	0	0	0	0	0
SENIOR CUSTOMER SERVICE	E	Tot Min	0	Fem	3	3	0	0	0	0	0	0
R01034	\$36,623.21	Total	2	Mal	0	0	0	0	0	0	0	0
SENIOR RISK MANAGEMENT	E	Tot Min	0	Fem	2	2	0	0	0	0	0	0
R01028	\$36,800.34	Total	2	Mal	0	0	0	0	0	0	0	0
SENIOR FINANCIAL SERVICES	E	Tot Min	0	Fem	2	2	0	0	0	0	0	0
R01023	\$37,268.14	Total	1	Mal	0	0	0	0	0	0	0	0
SR ADMINISTRATIVE TECHNICIAN	E	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R01032	\$37,710.66	Total	1	Mal	0	0	0	0	0	0	0	0
SENIOR GENERAL SERVICES	E	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R03133	\$43,959.59	Total	1	Mal	0	0	0	0	0	0	0	0
DIST FINAL PLANS & REP PROC	E	Tot Min	1	Fem	1	0	0	0	0	1	0	0
R01592	\$30,701.47	Total	1	Mal	1	1	0	0	0	0	0	0
MATERIALS TECHNICIAN	C	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01517	\$31,220.80	Total	1	Mal	0	0	0	0	0	0	0	0
DESIGN TECHNICIAN	C	Tot Min	0	Fem	1	1	0	0	0	0	0	0

# Workforce Analysis

605 2GSW

SOUTHWEST DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2	
R01515		\$31,337.93	Total	7	Mal	7	6	0	0	1	0	0	0
CONSTRUCTION TECHNICIAN	C		Tot Min	1	Fem	0	0	0	0	0	0	0	0
R01589		\$35,308.58	Total	7	Mal	7	6	0	0	0	1	0	0
INTER CONSTRUCTION TECH	C		Tot Min	1	Fem	0	0	0	0	0	0	0	0
R01065		\$39,020.80	Total	1	Mal	1	1	0	0	0	0	0	0
INTER MAINTENANCE	C		Tot Min	0	Fem	0	0	0	0	0	0	0	0
R02013		\$39,563.07	Total	2	Mal	2	2	0	0	0	0	0	0
SENIOR SURVEY TECHNICIAN	C		Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01516		\$39,593.74	Total	6	Mal	5	3	0	0	1	0	0	1
SR CONSTRUCTION TECHNICIAN	C		Tot Min	2	Fem	1	1	0	0	0	0	0	0
R01501		\$39,631.67	Total	1	Mal	0	0	0	0	0	0	0	0
SENIOR MATERIALS TECHNICIAN	C		Tot Min	0	Fem	1	1	0	0	0	0	0	0
R01591		\$40,045.02	Total	3	Mal	2	2	0	0	0	0	0	0
SENIOR DESIGN TECHNICIAN	C		Tot Min	0	Fem	1	1	0	0	0	0	0	0
R01596		\$41,308.73	Total	2	Mal	0	0	0	0	0	0	0	0
SENIOR TRAFFIC TECHNICIAN	C		Tot Min	0	Fem	2	2	0	0	0	0	0	0
R03522		\$42,857.00	Total	1	Mal	1	1	0	0	0	0	0	0
TRAFFIC SPECIALIST	C		Tot Min	0	Fem	0	0	0	0	0	0	0	0
R02014		\$43,582.93	Total	1	Mal	1	1	0	0	0	0	0	0
LAND SURVEYOR IN TRAINING	C		Tot Min	0	Fem	0	0	0	0	0	0	0	0
R03028		\$47,229.95	Total	5	Mal	4	4	0	0	0	0	0	0
SENIOR TRAFFIC SPECIALIST	C		Tot Min	0	Fem	1	1	0	0	0	0	0	0
R02583		\$48,342.42	Total	6	Mal	6	6	0	0	0	0	0	0
LAND SURVEYOR	C		Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01039		\$42,943.10	Total	1	Mal	0	0	0	0	0	0	0	0
SENIOR PLANNING TECHNICIAN	C		Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04695		\$41,038.56	Total	1	Mal	1	1	0	0	0	0	0	0
INFO SYSTEMS TECHNOLOGIST	B		Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05856		\$44,934.93	Total	1	Mal	1	1	0	0	0	0	0	0
TRANSPORTATION PLANNER	B		Tot Min	0	Fem	0	0	0	0	0	0	0	0

# Workforce Analysis

605 2GSW

SOUTHWEST DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R04849	\$41,080.00	Total	1	Mal	0	0	0	0	0	0	0	0
HUMAN RESOURCES SPECIALIST B		Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04103	\$45,281.60	Total	1	Mal	0	0	0	0	0	0	0	0
INTERMEDIATE PROCUREMENT B		Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04605	\$46,196.80	Total	1	Mal	0	0	0	0	0	0	0	0
INT HUMAN RESOURCES B		Tot Min	1	Fem	1	0	0	0	0	1	0	0
R05736	\$46,563.48	Total	6	Mal	6	6	0	0	0	0	0	0
CONSTRUCTION INSPECTOR B		Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05787	\$46,641.78	Total	1	Mal	1	1	0	0	0	0	0	0
MATERIALS INSPECTOR B		Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05851	\$47,524.82	Total	1	Mal	0	0	0	0	0	0	0	0
TRAFFIC STUDIES SPECIALIST B		Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05776	\$47,755.53	Total	4	Mal	4	3	0	0	1	0	0	0
HIGHWAY DESIGNER B		Tot Min	1	Fem	0	0	0	0	0	0	0	0
R05771	\$48,715.76	Total	1	Mal	1	1	0	0	0	0	0	0
INTER MATERIALS INSPECTOR B		Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05626	\$50,943.91	Total	5	Mal	5	4	1	0	0	0	0	0
INTER CONST INSPECTOR B		Tot Min	1	Fem	0	0	0	0	0	0	0	0
R05103	\$45,531.20	Total	3	Mal	1	1	0	0	0	0	0	0
MAINTENANCE ENGINEERING B		Tot Min	0	Fem	2	2	0	0	0	0	0	0
R04607	\$51,758.13	Total	2	Mal	1	1	0	0	0	0	0	0
SR CUSTOMER RELATIONS B		Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04740	\$52,097.89	Total	2	Mal	1	0	0	0	0	0	0	1
SR FINANCIAL SERVICES B		Tot Min	1	Fem	1	1	0	0	0	0	0	0
R04007	\$52,347.14	Total	1	Mal	0	0	0	0	0	0	0	0
SR GENERAL SERVICES SPEC B		Tot Min	1	Fem	1	0	0	0	0	0	0	1
R04862	\$52,378.04	Total	2	Mal	0	0	0	0	0	0	0	0
SR HR SPECIALIST B		Tot Min	2	Fem	2	0	0	0	1	1	0	0
R04696	\$52,465.91	Total	3	Mal	3	3	0	0	0	0	0	0
SR INFO SYSTEMS B		Tot Min	0	Fem	0	0	0	0	0	0	0	0

# Workforce Analysis

605 2GSW

SOUTHWEST DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R05629	\$52,678.14	Total	6	Mal	4	4	0	0	0	0	0	0
INTER HIGHWAY DESIGNER	B	Tot Min	0	Fem	2	2	0	0	0	0	0	0
R05815	\$53,815.67	Total	1	Mal	0	0	0	0	0	0	0	0
SR TRANSPORTATION PLANNER	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05772	\$54,721.93	Total	5	Mal	5	5	0	0	0	0	0	0
SENIOR MATERIALS INSPECTOR	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05813	\$56,357.61	Total	18	Mal	17	17	0	0	0	0	0	0
SR CONSTRUCTION INSPECTOR	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05814	\$57,487.35	Total	12	Mal	8	7	0	0	0	0	0	1
SENIOR HIGHWAY DESIGNER	B	Tot Min	1	Fem	4	4	0	0	0	0	0	0
R05023	\$57,779.58	Total	1	Mal	1	1	0	0	0	0	0	0
SENIOR PAVEMENT SPECIALIST	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04890	\$59,354.22	Total	3	Mal	1	1	0	0	0	0	0	0
CERTIFIED APPRAISER	B	Tot Min	0	Fem	2	2	0	0	0	0	0	0
R05754	\$59,693.98	Total	5	Mal	3	3	0	0	0	0	0	0
SENIOR TRAFFIC STUDIES	B	Tot Min	0	Fem	2	2	0	0	0	0	0	0
R05755	\$67,471.98	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT UTILITIES ENGINEER	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04466	\$53,840.80	Total	1	Mal	1	1	0	0	0	0	0	0
SENIOR SAFETY OFFICER	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04698	\$52,767.88	Total	2	Mal	2	2	0	0	0	0	0	0
SR R/W SPECIALIST	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01380	\$44,399.45	Total	13	Mal	12	12	0	0	0	0	0	0
ASST MAINTENANCE	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R01109	\$49,207.99	Total	1	Mal	1	1	0	0	0	0	0	0
BRIDGE MAINTENANCE	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04664	\$46,529.60	Total	1	Mal	1	1	0	0	0	0	0	0
ROADSIDE MANAGER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01379	\$49,352.55	Total	28	Mal	28	26	0	1	0	1	0	0
MAINTENANCE SUPERVISOR	A	Tot Min	2	Fem	0	0	0	0	0	0	0	0

# Workforce Analysis

605 2GSW

SOUTHWEST DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R02005	\$49,851.89	Total	1	Mal	1	1	0	0	0	0	0	0
FACILITY OPERATIONS	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R02020	\$50,813.07	Total	3	Mal	3	3	0	0	0	0	0	0
EQUIPMENT TECHNICIAN	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01330	\$55,112.00	Total	7	Mal	7	5	0	0	1	1	0	0
MAINT SUPERINTENDENT	A	Tot Min	2	Fem	0	0	0	0	0	0	0	0
R04458	\$59,710.32	Total	1	Mal	1	1	0	0	0	0	0	0
DIST INFORMATION SYSTM	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04051	\$60,009.43	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT SFTY & HLTH MGR	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R02016	\$60,735.87	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT LAND SURVEY	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04443	\$61,520.85	Total	1	Mal	0	0	0	0	0	0	0	0
CUSTOMER RELATIONS	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04636	\$61,799.36	Total	1	Mal	0	0	0	0	0	0	0	0
SUPPORT SERVICES MANAGER	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04897	\$62,400.00	Total	1	Mal	0	0	0	0	0	0	0	0
HUMAN RESOURCES MANAGER	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04089	\$62,766.29	Total	1	Mal	1	1	0	0	0	0	0	0
GENERAL SERVICES MANAGER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05459	\$64,690.14	Total	1	Mal	0	0	0	0	0	0	0	0
GEOLOGIST	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05082	\$66,477.27	Total	2	Mal	2	1	0	0	0	0	0	1
ASSISTANT TO THE RESIDENT	A	Tot Min	1	Fem	0	0	0	0	0	0	0	0
R05748	\$67,086.00	Total	5	Mal	4	4	0	0	0	0	0	0
TRANSP PROJECT DESIGNER	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05667	\$67,603.32	Total	1	Mal	1	1	0	0	0	0	0	0
TRAFFIC OPERATIONS	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04752	\$70,794.96	Total	1	Mal	1	1	0	0	0	0	0	0
RIGHT OF WAY MANAGER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0



# Workforce Analysis

605 2GSW

SOUTHWEST DISTRICT

Job Code & Title	Average Salary & EEO				Total	W	B	A	H	I	P	2
R05809	\$72,069.82	Total	6	Mal	6	6	0	0	0	0	0	0
RESIDENT ENGINEER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05449	\$72,518.40	Total	2	Mal	1	1	0	0	0	0	0	0
AREA ENGINEER	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05444	\$73,455.99	Total	5	Mal	3	3	0	0	0	0	0	0
TRANSPORTATION PROJECT	A	Tot Min	0	Fem	2	2	0	0	0	0	0	0
R05453	\$73,543.29	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT BRIDGE ENGINEER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05462	\$73,790.55	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT PLANNING MANAGER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R02009	\$51,633.20	Total	1	Mal	1	1	0	0	0	0	0	0
TRAFFIC SUPERVISOR	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01103	\$56,667.33	Total	1	Mal	1	1	0	0	0	0	0	0
URBAN TRAFFIC SUPERVISOR	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05450	\$76,778.96	Total	1	Mal	0	0	0	0	0	0	0	0
DISTRICT TRAFFIC ENGINEER	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R01020	\$57,525.87	Total	1	Mal	1	1	0	0	0	0	0	0
INCIDENT MANAGEMENT	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05072	\$77,813.81	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT MAINTENANCE	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05024	\$78,436.80	Total	1	Mal	1	1	0	0	0	0	0	0
TRAFFIC CENTER MANAGER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05080	\$80,348.54	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT CONST & MATERIALS	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04434	\$80,992.91	Total	1	Mal	1	1	0	0	0	0	0	0
ASST TO THE DIST ENGINEER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05452	\$82,280.29	Total	1	Mal	1	0	0	0	1	0	0	0
DISTRICT DESIGN ENGINEER	A	Tot Min	1	Fem	0	0	0	0	0	0	0	0
R05751	\$87,075.09	Total	2	Mal	0	0	0	0	0	0	0	0
ASSISTANT DISTRICT ENGINEER	A	Tot Min	0	Fem	2	2	0	0	0	0	0	0

## Workforce Analysis

605 2GSW

SOUTHWEST DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R09911		\$106,168.32	Total	1	Mal	1	1	0	0	0	0	0
DISTRICT ENGINEER		A	Tot Min	0	Fem	0	0	0	0	0	0	0
Total for 605 2GSW			Total	762	Mal	677	636	5	1	15	14	0
			Tot Min	51	Fem	85	75	0	0	2	6	0

# Workforce Analysis

605 2HSE

SOUTHEAST DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2	
R01333		\$31,117.94	Total	85	Mal	83	78	2	0	1	1	0	1
MAINTENANCE WORKER	H		Tot Min	5	Fem	2	2	0	0	0	0	0	0
R01301		\$33,568.08	Total	39	Mal	38	37	1	0	0	0	0	0
INTERMEDIATE MAINTENANCE	H		Tot Min	1	Fem	1	1	0	0	0	0	0	0
R01391		\$36,042.04	Total	1	Mal	1	0	1	0	0	0	0	0
SR FACILITY OPERATIONS CREW	H		Tot Min	1	Fem	0	0	0	0	0	0	0	0
R01335		\$37,224.75	Total	235	Mal	227	205	13	1	2	5	0	1
SENIOR MAINTENANCE WORKER	H		Tot Min	22	Fem	8	8	0	0	0	0	0	0
R02381		\$34,531.45	Total	2	Mal	2	2	0	0	0	0	0	0
ELECTRICIAN ASSISTANT	G		Tot Min	0	Fem	0	0	0	0	0	0	0	0
R02017		\$35,061.54	Total	3	Mal	3	3	0	0	0	0	0	0
EQUIPMENT TECHNICIAN	G		Tot Min	0	Fem	0	0	0	0	0	0	0	0
R02018		\$39,234.55	Total	5	Mal	5	5	0	0	0	0	0	0
INTERMEDIATE EQUIPMENT	G		Tot Min	0	Fem	0	0	0	0	0	0	0	0
R02350		\$40,207.48	Total	2	Mal	2	2	0	0	0	0	0	0
ELECTRICIAN	G		Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01061		\$40,317.26	Total	78	Mal	78	71	5	0	2	0	0	0
MAINTENANCE CREW LEADER	G		Tot Min	7	Fem	0	0	0	0	0	0	0	0
R02007		\$44,151.95	Total	1	Mal	1	1	0	0	0	0	0	0
SENIOR FACILITY OPERATIONS	G		Tot Min	0	Fem	0	0	0	0	0	0	0	0
R02019		\$44,739.51	Total	22	Mal	22	21	0	0	1	0	0	0
SENIOR EQUIPMENT TECHNICIAN	G		Tot Min	1	Fem	0	0	0	0	0	0	0	0
R02008		\$46,123.94	Total	3	Mal	3	3	0	0	0	0	0	0
SENIOR ELECTRICIAN	G		Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01101		\$33,214.85	Total	6	Mal	6	5	0	0	0	1	0	0
BRIDGE MAINTENANCE WORKER	H		Tot Min	1	Fem	0	0	0	0	0	0	0	0
R01106		\$36,019.72	Total	3	Mal	3	3	0	0	0	0	0	0
INT BRIDGE MAINTENANCE	G		Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01107		\$39,631.76	Total	8	Mal	8	8	0	0	0	0	0	0
SR BRIDGE MAINTENANCE	G		Tot Min	0	Fem	0	0	0	0	0	0	0	0

# Workforce Analysis

605 2HSE

SOUTHEAST DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R01102		\$42,351.88	Total	5	Mal	5	5	0	0	0	0	0
BRIDGE MAINTENANCE CREW	G		Tot Min	0	Fem	0	0	0	0	0	0	0
R01272		\$31,880.87	Total	3	Mal	0	0	0	0	0	0	0
CONST PROJECT OFFICE	F		Tot Min	1	Fem	3	2	0	0	1	0	0
R01026		\$36,068.77	Total	1	Mal	0	0	0	0	0	0	0
EXECUTIVE ASSISTANT	F		Tot Min	0	Fem	1	1	0	0	0	0	0
R01098		\$31,817.73	Total	1	Mal	0	0	0	0	0	0	0
CUSTOMER SERVICE REP	E		Tot Min	0	Fem	1	1	0	0	0	0	0
R01022		\$32,014.21	Total	1	Mal	0	0	0	0	0	0	0
ADMINISTRATIVE TECHNICIAN	E		Tot Min	1	Fem	1	0	1	0	0	0	0
R01029		\$32,328.40	Total	1	Mal	0	0	0	0	0	0	0
HUMAN RESOURCES	E		Tot Min	0	Fem	1	1	0	0	0	0	0
R01031		\$32,895.20	Total	1	Mal	0	0	0	0	0	0	0
GENERAL SERVICES TECHNICIAN	E		Tot Min	1	Fem	1	0	0	0	0	0	1
R01084		\$34,843.45	Total	2	Mal	0	0	0	0	0	0	0
SENIOR CUSTOMER SERVICE	E		Tot Min	0	Fem	2	2	0	0	0	0	0
R01034		\$36,623.21	Total	1	Mal	0	0	0	0	0	0	0
SENIOR RISK MANAGEMENT	E		Tot Min	0	Fem	1	1	0	0	0	0	0
R01023		\$37,268.14	Total	5	Mal	0	0	0	0	0	0	0
SR ADMINISTRATIVE TECHNICIAN	E		Tot Min	0	Fem	5	5	0	0	0	0	0
R01046		\$40,851.20	Total	1	Mal	0	0	0	0	0	0	0
SENIOR RIGHT OF WAY	E		Tot Min	0	Fem	1	1	0	0	0	0	0
R03133		\$43,959.59	Total	1	Mal	0	0	0	0	0	0	0
DIST FINAL PLANS & REP PROC	E		Tot Min	0	Fem	1	1	0	0	0	0	0
R01075		\$37,793.60	Total	1	Mal	1	1	0	0	0	0	0
INTERMEDIATE IS TECHNICIAN	E		Tot Min	0	Fem	0	0	0	0	0	0	0
R01517		\$31,220.80	Total	1	Mal	1	1	0	0	0	0	0
DESIGN TECHNICIAN	C		Tot Min	0	Fem	0	0	0	0	0	0	0
R02011		\$31,657.66	Total	1	Mal	1	1	0	0	0	0	0
SURVEY TECHNICIAN	C		Tot Min	0	Fem	0	0	0	0	0	0	0

# Workforce Analysis

605 2HSE

SOUTHEAST DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R01534		\$34,401.33	Total	1	Mal	0	0	0	0	0	0	0
INTERMEDIATE DESIGN	C		Tot Min	0	Fem	1	1	0	0	0	0	0
R01589		\$35,308.58	Total	3	Mal	3	3	0	0	0	0	0
INTER CONSTRUCTION TECH	C		Tot Min	0	Fem	0	0	0	0	0	0	0
R02012		\$35,580.48	Total	2	Mal	2	2	0	0	0	0	0
INTERMEDIATE SURVEY	C		Tot Min	0	Fem	0	0	0	0	0	0	0
R01066		\$36,054.84	Total	1	Mal	0	0	0	0	0	0	0
SENIOR MAINTENANCE	C		Tot Min	0	Fem	1	1	0	0	0	0	0
R02013		\$39,563.07	Total	2	Mal	1	1	0	0	0	0	0
SENIOR SURVEY TECHNICIAN	C		Tot Min	0	Fem	1	1	0	0	0	0	0
R01516		\$39,593.74	Total	13	Mal	8	8	0	0	0	0	0
SR CONSTRUCTION TECHNICIAN	C		Tot Min	1	Fem	5	4	0	0	1	0	0
R01591		\$40,045.02	Total	2	Mal	0	0	0	0	0	0	0
SENIOR DESIGN TECHNICIAN	C		Tot Min	0	Fem	2	2	0	0	0	0	0
R01596		\$41,308.73	Total	2	Mal	1	0	0	1	0	0	0
SENIOR TRAFFIC TECHNICIAN	C		Tot Min	1	Fem	1	1	0	0	0	0	0
R01039		\$42,943.10	Total	2	Mal	1	1	0	0	0	0	0
SENIOR PLANNING TECHNICIAN	C		Tot Min	1	Fem	1	0	0	0	0	1	0
R04632		\$40,615.47	Total	1	Mal	0	0	0	0	0	0	0
FINANCIAL SERVICES	B		Tot Min	0	Fem	1	1	0	0	0	0	0
R04427		\$44,096.00	Total	1	Mal	0	0	0	0	0	0	0
PROCUREMENT AGENT	B		Tot Min	0	Fem	1	1	0	0	0	0	0
R05856		\$44,934.93	Total	1	Mal	0	0	0	0	0	0	0
TRANSPORTATION PLANNER	B		Tot Min	0	Fem	1	1	0	0	0	0	0
R04103		\$45,281.60	Total	1	Mal	0	0	0	0	0	0	0
INTERMEDIATE PROCUREMENT	B		Tot Min	0	Fem	1	1	0	0	0	0	0
R04617		\$45,975.17	Total	1	Mal	1	1	0	0	0	0	0
INTERM FINANCIAL SERV	B		Tot Min	0	Fem	0	0	0	0	0	0	0
R04605		\$46,196.80	Total	1	Mal	0	0	0	0	0	0	0
INT HUMAN RESOURCES	B		Tot Min	0	Fem	1	1	0	0	0	0	0

# Workforce Analysis

605 2HSE

SOUTHEAST DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R05736		\$46,563.48	Total	3	Mal	1	1	0	0	0	0	0
CONSTRUCTION INSPECTOR	B		Tot Min	0	Fem	2	2	0	0	0	0	0
R05626		\$50,943.91	Total	7	Mal	5	5	0	0	0	0	0
INTER CONST INSPECTOR	B		Tot Min	0	Fem	2	2	0	0	0	0	0
R04607		\$51,758.13	Total	1	Mal	0	0	0	0	0	0	0
SR CUSTOMER RELATIONS	B		Tot Min	0	Fem	1	1	0	0	0	0	0
R04740		\$52,097.89	Total	2	Mal	1	1	0	0	0	0	0
SR FINANCIAL SERVICES	B		Tot Min	0	Fem	1	1	0	0	0	0	0
R04007		\$52,347.14	Total	1	Mal	0	0	0	0	0	0	0
SR GENERAL SERVICES SPEC	B		Tot Min	0	Fem	1	1	0	0	0	0	0
R04862		\$52,378.04	Total	1	Mal	0	0	0	0	0	0	0
SR HR SPECIALIST	B		Tot Min	1	Fem	1	0	0	0	1	0	0
R04696		\$52,465.91	Total	1	Mal	1	1	0	0	0	0	0
SR INFO SYSTEMS	B		Tot Min	0	Fem	0	0	0	0	0	0	0
R05629		\$52,678.14	Total	3	Mal	2	1	1	0	0	0	0
INTER HIGHWAY DESIGNER	B		Tot Min	1	Fem	1	1	0	0	0	0	0
R05475		\$53,525.94	Total	3	Mal	3	3	0	0	0	0	0
INT TR STUDIES SPECIALIST	B		Tot Min	0	Fem	0	0	0	0	0	0	0
R05815		\$53,815.67	Total	1	Mal	1	1	0	0	0	0	0
SR TRANSPORTATION PLANNER	B		Tot Min	0	Fem	0	0	0	0	0	0	0
R05772		\$54,721.93	Total	6	Mal	6	5	0	1	0	0	0
SENIOR MATERIALS INSPECTOR	B		Tot Min	1	Fem	0	0	0	0	0	0	0
R05813		\$56,357.61	Total	18	Mal	15	14	1	0	0	0	0
SR CONSTRUCTION INSPECTOR	B		Tot Min	1	Fem	3	3	0	0	0	0	0
R05814		\$57,487.35	Total	9	Mal	5	5	0	0	0	0	0
SENIOR HIGHWAY DESIGNER	B		Tot Min	1	Fem	4	3	1	0	0	0	0
R04890		\$59,354.22	Total	1	Mal	1	1	0	0	0	0	0
CERTIFIED APPRAISER	B		Tot Min	0	Fem	0	0	0	0	0	0	0
R05754		\$59,693.98	Total	3	Mal	3	3	0	0	0	0	0
SENIOR TRAFFIC STUDIES	B		Tot Min	0	Fem	0	0	0	0	0	0	0

# Workforce Analysis

605 2HSE

SOUTHEAST DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R04699	\$35,810.40	Total	1	Mal	1	0	0	0	1	0	0	0
RIGHT OF WAY SPECIALIST	B	Tot Min	1	Fem	0	0	0	0	0	0	0	0
R05105	\$63,661.87	Total	1	Mal	1	1	0	0	0	0	0	0
SENIOR MAINT ENGINEERING	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04466	\$53,840.80	Total	1	Mal	0	0	0	0	0	0	0	0
SENIOR SAFETY OFFICER	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04698	\$52,767.88	Total	3	Mal	2	2	0	0	0	0	0	0
SR R/W SPECIALIST	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R01108	\$44,096.00	Total	1	Mal	1	1	0	0	0	0	0	0
ASST BRIDGE MAINTENANCE	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01380	\$44,399.45	Total	7	Mal	7	7	0	0	0	0	0	0
ASST MAINTENANCE	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01109	\$49,207.99	Total	1	Mal	1	0	0	0	0	1	0	0
BRIDGE MAINTENANCE	A	Tot Min	1	Fem	0	0	0	0	0	0	0	0
R04664	\$46,529.60	Total	1	Mal	1	1	0	0	0	0	0	0
ROADSIDE MANAGER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01379	\$49,352.55	Total	39	Mal	39	38	0	0	0	0	0	1
MAINTENANCE SUPERVISOR	A	Tot Min	1	Fem	0	0	0	0	0	0	0	0
R02005	\$49,851.89	Total	1	Mal	1	1	0	0	0	0	0	0
FACILITY OPERATIONS	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R02020	\$50,813.07	Total	2	Mal	2	1	0	0	0	1	0	0
EQUIPMENT TECHNICIAN	A	Tot Min	1	Fem	0	0	0	0	0	0	0	0
R01330	\$55,112.00	Total	7	Mal	7	6	0	0	0	1	0	0
MAINT SUPERINTENDENT	A	Tot Min	1	Fem	0	0	0	0	0	0	0	0
R02582	\$55,267.52	Total	1	Mal	1	1	0	0	0	0	0	0
LAND SURVEY SUPERVISOR	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04458	\$59,710.32	Total	1	Mal	1	1	0	0	0	0	0	0
DIST INFORMATION SYSTM	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04051	\$60,009.43	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT SFTY & HLTH MGR	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0

