

U. S. Department of Transportation
Federal Highway Administration
Fiscal Year 2020

MANAGEMENT DIRECTIVE 715 ANNUAL EEO PROGRAM STATUS REPORT



U.S. Department of Transportation
Federal Highway Administration

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U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Table of Contents

Parts A – E. Identification, General Employment Totals, and Executive Summary	2
Part F. Certification of Establishment of Continuing EEO Programs	27
Part G. Agency Self-Assessment Checklist Measuring Essential Elements.....	28
Part H. EEO Plan to Attain the Essential Elements of a Model EEO Program.....	60
Part I. EEO Plan to Eliminate Identified Barriers	69
Part J. Special Program Plan for the Recruitment, Hiring, Advancement, and Retention of Persons with Disabilities.....	73

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 U.S. Equal Employment Opportunity Commission
 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

MD-715
Parts A Through E

Part A - Department or Agency Identifying Information

Agency	Second Level Component	Address	City	State	Zip Code	Agency Code	FIPS Code
U.S. Department of Transportation	Federal Highway Administration	1200 New Jersey Avenue, SE	Washington	DC	20590	TD04	1100100001

Part B - Total Employment

Total Employment	Permanent Workforce	Temporary Workforce	Total Workforce
Number of Employees	2759	8	2767

Part C.1 - Head of Agency and Head of Agency Designee

Agency Leadership	Name	Title
Head of Agency	Stephanie Pollack	Acting Administrator
Head of Agency Designee	Stephanie Pollack	Deputy Administrator

Part C.2 - Agency Official(s) Responsible for Oversight of EEO Program(s)

EEO Program Staff	Name	Title	Occupational Series	Pay Plan and Grade	Phone Number	Email Address
Principal EEO Director/ Official	Irene Rico	Associate Administrator for Civil Rights	340	SES	202-366-0693	Irene.rico@dot.gov
Affirmative Employment Program Manager	Nikisha M. Pickett	Internal EEO and Special Emphasis Program Manager	360	GS-14	202-366-3894	Nikisha.pickett@dot.gov

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

EEO Program Staff	Name	Title	Occupational Series	Pay Plan and Grade	Phone Number	Email Address
Complaint Processing Program Manager	Nikisha M. Pickett	Internal EEO and Special Emphasis Program Manager	360	GS-14	202-366-3894	Nikisha.pickett@dot.gov
Diversity & Inclusion Officer	Maisha Foskey	Division Chief, HR Operations	201	GS-15	202-366-3103	Maisha.Foskey@dot.gov
Hispanic Program Manager (SEPM)	Nikisha M. Pickett	Internal EEO and Special Emphasis Program Manager	360	GS-14	202-366-3894	Nikisha.pickett@dot.gov
Women's Program Manager (SEPM)	Nikisha M. Pickett	Internal EEO and Special Emphasis Program Manager	360	GS-14	202-366-3894	Nikisha.pickett@dot.gov
Disability Program Manager (SEPM)	Kirsten Poston	Disability Policy Analyst	301	GS-13	202-559-5116	Kirsten.poston@dot.gov
Special Placement Program Coordinator (Individuals with Disabilities)	Marlo Moises	Lead Human Resources Specialist	201	GS-14	202-493-0955	Marlo.moises@dot.gov
Reasonable Accommodation Program Manager	Kirsten Poston	Disability Policy Analyst	301	GS-13	202-559-5116	Kirsten.poston@dot.gov
Anti-Harassment Pilot Program Manager	Pamela McCormick	Program Analyst	343	GS-13	202-366-1607	Pamela.mccormick@dot.gov

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 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

EEO Program Staff	Name	Title	Occupational Series	Pay Plan and Grade	Phone Number	Email Address
ADR Program Manager	Nikisha M. Pickett	Internal EEO and Special Emphasis Program Manager	360	GS-14	202-366-3894	Nikisha.pickett@dot.gov
Compliance Manager	Nikisha M. Pickett	Internal EEO and Special Emphasis Program Manager	360	GS-14	202-366-3894	Nikisha.pickett@dot.gov
Principal MD-715 Preparer	Kirsten Poston	Disability Policy Analyst	301	GS-13	202-559-5116	Kirsten.poston@dot.gov

Part D.1 – List of Subordinate Components Covered in this Report

If the agency does not have any subordinate components, please check the box.

Subordinate Component	City	State	Agency Code	FPIS Code
Division Office – The FHWA has a Division office in each of the 50 states, the District of Columbia and Puerto Rico.				
Alabama Division Office	Montgomery	AL	TD04	12130101
Alaska Division Office	Juneau	AK	TD04	21130110
Arizona Division Office	Phoenix	AZ	TD04	40370013
Arkansas Division Office	Little Rock	AR	TD04	52320119
California Division Office	Sacramento	CA	TD04	63150067
Colorado Division Office	Lakewood	CO	TD04	81435059
Connecticut Division Office	Glastonbury	CT	TD04	90255003
Delaware Division Office	Dover	DE	TD04	100130001
District of Columbia Division Office	Washington	DC	TD04	110010001

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U.S. Equal Employment Opportunity Commission
 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Subordinate Component Division Office – The FHWA has a Division office in each of the 50 states, the District of Columbia and Puerto Rico.	City	State	Agency Code	FPIS Code
Florida Division Office	Tallahassee	FL	TD04	12294 0073
Georgia Division Office	Atlanta	GA	TD04	13028 0089
Hawaii Division Office	Honolulu	HI	TD04	15240 0003
Idaho Division Office	Boise	ID	TD04	16016 0001
Illinois Division Office	Springfield	IL	TD04	17822 0167
Indiana Division Office	Indianapolis	IN	TD04	18221 0097
Iowa Division Office	Ames	IA	TD04	19023 0169
Kansas Division Office	Topeka	KS	TD04	20540 0177
Kentucky Division Office	Frankfort	KY	TD04	21122 0073
Louisiana Division Office	Baton Rouge	LA	TD04	22015 0033
Maine Division Office	Augusta	ME	TD04	23016 0011
Maryland Division Office	Baltimore	MD	TD04	24005 0510
Massachusetts Division Office	Cambridge	MA	TD04	25017 0017
Michigan Division Office	Lansing	MI	TD04	26270 0037
Minnesota Division Office	St. Paul	MN	TD04	27633 0123
Mississippi Division Office	Jackson	MS	TD04	28122 0049
Missouri Division Office	Jefferson City	MO	TD04	29404 0027
Montana Division Office	Helena	MT	TD04	30059 0049
Nebraska Division Office	Lincoln	NE	TD04	31283 0109
Nevada Division Office	Carson City	NV	TD04	32005 0510

EEOC FORM
U.S. Equal Employment Opportunity Commission
 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

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New Hampshire Division Office	Concord	NH	TD04	33007 0013
New Jersey Division Office	West Trenton	NJ	TD04	34338 0021
New Mexico Division Office	Santa Fe	NM	TD04	35071 0049
New York Division Office	Albany	NY	TD04	36005 0001
North Carolina Division Office	Raleigh	NC	TD04	37375 0183
North Dakota Division Office	Bismarck	ND	TD04	38037 0015
Ohio Division Office	Columbus	OH	TD04	39180 0049
Oklahoma Division Office	Oklahoma City	OK	TD04	40355 0017
Oregon Division Office	Salem	OR	TD04	41181 0047
Pennsylvania Division Office	Harrisburg	PA	TD04	42350 0043
Puerto Rico Division Office	San Juan	PR	TD04	72-127
Rhode Island Division Office	Providence	RI	TD04	44019 0007
South Carolina Division Office	Columbia	SC	TD04	45052 0063
South Dakota Division Office	Pierre	SD	TD04	46216 0065
Tennessee Division Office	Nashville	TN	TD04	47176 0037
Texas Division Office	Austin	TX	TD04	48033 0453
Utah Division Office	Salt Lake City	UT	TD04	49170 0035
Vermont Division Office	Montpelier	VT	TD04	50038 0023
Virginia Division Office	Richmond	VA	TD04	51206 0760
Washington Division Office	Olympia	WA	TD04	53159 0067

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 U.S. Equal Employment Opportunity Commission
 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

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West Virginia Division Office	Charleston	WV	TD04	54048 0039
Wisconsin Division Office	Madison	WI	TD04	55278 0025
Wyoming Division Office	Cheyenne	WY	TD04	56010 0021
Federal Lands Highway Division Offices			TD04	11001 0001

Part D.2 – Mandatory and Optional Documents for this Report

In the table below, the agency must submit these documents with its MD-715 report.

Did the agency submit the following mandatory documents?	Please respond Yes or No	Comments
Organizational Chart	YES	
EEO Policy Statement	YES	
Strategic Plan	YES	
Anti-Harassment Policy and Procedures	YES	
Reasonable Accommodation Procedures	YES	The Departmental Office of Civil Rights will be submitting this document on behalf of the Department.
Personal Assistance Services Procedures	YES	The Departmental Office of Civil Rights will be submitting this document on behalf of the Department.
Alternative Dispute Resolution Procedures	YES	The Departmental Office of Civil Rights will be submitting this document on behalf of the Department.

In the table below, the agency may decide whether to submit these documents with its MD-715 report.

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U.S. Equal Employment Opportunity Commission
 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Did the agency submit the following optional documents?	Please respond Yes or No	Comments
Federal Equal Opportunity Recruitment Program (FEORP) Report	YES	
Disabled Veterans Affirmative Action Program (DVAAP) Report	YES	
Operational Plan for Increasing Employment of Individuals with Disabilities under Executive Order 13548	YES	The Departmental Office of Civil Rights will provide this plan.
Diversity and Inclusion Plan under Executive Order 13583	YES	
Diversity Policy Statement	YES	
Human Capital Strategic Plan	YES	The Departmental Office of Human Resource Management will provide this plan.
EEO Strategic Plan	YES	
Results from most recent Federal Employee Viewpoint Survey or Annual Employee Survey	YES	FHWA conducts an All Employee Survey every 2 years in addition to OPM's Federal Employee Viewpoint Survey (FEVS).

Part E – Executive Summary

All agencies must complete Part E.1; however, only agencies with 199 or fewer employees in permanent FT/PT appointments are required to complete Part E.2 to E.5. Agencies with 200 or more employees in permanent FT/PT appointments have the option to complete Part E.2 to E.5.

Part E.1 - Executive Summary:

The Federal Highway Administration (FHWA) submission of the annual Equal Employment Opportunity Program Status Report for Fiscal Year 2020 (FY 20) Management Directive 715 report and plan was prepared in accordance with the U.S. Equal Employment Opportunity Commission laws and authority governed under Section 717 of the Civil Rights Act of 1964, as amended; and Section 501 of the Rehabilitation Act of 1973, as amended. This report highlights FHWA's accomplishments in establishing and maintaining a model Equal Employment Opportunity (EEO) Program for FY 20.

EEOC FORM
U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

The FHWA is an Operating Administration within the U.S. Department of Transportation (DOT) that supports State and local governments in the design, construction, and maintenance of the Nation's highway system (Federal-aid highway program) and various Federal and Tribal owned lands (Federal Lands Highway Program). Through financial and technical assistance to State departments of transportation, local governments, Federal agencies, Tribal governments, FHWA is responsible for ensuring that America's roads and highways continue to be among the safest and most technologically sound in the world.

The top-level official of FHWA is the Administrator, who reports directly to the Secretary of DOT. The FHWA organizational structure includes a Washington D.C., Headquarters with 14 program offices, 3 Federal Lands Highway Division Offices, and 52 Federal-aid Division Offices (one in every State, the District of Columbia, and Puerto Rico).

The FHWA's mission is to "enable and empower the strengthening of a world-class highway system that promotes safety, mobility, and economic growth, while enhancing the quality of life of all Americans."

Part E.2 - Executive Summary: Essential Element A – E
Element A- Demonstrated Commitment from Agency Leadership

The FHWA continues to commit to the principles of EEO and maintaining a successful EEO Program. This commitment continues to be demonstrated throughout the Agency's hierarchy from senior executives, managers and supervisors to all employees. Efforts to demonstrate this commitment includes the following:

- Status of the Agency's MD-715 is provided to senior leadership on an annual and ongoing basis.
- Senior leaders support, encourage and participate in monthly observances and events
- Senior leadership participates in annual training sessions such as Anti-Harassment Training.

The annual Administrator's Awards Program has an award category, "Diversity and Inclusion Award" dedicated to giving recognition to individuals and/or teams for their significant contributions to EEO, Civil Rights, and Diversity and Inclusion while advancing the Administrator's commitment to maintaining a high performing organization.

On February 24, 2021, Stephanie Pollack was named Acting Administrator of FHWA. In this role, Ms. Pollack provides executive leadership and strategic direction within FHWA to advance goals and priorities of the Department as well as provide direction to a 2,700-person Agency and oversees an annual budget of \$49 billion.

The FHWA's Executive Director Tom Everett selection was announced on October 22, 2018. As Executive Director, Mr. Everett manages the Agency's daily operations and its personnel, and advises the Administrator, Deputy Administrator and senior officials throughout DOT.

EEOC FORM
U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Senior Leadership demonstrates their commitment to advancing a model EEO Program through their participation in FHWA’s Diversity Management Committee Women’s Forum series, setting expectations for the Anti-Harassment Program, and supporting Special Emphasis programs.

All Employee Survey Updates

Since the early 1990’s, FHWA has been conducting the “FHWA All Employee Survey (AES).” The FHWA AES was originally conducted on an annual basis, and when The Office of Personnel Management (OPM) began conducting the Federal Employee View Point Survey (FEVS) on an annual basis the FHWA AES started to be conducted only in the odd years.

The FHWA AES had 2,128 employees who shared their thoughts and provided feedback. The division employees led the way with a 92% response rate overall; 34 division offices had a response rate of 90% or above, and 17 of those offices reported at 100%. The Office of the Administrator and the Directors of Field Services Office also reported 100% participation. The number of respondents and participation rates from primary groups in the Agency are shown below.

FHWA Headquarters	627/866	72%
Office of Technical Services	112/138	81%
Federal-aid Division Offices	926/1008	92%
Federal Lands Highway	463/638	73%

Based on the results of the survey, the Human Resources Management Committee (HRMC) created an action plan to address lower scoring items. The action plan includes objectives that address the needs across the Agency in different offices. Each objective has a champion and the HRMC compiles a status of the actions twice a year to present to Agency leadership. The HRMC action plan is released to Agency staff. The HRMC offers listening sessions to increase input on employee concerns.

Element B- Integration of EEO in the Agency’s Strategic Mission

The FHWA Strategic Plan (2019-2022) outlines the goals and objectives of FHWA and supersedes the previous FHWA Performance Year 2018/19 Strategic Implementation Plan. This plan was developed to align FHWA efforts with the FY 2018-2022 DOT Strategic Plan and reflects the priorities of Agency leadership. In the DOT Strategic Plan, one of the Goals is Accountability, which has been adopted from the DOT Strategic Plan.

Under Accountability: Management Objective 2- Mission Efficiency and Support. Strategies “Workforce: Attract, develop, and retain employees who have the capabilities and competencies to help the Department achieve its goals.”

To improve the efficiency and effectiveness of the organization, FHWA/DOT continues to recruit, hire and retain employees from all segments of American society with the right skills, and provide the training and professional development opportunities they need to help DOT successfully achieve its goals. The Agency conducted a wide number of programs and activities

EEOC FORM
U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

as outlined in the Unit Performance Plans during the reporting period that reflect leadership commitment:

- The Associate Administrator for the Office of Civil Rights has the authority and resources to effectively deliver a successful EEO Program and leads the day to day FHWA Civil Rights operations and reports to the Agency's Executive Director. The FHWA Office of Civil Rights provides technical guidance in the implementation of EEO programs at the national level including the development of action plans as required by MD-715 and EEOC guidance.
- In our effort to gather disability data, FHWA continued its efforts to resurvey the workforce resulting in an increased number of employees completing the revised Self-Identification of the Workforce Standard Form (SF-256 form). All employees were encouraged to self-identify or update their information using descriptions from OPM's Self-Identification of Disability through their Employee Express system account. All disability codes have been updated in the HR information system therefore increasing the Agency's PWD and PWTD population.
- Offices included Diversity and Inclusion (D & I) efforts within their Unit Performance Plans (UPP).
- The FHWA continued to implement and finalized FHWA's pilot Anti-Harassment Process into a permanent Anti-Harassment Process.
- Promoted programs that engage employee participation in committees that support efforts to improve FHWA as an organization.
- Employees are encouraged in their technical field/discipline to enhance knowledge management throughout the Agency and support closing competency gaps through discipline learning and development.
- The FHWA continues to promote a culture that recognizes employee contributions using informal and formal recognition programs at the local and national level.
- Diverse pipeline recruitment initiatives included the Professional Development Program, Rotational Developmental Assignment Clearinghouse, and expanded Career Development Programs.

Element C- Management and Program Accountability

FHWA's employees received updated training on EEO, Prevention of Harassment, and Reasonable Accommodations through the FHWA Office of Civil Rights. FHWA's Office of Civil Rights Website includes details related to Anti-Harassment, EEO, and Prevention of Harassment. It provides an overview of each section, laws, points of contact, and other resources. <https://www.fhwa.dot.gov/civilrights/>.

The Office of Human Resources sponsored a Webinar on Federal Hiring Authorities including providing information on Schedule A hiring authorities in May of 2020 for its corporate recruiters, and over 100 FHWA employees attended.

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U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

The Human Resources Employee Relations staff and staff of the Office of Chief Counsel continued to work closely with both the FHWA Civil Rights Disability Program Manager to support the reasonable accommodations program throughout our workforce and the Anti-Harassment Coordinator to respond to complaints of harassment.

Reasonable Accommodations and Disability Program

FHWA's Disability Program Manager works collaboratively with the Departmental Disability Resource Center to process and track reasonable accommodation requests and provide technical assistance and training to Managers, Supervisors, and Team Leaders on the Reasonable Accommodation Process. In August 2020, the Office of Civil Rights presented at an Office of Human Resources sponsored Webinar for FHWA managers/supervisors on the Americans with Disabilities Act. More than 80 Managers/Supervisors participated in the Webinar.

