



## Affirmative Action Program

*New Hampshire Department of Transportation  
3 Year Affirmative Action Plan  
Federal FY 2014 - 2016*

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**State of New Hampshire  
Department of Transportation  
FHWA/FTA Affirmative Action Plan  
FY 2014 - 2016**

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## Introduction

The New Hampshire Legislature created the Office of the State Highway Engineer in 1903, with authorization to construct and maintain highways with state funds in 1905. This structure was replaced by the State Highway Department in 1915, under a Highway Commissioner. The Commissioner was responsible for policies that related to the location, construction and maintenance of all highways built with state funds. In 1986 the New Hampshire State Legislature created the Division of Aeronautics and incorporated it under the new "Department of Transportation", creating a truly inter-modal transportation agency covering highways, bicycles and pedestrian paths, rail, and air travel.

The mission of the New Hampshire Department of Transportation (NHDOT) is to create and maintain transportation excellence enhancing the quality of life in New Hampshire. Transportation excellence in New Hampshire is fundamental to the state's sustainable economic development and land use, enhancing the environment, and preserving the unique character and quality of life found in this state. The Department will provide safe and secure mobility and travel options for all of the state's residents, visitors, and goods movement, through a transportation system and services that are well maintained, efficient, reliable, and provide seamless interstate and intrastate connectivity. The New Hampshire Department of Transportation consists of 16 bureaus within 5 divisions and has approximately 1,660 employees under the leadership of Commissioner Christopher D. Clement, Sr.

To accommodate changing needs, the Department of Transportation increased the number of unclassified positions by creating a Director of Policy and Administration position and a Director of Finance position. The Director of Policy and Administration will focus on organizational culture, operating climate and organizational policies. The previous Human Resource Administrator, who is a female, has filled the Director of Policy and Administration position. The Office of Federal Compliance, formerly embedded in the Bureau of Construction, has been added into the Executive Office.

The current economic conditions in New Hampshire and the resultant revenue shortfall in the State Highway Fund have had an impact on the NHDOT budget. This has resulted in significant cuts to programs and personnel at the Department.

It is important to note that the NHDOT, as a part of the NH State Government, operates in a collective bargaining environment where wages, benefits and other terms and conditions of employment are dictated through a negotiated process. The provisions of the Collective Bargaining Agreement are required to be applied equally to all employees in the bargaining unit in accordance with state and federal law.

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**CHAPTER I**  
**Statement of Purpose and Policy**

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## Commissioner's Statement on the Purpose and Policy of Equal Employment Opportunity

As Commissioner of the New Hampshire Department of Transportation (the Department), I am personally committed to the principles and spirit of Equal Employment Opportunity (EEO) for all employees, employment applicants and business activities.

It is a fundamental policy of the Department to assure equal opportunity in employment to all individuals regardless of race, color, gender, sexual orientation, religion, national origin, political affiliation, age, physical or mental disability, marital status or military status. Our Equal Opportunity/Affirmative Action Program will pervade all employment practices including, but not limited to recruitment, selection, promotions, terminations, transfers, layoffs, compensation, training, benefits and all other terms and conditions of employment.

To further assure that appropriate program measures are implemented and monitored, I have designated Judith Ward, the Internal EEO Officer as the Department's Affirmative Action Officer. Ms. Ward can be reached by telephone at 603-271-3491. Applicants and employees have the right to file complaints alleging discrimination with the Affirmative Action Officer. There can be no retaliation for having filed a complaint.

In order to overcome the effects of historic national discrimination of minorities and women, I am committed to undertake an affirmative action program that includes goals and timetables. The Affirmative Action Plan identifies and eliminates policies or barriers to equal employment opportunity and promotes the achievement of full and fair utilization of all protected class persons we find to be underutilized in the workforce or to be adversely affected by any Department policy or practice.

All management personnel share in this responsibility and will be assigned specific tasks to assure that compliance is achieved. Performance by managers and supervisors will be evaluated on the success of the EEO program in a manner that is consistent with their performance in attaining other departmental goals. Additionally, managers are required to routinely review written policy statements on sexual harassment and unlawful discriminatory harassment with their staff.

Our written EEO Complaint and Investigation Procedure, Employee Harassment Policy, Sexual Harassment Policy and our Statement on the Purpose and Policy of the Affirmative Action Plan are posted and distributed annually to all employees in the Department. All Department employees have the right to review and comment on the Department's Affirmative Action Plan. Copies of the Affirmative Action Plan are kept in the NHDOT Office of Federal Compliance at the John O. Morton Building and in all outlying Administrative Offices.

Equal Employment Opportunity is not only the law, but it is fundamental to this Department's operations and mission. The successful achievement of EEO goals will provide benefits to the NH Department of Transportation and recipients/sub recipients/contractors through a utilization and development of previously underutilized human resources. Finally, I expect all supervisory personnel to adhere to this policy by carrying out their affirmative action responsibilities with the same vigor and effectiveness as all of their other responsibilities.



*Christopher D. Clement, Sr. Commissioner*

9/30/13

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**CHAPTER 2**  
**Internal Dissemination of Affirmative Action Policy and Program**  
**(Affirmative Action Program Awareness)**

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The Department's Policy Statement outlining the objectives of the Affirmative Action Plan and Program is issued and distributed annually to all Department employees. The Policy Statement notifies employees of their right to review and comment on the Affirmative Action Plan, a copy of which is kept at each Department's administrative facilities. Notice is given that comments concerning the Plan may be directed at any time to Judith Ward, Internal EEO Officer, Office of Federal Compliance, who is identified in the Policy Statement.

**Managers and Supervisors are informed of the NHDOT EEO Policy and Affirmative Action Plan by:**

- a. Receiving written policy statements from the Commissioner during new employee orientation, annual EEO training and all other EEO training programs;
- b. Discussing the affirmative Action Plan during new employee orientation, annual EEO training and all other EEO Training programs;
- c. Attending annual EEO Refresher Training where the EEO policy, the Affirmative Action Plan, Federal and state laws relative to Equal Employment Opportunity, the administration of the policies and procedures and manager and supervisor responsibilities relative to implementing the Affirmative Action Plan are discussed;
- d. Requiring the Affirmative Action Officer to meet with Directors and Bureau Administrators at a minimum semi-annually to discuss the EEO policy, the Affirmative Action Plan and its implementation;
- e. Distributing a copy of the Annual Affirmative Action Plan Goals and Accomplishments Report to all Appointing Authorities;
- f. Including the EEO Policy Statement in the next Annual Report;
- g. Publishing the Commissioner's Statement on the Purpose and Policy of Equal Opportunity and the Department's Affirmative Action Policy on the NHDOT Intranet.

**Non—Supervisory staff are informed of the Department's EEO Policy and Affirmative Action Plan by:**

- a. Receiving written policy statements from the Commissioner during new employee orientation, annual EEO training and all other EEO training programs;
- b. Receiving information about the Affirmative Action Plan during new employee orientation, annual EEO training and all other EEO training programs;
- c. Placing Official EEO posters and the policy statement on bulletin boards, in employee cafeterias and in the Human Resource area;
- d. The Affirmative Action Officer meeting with females, people with disabilities and people of minority status to listen to suggestions on implementing and refining the Affirmative Action Plan;
- e. Receiving notification that a copy of the Affirmative Action Plan will be made available at the Office of Federal Compliance, Bureau/District Offices, and at all field office locations.

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**Additional actions to disseminate the NHDOT EEO Policy and Affirmative Action Plan:**

- a. Distribute the EEO Policy Statement and the link to the Affirmative Action Plan electronically to all NHDOT employees with cover e-mail from the Department's Commissioner affirming his commitment to EEO as a critical department goal;
- b. Include the AAP as an agenda item and discussion topic at the Department's Major Staff meeting and at all other Department staff meetings at least semi-annually;
- c. Schedule individual meetings for the Affirmative Action Officer and Appointing Authorities to discuss the Affirmative Action Plan, their individual responsibilities, and to review progress in meeting goals;
- d. The Department has a Diversity and Equity Committee that is comprised of various protected classes of individuals and represents a cross-section of the Department from a range of occupational categories and bureaus. This Committee meets two times per year and provides feedback to the Affirmative Action Officer on developing and implementing the Affirmative Action Plan **(ATTACHMENT I)**;
- e. To remind all NHDOT employees about EEO Policy, the NHDOT continues to disseminate posters on "A Proclamation of Recommitment to Full Implementation of the Americans with Disabilities Act," "Diversity at Work," "Zero Tolerance for Sexual Harassment" and "OUCH, How to Speak Up Against Stereotypes." A new "Diversity at Work" poster will be created each year. The latest "Diversity at Work" poster features employees from District 3. **(ATTACHMENT II)**;



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**CHAPTER 3**  
**External Dissemination of Affirmative Action Policy and Program**  
**(Affirmative Action Program Awareness)**

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The EEO Policy statement and information about the Affirmative Action Plan will be distributed to organizations and agencies most likely to produce a substantial number of female and minority applicants within the State of New Hampshire and regular recruitment sources such as:

- a. Employment agencies, hiring halls, unions, educational institutions, organizations representing women, people with disabilities and people of minority status, organizations promoting civil rights, Veteran Centers, City/State Job Placement Centers, community action groups, and training organizations who refer applicants.
- b. Public media sources, especially radio and television stations, newspapers, magazines and other journals focused on issues relevant to people with disabilities, veterans with disabilities, females and people of minority status.
- c. A copy of the Affirmative Action Plan is posted to the Office of Federal Compliance Webpage at: [www.nh.gov/dot/org/administration/ofc/index.htm](http://www.nh.gov/dot/org/administration/ofc/index.htm)
- d. The local Federal Highway Administration Division Office will be informed of the Department's affirmative action status on a quarterly basis.
- e. A copy of the Affirmative Action Plan will be delivered to the State Employees Association, and the Affirmative Action Officer will work collaboratively with the State Employees Association to identify and address issues affecting equal employment opportunity.
- f. All advertisements for personnel will include a statement that the NHDOT is an "EEO Employer."
- g. The EEO Policy Statement will be requested to be included in the NHDOT Annual Report.
- h. All bidders, contractors, subcontractors and suppliers of material are notified of the Department's affirmative action (contract compliance) policies. All contracts into which the Department enters contain a nondiscrimination clause and other requirements as noted in the Department's Agreement Bulletins.
- i. Employment advertising makes no reference to age, gender and other protected categories. The state application form states, "The State of New Hampshire is an Equal Opportunity Employer. Discrimination on the basis of age, sex, race, color, marital status, physical or mental disability, religious creed, national origin, sexual orientation or any other non-merit factor is strictly prohibited."

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## CHAPTER 4

### Designation of Personnel Responsibility

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The Commissioner of the New Hampshire Department of Transportation, as the appointing authority, is ultimately responsible for the effective management and implementation of the Department's Equal Employment Opportunity (EEO) Program. The Commissioner has appointed Judith Ward as the EEO/Affirmative Action Officer.

The Affirmative Action Officer receives top management support and reports directly to the Commissioner on a quarterly and as needed basis. Ms. Ward has the responsibility and authority for the development, implementation and maintenance of the Affirmative Action/EEO Program, and as such, has the ability to effectively work with and communicate with Commissioners, Bureau Administrators, Department Managers, supervisors and staff to achieve EEO goals and objectives.

Ms. Ward has extensive experience in Affirmative Action and has demonstrated sensitivity to and awareness of the concept and effects of unlawful discrimination and discriminatory harassment, a commitment to civil rights and EEO program goals and objectives and has knowledge of civil rights principles, related policies, rules, regulations, and guidelines.

The NHDOT's Equal Employment Opportunity Program, under the Office of Federal Compliance, is further subdivided into two areas: The Internal Program (Affirmative Action Responsibilities) and the External Program (Contract Compliance).

### **Internal Program**

Jay Ankenbrock, Chief of Labor Compliance

Judith Ward, Internal EEO Officer

Emily Whittaker, Program Assistant II

Ms. Ward is the designated Title VII liaison with responsibility for all Title VII activities regarding the EEO/Affirmative Action Program at the NHDOT. Reporting directly to John (Jay) Ankenbrock, Chief of Labor Compliance and Title VI Coordinator, Ms. Ward also reports on a quarterly basis to the Commissioner of Transportation on all Title VII activities as well as reporting to him when issues arise within the Department. Ms. Ward has the responsibility for the development and implementation of the Department's Affirmative Action Plan and reviews investigations into allegations of Affirmative Action Plan violations. She can be reached by telephone at (603) 271-3491, FAX (603) 271-8048 and email: [jward@dot.state.nh.us](mailto:jward@dot.state.nh.us). Five personnel within the Office of Federal Compliance (OFC) who perform functions in related program areas assist the Coordinator.

