

Fiscal Year 2024
Report on the Condition of Affirmative Action Program
Iowa Department of Transportation
Affirmative Action Report
and
Fiscal Year 2025 Plan



JULY 30, 2024

Iowa Department of Transportation
Civil Rights Bureau
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Agency Affirmative Action: Reporting for FY 2024 and Planning for FY 2025

Section 1 – Affirmative Action Statements

Policy Statement

The policy statement shall be a clear and unambiguous declaration of commitment to the principles of Equal Employment Opportunity (EEO) and Affirmative Action in the application of all human resource rules, policies, and practices. It shall contain the following or similarly worded language:

- The agency prohibits discrimination in its employment policies and practices on the basis of race, creed, color, religion, national origin, sex, age, mental or physical disability, sexual orientation, gender identity, or pregnancy or pregnancy-related condition consistent with applicable state and federal policies and regulations. It is also the policy of the executive branch of state government in the State of Iowa to apply affirmative action measures to correct the underutilization of females, minorities, and persons with disabilities in the state employment system whenever remedial measures are appropriate. The agency is an equal employment opportunity and affirmative action employer.

Please provide your agency's policy statement below:

The Iowa Department of Transportation (DOT) prohibits discrimination in its employment policies and practices on the basis of race, creed, color, religion, national origin, sex, age, mental or physical disability, sexual orientation, or gender identity, consistent with applicable state and federal policies and regulations. It is also the policy of the executive branch of state government in the State of Iowa to apply affirmative action measures to correct the underutilization of females, minorities, and persons with disabilities in the state employment system whenever remedial measures are appropriate. The agency is an equal employment opportunity and affirmative action employer.

The DOT's Equal Employment Opportunity and Affirmative Action Policy (230.03) prohibits unlawful discrimination, discriminatory harassment and sexual harassment. It establishes employee responsibilities for equal employment opportunity and affirmative action and details procedures and timeframes for action. The DOT affirms its deep commitment to treat all applicants for employment equally. Equal employment opportunity will be provided to all applicants without regard to race, creed, color, religion, sex, national origin, age, physical or mental disability, sexual orientation, gender identity, pregnancy, pregnancy-related condition, or marital status. Every effort will be made to ensure that reasonable accommodations are provided to persons with disabilities and that the rights of veterans in recognized military conflicts and all disabled veterans are protected.

The DOT, its employees and contractors are prohibited from discriminating against an applicant or another employee, excluding them from participation in a selection process, denying them benefits, or subjecting them to discrimination under any project, program or activity funded in whole or in part through federal financial assistance.

Administration Statement

The administration statement shall be a declaration of how the agency's Affirmative Action Policy is to be implemented. It shall contain the name, job title, and work location of the person responsible for the internal process of reviewing and reporting equal employment opportunity and affirmative action information. The administration statement shall contain the following or similarly worded language:

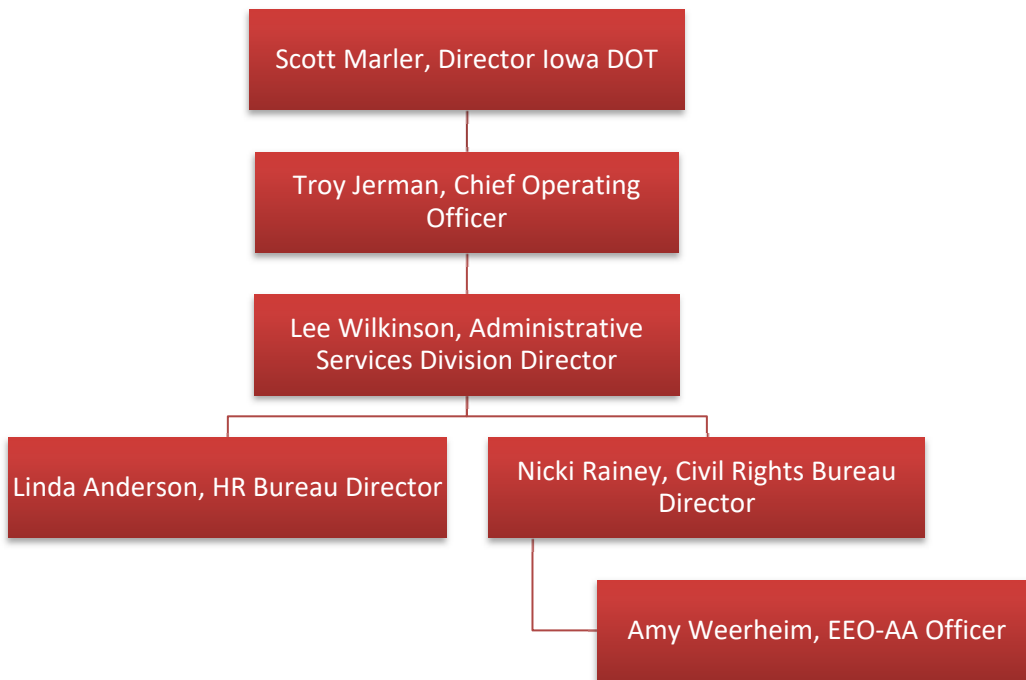
- Name, title, is responsible for affirmative action reporting for FY 2024 and planning for FY 2025 for the Department of _____.

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Please provide your agency's administration statement below:

The Director of the Iowa Department of Transportation (DOT) administers the Affirmative Action and Equal Employment Opportunity Program. That authority has further delegated this responsibility to the Chief Operating Officer Troy Jerman; Administrative Services Division (ASD) Director, Lee Wilkinson and Civil Rights Bureau Director, Nikita Rainey. Functional administration is assigned to Equal Employment & Affirmative Action Officer, Amy Weerheim. The DOT Director during this reporting period was Scott Marler.