The FHWA along with other Operating Administrations sponsored mock interviews with undergraduate students who are deaf and hard of hearing from Gallaudet University in the spring and fall of 2020. The mock interviews were an opportunity for students to meet with hiring officials and learn about the many various pipeline programs and job opportunities at FHWA/DOT. More than 100 students participated, and the interviews were completed virtually over a 2-week period virtually with FHWA working in partnership with the Departmental Office of Human Resources.

Special Emphasis Programs

The FHWA Office of Civil Rights continues to utilize Special Emphasis Programs and continues to engage with Employee Resource Groups to increase employees' awareness of the importance of diversity and to demonstrate the Agency's commitment as a model EEO workplace. The Agency has continued to host a series of Webinars that were intended to educate the workforce about the different Employee Resource Groups within the Agency.

In FY 20, FHWA distributed to staff, championed, and supported the delivery of the following DOT Special Emphasis Program Events:

- African American History Month
- National Hispanic Heritage Month
- Women's History Month (note: the event was planned; however, it was cancelled due to the pandemic)

In addition, FHWA developed messaging and informational materials in support of the following FHWA Special Emphasis Program Events:

- Asian and Pacific Islander Heritage Month: On May 14, 2020, the FHWA Office of Civil Rights invited FHWA employees to participate in Virtual DOT, 2020 Asian American and Pacific Islander Heritage Month celebration via zoom event that was held on Friday, May 22, 2020.

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U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

- National American Indian Heritage Month: A presentation on the FHWA's Office of Tribal Transportation and the importance of this office when it comes to partnering with Tribal nations was delivered on December 11, 2019.
- Gay and Lesbian Pride Month: In honor of Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ) Pride Month and the 50th Anniversary of Stonewall uprising, the FHWA, Office of Civil Rights shared information and resources about this observance on June 22, 2020.

Targeted Recruitment and Outreach Efforts

As a result of FY 2019 reporting, the FHWA has continued to build upon the revamped Corporate Recruitment efforts to address the low representation of women, Hispanic women and individuals with disabilities in the FHWA workforce. The FHWA attended recruitment and outreach events designed to provide access to targeted audiences from these populations and other underrepresented groups. The events included: (1) collaborating with FAA to implement a hiring event titled: Federal Opportunities for People with Disabilities (2) a Recruit Military hiring event (3) Careers and the Disabled Magazine's hiring event (4) Hiring events at Gallaudet University and the Rochester Institute of Technology, both diverse pools of talent for people with disabilities (5) Six hiring events organized by HBCUs (6) Three diversity themed hiring fairs (7) Four hiring fairs organized by Hispanic Affinity Groups (8) Three hiring events organized for females applicants (9) One hiring event organized for Asian Americans and one hiring event for Indian Americans.

The FHWA utilized a variety of recruitment resources, including online services; social media; the Workforce Recruitment Program Database; OPM Shared List of People with Disabilities Database; State and local vocational rehabilitation agencies and employment offices; educational institutions, colleges and universities; and USAJOBS, to attract people with disabilities for FHWA job opportunities. The FHWA vacancy announcements continue to be marketed on free recruitment sites to increase the visibility in those specific communities.

Education/Outreach on Schedule A

FHWA's Office of Human Resources continued to host several one-on-one consultative sessions with hiring managers to discuss various staffing and recruitment initiatives which included different hiring authorities. The database of Schedule A applicants was sorted by occupation to allow easier review by hiring managers. These hiring authorities (including Schedule A) continue to help hiring managers decrease time-to-hire and ensure that plans of action that place qualified applicants in the Agency's positions are followed, including mission critical occupations.

Addressing Generational Diversity

FHWA continues to employ an advisory group called the Innovation Exchange (iExchange), a multi-generational forum focused on exchanging ideas and inspiring innovation. While promoting and facilitating generational diversity, the iExchange creates an environment that welcomes members and encourages the overall diversity of the Agency. Sponsored by the Knowledge Management (KM) unit, the iExchange expanded its membership to over 250

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

employees. Over the course of FY 20, the advisory group held another virtual speed networking event, several crowdsourcing (brainstorm) sessions, and continued to work with FHWA offices, committees, and councils to provide ideas and a fresh perspective.

Element D- Proactive Prevention of Unlawful Discrimination

Throughout FY 20, the Office of Civil Rights' Internal EEO and the Reasonable Accommodations Program Managers delivered a series of virtual EEO and Reasonable Accommodations training sessions to the following FHWA offices:

- Office of Research, Development, and Technology
- Arizona Division
- Nevada Division
- Illinois Division
- Texas Division
- New York Division Office

The training sessions' aim was to ensure employees were familiar with the EEO and Reasonable Accommodation processes within FHWA. The virtual training sessions were well received and future plans to expand the sessions to cover all FHWA offices is currently in the works for FY 21/22.

In June 2020, the Office of Civil Rights recorded and delivered a virtual session training series on all of HCR programs (Anti-Harassment, EEO, Reasonable Accommodation, Title VI, Disadvantaged Business Enterprise and the Americans with Disabilities Act Program) to our Division Administrators. Staff of the Office of Chief Counsel participated in the virtual sessions.

In December 2019, FHWA finalized the Anti-Harassment Process to comply with the DOT Policy Framework and rolled out the process to employees. As part of the rollout, the approved process was uploaded onto the Office of Civil Rights Website. A FHWA Anti-Harassment expectations memo was signed by our Executive Director and distributed to all employees and managers.

The Office of Civil Rights held a total of 12 sessions to educate employees on the FHWA Anti-Harassment process. Eight of those sessions included training of all FHWA management personnel on their role in the Anti-Harassment process as well as their rights and responsibilities. Staff from the Office of Human Resources and the Office of Chief Counsel participated in the development of these Anti-Harassment training sessions and along with the Office of Civil Rights served as subject matter experts during the question and answer segments of the training.

Additionally, in FY 20, FHWA hosted an online virtual series of Prevention of Harassment training sessions with the topic being Effective Bystander. The purpose of this new course was to help participants better understand how to appropriately respond when witnessing harassment in the workplace.

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U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Employees learned:

- The definition of a Bystander
- The critical role of a Bystander
- The 5 D's of Bystander intervention
- How to appropriately respond to harassment in the workplace

A total of 9 sessions were held with a total of 585 FHWA employees participating in the sessions.

The Office of Civil Rights in conjunction with the Office of Human Resources partnered with the DMC to provide training on the Anti-harassment, EEO, and Employee Relations processes during the February 2020 FHWA Diversity Management Committee Woman's Forum session.

Diversity Management Committee

In support of the Agency's strategic initiative to increase populations that currently have low representation at FHWA and foster a more inclusive organizational environment, FHWA continued to utilize its 19-member Diversity Management Committee (DMC or committee) to cultivate and advance several initiatives designed to improve organizational culture and raise awareness on the importance of having a diverse and inclusive organization.

The committee selected and trained 32 new Diversity Champions to fill vacant slots for previous champions rotating off the program. With a goal to increase diversity, the DMC coordinated efforts to support the Agency's recruitment efforts this year. The committee supported the Office of Human Resources and the Office of Civil Rights on the Agency's HBCU competitiveness strategy, a White House initiative to increase and promote engagement between the Federal sector and HBCUs. The DMC leveraged internal employees, who are HBCU alumni, to create connections with their alma maters and assist with recruiting events and information sessions. In addition, the group helped identify resources and tips for diversity hiring. Furthermore, the committee collaborated with HR on the development of a Diversity Hiring Guide for Hiring Managers. The Diversity Hiring Guide for Hiring Managers is intended to offer consolidated tactics and strategies that can work to broaden the applicant pool for vacancies and reduce the effects of bias throughout the evaluation and selection process.

The DMC also continued its Women's Forum Webinar series which is designed to foster greater interaction among female employees at all levels of the Agency. The committee conducted two Webinars with the aim of providing a safe and engaging discussion platform for all employees to network with each other and address issues of common interest, such as career growth, mentoring, professional development, and identifying challenges in the workplace - especially those impacting women.

With the Agency's diversity education goals in mind, the DMC also identified several training modules available in DOT Learns that teach the principles of diversity and inclusion. The committee was able to identify two modules that address diversity and the benefits of inclusion, while providing a better understanding of how unconscious bias can undermine our efforts to be inclusive. The FHWA added the courses to all employees' DOT Learns learning plans and

EEOC FORM
U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

encouraged them to take the courses. Nearly a third of our workforce—have taken one or more of the training modules.

In an effort to improve cultural awareness, the DMC also created a monthly Diversity Awareness newsletter which highlights a wide range of observances and traditions that acknowledge unique segments of our population. Furthermore, the DMC decided to build from last year's effort to capture all of the Departmental Employee Resource Groups within a distribution list and added the listing to the New Employee Orientation Program.

The DMC also continued its role in conducting diversity presentations at a large number of requesting program offices and one of the Discipline Support System Seminars. In a year marked by one of the greatest social justice movements in history, the DMC and its Diversity Program Manager conducted 14 conversations centered around race. Three of the sessions were agencywide corporate sessions that garnered attendee counts ranging from 250 to 300 employees.

Element E- Efficiency

In FY 20, FHWA timely submitted to the EEOC the Annual Federal EEO Statistical Report of Discrimination Complaints (EEOC Form 462). In addition, FHWA timely submitted to Congress the Annual Notification and Federal Employee Anti-discrimination and Retaliation Act of 2002 (No FEAR Act) report. Furthermore, FHWA submitted its annual FEEORP to OPM in December 2020.

The FHWA continues to ensure that all EEO policies were prominently posted in all personnel offices, employee bulletin boards, and on the FHWA Civil Rights Website. All policies related to anti-discrimination laws, Civil Rights, the EEO complaint process, Departmental Reasonable Accommodations policies and ADR have been posted on the FHWA Website.

Element F- Responsiveness and Legal Compliance

The FHWA continues to maintain the goal of full compliance with all EEO statutes, regulations, policy guidance, and other written instructions. All Agency personnel are held accountable for timely compliance with orders issued by the EEOC.

Plans for addressing newly identified gaps from prior fiscal years are further discussed in Part H of this report.

Part E.3 - Executive Summary: Workforce Analyses

As of September 30, 2020, FHWA onboard strength showed a total of 2,767 employees, of whom 2,759 were permanent employees and 8 were temporary employees.

The FHWA is starting to see improvements in targeted areas. In FY20, FHWA slightly exceeded its goal of 12% of hires of PWD and its 2% goal of PWTD onboard. In FY20, approximately 12.04% of all new hires were PWD, and 2.01% were PWTD. Overall, PWTD comprise 2.75% of the total FHWA workforce which was slightly lower than the 3.05% reported

EEOC FORM
U.S. Equal Employment Opportunity Commission
 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

for FY 19 (This number includes hires from other DOT modes, and therefore is not demonstrated by the workforce tables).

Veterans with 30% or more disability represent 7.7% of all hires and make up 3.5% of the total workforce.

The FHWA reports out the following regarding the overall diversity of its workforce between FY 10 and FY 20:

- 1) Hispanics in FHWA’s permanent workforce had a slight increase from 8.95% to 9.31%
- 2) Black or African Americans in the permanent workforce had a slight increase from 15.06% to 15.55%; and
- 3) PWD stayed fairly consistent from 10.78% to 10.84% of the FHWA permanent workforce.
- 4) PWTD had a slight decrease from 3.06% to 2.75% of the FHWA permanent workforce.

* This number is inclusive of hires from other DOT modes, and not accounted for in the workforce tables.

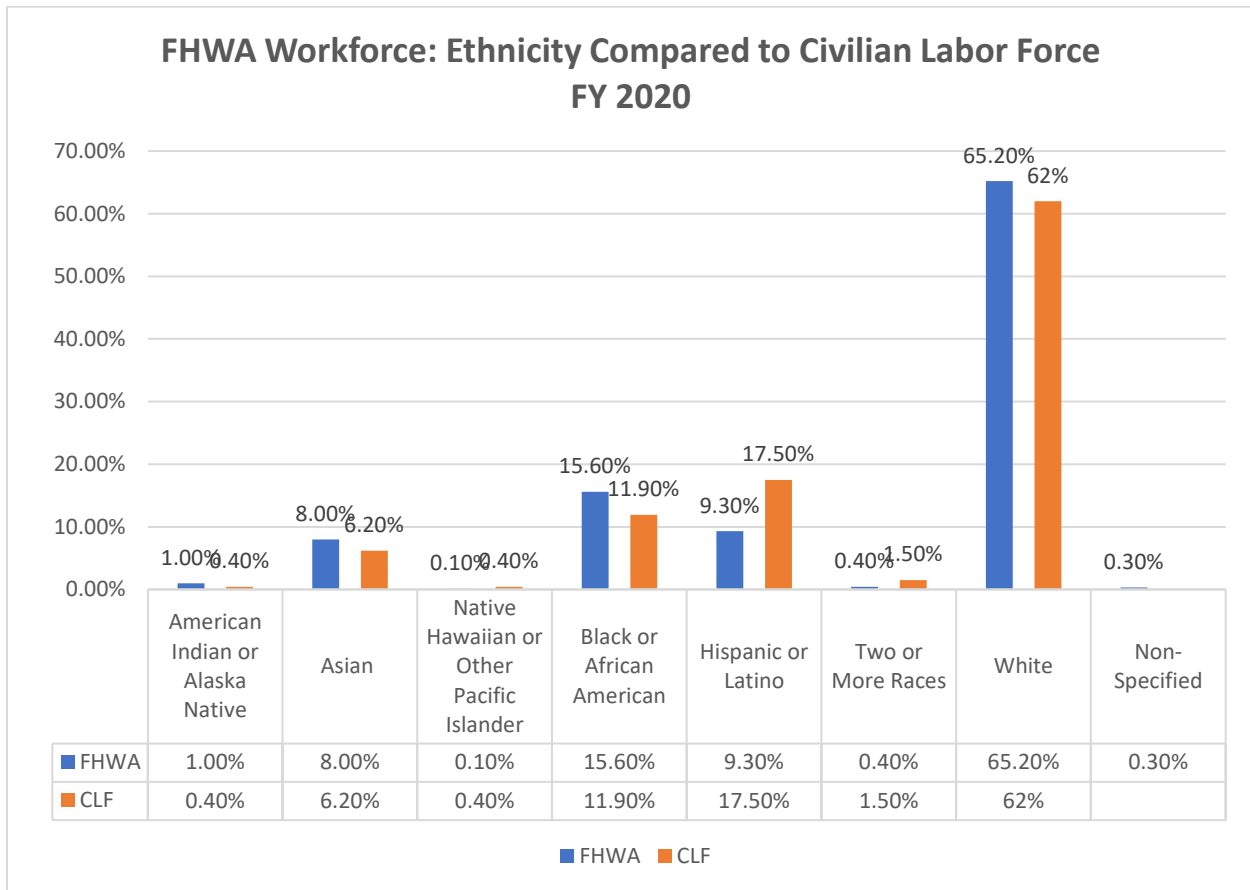
Although FHWA continues to be successful in its efforts to diversify its workforce, the representation of persons with disabilities, White females and Hispanic females remain areas where FHWA needs to continue its efforts. In addition, FHWA will look to dive deeper into the workforce analysis in relation to hiring rate and separation rates of FHWA employees based upon race, gender, and disability demographics. These areas of improvement have been included in Part H and I of this report.

In reviewing the FY 20 workforce tables Table B4P analyzing whether FHWA met EEOC’s 2% and 12% goal onboarding Persons with Disabilities and Persons with Targeted Disabilities at the GS-1-12 and GS13-SES the following information was captured:

<u>Grade Level</u>	<u>Person with Disabilities (12%)</u>	<u>Person with Targeted Disabilities (2 %)</u>
GS 1-10	18.77%	5.80%
GS 11-SES	9.85%	2.35%

The FHWA’s FY 20 Ethnicity as it compares to the Civilian Labor Force:

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FY 20 FHWA Total Workforce - Distribution by Race/Ethnicity and Sex (Table A1)

FHWA Total Workforce - Distribution by Disability (Table B1)

The following groups have participation rates that are above or equal to the Civilian Labor Force (CLF):

RNO/Disability	FY 18	FY 19	FY 20	2010 CLF
White Males	45.37%	44.63%	44.24%	38.33%
Hispanic Males	5.23%	5.50%	5.75%	5.17%
Black or African American Males	6.20%	6.28%	6.76%	5.49%
Black or African American Females	8.81%	8.74%	8.78%	6.53%
Asian Males	5.19%	5.32%	5.17%	1.97%
Asian Females	2.50%	2.68%	2.86%	1.93%
Native Hawaiian or Other Pacific Islander Males	0.15%	0.11%	0.11%	0.07%
Two or More Races Females	0.37%	0.52%	0.51%	0.28%
Persons with Targeted Disabilities*	2.88%	3.05%	2.75%	2.00 % (501 Goal)

***Note: For Persons with Targeted Disabilities utilize the 501 Goal and not CLF.**

FHWA Total Workforce - Distribution by Race/Ethnicity and Sex (Table A1)

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FHWA Total Workforce - Distribution by Disability (Table B1)

The following groups have a lower participation rate than the expected CLF:

RNO/Disability	FY 2018	FY 2019	FY 2020	2010 CLF
White Females	21.66%	21.53%	21.03%	34.03%
Hispanic Females	3.25%	3.42%	3.54%	4.79%
Native Hawaiian or Pacific Islander Female	0.04%	0.04%	0.00%	0.07%
American Indian or Alaska Native Females	0.41%	0.52%	0.51%	0.53%
American Indian or Alaska Native Males	0.52%	0.52%	0.51%	0.55%
Two or More Races Males	0.15%	0.19%	0.25%	0.26%
Persons with Disabilities*	9.97%	10.78%	10.84%	12.00% (501 Goal)

***Note: For Persons with Disabilities utilize the 501 Goal and not the CLF.**

FHWA Total Workforce: Women Overall and White Women: Hiring and Separation
In FY 19/20, the separation rate of white females is higher than the hiring rate for both fiscal years. The hiring rate of white females has trended down over the last 3 years.

Workforce Indicators	Females			White Females		
	FY 2018	FY 2019	FY 2020	FY 2018	FY 2019	FY 2020
Total Workforce (A1)	37.12%	37.45%	37.22%	21.66%	21.53%	21.03%
Civilian Labor Force (A1)	48.16%			34.03%		
Hiring Rate (A1: FY19/20; A8: FY18)	38.30%	43.91%	36.79%	25.00%	20.00%	17.06%
Separation Rate (A1: FY19/20; A14: FY18)	32.34%	41.82%	38.81%	20.00%	22.73%	20.09%

Also, in FY 20 the separation rate of women is higher than the both the hiring rate and total workforce for women that fiscal year.