### **External Compliance (Contract Compliance)**

Jay Ankenbrock, Chief of Labor Compliance

David R. Cloutier, External EEO Coordinator

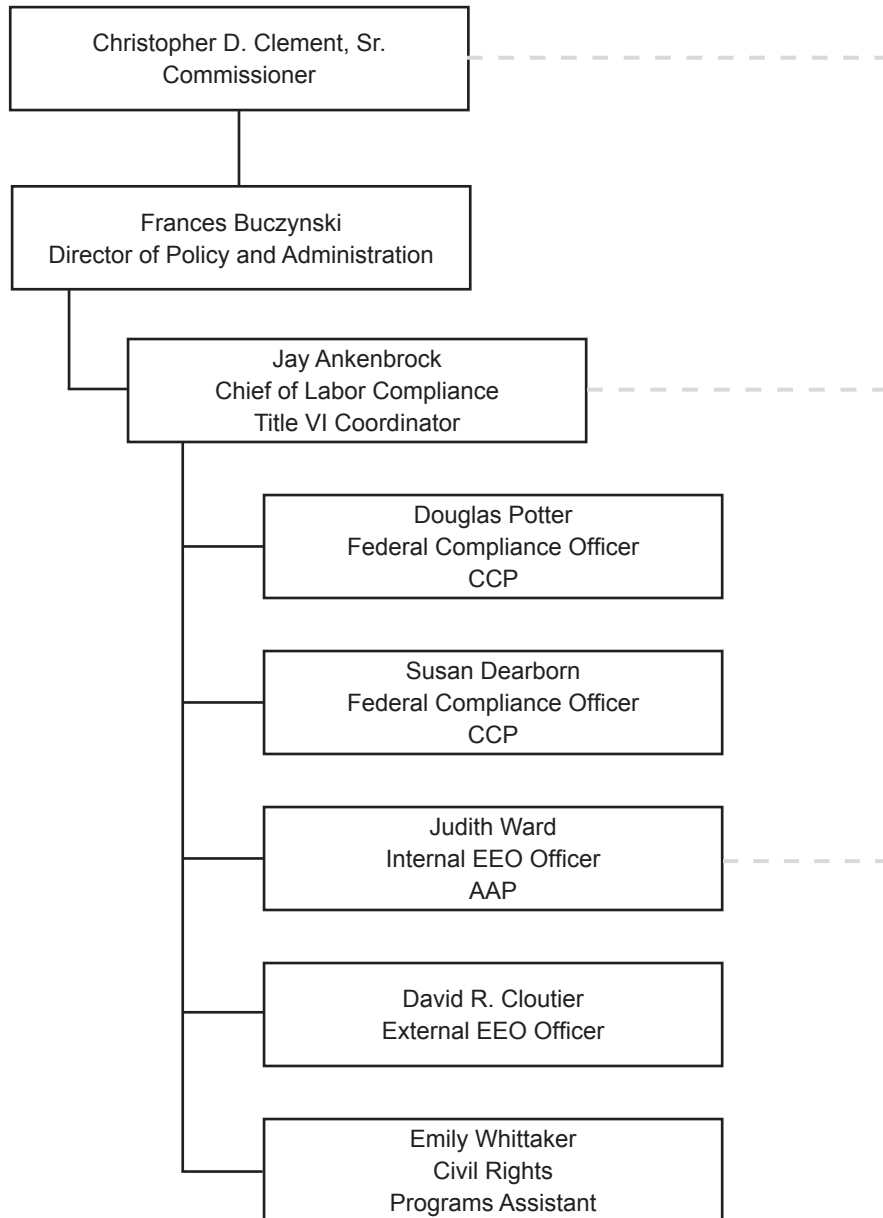
Doug Potter, Federal Compliance Officer

Susan Dearborn, Federal Compliance Officer

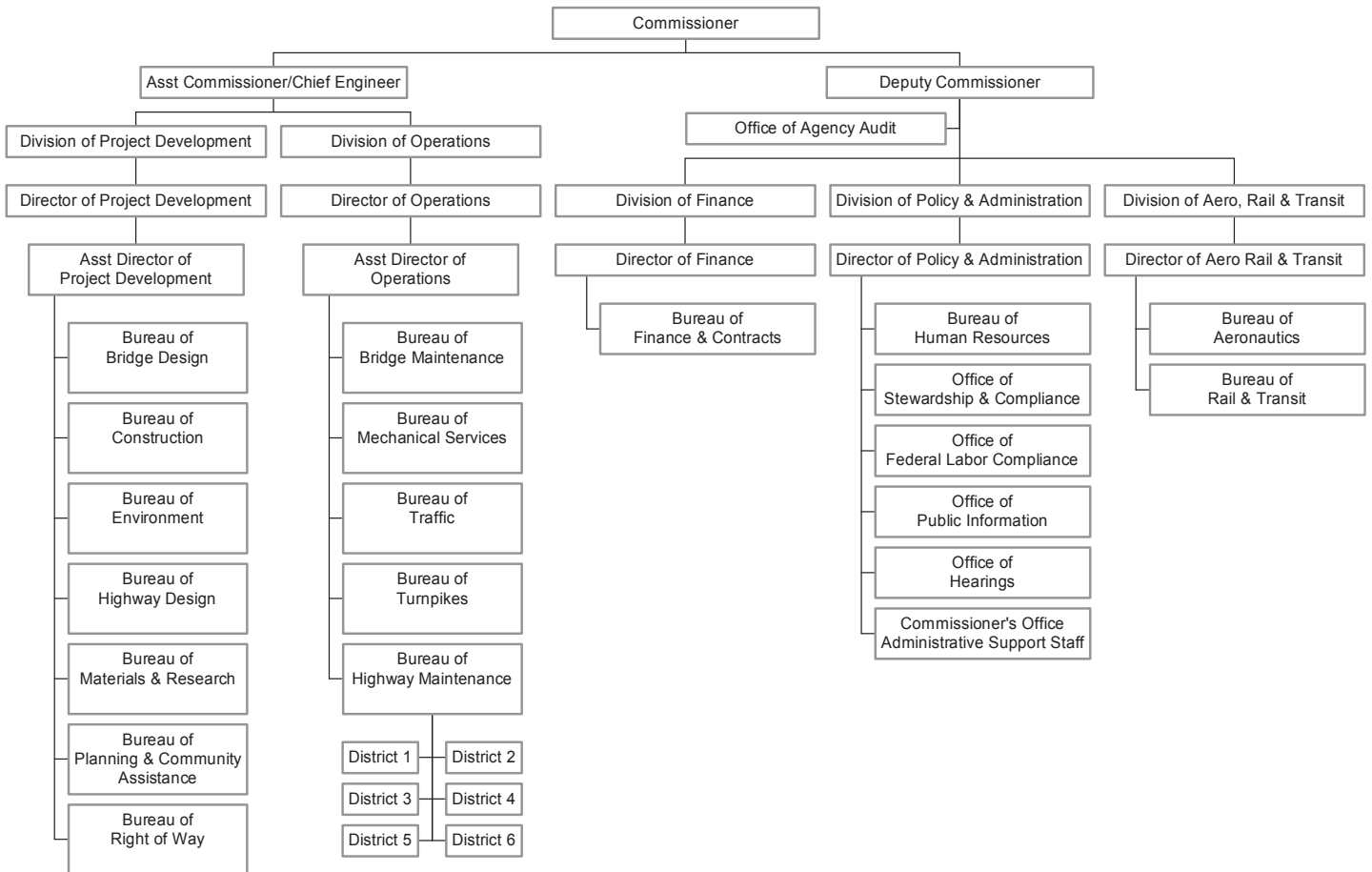
Emily Whittaker, Program Assistant II

Staff working on external compliance is responsible for all Affirmative Action related to external programs including the DBE Program, Title VI, Contract Compliance Reviews and contractor/subcontractor EEO responsibilities.

Jay Ankenbrock, Chief of Labor Compliance, has been designated as the Department's Title VI Coordinator. He can be reached at (603) 271-2467. David R. Cloutier is the Department's DBE Liaison Coordinator. He can be reached at (603) 271-6612. Douglas Potter and Susan Dearborn are responsible for monitoring contractors for compliance with Equal Employment Opportunity Guidelines. These duties include overseeing projects, holding pre-construction meetings, reviewing minority/female utilization on construction sites, reviewing certified payrolls of contractors and completion of annual reports. Mr. Potter and Ms. Dearborn can be reached at (603) 271- 6752. Emily Whittaker is a Program Assistant II for the Internal and External EEO Programs. Ms. Whittaker can be reached at (603) 271-6752.



# Organizational Chart for the New Hampshire Department of Transportation



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## Office of Federal Compliance Organization Chart

The EEO Program at the NH Department of Transportation is a team effort shared by all employees in the entire department. The following is a list of Department-wide EEO responsibilities:

### Affirmative Action Officer Responsibilities:

- Drafts the Department's Affirmative Action Program and updates the plan annually reflecting goals and accomplishments of the Department in relation to the program as well as identifying problem areas and action steps to address problem areas;
- Publicizes the contents of the Affirmative Action Program, internally and externally;
- Participates actively in periodic audits of all aspects of employment;
- Identifies problem areas, setting goals and timetables and developing systems and programs to achieve goals. Programs include specific recommendations and remedies to the appropriate Appointing Authority to eliminate any discriminatory practices discovered in the employment system;
- Assists managers and supervisors in collecting and analyzing employment data, identifying problem areas, setting goals and timetables and developing programs to achieve goals and eliminate any discriminatory practices if discovered in the employment system;
- Develops and conducts internal audits of the Affirmative Action Program components, analyzes and reports on areas where progress has been made and where further action is needed, and modifies the program for continuous quality improvement;
- Prepares reports for submission to the Commissioner of the Department of Transportation and the Division Administrator at Federal Highway Administration on progress and deficiencies of each unit in relation to Department goals on a quarterly and annual basis;
- Meets with the Commissioner on a quarterly and as needed basis to report on progress and deficiencies of each unit in relationship to Department goals;
- Holds regular discussions with managers, supervisors and employees to assure the Department's EEO policies and procedures are being followed;
- Ensures all requests for accommodations under the Americans with Disabilities Act are forwarded to the ADA Coordinator; ensures that all approved accommodations are provided as documented;
- Designs and conducts training for subject areas including but not limited to sexual harassment, discriminatory harassment, workplace diversity, and respectful communication in a diverse workplace;
- Supports and supplements the Department's recruitment efforts by networking with diverse sources to obtain qualified employees on a nondiscriminatory basis;
- Serves as a liaison between the NHDOT, Federal, State and local governments, regulatory agencies, and organizations representing people of minority status, women and people with disabilities;
- Is actively involved with the local organizations representing people with disabilities, people of minority status and women;

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- Assists in recruiting women, people with disabilities and people of minority status by establishing outreach sources for use by hiring officials;
  - Coordinates and facilitates the Diversity and Equity Committee, which is sponsored by the Deputy Commissioner and includes top management, rank and file employees with minority and female representatives from various job levels and bureaus;
  - Receives and reviews discrimination complaints;
  - Concurs in the hiring and promotion processes.
  - Participates in onboarding sessions to discover best practices to attract and retain females and people of minority status.

### **Management Responsibilities:**

Managers, from the supervisor of the smallest office to the Commissioner, share the responsibility of ensuring that the NHDOT EEO policies and programs, as outlined in the EEO Program, are carried out. Managers are expected to assume the following responsibilities in implementing the NHDOT EEO program:

- Assisting in identifying problem areas and establishing department and unit goals and objectives;
- Being actively aware of local minority organizations that represent people with disabilities, females and people of minority status;
- Participating actively in periodic audits of all aspects of employment in order to identify and remove barriers to the achievement of specified goals and objectives;
- Holding periodic EEO related discussions with other managers, supervisors and employees to assure that the NHDOT EEO policies and procedures are understood and being followed;
- Reviewing the qualifications of all employees to assure that people with disabilities, females and people of minority status are given full opportunities for promotions, transfers, training, salary increases and all other forms of compensation;
- Participating in the review and/or investigations of complaints alleging discrimination and taking appropriate personnel actions if discrimination has occurred;
- Including a review of EEO compliance in each employee's performance evaluation;
- Supporting career counseling for all employees.

### **Non-Supervisor Employee Responsibilities:**

Department employees are responsible for promoting a courteous, respectful and inclusive workplace by:

- Conducting themselves in a courteous and cooperative manner that is consistent with the policies prohibiting discrimination and harassment adopted by the Department;
- Not participating in any form of discriminatory harassment or sexual harassment.



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## **Diversity and Equity Committee Member Responsibilities:**

The mission of the NHDOT Diversity and Equity Committee is to identify, recommend and support creative strategies for enhancing recruitment and retention of women, minorities and people with disabilities. This is accomplished by:

- a. Providing a forum for discussion on initiatives that promote appreciation and awareness for a truly multicultural and inclusive community;
- b. Supporting the NHDOT's effort to achieve diversity;
- c. Advising the Affirmative Action Officer on diversity related issues relative to policies, attitudes and practices in the NHDOT.

## **Accountability of Other Department Personnel:**

Jen Graf, NH Department of Transportation Training Coordinator, assures that all New Employee Orientations include a strong EEO/AAP component. Ms. Graf also developed a new supervisor training that has a prominent EEO/AAP focus. Ms. Graf coordinates the Lawful Interview training and OUCH training which addresses skills for communicating respectfully in a diverse world. Employee performance evaluations address EEO compliance and respect in the workplace.