# Workforce Analysis

605 2HSE

SOUTHEAST DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R02016	\$60,735.87	Total	1	Mal	1	1	0	0	0	0	0	0
DISTRICT LAND SURVEY	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04082	\$60,935.79	Total	1	Mal	1	1	0	0	0	0	0	0
TRANSPORTATION PLANNING	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04443	\$61,520.85	Total	1	Mal	0	0	0	0	0	0	0	0
CUSTOMER RELATIONS	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04636	\$61,799.36	Total	1	Mal	0	0	0	0	0	0	0	0
SUPPORT SERVICES MANAGER	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04897	\$62,400.00	Total	1	Mal	0	0	0	0	0	0	0	0
HUMAN RESOURCES MANAGER	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04089	\$62,766.29	Total	1	Mal	1	1	0	0	0	0	0	0
GENERAL SERVICES MANAGER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05076	\$65,904.30	Total	1	Mal	0	0	0	0	0	0	0	0
ASST DIST MAINTENANCE	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05082	\$66,477.27	Total	1	Mal	1	1	0	0	0	0	0	0
ASSISTANT TO THE RESIDENT	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05748	\$67,086.00	Total	3	Mal	3	3	0	0	0	0	0	0
TRANSP PROJECT DESIGNER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05078	\$67,222.28	Total	1	Mal	1	1	0	0	0	0	0	0
AST DISTRICT CONSTR & MATER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05667	\$67,603.32	Total	1	Mal	1	1	0	0	0	0	0	0
TRAFFIC OPERATIONS	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04752	\$70,794.96	Total	1	Mal	0	0	0	0	0	0	0	0
RIGHT OF WAY MANAGER	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05809	\$72,069.82	Total	4	Mal	4	4	0	0	0	0	0	0
RESIDENT ENGINEER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05449	\$72,518.40	Total	3	Mal	2	2	0	0	0	0	0	0
AREA ENGINEER	A	Tot Min	1	Fem	1	0	0	0	0	1	0	0
R05444	\$73,455.99	Total	3	Mal	3	3	0	0	0	0	0	0
TRANSPORTATION PROJECT	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0



## Workforce Analysis

605 2HSE

SOUTHEAST DISTRICT

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R05453		\$73,543.29	Total	1	Mal	1	1	0	0	0	0	0
DISTRICT BRIDGE ENGINEER	A		Tot Min	0	Fem	0	0	0	0	0	0	0
R05462		\$73,790.55	Total	1	Mal	1	1	0	0	0	0	0
DISTRICT PLANNING MANAGER	A		Tot Min	0	Fem	0	0	0	0	0	0	0
R02009		\$51,633.20	Total	1	Mal	1	1	0	0	0	0	0
TRAFFIC SUPERVISOR	A		Tot Min	0	Fem	0	0	0	0	0	0	0
R05450		\$76,778.96	Total	1	Mal	1	1	0	0	0	0	0
DISTRICT TRAFFIC ENGINEER	A		Tot Min	0	Fem	0	0	0	0	0	0	0
R05072		\$77,813.81	Total	1	Mal	0	0	0	0	0	0	0
DISTRICT MAINTENANCE	A		Tot Min	0	Fem	1	1	0	0	0	0	0
R05080		\$80,348.54	Total	1	Mal	1	1	0	0	0	0	0
DISTRICT CONST & MATERIALS	A		Tot Min	0	Fem	0	0	0	0	0	0	0
R05452		\$82,280.29	Total	1	Mal	1	1	0	0	0	0	0
DISTRICT DESIGN ENGINEER	A		Tot Min	0	Fem	0	0	0	0	0	0	0
R05751		\$87,075.09	Total	2	Mal	2	2	0	0	0	0	0
ASSISTANT DISTRICT ENGINEER	A		Tot Min	0	Fem	0	0	0	0	0	0	0
Total for 605 2HSE			Total	714	Mal	643	596	24	3	7	10	0
			Tot Min	55	Fem	71	63	2	0	1	4	1

# Workforce Analysis

605 COFF

CENTRAL OFFICE

Job Code & Title	Average Salary & EEO				Total	W	B	A	H	I	P	2
R05649	\$54,571.20	Total	2	Mal	2	2	0	0	0	0	0	0
OFF-SYSTEM PLANS REVIEWER	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04129	\$60,278.40	Total	1	Mal	1	1	0	0	0	0	0	0
SAFETY AND CLAIMS MANAGER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05031	\$51,064.00	Total	1	Mal	0	0	0	0	0	0	0	0
TRAFFIC STUDIES SPECIALIST-	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04141	\$84,489.60	Total	1	Mal	1	1	0	0	0	0	0	0
ASST TRANSP PLANNING	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04136	\$39,686.40	Total	1	Mal	1	1	0	0	0	0	0	0
DIVERSITY & INCLUSION	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01391	\$36,042.04	Total	2	Mal	2	2	0	0	0	0	0	0
SR FACILITY OPERATIONS CREW	H	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01369	\$33,207.20	Total	4	Mal	4	3	0	0	0	1	0	0
INTER CORE DRILL ASSISTANT	G	Tot Min	1	Fem	0	0	0	0	0	0	0	0
R02267	\$35,500.40	Total	4	Mal	4	3	1	0	0	0	0	0
INTER FLD ACQUISITION TECH	G	Tot Min	1	Fem	0	0	0	0	0	0	0	0
R01317	\$37,044.80	Total	2	Mal	2	2	0	0	0	0	0	0
SENIOR CORE DRILL ASSISTANT	G	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01073	\$37,574.95	Total	4	Mal	3	2	1	0	0	0	0	0
SENIOR SUPPLY AGENT	G	Tot Min	1	Fem	1	1	0	0	0	0	0	0
R01319	\$42,128.27	Total	3	Mal	3	3	0	0	0	0	0	0
CORE DRILL OPERATOR	G	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R02007	\$44,151.95	Total	1	Mal	1	1	0	0	0	0	0	0
SENIOR FACILITY OPERATIONS	G	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R03514	\$52,988.00	Total	2	Mal	2	2	0	0	0	0	0	0
EQUIP TECH SUPPORT	G	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01057	\$34,699.60	Total	6	Mal	6	6	0	0	0	0	0	0
BRIDGE MAINTENANCE WORKER	H	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01042	\$27,788.80	Total	1	Mal	1	0	1	0	0	0	0	0
SUPPLY OFFICE ASSISTANT	G	Tot Min	1	Fem	0	0	0	0	0	0	0	0

# Workforce Analysis

605 COFF

CENTRAL OFFICE

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R02021		\$40,606.80	Total	4	Mal	4	4	0	0	0	0	0
SENIOR FIELD ACQUISITION	G		Tot Min	0	Fem	0	0	0	0	0	0	0
R01058		\$44,690.21	Total	3	Mal	3	3	0	0	0	0	0
BRIDGE MT CREW LEADER	G		Tot Min	0	Fem	0	0	0	0	0	0	0
R01024		\$25,823.20	Total	1	Mal	1	1	0	0	0	0	0
OFFICE ASSISTANT	F		Tot Min	0	Fem	0	0	0	0	0	0	0
R01007		\$29,489.93	Total	7	Mal	3	2	1	0	0	0	0
MOTOR CARRIER AGENT	F		Tot Min	1	Fem	4	4	0	0	0	0	0
R01025		\$29,497.65	Total	6	Mal	0	0	0	0	0	0	0
SENIOR OFFICE ASSISTANT	F		Tot Min	1	Fem	6	5	1	0	0	0	0
R01213		\$33,290.40	Total	4	Mal	1	1	0	0	0	0	0
INT MOTOR CARRIER AGENT	F		Tot Min	0	Fem	3	3	0	0	0	0	0
R01026		\$36,068.77	Total	21	Mal	1	1	0	0	0	0	0
EXECUTIVE ASSISTANT	F		Tot Min	0	Fem	20	20	0	0	0	0	0
R01287		\$39,132.21	Total	11	Mal	1	1	0	0	0	0	0
SR MOTOR CARRIER AGENT	F		Tot Min	0	Fem	10	10	0	0	0	0	0
R01146		\$40,757.60	Total	2	Mal	0	0	0	0	0	0	0
SENIOR EXECUTIVE ASSISTANT	F		Tot Min	0	Fem	2	2	0	0	0	0	0
R01085		\$47,320.00	Total	1	Mal	0	0	0	0	0	0	0
SR EXECUTIVE ASST TO THE	F		Tot Min	0	Fem	1	1	0	0	0	0	0
R03047		\$32,323.20	Total	2	Mal	0	0	0	0	0	0	0
LEGAL ASSISTANT	F		Tot Min	0	Fem	2	2	0	0	0	0	0
R01027		\$30,858.17	Total	2	Mal	0	0	0	0	0	0	0
FINANCIAL SERVICES	E		Tot Min	0	Fem	2	2	0	0	0	0	0
R01033		\$31,220.80	Total	1	Mal	0	0	0	0	0	0	0
RISK MANAGEMENT TECHNICIAN	E		Tot Min	0	Fem	1	1	0	0	0	0	0
R01022		\$32,014.21	Total	2	Mal	0	0	0	0	0	0	0
ADMINISTRATIVE TECHNICIAN	E		Tot Min	0	Fem	2	2	0	0	0	0	0
R01029		\$32,328.40	Total	1	Mal	0	0	0	0	0	0	0
HUMAN RESOURCES	E		Tot Min	0	Fem	1	1	0	0	0	0	0

# Workforce Analysis

605 COFF

CENTRAL OFFICE

Job Code & Title	Average Salary & EEO			Total	W	B	A	H	I	P	2
R03398	\$57,033.60	Total	1	Mal	1	1	0	0	0	0	0
FLD ACQUISITION COORDINATOR F		Tot Min	0	Fem	0	0	0	0	0	0	0
R01083	\$35,152.00	Total	1	Mal	0	0	0	0	0	0	0
SENIOR OUTDOOR ADVERTISING E		Tot Min	0	Fem	1	1	0	0	0	0	0
R01041	\$35,152.00	Total	1	Mal	0	0	0	0	0	0	0
SR MOTOR CARRIER	E	Tot Min	0	Fem	1	1	0	0	0	0	0
R01030	\$36,437.44	Total	3	Mal	0	0	0	0	0	0	0
SENIOR HUMAN RESOURCES	E	Tot Min	0	Fem	3	3	0	0	0	0	0
R01034	\$36,623.21	Total	3	Mal	0	0	0	0	0	0	0
SENIOR RISK MANAGEMENT	E	Tot Min	1	Fem	3	2	0	0	1	0	0
R01028	\$36,800.34	Total	14	Mal	3	3	0	0	0	0	0
SENIOR FINANCIAL SERVICES	E	Tot Min	0	Fem	11	11	0	0	0	0	0
R01023	\$37,268.14	Total	4	Mal	0	0	0	0	0	0	0
SR ADMINISTRATIVE TECHNICIAN E		Tot Min	2	Fem	4	2	1	0	0	1	0
R01032	\$37,710.66	Total	4	Mal	0	0	0	0	0	0	0
SENIOR GENERAL SERVICES	E	Tot Min	0	Fem	4	4	0	0	0	0	0
R01289	\$39,748.80	Total	1	Mal	1	1	0	0	0	0	0
SENIOR PRINTING TECHNICIAN	E	Tot Min	0	Fem	0	0	0	0	0	0	0
R03564	\$41,170.13	Total	3	Mal	1	1	0	0	0	0	0
BRIDGE INVENTORY ANALYST	E	Tot Min	0	Fem	2	2	0	0	0	0	0
R03119	\$43,326.40	Total	1	Mal	0	0	0	0	0	0	0
CONSTRUCTION CONTRACT	E	Tot Min	0	Fem	1	1	0	0	0	0	0
R03149	\$49,422.24	Total	1	Mal	0	0	0	0	0	0	0
FINAL PLANS REVIEWER	E	Tot Min	0	Fem	1	1	0	0	0	0	0
R01075	\$37,793.60	Total	1	Mal	0	0	0	0	0	0	0
INTERMEDIATE IS TECHNICIAN	E	Tot Min	0	Fem	1	1	0	0	0	0	0
R01074	\$31,490.93	Total	2	Mal	1	1	0	0	0	0	0
INFORMATION SYSTEMS	E	Tot Min	0	Fem	1	1	0	0	0	0	0
R03018	\$42,010.16	Total	5	Mal	2	1	0	0	1	0	0
MCS SYSTEM & TRAINING	E	Tot Min	1	Fem	3	3	0	0	0	0	0

# Workforce Analysis

605 COFF

CENTRAL OFFICE

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R03544		\$30,201.60	Total	1	Mal	0	0	0	0	0	0	0
STRUCTURAL TECHNICIAN	C		Tot Min	0	Fem	1	1	0	0	0	0	0
R01592		\$30,701.47	Total	1	Mal	0	0	0	0	0	0	0
MATERIALS TECHNICIAN	C		Tot Min	1	Fem	1	0	1	0	0	0	0
R01534		\$34,401.33	Total	1	Mal	1	1	0	0	0	0	0
INTERMEDIATE DESIGN	C		Tot Min	0	Fem	0	0	0	0	0	0	0
R03543		\$35,542.08	Total	4	Mal	3	2	1	0	0	0	0
INTER STRUCTURAL TECHNICIAN	C		Tot Min	1	Fem	1	1	0	0	0	0	0
R01593		\$35,908.59	Total	3	Mal	3	3	0	0	0	0	0
INTER MATERIALS TECH	C		Tot Min	0	Fem	0	0	0	0	0	0	0
R01038		\$36,400.00	Total	1	Mal	0	0	0	0	0	0	0
INTERMEDIATE PLANNING	C		Tot Min	0	Fem	1	1	0	0	0	0	0
R03059		\$39,377.50	Total	4	Mal	4	4	0	0	0	0	0
SENIOR STRUCTURAL	C		Tot Min	0	Fem	0	0	0	0	0	0	0
R01501		\$39,631.67	Total	6	Mal	5	4	0	0	1	0	0
SENIOR MATERIALS TECHNICIAN	C		Tot Min	2	Fem	1	0	0	0	1	0	0
R01092		\$41,080.00	Total	1	Mal	1	1	0	0	0	0	0
RAILROAD SAFETY INSPECTOR	C		Tot Min	0	Fem	0	0	0	0	0	0	0
R01071		\$41,533.40	Total	2	Mal	2	2	0	0	0	0	0
MATERIALS TESTING SPECIALIST	C		Tot Min	0	Fem	0	0	0	0	0	0	0
R01044		\$42,598.40	Total	1	Mal	0	0	0	0	0	0	0
AIRPORT PROJECT TECHNICIAN	C		Tot Min	0	Fem	1	1	0	0	0	0	0
R03414		\$43,740.87	Total	6	Mal	4	4	0	0	0	0	0
STRUCTURAL SPECIALIST	C		Tot Min	0	Fem	2	2	0	0	0	0	0
R02362		\$46,092.80	Total	2	Mal	2	2	0	0	0	0	0
LEAD FIELD ACQUISITION TECH	C		Tot Min	0	Fem	0	0	0	0	0	0	0
R01005		\$46,737.47	Total	5	Mal	5	5	0	0	0	0	0
SR RAILROAD SAFETY	C		Tot Min	0	Fem	0	0	0	0	0	0	0
R03058		\$51,012.00	Total	2	Mal	2	2	0	0	0	0	0
STRUCTURAL ANALYST	C		Tot Min	0	Fem	0	0	0	0	0	0	0

# Workforce Analysis

605 COFF

CENTRAL OFFICE

Job Code & Title	Average Salary & EEO			Total	W	B	A	H	I	P	2
R03012	\$52,020.80	Total	1	Mal	1	1	0	0	0	0	0
SENIOR CADD SUPPORT	C	Tot Min	0	Fem	0	0	0	0	0	0	0
R03536	\$55,518.00	Total	3	Mal	2	2	0	0	0	0	0
SR FABRICATION TECHNICIAN	C	Tot Min	0	Fem	1	1	0	0	0	0	0
R02503	\$56,202.00	Total	1	Mal	1	1	0	0	0	0	0
AIRPLANE PILOT	C	Tot Min	0	Fem	0	0	0	0	0	0	0
R02015	\$61,401.60	Total	1	Mal	1	1	0	0	0	0	0
LAND SURVEY COORDINATOR	C	Tot Min	0	Fem	0	0	0	0	0	0	0
R01039	\$42,943.10	Total	5	Mal	2	2	0	0	0	0	0
SENIOR PLANNING TECHNICIAN	C	Tot Min	0	Fem	3	3	0	0	0	0	0
R05040	\$53,955.20	Total	1	Mal	0	0	0	0	0	0	0
INT TRAFFIC STUDIES SPEC-NSS	B	Tot Min	0	Fem	1	1	0	0	0	0	0
R05017	\$44,096.00	Total	1	Mal	1	1	0	0	0	0	0
RESEARCH ANALYST	B	Tot Min	0	Fem	0	0	0	0	0	0	0
R04071	\$39,033.60	Total	1	Mal	0	0	0	0	0	0	0
HISTORIC PRESERVATION	B	Tot Min	0	Fem	1	1	0	0	0	0	0
R04780	\$39,686.40	Total	1	Mal	0	0	0	0	0	0	0
CHEMIST	B	Tot Min	0	Fem	1	1	0	0	0	0	0
R04084	\$40,383.20	Total	2	Mal	0	0	0	0	0	0	0
PARALEGAL	B	Tot Min	0	Fem	2	2	0	0	0	0	0
R04632	\$40,615.47	Total	6	Mal	1	1	0	0	0	0	0
FINANCIAL SERVICES	B	Tot Min	0	Fem	5	5	0	0	0	0	0
R04838	\$40,709.92	Total	5	Mal	2	2	0	0	0	0	0
AUDITOR	B	Tot Min	1	Fem	3	2	0	0	1	0	0
R04695	\$41,038.56	Total	8	Mal	2	1	1	0	0	0	0
INFO SYSTEMS TECHNOLOGIST	B	Tot Min	4	Fem	6	3	0	3	0	0	0
R04104	\$41,080.00	Total	1	Mal	1	1	0	0	0	0	0
DATA REPORT ANALYST	B	Tot Min	0	Fem	0	0	0	0	0	0	0
R04037	\$41,122.27	Total	9	Mal	8	8	0	0	0	0	0
TRANSP ENFRMNT	B	Tot Min	0	Fem	1	1	0	0	0	0	0

# Workforce Analysis

605 COFF

CENTRAL OFFICE

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R04112	\$41,153.60	Total	3	Mal	2	2	0	0	0	0	0	0
OUTDOOR ADVERT PERMIT SPEC B		Tot Min	1	Fem	1	0	1	0	0	0	0	0
R04422	\$41,839.20	Total	2	Mal	2	2	0	0	0	0	0	0
RISK MANAGEMENT SPECIALIST B		Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04408	\$41,895.12	Total	1	Mal	0	0	0	0	0	0	0	0
GIS SPECIALIST B		Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04073	\$43,399.92	Total	1	Mal	0	0	0	0	0	0	0	0
INTRM HISTORIC PRESERVATION B		Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04008	\$44,005.87	Total	2	Mal	2	2	0	0	0	0	0	0
GENERAL SERVICES SPEC B		Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04076	\$44,096.00	Total	1	Mal	0	0	0	0	0	0	0	0
MULTIMODAL OPERATIONS B		Tot Min	1	Fem	1	0	1	0	0	0	0	0
R04878	\$44,538.36	Total	2	Mal	1	1	0	0	0	0	0	0
INTER RISK MGT SPECIALIST B		Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04445	\$44,604.93	Total	4	Mal	1	1	0	0	0	0	0	0
INTERM GEN SERV SPECIALIST B		Tot Min	1	Fem	3	2	0	0	0	1	0	0
R04113	\$44,886.40	Total	2	Mal	2	2	0	0	0	0	0	0
SR OUTDOOR ADVERTISING B		Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05856	\$44,934.93	Total	4	Mal	2	2	0	0	0	0	0	0
TRANSPORTATION PLANNER B		Tot Min	0	Fem	2	2	0	0	0	0	0	0
R04849	\$41,080.00	Total	1	Mal	1	1	0	0	0	0	0	0
HUMAN RESOURCES SPECIALIST B		Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04029	\$45,013.98	Total	5	Mal	4	4	0	0	0	0	0	0
INT INFO SYSTEMS B		Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04372	\$45,205.33	Total	3	Mal	1	1	0	0	0	0	0	0
SYSTEM MANAGEMENT B		Tot Min	0	Fem	2	2	0	0	0	0	0	0
R04135	\$39,033.60	Total	1	Mal	1	1	0	0	0	0	0	0
HISTORIC PRESERVATION SPEC- B		Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04003	\$41,839.20	Total	2	Mal	0	0	0	0	0	0	0	0
INVESTIGATOR B		Tot Min	0	Fem	2	2	0	0	0	0	0	0

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Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R04585		\$45,676.80	Total	2	Mal	0	0	0	0	0	0	0
INTER SYSTEM MANAGEMENT	B		Tot Min	0	Fem	2	2	0	0	0	0	0
R04106		\$45,676.80	Total	1	Mal	1	1	0	0	0	0	0
INT DATA REPORT ANALYST	B		Tot Min	0	Fem	0	0	0	0	0	0	0
R04085		\$45,676.80	Total	2	Mal	0	0	0	0	0	0	0
INTERMEDIATE PARALEGAL	B		Tot Min	0	Fem	2	2	0	0	0	0	0
R04074		\$45,676.80	Total	1	Mal	0	0	0	0	0	0	0
INTERM MULTIMODAL OPER	B		Tot Min	0	Fem	1	1	0	0	0	0	0
R04066		\$45,676.80	Total	1	Mal	0	0	0	0	0	0	0
INTER BENEFITS SPECIALIST	B		Tot Min	0	Fem	1	1	0	0	0	0	0
R04040		\$45,676.80	Total	3	Mal	0	0	0	0	0	0	0
INT CIVIL RIGHTS SPECIALIST	B		Tot Min	1	Fem	3	2	1	0	0	0	0
R04012		\$45,676.80	Total	1	Mal	0	0	0	0	0	0	0
INT EMPLOYEE DEVELOPMENT	B		Tot Min	0	Fem	1	1	0	0	0	0	0
R04477		\$45,815.47	Total	3	Mal	1	0	0	0	1	0	0
INTERM CUSTOMER RELATIONS	B		Tot Min	1	Fem	2	2	0	0	0	0	0
R04038		\$45,941.22	Total	14	Mal	12	12	0	0	0	0	0
SR TRNS ENFRCEMNT	B		Tot Min	0	Fem	2	2	0	0	0	0	0
R04617		\$45,975.17	Total	3	Mal	0	0	0	0	0	0	0
INTERM FINANCIAL SERV	B		Tot Min	1	Fem	3	2	1	0	0	0	0
R04605		\$46,196.80	Total	2	Mal	1	0	1	0	0	0	0
INT HUMAN RESOURCES	B		Tot Min	1	Fem	1	1	0	0	0	0	0
R04779		\$46,198.56	Total	2	Mal	1	1	0	0	0	0	0
INTERMEDIATE AUDITOR	B		Tot Min	0	Fem	1	1	0	0	0	0	0
R04409		\$47,264.53	Total	3	Mal	2	2	0	0	0	0	0
INT GIS SPECIALIST	B		Tot Min	0	Fem	1	1	0	0	0	0	0
R04639		\$48,214.40	Total	1	Mal	0	0	0	0	0	0	0
TRANSPORTATION DATA	B		Tot Min	1	Fem	1	0	1	0	0	0	0
R04133		\$43,399.92	Total	1	Mal	0	0	0	0	0	0	0
INT HISTORIC PRESERV SPEC-	B		Tot Min	0	Fem	1	1	0	0	0	0	0



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R04467	\$48,507.12	Total	1	Mal	0	0	0	0	0	0	0
OUTDOOR ADVERTISING	B	Tot Min	0	Fem	1	1	0	0	0	0	0
R05798	\$48,848.80	Total	3	Mal	3	3	0	0	0	0	0
INTER TRANSPORTATION	B	Tot Min	0	Fem	0	0	0	0	0	0	0
R04905	\$49,046.40	Total	1	Mal	0	0	0	0	0	0	0
CONTRACT MONITORING	B	Tot Min	0	Fem	1	1	0	0	0	0	0
R04508	\$49,046.40	Total	1	Mal	1	1	0	0	0	0	0
SR EMERGENCY MGMNT	B	Tot Min	0	Fem	0	0	0	0	0	0	0
R04137	\$0.00	Total	1	Mal	1	0	1	0	0	0	0
INT DIVERSITY & INCLUSION	B	Tot Min	1	Fem	0	0	0	0	0	0	0
R04010	\$49,046.40	Total	1	Mal	1	1	0	0	0	0	0
SR GOVT RELATIONS SPECIALIST	B	Tot Min	0	Fem	0	0	0	0	0	0	0
R05781	\$49,108.80	Total	1	Mal	1	1	0	0	0	0	0
MATERIALS SPECIALIST	B	Tot Min	0	Fem	0	0	0	0	0	0	0
R04062	\$41,895.12	Total	1	Mal	0	0	0	0	0	0	0
INT ORGANIZATIONAL PERFORM	B	Tot Min	0	Fem	1	1	0	0	0	0	0
R04078	\$50,743.98	Total	5	Mal	4	4	0	0	0	0	0
SENIOR GIS SPECIALIST	B	Tot Min	0	Fem	1	1	0	0	0	0	0
R04692	\$51,064.00	Total	1	Mal	0	0	0	0	0	0	0
SR RISK MGMT SPECIALIST	B	Tot Min	0	Fem	1	1	0	0	0	0	0
R04542	\$51,064.00	Total	1	Mal	1	1	0	0	0	0	0
INTER MAINT OPERATIONS	B	Tot Min	0	Fem	0	0	0	0	0	0	0
R04065	\$51,064.00	Total	1	Mal	0	0	0	0	0	0	0
SR BENEFITS SPECIALIST	B	Tot Min	0	Fem	1	1	0	0	0	0	0
R04009	\$51,064.00	Total	1	Mal	0	0	0	0	0	0	0
SR EMPLOYEE DEVELOPMENT	B	Tot Min	1	Fem	1	0	1	0	0	0	0
R04081	\$51,254.39	Total	6	Mal	1	1	0	0	0	0	0
SENIOR PARALEGAL	B	Tot Min	0	Fem	5	5	0	0	0	0	0
R04045	\$51,678.56	Total	3	Mal	1	1	0	0	0	0	0
MC INVESTIGATIONS SPEC	B	Tot Min	0	Fem	2	2	0	0	0	0	0