FHWA Total Workforce: Women Overall and Hispanic Women: Hiring and Separation
The hiring rate of Hispanic females is trending down over the last 3 years.

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Workforce Indicators	Females			Hispanic Females		
	FY 2018	FY 2019	FY 2020	FY 2018	FY 2019	FY 2020
Total Workforce (A1)	37.12%	37.45%	37.22%	3.25%	3.42%	3.54%
Civilian Labor Force (A1)	48.16%			4.79%		
Hiring Rate (A1: FY19/20; A8: FY18)	38.30%	43.91%	36.79%	5.32%	4.78%	4.01%
Separation Rate (A1: FY19/20; A14: FY18)	32.34%	41.82%	38.81%	2.13%	1.82%	2.28%

Also, in FY 20 the separation rate of women is higher than both the hiring rate and the total workforce for women that fiscal year.

Workforce Analysis Trends:

RNO	FY 2017	FY 2018	FY 2019	FY 2020	FY 2010 CLF
Males	63.33% (1727)	62.88% (1684)	62.58% (1679)	62.78% (1737)	51.84%
Females	36.67% (1000)	37.12% (994)	37.42% (1004)	37.22% (1030)	48.16%

FHWA EEO Complaints Trends:

Over the past four years from FY17 to FY20, the informal/pre-complaint filing ebbs and flows.

Fiscal Year	Informal	Formal
2017	15	5
2018	11	11
2019	12	8
2020	15	14

Anti-Harassment cases identified FY18 to FY20

Fiscal Year	Number of Anti-Harassment cases
2018	2
2019	3
2020	10

Top Five Bases Complaint Trends:

Top Five Bases	FY 18	FY 19	FY 20
Sex	9 (8 females, 1 male)	4 (3 females, 1 LGBT)	3 (2 females, 1 male)

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Top Five Bases	FY 18	FY 19	FY 20
Disability	7 (3 physical, 4 mental)	8 (4 mental, 4 physical)	13 (7 mental, 6 physical)
Reprisal	5	4	10
Race	5 (4 Black, 1 White)	5 (4 Black, 1 White)	5 (4 Asian, 1 AA/Black)
Age	4	4	
Religion			3

Top Five Issues Complaint Trends:

Top Five Bases	FY 17	FY 18	FY 19	FY 20
Harassment (Non-Sexual)	3	10	7	10
Reasonable Accommodation	3	5	2	4
Disciplinary Action	2	5		5
Assignment of Duties		3		
Pay (Including overtime)		3		
Promotion/Non-Selection			2	5
Performance Appraisal/Evaluation	2		2	5
Time and Attendance			2	
Training			2	

Part E.4 - Executive Summary: Accomplishments

The FHWA makes EEO principles a fundamental part of its culture. Below is a summary of FHWA's FY 20 accomplishments under the six essential elements 1) demonstrated commitment to equal employment opportunity, 2) integration of EEO into DOT's strategic mission, 3) management and program accountability, 4) proactive prevention of unlawful discrimination, 5) efficiency and responsiveness, and 6) legal compliance:

- In FY 20, Office of Civil Rights requested nominations for four employees to serve as ancillary duty Equal Employment Opportunity (EEO) Counselors
- All new and experienced EEO counselors received the required mandatory training.
- FHWA had no findings of discrimination by the Equal Employment Opportunity Commission, the Merit Systems Protection Board, or the District Court in FY 2020.

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- In FY 2020 FHWA hired 2.72% of people with targeted disabilities for the permanent workforce which was a decrease from its FY 19 record of 4.35% hires.
- FHWA had 5 Schedule A Hires for Persons with Disabilities.
- FHWA had 1 Schedule A Hires for Persons with Targeted Disabilities.
- In FY 2020, FHWA continued to grow the activities of its corporate Diversity Committee efforts. FHWA continued to expand the cadre of Diversity Champions throughout all its units around the country.
- The FHWA has established an advisory group called the Innovation Exchange (iExchange), a multi-generational forum focused on exchanging ideas, inspiring innovation, raising awareness of generational diversity, and creating an environment that embraces members of different generations. This advisory group is sponsored by the FHWA's Knowledge Management (KM) unit, the iExchange expanded its membership to more than 240 employees in FY 2019. The advisory group hosted another virtual speed networking event, several more crowdsource (brainstorm) sessions, and continued to work with FHWA offices, committees, and councils to provide ideas and a fresh perspective.
- In FY20, FHWA developed a web conferencing tool to demonstrate the conference tools available to FHWA employees. Examples of web conferencing tools were MS Teams, Adobe Connect, and other web conferencing tools. A supporting piece of the web conferencing tool was the accessibility considerations. This tool was released to FHWA staff to help them make an informed decision on which tool worked best for them.
- In FY20, FHWA established a Reasonable Accommodations working group. The group consisted of program office and field managers and staff. The effort led to the development of a handbook, checklists, and one page overviews so that employees and managers can understand the roles, responsibilities, and timelines associated with reasonable accommodations. Finalizing these tools was put on hold pending the release of the new US DOT's RA order.
- In September 2020, FHWA rolled out our draft 2020-2022 Competitiveness Strategy Framework to DOT Employee Resource Groups and FHWA's Diversity Management Committee describing our strategies to strengthen the capacity of HBCUs to participate in applicable Federal programs and initiatives. Out of this discussion several other initiatives were born, the report was finalized and activities are underway to address each tactic.
- In December 2019, FHWA finalized the Anti-Harassment Process to comply with the DOT Policy Framework. As part of the rollout, the approved process was uploaded onto the Office of Civil Rights Website. The Anti-Harassment process was rolled out to employees and managers through a series of presentations, training sessions and Webinars intended to educate all employees of the new process. As part of the rollout the following documents were distributed to FHWA employees:
 - *FHWA Anti-Harassment Expectations Memorandum;*
 - *FHWA Anti-Harassment Process and Procedures; and*

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- *The U.S. Department of Transportation Policy Framework for the Prevention of Harassment.*
- In FY 20, FHWA hosted an online virtual series of Prevention of Harassment training sessions with the topic being *Effective Bystander*. A total of 9 sessions were held with a total of 585 FHWA employees participating in the sessions. The purpose of this new course was to help participants better understand how to appropriately respond when witnessing harassment in the workplace.
- In FY 20, the Office of Civil Rights requested nominations for six FHWA employees to serve as Fact Finders for the Anti-Harassment process. The FHWA's Fact Finders serve as the neutral party who conducts inquiries into allegations of harassment.
- The FHWA employees serving as collateral duty Fact Finders were required to attend a mandatory 32-hour Workplace Investigator's training. The training was attended by Fact Finders, Employee Relations Staff, and the Office of Chief Counsel Staff.
- The Office of Civil Rights in conjunction with the Office of Human Resources partnered with the DMC to provide training on the Anti-harassment, EEO, and Employee Relations processes during the February 2020 Woman's Forum session.
- Provided orientation to the Hispanic recruiter volunteers to update them on planned activities, and received their feedback.
- Replaced sponsors rotating off the Hispanic Outreach initiative with new sponsors.
- Recruited additional members to the AMIGO Outreach Team with a focus on those located in areas with large Hispanic populations – This team consists of existing recruiters as well as new volunteers with a common goal of recruiting Hispanic candidates. They are tasked with participating in job fairs and conferences, among other recruiting opportunities, to scout and recruit Hispanics for the Agency. They will reach out to highly qualified Hispanic candidates and spark their interest in the Agency by providing information and guidance on the Federal job application process. The Outreach Team could also provide personal career road maps as examples of their career path within the Agency. For this, the Outreach Team will have materials such as presentations, brochures, links, etc., available in the SharePoint site for recruiting events.
- The Office of Human Resources established interaction with the DMC and appointed a liaison to serve on both committees (the DMC and the Hispanic Recruitment) with the goal to increase communication and collaboration.
- Developed and/or updated drafts of these documents to reflect feedback from recruitment sponsors and workgroup members:
 - Hispanic 2020 Plan: This plan was updated in 2020. It builds upon the efforts of the document titled "Increasing the Representation of Hispanics in FHWA." This document will accomplish the following steps: 1) summarize and utilize the data from the Federal Highway Administration FY 18 Workforce Plan as it relates to Hispanics, 2) conduct a gap analysis, and 3) identify opportunities that exist to

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- positively influence FHWA's Strategic Plan and ensure alignment with DOT's Strategic Plan. It will provide the Agency with an effective tool to enhance engagement in recruiting, developing, and retaining Hispanics in FHWA.
- AMIGO Strategy Charter: This document was updated in 2020. It establishes a platform focusing efforts in improving the recruitment, integration, and retention of qualified Hispanics.
 - AMIGO Hispanic Outreach Action Plan: This document was updated in 2020. It outlines a process established by the AMIGO (Assist, Motivate, Integrate, Guide, and Orient) Strategy to work in coordination with the FHWA Human Resources (HR) Office.
 - AMIGO Standard Operating Procedures (SOP) – This document was drafted in 2020. It provides specific information on delivering the AMIGO Strategy and details the processes and procedures for developing, implementing, and managing the different work products such as the AMIGO Strategy and AMIGO Team Charter, AMIGO Member List, AMIGO External Website, AMIGO SharePoint site and AMIGO Accomplishment Report.
 - AMIGO Members List – This searchable document was updated in 2020. It lists all Agency employee volunteers (or AMIGO members) recruited to work in the AMIGO Strategy as part of the outreach team, mentors or both. It includes names, locations, job titles, and areas of expertise. The document also includes specific information and products for recruiting and retaining Hispanic staff.
 - AMIGO External FHWA Webpage – This Webpage will be included as part of FHWA's external/public Website to provide an easily accessible space for the public to learn about FHWA's workforce diversity policies. The Webpage will focus on marketing FHWA as a place of work to potential Hispanic candidates. The Webpage will include links to existing Agency job vacancy postings, articles by Hispanic employees in the Agency, links to hiring resources, and links to other appropriate USDOT professional awareness and Hispanic business associations' Websites.
 - AMIGO SharePoint Site & Internal Networking Platform – This site will provide the main platform for implementing and managing the AMIGO Strategy. The SharePoint site will serve as the main Hispanic network site within FHWA. Interested Agency employees would be able to access specific Hispanic workforce information, contact AMIGO Members, post questions, research information. The SharePoint site will also allow AMIGO Members to promote and coordinate professional development activities and opportunities among the Hispanic workforce such as brown bag lunch activities, resume reviews, mock interview sessions, and interview/shadowing activities with Hispanic senior leaders in the Agency.

Part E.5 - Executive Summary: Planned Activities

The following list identifies emphasis areas, activities and/or planned initiatives to address and/or correct program deficiencies in Parts H, I and J:

- FHWA will revamp its Strategic Plan to continue to address equity, diversity, and inclusion. In addition, FHWA will revamp its Organizational Manual to reflect the Administration's priorities in relation to equity, diversity, and inclusion.
- FHWA will enhance its workforce analysis on participation rates for permanent workforce (i.e. senior grade level, compensation and awards, management positions) through focus groups, surveys, policy reviews, and educational awareness.
- FHWA will continue to roll out its technical assistance and training on EEO, Reasonable Accommodations, Anti- Harassment, and Diversity & Inclusion to program and field offices.
- FHWA Virtual EEO Awareness Symposium started preparations in July 2020. The symposium's purpose was to educate FHWA Management and Staff with a focus on EEO, Conflict Resolution, Prevention of Harassment, and Effective Communication. The symposium was held over a 3-day time span from February 22-25, 2021.
- FHWA developed a draft Reasonable Accommodations Handbook that will be a tool for Managers to understand their role and responsibilities. We also drafted checklists, sample letters, and one-page summaries for managers and employees. These resources will be reevaluated based upon the new Departmental DOT Reasonable Accommodation order.
- FHWA will continue to partner within DOT to recognize and identify monthly observances and host various events to educate employees on cultural differences, accomplishments, and contributions.
- FHWA plans to continue to revamp its recruitment efforts to support targeted outreach to increase the number of women and Hispanic women as well as persons with targeted disabilities at all grade levels.
- FHWA will continue to create an inclusive organization environment by performing outreach and remaining in close contact in working with our recruitment partners from various associations and organizations that target or serve underrepresented groups, and schools with targeted populations to tap in to a diversified applicant pool for all job vacancies while working with these organizations to ensure the success of our recruitment program.
- FHWA will continue to develop new resources and programs for hiring managers that highlight how to find diverse pools of talent for FHWA vacancy announcements as well as how to communicate vacancy announcements to those diverse talent pools.
- FHWA will develop and distribute a "Diversity Hiring Guide" for hiring managers. This guide will provide recommendations that aim to mitigate bias and offer resources that

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help broaden applicant pools for job vacancies. The guide will also make diverse resume review panels and interview panels a standard practice.

- FHWA will continue its partnership with universities with a large disability population to provide mock interview experiences for students who may be seeking employment opportunities within FHWA's Pipeline programs.
- In partnership with the DOT Disability Resource Center, FHWA will offer education and training about the DOT Disability Resource Center and how their services benefit FHWA's workforce.
- FHWA will continue to be proactive in its efforts to market the Summer Transportation Internship Program for Diverse Groups (STIPDG) as well as the Professional Development Program (PDP) amongst colleges and universities.
- FHWA will continue to examine and review its recruitment and hiring practices to further identify if there are barriers to underrepresented groups, particularly within the nine mission critical occupations.
- FHWA's goal is to have a Diversity Champion for each unit, and the DMC will continue its efforts towards having a champion for each unit. Additionally, the DMC will continue to partner with Employee Resource Groups and will deploy new training modules on the subjects of diversity awareness and unconscious bias.

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C FORM 715-01 PART F	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
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**CERTIFICATION of ESTABLISHMENT of CONTINUING
EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS**

I, Irene Rico, Associate Administrator for Civil Rights am the
(Insert name above) (Insert official title/series/grade above)

Principal EEO Director/Official for Federal Highway Administration
(Insert Agency/Component Name above)

The Agency has conducted an annual self-assessment of Section 717 and Section 501 programs against the essential elements as prescribed by EEO MD-715. If an essential element was not fully compliant with the standards of EEO MD-715, a further evaluation was conducted and, as appropriate, EEO Plans for Attaining the Essential Elements of a Model EEO Program, are included with this Federal Agency Annual EEO Program Status Report.

The Agency has also analyzed its work force profiles and conducted barrier analyses aimed at detecting whether any management or personnel policy, procedure or practice is operating to disadvantage any group based on race, national origin, gender or disability. EEO Plans to Eliminate Identified Barriers, as appropriate, are included with this Federal Agency Annual EEO Program Status Report.

I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.

<p>IRENE RICO Digitally signed by IRENE RICO Date: 2021.07.27 18:58:08 -04'00'</p> <p>Signature of Principal EEO Director/Official Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEO MD-715.</p> <p></p> <p>Signature of Agency Head or Agency Head Designee</p>	<p style="background-color: #e0f2f7; height: 30px; margin-bottom: 10px;"></p> <p>Date</p> <p style="background-color: #e0f2f7; padding: 5px; font-size: large; margin-top: 10px;">7/27/2021</p> <p>Date</p>
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MD-715 - PART G
Agency Self-Assessment Checklist

Essential Element A: Demonstrated Commitment From Agency Leadership

This element requires the agency head to communicate a commitment to equal employment opportunity and a discrimination-free workplace.

Measures	Compliance Indicator A.1 - The agency issues an effective, up-to-date EEO policy statement.	Measure Met? (Yes/No/NA)	Comments	Current Part G Questions
A.1.a	Does the agency annually issue a signed and dated EEO policy statement on agency letterhead that clearly communicates the agency's commitment to EEO for all employees and applicants? If "yes", please provide the annual issuance date in the comments column. [see MD-715, II(A)]	YES	The Departmental Office of Civil Rights issued the annual DOT EEO Policy statements on behalf of the Department.	A.1.a.2
A.1.b	Does the EEO policy statement address all protected bases (age, color, disability, sex (including pregnancy, sexual orientation and gender identity), genetic information, national origin, race, religion, and reprisal) contained in the laws EEOC enforces? [see 29 CFR § 1614.101(a)]	YES		New

Measures	Compliance Indicator A.2 - The agency has communicated EEO policies and procedures to all employees.	Measure Met? (Yes/No/NA)	Comments	Current Part G Questions
A.2.a	Does the agency disseminate the following policies and procedures to all employees:			
A.2.a.1	Anti-harassment policy? [see MD 715, II(A)]	YES		New
A.2.a.2	Reasonable accommodation procedures? [see 29 C.F.R § 1614.203(d)(3)]	YES	FHWA uses the Department's Reasonable Accommodation Policy.	New

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Measures	Compliance Indicator A.2 - The agency has communicated EEO policies and procedures to all employees.	Measure Met? (Yes/No/NA)	Comments	Current Part G Questions
A.2.b	Does the agency prominently post the following information throughout the workplace and on its public website:			
A.2.b.1	The business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director? [see 29 C.F.R § 1614.102(b)(7)]	YES	https://www.fhwa.dot.gov/civilrights/	New
A.2.b.2	Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process? [see 29 C.F.R § 1614.102(b)(5)]	YES	https://www.fhwa.dot.gov/civilrights/programs/eo/	A.2.c
A.2.b.3	Reasonable accommodation procedures? [see 29 C.F.R. § 1614.203(d)(3)(i)] If so, please provide the internet address in the comments column.	YES	https://www.transportation.gov/civil-rights/civil-rights-awareness-enforcement/procedures-processing-reasonable-accommodation	A.3.c
A.2.c	Does the agency inform its employees about the following topics:			
A.2.c.1	EEO complaint process? [see 29 CFR §§ 1614.102(a)(12) and 1614.102(b)(5)] If "yes", please provide how often.	YES	Annually	A.2.a
A.2.c.2	ADR process? [see MD-110, Ch. 3(II)(C)] If "yes", please provide how often.	YES	Annually	New
A.2.c.3	Reasonable accommodation program? [see 29 CFR § 1614.203(d)(7)(ii)(C)] If "yes", please provide how often.	YES	Annually	New
A.2.c.4	Anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for	YES	Annually. FHWA has an Anti-Harassment Program that was established	New

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Measures	Compliance Indicator A.2 - The agency has communicated EEO policies and procedures to all employees.	Measure Met? (Yes/No/NA)	Comments	Current Part G Questions
	Unlawful Harassment by Supervisors (1999), § V.C.1] If "yes", please provide how often.		October 10, 2017, and updated/finalized on December 13, 2019. https://www.fhwa.dot.gov/civilrights/programs/anti-harassment/resources.cfm	
A.2.c.5	Behaviors that are inappropriate in the workplace and could result in disciplinary action? [5 CFR § 2635.101(b)] If "yes", please provide how often.	YES	Annually via mandatory harassment training. Also, continuously via the FHWA Table of Offenses and Penalties, which is posted on FHWA's internal intranet site. https://staffnet.fhwa.dot.gov/hr/regulations/handbook/appendix_a.htm#d	A.3.b

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Measures	Compliance Indicator A.3 - The agency assesses and ensures EEO principles are part of its culture.	Measure Met? (Yes/No/NA)	Comments New Compliance Indicator	Current Part G Questions
A.3.a	Does the agency provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity? [see 29 CFR § 1614.102(a) (9)] If "yes", provide one or two examples in the comments section.	YES	The Agency established a Diversity & Inclusion award in 2017 as a part of the Administrator's Awards Program. The Department also has a Secretary's Awards Program, which recognizes employees for accomplishments in EEO and the Agency has consistently nominated FHWA employees for those honors.	New
A.3.b	Does the agency utilize the Federal Employee Viewpoint Survey or other climate assessment tools to monitor the perception of EEO principles within the workforce? [see 5 CFR Part 250]	YES	Annually for FEVS and Every 2 years for FHWA's All Employee Survey.	New

Essential Element B: Integration of EEO into the agency's Strategic Mission

This element requires that the agency's EEO programs are structured to maintain a workplace that is free from discrimination and support the agency's strategic mission.