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**CHAPTER 5**  
**AAP Implementation: Program Goals and Objectives**

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## **AAP Implementation: Program Goals and Objectives**

### **Program Element:**

Recruitment and Placement

### **Issue Statement:**

The NHDOT needs to conduct effective outreach, marketing, and recruitment to attract the most qualified and diverse applicant pool, and to promote interest in transportation careers for college graduates.

### **Objectives:**

- Enhance active recruitment efforts to obtain qualified employees on a nondiscriminatory basis;
- Establish and maintain contacts with organizations representing minority and female, professional societies, and other sources of candidates for non-traditional, technical, professional and management level positions;
- Ensure that recruitment literature and other marketing materials are relevant to all employees, including females and people of minority status;
- Review and monitor recruitment and placement procedures to ensure that no discriminatory practices exist;
- Promote the NHDOT as a culturally competent employer of choice.

### **Responsible Officials:**

The Chief of Labor Compliance, Affirmative Action Officer, Human Resources Administrator, Recruitment and Retention Manager, Department Directors and Managers.

### **Accomplishments to Date:**

#### **Female Engineers**

In FY 2012 and 2013, a total of 27 Civil Engineers were hired. Of the 27 Civil Engineers hired, 7 were females.

#### **Female Highway Maintainers**

Highway Maintainer I: District 5 has one female Highway Maintainer I (Hired on 9/7/12)

Highway Maintainer II: District 2 has three female Highway Maintainer II employees (Hired 3/21/12, 11/14/05 and 4/2/02) District 3 has one female Highway Maintainer II employee (Hired 3/1/10)

Highway Maintainer III: District 5 has one female Highway Maintainer III employee (Hired 10/19/12)

Highway Foreman: District 5 has one female Highway Foreman (Hired 12/8/95)

#### **Transportation and Civil Engineering Careers (TRAC)**

A Transportation and Civil Engineering Careers (TRAC) meeting is held each autumn and the NHDOT continues to expand the program. In 2011, five schools participated in the program, and in 2012, seven schools were involved with approximately 100 students in attendance. Of the 100 students in attendance

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at least 25 students were females. In 2013, a total of eight high schools will be involved in the program. The NHDOT is developing a relationship with a Manchester Charter School. Due to the increased diversity in the Manchester area, the addition of this school in the TRAC program should enhance the diversity of the participants. Ten NHDOT Civil Engineers volunteered for the TRAC program. The NHDOT Administration is very supportive of the program.

### **Mentoring**

**UNH Pathways** is a mentoring program hosted by the University of New Hampshire Advising and Career Center in coordination with the Alumni Association. UNH Pathways brings alumni and undergraduates together for professional growth. Alumni provide valuable insights on navigating through the post-college world. Students build career networks and develop skills to become better professionals and leaders. The program runs from September to April and is structured around monthly mentor and mentee meetings and includes two on-campus meetings for the entire Pathways group. Two NHDOT female Civil Engineers are participating in the UNH Pathways mentoring program.

Under the guidance of a consultant, an Internal NHDOT mentoring program has been developed. Three NHDOT staff members were mentored in a pilot program. Following an evaluation of the pilot program, an expansion of the program is planned.

### **Career Fairs and Classroom Presentations and NHDOT Tours**

The NHDOT participated in a number of career fairs and classroom presentations in 2012 and 2013.

- On 1/26/2012, the NHDOT participated in a career fair at Hampton Winnacunnet High School. This is a well-organized fair and the students seem genuinely interested in a career with NHDOT.
- On 3/6/2012, NHDOT participated in a University of New Hampshire (UNH) Internship Fair that was primarily focused on internships. The competition for an internship with the NHDOT is actually greater than getting a full time position.
- In September 2012, NHDOT participated in Construction Career Days.
- On 1/24/2013, NHDOT participated in a career fair at Hampton Winnacunnet High School.
- On 3/5/2013, NHDOT participated in a University of New Hampshire career fair. This was a very well organized career fair where applications were taken for current entry level positions. NHDOT is the largest single employer of Civil Engineers in New Hampshire and UNH is a valuable resource for recruiting future engineers.
- On 3/26/2013, NHDOT participated in a Career Fair at Littleton High School. In that part of the state, an opportunity to have a career with NHDOT is highly regarded.
- On 9/19/13 and 9/20/13. NHDOT participated in a Construction Career Fair at the Hopkinton State Fair Grounds where approximately 1,300 students were in attendance. One of the goals of this event is to expose young women to career opportunities in the construction field. To further engage students, there is an emphasis on “hands on displays.” In future Construction Career Fairs, the NHDOT may consider reinforcing information about how students can become NHDOT employees and utilize the Fair as a vehicle for recruiting young women as Highway Maintainers. This could be accomplished by enhancing Highway Maintenance presence at the Fair.
- In March, 2012, the NHDOT hosted an event for high school girls with the National Association of Women in Construction. The event included a tour of Materials and Research, Traffic and a presentation by two female engineers about their experiences working in construction.

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- The following high schools have invited NHDOT Civil Engineers to discuss career opportunities in various classes: Concord High School, Milford High School, Pinkerton Academy, Belmont High School, Farmington High School, Wilton High School and Lyndenborough High School.

### **Internships**

The NHDOT has continued its internship program. In the summer of 2013, twenty four internships were offered to students in Bridge Design, Planning, Traffic, TMC, Construction and Environment. Of the twenty four students, two were females and one student was of minority status. One student Intern was hired as a Highway Maintainer in District 4 after he graduated from High School in 2012. He obtained his Commercial Driver's License and was promoted to Highway Maintainer II in May 2013. The program continues to be a great success and the Department is committed to continuing the program on an annual basis.

### **Partnerships**

In 2012 and 2013, the NHDOT strengthened partnerships with both High Schools and UNH. NHDOT employment openings are sent to over 50 organizations that work with people of minority status, distributed at NAACP meetings and Americans with Disabilities Coalition meetings. The NHDOT has established a working relationship with Dr. Dottie Morris, Chief Diversity Officer at Keene State College. Dr. Morris has provided Diversity Workshops to the NHDOT.

### **On-boarding Process**

In an effort to enhance retention of all new employees, an on-boarding process was created in 2009. Our Commissioner, Deputy Commissioner and Assistant Commissioner have all attended these quarterly meetings. The purpose of the meetings is to determine what the NHDOT could do to enhance diversity and recruitment and retention efforts. In addition, employees have the opportunity to ask questions about benefits and policies.

### **Posters**

A diversity poster depicting a female engineer and an engineer who is a minority had been created and disseminated through the Department. Also created and disseminated throughout the department are posters depicting zero tolerance for sexual harassment, a poster addressing how to speak up against stereotypical language and a poster proclaiming a recommitment to full implementation of the Americans with Disabilities Act.

In order to promote the NHDOT as a culturally competent employer, each year a new Diversity Poster will be created. The employees in each poster will represent a different Bureau or District.

### **Survey**

A key factor noted in a 2012 NHDOT climate survey is that NHDOT employees believe that the single most important factor for a work unit to work well together is if members of the work unit treat each other respectfully. The NHDOT is collaborating with various state agencies on a Civility in the Workplace Project. This project has been endorsed by the Governor of New Hampshire.

### **Time Frame for Completion: FY 2014-2016**

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## **AAP Implementation: Program Goals and Objectives**

### **Program Element:**

Job Structuring and Upward Mobility

### **Issue Statement:**

To eliminate employment barriers, the Department has designed and implemented programs to develop employee knowledge, skills and abilities and promote career advancement opportunities.

### **Objectives:**

- Conduct periodic classification plan reviews to correct inaccurate position descriptions and to ensure that positions are allocated to the appropriate classification;
- Develop plans to ensure that all qualification requirements are closely job related;
- When appropriate, work with the Division of Personnel and the NHDOT Human Resources Administrator to restructure jobs and establish entry level and trainee positions to facilitate progression within occupational areas;
- Provide effective career counseling and guidance to employees;
- Create career development plans for lower grade employees who are underutilized or who demonstrate potential for advancement;
- Widely publicizing upward mobility programs and opportunities within each work unit and within the total organizational structure.

### **Responsible Officials:**

Appointing Authorities, Human Resources Administrator, Chief of Labor Compliance, and Affirmative Action Officer.

### **Accomplishments to Date:**

The Department has played a leading role in developing upward mobility programs statewide through our classification process. "Progressional Promotion" series have been proposed and approved through the Division of Personnel. A progressional promotion series allows employees to progress through higher levels in the classification series at their own pace, and in conjunction with the statewide established minimum qualifications, based upon performance. The classifications that are currently established progressional promotion series include Bridge Maintainer I-III, Engineer Technician I-III, Civil Engineer I-III, Highway Maintainer I-II, Lift Bridge Worker I-II, Right of Way Agent, I-III, and Right of Way Appraiser I-IV.

Ms. Ward reviews the list of employees in the promotional series and meets individually with employees to provide career counseling.

The Department has also been promoting upward mobility by actively financing and encouraging employee participation in the State of New Hampshire Certified Public Supervisor, Certified Public Manager and other certificate programs. Until the last few years, NHDOT also had a very active tuition reimbursement program. Unfortunately, that program was terminated by Executive Order.

The Department has a two-year strategic planning process and has moved to a balanced scorecard

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that will incorporate affirmative action goals and responsibilities on a sustainable systems level.

The Department has created a new performance evaluation form that includes an Individual Development Plan. The plan will assist with strategic development of employees toward future career goals.

The State of New Hampshire Department of Personnel conducts classification reviews to determine if position descriptions accurately reflect actual job duties and to ensure that positions are allocated to the appropriate classification.

An informal mentoring program has been established. The program will be reviewed and best practices will be identified. Ideally, the program will be tailored to the needs of each bureau and will encompass the different mentoring objectives of individuals at various stages of career development.

**Action Items (Initiatives):**

- Work with Appointing Authorities to conduct periodic classification plan reviews to correct inaccurate position descriptions, to ensure that positions are allocated to the appropriate classification and ensure that all qualification requirements are closely job related;
- Work with Appointing Authorities, NHDOT HR and State of NH Division of Personnel to explore opportunities to restructure jobs and establish entry-level training positions to facilitate progression within occupational areas;
- Work with Appointing Authorities and Administrators to discover effective and innovative ways to widely publicize upward mobility programs and professional development/ training opportunities within each work unit;
- Include upward mobility programs in EEO Training;
- Continue to develop the informal mentor program;
- Seek opportunities to establish a new hire buddy system for females and minorities.
- Establish a schedule of regular contacts and meetings with female and minority employees in underrepresented categories;
- Work with supervisors of female and minority employees on an on-going basis in order to ensure their commitment and support;
- Continue to provide career counseling and guidance to all employees.

**Time Frame for Completion: FY 2014 – 2016**

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## **AAP Implementation: Program Goals and Objectives**

### **Program Element:**

Promotions

### **Issue Statement:**

The Department needs to ensure that all promotional opportunities are widely publicized and that the selection process is free of any form of discrimination.

### **Objectives:**

- Provide an equal opportunity for all persons based on merit and without regard to race, color, religion, sex, or national origin;
- Monitor the operation of the merit promotion program, including a review of promotion actions, to assure that requirements procedures and practices support EEO/AA program objectives and do not have a discriminatory impact in actual operation.

### **Responsible Officials:**

Appointing Authorities, Human Resources Administrator, Chief of Labor Compliance, Affirmative Action Officer.

### **Accomplishments to Date:**

Job vacancies receive widespread distribution.

The classifications that are currently established progression promotion series include Bridge Maintainer I-III, Engineering Technicians I-III, Civil Engineer I-III, Highway Maintainer I-II, Lift Bridge Worker I-II, Right of Way Agent, I-III, Right of Way appraiser I-IV.

All employees are encouraged to apply for promotions and the application process to apply for a promotion follow strict standards outlined by the State of New Hampshire, Division of Personnel Administrative Rules. The standards have been designed to provide an equal opportunity for all applicants to compete for positions.

### **Action Items (Initiatives):**

- Ensure that all job vacancies are posted conspicuously and that all employees are encouraged to apply for all jobs for which they feel they are qualified.
- Discuss promotional opportunities at New Employee Orientation and EEO training.
- Establish a skills bank to match employee skills with available advancement opportunities.

**Time Frame for Completion: FY 2014 – 2016**



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## AAP Implementation: Program Goals and Objectives

### Program Element

Training

### Issue Statement:

The training of managers, supervisors and all Department staff is a critical component to the success of the AA/EEO Program.

### Objectives:

- Provide training and education on diversity and cultural competence.
- Provide training and education on respect in the workplace and valuing differences.
- Create training programs designed to provide employees with information to define and advance their career goals.
- Require managers and supervisors to participate in EEO seminars covering the AAP, the overall EEO program, the administration of EEO/AA policies and procedures and federal and state laws.

### Accomplishments to Date:

The NHDOT Internal EEO Officer has collaborated with the State of New Hampshire Bureau of Education and Training and representatives from other state agencies to develop a comprehensive statewide training on Respect in the Workplace. New Hampshire Governor Maggie Hassan has given her support for this project.

Dr. Dottie Morris, Keene State College's Chief Officer of Diversity and Multiculturalism has made two presentations on diversity at the NHDOT. Dr. Morris has won numerous awards for her efforts to promote a healthy and civil community, free from any form of oppression and injustice.