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R04607	\$51,758.13	Total	5	Mal	2	2	0	0	0	0	0	0
SR CUSTOMER RELATIONS	B	Tot Min	0	Fem	3	3	0	0	0	0	0	0
R04041	\$51,808.80	Total	4	Mal	0	0	0	0	0	0	0	0
SR CIVIL RIGHTS SPECIALIST	B	Tot Min	2	Fem	4	2	2	0	0	0	0	0
R04712	\$51,887.09	Total	7	Mal	2	1	0	0	0	1	0	0
SR SYSTEM MANAGEMENT	B	Tot Min	1	Fem	5	5	0	0	0	0	0	0
R04023	\$52,020.80	Total	1	Mal	0	0	0	0	0	0	0	0
BUS SYST SUPP SPECIALIST	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04740	\$52,097.89	Total	9	Mal	4	4	0	0	0	0	0	0
SR FINANCIAL SERVICES	B	Tot Min	0	Fem	5	5	0	0	0	0	0	0
R04080	\$52,178.38	Total	4	Mal	1	1	0	0	0	0	0	0
SR MULTIMODAL OPER	B	Tot Min	0	Fem	3	3	0	0	0	0	0	0
R04054	\$52,333.68	Total	3	Mal	2	2	0	0	0	0	0	0
SR ENVIRNMENTAL SPECIALIST	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04007	\$52,347.14	Total	6	Mal	5	5	0	0	0	0	0	0
SR GENERAL SERVICES SPEC	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04862	\$52,378.04	Total	6	Mal	2	2	0	0	0	0	0	0
SR HR SPECIALIST	B	Tot Min	1	Fem	4	3	1	0	0	0	0	0
R04079	\$52,441.46	Total	7	Mal	6	6	0	0	0	0	0	0
SR HISTORIC PRESERVATION	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04696	\$52,465.91	Total	18	Mal	14	13	0	1	0	0	0	0
SR INFO SYSTEMS	B	Tot Min	3	Fem	4	2	2	0	0	0	0	0
R05834	\$52,020.80	Total	1	Mal	1	1	0	0	0	0	0	0
STRUCTURAL DESIGNER	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05824	\$47,867.36	Total	2	Mal	2	1	0	1	0	0	0	0
GEOTECHNICAL SPECIALIST	B	Tot Min	1	Fem	0	0	0	0	0	0	0	0
R04628	\$52,984.86	Total	7	Mal	3	3	0	0	0	0	0	0
SENIOR AUDITOR	B	Tot Min	0	Fem	4	4	0	0	0	0	0	0
R04087	\$53,064.40	Total	4	Mal	1	1	0	0	0	0	0	0
SENIOR CHEMIST	B	Tot Min	0	Fem	3	3	0	0	0	0	0	0

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R04127		\$45,676.80	Total	2	Mal	1	1	0	0	0	0	0
INT ENVIRONMENTAL SPEC-SS	B		Tot Min	0	Fem	1	1	0	0	0	0	0
R05815		\$53,815.67	Total	6	Mal	4	3	0	0	1	0	0
SR TRANSPORTATION PLANNER	B		Tot Min	1	Fem	2	2	0	0	0	0	0
R05630		\$53,998.27	Total	6	Mal	2	2	0	0	0	0	0
INTER STRUCTURAL DESIGNER	B		Tot Min	1	Fem	4	3	1	0	0	0	0
R05773		\$55,142.80	Total	2	Mal	2	1	1	0	0	0	0
SR GEOTECHNICAL SPECIALIST	B		Tot Min	1	Fem	0	0	0	0	0	0	0
R04870		\$55,176.00	Total	2	Mal	2	2	0	0	0	0	0
ROADSIDE MANAGEMENT SPEC	B		Tot Min	0	Fem	0	0	0	0	0	0	0
R04001		\$49,785.56	Total	2	Mal	1	1	0	0	0	0	0
SENIOR INVESTIGATOR	B		Tot Min	0	Fem	1	1	0	0	0	0	0
R05697		\$55,972.80	Total	1	Mal	1	1	0	0	0	0	0
COMPUTER LIAISON, DESIGN	B		Tot Min	0	Fem	0	0	0	0	0	0	0
R05813		\$56,357.61	Total	2	Mal	2	2	0	0	0	0	0
SR CONSTRUCTION INSPECTOR	B		Tot Min	0	Fem	0	0	0	0	0	0	0
R05623		\$57,033.60	Total	1	Mal	1	1	0	0	0	0	0
SENIOR MATERIALS SPECIALIST	B		Tot Min	0	Fem	0	0	0	0	0	0	0
R09996		\$57,136.37	Total	3	Mal	3	3	0	0	0	0	0
ASSISTANT COUNSEL	B		Tot Min	0	Fem	0	0	0	0	0	0	0
R04121		\$58,524.24	Total	3	Mal	1	1	0	0	0	0	0
RESOURCE MANAGEMENT	B		Tot Min	0	Fem	2	2	0	0	0	0	0
R04138		\$53,008.80	Total	2	Mal	0	0	0	0	0	0	0
SR DIVERSITY & INCLUSION	B		Tot Min	1	Fem	2	1	1	0	0	0	0
R05456		\$59,155.20	Total	1	Mal	1	1	0	0	0	0	0
ROADSIDE DESIGN SPECIALIST	B		Tot Min	0	Fem	0	0	0	0	0	0	0
R04019		\$59,155.20	Total	1	Mal	0	0	0	0	0	0	0
MARKET ANALYSIS	B		Tot Min	0	Fem	1	1	0	0	0	0	0
R05037		\$59,273.04	Total	3	Mal	3	3	0	0	0	0	0
SENIOR ESTIMATOR	B		Tot Min	0	Fem	0	0	0	0	0	0	0

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R05033	\$59,741.25	Total	3	Mal	3	3	0	0	0	0	0	0
SR TRAFFIC STUDIES SPECIAL-	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05818	\$59,762.17	Total	8	Mal	8	6	1	1	0	0	0	0
SR STRUCTURAL DESIGNER	B	Tot Min	2	Fem	0	0	0	0	0	0	0	0
R04128	\$53,058.93	Total	6	Mal	3	3	0	0	0	0	0	0
SR ENVIRNMENTAL SPEC-SS	B	Tot Min	0	Fem	3	3	0	0	0	0	0	0
R05651	\$51,254.40	Total	1	Mal	0	0	0	0	0	0	0	0
INTER MATERIALS SPEC	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05039	\$60,534.00	Total	1	Mal	1	1	0	0	0	0	0	0
TRAFFIC SAFETY ENGINEER	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04411	\$60,861.78	Total	4	Mal	3	3	0	0	0	0	0	0
ENVIRONMENTAL CHEMIST	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04107	\$61,401.60	Total	1	Mal	0	0	0	0	0	0	0	0
SENIOR DATA REPORT ANALYST	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04600	\$61,946.12	Total	17	Mal	8	8	0	0	0	0	0	0
LEAD INFO SYSTEMS	B	Tot Min	1	Fem	9	8	0	0	0	0	0	1
R05043	\$62,601.07	Total	3	Mal	3	3	0	0	0	0	0	0
STANDARDS SPECIALIST	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05640	\$63,117.60	Total	2	Mal	2	2	0	0	0	0	0	0
CADD SUPPORT ANALYST	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05768	\$63,852.30	Total	4	Mal	4	4	0	0	0	0	0	0
FIELD MATERIALS ENGR	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04124	\$55,176.00	Total	1	Mal	0	0	0	0	0	0	0	0
SR HISTORIC PRESERV SPEC-	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04516	\$64,896.00	Total	1	Mal	1	1	0	0	0	0	0	0
TRAFFICE INCIDENT MANAGER	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05446	\$66,133.60	Total	2	Mal	2	2	0	0	0	0	0	0
PAVEMENT ENGINEER	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05026	\$66,809.60	Total	2	Mal	2	2	0	0	0	0	0	0
TRAFFIC MNGMNT & OPERATION	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0

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R05816	\$67,786.06	Total	4	Mal	4	4	0	0	0	0	0	0
BRIDGE LOC & LAYOUT	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05036	\$45,468.80	Total	2	Mal	1	1	0	0	0	0	0	0
PROJECT REVIEWER	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05056	\$68,645.20	Total	4	Mal	4	3	0	1	0	0	0	0
SR STRUCTURAL ENGINEER	B	Tot Min	1	Fem	0	0	0	0	0	0	0	0
R05041	\$57,424.80	Total	2	Mal	2	2	0	0	0	0	0	0
BRIDGE INSPECTOR	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05034	\$68,925.60	Total	1	Mal	1	1	0	0	0	0	0	0
SENIOR PROJECT REVIEWER	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04603	\$41,080.00	Total	1	Mal	0	0	0	0	0	0	0	0
SAFETY OFFICER	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05084	\$71,219.20	Total	1	Mal	0	0	0	0	0	0	0	0
STATEWIDE INCIDENT	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04861	\$71,240.00	Total	2	Mal	1	1	0	0	0	0	0	0
RIGHT OF WAY LIAISON	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05105	\$63,661.87	Total	1	Mal	1	1	0	0	0	0	0	0
SENIOR MAINT ENGINEERING	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05025	\$72,571.20	Total	1	Mal	0	0	0	0	0	0	0	0
DESIGN SUPPORT ENGINEER	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05044	\$73,964.80	Total	1	Mal	0	0	0	0	0	0	0	0
INNOVATIONS ENGINEER	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R09037	\$76,547.47	Total	3	Mal	1	1	0	0	0	0	0	0
SENIOR ADMINISTRATIVE	B	Tot Min	0	Fem	2	2	0	0	0	0	0	0
R09969	\$77,292.80	Total	1	Mal	0	0	0	0	0	0	0	0
SENIOR ASSISTANT COUNSEL	B	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R01004	\$52,346.67	Total	3	Mal	3	3	0	0	0	0	0	0
RAIL SAFETY SPECIALIST	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04466	\$53,840.80	Total	2	Mal	2	2	0	0	0	0	0	0
SENIOR SAFETY OFFICER	B	Tot Min	0	Fem	0	0	0	0	0	0	0	0

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R09036	\$95,121.60	Total	1	Mal	0	0	0	0	0	0	0
SENIOR LITIGATION COUNSEL	B	Tot Min	1	Fem	1	0	1	0	0	0	0
R04698	\$52,767.88	Total	1	Mal	0	0	0	0	0	0	0
SR R/W SPECIALIST	B	Tot Min	0	Fem	1	1	0	0	0	0	0
R06006	\$57,262.32	Total	1	Mal	0	0	0	0	0	0	0
ORGANIZATIONAL	B	Tot Min	0	Fem	1	1	0	0	0	0	0
R04118	\$58,783.80	Total	2	Mal	0	0	0	0	0	0	0
MOTOR CARRIER PROJECT	B	Tot Min	0	Fem	2	2	0	0	0	0	0
R09750	\$128,079.12	Total	1	Mal	1	0	1	0	0	0	0
CHIEF ADMINISTRATIVE OFFICER A		Tot Min	1	Fem	0	0	0	0	0	0	0
R09749	\$128,079.12	Total	1	Mal	0	0	0	0	0	0	0
CHIEF SAFETY & OPERATIONS	A	Tot Min	0	Fem	1	1	0	0	0	0	0
R09748	\$138,466.80	Total	1	Mal	1	1	0	0	0	0	0
DEPUTY DIRECTOR/CHIEF	A	Tot Min	0	Fem	0	0	0	0	0	0	0
R05288	\$75,379.20	Total	1	Mal	0	0	0	0	0	0	0
RESEARCH ADMIN ENGINEER	A	Tot Min	0	Fem	1	1	0	0	0	0	0
R04755	\$77,235.12	Total	1	Mal	0	0	0	0	0	0	0
ASST TO CAO -	A	Tot Min	0	Fem	1	1	0	0	0	0	0
R04754	\$77,235.12	Total	1	Mal	1	1	0	0	0	0	0
ASST TO CSOO - SAFETY & EM	A	Tot Min	0	Fem	0	0	0	0	0	0	0
R04203	\$69,908.80	Total	1	Mal	1	1	0	0	0	0	0
MAINT MGT SYSTEM	A	Tot Min	0	Fem	0	0	0	0	0	0	0
R04173	\$81,307.20	Total	1	Mal	1	1	0	0	0	0	0
ASST TO STATE HWY SFTY TRF	A	Tot Min	0	Fem	0	0	0	0	0	0	0
R01070	\$47,140.27	Total	3	Mal	0	0	0	0	0	0	0
MATERIALS TESTING	A	Tot Min	0	Fem	3	3	0	0	0	0	0
R03238	\$48,214.40	Total	3	Mal	1	1	0	0	0	0	0
MOTOR CARRIER COMPLIANCE	A	Tot Min	0	Fem	2	2	0	0	0	0	0
R01370	\$48,214.40	Total	1	Mal	1	1	0	0	0	0	0
CORE DRILL SUPERVISOR	A	Tot Min	0	Fem	0	0	0	0	0	0	0

# Workforce Analysis

605 COFF

CENTRAL OFFICE

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R01054	\$49,715.44	Total	3	Mal	3	3	0	0	0	0	0	0
BR MAINTENANCE SUPERVISOR	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R02005	\$49,851.89	Total	1	Mal	1	1	0	0	0	0	0	0
FACILITY OPERATIONS	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01147	\$49,982.40	Total	1	Mal	0	0	0	0	0	0	0	0
DIV ADMIN SUPPORT	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04088	\$51,064.00	Total	1	Mal	0	0	0	0	0	0	0	0
LEGAL OFFICE MANAGER	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04042	\$52,748.80	Total	4	Mal	4	4	0	0	0	0	0	0
TRANS ENFORCEMENT INVESTI	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R01356	\$55,972.80	Total	1	Mal	1	1	0	0	0	0	0	0
CORE DRILL SUPERINTENDENT	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04016	\$56,202.00	Total	1	Mal	1	1	0	0	0	0	0	0
INVESTIGATION MANAGER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04724	\$58,656.00	Total	2	Mal	0	0	0	0	0	0	0	0
FINANCIAL SERVICES MANAGER	A	Tot Min	0	Fem	2	2	0	0	0	0	0	0
R04440	\$59,155.20	Total	3	Mal	2	2	0	0	0	0	0	0
CENTRAL OFFICE GENERAL	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04122	\$59,155.20	Total	1	Mal	0	0	0	0	0	0	0	0
COMMRCIAL MTR VEHICLE PROG	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04115	\$59,155.20	Total	1	Mal	1	1	0	0	0	0	0	0
EMPLOYEE BENEFITS MANAGER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04102	\$59,155.20	Total	1	Mal	0	0	0	0	0	0	0	0
BUSINESS SYST SUPPORT	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04082	\$60,935.79	Total	5	Mal	2	2	0	0	0	0	0	0
TRANSPORTATION PLANNING	A	Tot Min	0	Fem	3	3	0	0	0	0	0	0
R04459	\$61,401.60	Total	1	Mal	1	0	0	0	0	0	0	1
ASSISTANT MAINTENANCE	A	Tot Min	1	Fem	0	0	0	0	0	0	0	0
R04033	\$61,401.60	Total	1	Mal	1	1	0	0	0	0	0	0
RAILROAD OPERATIONS	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0

# Workforce Analysis

605 COFF

CENTRAL OFFICE

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R04443	\$61,520.85	Total	2	Mal	2	2	0	0	0	0	0	0
CUSTOMER RELATIONS	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04132	\$60,534.00	Total	1	Mal	1	1	0	0	0	0	0	0
STORMWATER COMPLIANCE	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04644	\$62,524.80	Total	1	Mal	0	0	0	0	0	0	0	0
CLAIMS ADMINISTRATION MGR	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05013	\$63,710.40	Total	1	Mal	1	1	0	0	0	0	0	0
RESEARCH ENGINEER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04633	\$63,710.40	Total	1	Mal	0	0	0	0	0	0	0	0
EMPLOYMENT MANAGER	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05459	\$64,690.14	Total	1	Mal	0	0	0	0	0	0	0	0
GEOLOGIST	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04256	\$65,196.72	Total	1	Mal	1	1	0	0	0	0	0	0
STATE SAFETY COORDINATOR	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04255	\$65,196.72	Total	1	Mal	1	1	0	0	0	0	0	0
EMERGENCY MANAGEMT	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04094	\$67,371.20	Total	1	Mal	1	1	0	0	0	0	0	0
CONSTR MANGMNT SYSTEMS	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04099	\$67,522.00	Total	4	Mal	2	2	0	0	0	0	0	0
TRANSP MGT SYS	A	Tot Min	0	Fem	2	2	0	0	0	0	0	0
R04050	\$68,619.20	Total	3	Mal	0	0	0	0	0	0	0	0
FINANCIAL SERVICES	A	Tot Min	0	Fem	3	3	0	0	0	0	0	0
R04727	\$68,935.92	Total	1	Mal	1	1	0	0	0	0	0	0
CHEMICAL LABORATORY	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05822	\$69,438.76	Total	2	Mal	1	1	0	0	0	0	0	0
GEOTECHNICAL ENGINEER	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04120	\$69,908.80	Total	1	Mal	1	1	0	0	0	0	0	0
DESIGN MGT SYSTEMS	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04047	\$69,908.80	Total	1	Mal	1	1	0	0	0	0	0	0
HWY SAFETY PROG	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0



# Workforce Analysis

605 COFF

CENTRAL OFFICE

Job Code & Title	Average Salary & EEO			Total	W	B	A	H	I	P	2
R04067	\$70,307.37	Total	9	Mal	3	3	0	0	0	0	0
INFORMATION SYSTEMS	A	Tot Min	0	Fem	6	6	0	0	0	0	0
R05010	\$71,219.20	Total	1	Mal	1	1	0	0	0	0	0
ESTIMATE AND REVIEW	A	Tot Min	0	Fem	0	0	0	0	0	0	0
R04882	\$71,614.80	Total	1	Mal	0	0	0	0	0	0	0
ADMINISTRATOR OF TRANSIT	A	Tot Min	0	Fem	1	1	0	0	0	0	0
R04142	\$68,619.20	Total	1	Mal	0	0	0	0	0	0	0
POLICY/INNOVATION PROGRAM	A	Tot Min	0	Fem	1	1	0	0	0	0	0
R05083	\$72,571.20	Total	1	Mal	1	1	0	0	0	0	0
COMPUTER AIDED DRFT SUPPRT	A	Tot Min	0	Fem	0	0	0	0	0	0	0
R05412	\$73,017.12	Total	1	Mal	1	1	0	0	0	0	0
BRIDGE RATING & INVENT ENGR	A	Tot Min	0	Fem	0	0	0	0	0	0	0
R04634	\$73,017.12	Total	1	Mal	1	1	0	0	0	0	0
COMPENSATION MANAGER	A	Tot Min	0	Fem	0	0	0	0	0	0	0
R05797	\$73,017.12	Total	1	Mal	1	1	0	0	0	0	0
PHYSICAL LABORATORY	A	Tot Min	0	Fem	0	0	0	0	0	0	0
R04032	\$74,193.60	Total	2	Mal	1	1	0	0	0	0	0
SPECIAL PROJECTS COORD	A	Tot Min	1	Fem	1	0	0	1	0	0	0
R05018	\$74,672.00	Total	2	Mal	1	1	0	0	0	0	0
TRAFFIC LIAISON ENGINEER	A	Tot Min	0	Fem	1	1	0	0	0	0	0
R05831	\$75,379.20	Total	1	Mal	1	1	0	0	0	0	0
STRUCT DEV & SUPPORT ENGR	A	Tot Min	0	Fem	0	0	0	0	0	0	0
R05614	\$75,379.20	Total	1	Mal	1	1	0	0	0	0	0
RAILROAD PROJECTS MANAGER	A	Tot Min	0	Fem	0	0	0	0	0	0	0
R04880	\$75,379.20	Total	1	Mal	0	0	0	0	0	0	0
ADMINISTRATOR OF AVIATION	A	Tot Min	0	Fem	1	1	0	0	0	0	0
R04866	\$75,379.20	Total	1	Mal	0	0	0	0	0	0	0
HUMAN RESOURCES	A	Tot Min	0	Fem	1	1	0	0	0	0	0
R04035	\$75,379.20	Total	2	Mal	1	1	0	0	0	0	0
MC INVESTIGATIONS	A	Tot Min	0	Fem	1	1	0	0	0	0	0

# Workforce Analysis

605 COFF

CENTRAL OFFICE

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R05858	\$77,235.12	Total	1	Mal	1	1	0	0	0	0	0	0
BRIDGE INSPECTION ENGINEER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04720	\$77,235.12	Total	1	Mal	0	0	0	0	0	0	0	0
ASST HUMAN RESOURCE	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04060	\$59,217.60	Total	2	Mal	0	0	0	0	0	0	0	0
INF SYSTEMS PROJECT	A	Tot Min	0	Fem	2	2	0	0	0	0	0	0
R04665	\$60,840.00	Total	2	Mal	1	1	0	0	0	0	0	0
ENVIRONMENTAL COMPLNC	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05476	\$78,291.20	Total	2	Mal	2	1	0	1	0	0	0	0
STRUCTURAL PROJECT	A	Tot Min	1	Fem	0	0	0	0	0	0	0	0
R05944	\$78,436.80	Total	2	Mal	1	1	0	0	0	0	0	0
LONG RANGE TRANS PLANNING	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04431	\$59,155.20	Total	1	Mal	0	0	0	0	0	0	0	0
OUTDOOR ADVERTISING	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05737	\$79,519.58	Total	4	Mal	3	3	0	0	0	0	0	0
STRUCTURAL LIAISON ENGINEER	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R04426	\$60,278.40	Total	2	Mal	1	1	0	0	0	0	0	0
AUDIT MANAGER	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05800	\$79,768.00	Total	1	Mal	1	1	0	0	0	0	0	0
TRANSPORT SYSTEM ANALYSIS	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05471	\$79,768.00	Total	1	Mal	1	1	0	0	0	0	0	0
STRUCTURAL RESOURCE	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05430	\$79,768.00	Total	1	Mal	1	1	0	0	0	0	0	0
STRUCTURAL HYDRAULICS	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04036	\$59,155.20	Total	1	Mal	1	1	0	0	0	0	0	0
TRANSPORTATION PROGRAM	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04021	\$64,896.00	Total	1	Mal	1	1	0	0	0	0	0	0
AVIATION OPERATIONS	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R09968	\$80,071.96	Total	1	Mal	0	0	0	0	0	0	0	0
PROJECT DIRECTOR	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0

# Workforce Analysis

605 COFF

CENTRAL OFFICE

Job Code & Title	Average Salary & EEO				Total	W	B	A	H	I	P	2
R05046	\$80,256.00	Total	1	Mal	0	0	0	0	0	0	0	0
LOCAL PROGRAMS	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R01053	\$64,916.80	Total	1	Mal	1	1	0	0	0	0	0	0
BRIDGE MAINTENANCE	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04024	\$78,762.72	Total	1	Mal	1	1	0	0	0	0	0	0
ASST CUSTOMER RELATIONS	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05003	\$81,135.80	Total	4	Mal	3	3	0	0	0	0	0	0
DESIGN LIAISON ENGINEER	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05757	\$81,307.20	Total	1	Mal	0	0	0	0	0	0	0	0
BID & CONTRACT SERVICE ENGR	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05009	\$81,307.20	Total	1	Mal	1	1	0	0	0	0	0	0
SPRVING BRIDGE INSPECTION	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05875	\$81,817.92	Total	1	Mal	1	1	0	0	0	0	0	0
STRUCTURAL SERVICES	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05865	\$81,817.92	Total	1	Mal	1	1	0	0	0	0	0	0
FABRICATION OPERATIONS	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04881	\$81,817.92	Total	1	Mal	1	1	0	0	0	0	0	0
ADMINISTRATOR OF RAILROADS	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R06689	\$67,659.12	Total	1	Mal	1	1	0	0	0	0	0	0
HISTORIC PRESERVATION	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R05765	\$82,770.50	Total	4	Mal	4	3	0	0	0	1	0	0
MAINTENANCE LIAISON	A	Tot Min	1	Fem	0	0	0	0	0	0	0	0
R05642	\$71,219.20	Total	1	Mal	1	1	0	0	0	0	0	0
AVIATION PROGRAMS MANAGER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R04110	\$71,219.20	Total	1	Mal	1	1	0	0	0	0	0	0
INFO SYS TECHNOLOGY	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R09999	\$67,659.12	Total	1	Mal	0	0	0	0	0	0	0	0
SECRETARY TO THE	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R05029	\$85,648.24	Total	3	Mal	3	3	0	0	0	0	0	0
CONST & MATERIALS LIAISON	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0

# Workforce Analysis

605 COFF

CENTRAL OFFICE

Job Code & Title	Average Salary & EEO			Total	W	B	A	H	I	P	2
R04139	\$77,235.12	Total	1	Mal	0	0	0	0	0	0	0
ASST TO STATE DESIGN ENGR - A		Tot Min	0	Fem	1	1	0	0	0	0	0
R05032	\$86,132.80	Total	1	Mal	1	1	0	0	0	0	0
STRCTURAL PRELIM & REVIEW A		Tot Min	0	Fem	0	0	0	0	0	0	0
R04116	\$86,132.80	Total	1	Mal	0	0	0	0	0	0	0
ADMINISTRATOR OF FREIGHT A		Tot Min	0	Fem	1	1	0	0	0	0	0
R05610	\$87,796.80	Total	1	Mal	1	1	0	0	0	0	0
CADD SERVICES ENGINEER A		Tot Min	0	Fem	0	0	0	0	0	0	0
R05852	\$88,304.40	Total	1	Mal	1	1	0	0	0	0	0
ASST STATE BRIDGE ENGINEER A		Tot Min	0	Fem	0	0	0	0	0	0	0
R05717	\$88,304.40	Total	1	Mal	1	1	0	0	0	0	0
ASSISTANT STATE DESIGN ENGINEER A		Tot Min	0	Fem	0	0	0	0	0	0	0
R05711	\$88,304.40	Total	1	Mal	1	1	0	0	0	0	0
ASST STATE CO AND MA A		Tot Min	0	Fem	0	0	0	0	0	0	0
R05823	\$73,017.12	Total	1	Mal	1	1	0	0	0	0	0
GEOTECHNICAL DIRECTOR A		Tot Min	0	Fem	0	0	0	0	0	0	0
R04621	\$81,307.20	Total	1	Mal	1	1	0	0	0	0	0
ASST FINANCIAL SERVCS A		Tot Min	0	Fem	0	0	0	0	0	0	0
R04093	\$81,307.20	Total	1	Mal	1	1	0	0	0	0	0
ASST MOTOR CARRIER SERV A		Tot Min	0	Fem	0	0	0	0	0	0	0
R06608	\$73,964.80	Total	1	Mal	1	1	0	0	0	0	0
ENVIRONMENTAL & HIST PRESV A		Tot Min	0	Fem	0	0	0	0	0	0	0
R09977	\$99,864.00	Total	1	Mal	0	0	0	0	0	0	0
EXTERNAL CIVIL RIGHTS A		Tot Min	0	Fem	1	1	0	0	0	0	0
R09930	\$99,864.00	Total	1	Mal	1	1	0	0	0	0	0
GOVERNMENTAL RELATIONS A		Tot Min	0	Fem	0	0	0	0	0	0	0
R09993	\$102,816.72	Total	3	Mal	2	2	0	0	0	0	0
REGIONAL COUNSEL A		Tot Min	0	Fem	1	1	0	0	0	0	0
R09984	\$104,777.52	Total	1	Mal	0	0	0	0	0	0	0
STATE TRAFFIC&HWY SAFTY A		Tot Min	0	Fem	1	1	0	0	0	0	0