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Measures	Compliance Indicator B.1 - The reporting structure for the EEO program provides the principal EEO official with appropriate authority and resources to effectively carry out a successful EEO program.	Measure Met? (Yes/No/NA)	Comments	Current Part G Questions
B.1.a	Is the agency head the immediate supervisor of the person ("EEO Director") who has day-to-day control over the EEO office? [see 29 CFR §1614.102(b)(4)]	NO	The Associate Administrator for Civil Rights Reports to the Agency Executive Director who is the Agency's top career employee. The Executive Director is responsible for all workforce matters in the Agency.	B.1.a
B.1.a.1	If the EEO Director does not report to the agency head, does the EEO Director report to the same agency head designee as the mission-related programmatic offices? If "yes," please provide the title of the agency head designee in the comments.	YES	The Associate Administrator for Civil Rights Reports to the Executive Director. The Executive Director is responsible for all workforce matters in the Agency.	New
B.1.a.2	Does the agency's organizational chart clearly define the reporting structure for the EEO office? [see 29 CFR §1614.102(b)(4)]	YES		B.1.d
B.1.b	Does the EEO Director have a regular and effective means of advising the agency head and other senior management officials of the effectiveness, efficiency, and legal compliance of the agency's EEO program? [see 29 CFR §1614.102(c)(1); MD-715 Instructions, Sec. I]	YES		B.2.a

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Measures	Compliance Indicator B.1 - The reporting structure for the EEO program provides the principal EEO official with appropriate authority and resources to effectively carry out a successful EEO program.	Measure Met? (Yes/No/NA)	Comments	Current Part G Questions
B.1.c	During this reporting period, did the EEO Director present to the head of the agency, and other senior management officials, the "State of the agency" briefing covering the six essential elements of the model EEO program and the status of the barrier analysis process? [see MD-715 Instructions, Sec. I] If "yes", please provide the date of the briefing in the comments column.	YES	The Associate Administrator presented to agency leadership the "State of the Agency" briefing on June 16, 2020.	B.2.b
B.1.d	Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues? [see MD-715, II(B)]	YES		New

Measures	Compliance Indicator B.2 - The EEO Director controls all aspects of the EEO program.	Measure Met? (Yes/No/NA)	Comments New Compliance Indicator	Current Part G Questions
B.2.a	Is the EEO Director responsible for the implementation of a continuing affirmative employment program to promote EEO and to identify and eliminate discriminatory policies, procedures, and practices? [see MD-110, Ch. 1(III)(A); 29 CFR §1614.102(c)]	YES		B.3.a
B.2.b	Is the EEO Director responsible for overseeing the completion of EEO counseling [see 29 CFR §1614.102(c)(4)]	YES		New

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 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Measures	Compliance Indicator B.2 - The EEO Director controls all aspects of the EEO program.	Measure Met? (Yes/No/NA)	Comments New Compliance Indicator	Current Part G Questions
B.2.c	Is the EEO Director responsible for overseeing the fair and thorough investigation of EEO complaints? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	N/A	FHWA is a sub-reporting Unit and are not responsible for investigations. Investigations are handled at the Departmental Office of Civil Rights.	New
B.2.d	Is the EEO Director responsible for overseeing the timely issuing final agency decisions? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	N/A	FHWA is a sub-reporting Unit and are not responsible for investigations. Issuance of final agency decisions occurs at the Departmental Office of Civil Rights.	New
B.2.e	Is the EEO Director responsible for ensuring compliance with EEOC orders? [see 29 CFR §§ 1614.102(e); 1614.502]	YES		F.3.b
B.2.f	Is the EEO Director responsible for periodically evaluating the entire EEO program and providing recommendations for improvement to the agency head? [see 29 CFR §1614.102(c)(2)]	YES		New
B.2.g	If the agency has subordinate level components, does the EEO Director provide effective guidance and coordination for the components? [see 29 CFR §§ 1614.102(c)(2) and (c)(3)]	N/A	This function is handled by the Departmental Office of Civil Rights.	New

EEOC FORM
 U.S. Equal Employment Opportunity Commission
 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Measures	Compliance Indicator B.3 - The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.	Measure Met? (Yes/No/NA)	Comments	Current Part G Questions
B.3.a	Do EEO program officials participate in agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities? [see MD-715, II(B)]	YES		B.2.c & B.2.d
B.3.b	Does the agency's current strategic plan reference EEO / diversity and inclusion principles? [see MD-715, II(B)] If "yes", please identify the EEO principles in the strategic plan in the comments column.	YES	FHWA strategic and performance planning efforts are aligned to the DOT Strategic Plan. In addition, FHWA has provided a list of objectives that include EEO/diversity and inclusion principles through INPUT performance tracking system. (This information is provided as supplemental documentation to this report)	New

Measures	Compliance Indicator B.4 - The agency has sufficient budget and staffing to support the success of its EEO program.	Measure Met? (Yes/No/NA)	Comments	Current Part G Questions
B.4.a	Pursuant to 29 CFR §1614.102(a)(1), has the agency allocated sufficient funding and qualified staffing to successfully implement the EEO program, for the following areas:			
B.4.a.1	to conduct a self-assessment of the agency for possible program deficiencies? [see MD-715, II(D)]	YES		B.3.b

EEOC FORM
U.S. Equal Employment Opportunity Commission
 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Measures	Compliance Indicator B.4 - The agency has sufficient budget and staffing to support the success of its EEO program.	Measure Met? (Yes/No/NA)	Comments	Current Part G Questions
B.4.a.2	to enable the agency to conduct a thorough barrier analysis of its workforce? [see MD-715, II(B)]	YES		B.4.a
B.4.a.3	to timely, thoroughly, and fairly process EEO complaints, including EEO counseling, investigations, final agency decisions, and legal sufficiency reviews? [see 29 CFR § 1614.102(c)(5) & 1614.105(b) - (f); MD-110, Ch. 1(IV)(D) & 5(IV); MD-715, II(E)]	YES		E.5.b
B.4.a.4	to provide all supervisors and employees with training on the EEO program, including but not limited to retaliation, harassment, religious accommodations, disability accommodations, the EEO complaint process, and ADR? [see MD-715, II(B) and III(C)] If not, please identify the type(s) of training with insufficient funding in the comments column.	YES		B.4.f & B.4.g
B.4.a.5	to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable? [see 29 CFR §1614.102(c)(2)]	YES		E.1.c
B.4.a.6	to publish and distribute EEO materials (e.g., harassment policies, EEO posters, reasonable accommodations procedures)? [see MD-715, II(B)]	YES		B.4.c
B.4.a.7	to maintain accurate data collection and tracking systems for the following types of data: complaint tracking, workforce demographics, and applicant flow data? [see MD-715, II(E)]. If not, please identify the systems with insufficient funding in the comments section.	YES		New

EEOC FORM
U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Measures	Compliance Indicator B.4 - The agency has sufficient budget and staffing to support the success of its EEO program.	Measure Met? (Yes/No/NA)	Comments	Current Part G Questions
B.4.a.8	to effectively administer its special emphasis programs (such as, Federal Women's Program, Hispanic Employment Program, and People with Disabilities Program Manager)? [5 USC § 7201; 38 USC § 4214; 5 CFR § 720.204; 5 CFR § 213.3102(t) and (u); 5 CFR § 315.709]	YES		B.3.c, B.3.c.1, B.3.c.2, & B.3.c.3
B.4.a.9	to effectively manage its anti-harassment program? [see MD-715 Instructions, Sec. I); EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	YES		New
B.4.a.10	to effectively manage its reasonable accommodation program? [see 29 CFR § 1614.203(d)(4)(ii)]	YES		B.4.d
B.4.a.11	to ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)]	YES		New
B.4.b	Does the EEO office have a budget that is separate from other offices within the agency? [see 29 CFR § 1614.102(a)(1)]	YES		New
B.4.c	Are the duties and responsibilities of EEO officials clearly defined? [see MD-110, Ch. 1(III)(A), 2(III), & 6(III)]	YES		B.1.b
B.4.d	Does the agency ensure that all new counselors and investigators, including contractors and collateral duty employees, receive the required 32 hours of training, pursuant to Ch. 2(II)(A) of MD-110?	YES	Investigators are overseen at the Departmental level.	E.2.d

EEOC FORM
 U.S. Equal Employment Opportunity Commission
 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Measures	Compliance Indicator B.4 - The agency has sufficient budget and staffing to support the success of its EEO program.	Measure Met? (Yes/No/NA)	Comments	Current Part G Questions
B.4.e	Pursuant to 29 CFR §1614.102(a)(1), has the agency allocated sufficient funding and qualified staffing to successfully implement the EEO program, for the following areas:	YES	Investigators are overseen at the Departmental level.	E.2.e

Measures	Compliance Indicator B.5 - The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills.	Measure Met? (Yes/No/NA)	Comments New Indicator	Current Part G Questions
B.5.a	Pursuant to 29 CFR § 1614.102(a)(5), have all managers and supervisors received training on their responsibilities under the following areas under the agency EEO program:			
B.5.a.1	EEO Complaint Process? [see MD-715(II)(B)]	YES		New
B.5.a.2	Reasonable Accommodation Procedures? [see 29 C.F.R. § 1614.102(d)(3)]	YES		A.3.d
B.5.a.3	Anti-Harassment Policy? [see MD-715(II)(B)]	YES		New
B.5.a.4	Supervisory, managerial, communication, and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications? [see MD-715, II(B)]	YES		New
B.5.a.5	ADR, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR? [see MD-715(II)(E)]	YES		E.4.b

EEOC FORM
 U.S. Equal Employment Opportunity Commission
 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Measures	Compliance Indicator B.6 - The agency involves managers in the implementation of its EEO program.	Measure Met? (Yes/No/NA)	Comments New Indicator	Current Part G Questions
B.6.a	Are senior managers involved in the implementation of Special Emphasis Programs? [see MD-715 Instructions, Sec. I]	YES		New
B.6.b	Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]	YES		D.1.a
B.6.c	When barriers are identified, do senior managers assist in developing agency EEO action plans (Part I, Part J, or the Executive Summary)? [see MD-715 Instructions, Sec. I]	YES		D.1.b
B.6.d	Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? [29 CFR § 1614.102(a)(5)]	YES		D.1.c

Essential Element C: Management and Program Accountability

This element requires the agency head to hold all managers, supervisors, and EEO officials responsible for the effective implementation of the agency's EEO Program and Plan.

Measures	Compliance Indicator C.1 - The agency conducts regular internal audits of its component and field offices.	Measure Met? (Yes/No/NA)	Comments	Current Part G Questions
C.1.a	Does the agency regularly assess its component and field offices for possible EEO program deficiencies? [see 29 CFR § 1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.	YES	FHWA periodically on an annual basis assesses its field offices for possible EEO deficiencies.	New

EEOC FORM
 U.S. Equal Employment Opportunity Commission
 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Measures	Compliance Indicator C.1 - The agency conducts regular internal audits of its component and field offices.	Measure Met? (Yes/No/NA)	Comments	Current Part G Questions
C.1.b	Does the agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.	YES	FHWA annually conducts assessments on the agency's efforts to remove barriers from the workplace.	New
C.1.c	Do the component and field offices make reasonable efforts to comply with the recommendations of the field audit? [see MD-715, II(C)]	YES		New

Measures	Compliance Indicator C.2 - The agency has established procedures to prevent all forms of EEO discrimination.	Measure Met? (Yes/No/NA)	Comments New Indicator	Current Part G Questions
C.2.a	Has the agency established comprehensive anti-harassment policy and procedures that comply with EEOC's enforcement guidance? [see MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	YES	FHWA Anti-Harassment policy and procedures have been updated.	New
C.2.a.1	Does the anti-harassment policy require corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	YES		New

EEOC FORM
 U.S. Equal Employment Opportunity Commission
 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Measures	Compliance Indicator C.2 - The agency has established procedures to prevent all forms of EEO discrimination.	Measure Met? (Yes/No/NA)	Comments New Indicator	Current Part G Questions
C.2.a.2	Has the agency established a firewall between the Anti-Harassment Coordinator and the EEO Director? [see EEOC Report, Model EEO Program Must Have an Effective Anti-Harassment Program (2006)]	YES		New
C.2.a.3	Does the agency have a separate procedure (outside the EEO complaint process) to address harassment allegations? [see Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	YES		New
C.2.a.4	Does the agency ensure that the EEO office informs the anti-harassment program of all EEO counseling activity alleging harassment? [see Enforcement Guidance, V.C.]	YES		New
C.2.a.5	Does the agency conduct a prompt inquiry (beginning within 10 days of notification) of all harassment allegations, including those initially raised in the EEO complaint process? [see <u>Complainant v. Dep't of Veterans Affairs</u> , EEOC Appeal No. 0120123232 (May 21, 2015); <u>Complainant v. Dep't of Defense (Defense Commissary Agency)</u> , EEOC Appeal No. 0120130331 (May 29, 2015)] If "no", please provide the percentage of timely-processed inquiries in the comments column.	YES		New

EEOC FORM
U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Measures	Compliance Indicator C.2 - The agency has established procedures to prevent all forms of EEO discrimination.	Measure Met? (Yes/No/NA)	Comments New Indicator	Current Part G Questions
C.2.a.6	Do the agency's training materials on its anti-harassment policy include examples of disability-based harassment? [see 29 CFR 1614.203(d)(2)]	YES		New
C.2.b	Has the agency established disability reasonable accommodation procedures that comply with EEOC's regulations and guidance? [see 29 CFR 1614.203(d)(3)]	YES	FHWA currently follows the Department's RA procedures.	New
C.2.b.1	Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations throughout the agency? [see 29 CFR 1614.203(d)(3)(D)]	YES		E.1.d
C.2.b.2	Has the agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? [see MD-110, Ch. 1(IV)(A)]	YES	.	New
C.2.b.3	Does the agency ensure that job applicants can request and receive reasonable accommodations during the application and placement processes? [see 29 CFR 1614.203(d)(1)(ii)(B)]	YES		New
C.2.b.4	Do the reasonable accommodation procedures clearly state that the agency should process the request within a maximum amount of time (e.g., 20 business days), as established by the agency in its affirmative action plan? [see 29 CFR 1614.203(d)(3)(i)(M)]	YES		New

EEOC FORM
 U.S. Equal Employment Opportunity Commission
 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Measures	Compliance Indicator C.2 - The agency has established procedures to prevent all forms of EEO discrimination.	Measure Met? (Yes/No/NA)	Comments New Indicator	Current Part G Questions
C.2.b.5	Does the agency process all accommodation requests within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If "no", please provide the percentage of timely-processed requests in the comments column.	YES		E.1.e
C.2.c	Has the agency established procedures for processing requests for personal assistance services that comply with EEOC's regulations, enforcement guidance, and other applicable executive orders, guidance, and standards? [see 29 CFR 1614.203(d)(6)]	YES	FHWA currently follows the Department's procedures.	New
C.2.c.1	Does the agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR § 1614.203(d)(5)(v)] If "yes", please provide the internet address in the comments column.	YES	https://www.transportation.gov/drc/personal-assistance-as-reasonable-accommodation	New

Measures	Compliance Indicator C.3 - The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.	Measure Met? (Yes/No/NA)	Comments New Indicator	Current Part G Questions
C.3.a	Pursuant to 29 CFR §1614.102(a)(5), do all managers and supervisors have an element in their performance appraisal that evaluates their commitment to agency EEO policies and principles and their participation in the EEO program?	YES		New
C.3.b	Does the agency require rating officials to evaluate the performance of managers and supervisors based on the following activities:			

EEOC FORM
U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Measures	Compliance Indicator C.3 - The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.	Measure Met? (Yes/No/NA)	Comments New Indicator	Current Part G Questions
C.3.b.1	Resolve EEO problems/disagreements/conflicts, including the participation in ADR proceedings? [see MD-110, Ch. 3.I]	YES		A.3.a.1
C.3.b.2	Ensure full cooperation of employees under his/her supervision with EEO officials, such as counselors and investigators? [see 29 CFR §1614.102(b)(6)]	YES		A.3.a.4
C.3.b.3	Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation? [see MD-715, II(C)]	YES		A.3.a.5
C.3.b.4	Ensure that subordinate supervisors have effective managerial, communication, and interpersonal skills to supervise in a workplace with diverse employees? [see MD-715 Instructions, Sec. I]	YES		A.3.a.6
C.3.b.5	Provide religious accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(7)]	YES		A.3.a.7
C.3.b.6	Provide disability accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(8)]	YES		A.3.a.8
C.3.b.7	Support the EEO program in identifying and removing barriers to equal opportunity. [see MD-715, II(C)]	YES		New
C.3.b.8	Support the anti-harassment program in investigating and correcting harassing conduct. [see Enforcement Guidance, V.C.2]	YES		A.3.a.2