Award winning photographer, Becky Field, gave a presentation at a NHDOT Major Staff meeting on her photo essay on cultural, ethnic and religious diversity in New Hampshire. This long-term project utilizes photographs to illustrate the diversity, as well as the commonalities, of daily life among foreign-born residents of New Hampshire. Focusing on refugees and immigrants, the photographs show both the differences that people bring from various countries, cultures and beliefs, as well as the vital and unifying activities that all people strive for – supporting families, raising children, expressing their faith, and being part of a community.

New Employee Orientation: Since March 1999, the NHDOT has provided mandatory new employee orientation. The purpose of this orientation is to provide all new employees with an introduction to the NHDOT mission, structure, useful resources, and a strong, clear message that the organization is committed to fostering and maintaining a diverse and respectful workplace. The Internal EEO Officer provides detailed information on unlawful discrimination, sexual harassment, the Americans with Disabilities Act, the Commissioner's statement on the Purpose and Policy of Equal Employment Opportunity, the Affirmative Action Plan and how to file a complaint of discrimination. Additionally, new employees receive information about communicating effectively in a diverse work environment and techniques on respectfully speaking out against stereotypical and bias comments (OUCH training.)

Supervisory Training: Since 1999, all supervisors and managers are required to attend an annual

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EEO refresher class. The EEO refresher class covers unlawful discrimination, sexual harassment, the Americans with Disabilities Act, the reasonable accommodation process, EEO responsibilities, the Affirmative Action Plan, and how to file a complaint of discrimination. At least one new training DVD is purchased each year. The most recently purchased training DVDs are “Anyone Can be an Ally; Speaking Up for an LGBT Inclusive Workplace” and “Bully Free at Work: What You Can Do to Stop Workplace Bullying Now.”

NHDOT Training Program: The NHDOT has a training program funded at the level of \$139,500 annually. Annual training needs assessments are conducted and training is customized to the needs identified in the assessments. A Foundation of Supervision course is being developed and a major component of this training will include unlawful discrimination, sexual harassment, diversity, the Americans with Disabilities Act, EEO responsibilities and the Affirmative Action Plan.

### **Action items (Initiatives)**

- On an annual basis, hold at least one presentation on a disability related topic such as Asperger’s Syndrome, a bipolar condition, schizophrenia, tools for communicating with a person who is Deaf or hard of hearing and disability etiquette.
- Develop an experiential training designed to enhance understanding the importance of wheelchair accessibility and universal design.
- Show the DVD “Anyone Can be an Ally; speaking up for an LGBT Inclusive workplace” at a major staff meeting and request that Bureau Administrators and Managers encourage their staff to attend a presentation on being an ally to people who are gay, lesbian, bisexual and transgendered.
- Work with the Speakers Bureau at the University of New Hampshire to create a presentation on Gender Identity and Expression coupled with information on becoming an ally.
- Develop and present an expanded OUCH training program.
- Develop career advancement training sessions.

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**Time Frame for Completion: FY 2014 – 2016**

## **AAP Implementation: Program Goals and Objectives**

### **Program Element:**

Layoffs, Discharges, Demotions, and Disciplinary Actions

### **Issue Statement:**

The need for non-discriminatory application of procedures for terminations and downgrades is essential for an effective EEO Program.

### **Objective:**

The standards for deciding when an employee shall be terminated, demoted, disciplined, or laid off must be the same for all employees, including minorities and females.

### **Responsible Officials:**

Appointing Authority, Human Resources Administrator, Chief of Labor Compliance and Affirmative Action Officer.

### **Accomplishments to Date:**

All layoffs, discharges, demotions, and disciplinary actions are conducted with strict adherence to the standards outlined by the State of New Hampshire, Division of Personnel Administrative Rules. The standards have been designated to provide an equitable method to administer personnel actions.

A review of disciplinary actions in the NHDOT for 2011-2012 revealed a total of 91 incidents of disciplinary actions. In all, 18 of the employees who received discipline were female and 4 were people of minority status.

### **Action Items (Initiatives):**

- On a quarterly basis, the Human Resource Administrator will provide the Internal EEO Officer with the date, name and, bureau of each employee who has been terminated, laid off or demoted. The Internal EEO Officer will review the race/ethnic identification, sex and reason for termination.
- The Internal EEO Office will receive and review copies of each exit interview.

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**Time Frame for Completion: 2014-2016.**

## **AAP Implementation: Program Goals and Objectives**

### **Program Element:**

Other Personnel Actions

### **Issue Statement:**

The need for developing systems to ensure non-discrimination in all employment practices is important to the success of the EEO Program.

### **Objectives:**

- Assure that information on EEO counseling and grievance procedures are easily available to all employees;
- Assure that there is an effective system for processing and investigating complaints alleging discrimination because of race, color, national origin, sex, sexual orientation, age, disability and religion;
- Review and monitor the performance appraisal program periodically to determine its objectivity and effectiveness;
- Conduct periodic classification reviews to correct inaccurate position descriptions and to assure that the positions are allocated to the appropriate classification.

### **Responsible Officials:**

Chief of Labor Compliance, Affirmative Action Officer and Human Resources Administrator.

### **Accomplishments to Date:**

A well-established system is in place for the processing of discrimination complaints. Information on EEO counseling and grievance procedures is widely disseminated during new employee orientations, EEO Training and on bulletin board displays.

The State of New Hampshire Division of Personnel Rules has a process to ensure that all qualification requirements are job related. The NHDOT follows this process.

### **Action Items (Initiatives):**

- Post the revised process for filing a complaint of discrimination on the Office of Federal Compliance web site;
- Post the revised process for filing a complaint of discrimination on the NHDOT HR web site with a link to the Office of Federal Compliance web site;
- A system will be developed to audit the processing and investigating complaints alleging discrimination because of race, color, national origin, sex, sexual orientation, age, disability and religion;
- A system will be developed to review and monitor the performance appraisal program periodically to determine its objectivity and effectiveness;
- The Affirmative Action Officer will conduct periodic classification reviews to correct inaccurate position descriptions and to assure that the positions are allocated to the appropriate classification. This will take place as a part of the audit meeting with the appointing authority.

**Time Frame for Completion: 2014 – 2016**

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**CHAPTER 6**  
**Availability and Utilization Analysis**

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## Terminology

### ***Labor Market Area***

The area considered reasonable to expect workers to commute to their place of employment. Separate areas were identified for all Maintenance Districts, Turnpikes, and Bureaus located in the Concord area.

### ***Equal Employment Opportunity (EEO) Personnel Categories***

For EEO reporting purposes (EEO -1), Job Category Titles will be categorized by sex as follows:

#### ***White (Non-Hispanics)***

A person having origins in any of the original peoples of Europe, North Africa, or the Middle East.

#### ***African American (not of Hispanic origins)***

A person having origins in any of the black racial groups of Africa.

#### ***Hispanic***

A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture of origin, regardless of race.

#### ***Asian Pacific Islander***

A person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands. This area includes for example; China, India, Japan, Korea, the Philippine Islands, and Samoa.

#### ***Native American (American Indian or Alaskan Native)***

A person having origins in any of the original peoples of North American and who maintains a cultural identification through tribal affiliation or community recognition.

#### ***Native Hawaiian or Other Pacific Islander***

A person having origins in native Hawaii or another Pacific Island.

#### ***Multiracial***

A person having origins in two or more races.

## Methodology

### **Sources of Information:**

When determining the percentage of minorities or women with requisite skills in the reasonable recruitment area, the Department used the 2010 U.S. Census EEO-1 Special File, which contains data on 9 occupational classification categories by race and gender. The Department's employee database (as of 9/1/2013) was used as a source to determine the current workforce.

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**Occupational Categories:**

The following seven occupational categories were used for analysis:

1. Executive Senior Level Officials and Managers
2. Technicians
3. Operatives
4. Professionals
5. Administrative Support Workers
6. Laborers
7. Craftworkers

**Workforce Analysis:**

The workforce analysis included a statistical breakdown of the NH Department of Transportation workforce by each job category and job title in each bureau and district (**ATTACHMENT V**). The data was cross-referenced by race, national origin and gender. An availability percentage was identified for each category cross referenced by the group. To correct any underutilization of specific affected classes of persons identified, in the Utilization Analysis, long and short-term goals and timetables were identified. Goals are stated in numerical and percentages. A short-term goal is 12 months and long-term goals are identified within a four-year projection.

**Availability Analysis:**

All job groups within the Department have been examined to determine whether minorities and females are being underutilized in comparison to their availability in the relevant labor market. The work force analysis included a statistical breakdown of the NHDOT workforce by job category and title. In determining whether minorities and females are being underutilized in any group, the Department considered the following factors:

- Availability of minorities/females with requisite skills in a geographical area in which the organization can reasonably recruit as reported in the 2010 census data;
- Availability of promotable, transferable and trainable minorities/females with the Department.

These factors were considered to reflect the Department's previous and present practice in filling vacancies with both internal and external applicants.

**Utilization Analysis:**

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

The Department compared the current level of minority and female employment, as set forth in the job group analysis, with the availability of minorities and females, as estimated through the factors described above. As a result of this comparison, both short and long-term goals were established where minorities

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and females indicated underutilization in certain affirmative action job groups. **(ATTACHMENT VI)** These goals are not quotas, but objectives to be pursued by mobilization of available resources for a “good faith effort.” Though some numbers were high in regards to underutilization at the NHDOT, these numbers do not reflect the actual vacancies at the Department.



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**CHAPTER 7**  
**Short and Long Term Goals and Strategic Issues**

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## Revised Short and Long Term Goals

The new workforce analysis, availability analysis and utilization analysis resulted in a revision of short and long term affirmative recruitment goals for the NHDOT.

Long and short term goals that were reached since the last analysis include the following occupational categories by geographical area: Female Administrative Support Worker (District I, District IV, Turnpikes); Minority Craft Worker, (District I, District III); Female Technician Worker (District I, District II), and Minority Operative Worker, Concord Based Bureau.

Long and short term goals recently identified since the last analysis that may prove to be the most challenging, thereby demanding more intensive outreach include: Turnpikes, Minority Operative Worker (short term 3, long term 18); Concord Based Bureaus, Female Professional Worker (short term 20, long term, 77); Minority Technician Worker (short term, 4, Long term, 20); Minority Craft Worker (short term 1, long term, 5); Minority Administrative Support Worker, (long term, 2).

### Turnpikes

#### Short Term

3 Minority Operative Worker

#### Long Term

1 Female Professional Worker  
3 Minority Craft Worker  
2 Female Craft Worker  
18 Minority Operative Worker  
1 Female Laborer

### District I

#### Short Term

1 Female Craft Worker

#### Long Term

2 Female Professional Worker  
2 Female Craft Worker

### District 2

#### Short Term

1 Female Craft Worker

#### Long Term

1 Female Administrative Support Worker  
2 Minority Craft Worker  
6 Female Craft Worker

### District 3

#### Short Term

1 Female Administrative Support Worker

#### Long Term

1 Female Professional Worker  
1 Female Technician Worker  
2 Female Administrative Support Worker  
3 Female Craft Worker

### District 4

#### Long Term

3 Female Craft Worker

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**District 5**

**Short Term**

1 Minority Craft Worker

**Long Term**

1 Female Professional Worker  
1 Female Technician Worker  
2 Female Administrative Support Worker  
6 Minority Craft Worker  
2 Female Craft Worker

**District 6**

**Long Term**

2 Female Professional Worker  
3 Minority Craft Worker  
3 Female Craft Worker

**Concord Based Bureaus**

**Short Term**

1 Female Executive Senior Level Officials and Managers  
2 Minority Professional Worker  
20 Female Professional Worker  
4 Minority Technician Worker  
2 Female Technician Worker  
2 Female Administrative Support Worker  
1 Minority Craft Worker  
1 Female Craft Worker  
1 Female Operative Worker

**Long Term**

7 Female Executive Senior Level Officials and Managers  
8 Minority Professional Worker  
77 Female Professional Worker  
20 Minority Technician Worker  
14 Female Technician Worker  
2 Minority Administrative Support Worker  
7 Female Administrative Support Worker  
5 Minority Craft Worker  
6 Female Craft Worker  
6 Female Operative Worker  
1 Female Laborer Worker

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## Strategic Issues

### Underutilization of Minorities and Females

#### Problem Areas:

- Department underutilization of females is 35% of the total occupational categories;
- Department underutilization of minorities is 12% of the total occupational categories.

#### Goals:

- Continue to meet increase minority and female representation in the Department in accordance with short and long-term goals;
- Retain the current representation of minorities and females in the workforce.