# Workforce Analysis

605 COFF

CENTRAL OFFICE

Job Code & Title	Average Salary & EEO				Total	W	B	A	H	I	P	2
R09981	\$104,777.52	Total	1	Mal	1	1	0	0	0	0	0	0
FINANCIAL SERVICES DIRECTOR A		Tot Min	0	Fem	0	0	0	0	0	0	0	0
R09951	\$104,777.52	Total	1	Mal	0	0	0	0	0	0	0	0
MULTIMODAL OPRATNS A		Tot Min	0	Fem	1	1	0	0	0	0	0	0
R09947	\$104,777.52	Total	1	Mal	1	1	0	0	0	0	0	0
TRANSPORTATION PLANNING DIRA		Tot Min	0	Fem	0	0	0	0	0	0	0	0
R09918	\$104,777.52	Total	1	Mal	0	0	0	0	0	0	0	0
INFO SYSTEMS DIRECTOR A		Tot Min	0	Fem	1	1	0	0	0	0	0	0
R09916	\$104,777.52	Total	1	Mal	1	1	0	0	0	0	0	0
HUMAN RESOURCES DIRECTOR A		Tot Min	0	Fem	0	0	0	0	0	0	0	0
R09914	\$104,777.52	Total	1	Mal	0	0	0	0	0	0	0	0
STATE MAINTENANCE ENGINEER A		Tot Min	0	Fem	1	1	0	0	0	0	0	0
R09909	\$104,777.52	Total	1	Mal	1	1	0	0	0	0	0	0
STATE DESIGN ENGINEER A		Tot Min	0	Fem	0	0	0	0	0	0	0	0
R09908	\$104,777.52	Total	1	Mal	1	1	0	0	0	0	0	0
STATE BRIDGE ENGINEER A		Tot Min	0	Fem	0	0	0	0	0	0	0	0
R09980	\$99,864.00	Total	1	Mal	1	0	1	0	0	0	0	0
EQUAL OP & DIVERSITY A		Tot Min	1	Fem	0	0	0	0	0	0	0	0
R09912	\$108,892.80	Total	1	Mal	1	1	0	0	0	0	0	0
STATE CO & MA ENGINEER A		Tot Min	0	Fem	0	0	0	0	0	0	0	0
R09920	\$99,864.00	Total	1	Mal	0	0	0	0	0	0	0	0
AUDITS & INVESTIGATIONS DIR A		Tot Min	0	Fem	1	1	0	0	0	0	0	0
R09994	\$118,879.20	Total	1	Mal	0	0	0	0	0	0	0	0
ASST CHIEF COUNSEL-PROJ A		Tot Min	0	Fem	1	1	0	0	0	0	0	0
R09967	\$118,879.20	Total	1	Mal	1	1	0	0	0	0	0	0
ASST CHIEF COUNSEL-RISK A		Tot Min	0	Fem	0	0	0	0	0	0	0	0
R09910	\$118,879.20	Total	1	Mal	0	0	0	0	0	0	0	0
ASST CHIEF COUNSEL-HUMAN A		Tot Min	1	Fem	1	0	1	0	0	0	0	0
R09998	\$128,079.12	Total	1	Mal	1	1	0	0	0	0	0	0
CHIEF COUNSEL A		Tot Min	0	Fem	0	0	0	0	0	0	0	0

## Workforce Analysis

605 COFF

CENTRAL OFFICE

Job Code & Title		Average Salary & EEO			Total	W	B	A	H	I	P	2
R09905	\$104,777.52	Total	1	Mal	0	0	0	0	0	0	0	0
MOTOR CARRIER SERVICES	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
R09922	\$128,079.12	Total	1	Mal	1	1	0	0	0	0	0	0
ASSISTANT CHIEF ENGINEER	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R09940	\$198,322.56	Total	1	Mal	1	1	0	0	0	0	0	0
DIR, DEPT OF TRANSPORTATION	A	Tot Min	0	Fem	0	0	0	0	0	0	0	0
R09939	\$128,079.12	Total	1	Mal	0	0	0	0	0	0	0	0
CHIEF FINANCIAL OFFICER	A	Tot Min	0	Fem	1	1	0	0	0	0	0	0
Total for 605 COFF		Total	719	Mal	396	371	12	5	3	4	0	1
		Tot Min	53	Fem	323	295	18	4	2	3	0	1

## **Job Group Analysis**

### **41 C.F.R. 60-2.12**

#### **Purpose**

A job group analysis is a method of combining job titles within the department. MoDOT has analyzed its job titles and organized them into relatively homogenous job groups based on similarities among the titles' job content, wage or salary rates and promotional opportunities, in accordance with standard industry practice. The grouping of titles was based on the similar content of job titles as described in the department's job classification system, the relative ranking of the titles in the salary grading system and the opportunities for promotions in the titles as determined from the past promotional records.

#### **Job Groups**

Officials and administrators

Professionals

Technicians

Paraprofessionals

Office Clerical

Skilled Craft

Service Maintenance

# State of Missouri

June 30, 2020 Annual Affirmative Action Plan

Missouri Department of Transportation

## Job Group Analysis

A		OFFICIALS AND ADMINISTRATORS								EEO Code: A	
Job Code & Title		Min	Fem								
R09939 - CHIEF FINANCIAL OFFICER	#	0	1								
1 Employee	%	0.00	100.00								
R09940 - DIR, DEPT OF TRANSPORTATION	#	0	0								
1 Employee	%	0.00	0.00								
R09922 - ASSISTANT CHIEF ENGINEER	#	0	0								
1 Employee	%	0.00	0.00								
R09905 - MOTOR CARRIER SERVICES DIRECTR	#	0	1								
1 Employee	%	0.00	100.00								
R09998 - CHIEF COUNSEL	#	0	0								
1 Employee	%	0.00	0.00								
R09910 - ASST CHIEF COUNSEL-HUMAN RSRCS	#	1	1								
1 Employee	%	100.00	100.00								
R09967 - ASST CHIEF COUNSEL-RISK MNGMNT	#	0	0								
1 Employee	%	0.00	0.00								
R09994 - ASST CHIEF COUNSEL-PROJ DEVEL	#	0	1								
1 Employee	%	0.00	100.00								
R09920 - AUDITS & INVESTIGATIONS DIR	#	0	1								
1 Employee	%	0.00	100.00								
R09912 - STATE CO & MA ENGINEER	#	0	0								
1 Employee	%	0.00	0.00								
R09911 - DISTRICT ENGINEER	#	0	2								
6 Employees	%	0.00	33.33								
R09980 - EQUAL OP & DIVERSITY DIRECTOR	#	1	0								
1 Employee	%	100.00	0.00								
R09908 - STATE BRIDGE ENGINEER	#	0	0								
1 Employee	%	0.00	0.00								
R09909 - STATE DESIGN ENGINEER	#	0	0								
1 Employee	%	0.00	0.00								



## Job Group Analysis

A

### OFFICIALS AND ADMINISTRATORS

EEO Code: A

Job Code & Title		Min	Fem								
R09914 - STATE MAINTENANCE ENGINEER	#	0	1								
1 Employee	%	0.00	100.00								
R09916 - HUMAN RESOURCES DIRECTOR	#	0	0								
1 Employee	%	0.00	0.00								
R09918 - INFO SYSTEMS DIRECTOR	#	0	1								
1 Employee	%	0.00	100.00								
R09947 - TRANSPORTATION PLANNING DIR	#	0	0								
1 Employee	%	0.00	0.00								
R09951 - MULTIMODAL OPRATNS DIRECTOR	#	0	1								
1 Employee	%	0.00	100.00								
R09981 - FINANCIAL SERVICES DIRECTOR	#	0	0								
1 Employee	%	0.00	0.00								
R09984 - STATE TRAFFIC&HWY SAFTY ENGR	#	0	1								
1 Employee	%	0.00	100.00								
R09993 - REGIONAL COUNSEL	#	0	1								
3 Employees	%	0.00	33.33								
R09930 - GOVERNMENTAL RELATIONS DIRECTO	#	0	0								
1 Employee	%	0.00	0.00								
R09977 - EXTERNAL CIVIL RIGHTS DIRECTOR	#	0	1								
1 Employee	%	0.00	100.00								
R06608 - ENVIRONMENTAL & HIST PRESV MGR	#	0	0								
1 Employee	%	0.00	0.00								
R04093 - ASST MOTOR CARRIER SERV DIRECT	#	0	0								
1 Employee	%	0.00	0.00								
R04621 - ASST FINANCIAL SERVCS DIRECTOR	#	0	0								
1 Employee	%	0.00	0.00								
R05823 - GEOTECHNICAL DIRECTOR	#	0	0								
1 Employee	%	0.00	0.00								
R05711 - ASST STATE CO AND MA ENGINEER	#	0	0								
1 Employee	%	0.00	0.00								
R05717 - ASSISTANT STATE DESIGN ENGIN	#	0	0								
1 Employee	%	0.00	0.00								

## Job Group Analysis

A

### OFFICIALS AND ADMINISTRATORS

EEO Code: A

Job Code & Title		Min	Fem								
R05852 - ASST STATE BRIDGE ENGINEER	#	0	0								
1 Employee	%	0.00	0.00								
R05610 - CADD SERVICES ENGINEER	#	0	0								
1 Employee	%	0.00	0.00								
R05751 - ASSISTANT DISTRICT ENGINEER	#	0	3								
11 Employees	%	0.00	27.27								
R04116 - ADMINISTRATOR OF FREIGHT DEVEL	#	0	1								
1 Employee	%	0.00	100.00								
R05032 - STRCTURAL PRELIM & REVIEW ENGR	#	0	0								
1 Employee	%	0.00	0.00								
R04139 - ASST TO STATE DESIGN ENGR - RW	#	0	1								
1 Employee	%	0.00	100.00								
R05029 - CONST & MATERIALS LIAISON ENGR	#	0	0								
3 Employees	%	0.00	0.00								
R09999 - SECRETARY TO THE COMMISSION	#	0	1								
1 Employee	%	0.00	100.00								
R04110 - INFO SYS TECHNOLOGY SPECIALIST	#	0	0								
1 Employee	%	0.00	0.00								
R05642 - AVIATION PROGRAMS MANAGER	#	0	0								
1 Employee	%	0.00	0.00								
R05765 - MAINTENANCE LIAISON ENGINEER	#	1	0								
4 Employees	%	25.00	0.00								
R06689 - HISTORIC PRESERVATION MANAGER	#	0	0								
1 Employee	%	0.00	0.00								
R05452 - DISTRICT DESIGN ENGINEER	#	1	0								
7 Employees	%	14.29	0.00								
R04881 - ADMINISTRATOR OF RAILROADS	#	0	0								
1 Employee	%	0.00	0.00								
R05865 - FABRICATION OPERATIONS ENGR	#	0	0								
1 Employee	%	0.00	0.00								
R05875 - STRUCTURAL SERVICES ENGINEER	#	0	0								
1 Employee	%	0.00	0.00								

## Job Group Analysis

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### OFFICIALS AND ADMINISTRATORS

EEO Code: A

Job Code & Title		Min	Fem								
R05009 - SPRVING BRIDGE INSPECTION EN	#	0	0								
1 Employee	%	0.00	0.00								
R05757 - BID & CONTRACT SERVICE ENGR	#	0	1								
1 Employee	%	0.00	100.00								
R05003 - DESIGN LIAISON ENGINEER	#	0	1								
4 Employees	%	0.00	25.00								
R04434 - ASST TO THE DIST ENGINEER	#	0	1								
3 Employees	%	0.00	33.33								
R04024 - ASST CUSTOMER RELATIONS DIREC	#	0	0								
1 Employee	%	0.00	0.00								
R05081 - DISTRICT MAINT & TRAFFIC ENGIN	#	0	2								
2 Employees	%	0.00	100.00								
R05080 - DISTRICT CONST & MATERIALS ENG	#	0	0								
8 Employees	%	0.00	0.00								
R01053 - BRIDGE MAINTENANCE SUPERINTEND	#	0	0								
1 Employee	%	0.00	0.00								
R05046 - LOCAL PROGRAMS ADMINISTRATOR	#	0	1								
1 Employee	%	0.00	100.00								
R09968 - PROJECT DIRECTOR	#	0	3								
4 Employees	%	0.00	75.00								
R04021 - AVIATION OPERATIONS MANAGER	#	0	0								
1 Employee	%	0.00	0.00								
R04036 - TRANSPORTATION PROGRAM MANAGER	#	0	0								
1 Employee	%	0.00	0.00								
R05430 - STRUCTURAL HYDRAULICS ENGINEER	#	0	0								
1 Employee	%	0.00	0.00								
R05471 - STRUCTURAL RESOURCE MANAGER	#	0	0								
1 Employee	%	0.00	0.00								
R05800 - TRANSPORT SYSTEM ANALYSIS ENGR	#	0	0								
1 Employee	%	0.00	0.00								
R04426 - AUDIT MANAGER	#	0	1								
2 Employees	%	0.00	50.00								

## Job Group Analysis

A

### OFFICIALS AND ADMINISTRATORS

EEO Code: A

Job Code & Title		Min	Fem								
R05737 - STRUCTURAL LIAISON ENGINEER	#	0	1								
4 Employees	%	0.00	25.00								
R04431 - OUTDOOR ADVERTISING MANAGER	#	0	1								
1 Employee	%	0.00	100.00								
R05024 - TRAFFIC CENTER MANAGER	#	0	0								
2 Employees	%	0.00	0.00								
R05944 - LONG RANGE TRANS PLANNING CO	#	0	1								
2 Employees	%	0.00	50.00								
R05476 - STRUCTURAL PROJECT MANAGER	#	1	0								
2 Employees	%	50.00	0.00								
R04665 - ENVIRONMENTAL COMPLNC MANAGER	#	0	1								
2 Employees	%	0.00	50.00								
R05072 - DISTRICT MAINTENANCE ENGINEER	#	0	2								
5 Employees	%	0.00	40.00								
R04060 - INF SYSTEMS PROJECT MANAGER	#	0	2								
2 Employees	%	0.00	100.00								
R01020 - INCIDENT MANAGEMENT COORDINATR	#	1	0								
3 Employees	%	33.33	0.00								
R04720 - ASST HUMAN RESOURCE DIRECTOR	#	0	1								
1 Employee	%	0.00	100.00								
R05858 - BRIDGE INSPECTION ENGINEER	#	0	0								
1 Employee	%	0.00	0.00								
R05450 - DISTRICT TRAFFIC ENGINEER	#	0	1								
5 Employees	%	0.00	20.00								
R01103 - URBAN TRAFFIC SUPERVISOR	#	1	0								
3 Employees	%	33.33	0.00								
R04035 - MC INVESTIGATIONS ADMINISTRATR	#	0	1								
2 Employees	%	0.00	50.00								
R04866 - HUMAN RESOURCES ADMINISRATOR	#	0	1								
1 Employee	%	0.00	100.00								
R04880 - ADMINISTRATOR OF AVIATION	#	0	1								
1 Employee	%	0.00	100.00								

## Job Group Analysis

A

### OFFICIALS AND ADMINISTRATORS

EEO Code: A

Job Code & Title		Min	Fem								
R02009 - TRAFFIC SUPERVISOR	#	0	0								
8 Employees	%	0.00	0.00								
R05614 - RAILROAD PROJECTS MANAGER	#	0	0								
1 Employee	%	0.00	0.00								
R05831 - STRUCT DEV & SUPPORT ENGR	#	0	0								
1 Employee	%	0.00	0.00								
R05018 - TRAFFIC LIAISON ENGINEER	#	0	1								
2 Employees	%	0.00	50.00								
R04032 - SPECIAL PROJECTS COORD	#	1	1								
2 Employees	%	50.00	50.00								
R05797 - PHYSICAL LABORATORY DIRECTOR	#	0	0								
1 Employee	%	0.00	0.00								
R05462 - DISTRICT PLANNING MANAGER	#	1	0								
7 Employees	%	14.29	0.00								
R01307 - MOTORIST ASSISTANCE OPER SUPER	#	0	0								
1 Employee	%	0.00	0.00								
R05453 - DISTRICT BRIDGE ENGINEER	#	0	0								
8 Employees	%	0.00	0.00								
R05444 - TRANSPORTATION PROJECT MGR	#	2	13								
31 Employees	%	6.45	41.94								
R04634 - COMPENSATION MANAGER	#	0	0								
1 Employee	%	0.00	0.00								
R05412 - BRIDGE RATING & INVENT ENGR	#	0	0								
1 Employee	%	0.00	0.00								
R01393 - MOTOR ASSISTANCE SHIFT SUPV	#	4	1								
8 Employees	%	50.00	12.50								
R05083 - COMPUTER AIDED DRFT SUPPRT ENG	#	0	0								
1 Employee	%	0.00	0.00								
R05449 - AREA ENGINEER	#	2	7								
21 Employees	%	9.52	33.33								
R04142 - POLICY/INNOVATION PROGRAM MGR	#	0	1								
1 Employee	%	0.00	100.00								

## Job Group Analysis

A

### OFFICIALS AND ADMINISTRATORS

EEO Code: A

Job Code & Title		Min	Fem								
R05809 - RESIDENT ENGINEER	#	0	1								
32 Employees	%	0.00	3.13								
R09008 - DEPUTY PROJECT DIRECTOR	#	0	0								
3 Employees	%	0.00	0.00								
R04882 - ADMINISTRATOR OF TRANSIT	#	0	1								
1 Employee	%	0.00	100.00								
R05010 - ESTIMATE AND REVIEW ENGINEER	#	0	0								
1 Employee	%	0.00	0.00								
R04752 - RIGHT OF WAY MANAGER	#	0	3								
7 Employees	%	0.00	42.86								
R04067 - INFORMATION SYSTEMS SUPERVISOR	#	0	6								
9 Employees	%	0.00	66.67								
R04047 - HWY SAFETY PROG ADMINISTRATOR	#	0	0								
1 Employee	%	0.00	0.00								
R04120 - DESIGN MGT SYSTEMS ADMINISTRAT	#	0	0								
1 Employee	%	0.00	0.00								
R05822 - GEOTECHNICAL ENGINEER	#	0	1								
2 Employees	%	0.00	50.00								
R04727 - CHEMICAL LABORATORY DIRECTOR	#	0	0								
1 Employee	%	0.00	0.00								
R04050 - FINANCIAL SERVICES ADMINISTRAT	#	0	3								
3 Employees	%	0.00	100.00								
R05667 - TRAFFIC OPERATIONS ENGINEER	#	0	4								
9 Employees	%	0.00	44.44								
R04099 - TRANSP MGT SYS ADMINISTRATOR	#	0	2								
4 Employees	%	0.00	50.00								
R04094 - CONSTR MANGMNT SYSTEMS ADMINIS	#	0	0								
1 Employee	%	0.00	0.00								
R05078 - AST DISTRICT CONSTR & MATER EN	#	1	2								
4 Employees	%	25.00	50.00								
R05748 - TRANSP PROJECT DESIGNER	#	0	7								
30 Employees	%	0.00	23.33								

## Job Group Analysis

A

### OFFICIALS AND ADMINISTRATORS

EEO Code: A

Job Code & Title		Min	Fem								
R05082 - ASSISTANT TO THE RESIDENT ENGI	#	1	0								
11 Employees	%	9.09	0.00								
R05076 - ASST DIST MAINTENANCE ENGINEER	#	1	2								
4 Employees	%	25.00	50.00								
R04255 - EMERGENCY MANAGENT COORDINATOR	#	0	0								
1 Employee	%	0.00	0.00								
R04256 - STATE SAFETY COORDINATOR	#	0	0								
1 Employee	%	0.00	0.00								
R05459 - GEOLOGIST	#	0	3								
5 Employees	%	0.00	60.00								
R04728 - ASST RIGHT OF WAY MNGR-CERTIFI	#	0	1								
2 Employees	%	0.00	50.00								
R04633 - EMPLOYMENT MANAGER	#	0	1								
1 Employee	%	0.00	100.00								
R05013 - RESEARCH ENGINEER	#	0	0								
1 Employee	%	0.00	0.00								
R04089 - GENERAL SERVICES MANAGER	#	0	1								
7 Employees	%	0.00	14.29								
R04644 - CLAIMS ADMINISTRATION MGR	#	0	1								
1 Employee	%	0.00	100.00								
R04897 - HUMAN RESOURCES MANAGER	#	2	6								
7 Employees	%	28.57	85.71								
R04636 - SUPPORT SERVICES MANAGER	#	0	6								
7 Employees	%	0.00	85.71								
R04132 - STORMWATER COMPLIANCE COORDINA	#	0	0								
1 Employee	%	0.00	0.00								
R04443 - CUSTOMER RELATIONS MANAGER	#	1	5								
8 Employees	%	12.50	62.50								
R04033 - RAILROAD OPERATIONS MANAGER	#	0	0								
1 Employee	%	0.00	0.00								
R04459 - ASSISTANT MAINTENANCE LIAISON	#	1	0								
1 Employee	%	100.00	0.00								

## Job Group Analysis

A

### OFFICIALS AND ADMINISTRATORS

EEO Code: A

Job Code & Title		Min	Fem								
R04082 - TRANSPORTATION PLANNING SPECIA	#	0	3								
8 Employees	%	0.00	37.50								
R02016 - DISTRICT LAND SURVEY MANAGER	#	0	0								
6 Employees	%	0.00	0.00								
R04051 - DISTRICT SFTY & HLTH MGR	#	0	1								
7 Employees	%	0.00	14.29								
R05461 - TRANSP PLANNING COORDINATOR	#	0	2								
3 Employees	%	0.00	66.67								
R04458 - DIST INFORMATION SYSTM MANAGER	#	0	1								
5 Employees	%	0.00	20.00								
R04102 - BUSINESS SYST SUPPORT MANAGER	#	0	1								
1 Employee	%	0.00	100.00								
R04115 - EMPLOYEE BENEFITS MANAGER	#	0	0								
1 Employee	%	0.00	0.00								
R04122 - COMMRCIAL MTR VEHICLE PROG MGR	#	0	1								
1 Employee	%	0.00	100.00								
R04440 - CENTRAL OFFICE GENERAL SERV MG	#	0	1								
3 Employees	%	0.00	33.33								
R04724 - FINANCIAL SERVICES MANAGER	#	0	2								
2 Employees	%	0.00	100.00								
R04016 - INVESTIGATION MANAGER	#	0	0								
1 Employee	%	0.00	0.00								
R01356 - CORE DRILL SUPERINTENDENT	#	0	0								
1 Employee	%	0.00	0.00								
R02582 - LAND SURVEY SUPERVISOR	#	0	0								
5 Employees	%	0.00	0.00								
R01330 - MAINT SUPERINTENDENT	#	5	2								
44 Employees	%	11.36	4.55								
R03586 - TRAFFIC OPERATIONS SUPERVISOR	#	0	0								
2 Employees	%	0.00	0.00								
R04042 - TRANS ENFORCEMENT INVESTI SUPV	#	0	0								
4 Employees	%	0.00	0.00								



## Job Group Analysis

A

### OFFICIALS AND ADMINISTRATORS

EEO Code: A

Job Code & Title		Min	Fem								
R04088 - LEGAL OFFICE MANAGER	#	0	1								
1 Employee	%	0.00	100.00								
R02020 - EQUIPMENT TECHNICIAN SUPERVISO	#	1	0								
16 Employees	%	6.25	0.00								
R01147 - DIV ADMIN SUPPORT SUPERVISOR	#	0	1								
1 Employee	%	0.00	100.00								
R02005 - FACILITY OPERATIONS SUPERVISOR	#	0	0								
8 Employees	%	0.00	0.00								
R01054 - BR MAINTENANCE SUPERVISOR	#	0	0								
3 Employees	%	0.00	0.00								
R01379 - MAINTENANCE SUPERVISOR	#	8	6								
168 Employees	%	4.76	3.57								
R04664 - ROADSIDE MANAGER	#	0	0								
5 Employees	%	0.00	0.00								
R01370 - CORE DRILL SUPERVISOR	#	0	0								
1 Employee	%	0.00	0.00								
R01109 - BRIDGE MAINTENANCE SUPERVISOR	#	1	0								
9 Employees	%	11.11	0.00								
R03238 - MOTOR CARRIER COMPLIANCE SUPV	#	0	2								
3 Employees	%	0.00	66.67								
R01070 - MATERIALS TESTING SUPERVISOR	#	0	3								
3 Employees	%	0.00	100.00								
R01380 - ASST MAINTENANCE SUPERVISOR	#	8	4								
71 Employees	%	11.27	5.63								
R01082 - TRAFFIC SYSTEMS SUPERVISOR	#	1	4								
5 Employees	%	20.00	80.00								
R01108 - ASST BRIDGE MAINTENANCE SUPERV	#	0	1								
2 Employees	%	0.00	50.00								
R04173 - ASST TO STATE HWY SFTY TRF ENG	#	0	0								
1 Employee	%	0.00	0.00								
R04203 - MAINT MGT SYSTEM ADMINISTRATOR	#	0	0								
1 Employee	%	0.00	0.00								

## Job Group Analysis

A

### OFFICIALS AND ADMINISTRATORS

EEO Code: A

Job Code & Title		Min	Fem								
R04754 - ASST TO CSOO - SAFETY & EM RES	#	0	0								
1 Employee	%	0.00	0.00								
R04755 - ASST TO CAO - HEALTH&WELLNESS	#	0	1								
1 Employee	%	0.00	100.00								
R05288 - RESEARCH ADMIN ENGINEER	#	0	1								
1 Employee	%	0.00	100.00								
R09748 - DEPUTY DIRECTOR/CHIEF ENGINEER	#	0	0								
1 Employee	%	0.00	0.00								
R09749 - CHIEF SAFETY & OPERATIONS OFCR	#	0	1								
1 Employee	%	0.00	100.00								
R09750 - CHIEF ADMINISTRATIVE OFFICER	#	1	0								
1 Employee	%	100.00	0.00								
R04141 - ASST TRANSP PLANNING DIRECTOR	#	0	0								
1 Employee	%	0.00	0.00								
R05042 - ASST DISTRICT BRIDGE ENGINEER	#	0	1								
4 Employees	%	0.00	25.00								
R04129 - SAFETY AND CLAIMS MANAGER	#	0	0								
1 Employee	%	0.00	0.00								
811 Employees	Totals	#	49	162							
		%	6.04	19.98							