EEOC FORM
 U.S. Equal Employment Opportunity Commission
 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Measures	Compliance Indicator C.3 - The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.	Measure Met? (Yes/No/NA)	Comments New Indicator	Current Part G Questions
C.3.b.9	Comply with settlement agreements and orders issued by the agency, EEOC, and EEO-related cases from the Merit Systems Protection Board, labor arbitrators, and the Federal Labor Relations Authority? [see MD-715, II(C)]	YES		New
C.3.c	Does the EEO Director recommend to the agency head improvements or corrections, including remedial or disciplinary actions, for managers and supervisors who have failed in their EEO responsibilities? [see 29 CFR §1614.102(c)(2)]	N/A	Investigations are handled at the Department. The recommendations for corrections are handled at the Departmental Office of Civil Rights level.	New
C.3.d	When the EEO Director recommends remedial or disciplinary actions, are the recommendations regularly implemented by the agency? [see 29 CFR §1614.102(c)(2)]	N/A	Investigations are handled at the Department. The remedial or disciplinary actions are handled at the Departmental Office of Civil Rights level. No recommendations have been issued during this reporting period.	New

Measures	Compliance Indicator C.4 - The agency ensures effective coordination between its EEO programs and Human Resources (HR) program.	Masure Met? (Yes/No/NA)	Comments	Current Part G Questions
C.4.a	Do the HR Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws,	YES		New

EEOC FORM
U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Measures	Compliance Indicator C.4 - The agency ensures effective coordination between its EEO programs and Human Resources (HR) program.	Masure Met? (Yes/No/NA)	Comments	Current Part G Questions
	instructions, and management directives? [see 29 CFR §1614.102(a)(2)]			
C.4.b	Has the agency established timetables/schedules to review at regular intervals its merit promotion program, employee recognition awards program, employee development/training programs, and management/personnel policies, procedures, and practices for systemic barriers that may be impeding full participation in the program by all EEO groups? [see MD-715 Instructions, Sec. I]	YES		C.2.a, C.2.b, & C.2.c
C.4.c	Does the EEO office have timely access to accurate and complete data (e.g., demographic data for workforce, applicants, training programs, etc.) required to prepare the MD-715 workforce data tables? [see 29 CFR §1614.601(a)]	YES		New
C.4.d	Does the HR office timely provide the EEO office have timely access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [see MD-715, II(C)]	YES		New
C.4.e	Pursuant to Section II(C) of MD-715, does the EEO office collaborate with the HR office to:			
C.4.e.1	Implement the Affirmative Action Plan for Individuals with Disabilities? [see 29 CFR §1614.203(d); MD-715, II(C)]	YES		New
C.4.e.2	Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)]	YES		New

EEOC FORM
 U.S. Equal Employment Opportunity Commission
 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Measures	Compliance Indicator C.4 - The agency ensures effective coordination between its EEO programs and Human Resources (HR) program.	Masure Met? (Yes/No/NA)	Comments	Current Part G Questions
C.4.e.3	Develop and/or provide training for managers and employees? [see MD-715, II(C)]	YES		New
C.4.e.4	Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]	YES		New
C.4.e.5	Assist in preparing the MD-715 report? [see MD-715, II(C)]	YES		New

Measures	Compliance Indicator C.5 - Following a finding of discrimination, the agency explores whether it should take a disciplinary action.	Measure Met? (Yes/No/NA)	Comments	Current Part G Questions
C.5.a	Does the agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? 29 CFR § 1614.102(a)(6); see also <u>Douglas v. Veterans Administration</u> , 5 MSPR 280 (1981)	YES	http://staffnet.fhwa.dot.gov/hr/regulations/handbook/appendix_a.htm	C.3.a.
C.5.b	When appropriate, does the agency discipline or sanction managers and employees for discriminatory conduct? [see 29 CFR §1614.102(a)(6)] If "yes", please state the number of disciplined/sanctioned individuals during this reporting period in the comments.	YES	Although the Agency takes appropriate action, there were no reported actions this year.	C.3.c
C.5.c	If the agency has a finding of discrimination (or settles cases in which a finding was likely), does the agency inform managers and supervisors about the discriminatory conduct? [see MD-715, II(C)]	N/A	No findings of discrimination or settlements due to likely finding during this reporting period.	New

EEOC FORM
 U.S. Equal Employment Opportunity Commission
 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Measures	Compliance Indicator C.6 - The EEO office advises managers/supervisors on EEO matters.	Measure Met? (Yes/No/NA)	Comments	Current Part G Questions
C.6.a	Does the EEO office provide management/supervisory officials with regular EEO updates on at least an annual basis, including EEO complaints, workforce demographics and data summaries, legal updates, barrier analysis plans, and special emphasis updates? [see MD-715 Instructions, Sec. I] If "yes", please identify the frequency of the EEO updates in the comment's column.	YES	This is discussed annually within FHWA.	C.1.a
C.6.b	Are EEO officials readily available to answer managers' and supervisors' questions or concerns? [see MD-715 Instructions, Sec. I]	YES		New

Essential Element D: Proactive Prevention

This element requires that the agency head make early efforts to prevent discrimination and to identify and eliminate barriers to equal employment opportunity.

Measures	Compliance Indicator D.1 - The agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year.	Measure Met? (Yes/No/NA)	Comments	Current Part G Questions
D.1.a	Does the agency have a process for identifying triggers in the workplace? [see MD-715 Instructions, Sec. I]	YES		New

EEOC FORM
 U.S. Equal Employment Opportunity Commission
 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Measures	Compliance Indicator D.1 - The agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year.	Measure Met? (Yes/No/NA)	Comments	Current Part G Questions
D.1.b	Does the agency regularly use the following sources of information for trigger identification: workforce data; complaint/grievance data; exit surveys; employee climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I]	YES		New
D.1.c	Does the agency conduct exit interviews or surveys that include questions on how the agency could improve the recruitment, hiring, inclusion, retention and advancement of individuals with disabilities? [see 29 CFR 1614.203(d)(1)(iii)(C)]	YES		New

Measures	Compliance Indicator D.2 - The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)	Measure Met? (Yes/No/NA)	Comments New Indicator	Current Part G Questions
D.2.a	Does the agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)]	YES		New
D.2.b	Does the agency regularly examine the impact of management/personnel policies, procedures, and practices by race, national origin, sex, and disability? [see 29 CFR §1614.102(a)(3)]	YES		B.2.c.2

EEOC FORM
 U.S. Equal Employment Opportunity Commission
 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Measures	Compliance Indicator D.2 - The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)	Measure Met? (Yes/No/NA)	Comments New Indicator	Current Part G Questions
D.2.c	Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions, such as re-organizations and realignments? [see 29 CFR §1614.102(a)(3)]	YES		B.2.c.1
D.2.d	Does the agency regularly review the following sources of information to find barriers: complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-harassment program, special emphasis programs, reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I] If "yes", please identify the data sources in the comments column.	YES	Complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, anti-harassment program, special emphasis programs, and the reasonable accommodation program.	New

Measures	Compliance Indicator D.3 - The agency establishes appropriate action plans to remove identified barriers.	Measure Met? (Yes/No/NA)	Comments New Indicator	Current Part G Questions
D.3.a.	Does the agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [see 29 CFR §1614.102(a)(3)]	YES		New
D.3.b	If the agency identified one or more barriers during the reporting period, did the agency implement a plan in Part I, including meeting the target dates for the planned activities? [see MD-715, II(D)]	YES		New

EEOC FORM
 U.S. Equal Employment Opportunity Commission
 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Measures	Compliance Indicator D.3 - The agency establishes appropriate action plans to remove identified barriers.	Measure Met? (Yes/No/NA)	Comments New Indicator	Current Part G Questions
D.3.c	Does the agency periodically review the effectiveness of the plans? [see MD-715, II(D)]	YES		New

Measures	Compliance Indicator D.4 - The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities	Measure Met? (Yes/No/NA)	Comments	Current Part G Questions
D.4.a	Does the agency post its affirmative action plan on its public website? [see 29 CFR 1614.203(d)(4)] Please provide the internet address in the comments.	YES	www.fhwa.dot.gov/civilrights/	New
D.4.b	Does the agency take specific steps to ensure qualified people with disabilities are aware of and encouraged to apply for job vacancies? [see 29 CFR 1614.203(d)(1)(i)]	YES		New
D.4.c	Does the agency ensure that disability-related questions from members of the public are answered promptly and correctly? [see 29 CFR 1614.203(d)(1)(ii)(A)]	YES		New
D.4.d	Has the agency taken specific steps that are reasonably designed to increase the number of persons with disabilities or targeted disabilities employed at the agency until it meets the goals? [see 29 CFR 1614.203(d)(7)(ii)]	YES		New

Essential Element E: Efficiency

This element requires the agency head to ensure that there are effective systems for evaluating the impact and effectiveness of the agency's EEO programs and an efficient and fair dispute resolution process.

EEOC FORM
U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Measures	Compliance Indicator E.1 - The agency maintains an efficient, fair, and impartial complaint resolution process.	Measure Met? (Yes/No/NA)	Comments	Current Part G Questions
E.1.a	Does the agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?	YES		E.3.a.1
E.1.b	Does the agency provide written notification of rights and responsibilities in the EEO process during the initial counseling session, pursuant to 29 CFR §1614.105(b)(1)?	YES		E.3.a.2
E.1.c	Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(I)?	N/A	This function is handled by the Departmental Office of Civil Rights.	New
E.1.d	Does the agency issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report, pursuant to MD-110, Ch. 5(I)? If so, please provide the average processing time in the comments.	N/A	This function is handled by the Departmental Office of Civil Rights.	New
E.1.e	Does the agency ensure all employees fully cooperate with EEO counselors and EEO personnel in the EEO process, including granting routine access to personnel records related to an investigation, pursuant to 29 CFR §1614.102(b)(6)?	YES		New
E.1.f	Does the agency timely complete investigations, pursuant to 29 CFR §1614.108?	N/A	This function is handled by the Departmental Office of Civil Rights.	E.3.a.3

EEOC FORM
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 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Measures	Compliance Indicator E.1 - The agency maintains an efficient, fair, and impartial complaint resolution process.	Measure Met? (Yes/No/NA)	Comments	Current Part G Questions
E.1.g	If the agency does not timely complete investigations, does the agency notify complainants of the date by which the investigation will be completed and of their right to request a hearing or file a lawsuit, pursuant to 29 CFR §1614.108(g)?	N/A	This function is handled by the Departmental Office of Civil Rights.	New
E.1.h	When the complainant does not request a hearing, does the agency timely issue the final agency decision, pursuant to 29 CFR §1614.110(b)?	N/A	This function is handled by the Departmental Office of Civil Rights.	E.3.a.4
E.1.i	Does the agency timely issue final actions following receipt of the hearing file and the administrative judge's decision, pursuant to 29 CFR §1614.110(a)?	N/A	This function is handled by the Departmental Office of Civil Rights.	E.3.a.7
E.1.j	If the agency uses contractors to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays? [See MD-110, Ch. 5(V)(A)] If "yes", please describe how in the comments column.	N/A	FHWA does not use contractors for its stages of the EEO process. To the extent contractors are used for other stages, this is handled by the Departmental Office of Civil Rights.	E.2.c
E.1.k	If the agency uses employees to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays during performance review? [See MD-110, Ch. 5(V)(A)]	YES		New
E.1.l	Does the agency submit complaint files and other documents in the proper format to EEOC through the Federal Sector EEO Portal (FedSEP)? [See 29 CFR § 1614.403(g)]	N/A	This function is handled by the Departmental Office of Civil Rights.	New

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 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Measures	Compliance Indicator E.2 - The agency has a neutral EEO process.	Measure Met? (Yes/No/NA)	Comments Revised Indicator	Current Part G Questions
E.2.a	Has the agency established a clear separation between its EEO complaint program and its defensive function? [see MD-110, Ch. 1(IV)(D)]	YES		New
E.2.b	When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the agency representative? [see MD-110, Ch. 1(IV)(D)] If "yes", please identify the source/location of the attorney who conducts the legal sufficiency review in the comments column.	N/A	Legal sufficiency reviews are handled at the Departmental level.	E.6.a
E.2.c	If the EEO office relies on the agency's defensive function to conduct the legal sufficiency review, is there a firewall between the reviewing attorney and the agency representative? [see MD-110, Ch. 1(IV)(D)]	N/A	Legal sufficiency reviews are handled at the Departmental level.	New
E.2.d	Does the agency ensure that its agency representative does not intrude upon EEO counseling, investigations, and final agency decisions? [see MD-110, Ch. 1(IV)(D)]	YES		E.6.b
E.2.e	If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints? EEOC Report, <i>Attaining a Model Agency Program: Efficiency</i> (Dec. 1, 2004)	N/A	Legal sufficiency reviews are handled at the Departmental level.	E.6.c

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Measures	Compliance Indicator E.3 - The agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program.	Measure Met? (Yes/No/NA)	Comments	Current Part G Questions
E.3.a	Has the agency established an ADR program for use during both the pre-complaint and formal complaint stages of the EEO process? [see 29 CFR §1614.102(b)(2)]	YES		E.4.a
E.3.b	Does the agency require managers and supervisors to participate in ADR once it has been offered? [see MD-715, II(A)(1)]	YES	Mandatory participation is required of managers and supervisors once offered and Aggrieved Person elects.	E.4.c
E.3.c	Does the agency encourage all employees to use ADR, where ADR is appropriate? [see MD-110, Ch. 3(IV)(C)]	YES		D.2.a
E.3.d	Does the agency ensure a management official with settlement authority is accessible during the dispute resolution process? [see MD-110, Ch. 3(III)(A)(9)]	YES		New
E.3.e	Does the agency prohibit the responsible management official named in the dispute from having settlement authority? [see MD-110, Ch. 3(I)]	YES		E.4.d
E.3.f	Does the agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)]	N/A	This assessment is handled at the Departmental level.	New

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Measures	Compliance Indicator E.4 - The agency has effective and accurate data collection systems in place to evaluate its EEO program.	Measure Met? (Yes/No/NA)	Comments	Current Part G Questions
E.4.a	Does the agency have systems in place to accurately collect, monitor, and analyze the following data:			
E.4.a.1	Complaint activity, including the issues and bases of the complaints, the aggrieved individuals/complainants, and the involved management official? [see MD-715, II(E)]	YES		E.5.a
E.4.a.2	The race, national origin, sex, and disability status of agency employees? [see 29 CFR §1614.601(a)]	YES		E.5.c
E.4.a.3	Recruitment activities? [see MD-715, II(E)]	YES		E.5.f
E.4.a.4	External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II(E)]	YES		New
E.4.a.5	The processing of requests for reasonable accommodation? [29 CFR § 1614.203(d)(4)]	YES		New
E.4.a.6	The processing of complaints for the anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.2]	YES		New
E.4.b	Does the agency have a system in place to re-survey the workforce on a regular basis? [MD-715 Instructions, Sec. I]	YES		New

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Measures	Compliance Indicator E.5 - The agency identifies and disseminates significant trends and best practices in its EEO program.	Measure Met? (Yes/No/NA)	Comments	Current Part G Questions
E.5.a	Does the agency monitor trends in its EEO program to determine whether the agency is meeting its obligations under the statutes EEOC enforces? [see MD-715, II(E)] If "yes", provide an example in the comments.	YES	Reviews Annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints (EEOC Form 462) to develop and provide training in EEO areas.	E.5.e
E.5.b	Does the agency review other agencies' best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program? [see MD-715, II(E)] If "yes", provide an example in the comments.	YES	Adopted a best practice from GSA. EEO counselors provide initial contact form to Aggrieved Persons to review for accuracy of EEO allegations.	E.5.g
E.5.c	Does the agency compare its performance in the EEO process to other federal agencies of similar size? [see MD-715, II(E)]	YES		E.3.a

Essential Element F: Responsiveness and Legal Compliance

This element requires federal agencies to comply with EEO statutes and EEOC regulations, policy guidance, and other written instructions.

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 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Measures	Compliance Indicator F.1 - The agency has processes in place to ensure timely and full compliance with EEOC Orders and settlement agreements.	Measure Met? (Yes/No/NA)	Comments	Current Part G Questions
F.1.a	Does the agency have a system of management controls to ensure that its officials timely comply with EEOC orders/directives and final agency actions? [see 29 CFR §1614.102(e); MD-715, II(F)]	YES		F.1.a
F.1.b	Does the agency have a system of management controls to ensure the timely, accurate, and complete compliance with resolutions/settlement agreements? [see MD-715, II(F)]	YES		E.3.a.6
F.1.c	Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [see MD-715, II(F)]	YES		F.2.a.1
F.1.d	Are procedures in place to process other forms of ordered relief promptly? [see MD-715, II(F)]	YES		F.2.a.2
F.1.e	When EEOC issues an order requiring compliance by the agency, does the agency hold its compliance officer(s) accountable for poor work product and/or delays during performance review? [see MD-110, Ch. 9(IX)(H)]	N/A	Compliance Officer is at the Departmental Level.	F.3.a.