#### Action Plan:

- Continue to meet with Bureau Administrators and hiring authorities to reinforce bureau AAP goals;
- Continue to enhance the development and expansion of the NHDOT Internship program;
- Continue the on-going training of administrators and hiring authorities of the value of diversity;
- Encourage administrators to become actively involved in recruiting women and people of minority status by identifying organizations that support females and people of minority status in their geographic area;
- Continue to develop and promote the TRAC program (Transportation and Civil Engineering Program) to attract high school students into the transportation field;
- Continue the Department's involvement in job fairs sponsored by colleges, universities, high schools, veteran organizations and technical institutions;
- Continue the Departments' "Onboarding" retention plan for new employees;
- Continue to expand the mentoring program to include other areas of the Department's workforce;
- Continue the campaign of respect for differences at the NHDOT;
- Continue to foster our relationship with the New England Society of Women Engineers;
- Continue to strengthen our relationship with the University of New Hampshire Engineering Department as a recruiting tool;
- Establish a relationship with guidance counselors to enhance the opportunity to recruit women in non-traditional occupations;
- Continue to revitalize our relationship with organizations that represent people with disabilities, women and minorities to enhance recruitment opportunities.

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**Performance Measurements:**

- Percentage of females and people of minority status in the Department's workforce;
- Percentage of females and people of minority status turnover rate;
- Number of females and people of minority status interns who are hired into full-time positions;
- Number of females and people of minority status participating in a mentoring program;
- Percentage of female and people of minority status being promoted.

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**CHAPTER 8**  
**Assessment of Employment Practices**

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### **Description of Employment Selection Procedures:**

All employment selection procedures, including position description, application forms, recruitment methods and sources, interview procedures, test administration and a determination of non-discriminatory impact and validity, educational prerequisites, referral procedures and final selection methods follow strict standards outlined by the State of New Hampshire, Division of Personnel Administrative Rules.

Chapter "Per 400 Recruitment" of the Division of Personnel Administrative Rules provides detailed and standardized methods of application for employment, posting requirements, register of eligible candidates, announcement of vacancy, certification, and examinations. The standards have been designed to provide an equal opportunity for all applicants to compete for positions. The Internal EEO Officer audits and concurs with the employment selection process.

An analysis of the successful candidates competing for employment has revealed the following gender statistics for 2011 and 2012:

#### **2011\***

Hires: 58 Males (83%) 12 Females (17%)

Two candidates were American Indian/Alaskan Native.

#### **2012\***

Hires: 130 Males (81%) 31 Females (19%)

One candidate was Hispanic and one candidate was American Indian/Alaskan Native

\* The State of New Hampshire is in the process of implementing the Lawson Enterprise Resource Planning (ERP) computer system which is designed to replace the NH Government Human Resource System (GHRS). Currently, this conversion process has resulted in an inability to capture NHDOT employment statistics by internal and external hires. When these statistics are available, they will be added as an addendum to the current NHDOT Affirmative Action Plan and made available to the Federal Highway Administration.

The NHDOT has a policy of encouraging employees to apply for promotions and has developed promotional job series where possible. The hiring data for 2010 (**ATTACHMENT VI**) indicates that a large percentage of our hires (internal and external) are occurring in the Highway Maintainer series. Although the NHDOT is attempting to attract females into Highway Maintainer positions, the job series has been historically male dominated. Predominately male employees enter the job series as Highway Maintainer I/II and apply for Highway Maintainer III, Assistant Highway Patrol Foreman and Highway Patrol Foreman positions. When Highway Maintainer I positions are vacant due to promotions occurring within the series, despite outreach efforts, it is rare for a female to apply for these positions. Additionally, the majority of Highway Maintainer III, Assistant Highway Foreman and Highway Foreman posting were filled internally and the internal candidates are predominately male.

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**A Description of the Classification System and Revaluation of Job Descriptions:**

The State of NH classification system enables the NH Division of Personnel to group together positions and related functions so that the same education and experience qualifications may reasonably be required for, and the same schedule of pay may be equitably applied to, all positions in the same classification across New Hampshire state government. Employees are equitably compensated for actual duties performed in accordance with their assigned classification.

The classification plan is represented by the complete published set of class specifications, which are general job descriptions covering all classified positions. The plan includes nine evaluation factors: Skill, Knowledge, Impact, Supervision, Working Conditions, Physical Demands, Communication, Complexity, and Independent Action. Some other important elements of the classification system include occupational groupings, class series groupings (such as Environmentalist I, II, III and IV), and the supplemental job description (which describes one specific position or a group of positions of a certain classification at a state agency).

The Internal EEO Officer routinely meets with NHDOT Appointing Authorities to reevaluate job descriptions, job classifications and hiring criteria to ensure that they reflect the actual job need and that the positions are allocated to the appropriate classification. The NHDOT can request that the Director of Personnel reclassify a position to accurately reflect the appropriate classification.

**Description and Analysis of Seniority Practices and Provisions, Upgrading and Promoting Procedures, Transfer Procedures, and Formal and Informal Training Programs:**

The NH Division of Personnel has established Administrative Rules to create a statewide system of personnel administration based on merit principles, sound management techniques and regular training and education programs, in such a manner as to ensure:

The establishment of a state system of personnel administration based on merit principles and accepted methods for the recruitment, appointment, compensation, promotion, transfer, layoff, removal and discipline of classified state employees and for regular training programs;

Fair and equal opportunity to all qualified persons to enter state employment on the basis of demonstrated merit and fitness as ascertained through fair methods of selection;

The establishment and maintenance of a uniform plan of classification and pay based upon the relative duties and responsibilities of positions in the state classified service;

That, through a system of performance management and written performance appraisal for employees, discrimination against any person in recruitment, examination, appointment, training, promotion, retention or any other personnel action, because of political or religious opinions or affiliations or because of age, gender, race, marital status, disability, national origin, or any other non-merit factor shall be prohibited.

**Procedures and practices regarding wages, salary levels and other forms of compensation and benefits:**

Wages, salary levels and other forms of compensation and benefits follow strict standards outlined by the State of New Hampshire, Division of Personnel Administrative Rules. The standards have been designed to provide an equitable method for compensation. Chapter Per 900, compensation covers the following: Assignment of steps within a salary grade, beginning salary, salary increments, adjustment of increment date when returning from a leave of absence without pay, withholding salary increment, adjusts due to reemployment, demotion, promotion, temporary promotion, reclassification temporary fill in appointment and overtime.



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**Disciplinary procedures and discharge and termination practices:**

Disciplinary procedures and termination practices follow strict standards outlined by the State of New Hampshire, Division of Personnel Administrative Rules. The standards have been designed to provide an equitable method for administering progressive discipline. Chapter Per 1002 DISCIPLINE covers the following; forms of discipline; dismissal during initial probationary period; determining the appropriate form of discipline; written warning; withholding salary increment; disciplinary suspension without pay; disciplinary demotion and dismissal.

A review of disciplinary actions in the NHDOT for 2008, 2009 and 2010 revealed a total of 53 incidents of disciplinary actions. In all, five employees were female and three were employees of minority status.

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**CHAPTER 9**  
**Affirmative Action Monitoring Program**

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NHDOT's Monitoring Program will be a strong element of the NHDOT Affirmative Action Plan (AAP). The primary purpose of the NHDOT's Monitoring Program is to conduct an annual detailed assessment of the present employment practices of the Bureau of Human Resources, and to globally evaluate the NHDOT employment practices to identify patterns of employment practices within the Department that may contribute to underutilization or adversely impact various protected groups such as females or minorities. Protected groups are defined by Title VII of the Civil Rights Act of 1964, as Amended, the Americans with Disabilities Act, and the NHDOT's Affirmative Action Plan.

This monitoring program will serve as the basis for assessing equal employment opportunity accomplishments and identifying any best practices in promoting affirmative action and equal employment opportunity. Additionally, the OFC will work closely with the Bureau of Human Resources as well as any manager/supervisor in the application of any remedy to any adverse impact findings. Once the adverse impact is identified, the OFC utilizes three options for action, (1) Eliminate the procedure, (2) Change the procedure and/or (3) Validate the procedure. These remedies may include training and providing technical assistance in methods of implementing employment practices in a manner that ensures equal employment opportunity to all protected groups.

The OFC monitoring program will be an on going review program, identifying important elements of the Bureau of Human Resources' functions and sampling, over time, employment practices in Bureaus and Districts ensures that there is an absence of discrimination. Any pattern of potential discrimination identified through the monitoring program, will be reported to the Commissioner of the NHDOT immediately.

The Internal EEO Officer in the OFC will administer the NHDOT Monitoring Program and, in this capacity, is responsible for determining the various types of monitoring that can occur during the three-year reporting period of the FHWA/FTA Affirmative Action Plan (AAP), including preparing Monitoring Progress Reports in narrative form with the annual AAP Update. Any problem areas identified must be evaluated to determine the impact it may have on the NHDOT's employment patterns and practices that include recruitment, selection, promotion, transfer, layoff, compensation benefits, training, disciplinary action and termination.

The Department is developing internal evaluation procedures to monitor the progress and to anticipate the shortcomings in the Affirmative Action Program. These procedures will involve feedback from the Commissioner, Director of Administration and Policy, Human Resources Administrator, Chief of Labor Compliance, the Diversity and Equity Committee, Directors, District Engineers and Department employees. On going reviews include the following procedures:

### **The Affirmative Action Plan As Part of Monitoring Program**

The Department's Affirmative Action Plan will be updated on an annual basis and distributed statewide throughout the Department. Copies are sent to Bureau Chiefs and the office of Human Resources. Every agency facility posts information on the location of the Affirmative Action Plan. The Plan is accessible to all employees for review and comment.

The Office of Federal Compliance regularly reviews the narrative portions of the Affirmative Action Plan to determine that all required actions are being taken to achieve the goals of the Affirmative Action Plan. The Office of Federal Compliance meets two times per month to measure progress in the implementation of the Affirmative Action Plan.

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**Reporting Lines and Updates on Affirmative Action Updates and Goals  
As a Part of the Monitoring Program**

The Department's Affirmative Action Officer, Judith Ward, reports directly to the Commissioner on all Affirmative Action matters. The Affirmative Action Officer also provides quarterly goal update reports to the Director of Policy and Administration, the Administrator of Human Resources, District Engineers and Bureau Administrators advising them of hiring and promotional goals and those yet to be achieved on a quarterly basis.

Ms. Ward also participates in Major Staff meetings on a quarterly basis to update Appointing Authorities, Bureau Chiefs, District Office Engineers and Managers on the NHDOT Affirmative Action Plan.

**Affirmative Action Officer to Concur on Hires and Promotions  
As a Part of the Monitoring Plan**

The Affirmative Action Officer concurs on the hiring and promotional process by reviewing recruitment process and discussing recruitment practices with Appointing Authorities.

**Performance Evaluations and Affirmative Action Responsibilities  
As Part of Monitoring Plan**

The performance evaluation instrument has been revised to include affirmative action responsibilities for all employees, regardless of level of responsibility. The Bureau of Human Resources will advise the Equal Employment Opportunity Officer of any Affirmative Action performance expectations that do not meet expectations. Corrective Action such as counseling, training or recommended personnel action will be taken.

**Diversity and Equity Committee  
As Part of Monitoring Plan**

The mission of the NHDOT Diversity and Equity Committee is to identify, recommend and support creative strategies for enhancing recruitment and retention of women, minorities and people with disabilities. The Committee provides a forum for discussion on initiatives that promotes appreciation and awareness for a truly multicultural and inclusive community and advises the Affirmative Action Officer on diversity related issues, policies, attitudes and practices in the NHDOT.

**Investigations of Allegations of Discrimination  
As Part of Monitoring Plan**

The Commissioner reviews all investigations concerning allegations of discrimination with the Affirmative Action Officer. If, in the course of an investigation it is found that a Department manager/supervisor did not effectively respond to an incident within their unit, then the Office of Federal Compliance, the Bureau of Human Resources and the Appointing Authority will address this deficiency with the manager/supervisor.

When a finding of discrimination occurs, the Affirmative Action Officer will work closely with the Bureau of Human Resources to ensure consistent, and appropriate disciplinary action is taken in a timely manner.

**Monitoring ADA Compliance  
As Part of Monitoring Plan**

The Department needs to ensure that applicants and employees with disabilities are given an equal opportunity to work in an environment that is accessible and free from discrimination. The Department, with a full time ADA Coordinator, has a vibrant reasonable accommodation procedure that respects the

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interactive process.

On a monthly basis, the Affirmative Action Officer meets with the ADA Coordinator to review the status of requests for accommodation.

**EEO Related Policies**

**As Part of the Monitoring Plan**

EEO related policies (**ATTACHMENT VII**) are reviewed on an annual basis and are reviewed with new staff during New Employee Orientation and with supervisors during Annual EEO Training and periodic audits.

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**ATTACHMENT I**  
**NH Department of Transportation**  
**Diversity and Equity Committee**  
**Mission Statement and Members**

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## **New Hampshire Department of Transportation**

### **Diversity and Equity Committee Mission Statement**

The mission of the NHDOT Diversity and Equity Committee is to identify, recommend and support creative strategies for enhancing recruitment and retention of women, minorities and people with disabilities. This is accomplished by:

- Providing a forum for discussion on initiatives that promotes appreciation and awareness for a truly multicultural and inclusive community;
- Supporting the NHDOT's effort to achieve diversity;
- Advising the Internal EEO Officer on diversity related issues, policies attitudes and practices in the NHDOT.