## Job Group Analysis

B

### PROFESSIONALS

EEO Code: B

Job Code & Title		Min	Fem								
R04118 - MOTOR CARRIER PROJECT MANAGER	#	0	2								
2 Employees	%	0.00	100.00								
R06006 - ORGANIZATIONAL PERFORMANCE SPE	#	0	1								
1 Employee	%	0.00	100.00								
R04698 - SR R/W SPECIALIST	#	0	8								
17 Employees	%	0.00	47.06								
R09036 - SENIOR LITIGATION COUNSEL	#	1	1								
1 Employee	%	100.00	100.00								
R04466 - SENIOR SAFETY OFFICER	#	1	1								
6 Employees	%	16.67	16.67								
R01004 - RAIL SAFETY SPECIALIST	#	0	0								
3 Employees	%	0.00	0.00								
R09969 - SENIOR ASSISTANT COUNSEL	#	0	1								
1 Employee	%	0.00	100.00								
R09037 - SENIOR ADMINISTRATIVE COUNSEL	#	0	2								
3 Employees	%	0.00	66.67								
R05044 - INNOVATIONS ENGINEER	#	0	1								
1 Employee	%	0.00	100.00								
R05025 - DESIGN SUPPORT ENGINEER	#	0	1								
1 Employee	%	0.00	100.00								
R05105 - SENIOR MAINT ENGINEERING SPECI	#	0	0								
3 Employees	%	0.00	0.00								
R04861 - RIGHT OF WAY LIAISON	#	0	1								
2 Employees	%	0.00	50.00								
R05084 - STATEWIDE INCIDENT RESPONSE CO	#	0	1								
1 Employee	%	0.00	100.00								
R04456 - INTER R/W SPECIALIST	#	0	4								
7 Employees	%	0.00	57.14								
R04465 - INTERMEDIATE SAFETY OFFICER	#	0	2								
6 Employees	%	0.00	33.33								
R04603 - SAFETY OFFICER	#	0	1								
1 Employee	%	0.00	100.00								

## Job Group Analysis

B

### PROFESSIONALS

EEO Code: B

Job Code & Title		Min	Fem								
R05034 - SENIOR PROJECT REVIEWER	#	0	0								
1 Employee	%	0.00	0.00								
R05041 - BRIDGE INSPECTOR	#	0	1								
4 Employees	%	0.00	25.00								
R05056 - SR STRUCTURAL ENGINEER	#	1	0								
4 Employees	%	25.00	0.00								
R05036 - PROJECT REVIEWER	#	0	1								
2 Employees	%	0.00	50.00								
R04699 - RIGHT OF WAY SPECIALIST	#	1	4								
8 Employees	%	12.50	50.00								
R05816 - BRIDGE LOC & LAYOUT DESIGNER	#	0	0								
4 Employees	%	0.00	0.00								
R05755 - DISTRICT UTILITIES ENGINEER	#	0	1								
5 Employees	%	0.00	20.00								
R05026 - TRAFFIC MNGMNT & OPERATION ENG	#	0	0								
2 Employees	%	0.00	0.00								
R05446 - PAVEMENT ENGINEER	#	0	0								
2 Employees	%	0.00	0.00								
R04516 - TRAFFICE INCIDENT MANAGER	#	0	0								
1 Employee	%	0.00	0.00								
R04124 - SR HISTORIC PRESERV SPEC-NSS	#	0	1								
1 Employee	%	0.00	100.00								
R05768 - FIELD MATERIALS ENGR	#	0	0								
4 Employees	%	0.00	0.00								
R04606 - CUSTOMER RELATIONS COORDINATO	#	1	1								
1 Employee	%	100.00	100.00								
R05640 - CADD SUPPORT ANALYST	#	0	0								
2 Employees	%	0.00	0.00								
R05043 - STANDARDS SPECIALIST	#	0	0								
3 Employees	%	0.00	0.00								
R04600 - LEAD INFO SYSTEMS TECHNOLOGIST	#	1	9								
17 Employees	%	5.88	52.94								

## Job Group Analysis

B

PROFESSIONALS

EEO Code: B

Job Code & Title		Min	Fem								
R04107 - SENIOR DATA REPORT ANALYST	#	0	1								
1 Employee	%	0.00	100.00								
R04411 - ENVIRONMENTAL CHEMIST	#	0	1								
4 Employees	%	0.00	25.00								
R05039 - TRAFFIC SAFETY ENGINEER	#	0	0								
1 Employee	%	0.00	0.00								
R05651 - INTER MATERIALS SPEC	#	0	1								
1 Employee	%	0.00	100.00								
R04128 - SR ENVIRONMENTAL SPEC-SS	#	0	3								
6 Employees	%	0.00	50.00								
R05818 - SR STRUCTURAL DESIGNER	#	2	0								
8 Employees	%	25.00	0.00								
R05033 - SR TRAFFIC STUDIES SPECIAL-NSS	#	0	0								
3 Employees	%	0.00	0.00								
R05754 - SENIOR TRAFFIC STUDIES SPECIAL	#	5	6								
21 Employees	%	23.81	28.57								
R04890 - CERTIFIED APPRAISER	#	0	4								
8 Employees	%	0.00	50.00								
R05037 - SENIOR ESTIMATOR	#	0	0								
3 Employees	%	0.00	0.00								
R04019 - MARKET ANALYSIS COORDINATOR	#	0	1								
1 Employee	%	0.00	100.00								
R05456 - ROADSIDE DESIGN SPECIALIST	#	0	0								
1 Employee	%	0.00	0.00								
R04138 - SR DIVERSITY & INCLUSION SPEC	#	1	2								
2 Employees	%	50.00	100.00								
R04121 - RESOURCE MANAGEMENT SPECIALIST	#	0	2								
3 Employees	%	0.00	66.67								
R05659 - DISTRICT CONSTRUCTION LIAISON	#	0	1								
1 Employee	%	0.00	100.00								
R05023 - SENIOR PAVEMENT SPECIALIST	#	1	1								
4 Employees	%	25.00	25.00								

## Job Group Analysis

B

### PROFESSIONALS

EEO Code: B

Job Code & Title		Min	Fem								
R05814 - SENIOR HIGHWAY DESIGNER	#	10	22								
66 Employees	%	15.15	33.33								
R09996 - ASSISTANT COUNSEL	#	0	0								
3 Employees	%	0.00	0.00								
R05623 - SENIOR MATERIALS SPECIALIST	#	0	0								
1 Employee	%	0.00	0.00								
R05035 - INTERMEDIATE PROJECT REVIEWER	#	0	0								
1 Employee	%	0.00	0.00								
R05813 - SR CONSTRUCTION INSPECTOR	#	6	15								
136 Employees	%	4.41	11.03								
R05697 - COMPUTER LIAISON, DESIGN	#	0	0								
1 Employee	%	0.00	0.00								
R04001 - SENIOR INVESTIGATOR	#	0	1								
2 Employees	%	0.00	50.00								
R04870 - ROADSIDE MANAGEMENT SPEC	#	0	0								
2 Employees	%	0.00	0.00								
R05893 - DISTRICT DESIGN LIAISON	#	0	0								
1 Employee	%	0.00	0.00								
R05773 - SR GEOTECHNICAL SPECIALIST	#	1	0								
2 Employees	%	50.00	0.00								
R05772 - SENIOR MATERIALS INSPECTOR	#	4	4								
30 Employees	%	13.33	13.33								
R05630 - INTER STRUCTURAL DESIGNER	#	1	4								
6 Employees	%	16.67	66.67								
R05815 - SR TRANSPORTATION PLANNER	#	1	4								
11 Employees	%	9.09	36.36								
R04127 - INT ENVIRONMENTAL SPEC-SS	#	0	1								
2 Employees	%	0.00	50.00								
R05475 - INT TR STUDIES SPECIALIST	#	1	5								
14 Employees	%	7.14	35.71								
R04087 - SENIOR CHEMIST	#	0	3								
4 Employees	%	0.00	75.00								

## Job Group Analysis

B

### PROFESSIONALS

EEO Code: B

Job Code & Title		Min	Fem								
R04101 - SENIOR PROCUREMENT AGENT	#	1	2								
3 Employees	%	33.33	66.67								
R04628 - SENIOR AUDITOR	#	0	4								
7 Employees	%	0.00	57.14								
R04059 - COMMUNITY LIAISON	#	1	1								
1 Employee	%	100.00	100.00								
R05824 - GEOTECHNICAL SPECIALIST	#	1	0								
2 Employees	%	50.00	0.00								
R05834 - STRUCTURAL DESIGNER	#	0	0								
1 Employee	%	0.00	0.00								
R05629 - INTER HIGHWAY DESIGNER	#	6	4								
32 Employees	%	18.75	12.50								
R04696 - SR INFO SYSTEMS TECHNOLOGIST	#	4	7								
33 Employees	%	12.12	21.21								
R04079 - SR HISTORIC PRESERVATION SPECI	#	0	1								
7 Employees	%	0.00	14.29								
R04862 - SR HR SPECIALIST	#	8	15								
18 Employees	%	44.44	83.33								
R04007 - SR GENERAL SERVICES SPEC	#	2	8								
14 Employees	%	14.29	57.14								
R04054 - SR ENVIRNMENTAL SPECIALIST	#	0	1								
3 Employees	%	0.00	33.33								
R04080 - SR MULTIMODAL OPER SPECIALIST	#	0	3								
4 Employees	%	0.00	75.00								
R04740 - SR FINANCIAL SERVICES SPECIALI	#	1	13								
19 Employees	%	5.26	68.42								
R04023 - BUS SYST SUPP SPECIALIST	#	0	1								
1 Employee	%	0.00	100.00								
R04712 - SR SYSTEM MANAGEMENT SPECIALIS	#	1	5								
7 Employees	%	14.29	71.43								
R04041 - SR CIVIL RIGHTS SPECIALIST	#	2	4								
4 Employees	%	50.00	100.00								

## Job Group Analysis

B

PROFESSIONALS

EEO Code: B

Job Code & Title		Min	Fem								
R04607 - SR CUSTOMER RELATIONS SPECIAL	#	2	10								
15 Employees	%	13.33	66.67								
R04045 - MC INVESTIGATIONS SPEC	#	0	2								
3 Employees	%	0.00	66.67								
R05021 - PAVEMENT SPECIALIST	#	0	0								
1 Employee	%	0.00	0.00								
R04081 - SENIOR PARALEGAL	#	0	5								
6 Employees	%	0.00	83.33								
R04009 - SR EMPLOYEE DEVELOPMENT SPECIA	#	1	1								
1 Employee	%	100.00	100.00								
R04065 - SR BENEFITS SPECIALIST	#	0	1								
1 Employee	%	0.00	100.00								
R04542 - INTER MAINT OPERATIONS SPCLST	#	0	0								
1 Employee	%	0.00	0.00								
R04692 - SR RISK MGMT SPECIALIST	#	0	1								
1 Employee	%	0.00	100.00								
R05103 - MAINTENANCE ENGINEERING SPCLST	#	0	2								
3 Employees	%	0.00	66.67								
R05626 - INTER CONST INSPECTOR	#	6	6								
43 Employees	%	13.95	13.95								
R04078 - SENIOR GIS SPECIALIST	#	0	1								
5 Employees	%	0.00	20.00								
R04062 - INT ORGANIZATIONAL PERFORM ANA	#	0	1								
1 Employee	%	0.00	100.00								
R05781 - MATERIALS SPECIALIST	#	0	0								
1 Employee	%	0.00	0.00								
R04010 - SR GOVT RELATIONS SPECIALIST	#	0	0								
1 Employee	%	0.00	0.00								
R04137 - INT DIVERSITY & INCLUSION SPEC	#	1	0								
1 Employee	%	100.00	0.00								
R04508 - SR EMERGENCY MGMNT SPECIALIST	#	0	0								
1 Employee	%	0.00	0.00								



## Job Group Analysis

B

### PROFESSIONALS

EEO Code: B

Job Code & Title		Min	Fem								
R04905 - CONTRACT MONITORING SPECIALIST	#	0	1								
1 Employee	%	0.00	100.00								
R05798 - INTER TRANSPORTATION PLANNER	#	0	2								
6 Employees	%	0.00	33.33								
R05771 - INTER MATERIALS INSPECTOR	#	0	2								
4 Employees	%	0.00	50.00								
R04467 - OUTDOOR ADVERTISING SPECIALIST	#	0	1								
1 Employee	%	0.00	100.00								
R04133 - INT HISTORIC PRESERV SPEC-NSS	#	0	1								
1 Employee	%	0.00	100.00								
R04639 - TRANSPORTATION DATA ANALYST	#	1	1								
1 Employee	%	100.00	100.00								
R05776 - HIGHWAY DESIGNER	#	3	6								
20 Employees	%	15.00	30.00								
R05851 - TRAFFIC STUDIES SPECIALIST	#	3	3								
8 Employees	%	37.50	37.50								
R04409 - INT GIS SPECIALIST	#	0	1								
3 Employees	%	0.00	33.33								
R05787 - MATERIALS INSPECTOR	#	4	1								
10 Employees	%	40.00	10.00								
R05736 - CONSTRUCTION INSPECTOR	#	6	4								
43 Employees	%	13.95	9.30								
R04779 - INTERMEDIATE AUDITOR	#	0	1								
2 Employees	%	0.00	50.00								
R04605 - INT HUMAN RESOURCES SPECLST	#	3	3								
5 Employees	%	60.00	60.00								
R04617 - INTERM FINANCIAL SERV SPECIALI	#	2	5								
6 Employees	%	33.33	83.33								
R04038 - SR TRNS ENFRCEMNT INVESTIGATOR	#	0	2								
14 Employees	%	0.00	14.29								
R04477 - INTERM CUSTOMER RELATIONS SPE	#	1	5								
6 Employees	%	16.67	83.33								

## Job Group Analysis

B

PROFESSIONALS

EEO Code: B

Job Code & Title		Min	Fem								
R04012 - INT EMPLOYEE DEVELOPMENT SPECI	#	0	1								
1 Employee	%	0.00	100.00								
R04040 - INT CIVIL RIGHTS SPECIALIST	#	1	3								
3 Employees	%	33.33	100.00								
R04066 - INTER BENEFITS SPECIALIST	#	0	1								
1 Employee	%	0.00	100.00								
R04074 - INTERM MULTIMODAL OPER SPECIAL	#	0	1								
1 Employee	%	0.00	100.00								
R04085 - INTERMEDIATE PARALEGAL	#	0	2								
2 Employees	%	0.00	100.00								
R04106 - INT DATA REPORT ANALYST	#	0	0								
1 Employee	%	0.00	0.00								
R04585 - INTER SYSTEM MANAGEMENT SPECIA	#	0	2								
2 Employees	%	0.00	100.00								
R04003 - INVESTIGATOR	#	0	2								
2 Employees	%	0.00	100.00								
R04103 - INTERMEDIATE PROCUREMENT AGENT	#	0	4								
4 Employees	%	0.00	100.00								
R04135 - HISTORIC PRESERVATION SPEC-NSS	#	0	0								
1 Employee	%	0.00	0.00								
R04372 - SYSTEM MANAGEMENT SPECIALIST	#	0	2								
3 Employees	%	0.00	66.67								
R04029 - INT INFO SYSTEMS TECHNOLOGIST	#	0	2								
8 Employees	%	0.00	25.00								
R04849 - HUMAN RESOURCES SPECIALIST	#	2	4								
5 Employees	%	40.00	80.00								
R05856 - TRANSPORTATION PLANNER	#	0	3								
6 Employees	%	0.00	50.00								
R04113 - SR OUTDOOR ADVERTISING PERM SP	#	0	0								
2 Employees	%	0.00	0.00								
R04445 - INTERM GEN SERV SPECIALIST	#	1	4								
5 Employees	%	20.00	80.00								

## Job Group Analysis

B

### PROFESSIONALS

EEO Code: B

Job Code & Title		Min	Fem								
R04878 - INTER RISK MGT SPECIALIST	#	0	1								
2 Employees	%	0.00	50.00								
R04076 - MULTIMODAL OPERATIONS SPECIALI	#	1	1								
1 Employee	%	100.00	100.00								
R04427 - PROCUREMENT AGENT	#	0	1								
1 Employee	%	0.00	100.00								
R04008 - GENERAL SERVICES SPEC	#	0	0								
3 Employees	%	0.00	0.00								
R04073 - INTRM HISTORIC PRESERVATION SP	#	0	1								
1 Employee	%	0.00	100.00								
R04828 - CUSTOMER RELATIONS SPECIALIST	#	1	1								
1 Employee	%	100.00	100.00								
R04408 - GIS SPECIALIST	#	0	1								
1 Employee	%	0.00	100.00								
R04422 - RISK MANAGEMENT SPECIALIST	#	0	0								
2 Employees	%	0.00	0.00								
R04112 - OUTDOOR ADVERT PERMIT SPEC	#	1	1								
3 Employees	%	33.33	33.33								
R04037 - TRANSP ENFRMNT INVESTIGATOR	#	0	1								
9 Employees	%	0.00	11.11								
R04104 - DATA REPORT ANALYST	#	0	0								
1 Employee	%	0.00	0.00								
R04695 - INFO SYSTEMS TECHNOLOGIST	#	4	6								
10 Employees	%	40.00	60.00								
R04838 - AUDITOR	#	1	3								
5 Employees	%	20.00	60.00								
R04632 - FINANCIAL SERVICES SPECIALIST	#	0	8								
9 Employees	%	0.00	88.89								
R04084 - PARALEGAL	#	0	2								
2 Employees	%	0.00	100.00								
R04780 - CHEMIST	#	0	1								
1 Employee	%	0.00	100.00								

## Job Group Analysis

**B**

**PROFESSIONALS**

EEO Code: B

Job Code & Title		Min	Fem								
R04071 - HISTORIC PRESERVATION SPECIALI	#	0	1								
1 Employee	%	0.00	100.00								
R05017 - RESEARCH ANALYST	#	0	0								
1 Employee	%	0.00	0.00								
R05040 - INT TRAFFIC STUDIES SPEC-NSS	#	0	1								
1 Employee	%	0.00	100.00								
R04136 - DIVERSITY & INCLUSION SPECIALI	#	0	0								
1 Employee	%	0.00	0.00								
R05031 - TRAFFIC STUDIES SPECIALIST-NSS	#	0	1								
1 Employee	%	0.00	100.00								
R05649 - OFF-SYSTEM PLANS REVIEWER	#	0	0								
2 Employees	%	0.00	0.00								
945 Employees	#	111	327								
Totals	%	11.75	34.60								

## Job Group Analysis

C

### TECHNICIANS

EEO Code: C

Job Code & Title		Min	Fem								
R01039 - SENIOR PLANNING TECHNICIAN	#	1	5								
8 Employees	%	12.50	62.50								
R02015 - LAND SURVEY COORDINATOR	#	0	0								
1 Employee	%	0.00	0.00								
R02503 - AIRPLANE PILOT	#	0	0								
1 Employee	%	0.00	0.00								
R03536 - SR FABRICATION TECHNICIAN	#	0	1								
3 Employees	%	0.00	33.33								
R03012 - SENIOR CADD SUPPORT SPECIALIST	#	0	0								
1 Employee	%	0.00	0.00								
R03058 - STRUCTURAL ANALYST	#	0	0								
2 Employees	%	0.00	0.00								
R02583 - LAND SURVEYOR	#	0	0								
10 Employees	%	0.00	0.00								
R03028 - SENIOR TRAFFIC SPECIALIST	#	2	2								
19 Employees	%	10.53	10.53								
R01005 - SR RAILROAD SAFETY INSPECTOR	#	0	0								
5 Employees	%	0.00	0.00								
R02362 - LEAD FIELD ACQUISITION TECH	#	0	0								
2 Employees	%	0.00	0.00								
R03414 - STRUCTURAL SPECIALIST	#	0	2								
6 Employees	%	0.00	33.33								
R02014 - LAND SURVEYOR IN TRAINING	#	0	0								
3 Employees	%	0.00	0.00								
R03522 - TRAFFIC SPECIALIST	#	0	3								
6 Employees	%	0.00	50.00								
R01044 - AIRPORT PROJECT TECHNICIAN	#	0	1								
1 Employee	%	0.00	100.00								
R01071 - MATERIALS TESTING SPECIALIST	#	0	0								
2 Employees	%	0.00	0.00								
R01596 - SENIOR TRAFFIC TECHNICIAN	#	1	6								
11 Employees	%	9.09	54.55								

## Job Group Analysis

C

TECHNICIANS

EEO Code: C

Job Code & Title		Min	Fem								
R01092 - RAILROAD SAFETY INSPECTOR	#	0	0								
1 Employee	%	0.00	0.00								
R01591 - SENIOR DESIGN TECHNICIAN	#	2	5								
13 Employees	%	15.38	38.46								
R01501 - SENIOR MATERIALS TECHNICIAN	#	4	3								
14 Employees	%	28.57	21.43								
R01516 - SR CONSTRUCTION TECHNICIAN	#	7	10								
45 Employees	%	15.56	22.22								
R02013 - SENIOR SURVEY TECHNICIAN	#	1	1								
12 Employees	%	8.33	8.33								
R03059 - SENIOR STRUCTURAL TECHNICIAN	#	0	0								
4 Employees	%	0.00	0.00								
R01065 - INTER MAINTENANCE TECHNICIAN	#	0	0								
1 Employee	%	0.00	0.00								
R01038 - INTERMEDIATE PLANNING TECHNICIAN	#	0	1								
1 Employee	%	0.00	100.00								
R01066 - SENIOR MAINTENANCE TECHNICIAN	#	0	4								
9 Employees	%	0.00	44.44								
R01593 - INTER MATERIALS TECH	#	2	0								
8 Employees	%	25.00	0.00								
R02012 - INTERMEDIATE SURVEY TECHNICIAN	#	0	1								
5 Employees	%	0.00	20.00								
R03543 - INTER STRUCTURAL TECHNICIAN	#	1	1								
4 Employees	%	25.00	25.00								
R01589 - INTER CONSTRUCTION TECH	#	4	1								
26 Employees	%	15.38	3.85								
R01595 - INTER TRAFFIC TECHNICIAN	#	0	1								
1 Employee	%	0.00	100.00								
R01534 - INTERMEDIATE DESIGN TECHNICIAN	#	0	2								
3 Employees	%	0.00	66.67								
R02011 - SURVEY TECHNICIAN	#	1	1								
5 Employees	%	20.00	20.00								

## Job Group Analysis

C

TECHNICIANS

EEO Code: C

Job Code & Title		Min	Fem								
R01515 - CONSTRUCTION TECHNICIAN	#	3	1								
16 Employees	%	18.75	6.25								
R01517 - DESIGN TECHNICIAN	#	0	1								
2 Employees	%	0.00	50.00								
R01594 - TRAFFIC TECHNICIAN	#	0	0								
1 Employee	%	0.00	0.00								
R01592 - MATERIALS TECHNICIAN	#	1	2								
3 Employees	%	33.33	66.67								
R03544 - STRUCTURAL TECHNICIAN	#	0	1								
1 Employee	%	0.00	100.00								
R01569 - ASSISTANT SURVEY TECHNICIAN	#	0	0								
3 Employees	%	0.00	0.00								
259 Employees Totals	#	30	56								
	%	11.58	21.62								

## Job Group Analysis

E

### PARAPROFESSIONALS

EEO Code: E

Job Code & Title		Min	Fem								
R03018 - MCS SYSTEM & TRAINING ANALYST	#	1	3								
5 Employees	%	20.00	60.00								
R01074 - INFORMATION SYSTEMS TECHNICIAN	#	1	1								
3 Employees	%	33.33	33.33								
R01075 - INTERMEDIATE IS TECHNICIAN	#	0	1								
2 Employees	%	0.00	50.00								
R03149 - FINAL PLANS REVIEWER	#	0	1								
1 Employee	%	0.00	100.00								
R03133 - DIST FINAL PLANS & REP PROC	#	1	6								
7 Employees	%	14.29	85.71								
R03119 - CONSTRUCTION CONTRACT ADMINIST	#	0	1								
1 Employee	%	0.00	100.00								
R03564 - BRIDGE INVENTORY ANALYST	#	0	2								
3 Employees	%	0.00	66.67								
R01046 - SENIOR RIGHT OF WAY TECHNICIAN	#	0	2								
2 Employees	%	0.00	100.00								
R01289 - SENIOR PRINTING TECHNICIAN	#	0	0								
1 Employee	%	0.00	0.00								
R01088 - SENIOR INF SYSTEMS TECHNICIAN	#	0	1								
1 Employee	%	0.00	100.00								
R01032 - SENIOR GENERAL SERVICES TECHN	#	0	9								
9 Employees	%	0.00	100.00								
R01023 - SR ADMINISTRATIVE TECHNICIAN	#	2	13								
13 Employees	%	15.38	100.00								
R01028 - SENIOR FINANCIAL SERVICES TECH	#	0	26								
30 Employees	%	0.00	86.67								
R01034 - SENIOR RISK MANAGEMENT TECHNIC	#	2	7								
8 Employees	%	25.00	87.50								
R01030 - SENIOR HUMAN RESOURCES TECHNIC	#	0	5								
5 Employees	%	0.00	100.00								
R01041 - SR MOTOR CARRIER TECHNICIAN	#	0	1								
1 Employee	%	0.00	100.00								



## Job Group Analysis

E

### PARAPROFESSIONALS

EEO Code: E

Job Code & Title		Min	Fem								
R01083 - SENIOR OUTDOOR ADVERTISING TEC	#	0	1								
1 Employee	%	0.00	100.00								
R01084 - SENIOR CUSTOMER SERVICE REP	#	3	14								
15 Employees	%	20.00	93.33								
R01031 - GENERAL SERVICES TECHNICIAN	#	1	2								
2 Employees	%	50.00	100.00								
R01019 - RIGHT OF WAY TECHNICIAN	#	0	1								
1 Employee	%	0.00	100.00								
R01029 - HUMAN RESOURCES TECHNICIAN	#	0	4								
4 Employees	%	0.00	100.00								
R01022 - ADMINISTRATIVE TECHNICIAN	#	1	11								
11 Employees	%	9.09	100.00								
R01098 - CUSTOMER SERVICE REP	#	1	3								
3 Employees	%	33.33	100.00								
R01033 - RISK MANAGEMENT TECHNICIAN	#	0	2								
2 Employees	%	0.00	100.00								
R01027 - FINANCIAL SERVICES TECHNICIAN	#	3	7								
7 Employees	%	42.86	100.00								
138 Employees	Totals	#	16	124							
		%	11.59	89.86							

## Job Group Analysis

F

### OFFICE AND CLERICAL

EEO Code: F

Job Code & Title		Min	Fem								
R03398 - FLD ACQUISITION COORDINATOR	#	0	0								
1 Employee	%	0.00	0.00								
R01081 - TRAFFIC SYSTEMS OPERATOR	#	1	1								
2 Employees	%	50.00	50.00								
R03047 - LEGAL ASSISTANT	#	0	2								
2 Employees	%	0.00	100.00								
R01085 - SR EXECUTIVE ASST TO THE DIREC	#	0	1								
1 Employee	%	0.00	100.00								
R01146 - SENIOR EXECUTIVE ASSISTANT	#	0	2								
2 Employees	%	0.00	100.00								
R01015 - SR TRAFFIC SYSTEMS OPERATOR	#	0	1								
2 Employees	%	0.00	50.00								
R01287 - SR MOTOR CARRIER AGENT	#	0	10								
11 Employees	%	0.00	90.91								
R01026 - EXECUTIVE ASSISTANT	#	2	27								
28 Employees	%	7.14	96.43								
R01213 - INT MOTOR CARRIER AGENT	#	0	3								
4 Employees	%	0.00	75.00								
R01272 - CONST PROJECT OFFICE ASSISTANT	#	1	24								
24 Employees	%	4.17	100.00								
R01025 - SENIOR OFFICE ASSISTANT	#	2	11								
11 Employees	%	18.18	100.00								
R01007 - MOTOR CARRIER AGENT	#	1	4								
7 Employees	%	14.29	57.14								
R01024 - OFFICE ASSISTANT	#	0	1								
2 Employees	%	0.00	50.00								
97 Employees											
Totals		#	7	87							
	%		7.22	89.69							