Measures	Compliance Indicator F.2 - The agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.	Measure Met? (Yes/No/NA)	Comments	Current Part G Questions
F.2.a	Does the agency timely respond and fully comply with EEOC orders? [see 29 CFR §1614.502; MD-715, II(E)]	YES		C.3.d

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 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Measures	Compliance Indicator F.2 - The agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.	Measure Met? (Yes/No/NA)	Comments	Current Part G Questions
F.2.a.1	When a complainant requests a hearing, does the agency timely forward the investigative file to the appropriate EEOC hearing office? [see 29 CFR §1614.108(g)]	N/A	This function is handled by the Departmental Office of Civil Rights.	E.3.a.5
F.2.a.2	When there is a finding of discrimination that is not the subject of an appeal by the agency, does the agency ensure timely compliance with the orders of relief? [see 29 CFR §1614.501]	YES	FHWA notes, however, that there have not been any such findings in recent years.	E.3.a.7
F.2.a.3	When a complainant files an appeal, does the agency timely forward the investigative file to EEOC's Office of Federal Operations? [see 29 CFR §1614.403(e)]	N/A	This function is handled by the Departmental Office of Civil Rights.	New
F.2.a.4	Pursuant to 29 CFR §1614.502, does the agency promptly provide EEOC with the required documentation for completing compliance?	N/A	This function is handled by the Departmental Office of Civil Rights.	F.3.d (1 to 9)

Measures	Compliance Indicator F.3 - The agency reports to EEOC its program efforts and accomplishments.	Measure Met? (Yes/No/NA)	Comments	Current Part G Questions
F.3.a	Does the agency timely submit to EEOC an accurate and complete No FEAR Act report? [Public Law 107-174 (May 15, 2002), §203(a)]	YES		New
F.3.b	Does the agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR §1614.703(d)]	YES		New

**MD-715 – Part H
Part H1**

Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
The Agency has not trained all employees (supervisory and non-supervisory) on DOT's anti-harassment policies	The Agency has trained all employees (supervisory and non-supervisory) on DOT's anti-harassment policies.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
12/1/2016	To ensure that all managers/supervisors are trained on anti-harassment policies.	12/1/2016	09/30/2017 09/30/2018	09/30/2017 09/30/2018 09/30/2019 09/30/2020

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Associate Administrator for Civil Rights	Irene Rico	YES

Planned Activities Toward Completion of Objective

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 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2017	Identify available training module and/or develop and implement a training module for anti-harassment policies	YES	09/30/2021	09/30/2017 04/30/2018 09/30/2019 09/30/2020
09/30/2017	Present webinars, in person training and/ or web-based sessions to be delivered and/or offered to managers, supervisors and employees	YES	09/30/2021	09/30/2017 09/30/2018 09/30/2019 09/30/2020

Report of Accomplishments

Fiscal Year	Accomplishments
2018	The mandatory training began in FY 18 and will continue each FY that follows, via a series of webinars and in person sessions. Proactive prevention is the best tool to prevent harassment in the workplace. Therefore, FHWA's training focuses on prevention and employee involvement in creating a civil and inclusive culture within the workplace.
2019	<p>On June 21, 2019, the Department issued its Policy Framework for the Prevention of Harassment, which, among other things, requires each mode to develop an anti-harassment process incorporating certain parameters, and submit that process for OST review within 90 days. The FHWA pilot process already met many of the Framework's requirements but did not meet others. Since the issuance of the Framework, the workgroup has been working to revise the FHWA pilot process to conform to the Framework's requirements. Similar to the Pilot process, the proposed FHWA Anti-Harassment Process addresses allegations of any type of harassment in or relating to (FHWA) workplace.</p> <p>Based on the Policy Framework FHWA submitted the updated procedures to OST for approval on September 19, 2019. On November 19, 2019, FHWA received final approval for its process. The FHWA communicated the approval and the new process to all employees on December 18, 2019, via email.</p> <p><u>Training</u> FHWA secured a contract for FY 2020 Anti-Harassment Training. This contract will provide harassment training to all FHWA employees.</p>

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Fiscal Year	Accomplishments
2020	<p><u>Training</u> FY2020 Anti-Harassment Training of Managers/Supervisors (Agency Leaders, HQs Management, and Field Management) was delivered with a total of eight sessions conducted both in person and virtually.</p> <p>In addition, FHWA developed and released the Anti-Harassment Toolkit for Managers that is a comprehensive resource to managers to understand their roles and responsibilities.</p>

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 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

MD-715 – Part H
Part H2

Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
Agency does not conduct trend analysis on workforce data	The FHWA has not completed a 3-year trend analyses for the workforce compensation and reward system by race, national origin, sex, and disability.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
12/15/2005	To conduct trend analyses for workforce compensation and reward system by race, national origin, sex, and disability.	09/30/2017	09/30/2017 09/30/2020 09/30/2021	03/02/2017 Ongoing

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director of Human Resources	David Lewis	YES
Operations Team Leader	Tanya Emam	YES

Planned Activities Toward Completion of Objective

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 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2017	HCR in continued partnership with HR will conduct annual barrier analyses by race, national origin and sex on workforce compensation and awards for the last 3 to 5 years.	YES	09/30/2017 09/30/2021	
09/30/2017	HCR in continued partnership with HR will conduct annual trend analyses by disability on workforce compensation and awards for the last 3 to 5 years.	YES	09/30/2017 09/30/2020	9/30/2021

Report of Accomplishments

Fiscal Year	Accomplishments
2018	The FHWA “At-A-Glance” workforce analysis report for FY 18 was completed and presented to the Agency in February 2019. On an annual basis, this workforce analysis is presented as a snapshot of the FHWA’s workforce by Gender, Ethnicity, Disability, Grade Dispersion, Awards and Recognition. FHWA continues to monitor and conduct an annual trend analysis by race, national origin and sex on workforce compensation and awards.

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 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Fiscal Year	Accomplishments
2019	<p>The FHWA continues to examine and review its recruitment trends in an effort to bolster the Agency’s corporate recruitment plan. It will be utilizing the Data Visualization Center to continue to identify new ways to improve its recruitment and onboarding efforts. As part of this new plan a focus was put on increasing outreach and diversity in FHWA’s workforce with a particular focus on women. A 30+ page recruitment plan that created 5 year benchmarks of FHWA’s applicant pool, aligned with previous workforce plans, identified underrepresented populations and hiring targets for each as well as predictions for mission critical turnover was developed. Hiring fairs and outreach events were identified to align with the data to create a strategic approach to organizational outreach and recruitment. FHWA worked with FHWA leadership to develop a designated team for recruitment and outreach. The result was the creation of the Recruitment Outreach And Diversity (ROAD) Team. The ROAD team created new promotional materials including brochures and a banner for display and distribution. In addition, FHWA recognized a need to understand how to advertise its careers in urban areas. FHWA conducted market research on brand awareness and specifically looked at the effectiveness of transit advertising in multiple metropolitan areas. The information was later used to identify a vendor and advertising package to pursue billboard advertising to promote the Agency’s very own career fair in Q2 of FY 2020. To further support the ROAD team and the Agency’s recruitment efforts, FHWA enhanced its Ambassador’s program, which is an initiative to select and train Division Office recruiters all over the Agency. The ROAD team updated the list of approximately 100 recruiters and grew the list with support from senior leadership to approximately 180 ambassadors. New recruiters were selected with an emphasis on creating as much diversity as possible. A 1-day training was created for Ambassadors to teach them how to be effective recruiters, or Ambassadors, for FHWA. Two separate 1-day trainings were offered in FY 19. Post-course feedback was very positive with the course receiving overwhelmingly positive reviews. FHWA now has a larger pool of diverse recruiters nationwide to attend hiring fairs, professional conferences, and career info sessions while visiting colleges and universities. A list of universities as well as points of contact was compiled. Each university was contacted via email or phone to ensure that FHWA’s contact list was up to date. Utilizing Handshake, US News and World Report’s annual list of top engineering schools, and lists of Minority Serving Institutions, Historically Black Colleges and Universities, all female universities, Hispanic Serving Institutes and Asian Serving Institutes as well as large universities with diverse student bodies. FHWA now has a list of 239 universities with specific points of contact that its recruiters have access to. Many have already used the list to begin outreach efforts and conduct presentations at universities.</p>

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U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Fiscal Year	Accomplishments
2020	<p>The FHWA “At-A-Glance” workforce analysis report for FY 20 was completed and presented to the Agency on April 8, 2021. On an annual basis, this workforce analysis is presented as a snapshot of the FHWA’s workforce by Gender, Ethnicity, Disability, Grade Dispersion, Awards and Recognition. FHWA continues to monitor and conduct an annual trend analysis by race, national origin and sex on workforce compensation and awards.</p> <p>FHWA has analyzed the RNO over a 3 year trend in relation to compensation and awards. The next steps is to utilize a Barrier Analysis Team to identify triggers, determine if there are barriers, and develop an action plan.</p>

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 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

MD-715 – Part H
Part H3

Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
Tracking recruitment efforts and using this data to identify potential barriers in accordance with MD-715 standards.	The FHWA does not track the effectiveness of our targeted outreach recruitment efforts and analyze resulting data to identify potential barriers in accordance with MD-715 standards.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
12/15/2011	To track and analyze the effectiveness of our targeted recruitment outreach efforts to determine whether the FHWA is yielding a sufficient number of applications from the targeted recruitment activities conducted throughout the year.	09/30/2017	Target date extended: 09/30/2019 09/30/2020	Complete 9/30/2020

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director of Human Resources	David Lewis	YES

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 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2017	FHWA will work to identify the best approach to gathering and tracking data on recruitment resources.	YES	09/30/2020	09/30/2017 Complete 9/30/2020
09/30/2017	Analyze Data.	YES	09/30/2020	09/30/2017 Complete 9/30/2020

Report of Accomplishments

Fiscal Year	Accomplishments
2018	In FY 18 recruitment efforts were not as expected due to additional processes built into the vetting approval process of new positions by FHWA. The Department approves all vacancies. This adds an additional layer to the process. A modified plan is still in developmental stages with the target date of 09/30/2020 so that multiple year trend analyses can be performed. Recruitment activities will continue to be monitored for hiring trends for FY 19/20.
2019	The FHWA continues to examine and review its recruitment trends. It will be utilizing the Data Visualization Center to continue to identify ways to improve its recruitment and onboarding efforts. This will be an ongoing effort for FY 2020.
2020	FHWA consistently participates in recruitment events also making it a priority to attend virtual events as well. FHWA then does an assessment using event evaluation forms for attendees to assess the success of the event. This routine will continue going forward.

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 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

MD-715 Part I:
Agency EEO Plan to Eliminate Identified Barrier

Please describe the status of each plan that the agency implemented to identify possible barriers in policies, procedures, or practices for employees and applicants by race, ethnicity, and gender.

If the agency did not conduct barrier analysis during the reporting period, please check the box.

Statement of Condition That Was a Trigger for a Potential Barrier:

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Workforce Data Tables	A/1, B/1	Groups with lower than expected participation rates when comparing workforce indicators such as onboard representation, the CLF, hiring, and/or separation rates.

EEO Group(s) Affected by Trigger

EEO Group	Affected by Trigger (Yes/No)
All Men	NO
All Women	YES
Hispanic or Latino Males	NO
Hispanic or Latino Females	YES
White Males	NO
White Females	YES
Black or African American Males	NO
Black or African American Females	NO
Asian Males	NO
Asian Females	NO
Native Hawaiian or Other Pacific Islander Males	YES
Native Hawaiian or Other Pacific Islander Females	YES

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 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

EEO Group	Affected by Trigger (Yes/No)
American Indian or Alaska Native Males	YES
American Indian or Alaska Native Females	YES
Two or More Races Males	YES
Two or More Races Females	NO

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	YES	
Complaint Data (Trends)	YES	
Grievance Data (Trends)	NO	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	YES	
Climate Assessment Survey (e.g., FEVS)	YES	
Exit Interview Data	NO	
Focus Groups	NO	
Interviews	NO	
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	NO	
Other (Please Describe)	NO	

Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
YES	YES

Statement of Identified Barrier(s)

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Description of Policy, Procedure, or Practice
The Agency is in the process of conducting a barrier analysis of recruitment and hiring practices, and the separation factors. The DOT has not identified the causes of the condition at the time of reporting.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
03/30/2018	FHWA will continue to implement its focus outreach efforts to recruit qualified female applicants and applicants from groups with lower than expected participation rates. FHWA will leverage its resources to increase recruitment efforts, through the 2019-2022 Strategic Plan.	09/30/2022		
04/30/2021	FHWA will continue to implement and perform workforce analysis on a biennial basis as it relates to hiring rate and separation rates over a 3-year trend. As well as further analysis at the higher-grade levels. Once analysis is complete, FHWA will look to perform: 1) Focus Groups; 2) Exit Interviews; and 3) Target Group Surveys on any identified triggers to further analyze barriers if necessary.	9/30/2023		

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 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Associate Administrator for Civil Rights	Irene Rico	YES
Director of Human Resources	David Lewis	YES

Report of Accomplishments

2020	<p>FY 20 Accomplishments for recruiting women: 110 or 36.8% of the permanent hires were women – an 11% increase from the 99 women hired in FY 2019. With the improvements in hiring, women still separated. It is noted that in FY 20 the separation rate of women is higher than the participant rate of women in the total workforce.</p> <p>FHWA excelled in improving the number of females in the applicant pools of the following two occupational series: 0810 (Civil Engineering) which is a hard to fill occupation where the talent pool is overwhelmingly male and 0020 (Community Planning) which saw the largest spike in the number of female applicants.</p> <p>0810 Civil Engineering saw an increase from 245 in 2019 to 286 female applicants in 2020, a 114% increase in the number of female applicants.</p> <p>0020 Community Planning saw an increase from 68 in 2019 to 114 female applicants in 2020, a 141% increase in the number of female applicants</p>
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MD-715 – Part J

Special Program Plan for the Recruitment, Hiring, Advancement, and Retention of Persons with Disabilities

To capture agencies' affirmative action plan for persons with disabilities (PWD) and persons with targeted disabilities (PWTD), EEOC regulations (29 C.F.R. § 1614.203(e)) and MD-715 require agencies to describe how their plan will improve the recruitment, hiring, advancement, and retention of applicants and employees with disabilities. All agencies, regardless of size, must complete this Part of the MD-715 report.

Section I: Efforts to Reach Regulatory Goals

EEOC regulations (29 C.F.R. § 1614.203(d)(7)) require agencies to establish specific numerical goals for increasing the participation of persons with reportable and targeted disabilities in the federal government.

1. Using the goal of 12% as the benchmark, does your agency have a trigger involving PWD by grade level cluster in the permanent workforce? If “yes”, describe the trigger(s) in the text box.

- | | | |
|--------------------------------|-------|------|
| a. Cluster GS-1 to GS-10 (PWD) | Yes 0 | No X |
| b. Cluster GS-11 to SES (PWD) | Yes X | No 0 |

Source: Table B4P: In FY20, PWD in GS 1-10 Cluster of the permanent workforce participate at 18.77%, a higher rate than the expected 12% benchmark, indicating no trigger.

PWD in the GS 11 to SES Cluster participate at 9.85%, a lower rate than the expected 12% benchmark, indicating a trigger. (Source: Table B4P)

2. Using the goal of 2% as the benchmark, does your agency have a trigger involving PWTD by grade level cluster in the permanent workforce? If “yes”, describe the trigger(s) in the text box.

- | | | |
|---------------------------------|-------|------|
| a. Cluster GS-1 to GS-10 (PWTD) | Yes 0 | No X |
| b. Cluster GS-11 to SES (PWTD) | Yes 0 | No X |

Source Table B4P: In FY20, PWTD in GS 1-10 Cluster of the permanent workforce participate at 5.80%, a higher rate than the expected 2% benchmark, indicating no trigger.

PWTD in the GS 11 to SES Cluster participate at 2.35%, a rate equal to the expected 2% benchmark, indicating no trigger. (Table B4P)

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3. Describe how the agency has communicated the numerical goals to the hiring managers and/or recruiters.

Through FY 20, the Agency’s numerical goals for hiring person with disabilities was shared via the Agency’s quarterly Leadership Team Dashboard. This was specifically targeted toward managers and supervisors and is posted on the Agency’s internal Website to provide access to all employees. In addition, the annual FHWA At-A-Glance report and All Employee Webinar briefing are used to share information on the Agency’s workforce including the status of persons with disabilities. Also, all senior leadership members receive the Office Profile for their organization biannually which includes information on the numerical representation of persons with disabilities and persons with targeted disabilities in their organizations. The Agency’s annual Workforce Plan includes a section on “Employment of Persons with Disabilities” that identifies the numerical goals and how the Agency did in meeting those goals.

Section II: Model Disability Program

Pursuant to 29 C.F.R. §1614.203(d)(1), agencies must ensure sufficient staff, training and resources to recruit and hire persons with disabilities and persons with targeted disabilities, administer the reasonable accommodation program and special emphasis program, and oversee any other disability hiring and advancement program the agency has in place.

A. PLAN TO PROVIDE SUFFICIENT & COMPETENT STAFFING FOR THE DISABILITY PROGRAM

1. Has the agency designated sufficient qualified personnel to implement its disability program during the reporting period? If “no”, describe the agency’s plan to improve the staffing for the upcoming year.

Yes No

Not applicable.

2. Identify all staff responsible for implementing the agency’s disability employment program by the office, staff employment status, and responsible official.

Disability Program Task	# of FTE Staff by Employment Status			Responsible Official (Name, Title, Office, Email)
	Full Time	Part Time	Collateral Duty	
Processing applications from PWD and PWTD	1			Steven Graham, Human Resources Specialist
Answering questions from the public about hiring authorities that take disability into account	1			Steven Graham, Human Resources Specialist

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 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Disability Program Task	# of FTE Staff by Employment Status			Responsible Official (Name, Title, Office, Email)
	Full Time	Part Time	Collateral Duty	
Processing reasonable accommodation requests from applicants and employees	1			Kirsten Poston, Disability Program Manager
Section 508 Compliance	1			Michelle Cribbs, Section 508 Program Manager
Architectural Barriers Act Compliance	1			Jeffrey Baxter, Associate Director of Facilities, Office of the Secretary (OST)
Special Emphasis Program for PWD and PWTD	1			Kirsten Poston, Disability Program Manager

3. Has the agency provided disability program staff with sufficient training to carry out their responsibilities during the reporting period? If “yes”, describe the training that disability program staff have received. If “no”, describe the training planned for the upcoming year.

Yes No

All Human Resources Specialists and hiring managers are required to complete the Veteran Employment Training for Human Resource Professionals which also includes information on the use of Schedule A hiring authorities. This information is tracked via the USDOT’s Learning Management System.

B. Plan to Ensure Sufficient Funding for the Disability Program

1. Has the agency provided sufficient funding and other resources to successfully implement the disability program during the reporting period? If “no”, describe the agency’s plan to ensure all aspects of the disability program have sufficient funding and other resources.