### **Diversity and Equity Member Job Description**

1. Demonstrate an interest and commitment in creating a diverse, respectful and accessible work place where every NHDOT employee has an opportunity to meet their highest potential.
2. Demonstrate a commitment to participate actively in committee work in a manner that is collaborative and respectful.
3. Have a willingness to listen respectfully to diverse perspectives.
4. Develop an appreciation for learning from our successes and mistakes in order to realize the mission of the Diversity and Equity Committee.

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## Members of the NHDOT Diversity and Equity Committee

Mike Pillsbury, Executive Office, Deputy Commissioner, Diversity and Equity Committee Sponsor

Christine Bonoli-Stohlberg, Highway Maintenance, Administrative Assistant

Victoria Chase, Highway Design, Civil Engineer

Lisa Cummings, Turnpikes, Business Administrator

Larry Keniston, Rail and Transit, Civil Engineer

Angela Linke, Human Resources, Employee Medical Risk Specialist (ADA Coordinator)

Michelle Marshal, Highway Design, Highway Safety Engineer

Deidre Nash, Materials and Research, Civil Engineer

Peg Smith, District V, Highway Patrol Foreman

Wayne Verrill, Construction, Engineering Technician

Beth Walker, Turnpikes, Toll Supervisor

Judith Ward, Office of Federal Compliance, Affirmative Action Officer/Internal EEO Officer



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**ATTACHMENT II**  
**Posters**

# *Diversity at Work...*



New Hampshire  
**DOT**  
Department of Transportation

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# Anniversary of the Americans with Disabilities Act

## *A Proclamation of Recommitment to Full Implementation of the ADA*

On July 26, 1990, President George H. Bush signed into law the Americans with Disabilities Act (ADA) to ensure the civil rights of people with disabilities. This legislation established a clear and comprehensive national mandate for the elimination of discrimination against individuals with disabilities.

The ADA has expanded opportunities for Americans with disabilities by reducing barriers and changing perceptions, increasing full participation in community life. However, the full promise of the ADA will only be reached if public entities remain committed in their efforts to fully implement the ADA.

On the 20th anniversary of the Americans with Disabilities Act, the New Hampshire Department of Transportation celebrates and recognizes the progress that has been made by reaffirming the principals of equality and inclusion and recommitting our efforts to reach full ADA compliance.

NOW THEREFORE, as Commissioner, I do hereby reaffirm our commitment to work toward full ADA compliance in the New Hampshire Department of Transportation.



George N. Campbell  
October 7, 2010



# ZERO TOLERANCE

The New Hampshire Department of Transportation  
has Zero Tolerance for Sexual Harassment  
in the workplace.



**SEXUAL  
HARASSMENT**

**Against Policy  
Against the Law**

Supervisors need to report Sexual Harassment to:  
NHDOT HR Administrator - 271-8313 or  
Director, NH State Personnel Division - 271-3261

Employee complaints may be filed with the  
NHDOT EEO Coordinator - 271-3491



## *How to Speak up Against Stereotypes*

# OUCH!

## THAT STEREOTYPE HURTS

*Communicating Respectfully  
in a Diverse World*

*Just one person speaking up  
can inspire others to do the same.*

***Use any one at any time to change the direction of a conversation.***

**Assume Good Intent and Explain Impact**

***"I know you mean well, but it hurts"***

**Broaden to Universal Human Behavior**

***"I think that applies to everyone"***

**Ask a Question**

***"What do you mean?"***

**Interrupt and Redirect**

***"Let's not go there"***



**Say Ouch! You can speak up!**

For more information call (603) 271-3491  
[www.ouch-video.com](http://www.ouch-video.com)

New Hampshire  
**DOT**  
Department of Transportation

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**ATTACHMENT III**  
**NH Department of Transportation**  
**Proposed EEO Training Plan 2014-2017**

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## **Proposed Training Plan**

The training of managers, supervisors and all Department staff is a critical component to the success of the AA/EQ Program. The NHDOT Proposed Training Plan for 2014 – 2017 envisions partnering with diversity subject matter experts in such areas as cultural competence, best practices for valuing differences in the workplace, disability culture, age discrimination, race discrimination, sexual orientation and gender identity. Diversity subject matter experts can be found in institutions of higher education, speaker bureaus and the health care industry. The proposed training plan also envisions the purchase of highly professional DVDs featuring nationally recognized subject matter experts and networking with other Departments of Transportation across the nation on best practices in diversity training.

### **EEO Training 2014**

EEO Refresher for Supervisors (offered six times per year)

Females in Non-Traditional Roles

Sexual Orientation and Gender Identity

Disability Awareness

Workplace Diversity

### **EEO Training 2015**

EEO Refresher for Supervisors (offered six times per year)

Accommodating Employees with Disabilities

Race Discrimination

Age Discrimination

Workplace Diversity

### **EEO Training 2016**

EEO Refresher for Supervisors (offered six times per year)

Workplace Diversity

Sexual Orientation and Gender Identity

Females in Non-Traditional Roles

Disability Awareness

### **EEO Training 2017**

EEO Refresher for Supervisors (offered six times per year)

Workplace Diversity

Age Discrimination

Race Discrimination

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**ATTACHMENT IV**  
**NH Department of Transportation**  
**Titles and Job Groups**



**Executive Senior Level Officials & Managers**

First/Mid level Officials & Managers  
Administrator II III & IV  
Assistant Commissioner  
Business Administrator II & IV  
Civil engineer VII  
Commissioner  
Deputy Commissioner  
Director of Policy & Administration  
Director of Aeronautics  
Director of Operations  
Director of Project Development  
Director of Finance  
Financial Reporting Administrator II  
Highway Engineer Administrator  
Human Resources Administrator  
Principal Engineer  
Transportation Bureau Administrator

**Technicians**

Design Drafter II	20
Engineering Aide I	6
Engineering Technician I II III IV & V	10, 13, 16, 19, 22
Environmentalist I & II	6,19
Geological Exploration Technician I II & III	9, 11, 12
Geological Exploration Superintendent	19
Geological Exploration Supervisor	15
Intricate Equip Technician III	14
Landscape Specialist	20
License Land Surveyor	27
Railroad Planner	24
Survey Team Technicians I II III IV & V	10, 12, 15, 19, 22
Technician Support Spec IV	27

**Operatives**

Lift Bridge Worker I II & III	6, 12, 14
Offset Press Operator I & II	10, 12
Sign Shop Manager	18
Supervisor of Turnpike Operations	17
Toll Attendant I & II	9, 11

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	<b>Labor Grade</b>
Toll Supervisor	13
Traffic Operations Technician	20
Traffic Signal Technician II III & IV	13, 16, 19
Underbridge Aerial Lift Operator	15
<b>Professionals</b>	
Accountant I II III & IV	6, 18, 21, 23
Agency Staff Auditor	22
Audit Supervisor	14, 20
Bridge Inspector	18
Business System Analyst I	28
Carpool Coordinator	17
Chief Bridge Inspector	23
Chief ROW Appraiser	31
Civil Engineer I II III IV V & VI	18, 21, 24, 27, 30, 32, 34
Communications Supervisor	24, 26
Earth Scientist II	22
Environmental III & IV	23, 27
Equal Employment Opportunity Coordinator	21
Field Auditor	22
Financial Analyst	28
Grants Program Coordinator	23
Human Resources Coordinator I	21
Information Technician Manager II	30
Internal Auditor I	19
Laboratory Scientist II	18
Municipal Highways Engineer	33
Principal Planner	24
Program Information Officer	27
Program Planner III	25
Program Specialist I II III & IV	19, 21, 23, 25
Railroad Inspector/Investigator	21
Research Geologist	26
Right of Way Abstractor	21
Right of Way Agent I & II	18, 20
Right of Way Appraiser I II & IV	19, 22, 27
Right of Way Appraiser Supervisor	29
Senior Engineer	31
Senior Hearings Examiner	34
Senior Planner	27

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	<b>Labor Grade</b>
Superintendent of Equipment	24
Supervising Lab Scientist	23
Supervisor I II III IV VI & VI I	19, 21, 23, 25, 26, 27, 28
Systems Development Spec II IV & V	21, 26, 28
Traffic Research Engineer	29
Training Development Manager	24
Turnpike Maintenance. Supervisor	23

**Administrative Support Workers**

Account Clerk I & II	3, 7, 9
Accounting Technician	12
Administrative Assistant I & II	16, 19
Administrative Secretary	14
Audit Technician	11
Clerk I III & IV	2, 8, 12
Communications Technician I	21
Counter Clerk II	9
Data Control Clerk III	12
Executive Secretary	11
Human Resource Assistant II & III	12, 14
Human Resource Technician	17
Information Center Attendant I & II	6, 8
Mail Clerk II	9
Payroll Officer II	16
Program Assistant I & II	12, 15
Radio Dispatcher	8
Secretary I & II	7, 9
Senior Radio Dispatcher	9
Statistical Clerk	9
Stock Clerk II	8
Stock Control Supervisor	12
Storekeeper	10
Telecommunications Technician I & II	16, 18
Transportation Management Communication Specialist I & II	12, 16
Warehouse Superintendent	23
Warehouse Supervisor	17
Word Proc Operator I	9
Yard Supervisor	17

**Laborers**

Highway Garage Custodial Attendant	7
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	<b>Labor Grade</b>
Laborer	5
Warehouseman	10
<b>Craft Workers</b>	
Assistant Highway Patrol Foreman	14
Auto Body Repair Technician	14
Automotive Mechanic	15
Automotive Service Technician	10
Building Maintenance Supervisor	15
Bridge Construction Foreman	18
Bridge Construction Supervisor	22
Bridge Maintainer I II & III	9, 12, 15
Carpenter	13
Carpentry Supervisor II	17
Carriage Operator	14
Construction Foreman	17
District Supervisor Highway Signing	15
Electrician Supervisor II	17
Equipment Mechanic Foreman	19
Heavy Equipment Mechanic	17
Heavy Sign Maintenance Foreman	16
Highway Maintainer I II & III	7, 9, 12
Highway Patrol Foreman	17
Machinist	15
Machinist Supervisor	17
Maintenance Mechanic Foreman	15
Maintenance Mechanic II	12
Maintenance Supervisor	21
Pavement Marking Foreman I & II	16, 19
Senior Bridge Construction Supt	24
Sign Fabricator	14
Supervisor of Reproduction Equipment Operator II	19
Welder Mechanic I & II	15, 16
Welding Shop Manager	19
<b>Service Workers</b>	
No NHDOT Employees	
<b>Sales Workers</b>	
No NHDOT Employees	

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**ATTACHMENT V**  
**Charts Reflecting Availability Analysis,**  
**Underutilization and Short and Long Term Goals**

Concord Based Bureaus Totals

Occupational Category	Salary	Current Period As Of: 2013																							Availability %		% of Under-Utilization		GOAL	
		EMPLOYEES												MIN		F														
		MALE						FEMALE						#	%	#	%	MINORITY	FEMALE											
		TOTAL	MALE	FEMALE	W	AA	HISP	API	AIAN	NHOPI	MULTI	W	AA							HISP	API	AIAN	NHOPI	MULTI						
Exec Sr Level & First/Mid Level Officials & Mgrs	42,841 - 116,170	30	25	5	25	5	5													0	0.0%	5	16.7%	3.0%	44.8%	-3.0%	-27.9%	8.38	0.90	
Professionals	30,985 - 96,595	304	222	82	219	1	2						1							4	1.3%	82	27.0%	4.7%	59.0%	-3.4%	-32.0%	97.36	10.29	
Technicians	21,430 - 70,408	261	144	117	144															0	0.0%	117	44.8%	9.3%	51.2%	-9.3%	-6.4%	16.63	24.27	
Administrative Support Workers	19,130 - 81,2657	72	20	52	20															0	0.0%	46	63.9%	3.9%	76.8%	-3.9%	-12.9%	9.30	2.81	
Craft Workers	23,483 - 61,796	170	169	1	169											1				0	0.0%	1	0.6%	3.6%	5.2%	-3.6%	-4.6%	7.84	6.12	
Operatives	22,859 - 52,020	38	36	2	34	1	1													3	7.9%	2	5.3%	4.7%	25.7%	3.2%	-20.4%	7.77	(1.21)	
Laborers	22,193 - 34,236	6	6	0	6															0	0.0%	0	0.0%	4.4%	19.3%	-4.4%	-19.3%	1.16	0.26	

AA - African American      AIAN - American Indian or Alaskan Native  
HISP - Hispanic      NHOPI - Native Hawaiian or Other Pacific Islander  
API - Asian Pacific Islander      Multi - Two or More Race

NDA - No Data Available

Workforce Goals - Concord Based Bureaus

Occupational Category	FUTURE PERIOD						NUMERIC GOALS FOR PROGRAM YEAR						PROJECTED % REPRESENTATION											
	Anticipated Opening By:2017			Job Openings To Be Filled By:2017			NEW HIRE			PROMOTIONS			12 MO			2 YR			3 YR			4 YR		
	ATTR	TOTAL	EXP	REC	TRAN	PRO	TOTAL	M	F	MIN	TOTAL	M	F	MIN	F	MIN	F	MIN	F	MIN	F	MIN	F	
Exec Sr Level & First/Mid Level Officials & Mgrs	8	8			6	2	8	2			6													100
Professionals	107	107			5	102	107	92			5													100
Technicians	40	40				40	40	16			24													100
Administrative Support Workers	11	11				11	11	9			2													100
Craft Workers	13	13				13	13	7			6													100
Operatives	7	7				7	7	7																100
Laborers	1	1				1	1	1																100
						ANTICIPATED WORK FORCE AS OF																		
						TOTAL																		
						MIN						F												
						TOTAL																		
						MIN						F												
						TOTAL																		
						MIN						F												