## Job Group Analysis

G

### SKILLED CRAFT WORKERS

EEO Code: G

Job Code & Title		Min	Fem								
R01058 - BRIDGE MT CREW LEADER	#	0	0								
3 Employees	%	0.00	0.00								
R01102 - BRIDGE MAINTENANCE CREW LEADER	#	2	1								
18 Employees	%	11.11	5.56								
R02021 - SENIOR FIELD ACQUISITION TECHN	#	0	0								
4 Employees	%	0.00	0.00								
R01107 - SR BRIDGE MAINTENANCE WORKER	#	4	1								
23 Employees	%	17.39	4.35								
R01042 - SUPPLY OFFICE ASSISTANT	#	1	0								
1 Employee	%	100.00	0.00								
R01106 - INT BRIDGE MAINTENANCE WORKER	#	3	1								
13 Employees	%	23.08	7.69								
R03514 - EQUIP TECH SUPPORT SPECIALIST	#	0	0								
2 Employees	%	0.00	0.00								
R02008 - SENIOR ELECTRICIAN	#	6	1								
39 Employees	%	15.38	2.56								
R02019 - SENIOR EQUIPMENT TECHNICIAN	#	5	1								
140 Employees	%	3.57	0.71								
R02007 - SENIOR FACILITY OPERATIONS SPE	#	0	0								
18 Employees	%	0.00	0.00								
R01319 - CORE DRILL OPERATOR	#	0	0								
3 Employees	%	0.00	0.00								
R01061 - MAINTENANCE CREW LEADER	#	29	15								
408 Employees	%	7.11	3.68								
R02350 - ELECTRICIAN	#	8	0								
24 Employees	%	33.33	0.00								
R02006 - FACILITY OPERATIONS SPECIALIST	#	0	0								
3 Employees	%	0.00	0.00								
R02018 - INTERMEDIATE EQUIPMENT TECH	#	1	1								
21 Employees	%	4.76	4.76								
R01073 - SENIOR SUPPLY AGENT	#	1	1								
6 Employees	%	16.67	16.67								

## Job Group Analysis

G

### SKILLED CRAFT WORKERS

EEO Code: G

Job Code & Title		Min	Fem								
R01317 - SENIOR CORE DRILL ASSISTANT	#	0	0								
2 Employees	%	0.00	0.00								
R02267 - INTER FLD ACQUISITION TECH	#	1	0								
4 Employees	%	25.00	0.00								
R02017 - EQUIPMENT TECHNICIAN	#	0	0								
10 Employees	%	0.00	0.00								
R02381 - ELECTRICIAN ASSISTANT	#	10	2								
29 Employees	%	34.48	6.90								
R01369 - INTER CORE DRILL ASSISTANT	#	1	0								
4 Employees	%	25.00	0.00								
R01089 - ASSISTANT EQUIPMENT TECHNICIAN	#	1	1								
5 Employees	%	20.00	20.00								
780 Employees	Totals	#	73	25							
		%	9.36	3.21							

## Job Group Analysis

H

### SERVICE MAINTENANCE

EEO Code: H

Job Code & Title		Min	Fem								
R01057 - BRIDGE MAINTENANCE WORKER	#	0	0								
6 Employees	%	0.00	0.00								
R01101 - BRIDGE MAINTENANCE WORKER	#	8	1								
33 Employees	%	24.24	3.03								
R01392 - MOTORIST ASSISTANCE OPERATOR	#	13	3								
39 Employees	%	33.33	7.69								
R01335 - SENIOR MAINTENANCE WORKER	#	88	51								
1029 Employees	%	8.55	4.96								
R01391 - SR FACILITY OPERATIONS CREW WO	#	1	0								
8 Employees	%	12.50	0.00								
R01301 - INTERMEDIATE MAINTENANCE WRKR	#	31	17								
269 Employees	%	11.52	6.32								
R01306 - FACILITY OPERATIONS CREW WORKE	#	1	0								
1 Employee	%	100.00	0.00								
R01333 - MAINTENANCE WORKER	#	96	25								
631 Employees	%	15.21	3.96								
2016 Employees	Totals	#	238	97							
		%	11.81	4.81							

### **Placement of Incumbents in Job Groups**

#### **41 C.F.R. 60-2.13**

MoDOT uses the Job Groups Analysis Summary to state the percentage of minorities and percentage of females that are employed in each job group.

# State of Missouri

June 30, 2020 Annual Affirmative Action Plan

Missouri Department of Transportation

## Job Group Analysis Summary

Job Group & Name	EEO Code		Min	Fem								
A - OFFICIALS AND ADMINISTRATORS		#	49	162								
811 Employees	A	%	6.04	19.98								
B - PROFESSIONALS		#	111	327								
945 Employees	B	%	11.75	34.60								
C - TECHNICIANS		#	30	56								
259 Employees	C	%	11.58	21.62								
E - PARAPROFESSIONALS		#	16	124								
138 Employees	E	%	11.59	89.86								
F - OFFICE AND CLERICAL		#	7	87								
97 Employees	F	%	7.22	89.69								
G - SKILLED CRAFT WORKERS		#	73	25								
780 Employees	G	%	9.36	3.21								
H - SERVICE MAINTENANCE		#	238	97								
2016 Employees	H	%	11.81	4.81								
5046 Employees	Totals	#	524	878								
		%	10.38	17.40								

## **Determining Availabilities**

### **41 C.F.R. 60-2.14**

Availability is an estimate of the number of qualified minorities and women available for employment in a given job group, expressed as a percentage of all qualified persons available for employment within the job group. The purpose of availability determination is to establish a benchmark against which the demographic composition of the department's workforce can be compared in order to determine whether barriers to equal employment opportunity may exist within particular job groups.

In determining availability, the department considers the following factors:

1. The percentage of minorities or women with the requisite skills in the reasonable recruitment area. The reasonable recruitment area is defined as the geographic area from which the department usually seeks or reasonably could seek workers to fill positions.
2. The percentage of minorities or women among those promotable, transferable and trainable within the department. Trainable refers to those employees within the department who could, with appropriate training the Department can reasonably provide, become promotable or transferable during the AAP year.

The Incumbency vs. Availability (Utilization) Analysis is used to determine the availability of women and minorities with the requisite skills in all of the recruitment sources. Internal availabilities are derived by the reviewing of internal movement over the previous years and considering those movements as feeder pools. Internal feeders are reviewed annually. External availabilities are based on statistical data measured in the 2010 U.S. census based on the 516 standard occupational codes.

The Office of Federal Contract and Compliance Programs (OFCCP) require that availability statistics be considered for at least two factors – internal and external. This means that the department must determine, and place a value or weight, on at least two factors to establish availability. Each factor used in the analysis is given weight to reflect its contribution to the final availability figure. A value weight is a percentage representing the relative number of people the department draws from for staffing each job group.



If the total weighted availability is greater than the current utilization, a shortfall occurs and an analysis is created to determine if the shortfall is significant. The regulations state that at least one statistical evaluation must be performed to determine if there is underutilization:

#### The Any Difference Rule

*There is an underutilization if there is any difference between availability and utilization.*

#### The 80% Rule

*There is underutilization when there is 80% or less of the availability being utilized.*

#### The Whole Person Rule

*There is underutilization when the utilization is less than availability by one whole person.*

#### Significant Difference Rule

*There is underutilization when there is a 2.00 or greater standard deviation.*

The OFCCP regulations define underutilization as “having fewer protected group members in a particular job group than would be expected given their availability.”

MoDOT uses the 80% Rule along with the Whole Person Rule to determine underutilization. When using the Whole Person Rule along with the 80% Rule, a disparity exists if the expected number of females or minorities exceeds the actual number by at least .95 people and the ratio of the percentage of minorities or women to the final availability percentage is less than 80%.

***The Department uses the terms “underutilization” and “problem areas” in this plan to comply with federal and state regulations. As used here, these terms do not constitute any admission of discrimination or any other unlawful conduct. Rather, the terms are used solely in a descriptive capacity for the purposes of complying with applicable regulations.***

The following chart depicts the: Internal/External Factors and the Internal/External Weight Values for each job group.

<i>EEO Code</i>	<i>EEO Title</i>	<i>External Factor</i>	<i>Internal Factors</i>	<i>External Weight</i>	<i>Internal Weight</i>
A	Officials and Administrators	Missouri	B, C, G	4.00	96.00
B	Professionals	Missouri	C, E, F	52.00	48.00
C	Technicians	Missouri	F, G, H	70.00	30.00
E	Paraprofessionals	Missouri	F	66.00	34.00
F	Office and Clerical	Missouri		100	0
G	Skilled Craft Workers	Missouri	H	27	73
H	Service Maintenance	Missouri		100	0

\*MoDOT does not have any employees in EEO Code 'D' Protective Services.

## **Comparing Incumbency to Availability**

### **41 C.F.R. 60-2.15**

The department compares the percentage of minorities and women in each job group to the percentage of minorities and women available in the reasonable recruitment areas who possess the skills to work for MoDOT. When the percentage of minorities or women employed in a particular job group is less than would be reasonably expected given their availability percentage in that particular job group, the department establishes a placement goal.

The Incumbency vs. Estimated Availability report shows the following information:

- Employment percentage of minorities and females in each job group (yellow highlighted groups are underutilized).
- Estimated availability percentage of minorities and females in each job group.
- Statistical significance of areas of underrepresentation (red highlighted groups indicate the underutilization is statistically significant).

For job groups where the employment percentage is less than the availability percentage, a statistical value, also known as the standard deviation, is provided. If the standard deviation is 2.0 or greater it is considered statistically significant.

## Incumbency vs. Estimated Availability

A		OFFICIALS AND ADMINISTRATORS	
Total Emp 811		Min	Fem
	Employment %	6.04	19.98
	Availability %	10.51	34.28
	Statistical Value	4.149	8.583
B		PROFESSIONALS	
Total Emp 945		Min	Fem
	Employment %	11.75	34.60
	Availability %	9.65	39.05
	Statistical Value		2.802
C		TECHNICIANS	
Total Emp 259		Min	Fem
	Employment %	11.58	21.62
	Availability %	11.08	21.54
	Statistical Value		
E		PARAPROFESSIONALS	
Total Emp 138		Min	Fem
	Employment %	11.59	89.86
	Availability %	14.01	71.97
	Statistical Value	0.818	
F		OFFICE AND CLERICAL	
Total Emp 97		Min	Fem
	Employment %	7.22	89.69
	Availability %	13.31	87.58
	Statistical Value	1.767	
G		SKILLED CRAFT WORKERS	
Total Emp 780		Min	Fem
	Employment %	9.36	3.21
	Availability %	12.86	3.38
	Statistical Value	2.921	0.270

Yellow shading indicates placement goals, red shading indicates areas that require more focus.

In the Statistical Value section, standard deviations of 2.00 or greater are generally regarded as statistically significant. For groups with fewer than 30 employees, the Exact Binomial Test is used and scores are marked with "E". "E" scores of 0.050 or less are generally regarded as statistically significant.

## Incumbency vs. Estimated Availability

H		SERVICE MAINTENANCE	
Total Emp 2016		Min	Fem
	Employment %	11.81	4.81
	Availability %	12.68	4.94
	Statistical Value	1.180	0.266

Total Employment: 5046

E - Eighty Percent Rule

A placement goal is set when employment is less than 80% of availability.

Yellow shading indicates placement goals, red shading indicates areas that require more focus.

In the Statistical Value section, standard deviations of 2.00 or greater are generally regarded as statistically significant. For groups with fewer than 30 employees, the Exact Binomial Test is used and scores are marked with "E". "E" scores of 0.050 or less are generally regarded as statistically significant.

## **Placement Goals**

### **41 C.F.R 60-2.16**

Annual placement goals have been established for all job groups in which underutilization has been identified. These goals are not rigid or inflexible quotas, but instead are targets against which MoDOT measures itself. These goals have a two-fold purpose: to operate consistently with availability for the period of the plan and ultimately to achieve workforce participation rates that equal availability. Please note that goals are set in accordance with the 80% and Whole Person Rules.

Goal Placement Rate Percentage: The goals are the same as the final availability percentages found on the Availability analysis or the Incumbency vs. Estimated Availability Analysis. **Goals are NOT quotas.** MoDOT uses these goals as measurement tools and to help determine areas that require good faith efforts.

The following outlines our specific action-oriented good faith efforts for fiscal year 2021 for those job groups where placement goals are set:

Internal – we will work with managers to identify high performing minorities and women and encourage these employees to participate in mentorships and other programs that will enhance their skills and improve their promotional opportunities.

External – we will continue to reach out to minority and female organizations and expand our efforts to include new organizations that we have not partnered with in the past. MoDOT will also expand college recruitment to universities that are geared towards minorities.

## Placement Goals

Job Group & Name	Min	Fem								
A - OFFICIALS AND ADMINISTRATORS	10.51	34.28								
F - OFFICE AND CLERICAL	13.31									
G - SKILLED CRAFT WORKERS	12.86									

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## ***Missouri Department of Transportation***

*Internal and External Affirmative Action Program for Minorities and Women*

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### ***Section 3 – Internal Support Data***

*The following section contains documentation from internal resources at MoDOT.*

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*Accomplishments of Prior Year's Goal  
FY 2020 Diversity Training Conducted  
Separation Summary Report  
Promotion Summary Report  
Applicant Summary Report  
Disciplinary Action Summary  
Analysis of Hires & Offers v. Applicants  
Grievances and Complaints  
Census Codes*

### **Accomplishments of Prior Year's Placement Goals**

#### **41 C.F.R. 60-1.40(c), 41 C.F.R. 60-1.12 (b) – 2.1(c) and 2.16**

At the beginning of the last plan year (July 1, 2019), placement rate goals were set for those job groups where the utilization analysis determined it was necessary. The following is an account of the results as of June 30, 2020.

### **Goal Attainment Report**

Only job groups that were assigned placement goals are listed.

<b>Job Group</b>	<b>Minority Percent</b>		
	<b>Employment 6.30.19</b>	<b>Placement Goal</b>	<b>Employment 6.30.20</b>
<b>A-Officials and Administrators</b>	5.51	10.62	↑ 6.04
<b>E-Paraprofessionals</b>	8.66	14.28	↑ 11.59
<b>F-Office and Clerical</b>	9.26	13.17	↓ 7.22
<b>G-Skilled Craft Workers</b>	8.93	14.52	↑ 9.36

<b>Job Group</b>	<b>Female Percent</b>		
	<b>Employment 6.30.19</b>	<b>Placement Goal</b>	<b>Employment 6.30.20</b>
<b>A-Officials and Administrators</b>	21.18	36.17	↓ 19.98
<b>G-Skilled Craft Workers</b>	2.85	11.34	↑ 3.21



## **FY 2020 Diversity Training Conducted**

### **EEO Training**

The Department requires all new and current employees to have training over Equal Employment Opportunity policies. New employees are required to have this training as part of the New Employee Orientation classes and all existing employees are required to have a refresher course every three years. When an employee is promoted to a position of supervisor or above, they are also required to take an EEO class specifically for supervisors. This training class focuses on the additional responsibility a supervisor will have regarding EEO in the workplace. All of these trainings include topics about: sexual harassment, discrimination, workplace violence, retaliation and diversity.

### **Diversity and Inclusion Training Conducted**

In addition to the required EEO training, MoDOT provides opportunities to participate in a variety of other diversity events. The training listed below was attended by one or more of the Department's employees. The instructors for the classes were a combination of MoDOT trainers, computer based and external consultants.

### **Training/Workshops – Internal**

- Bridging the Diversity Gap
- Choosing the Right Team Culture
- Choosing to Lead as a Woman
- Communication Across Generations
- Communicating About Culturally Sensitive Issues
- Developing the Next Generation
- Diversity, Inclusion and Belonging
- Facing the Management Challenges of Difficult Behavior and Diverse Teams
- Generation Why – Strategies to Bridge the Generational Divide
- How Culture Impacts Communications
- How to be Resilient in Uncertain Times
- Inclusive Leadership
- Implicit Bias and Diversity in the Legal Profession
- Implicit Bias Training
- Leadership Strategies for Women
- Leading Inclusive Teams
- Maintaining a Cohesive Multigenerational Workforce
- Managing a Multigenerational Workforce
- Managing Diversity

- Overcoming Unconscious Biases in the Workplace
- Preventing Harassment in the Global Workplace for Employees and Managers
- Proven Success Strategies for Women and Work
- Skills for Inclusive Conversations
- Understanding Affirmative Action
- Understanding Unconscious Bias
- Understanding Workplace Diversity
- Visual Images: How they Shape our Understanding of the World
- Workplace Harassment Prevention for Managers and Employees
- Your Role in Workplace Diversity
- Discussion Across Differences
  - What Respect Looks Like
  - Reading Between the Lines
  - Teaching for Inclusion
  - The Psychology of Race
  - What is Possible
- Compliance Training
  - Diversity – Ensuring a Diverse Applicant Pool
  - Diversity – It's Value in the Workplace
  - Harassment – A Case Study
  - Harassment – A Case Study for Managers
  - Harassment – Handling the Complaint
  - Harassment – It's No Joke
  - Promoting Diversity and Avoiding Discrimination

#### Recurring Training

- Core Workforce Values – Employee Level
- Core Workforce Values – Supervisor Level
- Gear-up Training

#### Regional Diversity and Inclusion Conference

- Central District
- Kansas City

### **Separation Summary**

MoDOT has evaluated its separation practices to determine whether there are disparities on the basis of gender, race or ethnicity. When terminations or reductions in the workforce are necessary, MoDOT makes its decisions without regard to race, color, religion, sex, age, disability, veteran status, national origin or any other characteristic protected by applicable law.



## MoDOT Separations by EEO Job Category

### Reporting Target Date Jul 1, 2019 to Jun 30, 2020

Run Date: 11/06/20

EEO Job Category Cd	Total Male Separations	Male A	Male B	Male H	Male I	Male P	Male W	Male 2	Male Unknown	Total Female Separations	Female A	Female B	Female H	Female I	Female P	Female W	Female 2	Female Unknown	Gender Unknown	Total Separations
OFFICIALS AND ADMINISTRATORS	51	0	0	0	1	0	50	0	0	20	1	1	0	0	0	18	0	0	0	71
PROFESSIONALS	64	0	8	4	1	0	51	0	0	36	0	3	0	0	0	33	0	0	0	100
TECHNICIANS	23	0	1	0	0	0	22	0	0	10	0	1	0	0	0	9	0	0	0	33
PARAPROFESSIONALS	1	0	0	0	0	0	1	0	0	17	0	1	0	0	0	14	0	2	0	18
OFFICE AND CLERICAL	3	0	1	0	0	0	2	0	0	15	0	1	0	0	0	14	0	0	0	18
SKILLED CRAFT WORKERS	63	0	2	1	0	0	60	0	0	2	0	1	0	0	0	1	0	0	0	65
SERVICE MAINTENANCE	330	1	58	7	3	0	258	0	1	36	0	10	0	0	0	25	0	1	0	366
<b>MoDOT Total Separations</b>	<b>535</b>	<b>1</b>	<b>70</b>	<b>12</b>	<b>5</b>	<b>0</b>	<b>444</b>	<b>0</b>	<b>1</b>	<b>136</b>	<b>1</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>114</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>671</b>

Report includes all MoDOT employees with an ESMT change of a Separation (Employment Status Code = '2').

### **Promotion Summary**

A review of promotion data indicates that these practices represent an area of substantial employment opportunity for minority and female employees. Promotion practices are not problem areas for minorities and women in any job group. Our analysis reveals that neither minorities nor women are being treated disparately in promotions.



## MoDOT Total Promotions by EEO Job Category

### Reporting Target Date Jul 1, 2019 to Jun 30, 2020

Run Date: 11/06/20

EEO Job Category Cd	Total Male Promotions	Male A	Male B	Male H	Male I	Male P	Male W	Male 2	Male Unknown	Total Female Promotions	Female A	Female B	Female H	Female I	Female P	Female W	Female 2	Female Unknown	Gender Unknown	Total Promotions
OFFICIALS AND ADMINISTRATORS	120	0	4	4	2	0	110	0	0	29	0	0	0	0	0	29	0	0	0	149
PROFESSIONALS	123	0	8	1	0	0	110	0	4	61	0	3	0	0	0	58	0	0	0	184
TECHNICIANS	34	0	5	3	2	0	24	0	0	5	0	0	0	0	0	5	0	0	0	39
PARAPROFESSIONALS	3	0	0	1	0	0	2	0	0	23	0	0	0	0	0	23	0	0	0	26
OFFICE AND CLERICAL	1	0	0	0	0	0	1	0	0	5	0	0	0	0	0	5	0	0	0	6
SKILLED CRAFT WORKERS	121	0	6	1	1	0	113	0	0	5	0	0	0	0	0	5	0	0	0	126
SERVICE MAINTENANCE	268	0	17	6	3	0	239	1	2	18	0	2	0	0	0	16	0	0	0	286
<b>MoDOT Total Promotions</b>	<b>670</b>	<b>0</b>	<b>40</b>	<b>16</b>	<b>8</b>	<b>0</b>	<b>599</b>	<b>1</b>	<b>6</b>	<b>146</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>141</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>816</b>

Report includes all MoDOT employees with an ESMT change of Promotion (Personnel Action Code = "CHCON" and Personnel Action Reason Code = "C39")

### **Applicant Summary**

During the plan year, July 1, 2019 to June 30, 2020, MoDOT posted the majority of all open positions on the department's internet site. All persons interested in obtaining employment with MoDOT were advised to apply according to our current policy. The Human Resources Division accepted applications for all open positions posted. Applications and complete records have been kept to ensure goals of equal employment opportunity are being applied to this process.

The Human Resources Division develops all hiring procedures; and all hiring at MoDOT is conducted on the basis of nondiscriminatory criteria.

## **Applicant Summary**

July 1, 2019 – June 30, 2020

<b>Job Group</b>	<b>Qualified Applicants</b>				<b>Interviewed</b>				<b>Hired</b>			<b>Filled</b>	
	Total	Min	Fem	Unk	Total	Min	Fem	Unk	Total	Min	Fem	Internal	External
<b>A – Official &amp; Administrator</b>	816	44	131	11	578	28	88	6	154	8	27	148	6
<b>B – Professionals</b>	1157	162	502	60	427	51	168	14	116	10	38	61	55
<b>C – Technician</b>	672	114	106	36	300	42	55	7	68	7	17	29	39
<b>E – Paraprofessionals</b>	994	160	791	67	247	31	217	14	43	6	40	20	23
<b>F – Office Clerical</b>	732	68	636	39	133	9	125	2	20	0	19	1	19
<b>G – Skilled Craft</b>	612	61	23	22	471	44	15	17	123	9	5	87	36
<b>H – Maintenance</b>	4620	618	378	244	1909	290	133	90	498	85	28	94	404
<b>Total</b>	<b>9603</b>	<b>1227</b>	<b>2567</b>	<b>479</b>	<b>4065</b>	<b>495</b>	<b>801</b>	<b>146</b>	<b>1022</b>	<b>125</b>	<b>174</b>	<b>440</b>	<b>582</b>



## Disciplinary Action

### July 1, 2019 through June 30, 2020

Data includes: full-time, permanent part-time and wage employees.

Total number of employees who received disciplinary action by race and gender

Type	Asian	Black	Hispanic	Native American	Two or more	White	Male	Female	Total
Verbal Warning	0	30	0	1	1	112	126	18	144
Written Warning	1	15	3	0	0	39	49	9	58
Probation	1	6	0	0	0	17	16	8	24
Suspension	0	1	0	0	0	5	4	2	6
Probation and Suspension	0	2	1	1	0	5	8	1	9
Demotion	0	0	0	0	0	2	1	1	2
Termination	1	26	3	0	0	45	61	14	75
Other	0	2	0	0	0	3	1	4	5
<b>Total</b>	<b>3</b>	<b>82</b>	<b>7</b>	<b>2</b>	<b>1</b>	<b>228</b>	<b>266</b>	<b>57</b>	<b>324</b>

Total number employees who received disciplinary action by job group

Type	A (101,102,104)	B (204,207,217)	C (303)	E (501)	F (601)	G (701)	H (804)	Total
Verbal Warning	11	10	1	1	2	17	102	144
Written Warning	6	6	3	2	1	9	31	58
Probation	3	6	1	1	1	4	8	24
Suspension	1	1	0	0	0	2	2	6
Probation and Suspension	0	1	0	0	0	0	7	9
Demotion	1	0	0	0	0	0	1	2
Termination	3	6	4	1	5	5	51	75
Other	0	2	0	0	1	1	1	5
<b>Total</b>	<b>25</b>	<b>33</b>	<b>9</b>	<b>5</b>	<b>10</b>	<b>38</b>	<b>203</b>	<b>324</b>

# Adverse Impact for Applicants

For Period: 7/1/2019 to 6/30/2020

by Total Minorities vs. Whites

A			OFFICIALS/ADMINISTRATORS	Favored Group: <b>Wht</b>
	Min	Wht		
Adverse IRA?	NO			
Selection Ratio	0.91			
Statistical Value				
Significant?	NO			
Shortfall	1			
B			OTHER PROFESSIONALS	Favored Group: <b>Wht</b>
	Min	Wht		
Adverse IRA?	YES			
Selection Ratio	0.52			
Statistical Value	3.042			
Significant?	YES			
Shortfall	15			
C			OTHER TECHNICIANS	Favored Group: <b>Wht</b>
	Min	Wht		
Adverse IRA?	YES			
Selection Ratio	0.57			
Statistical Value	2.425			
Significant?	YES			
Shortfall	11			
E			PARAPROFESSIONALS	Favored Group: <b>Wht</b>
	Min	Wht		
Adverse IRA?	YES			
Selection Ratio	0.76			
Statistical Value	0.916			
Significant?	NO			
Shortfall	3			
F			CLERICAL SUPPORT/KEYBOARD	Favored Group: <b>Wht</b>
	Min	Wht		
Adverse IRA?	YES			
Selection Ratio	0.00			
Statistical Value	2.264			
Significant?	YES			
Shortfall	4			

## Adverse Impact for Applicants

For Period: 7/1/2019 to 6/30/2020

by Total Minorities vs. Whites

G			SKILLED CRAFT WORKERS	Favored Group: <b>Wht</b>
	Min	Wht		
Adverse IRA?	YES			
Selection Ratio	0.67			
Statistical Value	1.866			
Significant?	NO			
Shortfall	7			

H			LABORERS	Favored Group: <b>Min</b>
	Min	Wht		
Adverse IRA?		YES		
Selection Ratio		0.61		
Statistical Value		8.061		
Significant?		YES		
Shortfall		94		

# Adverse Impact for Applicants

For Period: 7/1/2019 to 6/30/2020

by Gender

A			OFFICIALS/ADMINISTRATORS	Favored Group: <b>Fem</b>
	Fem	Mal		
Adverse IRA?		NO		
Selection Ratio		0.92		
Statistical Value				
Significant?		NO		
Shortfall		3		
B			OTHER PROFESSIONALS	Favored Group: <b>Mal</b>
	Fem	Mal		
Adverse IRA?	YES			
Selection Ratio	0.60			
Statistical Value	3.930			
Significant?	YES			
Shortfall	28			
C			OTHER TECHNICIANS	Favored Group: <b>Fem</b>
	Fem	Mal		
Adverse IRA?		YES		
Selection Ratio		0.65		
Statistical Value		2.499		
Significant?		YES		
Shortfall		11		
E			PARAPROFESSIONALS	Favored Group: <b>Fem</b>
	Fem	Mal		
Adverse IRA?		YES		
Selection Ratio		0.32		
Statistical Value		2.872		
Significant?		YES		
Shortfall		10		
F			CLERICAL SUPPORT/KEYBOARD	Favored Group: <b>Fem</b>
	Fem	Mal		
Adverse IRA?		YES		
Selection Ratio		0.35		
Statistical Value		1.552		
Significant?		NO		
Shortfall		3		

## Adverse Impact for Applicants

For Period: 7/1/2019 to 6/30/2020

### by Gender

G		SKILLED CRAFT WORKERS		Favored Group: <b>Fem</b>
	Fem	Mal		
Adverse IRA?		NO		
Selection Ratio		0.96		
Statistical Value				
Significant?		NO		
Shortfall		0		

H		LABORERS		Favored Group: <b>Mal</b>
	Fem	Mal		
Adverse IRA?	NO			
Selection Ratio	0.87			
Statistical Value				
Significant?	NO			
Shortfall	13			

Infin - indicates that the denominator was zero

"--" indicates that the result could not be calculated

^ Standard deviations of 2.00 or greater are generally regarded as statistically significant. For groups under 30, scores are marked with "F" and use Fisher's Exact test. "F" scores of .025 or less are generally regarded as statistically significant.