Yes No

Not applicable.

Section III: Plan to Recruit and Hire Individuals with Disabilities

Pursuant to 29 C.F.R. § 1614.203(d)(1)(i) and (ii), agencies must establish a plan to increase the recruitment and hiring of individuals with disabilities. The questions below are designed to identify outcomes of the agency’s recruitment program plan for PWD and PWTD.

A. Plan to Identify Job Applicants with Disabilities

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1. Describe the programs and resources the agency uses to identify job applicants with disabilities, including individuals with targeted disabilities. S

The FHWA has a multipronged approach to identify potential applicants with disabilities. This includes:

- Participating in recruitment and outreach events that focus on the employment of persons with disabilities. In FY 20, FHWA participated in 51 in-person and 34 virtual recruitment events nationally. Of those seven events were related to disability hiring.
- Developing and maintaining relationships with disability organizations and colleges with disability offices. This allows FHWA to share information related to job opportunities which can be shared with their community. In some instances, these organizations have helped FHWA to post job announcements on their recruitment sites to be more visible. FHWA is using Handshake and Simplicity to post job opportunities.
- The FHWA implements a Recruitment, Outreach and Diversity plan that focuses on increasing the number of applicants with disabilities within FHWA's overall applicant pool. To achieve this outcome the Agency attends hiring events that are marketed toward or attract people with disabilities. In FY 20 FHWA attended seven hiring events that were marketed toward people with a disability.
- The DOT Executive Agent has a standard list of professional organizations, and academic institutions that automatically receive a copy of all job announcements posted via USAJobs. More specifically, FHWA has used the following recruitment sources as part of its outreach to have persons with disabilities apply for vacancies:
- OPM's Shared List of People with Disabilities; the Workforce Recruitment Program (WRP) database; State and local vocational rehabilitation agencies and employment offices; the Department of Veterans Affairs, Wounded Warrior Office and Vets 2 Feds; Military installations and transition offices.
- FHWA created a database of People with Disabilities and Disabled Veterans with a disability rating of 30% or higher. Resumes are categorized by occupation. Classification and Staffing Specialists have access to this database and provide resumes for hiring managers to review prior to determining if they would like to pursue a USAJobs vacancy announcement.

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This list is not all encompassing but provides a broad view of the Agency's ongoing efforts.

2. Pursuant to 29 C.F.R. § 1614.203(a)(3), describe the agency's use of hiring authorities that take disability into account (e.g., Schedule A) to recruit PWD and PWTD for positions in the permanent workforce.

The FHWA utilizes appointing authorities to include Schedule A, Excepted Service, Veterans Recruitment Appointment (VRA) and 30% or more Disabled Veterans. FHWA continues to work with the DOT Office of the Secretary on the establishment of the Warriors to the DOT program. FHWA was one of a just a few Agencies within DOT to make a selection in support of this program.

HR specialists provide information on these hiring flexibilities when contacted by hiring managers to fill a vacancy. The HR Specialist identifies which authority may meet the needs of the office and provides information on how to use the authorities if deemed appropriate.

3. When individuals apply for a position under a hiring authority that takes disability into account (e.g., Schedule A), explain how the agency (1) determines if the individual is eligible for appointment under such authority and (2) forwards the individual's application to the relevant hiring officials with an explanation of how hand when the individual may be appointed.

At FHWA, the HR Specialists work directly with hiring managers to use the non-competitive excepted service hiring authorities, including Schedule A. If a manager determines that a hiring authority that takes disability into account may be used, the HR Specialists provides specific information related to how applications are received and reviewed. This may include requesting resumes from the Agency's Selection Placement Coordinator assigned to collect and share this information. In addition, Agency recruiters from around the country may be asked for points of contacts for Veteran organizations to facilitate resume collection.

FHWA receives and reviews resumes and determines whether the applicants are qualified for the position and whether the applicants submitted the necessary supplemental documents including Schedule A letters. Resumes and supplemental documents are then forwarded to the hiring manager. After the hiring manager completes interviewing of qualified candidates, he/she decides if

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the applicant can perform the job duties. The applicant must meet the qualification requirements, including specialized experience, for the position.

4. Has the agency provided training to all hiring managers on the use of hiring authorities that take disability into account (e.g., Schedule A)? If “yes”, describe the type(s) of training and frequency. If “no”, describe the agency’s plan to provide this training.

Yes X No 0 N/A 0

In FY20, the FHWA Office of Human Resources conducted webinars on hiring veterans, disabled veterans and persons with disabilities for the HR Community as well as for the hiring managers.

The FHWA Selective Placement Program Coordinator advised the HR Specialists on the Goals for FY 20, as well as addressing workforce/succession planning needs. As positions become vacant, HR Specialists discussed the hiring flexibilities and options with hiring managers to reinforce the Agency's commitment for employing a diverse workforce.

B. Plan to Establish Contacts with Disability Employment Organizations

1. Describe the agency’s efforts to establish and maintain contacts with organizations that assist PWD, including PWTD, in securing and maintaining employment.

The FHWA has branded their recruitment strategy ROAD and it implements a comprehensive strategy focused on the recruitment of a highly talented diverse workforce for entry level, mid-career, and hard to fill positions. The plan centers on creating “brand awareness” of FHWA as a preferred employer with students, veterans, and mid-career professionals through relationships and ongoing education about the mission and the vast array of positions available across FHWA. As part of this strategy organizations whose members are people with disabilities are contacted and provided information about the FHWA, as well as the name and email of a dedicated resource to contact. The ROAD team has also participated in outreach to disability employment organizations and outreach sources as well as conducting meetings with them to update resource information and to explore potential future partnerships.

In FY 20, FHWA attended seven recruitment events at colleges, universities, academic institutions, and professional associations that support populations of diverse recruitment candidates.

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C. Progression Towards Goals (Recruitment and Hiring)

1. Using the goals of 12% for PWD and 2% for PWTD as the benchmarks, do triggers exist for PWD and/or PWTD among the new hires in the permanent workforce? If “yes”, please describe the triggers below.

- a. New Hires for Permanent Workforce (PWD) Yes 0 No X
- b. New Hires for Permanent Workforce (PWTD) Yes 0 No X

Source: Table B-1-1.

In FY20, the new hire rate for FHWA PWD in the permanent workforce was 12.04%, a slightly higher rate than the expected 12% benchmark, indicating no trigger.

The new hire rate for FHWA PWTD in the permanent workforce is 2.01%, a slightly higher rate than the expected 2% benchmark, indicating no trigger.

2. Using the relevant applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the qualified internal applicants for any of the mission-critical occupations (MCO)? If “yes”, please describe the triggers below.

- a. Qualified Applicants for MCO (PWD) Yes X No 0
- b. Qualified Applicants for MCO (PWTD) Yes X No 0

Source: Table B6-P Applicants for Internal Competitive Promotions for Major Occupations by Disability PWD qualified as applicants at a rate lower than the relevant applicant pool within the Financial Specialist, Civil Engineering, Realty Specialist, and Transportation Specialist series indicating triggers. PWTD qualified as applicants at a lower rate than the relevant applicant pool within the Financial Specialist, Engineering Technician, Civil Engineering, and Transportation Specialist series indicating triggers.

MCO	PWD		Triggers	PWTD		Triggers
	Table Relevant Applicant Pool	Table B6-P Qualified Internal Applicants	Yes/No	Table Relevant Applicant Pool	Table B6-P Qualified Internal Applicants	Yes/No
(0020) Community Planner	6.96%	16.67%	No	3.48%	16.67%	No
(0028) Environmental Specialist	7.89%	9.30%	No	0.88%	9.30%	No

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MCO	PWD		Triggers	PWTD		Triggers
	Table Relevant Applicant Pool	Table B6-P Qualified Internal Applicants	Yes/No	Table Relevant Applicant Pool	Table B6-P Qualified Internal Applicants	Yes/No
(0501/0505) Financial Specialist	12.18%	6.0%	Yes	2.56%	2.0%	Yes
(0802) Engineering Technician	12.20%	18.18%	No	3.66%	0.0%	Yes
(0810) Civil Engineering	7.68%	7.58%	Yes	1.81%	0.0%	Yes
(1170) Realty Specialist	8.12%	0.0%	Yes	0.00%	0.0%	No
(2101) Transportation Specialist	8.55%	4.82%	Yes	3.29%	2.41%	Yes

3. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among employees promoted to any of the mission-critical occupations (MCO)? If “yes”, please describe the triggers below.
- a. Promotions for MCO (PWD) Yes X No 0
 - b. Promotions for MCO (PWTD) Yes X No 0

Source: Table B6-P SELECTIONS FOR INTERNAL COMPETITIVE PROMOTIONS for MAJOR Occupations by Disability PWD were selected at a rate lower than the qualified internal applicant pool within the Community Planner, Engineering Technician, and Civil Engineering series indicating triggers. PWTD were selected at a lower rate than the qualified internal applicant pool within the Community Planner, Environmental Specialist, and Financial Specialist series indicating triggers.

MCO	PWD		Triggers	PWTD		Triggers
	Table Relevant Applicant Pool	Table B6-P Qualified Internal Applicants	Yes/No	Table Relevant Applicant Pool	Table B6-P Qualified Internal Applicants	Yes/No
(0020) Community Planner	16.67%	0.0%	Yes	16.67%	0.0%	Yes

EEOC FORM
 U.S. Equal Employment Opportunity Commission
 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

MCO	PWD		Triggers	PWTD		Triggers
	Table Relevant Applicant Pool	Table B6-P Qualified Internal Applicants	Yes/No	Table Relevant Applicant Pool	Table B6-P Qualified Internal Applicants	Yes/No
(0028) Environmental Specialist	9.30%	33.3%	No	9.30%	0.0%	Yes
(0501/0505) Financial Specialist	6.0%	42.86%	No	2.00%	0.0%	Yes
(0802) Engineering Technician	18.18%	0.0%	Yes	0.0%	0.0%	No
(0810) Civil Engineering	7.58%	0.0% 0.0%	Yes	0.0%	0.0%	No
(1170) Realty Specialist	0.00%	0.0%	No	0.0%	0.0%	No
(2101) Transportation Specialist	4.82%	7.14%	No	2.41%	3.57%	No

Section IV: Plan to Ensure Advancement Opportunities for Employees with Disabilities

Pursuant to 29 C.F.R §1614.203(d)(1)(iii), agencies are required to provide sufficient advancement opportunities for employees with disabilities. Such activities might include specialized training and mentoring programs, career development opportunities, awards programs, promotions, and similar programs that address advancement. In this section, agencies should identify, and provide data on programs designed to ensure advancement opportunities for employees with disabilities.

A. Advancement Program Plan

1. Describe the agency’s plan to ensure PWD, including PWTD, have sufficient opportunities for advancement.

FHWA employees, including PWD and PWTD, are provided equal access to career development opportunities for advancement. Promotion opportunities are posted on FHWA’s internal StaffNet site, USAJOBS, and emails are sent to all employees with a link to the vacancy announcement on USAJOBS.

The opportunity for advancement is the same for all employees. Career ladders are established based on the position and the needs of the office. This reduces any negative impact on PWD and PWTD.

B. Career Development Opportunities

1. Please describe the career development opportunities that the agency provides to its employees.

The FHWA encourages and provides training and career development opportunities for all employees, including PWD and PWTD. Within the Office of Human Resources, the Agency has staff dedicated to the development of a catalog of professional and leadership opportunities. There is a focus on the leadership pipeline that includes all grade levels and across all job series. FY 2020-2021 webinars and trainings focused on employee engagement to help employees function in a quarantine environment. The team recrafted many training programs to allow employee to take ownership of their personal development while understanding how their supervisors can assist them in reaching their goals in a virtual environment. The FHWA also institutes a number of career development programs that support and prepare our Agency’s employees for enhanced performance and career advancement. These programs target employees at all levels in a variety of ways and have been recrafted to be offered in a virtual environment. The programs are as follows: The PDP, FHWA 360 Degree Leadership Assessment, Discipline Support System, Is Supervision for Me?, Building the Foundation for Visionary Leadership, DMC Women’s Forum Webinar Series, Critical Human Resources Skills, Formal Mentoring Program, Launch Point, Leadership Competency Certificate Program, Leadership Development Academy (LDA), Management and Supervision Forum Webinar Series, Transportation Operations Academy Senior Management Program and several American University Leadership programs.

2. In the table below, please provide the data for career development opportunities that require competition and/or supervisory recommendation/approval to participate.

Career Development Opportunities	Total Participants		PWD		PWTD	
	Applicants (#)	Selectees (#)	Applicants (%)	Selectees (%)	Applicants (%)	Selectees (%)
Internship Programs	26	26	23.1	23.1	11.5	11.5

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 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Career Development Opportunities	Total Participants		PWD		PWTD	
	Applicants (#)	Selectees (#)	Applicants (%)	Selectees (%)	Applicants (%)	Selectees (%)
Fellowship Programs	0	0	0.0	0.0	0.0	0.0
Mentoring Programs	38	38	13.2	13.2	2.6	2.6
Coaching Programs	0	0	0.0	0.0	0.0	0.0
Training Programs	496	425	7.3	7.8	2.2	2.4
Detail Programs	10	5	0.0	0.0	0.0	0.0
Other Career Development Programs	37	37	13.5	13.5	2.7	2.7

3. Do triggers exist for PWD among the applicants and/or selectees for any of the career development programs? (The appropriate benchmarks are the relevant applicant pool for the applicants and the applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box.

- a. Applicants (PWD) Yes 0 No X
- b. Selections (PWD) Yes 0 No X

Not applicable.

4. Do triggers exist for PWTD among the applicants and/or selectees for any of the career development programs identified? (The appropriate benchmarks are the relevant applicant pool for applicants and the applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box.

- a. Applicants (PWTD) Yes 0 No X
- b. Selections (PWTD) Yes 0 No X

For all career development programs, PWTD’s were selected at the same or higher rate indicating no trigger.

C. Awards

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1. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWTD for any level of the time-off awards, bonuses, or other incentives? If “yes”, please describe the trigger(s) in the text box.

- a. Awards, Bonuses, & Incentives (PWD) Yes No
- b. Awards, Bonuses, & Incentives (PWTD) Yes No

Source: Table B9 When analyzing award categories separately, Cash Awards indicated YES triggers for both PWD/PWTD when compared to their inclusion rates. Additionally, the Time-off Awards analysis indicated no trigger for PWTD. (See table below)

PY20 FHWA Awards	Persons without Disability (Pw/oD)	Inclusion Rate for PWD & PWTD Group	FHWA Total Permanent Workforce Inclusion Rate/Benchmark	Trigger
Formula	[Subtract the Total # of Persons with Disability (PWD) recipients from the Total # of Recipients]	[Divide the Total # of PWD and Persons with Targeted Disabilities (PWTD) recipients by their total # in the permanent workforce]	Benchmark-Inclusion Rate [Divide the Pw/oD # receiving awards into their respective # in permanent workforce]	[Triggers exist if Inclusion Rate for PWD or PWTD is less than Inclusion rate for Pw/oD]
PWD Cash	2305-242 = 2063	179/300= 59.67%	2063/2467 = 83.62%	Yes
PWTD Cash		63/76= 82.89%		Yes
PWD Time-Off	1590-174 = 1416	128/300= 42.67%	1416/2467= 57.40%	Yes
PWTD Time-Off		46/76= 60.52%		No

2. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWTD for quality step increases or performance-based pay increases? If “yes”, please describe the trigger(s) in the text box.

- a. Pay Increases (PWD) Yes No
- b. Pay Increases (PWTD) Yes No

EEOC FORM
U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Source: Table B9 When analyzing the quality step increase award category separately, there were triggers for both PWD and PWTD when compared to its inclusion rates. (See the table below)

PY20 FHWA Awards	Persons without Disability (Pw/oD)	Inclusion Rate for PWD & PWTD Group	FHWA Total Permanent Workforce Inclusion Rate/Benchmark	Trigger
PWD QSI	47-5 = 42	4/300 = 1.67%	42/2331 = 1.80%	Yes
PWTD QSI		1/76 = 1.31%		Yes

3. If the agency has other types of employee recognition programs, are PWD and/or PWTD recognized disproportionately less than employees without disabilities? (The appropriate benchmark is the inclusion rate.) If “yes”, describe the employee recognition program and relevant data in the text box.
- a. Other Types of Recognition (PWD) Yes No N/A
- b. Other Types of Recognition (PWTD) Yes No N/A

Source: Table B9 When analyzing the Honorary award category separately, there was a trigger indicated for PWD and PWTD when compared to their inclusion rate. There was no trigger for SES awards. (See the table below)

PY20 FHWA Awards	Persons without Disability (Pw/oD)	Inclusion Rate for PWD & PWTD Group	FHWA Total Permanent Workforce Inclusion Rate/Benchmark	Trigger
PWD SES	46-4 = 42	4/4 = 100%	42/48 = 87.50%	No
PWTD SES		0/0 = N/A		No
PWD Honorary Awards	83-8 = 75	6/244 = 2.68%	75/2684 = 2.79%	Yes
PWTD Honorary Awards		2/76 = 2.63%		Yes
PWD All Awards	2431-260 = 2171	193/208 = 92.79%	2171/2684 = 80.89%	No
PWTD All Awards		67/82 = 81.71%		No

D. Promotions

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 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

1. Does your agency have a trigger involving PWD among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box.
 - a. SES
 - i. Qualified Internal Applicants (PWD) Yes X No 0
 - ii. Internal Selections (PWD) Yes 0 No X
 - b. Grade GS-15
 - i. Qualified Internal Applicants (PWD) Yes X No 0
 - ii. Internal Selections (PWD) Yes X No 0
 - c. Grade GS-13/14
 - i. Qualified Internal Applicants (PWD) Yes X No 0
 - ii. Internal Selections (PWD) Yes 0 No X

Source: Table B-7 INTERNAL SELECTIONS FOR SENIOR LEVEL (GS 13/14, GS 15, and SES) POSITIONS by PWD

The Agency used Table B-7 to analyze the applicant flow of internal applicants and/or selections for promotions by grade and PWD to the senior level (analysis included grades 13-15, SES). PWD applicants qualify at rates lower than they apply for the GS 13/14, GS 15 and SES grade levels. Of those qualified, PWD are internally selected at rates lower than they are qualified for the GS-15 indicating Internal Selection triggers. Analysis to identify triggers using Table B-7 are displayed below:

Senior Grade Level	PWD				
	REVELANT APPL POOL	QUAL INTERNAL APPL	Triggers Yes/No	INTERNAL SELECTION	Triggers Yes/No
GS-13/14	10.01%	4.96%	Yes	8.49%	No
GS-15	6.77%	6.06%	Yes	5.88%	Yes
SES	8.60%	0.00%	Yes	0.00%	No

2. Does your agency have a trigger involving PWTD among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box.
 - a. SES

EEOC FORM
 U.S. Equal Employment Opportunity Commission
 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

- i. Qualified Internal Applicants (PWTD) Yes X No 0
 - ii. Internal Selections (PWTD) Yes 0 No X
- b. Grade GS-15
 - i. Qualified Internal Applicants (PWTD) Yes 0 No X
 - ii. Internal Selections (PWTD) Yes 0 No X
- c. Grade GS-13/14
 - i. Qualified Internal Applicants (PWTD) Yes X No 0
 - ii. Internal Selections (PWTD) Yes 0 No X

Source: Table B-7 INTERNAL SELECTIONS FOR SENIOR LEVEL (GS 13/14, GS 15, and SES) POSITIONS by PWTD

The Agency used Table B-7 to analyze the applicant flow of internal applicants and/or selections for promotions by grade and PWTD to the senior level (analysis included grades 13-15, SES). PWTD applicants qualify at rates lower than they apply at the GS-13/14 and SES level. Analysis to identify triggers using Table B-7 are displayed below:

Senior Grade Level	PWTD				
	RELEVANT APPL POOL	QUAL INTERNAL APPL	Triggers Yes/No	INTERNAL SELECTIONS	Triggers Yes/No
GS-13/14	2.39%	2.04%	Yes	2.08%	No
GS-15	1.93%	3.03%	No	5.88%	No
SES	3.23%	0.00%	Yes	0.00%	No

3. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box.
- a. New Hires to SES (PWD) Yes X No 0
 - b. New Hires to GS-15 (PWD) Yes X No 0
 - c. New Hires to GS-13/14(PWD) Yes 0 No X

Source: B7 New Hires for Senior Level (GS 13/14, GS 15 and SES Positions by Disability

The Agency used a datamart table to analyze the applicant flow of qualified applicants and/or selections for promotions by grade and PWD to the senior level (analysis included grades 13-15, SES). Of those qualified, PWD are selected at rates lower than the rate of those qualified for the GS 15 and SES levels, indicating selection triggers. Analysis to identify triggers using Table are displayed below:

EEOC FORM
 U.S. Equal Employment Opportunity Commission
 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

- i. Qualified Internal Applicants (PWD) Yes X No 0
- ii. Internal Selections (PWD) Yes X No 0

Source: Table B8 PWD were selected at rates lower than the qualified applicant pool within the Manager and Supervisor ranks indicating a trigger.

Supervisory Positions	PWD				
	RELEV APPL POOL	QUAL INTERNAL APPL	Triggers Yes/No	INTERNAL SELECTIONS	Triggers Yes/No
Executive	8.70%	0.00%	Yes	0.00%	No
Managers	6.77%	2.38%	Yes	0.00%	Yes
Supervisors	9.99%	3.56%	Yes	0.00%	Yes

6. Does your agency have a trigger involving PWTD among the qualified *internal* applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box.

a. Executives

- i. Qualified Internal Applicants (PWTD) Yes X No 0
- ii. Internal Selections (PWTD) Yes 0 No X

b. Managers

- i. Qualified Internal Applicants (PWTD) Yes X No 0
- ii. Internal Selections (PWTD) Yes 0 No X

c. Supervisors

- i. Qualified Internal Applicants (PWTD) Yes X No 0
- ii. Internal Selections (PWTD) Yes X No 0

Source: Table B8 Internal Selections of New Supervisors by Positions by Disability

PWTD were selected at rates lower than the qualified applicant pool within the Supervisor ranks indicating a trigger.

Supervisory Positions	PWTD				
	RELEV APPL POOL	QUAL INTERNAL APPL	Triggers Yes/No	INTERNAL SELECTIONS	Triggers Yes/No
Executives	3.91%	0.00%	Yes	0.00%	No
Managers	1.93%	0.00%	Yes	0.00%	No
Supervisors	2.33%	1.78%	Yes	0.00%	Yes

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7. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the selectees for new hires to supervisory positions? If “yes”, describe the trigger(s) in the text box.

- | | | |
|------------------------------------|---|-----------------------------|
| a. New Hires for Executives (PWD) | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| b. New Hires for Managers (PWD) | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| c. New Hires for Supervisors (PWD) | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |

Source: Table B8 New Supervisors by Positions by Disability

PWD were selected at rates lower than the qualified applicant pool within the Executive, Manager and Supervisor ranks indicating triggers.

Supervisory Positions	PWD		
	QUAL APPL POOL	SELECTIONS	Triggers Yes/No
Executives	3.17%	0.00%	Yes
Managers	2.84%	0.00%	Yes
Supervisors	6.21%	0.00%	Yes

8. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the selectees for new hires to supervisory positions? If “yes”, describe the trigger(s) in the text box.

- | | | |
|-------------------------------------|---|--|
| a. New Hires for Executives (PWTD) | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| b. New Hires for Managers (PWTD) | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| c. New Hires for Supervisors (PWTD) | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |

Source: Table B8 New Supervisors by Positions by Disability

PWTD were selected at rates lower than the qualified applicant pool within the Executive ranks indicating a trigger.

Supervisory Positions	PWTD		
	QUAL APPL POOL	SELECTIONS	Triggers Yes/No
Executives	2.26%	0.00%	Yes
Managers	0.00%	0.00%	No
Supervisors	0.00%	0.00%	No

Section V: Plan to Improve Retention of Persons with Disabilities

To be a model employer for persons with disabilities, agencies must have policies and programs in place to retain employees with disabilities. In this section, agencies should: (1) analyze workforce separation data to identify barriers retaining employees with disabilities; (2) describe efforts to ensure accessibility of technology and facilities; and (3) provide information on the reasonable accommodation program and workplace personal assistance services.

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 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

3. Using the inclusion rate as the benchmark, did the percentage of PWTD among voluntary and involuntary separations exceed that of persons without targeted disabilities? If “yes”, describe the trigger below.

- | | | |
|-----------------------------------|---|-----------------------------|
| a. Voluntary Separations (PWTD) | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| b. Involuntary Separations (PWTD) | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |

Table B-1 - Separations by Type of Separation - Distribution by PWD - Permanent Workforce

Source: FHWA Datamart database

The Agency used Table B-1 to analyze the Separations by Type (voluntary/involuntary) by distribution of PWTD. PWTD separated at a slightly higher rate when compared to their inclusion rate/benchmark for voluntary separations indicating a trigger. Analysis to identify triggers using Table B-1 are displayed below:

FY 20	Inclusion Rate for EEO Group	FHWA Total Permanent	Trigger
Formula	Inclusion Rate [Divide the Total # of PWTD separations by their total # in the FHWA permanent workforce]	Benchmark-Inclusion Rate [Divide the Pw/oTD separations into their respective # in Perm Workforce]	[Triggers exist if Inclusion rate for PWTD is higher than Inclusion rate for Pw/oTD]
PWTD Voluntary	$(13-1)/75 = 16.00\%$	$(186-5)/2461 = 7.35\%$	Yes
PWTD Involuntary	$1/75 = 1.33\%$	$5/2461 = 0.20\%$	Yes

***Internal to FHWA Note only for MD 715: Calculate Voluntary Separations by subtracting the Removal Separations from the Total Separations**

4. If a trigger exists involving the separation rate of PWD and/or PWTD, please explain why they left the agency using exit interview results and other data sources.

In analyzing the exit interview results and other data sources, the large majority of reasons why PWD and/or PWTD employees who left the Agency cited was for family reasons, health reasons including medical hardships, and career promotional opportunities. A good number of employees also left the Agency due to retirement.

B. Accessibility of Technology and Facilities

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Pursuant to 29 C.F.R. § 1614.203(d)(4), federal agencies are required to inform applicants and employees of their rights under Section 508 of the Rehabilitation Act of 1973 (29 U.S.C. § 794(b), concerning the accessibility of agency technology, and the Architectural Barriers Act of 1968 (42 U.S.C. § 4151-4157), concerning the accessibility of agency facilities. In addition, agencies are required to inform individuals where to file complaints if other agencies are responsible for a violation.

1. Please provide the internet address on the agency's public Website for its notice explaining employees' and applicants' rights under Section 508 of the Rehabilitation Act, including a description of how to file a complaint.

The internet address on the Agency's public Website regarding Section 508 of the Rehabilitation Act of 1973, including a description of how to file a complaint is <https://www.fhwa.dot.gov/508/>.

2. Please provide the internet address on the agency's public Website for its notice explaining employees' and applicants' rights under the Architectural Barriers Act, including a description of how to file a complaint.

The internet address on the Agency's public Website regarding Architectural Barriers Act is <https://www.fhwa.dot.gov/accessibility/>.

3. Describe any programs, policies, or practices that the agency has undertaken, or plans on undertaking over the next fiscal year, designed to improve accessibility of agency facilities and/or technology.

The FHWA has outlined for Agency employees an expectations memo in relation to Accessibility. This memo provides roles and responsibilities for staff to follow if they are hosting an virtual event. Also, the Agency has made modifications to the MS TEAMS webconferencing format to allow for audio/bridge lines to ensure video relay services can connect into meetings.

C. Reasonable Accommodation Program

Pursuant to 29 C.F.R. § 1614.203(d)(3), agencies must adopt, post on their public Website, and make available to all job applicants and employees, reasonable accommodation procedures.

1. Please provide the average time frame for processing initial requests for reasonable accommodations during the reporting period. (Please do not include

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previously approved requests with repetitive accommodations, such as interpreting services.)

In FY 20, The Agency complies with the policy of processing requests within the 25-business day policy as set forth by the Department's Order 1101.1A. FHWA processes reasonable accommodations requests within this time frame unless extenuating circumstances prevent it from doing so. Requests are processed through the department's Reasonable Accommodations Online Tracking System (RAMS). (note: The Department's Order 1011.1B was updated in January 2021).

2. Describe the effectiveness of the policies, procedures, or practices to implement the agency's reasonable accommodation program. Some examples of an effective program include timely processing requests, timely providing approved accommodations, conducting training for managers and supervisors, and monitoring accommodation requests for trends.

During FY 20 the Agency worked with the Departmental Office of Civil Rights to revise and update DOT Order 1011.1B. The Agency hosted several sessions of training on Reasonable Accommodations during FY 20. The Agency Disability Program Manager provided a training overview of the Reasonable Accommodations process to FHWA Leadership, and to several division offices. The Agency has completed a draft of the Reasonable Accommodations Handbook which is currently under internal review and was placed on hold to reflect the updated DOT Order 11011.1B.

D. Personal Assistance Services Allowing Employees to Participate in the Workplace

Pursuant to 29 C.F.R. § 1614.203(d)(5), federal agencies, as an aspect of affirmative action, are required to provide personal assistance services (PAS) to employees who need them because of a targeted disability, unless doing so would impose an undue hardship on the agency.

1. Describe the effectiveness of the policies, procedures, or practices to implement the PAS requirement. Some examples of an effective program include timely processing requests for PAS, timely providing approved services, conducting training for managers and supervisors, and monitoring PAS requests for trends.

This is handled at the Departmental level.

Section VI: EEO Complaint and Findings Data

A. EEO Complaint Data Involving Harassment

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging harassment, as compared to the government-wide average?
Yes X No 0 N/A 0

2. During the last fiscal year, did any complaints alleging harassment based on disability status result in a finding of discrimination or a settlement agreement?
Yes X No 0 N/A 0

3. If the agency had one or more findings of discrimination alleging harassment based on disability status during the last fiscal year, please describe the corrective measures taken by the agency.

FHWA had no EEOC or Departmental findings of discrimination or harassment in FY 20. FHWA settled cases involving, among other claims, those of harassment based on disability status. These cases were not considered to be ones where there was a substantial risk of an adverse finding on the harassment issue, and the cases were resolved without any admission of liability. Accordingly, no corrective measures were required on these claims.

B. EEO Complaint Data Involving Reasonable Accommodation

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging failure to provide a reasonable accommodation, as compared to the government-wide average?
Yes X No 0 N/A 0

2. During the last fiscal year, did any complaints alleging failure to provide reasonable accommodation result in a finding of discrimination or a settlement agreement?
Yes X No 0 N/A 0

3. If the agency had one or more findings of discrimination involving the failure to provide a reasonable accommodation during the last fiscal year, please describe the corrective measures taken by the agency.

FHWA had no findings of discrimination in FY 20. FHWA settled cases involving, among other claims, those of reasonable accommodation. These cases were not considered to be ones where there was a substantial risk of an adverse finding on the reasonable accommodation issue, and the cases were resolved without any admission of liability. Accordingly, no corrective measures were required on the reasonable accommodation claims.

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Section VII: Identification and Removal of Barriers

Element D of MD-715 requires agencies to conduct a barrier analysis when a trigger suggests that a policy, procedure, or practice may be impeding the employment opportunities of a protected EEO group.

1. Has the agency identified any barriers (policies, procedures, and/or practices) that affect employment opportunities for PWD and/or PWTD?
 Yes X No 0

2. Has the agency established a plan to correct the barrier(s) involving PWD and/or PWTD?
 Yes X No 0 N/A 0

3. barrier(s), objective(s), responsible official(s), planned activities, and, where applicable, accomplishments.

Trigger 1	Individuals with targeted disabilities (PWTD) have a low participation rate in the FHWA workforce in grades GS13-SES.
Barrier(s)	Recruitment Practices; FHWA focuses recruitment on distributing competitive vacancy announcements.
	Reasonable Accommodation; FHWA needs to develop and market its written procedures for Reasonable Accommodations for FHWA employees
Objective(s)	Increase hiring managers' and HR Specialists' awareness and knowledge of how to use non-competitive hiring authorities for individuals with disabilities (Schedule A; "On-the-Spot"). Increased awareness of this hiring flexibility will assist the Agency in reaching the EEOC hiring goal that 2% of all new hires at GS 1-10 and GS 11-SES should be PWTD.
	The purpose of developing and implementing FHWA-specific reasonable accommodation procedures is to provide employees as well as supervisors and managers with an easy-to-understand, step-by-step explanation of the Reasonable Accommodation process. These procedures outline the steps for requesting or responding to requests for Reasonable Accommodation at FHWA.

Responsible Official(s)	Performance Standards Address the Plan? (Yes or No)
David Lewis, Director, Office of Human Resources	YES
Irene Rico, Associate Administrator for Civil Rights	YES

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Sources of Data	Sources Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	YES	
Complaint Data (Trends)	YES	
Grievance Data (Trends)	NO	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	NO	
Climate Assessment Survey (e.g., FEVS)	NO	
Exit Interview Data	NO	
Focus Groups	NO	
Interviews	NO	
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	NO	
Other (Please Describe)		

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
Ongoing	Educate hiring managers and HR Specialists on available hiring flexibilities to include Schedule A through the revamped and user-friendly hiring tool kit.	YES		09/30/2021
Ongoing	The FHWA will analyze data regarding disability status reporting of preference eligible veterans to determine what, if any, outreach education should be developed to encourage identifying as a PWD/PWTD.	YES		09/30/2021
Ongoing	Develop step by step procedures on the Reasonable Accommodations process in easy to use format for employees.	YES		09/30/2021

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Fiscal Year	Accomplishments
2018	FHWA will report out updates and accomplishments in the FY 2019 and FY 2020 MD-715 report.
2019	<p>Draft Reasonable Accommodations handbook developed. It is currently undergoing internal review. Further progress will be reported out on in the FY 2020 report.</p> <p>In 2019, FHWA conducted a two-part Webinar on Schedule A Hiring and Reasonable Accommodations within the Agency’s Management and Supervisory Forum Webinar Series. The Management & Supervision Forum is a monthly Webinar series that provides learning opportunities for individuals who serve as supervisors, team leaders, and managers. It is part of the Office of Human Resources' ongoing effort to give all employees the tools and information they need to chart their own course for performance improvement, learning, career development, as well as personal growth. The session provided participants with information that was designed to help them to:</p> <ul style="list-style-type: none"> • Understand how Schedule A works and the benefits of using this hiring authority. • Use available hiring tools to find qualified Schedule A candidates with disabilities. • Cite manager’s responsibilities in engaging the Reasonable Accommodations process • Recall the steps in the Reasonable Accommodations process • Follow the right order and appropriate steps in the Reasonable Accommodations process. <p>FHWA also conducts biannual Workforce planning conversations. Workforce Planning conversations are scheduled meetings between servicing HR specialists and organizational unit leaders (Division Administrators), which focus on workforce planning at the unit level rather than agencywide. The conversations provide an opportunity to discuss anticipated vacancies, possible separations and retirements, and hiring flexibilities, especially those that align with the Strategic Workforce Assessment. These strategic conversations are used to educate and highlight the Schedule A hiring flexibility. This process occurs every 2 year and last took place in 2018. The program will continue in FY2020.</p>

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 FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Fiscal Year	Accomplishments
2020	The Agency continued efforts by conducting webinars in support of Schedule A Hiring and Reasonable Accommodations as part of the Agency’s Hot off the HR Desk series as well as the Management & Supervision Forums. The Agency had established a Reasonable Accommodation Working Group to develop materials in support of the US DOT Reasonable Accommodations. The draft documents were not finalized due to the anticipated revisions of the Departmental RA order.

4. Please explain the factor(s) that prevented the agency from timely completing any of the planned activities.

FHWA has modified its target date to 09/30/2021 as a completion date for the objectives listed above. This will ensure that we update policies and procedures to reflect the latest DOT Reasonable Accommodation Order signed in January 2021.

5. For the planned activities that were completed, please describe the actual impact of those activities toward eliminating the barrier(s).

FHWA will report out progress and updates for the upcoming FY 21 MD-715 report.

6. If the planned activities did not correct the trigger(s) and/or barrier(s), please describe how the agency intends to improve the plan for the next fiscal year.

FHWA will report out progress and updates for the upcoming FY 21 MD-715 report.