District I Total

Occupational Category	Salary	Current Period As Of: 2013																		Availability %		% of Under-Utilization		GOAL			
		All Employees						EMPLOYEES									Current			MINORITY	FEMALE	MINORITY	FEMALE				
		TOTAL	MALE	FEMALE	MALE						FEMALE			#	%	#	%										
					W	AA	HISP	API	AIAN	NHOPI	MULTI	W	AA					HISP	API	AIAN	NHOPI	MULTI					
Exec Sr Level & First/Mid Level Officials & Mgrs	42,841 - 116,170	1	1	0	1												0	0.0%	0	0.0%	4.8%	42.1%	-4.8%	-42.1%	0.05	0.42	
Professionals	30,985 - 96,595	6	6	0	6												0	0.0%	0	0.0%	6.1%	48.1%	-6.1%	-48.1%	0.37	2.89	
Technicians	21,430 - 70,408			0													0		0		5.3%	56.3%					
Administrative Support Workers	19,130 - 81,265	7	1	6	1												0	0.0%	6	85.7%	3.4%	79.1%	-3.4%	6.6%	0.24	(0.46)	
Craft Workers	23,483 - 61,796	113	113	0	112				1								1	0.9%	0	0.0%	1.3%	2.8%	-0.4%	-2.8%	0.47	3.16	
Operatives	22,859 - 52,020	1	0	1													0	0.0%	0	0.0%	4.7%	27.1%	-4.7%	-27.1%	0.05	0.27	
Laborers	22,193 - 34,236	1	1	0	1												0	0.0%	0	0.0%	6.6%	13.4%	-6.6%	-13.4%	0.07	0.13	

AA - African American  
 HISP - Hispanic  
 API - Asian Pacific Islander  
 AIAN - American Indian or Alaskan  
 NHOPI - Native Hawaiian or Other Pacific Islander  
 Multi - Two or More Race



Workforce Goals - District I

Occupational Category	FUTURE PERIOD						NUMERIC GOALS FOR PROGRAM YEAR						PROJECTED % REPRESENTATION			
	Anticipated Opening By:2017		Job Openings To Be Filled By:2017				NEW HIRE		PROMOTIONS		ANTICIPATED WORK FORCE AS OF					
	ATTR	EXPS	TOTAL	REC	TRAN	PRO	NEW HIRE	TOTAL	MIN	TOTAL	MIN	12 MO	2 YR	3 YR	4 YR	
	M	F	TOTAL	M	F	TOTAL	M	F	TOTAL	M	F	MIN	M	F	MIN	F
Exec Sr Level & First/Mid Level Officials & Mgrs																
Professionals	2	2	2	2	2	2	2						50			100
Technicians																
Administrative Support Workers																
Craft Workers	3	3	3	3	3	3	3					33		67		100
Operatives																
Laborers																

District II Total

Occupational Category	Salary	Current Period As Of: 2013																		Availability %		% of Under-Utilization		GOAL		
		All Employees			EMPLOYEES									Current						MINORITY	FEMALE	MINORITY	FEMALE			
		TOTAL	MALE	FEMALE	MALE					FEMALE				#	%	#	%									
					W	AA	HISP	API	AIAN	NHOPI	MULTI	W	AA					HISP	API	AIAN	NHOPI	MULTI				
Exec Sr Level & First/Mid Level Officials & Mgrs	42,841 - 116,170	2	2	0	2												0	0.0%	0	0.0%	3.7%	44.1%	-3.7%	-44.1%	0.07	0.88
Professionals	30,985 - 96,595	4	3	1	3											1	0	0.0%	1	25.0%	10.9%	27.5%	-10.9%	-2.5%	0.44	0.10
Technicians	21,430 - 70,408	0	0	0	0											0	0	0.0%	0		7.1%	52.2%				
Administrative Support Workers	19,130 - 81,265	7	3	4	3											4	0	0.0%	4	57.1%	4.0%	76.6%	-4.0%	-19.5%	0.28	1.36
Craft Workers	23,483 - 61,796	92	91	1	91											1	0	0.0%	1	1.1%	2.3%	8.7%	-2.3%	-7.6%	2.12	7.00
Operatives	22,859 - 52,020	0	0	0	0											0	0	0.0%	0		6.0%	27.5%				
Laborers	22,193 - 34,236	1	1	0	1											0	0	0.0%	0	0.0%	3.9%	19.5%	-3.9%	-19.5%	0.04	0.20

AA - African American  
 HISP - Hispanic  
 API - Asian Pacific Islander  
 AIAN - American Indian or Alaskan Native  
 NHOPI - Native Hawaiian or Other Pacific Islander  
 Multi - Two or More Race



**District III Total**

Occupational Category	Salary	Current Period As Of: 2013																				Availability %		% of Under-Utilization		GOAL														
		All Employees			EMPLOYEES										MIN		F		MINORITY	FEMALE	MINORITY	FEMALE																		
		TOTAL	MALE	FEMALE	MALE					FEMALE					#	%	#	%																						
					W	AA	HISP	API	AIAN	NHOPI	MULTI	W	AA	HISP					API	AIAN	NHOPI	MULTI																		
Exec Sr Level & First/Mid Level Officials & Mgrs	42,841 - 116,170	1	1	0	1													0	0.0%	0	0.0%																			
Professionals	30,985 - 96,595	5	4	1	4													1	0.0%	1	20.0%																			
Technicians	21,430 - 70,408	3	3	0	3														0	0.0%	0	0.0%																		
Administrative Support Workers	19,130 - 81,265	7	5	2	5														0	0.0%	2	28.6%																		
Craft Workers	23,483 - 61,796	106	105	1	102								3						3	2.8%	1	0.9%																		
Operatives	22,859 - 52,020	0	0	0	0														0	0.0%	0	0.0%																		
Laborers	22,193 - 34,236	2	2	0	2														0	0.0%	0	0.0%																		

AA - African American  
 HISP - Hispanic  
 API - Asian Pacific Islander  
 AIAN - American Indian or Alaskan Nativ  
 NHOPI - Native Hawaiian or Other Pacific Islander  
 Multi - Two or More Race:



District IV Total

Occupational Category	Salary	Current Period As Of: 2013																		Availability %		% of Under-Utilization		GOAL			
		All Employees				EMPLOYEES									Current					MINORITY	FEMALE	MINORITY	FEMALE				
		TOTAL	MALE	FEMALE	W	AA	HISP	API	AIAN	NHOP	MULTI	W	AA	HISP	API	AIAN	NHOP	MULTI	#	%	#	%	MINORITY	FEMALE	MINORITY	FEMALE	
Exec Sr Level & First/Mid Level Officials & Mgrs	42,841 - 116,170	1	1	0	1													0	0.0%	0	0.0%	2.2%	39.9%	-2.2%	-39.9%	0.02	0.40
Professionals	30,985 - 96,595	3	2	1	2						1							0	0.0%	1	33.3%	4.3%	58.3%	-4.3%	-25.0%	0.13	0.75
Technicians	21,430 - 70,408	0	0	0	0													0	0.0%	0	0.0%	1.7%	59.9%				
Administrative Support Workers	19,130 - 81,265	8	2	6	2													0	0.0%	6	75.0%	2.6%	78.9%	-2.6%	-3.9%	0.21	0.31
Craft Workers	23,483 - 61,796	79	79	0	78					1								1	1.3%	0	0.0%	2.2%	4.1%	-0.9%	-4.1%	0.74	3.24
Operatives	22,659 - 52,020	0	0	0	0													0	0.0%	0	0.0%	3.4%	31.0%				
Laborers	22,193 - 34,236	0	0	0	0													0	0.0%	0	0.0%	1.8%	23.9%				

AA - African American  
 HISP - Hispanic  
 API - Asian Pacific Islander  
 AA - American Indian or Alaskan Nat  
 NHOP - Native Hawaiian or Other Pacific Islander  
 Multi - Two or More Rac

Workforce Goals - District IV

Occupational Category	FUTURE PERIOD						NUMERIC GOALS FOR PROGRAM YEAR						PROJECTED % REPRESENTATION							
	Anticipated Opening By:2017		Job Openings To Be Filled By:2017				NEW HIRE		PROMOTIONS		TOTAL		TOTAL		12 MO	2 YR	3 YR	4 YR		
	ATTR	EXPS	TOTAL	REC	TRAN	PRO	NEW HIRE	TOTAL	MIN	M	F	M	F	M	F	MIN	F	MIN	F	
								M	F	MIN	F	M	F	MIN	F	MIN	F	MIN	F	
Exec Sr Level & First/Mid Level Officials & Mgrs																				
Professionals																				
Technicians																				
Administrative Support Workers																				
Craft Workers	3	3					3	3								33	67		100	
Operatives																				
Laborers																				







District VI Total

Occupational Category	Salary	Current Period As Of: 2013																				Availability %		% of Under-Utilization		GOAL		
		All Employees				EMPLOYEES										Current				MINORITY	FEMALE	MINORITY	FEMALE					
		TOTAL	MALE	FEMALE	W	MALE					FEMALE					#	%	#	%									
						AA	HISP	API	AIAN	NHOPI	MULTI	AA	HISP	API	AIAN					NHOPI	MULTI							
Exec Sr Level & First/Mid Level Officials & Mgrs	42,841 - 116,170	1	1	0	1														0	0.0%	0	0.0%	4.0%	38.2%	-4.0%	-38.2%	0.04	0.38
Professionals	30,985 - 96,595	4	4	0	4														0	0.0%	0	0.0%	5.7%	55.5%	-5.7%	-55.5%	0.23	2.22
Technicians	21,430 - 70,408	1	1	0	1														0	0.0%	0	0.0%	6.2%	57.9%	-6.2%	-57.9%	0.06	0.58
Administrative Support Workers	19,130 - 81,265	5	2	3	2														3	60.0%	3	60.0%	4.1%	76.5%	-4.1%	-16.5%	0.21	0.83
Craft Workers	23,483 - 61,796	84	84	0	84														0	0.0%	0	0.0%	3.7%	4.5%	-3.7%	-4.5%	3.11	3.78
Operatives	22,859 - 52,020	0	0	0	0														0		0		10.5%	25.9%				
Laborers	22,193 - 34,236	0	0	0	0														0		0		4.1%	18.9%				

AA - African American  
 HISP - Hispanic  
 API - Asian Pacific Islander  
 AIAN - American Indian or Alaskan Nat  
 NHOPI - Native Hawaiian or Other Pacific Islander  
 Multi - Two or More Rac

Workforce Goals - District VI

Occupational Category	FUTURE PERIOD						ANTICIPATED WORK FORCE AS OF						PROJECTED % REPRESENTATION																			
	Anticipated Opening By:2017		Job Openings To Be Filled By:2017				NEW HIRE		TOTAL		MIN		PROMOTIONS		TOTAL		MIN		TOTAL		12 MO		2 YR		3 YR		4 YR					
	ATTR	EXPS	TOTAL	REC	TRAN	PRO	NEW HIRE	TOTAL	M	F	MIN	M	F	MIN	M	F	MIN	M	F	MIN	M	F	MIN	M	F	MIN	M	F				
Exec Sr Level & First/Mid Level Officials & Mgrs																																
Professionals	2	2	2	2	2	2	2	2																					100			
Technicians																																
Administrative Support Workers																																
Craft Workers	6	6	6	6	6	6	6	3	3	3																	33	33	67	67	100	100
Operatives																																
Laborers																																





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**ATTACHMENT VI**  
**Employment Statistics**  
**2010**

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**NHDOT Employment Statistics by Gender and Race**

The State of New Hampshire is in the process of implementing the Lawson Enterprise Resource Planning (ERP) computer system which is designed to replace the NH Government Human Resource System (GHRIS). Currently, this conversion process has resulted in an inability to capture NHDOT employment statistics by race and gender for unclassified hires, new hires, promotions, rehires and demotions. When these statistics are available, they will be added as an addendum to the current NHDOT Affirmative Action Plan and made available to the Federal Highway Administration. The following statistics represent the most current available statistics.