\*\*indicates that another group had less than 5 applicants and therefore could not be considered as the favored group.

\*\*\* indicates that favored group could not be determined.

Applicants with missing race information are included in calculations by gender.

Applicants with missing gender information are included in calculations by race.

## ***Grievances and Complaints***

### **7/1/2019 - 6/30/2020**

<i><b>Grievance/ Complaint Filed With</b></i>	<i><b>Sex</b></i>	<i><b>Race</b></i>	<i><b>Complaint</b></i>	<i><b>Basis</b></i>	<i><b>Status</b></i>
MCHR	Male	African-American	Termination	Grievance	Closed
AI	Male	Caucasian	Disciplinary	Grievance	Completed/Under Review
AI	Male	African-American	Promotion	Race	Closed
MCHR/EEOC	Male	Caucasian	Hostile Work Environment Retaliation	Hostile Work Environ Gender Age	Report submitted to MCHR/EEOC
MCHR/EEOC	Female	Caucasian	Retaliation	Gender Hostile Work Environ	Report submitted to MCHR/EEOC
AI	Male	Caucasian	Treatment	Grievance	Closed
AI	Male	Caucasian	Treatment	Grievance	Investigation Underway
AI	Female	Caucasian	Termination	Grievance	Closed
AI	Male	Caucasian	Termination	Grievance	Closed
MCHR/EEOC	Male	African-American	Termination	Retaliation Hostile Work Environ Disability Age Race	Report submitted to MCHR/EEOC
AI	Male	Caucasian	Termination	Grievance	Closed
AI	Male	Caucasian	Termination	Grievance	Investigation Underway
MCHR/EEOC	Male	Caucasian	Harassment	Hostile Work Environ Retaliation Gender Race Disability	Report submitted to MCHR/EEOC

***Wednesday, October 14, 2020***

<i><b>Grievance/ Complaint Filed With</b></i>	<i><b>Sex</b></i>	<i><b>Race</b></i>	<i><b>Complaint</b></i>	<i><b>Basis</b></i>	<i><b>Status</b></i>
<b>EODD</b>	Male	Caucasian	Disciplinary	Retaliation Race Gender	Closed
MCHR/EEOC	Male	African-American	Termination	Race Age	Closed
MCHR/EEOC	Male	Caucasian	Termination	Retaliation Hostile Work Environ Gender Age	Completed/Under Review
MCHR/EEOC	Male	Caucasian	Retaliation	Hostile Work Environ Retaliation Disability Gender Race	Report submitted to MCHR/EEOC
AI	Male	African-American	Termination	Grievance	Closed
MCHR/EEOC	Female	Caucasian	Promotion	Retaliation Gender	Closed
AI	Male	African-American	Termination	Grievance	Report Pending
MCHR/EEOC	Female	African-American	Termination	National Origin Gender Race	Report submitted to MCHR/EEOC
AI	Male	Caucasian	Disciplinary	Grievance	Closed
AI	Male	Caucasian	Termination	Grievance	Investigation Underway
MCHR/EEOC	Male	Caucasian	Hiring		Closed
MCHR/EEOC	Female	Caucasian	Hiring	Age Retaliation Gender Age	Report submitted to MCHR/EEOC
AI	Male	Caucasian	Disciplinary	Disciplinary	Closed

***Wednesday, October 14, 2020***

<i><b>Grievance/ Complaint Filed With</b></i>	<i><b>Sex</b></i>	<i><b>Race</b></i>	<i><b>Complaint</b></i>	<i><b>Basis</b></i>	<i><b>Status</b></i>
AI	Female	Caucasian	Retaliation	Gender	Completed/Under Review
MCHR/EEOC	Male	Caucasian	Termination	Retaliation Hostile Work Environ Gender Age Race	Report submitted to MCHR/EEOC
AI	Male	Caucasian	Termination	Disability	Completed/Under Review
AI	Male	Caucasian	Termination	Grievance	Closed
MCHR/EEOC	Female	Caucasian	Disciplinary	Hostile Work Environ Retaliation Age Gender	Report submitted to MCHR/EEOC
AI	Female	Caucasian	Termination	Grievance	Investigation Underway
AI	Male	African-American	Promotion	Race	Completed/Under Review
MCHR/EEOC	Male	Caucasian	Promotion	Hostile Work Environ Retaliation Disability Gender Race	Report submitted to MCHR/EEOC
AI	Male	Caucasian	Termination	Grievance	Report Pending
AI	Female	African-American	Termination	Treatment	Investigation Underway

*Wednesday, October 14, 2020*



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## ***Missouri Department of Transportation***

*Internal and External Affirmative Action Program for Minorities and Women*

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### ***Section 4 – External Narrative and Statistics***

*The following section provides the narrative and supporting statistics for the external Affirmative Action Programs at MoDOT.*

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**AFFIRMATIVE ACTION PROGRAMS**

**Plan Effective Date:** July 1, 2020

**Plan Expiration Date:** June 30, 2021

**Prepared by:** Missy Stuedle  
*External Civil Rights Director*

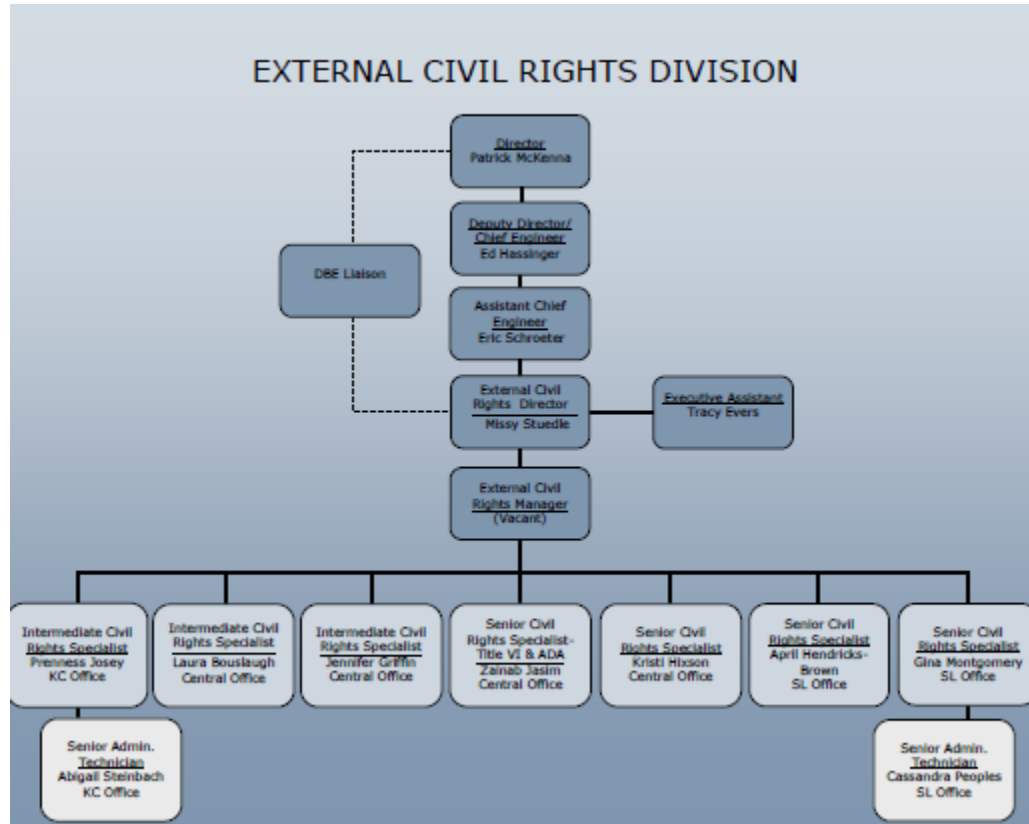
**ECR Director:** Missy Stuedle  
*External Civil Rights Director*

**Approved by:** Brenda Morris  
*Chief Financial Officer*

**Establishment Name:** Missouri Department of Transportation

**Establishment's Address:** PO Box 270  
Jefferson City, MO 65102

1. Specify the department/section within the State Highway Department (SHA) in which the external EEO responsibility is found. Provide a copy of the agency organization chart displaying the position of the external EEO division/unit.



2. Designate the staffing which is accountable for implementing the external EEO section/department by position.

- (1) External Civil Rights Director
- (1) External Civil Rights Manager
- (7) Civil Rights Specialist – 1 Kansas City, 2 St. Louis, 4 Jefferson City
- (1) Senior Administrative Technician – 1 Kansas City and 1 St. Louis
- (1) Executive Assistant

MoDOT has one Civil Rights Specialist assigned to the Kansas City area and two Civil Rights Specialists in the St. Louis area. These specialists are responsible for all phases of external civil rights in those areas. The External Civil Rights (ECR) staff reports to the External Civil Rights Manager. The External Civil Rights Manager reports to the External Civil Rights Director. The External Civil Rights Director reports directly to the Assistant Chief Engineer and has independent access to the Director and other members of the Director's staff.

The EEO Contract Compliance activities are assigned to a specialist based upon geographical location. The Kansas City specialist is responsible for the Kansas City District. The St. Louis specialists are responsible for the St. Louis. Specialists in the Central Office are responsible for the Central, Northeast, Northwest, Southeast and Southwest Districts. The specialists conduct compliance reviews, monitor projects, develop supportive services and increase outreach in these areas.

**3. Identify the current personnel by name and arrangement and indicate whether full or part-time.**

- External Civil Rights Director – Full Time – Missy Stuedle
- External Civil Rights Manager – Full Time – Vacant
- Executive Assistant – Full Time – Tracy Evers
- 4 Senior Civil Rights Specialists – Full Time – Kristi Hixson, April Hendricks-Brown, Gina Montgomery and Zainab Jasim
- 3 Intermediate Civil Rights Specialists – Full Time – Jennifer Griffin, Laura Bouslaugh and Prenness Josey
- 2 Senior Administrative Technicians – Full Time – Abigail Steinbach and Cassandra Peoples

**4. What schooling has the EEO body received to perform their assigned responsibilities? Depict the most recent training acknowledged by the department.**

The External Civil Rights Director Missy Stuedle participated in several events, including the following: 2019 Missouri Regional Certification Committee annual workshop, 2019 AGC/MoDOT Coop Meeting and MAPA Conference. The 2020 Civil Rights Contractor Compliance/DBE Training Symposium was canceled due to the COVID19 pandemic. In addition, she attended the 2019 MRCC Training.

External Civil Rights Specialist Jennifer Griffin attended the 2019 Missouri Regional Certification Committee annual workshop, 2019 AGC Conference, and 2019 Mink Conference. During 2020, she attended FAA Civil Rights Training Conference, State of Texas DOT's 30<sup>th</sup> Anniversary of ADA training, and obtained a Master's of Science in Management and Leadership.

External Civil Rights Specialist Zainab Jasim attended an Improving Pedestrian and Bicyclist Safety in Work Zones Webinar and the 2019 Missouri Regional Certification Committee annual workshop. She has been working on obtaining her ADA Coordinator Certification.

External Civil Rights Specialist Laura Bouslaugh attended the 2019 MINK Conferences, 2019 Missouri Regional Certification Committee annual workshop and Designing Pedestrian Facilities for Accessibility.

April Hendricks-Brown, External Civil Rights Specialist received training at the 2019 Missouri Regional Certification Committee annual workshop. She attended the webinar titled Understanding Disadvantaged Business Enterprise Interstate Certification provided by the US DOT in May 2019. In 2020, April attended the Local Program

Agency DBE Workshop in March and several virtual trainings which include “We Need You to Survive” (COVID-19 Workshop for small businesses), Doing Business with MoDOT -General Services webinar, e-Builder virtual training (270 N Project), St. Louis County DBE Fraud Workshop, and the 2020 11th Annual FAA National Civil Rights Training Virtual Conference.

Abigail Steinbach, ECR Sr. Administrative Technician, attended the 2019 Understanding Disadvantaged Business Enterprise Interstate Certification Webinar. 2019 March AGC Regional Roundtable, 2019 November Procurement conference in Warrensburg, 2019 October MINK Conference.

Prenness Josey, External Civil Rights Specialist attended the 2019 Missouri Regional Certification Committee annual workshop, 2019 AGC Conference, Annual Cement Concrete Pavement Conference, 2019 MINK Conference, 2019 Understanding Disadvantaged Business Enterprise Interstate Certification Webinar, Procurement Conference in Warrensburg, 2019 iBuild Career Day, 11th Annual FAA National Civil Rights Training Conference for Airports.

Gina Montgomery, External Civil Rights Specialist attended the 2019 American Contract Compliance Association Conference, 2019 Missouri Regional Certification Committee annual workshop, MINK Conference, and the Construction Career Day in St. Louis.

Cassandra Peoples, ECR Sr. Administrative Technician, attended 2019 Missouri Regional Certification Committee annual workshop, 2019 MINK Conference, and TRB Webinar Training.

**5. Point out to whom the head of the external program reports.**

The External Civil Rights Director reports directly to the Assistant Chief Engineer and has access to the Director when necessary.

**6. Comprehensively describe any assistance the central EEO organization receives from the district/field offices in connection with the following curriculum.**

*Contract compliance*

Field personnel are responsible for overall contract enforcement. Part of the enforcement includes compliance with all contractual requirements, including EEO. The field personnel monitor DBE compliance, On-the-Job-Training (OJT) usage, and EEO requirements. In addition, they conduct wage rate interviews and Commercially Useful Function (CUF) reviews. If any red flag situations are encountered, the External Civil Rights staff are notified.

*On-the-Job Training*

Field personnel monitor the use of OJT programs. Contractors notify Resident Engineer offices of individuals to be used, training programs, hours completed, and type of work completed. In addition, they conduct monthly interviews of trainees assigned to projects. Wage rate interviews of on-the-job trainees are also conducted by the field personnel.

Supportive services

Field personnel are not involved in supportive service efforts. ECR staff performs the duties of supportive service efforts for DBE firms and / or individuals designated to fulfill OJT requirements.

**7. Provide a copy of the State's written procedures for implementing the above core components by the central/headquarters EEO team and by district/field personnel. These should be considered within the following light:**

**a. Is there a course of action for investigating complaints against contractors?**

MoDOT has an EEO Manual that is the written source of procedures and processes for enforcement and monitoring all phases of the external program. Recent changes to unit structure, how to investigate complaints, DBE regulations, and processes are outlined in the updated manual. FHWA has a copy of the EEO Manual.

**b. Is there a practice for sanctioning contractors who fail to take good faith efforts to meet the EEO mandates? If so, are all residencies employing the approach across the board?**

MoDOT follows the required procedure for non-compliance. The contractor is issued a 30-day show cause notice and efforts to mediate are initiated. If the contractor submits acceptable corrections and continues to make those efforts, a finding of compliance is made. If the contractor fails to address the concerns, MoDOT will pursue the administrative sanctions available.

**c. Are the measures generally consistent with the FHWA review guidelines (23 CFR 230, Subpart D) and the Division evaluation?**

The procedures are modeled after the FHWA guidelines.

**d. Have the procedures been revised since the last assessment? If so, please describe the specific adjustment. Also, what caused the reconsideration, i.e., lawsuit?**

The procedures have not been revised since the last assessment.

**8. Provide a list of complaints against contractors that were filed with the SHA during the current manufacturing or construction season just completed. Please list the objection(s) by issue (e.g., termination, layoffs, etc.) basis for the grievance (e.g., race, gender, national origin, etc.), and disposition.**

No complaints were filed with the SHA during the most recent construction season.

**9. Denote any restrictions taken against any road builder during the existing production or construction season just completed.**

As of June 30, 2020, MoDOT has issued 4 Voluntary Corrective Action Plans (VCAP) as a result of contract compliance reviews.

Failure to meet the DBE goal, liquidated damages were assessed at \$7,055.13 for BRO B111(011), Wayne County. Failure to meet the DBE goal, liquidated damages were assessed at \$4,422.76 for 16-045B-1, Lake Regional Airport.

**10. Specify directives and / or assistance the district/field personnel have received in EEO external program implementation. Also, please detail any planned guidance.**

MoDOT was unable to host the Civil Rights Contractor Compliance/DBE Training Symposium in April 2020 due to COVID19 pandemic. The AGC / MoDOT Coop meeting was held in December 2019, and the MAPA meeting held in January 2020.

**11. At length, describe the SHA's methodology for ensuring the incorporation of EEO requirements, contained in the following EEO directives, into the SHA compliance program.**

**a. Form FHWA 1273 (Required Contract Provisions).**

Form FHWA 1273 is included in all MoDOT contracts. In addition, unit personnel have incorporated a review of contracts and subcontracts in the compliance review process. Failure to include the provisions is cited as a deficiency and verification of corrective action is required.

**b. Standard Contract Provisions as required by U.S. Department of Labor's Office.**

Federal Contract Compliance Programs (OFCCP) under Executive Order 11246, are made part of the MoDOT EEO special provision contained in contracts. This packet includes county goals and specific actions required to comply. Unit personnel have incorporated a review of contracts and subcontracts in the compliance review process. Failure to include the provisions is cited as a deficiency and verification of corrective action is required.

**c. Training Special Provisions (23 CFR 230 Subpart A, Appendix B)**

The provisions are included in all federal aid contracts that have been assigned a trainee requirement. The contractor is required to make a good faith effort to comply. MoDOT is in the process of reviewing the compliance sanctions. If the contractor fails to make a good faith effort to meet the goal, they can be assessed liquidated damages. In addition, the contractor performance rating would receive a low score in this area.

**12. Indicate any changes and/or modifications contemplated in the SHA's sanction dealings.**

None.

**13. Indicate the total number of OJT slots or hours approved in calendar year 2020 as of June 30, 2020.**

Thirty trainee slots have been assigned to MoDOT federally-funded projects as of June 30, 2020. This includes OJT goals set for MoDOT and LPA projects.

**14. Indicate the total number of individuals by race, gender and job category that participated as OJT trainees in state year 2020 as of June 30, 2020. In addition, designate the number by race, gender and job category:**

**A. New trainees during the year as of June 30, 2020**

Craft	Non-minority Males	Non-Minority Females	Minority Males	Minority Females	Craft Totals
Carpenter		2	3		5
Laborer	2	2	7		11
Equipment Operator					0
Ironworker					0
Cement Mason					0
Painter	2				2
<b>Total</b>	4	4	10		18

**B. Graduated during the year as of June 30, 2020**

Craft	Non-Minority Males	Non-Minority Females	Minority Males	Minority Females	Craft Totals
Laborer			5	1	6
Equipment Operator		1	2		3
Carpenter					
Electrician		1			1
<b>Total</b>		2	7	1	10

**C. Were still in training as of June 30, 2020**

Craft	Non-Minority Males	Non-Minority Females	Minority Males	Minority Females	Craft Totals
Carpenter		5	5	1	11
Ironworker			2		2
Laborer	2	2	24	6	34



Equipment Operator		2	2	1	5
Painter		1	2		3
Cement Mason			3		3
<b>Total</b>	2	10	38	8	58

- D. Were there any six-month follow-ups conducted? If so, what were the results broken down by race, gender and job category?

MoDOT field personnel conduct initial contacts for all new trainees that are on a project. These initial contacts are conducted during the trainee's first two weeks of the project as well as one other time during the project. The trainees are asked a series of questions to ensure the trainee is not being treated unfairly or being discriminated against. In addition, field personnel periodically speak with trainees to make sure they are not having any problems and are also available to all contractor employees on a daily basis.

**15. Make available any SHA written evaluation, which demonstrated the specific impacts of supportive services on the OJT program (i.e., how has supportive services increased the effectiveness of OJT training, trainee retention, trainee completions, etc.).**

While there are no written evaluations available, the OJT SS program has benefited several people throughout the State of Missouri. In speaking to contractors that have hired past graduates, the contractors have reported satisfaction with graduated students hired from OJT SS programs. Missouri has received the following OJT SS funding allotments from FHWA during the construction season:

**FY 2019**

Organization	Amount Funded
To be awarded – pending RFP	\$189,519.74

**16. Describe any planned DBE or OJT supportive services agenda initiatives.**

MoDOT will respond to FHWA's 2021 OJT SS and DBE solicitations during the fall of 2020. In addition, we will continue to provide prime and subcontractor contract compliance training and guidance through our DBE Symposium. Additionally, the ECR office plans to sponsor training sessions with resident engineer offices regarding the monitoring of civil rights issues.


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## *Appendix 1*

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### *Policy 0505*

### *Equal Employment Opportunity*

<p><b>MISSOURI DEPARTMENT OF TRANSPORTATION</b></p>  <p><b>PERSONNEL POLICY MANUAL</b></p>	<p><b>Chapter Title</b> Employment</p>		
	<p><b>Policy Title</b> Equal Employment Opportunity</p>		
	<p><b>Policy Number</b> 0505</p>	<p><b>Page</b> 1 of 4</p>	<p><b>Effective Date</b> October 1, 2018</p>
<p><b>Approved By</b> Micki Knudsen, Human Resources Director Signature on File</p>	<p><b>Supersedes Policy Number</b> 0505</p>	<p><b>Page</b> 1 of 3</p>	<p><b>Prior Effective Date</b> October 1, 2015</p>

## **POLICY STATEMENT**

The department is committed to equal opportunity, affirmative action, diversity and inclusion.

It is the department's intention to provide fairness to all employees in all personnel management transactions including recruiting, hiring, training and development, job assignments, promotions, transfers, personnel policy administration, benefits, demotions, terminations, rate of compensation, and discipline.

Discrimination or harassment based on race, sex, age, religion, color, national origin, ancestry, sexual orientation, gender identification, veteran status, disability, or genetic information is prohibited and will not be tolerated.

Retaliation against any employee who complains about discrimination or harassment is also prohibited and will not be tolerated.

## **DEFINITIONS**

Disability: Refer to Personnel Policy 0506, "Physical or Mental Disability," for this definition.

Discrimination: An adverse job action taken against an employee including, but not limited to, disciplinary action, work assignments, performance evaluation, or promotion denial based on race, sex, age, religion, color, national origin, ancestry, disability, sexual orientation, gender identification, veteran status, or genetic information.

Harassment: Includes, but is not limited to, verbally or physically abusive, insulting, hostile, or intimidating behavior or conduct toward an individual or group based on race, sex, age, religion, color, national origin, ancestry, sexual orientation, gender identification, veteran status, disability, or genetic information.

Sexual Harassment: Any behavior of a sexual or sexist (gender-based) nature that is unwelcomed and creates a hostile, offensive, or intimidating work environment, including, but not limited to, sexual advances, requests for sexual favors, sexual or sexist comments, physical touching, obscene, lewd, or derogatory material that is posted or circulated (electronically or otherwise) within the workplace and any other unwelcome behavior of a sexual or sexist nature.

Retaliation: An adverse job action taken against an employee, including, but not limited to, disciplinary action, reduction of duties, change of work assignment, negative performance evaluation, negative reference, or promotion denial as a direct result of an employee's opposition to unlawful employment practices, or because the employee filed a charge, testified, assisted, or participated in a proceeding, investigation, or litigation regarding discrimination, sexual harassment or harassment.

Intimidation: Refer to "Prohibited Behavior" in Personnel Policy 2512, "Workplace Security."

Inclusion/Inclusive: An environment that invites participation and encourages mutual respect and sensitivity for everyone.

## **PROVISIONS / REQUIREMENTS**

1. Any employee found to have engaged in discrimination, harassment, sexual harassment, or retaliation will be subject to discipline, up to and including termination.
2. In an effort to prevent sexual harassment, the department prohibits any consensual social relationship between a management level employee or supervisor and an employee in his/her line of authority. See Personnel Policy 2513, "Workplace Relationships."
3. The Missouri Department of Transportation's Diversity Plan is the Affirmative Action Plan. The plan is a set of results-oriented policies, programs, and procedures designed to prevent discrimination and to promote employment opportunities for minorities and females. The procedures included in the plan, coupled with good faith efforts, are designated to ensure equal employment opportunity. The Diversity Plan serves as a directive to all supervisory and administrative personnel, who are accountable for familiarity with the contents of

the plan, for carrying out their responsibilities in accordance with the plan, and ensuring that all employees and applicants are provided with their right to be free from unlawful discrimination in the hiring and promoting process. Employees can contact their local Human Resources Manager if they would like to view the plan.

4. When a job vacancy is to be staffed, refer to Personnel Policy 0517, "Staffing of Department Vacancies." An attempt should be made to ensure a diverse applicant pool, especially for those positions for which the department's workforce shows underutilization.
5. Supervisory personnel will be evaluated on and held accountable for demonstrating support for the department's commitment to equal opportunity and diversity. Demonstrated support for the department's commitment to equal opportunity and diversity includes, but is not limited to, the following:
  - A. Taking immediate action to stop or prevent any occurrences of reported or observed incidents of discrimination, harassment, sexual harassment, retaliation, or non-inclusive behavior within the workplace.
  - B. Immediately reporting allegations, observations, reports of discrimination, harassment, sexual harassment, retaliation, or any other inappropriate behavior to a local human resource representative. Any allegations involving the workplace must be reported even if they were discovered outside of the workplace. Human resources representatives are responsible for notifying the Audits and Investigations Division of reported potential violations of this policy.
  - C. Cooperating in any investigation of harassment, sexual harassment, or discrimination, including providing signed, sworn statements regarding the allegations.
  - D. Making good faith efforts to employ, promote, and train females and minorities in the MoDOT workforce.
  - E. Being respectful and inclusive at all times in personal actions and personal communications while conducting MoDOT business.

Failure to demonstrate support for the department's commitment to equal opportunity and diversity may result in disciplinary action, up to and including termination.

