



U.S. DEPARTMENT OF TRANSPORTATION

**SHARING THE
CHALLENGE**

JUNE 2003



DOT DIVERSITY ACTION PLAN

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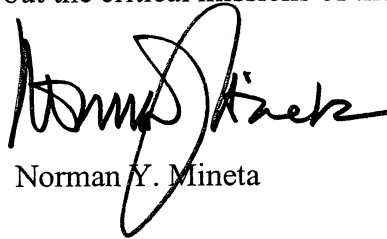
DOT Diversity Action Plan: *SHARING THE CHALLENGE*

A MESSAGE FROM THE SECRETARY

President Bush has made strategic human capital management one of his Administration's top priorities. The standards for success associated with this initiative incorporate an understanding that no employer can meet its goals without recruiting and retaining the best people our Nation has to offer from every background and community.

I genuinely believe America's unparalleled diversity is a source of its greatness. Our transportation programs invite participation from a wide and diverse range of partners. Just as diversity is an asset that we leverage in our programs, it is an asset we need to leverage in our workforce. I see the diversity of our workforce as a source of strength, insight, and versatility, but we have more to do to reflect the diversity of this Nation.

Achieving a diverse workforce requires the commitment of every one of us. Whether you are a senior executive, mid-level manager, first-line supervisor, or employee, you have a critical role to play in supporting a culture that fosters diversity to achieve results. As you read our new Diversity Action Plan, I challenge you to look for ways you can contribute to the removal of barriers and the creation of an environment where all employees realize their full potential and work together to carry out the critical missions of the Department.

A handwritten signature in black ink, appearing to read "Norman Y. Mineta". The signature is fluid and cursive, with a large loop at the end.

Norman Y. Mineta

WHAT IS DIVERSITY MANAGEMENT?

Diversity management at DOT means creating and maintaining a work environment that:

- **Provides opportunity for all employees to maximize their potential and fully contribute to accomplishing the organization's mission.**
- **Does not advantage or disadvantage any group, and ensures all team members treat each other with dignity and respect.**

Diversity management is a separate and distinct initiative that coordinates and enhances other programs that impact employment to create and maintain a positive work environment such as those related to hiring, equal opportunity, and work and family life. This action plan is intended to clarify the steps each Operating Administration (OA) and Departmental office will take to identify measurable goals and objectives and ensure leadership accountability for effective diversity management.

WHAT IS THE CURRENT STATE OF DIVERSITY AT DOT?

Over the past several years, DOT has taken some proactive steps to incorporate diversity management into the everyday operation of the Department. The Diversity Work Group established by the Secretary last year found that there has been progress, but more work needs to be done to ensure that DOT recruits and retains all of the talent it needs. Data from the last few years reflect that women, minorities, and people with disabilities are underrepresented in our workforce, particularly at managerial and executive levels. Employees in those groups also tend to leave at significantly higher rates than other employees. As we have studied DOT's profile, we have become aware of issues with data reliability and consistency that need to be addressed to help us with future assessments. Our plan focuses on accountability, measurement, and coordination to achieve a DOT workforce that reflects the Nation at all grade levels and in all occupations.

DOT'S DIVERSITY MANAGEMENT GOALS

This is the Department's Diversity Action Plan. Each organization will develop an internal diversity implementation plan, or update its current one, and submit it to the Departmental Office of Human Resources Management (M-10), within 90 days of the Secretary's memorandum transmitting this Plan. M-10, in consultation with the Departmental Office of Civil Rights, will provide comments no later than 45 days after submission. **Each diversity implementation plan will describe the measurement approaches being used to track internal progress against its goals, which will address the following:**

GOAL 1: Increase the participation of minorities, women and persons with disabilities in managerial and executive ranks.

Performance Measure: The Departmental Office of Human Resource Management will monitor the participation rate of the targeted groups through quarterly reports from each OA, and brief the Secretary's Diversity Advisory Council on progress.

GOAL 2: Consistent with the Departmental Corporate Recruitment Plan, develop a recruitment and implementation plan over the next three years that maximizes access to diverse applicant pools.

Performance Measure: The Departmental Office of Human Resource Management will monitor efforts and brief the Secretary's Diversity Advisory Council on progress.

GOAL 3: Develop plans to track and improve retention for those segments of DOT's workforce where attrition is above the normal rate. These plans should reflect a climate assessment that captures employees' perspectives on issues related to organizational culture, such as the availability of work/life programs and efforts to ensure a work environment free of discrimination. The OAs may use approaches such as exit interviews, surveys, grievance/complaint trend analysis, and/or focus groups.

Performance Measure: The Departmental Office of Human Resource Management will conduct an annual analysis of DOT's attrition rates to measure progress.

GOAL 4: Assess the needs for diversity training. Set goals and methods for meeting those training needs. Measure the effectiveness of the methods chosen.

Performance Measure: The Departmental Office of Human Resource Management and the Secretary's Diversity Advisory Council will review the goals and methods for diversity training.

GOAL 5: Improve the way data is gathered, analyzed, and communicated in connection with assessments of the organization's diversity status and the effectiveness of diversity initiatives.

Performance Measure: The Departmental Office of Human Resource Management will establish a diversity data task force to identify the functional requirements for data that focus on a diverse work force at DOT.

Each organization's final action plan will include a schedule for annual assessment against the goals and measurement approaches it has established. The results of these annual assessments will be communicated to all employees.

GOAL 6: Develop a demographic workforce profile to compare with available Relevant Civilian Labor Force (RCLF) data. The RCLF is that portion of the national labor force that is prepared for a particular occupation, as reflected in U.S. Census data.

Performance Measure: The Departmental Office of Human Resource Management will provide RCLF data on its website. Each organization will include demographic comparisons as part of its annual assessment.

WHO IS RESPONSIBLE FOR IMPLEMENTING THIS PLAN?

Everyone in DOT has a role to play in creating an environment that values and leverages diversity.

What is OST's responsibility?

- Ensure that diversity management is explicitly addressed in DOT's Strategic Plan, and in the accountability contracts of the Department's senior leaders.
- Provide support to the Secretary's Diversity Advisory Council, which will advise the Secretary on diversity management at the Department, propose specific diversity strategies, and provide cohesiveness to diversity programs and activities within DOT.
- Lead the development of Departmental policies that support diversity and monitor compliance with those policies and this action plan.
- Convene and support a diversity data task force that will devise solutions to identified data problems, and advise organizations on the creation and/or modification of their initial measurement plans.
- Provide relevant civilian labor force (RCLF) data for common occupations.

What is the responsibility of each Operating Administration?

- Designate a specific person to oversee day-to-day implementation of diversity management initiatives.
- Provide a representative for the Secretary's Diversity Advisory Council.
- Ensure that adequate budgetary resources and staff are provided to support the activities in diversity plans.
- Ensure that diversity management objectives are integrated throughout all of the organization's planning and operations.

What is the responsibility of individual supervisors/managers?

- Demonstrate the ability to lead a diverse workforce and maximize every employee's contributions and opportunities.
- Ensure that the Department's diversity initiatives are effectively implemented in their organizations.
- Promote and enforce respectful standards of day-to-day workplace conduct.

What is my responsibility as an employee?

- Seek and utilize the input of people with different backgrounds and perspectives as you go about your work.
- Treat everyone respectfully and expect respectful treatment in return.

DEFINITIONS

Manager/Supervisor(s) is (are) defined as line management official(s) responsible for hiring, performance appraisal, employee development, discipline and recognition.

Senior Official(s) refers to the person(s) who has responsibility for each of the OAs and Departmental Offices and can insure implementation of this action plan.