NHDOT Employment Statistics 2010

<b>Demotions</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>
AA	0	0	0
Hisp	0	0	0
API	0	0	0
AIAN	0	0	0
NHOPI	0	0	0
Multi	0	0	0
Cauc	21	21	0

<b>Hire (unclass)</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>
AA	0	0	0
Hisp	0	0	0
API	0	0	0
AIAN	0	0	0
NHOPI	0	0	0
Multi	0	0	0
Cauc	1	1	0

<b>New Full Time</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>
AA	0	0	0
Hisp	0	0	0
API	0	0	0
AIAN	0	0	0
NHOPI	0	0	0
Multi	0	0	0
Cauc	46	44	2

<b>Promotions</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>
AA	0	0	0
Hisp	1	0	1
API	0	0	0
AIAN	0	0	0
NHOPI	0	0	0
Multi	0	0	0
Cauc	88	77	11

<b>Rehire</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>
AA	0	0	0
Hisp	1	1	0
API	0	0	0
AIAN	0	0	0
NHOPI	0	0	0
Multi	0	0	0
Cauc	9	8	1



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**ATTACHMENT VII**  
**EEO Policies**

**EEO Complaint and Investigation Procedure**  
**The State of New Hampshire Policy on Sexual Harassment**

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Adopted: December 17, 1997

NEW HAMPSHIRE DEPARTMENT OF TRANSPORTATION

POLICY 203.02

**Title: EEO COMPLAINT AND INVESTIGATION PROCEDURE**

Purpose: To establish formal and informal EEO complaint and investigation processing procedure. To provide procedures for an individual to receive counseling or process a complaint alleging discrimination based on race, color, gender, sexual orientation, political affiliation, religion, national origin, age, or disability.

Applicability: These procedures govern counseling and/or filing and investigating complaints within the New Hampshire Department of Transportation by employees and applicants for employment alleging discrimination because of race, color, sex, religion, national origin, age, or disability in connection with employment, application for employment, or other personnel action. All personnel have the right to present their complaints without prejudice.

Procedure:

A. GENERAL

1. Any employee, former employee, applicant or duly authorized representative of such employee or applicant may file a complaint
2. Where to file: All employee complaints may be filed with the New Hampshire Department of Transportation's EEO Coordinator, Human Resource Office John O. Morton Building, P.O. Box 483 Concord, New Hampshire 03302-0483.
3. Employees shall be allowed reasonable time during working hours to seek counseling and present their complaint with no deduction in pay. However, no overtime pay shall be given should the counseling or investigation of a complaint extend beyond the normal working hours.
4. The Department shall not be responsible for any expenses incurred by the complainant in pursuing the complaint.
5. When the complaint is found to be non-discriminatory, the complaint will be returned to the complainant for processing through the normal grievance/appeal process.
6. The EEO Coordinator and the Human Resource Administrator are investigators for the Department. As the need arises within the Department, additional investigators may be appointed by the Assistant Commissioner.
7. Each employee of the Department will be given a copy of these procedures upon request.
8. A copy of these procedures will be available to all new employees as part of new employee orientation.
9. A notice identifying the name and address of the Department's investigators and New Hampshire Commission for Human Rights will be posted on employee bulletin boards and in Department locations available to applicants for employment.

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B. INFORMAL DISCRIMINATION COMPLAINT PROCESS:

1. When an employee believes that he/she has been discriminated against because of race, color, gender, sexual orientation, political affiliation, religion, national origin, age or disability, the complainant or supervisor is encouraged to direct the alleged discrimination to the EEO Coordinator or Human Resource Administrator.
2. Informal complaints should be brought to the attention of an investigator within 15 calendar days of the date of the alleged discrimination. Individuals may simultaneously process a complaint of a personnel action through the Personnel Rule Per 202, settlement of Disputes.
3. The investigator must be free from restraint, interference, coercion, discrimination, or reprisal in connection with the performance of investigative duties.
4. Confidentiality will be maintained within the confines of the investigation.
5. The investigator will make necessary inquiries into the matter, seek a resolution on an informal basis and counsel the complainant as well as the respondent.
6. The investigator shall, within 30 to 60 days, conduct a follow up interview with the complainant and respondent after resolution of the issue.
7. If the issue has not been resolved to the satisfaction of the complainant, he or she will be advised of the right to file a formal complaint with the Department or the New Hampshire Commission on Human Rights within 15 calendar days of the final interview with the investigator.

C. INTERNAL FORMAL DISCRIMINATION COMPLAINT PROCESS:

1. Written complaints alleging discrimination will contain all the facts and circumstances surrounding the alleged incident to include the parties involved, what alleged discrimination took place, where and when the incident occurred. Adopted: December 17, 1997
2. Within 15 calendar days after the alleged action which prompted the complaint, the employee should send the original copy of the complaint to:

NEW HAMPSHIRE DEPARTMENT OF TRANSPORTATION  
HUMAN RESOURCES  
P.O. BOX 483  
CONCORD, NH 03302-0483

3. The EEO Coordinator will initiate an investigation within five working days after receipt of the information and will forward the findings and recommendations to the Assistant Commissioner within twenty working days of receipt of the discrimination complaint.
4. The Assistant Commissioner will review and respond to the findings and recommendations of the EEO Coordinator within 10 working days.
5. If the complaint is not resolved to the employee's satisfaction, he/she may appeal to the Commissioner, or

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6. If the complaint is not resolved to the employee's satisfaction, the employee may submit the complaint to the New Hampshire Commission for Human Rights, 163 Loudon Road, Concord, New Hampshire 03301.

Leon S. Kenison  
Commissioner

Effective Date: December 17, 1997

Revision: 2001: Renumbered from 1.16 to 203.02

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BY HIS EXCELLENCY  
JOHN H. LYNCH, GOVERNOR  
Executive Order 2006-9

An Order Updating The State of New Hampshire Policy On Sexual Harassment

WHEREAS, all employees of the State of New Hampshire are entitled to work in an environment free of sexually inappropriate behavior;

WHEREAS, the State of New Hampshire's sexual harassment policy was adopted in 1992 and has not been updated since that time;

WHEREAS, the Director of Personnel, the Department of Justice and the Governor's Office have collaborated to review the state's sexual harassment policy and make recommendations to update to the sexual harassment policy;

WHEREAS, the promulgation of an updated sexual harassment policy will harmonize the sexual harassment policy of the executive branch with the sexual harassment policy adopted by the General Court in 2005;

WHEREAS the improvements to the State's sexual harassment policy will help prevent inappropriate workplace behavior; ensure that reports of sexual harassment are treated in a confidential and sensitive manner; and encourage state employees to bring forward instances of sexual harassment and other inappropriate workplace behavior of a sexual nature;

NOW, THEREFORE, I, JOHN H. LYNCH, GOVERNOR OF THE STATE OF NEW HAMPSHIRE, by the authority vested in me by part II, article 41 of the New Hampshire Constitution do hereby promulgate a Policy of Sexual Harassment for the State of New Hampshire. This policy shall govern the conduct of all employees of the executive branch of the State of New Hampshire:

Given under my hand and seal at the Executive Chambers in Concord, this 24 day of August, in the year of our Lord, two thousand and six.

## **THE STATE OF NEW HAMPSHIRE POLICY ON SEXUAL HARASSMENT**

### **I. POLICY STATEMENT**

All employees of the State of New Hampshire are entitled to work in an environment free of sexually inappropriate behavior. The State of New Hampshire is committed to preventing and eliminating such misconduct in the workplace before it rises to the level of sexual harassment. To accomplish these goals, the state's policy against sexual harassment shall be clearly and regularly communicated to all state employees, both supervisory and non-supervisory, through periodic educational programs and training. In addition, this policy shall be implemented through the complaint investigation procedures set forth below. This policy shall also serve as a guideline for the investigation of any other type of discrimination prohibited by law.

All complaints of sexual harassment or retaliation shall be promptly and thoroughly investigated. Particular care shall be taken in the course of investigations to protect the confidentiality of all involved to the extent possible. Should it be determined that a state employee has violated this policy, immediate and appropriate corrective and/or disciplinary action shall be taken. This may include discharge and/or other forms of discipline. The type and extent of corrective action regarding non-employees will depend on the amount of control the agency has over the non-employee.

### **II. POLICY PURPOSE - STATEMENT OF PROHIBITED CONDUCT**

Harassment and discrimination in employment based on sex are illegal under federal and state law and shall not be tolerated in state employment. Maintenance of a discriminatory work environment is also prohibited. Every state employee has a duty to observe the law and shall be subject to appropriate disciplinary or corrective action for failing to do so.

**SEXUAL HARASSMENT:** An unwelcome sexual advance, a request for a sexual favor, or other verbal or physical conduct of a sexual nature constitutes sexual harassment when (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creates an intimidating, hostile or offensive working environment.

Any supervisor who threatens or suggests, either explicitly or implicitly, that an employee's refusal to submit to sexual advances or other conduct of a sexual nature will adversely affect the employee's job and/or working conditions has committed sexual harassment.

In order to rise to the level of legally actionable sexual harassment, conduct creating a hostile work environment must be severe or pervasive. However, it is the intent of the State to prevent conduct from escalating to the point that a hostile work environment exists. To that end, the following conduct is considered inappropriate and is prohibited in the workplace regardless of whether it rises to the level of being severe or pervasive: verbal abuse of a sexual nature; unwelcome, offensive sexual flirtation; unwelcome, graphic verbal comments about an individual's body; sexually degrading words to describe an individual; unwelcome brushing, touching, patting, or pinching an individual's body; sexually explicit gestures; the display in the workplace of sexually suggestive, sexually demeaning or pornographic

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objects, pictures, posters, or cartoons; unwelcome inquiry or comment about sexual conduct or sexual orientation or preferences; or verbal abuse consistently targeted at only one sex, even if the content of the abuse is not sexual. Whether the conduct is severe or pervasive shall be considered in determining the level of appropriate corrective action required.

### **III. PROCEDURES FOR MAKING INVESTIGATING AND RESOLVING SEXUAL HARASSMENT AND RETALIATION COMPLAINTS**

#### **A. COMPLAINTS**

Complaints of sexual harassment or of retaliation for making such complaints shall be made, either in writing or verbally, to the Director of the Division of Personnel or the agency Human Resource Administrator, who shall then refer the complaint to the Director. Complaints may also be submitted to the employee's supervisor, who shall be responsible for transmitting any complaint received to the agency Human Resource Administrator. If the employee's supervisor is involved in the alleged harassment, the employee may submit the complaint to the next supervisor in their direct chain of command, who shall be responsible for transmitting any complaint received to the agency Human Resource Administrator. The Director of Personnel shall then assign, as appropriate, one or two investigators. If only one investigator is assigned, the investigator shall be from outside the complainant's agency. No employee shall be required to file a complaint with a supervisor who is hostile to that employee and/or who engages in conduct or has been alleged to have engaged in conduct which could be considered sexual harassment.

Any supervisor who has knowledge of sexual harassment, or retaliation against a person who has reported sexual harassment, shall be required to report it to the Director of Personnel or the agency Human Resource Administrator. Failure to report may result in appropriate corrective action, which may include discipline

During the investigation, the agency, in consultation with the Director of Personnel, shall promptly take such action as is reasonably calculated to prevent further harassment from occurring.

#### **B. INVESTIGATIONS-CONFIDENTIALITY**

All complaints shall be investigated with reasonable thoroughness and as expeditiously as possible by the investigator(s). Subject to the limits or requirements of the law, investigations shall be conducted with particular care to preserve the confidentiality of all persons involved. Only those who need to know in order to accomplish the purposes of the investigation shall be provided with the identity of the complainant and the allegations. All parties including the complainant and the alleged harasser contacted in the course of an investigation shall be advised of the necessity of confidentiality and that any breach of confidentiality shall be treated as misconduct subject to disciplinary action. Copies of the investigators' final report shall be submitted to the Director of Personnel, who shall share it with the agency Human Resource Administrator and Agency Head. The complainant and the alleged harasser shall be advised of the findings reached on the complaint. If a violation of this policy is found to have occurred, the complainant will be advised that appropriate corrective action will be taken. This is in accordance with RSA 91-A, which provides that specific personnel actions must remain confidential.

All individuals are required to be truthful, forthcoming, and cooperative in connection with the complaint investigation. An investigation shall begin promptly. The investigators shall provide the Director of Personnel with progress reports every thirty days. Upon completion, a written report shall be prepared and submitted to the Director of Personnel who will share it with the agency Human Resource Administrator and the Agency Head. The agency officials and the Director of Personnel shall review the report. The agency shall make a determination as to whether or not disciplinary or corrective action is warranted.

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### **C. RETALIATION PROHIBITED**

Retaliation of any kind against anyone who is involved in the investigation of or in making an allegation of sexual harassment is prohibited and may result in disciplinary action against the retaliator, up to and including termination from employment.

### **IV. STATE EMPLOYEE EDUCATION AND TRAINING**

The State's policy against sexual harassment shall be communicated in writing to all employees. Educational posters communicating the State's opposition to sexual harassment shall be conspicuously and continuously displayed in the workplace. Such notices shall advise employees of the right to initiate a sexual harassment complaint through the procedures outlined in this policy as well as the right to initiate complaints with the New Hampshire Commission on Human Rights and/or the Equal Employment Opportunity Commission.

Each state department or agency shall conduct periodic training to inform employees of the state's policy prohibiting sexual harassment and retaliation and the complaint and investigation procedure set forth herein. Such training shall include the following components:

- A. For all employees: As part of general orientation, each recently hired employee shall be provided a copy of this policy and during their first year of employment shall attend a training session regarding this policy.
- B. For all supervisory employees: All supervisory personnel shall annually participate in a training session on sexual harassment and other forms of discrimination which includes information about the types of conduct which will not be tolerated in the workplace.

Revised August 2006