### **CROSS REFERENCES**

[Personnel Policy 0506, "Physical or Mental Disability"](#)

[Personnel Policy 0517, "Staffing of Department Vacancies"](#)

[Personnel Policy 2512, "Workplace Security"](#)

[Personnel Policy 2513, "Workplace Relationships"](#)


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## *Appendix 2*

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### *Policy 2101:*

### *Equal Employment Opportunity Complaint Procedure*

<b>MISSOURI DEPARTMENT OF TRANSPORTATION</b>    <b>PERSONNEL POLICY MANUAL</b>	<b>Chapter Title</b> Grievances and Complaints		
	<b>Policy Title</b> Equal Employment Opportunity Complaint Procedure		
	<b>Policy Number</b> 2101	<b>Page</b> 1 of 3	<b>Effective Date</b> October 1, 2020
<b>Approved By</b> Steve Meystrik, Human Resources Director, Signature on File	<b>Supersedes Policy Number</b> 2101	<b>Page</b> 1 of 3	<b>Prior Effective Date</b> October 1, 2018

## **PURPOSE**

To ensure and promote equal employment opportunity, and to provide an orderly and systematic process for employees to address differences concerning equal employment opportunity.

## **POLICY**

1. Employees who allege discrimination on the basis of race, sex, age, religion, color, national origin, ancestry, disability, sexual orientation, gender identification, veteran status, or genetic information, with regard to the terms or conditions of employment, or retaliation for opposing a practice forbidden by Personnel Policy 0505, "Equal Employment Opportunity," may file an Equal Employment Opportunity (EEO) complaint in writing directly with the Audits and Investigations Director, Missouri Department of Transportation, P.O. Box 270, Jefferson City, Missouri 65102. Employees in the Audits and Investigations (AI) Division who want to file an EEO complaint should write to the Equal Opportunity and Diversity Division (EOD) director at this same address. The EOD director will follow the same procedure as identified for the AI director throughout the remainder of this policy.
2. Salaried and permanent part-time employees who have successfully completed their initial probationary period, who feel they have been terminated as a result of unlawful discrimination or retaliation, may elect to have their appeal handled by the AI Division or the EOD Division (if the termination was the result of an investigation by the AI Division).



3. An EEO complaint must be filed in writing and received by the AI or EOD director as outlined in paragraph 1 within 30 calendar days of the alleged discrimination or retaliation. The opportunity to file a complaint of discrimination or retaliation will be denied if it is received more than 30 calendar days after the act, occurrence, or omission leading to the complaint, unless a determination is made that the act, occurrence, or omission could not reasonably be detected by the employee until a later date. In such circumstances, the complaint must be filed in writing and received by the appropriate division director within 30 calendar days from the date the act, occurrence, or omission could have reasonably been detected by the employee. The individual filing an EEO complaint must state in writing the basis for the complaint, identify a negative action that occurred, and how there is a connection between the negative action and the basis of the complaint, present all facts which caused the complaint to arise, and describe the corrective action requested.
4. The AI director (or EOD director) will ensure whatever investigation is necessary to establish or validate the facts of the case is conducted. The investigation may include, but will not be limited to, the scheduling of a meeting and/or interviews for the purpose of gathering information from the employee, the supervisor(s), or other employees involved in the matter.

While AI or EOD is interviewing the employee who filed the complaint, the employee will have the option of requesting another person be present. However, this person will not be allowed to represent the employee, including providing legal counsel, or participate in the interview. Advance notice of the name of the person must be provided to the AI or EOD director at least two business days prior to the scheduled interview. Should the AI or EOD director determine the person's presence at the interview would cause disruption to department operations (such as a conflict of interest or safety concern), the person will not be permitted to attend or remain at the interview.

5. After reviewing the circumstances leading to the complaint with the Missouri Department of Transportation director, a summary of the information regarding the complaint will be presented to the Missouri Highways and Transportation Commission (Commission) at a subsequent meeting for review and final disposition. The AI director (or EOD director) will notify the employee and supervisors in writing of the Commission's final disposition and, if appropriate, action that will be taken as soon as practical.
6. All steps should be carried out within a reasonable time period unless there are extenuating circumstances, such as extended absence of personnel involved, etc. The employee will be kept generally informed of the status of the EEO complaint.

7. Any investigation, correspondence, etc., involved in the proceedings of an EEO complaint handled by the AI director (or EOD director) should be treated as confidential information to minimize publicity and embarrassment to all parties concerned; however, anonymity cannot be promised to persons (public or employees) who provide information as part of the investigation. The identity of persons who provide information and the information provided shall only be disclosed to those who have a legitimate need to know. Intimidation, coercion, or retaliation of any kind against individuals who exercise their rights to file a complaint or against those individuals who assist in the investigation of a complaint will not be tolerated.
8. The Commission and appointed officials of the Missouri Department of Transportation hold a responsibility to fairly and effectively carry out designated functions, and nothing in this procedure precludes this responsibility or authority to do so.

### **CROSS REFERENCES**

[Personnel Policy 0505, "Equal Employment Opportunity"](#)


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## *Appendix 3*

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### *Policy 2100: Grievance Procedure*

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<b>MISSOURI DEPARTMENT OF TRANSPORTATION</b>    <b>PERSONNEL POLICY MANUAL</b>	<b>Chapter Title</b> Grievances and Complaints		
	<b>Policy Title</b> Grievance Procedure		
	<b>Policy Number</b> 2100	<b>Page</b> 1 of 5	<b>Effective Date</b> January 1, 2020
<b>Approved By:</b> Steve Meystrik, Human Resources Director Signature on File	<b>Supersedes Policy Number</b> 2100	<b>Page</b> 1 of 6	<b>Prior Effective Date</b> September 5, 2018

## **POLICY STATEMENT**

The department shall provide an orderly and systematic process for resolving differences of opinion between the department and its employees on issues that arise outside the scope of Personnel Policy 0505, "Equal Employment Opportunity" (which uses the grievance process in Personnel Policy 2101), or except as otherwise exempted pursuant to department policy. This procedure is not intended to eliminate employees' rights to communicate directly with the Audits and Investigations (AI) Director or informally with any level of management, through administrative channels, at any time they may have a concern or a question which has not been satisfactorily answered under this policy.

## **PROCEDURES**

1. Except for those employees listed in paragraph 10, any full-time or permanent part-time employee who has completed his/her initial probationary period and feels unfairly treated by an action taken or omitted by the department may file a grievance. A grievance must be filed in writing and received by the appropriate department representative noted in this policy, no later than 30 calendar days after the act, occurrence, or omission leading to the grievance. The grievance will be denied if it is not received by the appropriate department representative within 30 calendar days of the act, occurrence, or omission leading to the grievance, unless a determination is made that the act, occurrence, or omission could not reasonably be detected by the employee until a later date. In such circumstances, the grievance must be filed in writing and received within 30 calendar days from the date the act, occurrence, or omission could have reasonably been detected by the employee.
2. Appeals of verbal and written warnings must be filed in writing with the local Human Resources (HR) manager for review by the relevant district engineer or

division leader/state engineer (Step 2 of the process defined in paragraph 5 below). Such appeals must be received by the local HR manager within 30 calendar days of the disciplinary action. Review of appeals of verbal warnings will be resolved by the district engineer or division leader/state engineer. Employees appealing written warnings who are not satisfied after the first review can further appeal to the AI Division for resolution pursuant to Steps 3 and 4 of paragraph 5 below. Appeals of higher level discipline, such as suspension, probation, demotion, or termination, must be filed in writing and received by the AI Director within 30 calendar days of the disciplinary action. Such appeals are to be filed in writing directly with the AI Director, Missouri Department of Transportation, P. O. Box 270, Jefferson City, Missouri 65102 (start at Step 3 of the process defined in paragraph 5 below). When employees in the AI Division want to file an appeal regarding discipline of a written warning or higher level discipline, they should file the appeal in writing to the Equal Opportunity and Diversity Division (EODD) Director at P.O. Box 270, Jefferson City, Missouri 65102. The EODD Director will follow the same procedures as identified for the AI Director throughout the remainder of this policy. Except as provided in paragraph 3, discipline resulting from findings of an investigation by the AI Division is not grievable to the AI or EODD Director.

3. A termination that results from findings of an investigation by the AI Division may be appealed by timely filing a grievance initially with the AI Director (must be received within 30 days of termination), who will forward such grievance to the EODD Director, who will review and respond to such grievance consistent with this policy.
4. The result or method of implementation of a job evaluation study is not grievable. In addition, salary inequity issues and performance-based pay decisions are not grievable.
5. Other than the above stated exceptions, the following procedures will be used when filing a grievance under this policy:

Step 1 The employee must file the grievance in writing with the local HR manager which must be received by the HR manager within 30 days of the action or inaction being grieved. The employee should explain the act, occurrence, or omission that led to the filing of the grievance, the basis for the grievance, present all the facts related to the grievance, and describe the corrective action desired.

Within five workdays after receiving the written grievance with the information listed above, the local HR manager will hold a meeting with the employee and the supervisor or manager that made the decision at issue. Within five workdays after that meeting, the supervisor will provide the employee with a written reply.

The employee will have the option of requesting another person be present at Steps 1 and 2; however, this person will not be allowed to represent the employee, including providing legal counsel, or participate in the meetings. Advance notice of the name of the person must be provided to the local HR manager at least two business days prior to the scheduled meeting. Should the local HR manager, district engineer, or division leader/state engineer determine the person's presence at the meeting would cause disruption to department operations (such as a conflict of interest or safety concern), the person will not be permitted to attend or remain at the meeting.

Step 2 If the grievance is not resolved to the employee's satisfaction at Step 1, the employee may, within five workdays after receiving the written reply, choose to have the grievance reviewed further.

The employee must file the grievance in writing with the district engineer in the case of district employees, or their division leader/state engineer in the case of Central Office employees. Another meeting of those involved may be scheduled to obtain more information about the grievance. A written reply to the employee will be made within ten workdays following receipt of the grievance by the district engineer or division leader/state engineer.

Step 3 If the employee is dissatisfied with the written reply from Step 2, the employee may file an appeal in writing with the AI Director, Missouri Department of Transportation, P. O. Box 270, Jefferson City, Missouri 65102, within five workdays after receiving the reply. If the grievance pertains to a termination resulting from an investigation by the AI Director, such grievance shall be forwarded to the EODD Director.

The AI Director (or EODD Director) will ensure whatever investigation is necessary to establish or validate the facts of the case is conducted. This investigation may include, but is not limited to, the scheduling of a grievance meeting or conducting interviews for the purpose of obtaining information from the grievant, the supervisor(s), and other employees involved in the matter.

The AI Director (or EODD Director) will make a recommendation to the department director for final disposition. The AI Director (or EODD Director) will notify the appropriate parties (e.g., employee, district engineer/division leadership) in writing of the final disposition and any corrective action that will be taken as soon as practical.

6. All steps should be carried out in the time specified in this policy and its accompanying procedures, unless there are extenuating circumstances, such as absence of personnel involved, need for higher review or local investigation, etc.

The employee should be kept informed of the status of the grievance when an immediate decision cannot be reached, and a reply will be delayed.

7. Any investigation, correspondence, etc., involved in the processing of a grievance handled by the AI Director (or the EODD Director) should be treated as confidential information to minimize publicity and embarrassment to all parties concerned; however, anonymity cannot be promised to persons (public or employees) who provide information as part of the investigation. The identity of persons who provide information and the information provided shall only be disclosed to those who have a legitimate need to know or who have a lawful right to such information.
8. The Commission and appointed officials of the Missouri Department of Transportation hold a responsibility to fairly and efficiently carry out designated functions, and nothing in this policy and its accompanying procedures precludes this responsibility or authority to do so.
9. This policy and its accompanying procedure shall not apply to employees that leave employment with the department as a result of: (1) a layoff; (2) a resignation or retirement from the department; or (3) a resignation or retirement in lieu of termination from the department. Such employees do not have the rights outlined in this policy and its accompanying procedures.
10. This policy and its accompanying procedures shall not apply to employees in personnel policy making and other designated positions. The following list identifies positions which are exempt from this procedure. Promotions to positions on the list cannot be filed as a grievance.

#### Job Titles Exempt From Personnel Policy 2100

Director, Department of Transportation  
Deputy Director/Chief Engineer  
Chief Administrative Officer  
Chief Financial Officer  
Chief Safety and Operations Officer  
Assistant Chief Engineer  
Chief Counsel  
Assistant Chief Counsel  
Secretary to the Commission  
District Engineer  
Regional Counsel  
Division Leader/State Engineer  
Attorneys I-V  
Law Clerk  
Seasonal and other wage employees

**CROSS REFERENCES**

[Personnel Policy 0505, "Equal Employment Opportunity"](#)




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## *Appendix 4*

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### *Policy 0517: Staffing of Department Vacancies*

<b>MISSOURI DEPARTMENT OF TRANSPORTATION</b>    <b>PERSONNEL POLICY MANUAL</b>	<b>Chapter Title</b> Employment		
	<b>Policy Title</b> Staffing of Department Vacancies		
	<b>Policy Number</b> 0517	<b>Page</b> 1 of 9	<b>Effective Date</b> April 1, 2018
<b>Approved By</b> Micki Knudsen, Human Resources Director, Signature on File	<b>Supersedes Policy Number</b> 0517	<b>Page</b> 1 of 9	<b>Prior Effective Date</b> February 1, 2017

## **POLICY STATEMENT**

The department has a commitment to equal opportunity and affirmative action, and is dedicated to fairness in all personnel management transactions. (Refer to Personnel Policy 0505, "Equal Employment Opportunity").

## **DEFINITIONS**

Applicant: A person who has submitted an internal or external application for a posted job vacancy.

Candidate: An applicant who has been selected for an interview.

## **PROCEDURES**

1. Advertising:
  - A. Each human resources (HR) office is responsible for advertising vacancies within their area. The decision to advertise or to not advertise is at the discretion of the respective district engineer or division leader/state engineer. If a position is advertised, documentation of where the position is advertised must be included in the job fill file.
  - B. District engineers and division leaders/state engineers are responsible for ensuring that efforts are made by their hiring supervisor and HR manager to obtain a quality applicant pool which includes consideration of the department's equal employment opportunity goals consistent with Personnel Policy 0505, "Equal Employment Opportunity."
  - C. Vacancies advertised externally will be posted on the department's web site.

Additional advertising through on-line websites, newspapers, or other publications may be used by hiring supervisors and should be discussed with the assigned HR representative.

- D. The Job Opportunity Announcement (JOA) or other HR approved job announcement shall be used for internal posting and external advertising.
- E. The JOA or approved job announcement will generally be posted for at least 14 calendar days; however, exceptions can be made to post the position for a longer or shorter period of time based on the needs of the position.

2. Applications:

- A. All persons seeking employment or reemployment with the department must submit the application materials indicated on the JOA or approved job announcement by the closing date stipulated on the JOA or approved job announcement; and must complete an electronic application for employment prior to being hired.
- B. A designated HR representative will evaluate and determine which applicants meet or exceed the minimum qualifications considering substitution of education or experience as detailed in Personnel Policy 0521, "Substitution of Education or Experience."
  - 1) The HR representative, in consultation with the hiring supervisor, has the final responsibility for determining whether or not an applicant meets minimum qualifications.
  - 2) For all positions, a notation must be made in the JOA system of whether or not an applicant meets minimum qualifications and whether or not the applicant was selected for an interview which must be included in each job fill file.

3. Interview Process:

- A. The HR representative will assist the hiring supervisor to complete the Form P-20, "Applicant Evaluation Worksheet," or other HR Division approved form that contains the interview questions on which the candidates will be evaluated. The document containing these questions must be included in the job fill file. The same approved form must be used for each candidate for that job.
- B. The HR representative will assist the hiring supervisor to develop all interview questions.
  - 1) The HR representative, prior to interviews, should review all interview questions.

- 2) Interview questions must be directly related to the job tasks, performance skills, and preferred employee qualities of the position being filled.
    - 3) All standard questions must be asked of each candidate interviewed.
  - C. The selection of candidates to be interviewed will be based on the applicants' education, experience, and preferred employee qualities relative to the position as provided in the job specification and Form P-20, "Applicant Evaluation Worksheet," or other HR Division approved form.
    - 1) The HR representative will assist the hiring supervisor in reviewing Personnel Policy 0503, "Employment of Relatives," to determine if there is a conflict.
    - 2) Interviews should be scheduled by the hiring supervisor or the HR representative at a time and place when all panel members can be present.
  - D. The interview questions form should contain the name of the person interviewed, the date and time of interview, and the name and job title of all panel members.
4. Panel Interviews:
  - A. Panel interviews are required for all vacancies unless waived by the district engineer or division leader/state engineer.
    - 1) The size of, and specific members to serve on, each panel will be determined by the district engineer or division leader/state engineer or designee.
      - a. Diversity of the panel should be considered when selecting the composition of the panel.
      - b. For all supervisory and management level positions, consideration will be given to include a direct report to the vacant supervisory level position on the interview panel. However, there will be instances when it is either not appropriate or a direct report of the supervisory position being filled is not available to serve on the panel.
        - (1) If included, the hiring supervisor will determine which direct report will serve on the selection panel. This individual should be in good standing and should not have received any disciplinary actions of a written warning or higher within the past 12 months for either performance or conduct issues.

- (2) A direct report who serves on the panel should not be an individual who has applied for the position.
  - (3) The role of the direct report is to provide his/her perspective and input to the hiring supervisor during the interview process. The hiring supervisor will take this information into consideration during the decision-making process; however, the final decision on who is hired resides with the hiring supervisor.
- 2) For management level positions (district/division management team positions and above) that have high customer and partner contact, the panel may also include a partner from an external organization or agency.
  - a. The hiring manager will determine the appropriate partner to serve on the panel. The hiring manager should consult with his/her local HR office to determine whether any conflicts of interest exist with this partner's participation.
  - b. If included, the role of the partner is to provide his/her perspective and input to the hiring manager during the interview process. The hiring manager will take the partner's viewpoints and perspectives into consideration during the decision-making process; however, the final decision resides with the hiring manager.
- 3) For those management level positions which do not have high external partner or customer contact but do have high contact with department partners, the panel may include an internal partner.
- 4) All panel members (except for direct reports and external partners/customers) should have attended and completed behavioral interview training; however, at least one panel member must have completed this training.
- 5) Each panel member should attend all interviews and participate as instructed by the hiring supervisor. All panel members are not required to take notes on the answers given by each candidate; however, at least one person must be designated to take notes. All notes taken must be included in the job fill file. After the interview, the panel members will work together to complete one applicant evaluation form for each candidate interviewed using Form P-20, "Applicant Evaluation Worksheet," or other HR Division approved form.

5. Selection Process:

- A. When all interviews are completed and the panel has completed the Form P-20, or other HR Division approved form, each panel member should review the application, his or her interview notes, the P-20, or other HR Division approved form and any other relevant information that has been provided for each applicant in order to select his/her top candidates.
- B. The panel members should then discuss all top candidates and attempt to reach a consensus on their choice. If there is no consensus, the final decision is up to the hiring supervisor. If there is no consensus, the hiring supervisor must discuss the hiring decision with his/her supervisor(s) to determine who will be offered the position.
- C. Once a candidate has been selected, the supervisor should discuss his/her hiring decision with an HR representative. The decision should be based on all relevant job-related information obtained about the candidate relative to the position as demonstrated by his/her job application, resume, answers to interview questions, and other information available for consideration. Documentation supporting the decision to select the specific candidate should be included in the job fill file.
- D. For external candidates, an HR representative will work with the hiring supervisor to determine what employment references are needed for those who are seriously being considered for the vacant position. References from the current employer of external candidates who are seriously being considered for the vacant position should be secured only after the candidate has given authorization to do so. Form P-15, "Reference Questionnaire," must be used when obtaining references for external candidates who are seriously being considered for the vacant position.

For internal candidates, an HR representative and hiring supervisor will work together to obtain employment references for those who are seriously being considered for the vacant position. Form P-15, "Reference Questionnaire," must be used when obtaining references for internal candidates. Documentation contained in the internal candidate's performance management file that is related to the position being filled should be discussed with the hiring supervisor or HR representative.

Other HR Division approved forms and guidelines may be used to obtain employment references. The same approved form must be used for all candidates being considered for that job. Any reference information obtained must be included in the job fill file.

- E. When the applicant selected does not meet the minimum job requirements, a waiver from the district engineer or division leader/state engineer is necessary prior to making an offer. The district engineer or division leader/state engineer has the discretion to waive minimum job qualifications after

consultation with the HR director or his/her designee. The hiring supervisor cannot make a conditional offer of employment until the waiver is reviewed and approved by the district engineer or division leader/state engineer. All waiver documentation must be included in the job fill file.

When waiver of the minimum requirements as stated on the job specification requires approval from the HR director (see job description for whether waiver by HR director is required), a waiver request should be submitted to the HR director along with the documentation of the other candidates prior to final selection and an offer being made. (Refer to Personnel Policy 0522, "Waiver of Job Specification Minimum Requirements.")

- F. The supervisor should consult with the HR representative concerning promotions and/or position changes that result in an employee transferring from a non-physically demanding position to a physically demanding position (refer to Personnel Policy 0600, "Examinations and Physicals") or from a non-safety sensitive position to a safety sensitive position. (Refer to Personnel Policy 2508, "Drug Testing Program.")
- G. In accordance with Section 226.080, RSMo, "preference shall be given, other conditions being equal, to employment of honorably discharged members of the armed services."

6. Offers of Employment:

- A. For all external hires and for all internal hires that require a physical, drug test, or background check, a written conditional offer must be made. Before making a conditional offer of employment, hiring supervisors must consult with their HR representative to determine the appropriate salary offer in accordance with all Salary and Wage Administration Personnel Policies, including 1016, "Salary Increases"; 1019, "Temporary Assignments or Promotions"; 1021, "Demotions"; and 0522, "Waiver of Job Specification Minimum Requirements," as applicable and consistent with how those policies have been applied in the past. For all salary offers made outside of the provisions covered by these personnel policies, documentation to support the applicant's starting salary must be included in each job fill file. Salary relativity to other relevant current employees should be considered as well as the candidate's level of job related experience and additional relevant education beyond the minimum qualifications. (Refer to Personnel Policy 0521, "Substitution of Education or Experience.") Consultation with the Central Office Compensation unit is encouraged.
- B. Once the salary has been determined and agreed upon by both the hiring supervisor and the HR representative, the supervisor should contact the selected candidate to extend a conditional offer of employment.
  - 1) For external hires, a conditional offer of employment should be made pending completion of a pre-employment, post-offer drug screening, as

well as a physical examination (physically demanding jobs only), and a criminal background check. In addition to full-time and permanent part-time, the following positions are required to go through a pre-employment drug screening:

- Temporary part-time
- Seasonal
- Summer employment
- Internship
- Emergency snow removal
- Retirees
- Rehires

All applicants will be required to complete and pass a criminal background check if there has been a break in service of one or more days and a pre-employment, post-offer drug screening if there has been a break in service over 30 days. (Refer to Personnel Policy 0600, "Examinations and Physicals"; Personnel Policy 2508, "Drug Testing Program"; and Personnel Policy 0519, "Background Checks.")

- a. It should be made clear to the candidate that he/she should not give resignation notice to his/her current employer until results of the drug screening, physical, and criminal background check are received and a final offer is made.
- b. The supervisor should not discuss a start date with the candidate at the time of the conditional offer.

2) For internal hires:

- a. The hiring supervisor should notify the employee's current supervisor that an offer will be or has been made.
  - b. The hiring supervisor should consult with the HR representative to determine whether a drug test, criminal background check, or physical is needed for the new position. If so, a written conditional offer should be made.
- C. When the conditional offer is accepted, the HR representative will contact the candidate and, if applicable, facilitate scheduling of a drug screening and a physical as soon as possible, and initiate the criminal background check. The HR representative will send a written conditional offer of employment to the selected candidate. This letter should contain all of the conditions of the offer and the salary offered.
- D. Once the applicable drug screen, physical, and criminal background check are received and it is determined that a final offer will be made, the candidate



will be contacted to confirm the offer and establish a start date.

- E. After the final offer has been accepted, the HR representative, with input from the hiring supervisor, will generate the ESMT. (Refer to the Financial Policy and Procedure Manual.)

7. Miscellaneous Provisions:

- A. The HR representative will ensure that the new hire completes Section 1 of the I-9 on or before their first day of employment, and that section 2 of the I-9 is completed within three business days of the employee's start date.
- B. The HR representative will ensure that written notification is sent to all applicants not selected for an interview who applied for the advertised position and are not notified by phone. A copy of the written notification should be kept in the job fill file. It is strongly encouraged that internal applicants are contacted by phone.
- C. The wage rate for temporary part-time employees and retirees should be based on education, experience, minimum job qualifications, and relative salary of other full or part-time employees.
- D. Seasonal or other temporary employees must work in any position less than 1,040 hours in any 12-month period and must separate from the department for a minimum of one month (two pay periods) before being eligible for rehire into a seasonal or other temporary position. To utilize a seasonal or other temporary employee for 1,040 hours or more in a 12-month period, districts/divisions/offices must make a written request to the HR director for approval. Retroactive service credit toward retirement will not be granted for time worked in non-benefit eligible positions. For a list of benefit eligible employment categories, refer to the "Employment Types and Categories" reference sheet.
- E. To comply with the Commercial Motor Vehicle Safety Act, supervisors must ensure that anyone who operates a commercial motor vehicle has a Commercial Driver's License (CDL). (Refer to Personnel Policy 0510, "Commercial Driver's License.")

8. Job Fill Files:

The following items need to be included in the job fill file retained in the local HR office prior to closing the file:

- Job Opportunity Announcement
- Advertising/recruiting efforts
- All documentation forms (forms/spreadsheets/etc.)
- Interview questions and notes from all panel members who took notes

- Form P-20, "Applicant Evaluation Worksheet," or other HR Division approved form used to evaluate candidates
- Copies of notifications to applicants who applied for a specific position but were not interviewed, or a copy of the notification and list of the applicants receiving it
- Staffing announcement
- Hiring and salary justification for candidate selected, if required
- Conditional offer letters<sup>1, 2</sup>
- Confirmation letters, if used
- Any employment references obtained for all candidates seriously considered
- Indication that selected candidate met minimum qualifications for the job or a waiver of minimum qualifications
- Notation of notification to each interviewed candidate they were not selected

## **CROSS REFERENCES**

[Personnel Policy 0503, "Employment of Relatives"](#)

[Personnel Policy 0505, "Equal Employment Opportunity"](#)

[Personnel Policy 0510, "Commercial Driver's License"](#)

[Personnel Policy 0519, "Background Checks"](#)

[Personnel Policy 0521, "Substitution of Education or Experience"](#)

[Personnel Policy 0522, "Waiver of Job Specification Minimum Requirements"](#)

[Personnel Policy 0600, "Examinations and Physicals"](#)

[Personnel Policy 1016, "Salary Increases"](#)

[Personnel Policy 1021, "Demotion"](#)

[Personnel Policy 2508, "Drug Testing Program"](#)

[Financial Policy and Procedure Manual](#)

["Employment Types and Categories" Reference Sheet](#)

## **FORMS**

[Create/View Employee Profile \(Employment Application\)](#)

[Form P-15, Reference Questionnaire](#)

[Form P-20, Applicant Evaluation Worksheet](#)

[New Hire Checklist](#)

[Reference Sheet for Interview Panel](#)

[Reference Sheet for Interviewee](#)

[Separation Checklist](#)

[Separation Supplement](#)

<sup>1</sup> If the offer is withdrawn or the candidate withdraws, copies of all related correspondence should be in the job fill file.

<sup>2</sup> A copy should also be sent to Central Office HR.