Under the guidance and supervision of Lee Wilkinson, Administrative Services Division Director and Nicki Rainey, Civil Rights Bureau Director, Amy Weerheim was responsible for affirmative action reporting for FY 2024 and planning for FY 2025 for the Iowa DOT.



Director/Elected Official Signature

Director/Elected Official Signature

7/30/2024

Date

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Section 2 – Progress Report on Previous Year Goals (FY 2023)

Use this space to report the progress of your FY 2023 goals. Please include activities, agency achievements, and any other information available.

Beginning FY21, Iowa DOT leadership prioritized five goals (shown below) as the overarching direction for the 5-year business plan to be attained between 2021-2025. From a wide range of possibilities, the Executive Leadership Team defined and prioritized five Priority Goals for the next five years. The intent of the Business Plan is to achieve each Priority Goal. These are the building blocks for Iowa DOT's preferred future and form an essential connection between the broader direction in the previous section and the increasingly detailed 5-Year Picture, 1-Year Objectives, and 90-Day Rocks (the highest priority actions for divisions and bureaus) that drive change and improvement.



Goal 1.
Improve Transportation System Safety & Performance

Outcomes include: zero fatalities in work zones, total traffic fatalities significantly reduced, increased efficiency, reliability, resiliency, and condition of our transportation system



Goal 2.
Improve Customer Service

Outcomes include: greater levels of customer satisfaction across all programs and services



Goal 3.
Advance Workforce for Future Challenges & Opportunities

Outcomes include: engaged and empowered employees, increased diversity, equity, and inclusion, and steady reductions in turnover rate (non-retirement)



Goal 4.
Secure Stable & Sustainable Funding

Outcomes include: implemented funding strategies, ensured diversified funding mechanisms, and reduced technical debt (e.g., legacy systems)



Goal 5.
Grow Innovation

Outcomes include: adopted smart technologies, culture of innovation, and modernized systems

The Executive Leadership Team (ELT) developed and refined the objectives for calendar year 2024 via workshops, monthly strategy sessions, and conversations with employees. The objectives identified for calendar year 2024 provided a near term focus to bring the DOT's vision from 25 years out down to 5-year goals and all the way down to what needs to be done in calendar year 2024.

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AGENCY 1-YEAR OBJECTIVES FOR 2023 (QUARTER 1 AND 2 OF THIS REPORT)

DOT leadership set five objectives for calendar 2023.

1. Implement Transportation 4.0.
2. Implement advanced customer service across the agency.
3. Improve recruitment, hiring, onboarding, and retention processes at the agency.
4. Develop new approaches to resource management and prioritization.
5. Support innovation in our culture.

Accomplishments July – December 2023 of this report period are as follows:

5-YEAR PRIORITY GOAL: ADVANCE WORKFORCE FOR FUTURE CHALLENGES & OPPORTUNITIES

Goal #1: Create an organizational culture that promotes inclusion in the workplace.

The Iowa DOT will achieve a more welcoming work environment driven by our core values and our foundational belief that all employees are valuable.

Efforts will include:

- Summarize focus group results.
- Receive summary report and recommendations.
- Develop an implementation plan.

Success will be measured by each item put into place, quarterly progress reports provided to DOT leadership, and subsequent Gallup Q12 Engagement results.

Executive Sponsors: Troy Jerman, Scott Marler, and Lee Wilkinson

Project Leaders: Maria Hobbs. Committee Members: Jacqui DiGiacinto, Mohamed Mohamed, Angela Poole, and Amy Sturm.

Accomplishments:

During this reporting period, information gathered via focus groups of employees across the DOT was analyzed. DOT received the summary report and recommendations which were reviewed by the committee.

Goal #2: Improve recruitment, hiring, onboarding, and retention processes at the agency.

There are three key foundational considerations for this objective; understanding that applicants, hiring managers and employees are all customers of the Department. The intent is to look at recruitment, hiring, onboarding and retention through the lens of the customer with the intention of elevating the customer experience. Additionally, we will not allow our current rules or policies of the Department to limit the process. Third, to be creative in this process and come up with solutions to challenge ourselves there are better ways of doing things. It will be important for DOT to look at what we stop doing, keep doing, can adjust and start doing.

Our employees are our greatest resources and DOT aims to:

- a. Strengthen entire journey from attracting talent to developing a strong career with DOT. DOT will bring new innovation to our agency processes to recruit, hire, onboard, and retain employees.
- b. In partnership with the Department of Administrative Services (DAS), we will introduce and refine end-to-end strategies to strengthen the entire employee journey from attracting talent to developing a strong career and future with the Iowa DOT.
- c. Create and align tools and resources for hiring managers seeking the best and the brightest talent.
- d. Develop a system to evaluate how we are performing.

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Accomplishments:

- In January 2024, Attract, functionality within Neogov went live. Attract allows DOT to communicate with any candidate who has applied with the State of Iowa and shows interest in a specific field.
- Implemented in the beginning of FY24, a recruitment specific budget was made available to allow expansion of recruitment efforts.
- In March 2024, a Behavior Based Interviewing help sheet was provided to all candidates who applied for full-time positions in the department to help aid them in understanding behavior-based interviewing.
- In June 2024, the DOT Careers website created an updated career page platform at [DOT | Recruitment Home \(neogov.com\)](https://neogov.com).
- In August of 2023, [Always be Recruiting](#), a supervisor success guide was created to help educate employees on the importance of recruitment. The Iowa DOT's Recruitment Success Guide is based on the idea of Always be Recruiting! This idea encapsulates the notion that every employee supports and actively participates in recruitment for the agency at all times. Recruitment is not just college career fairs; it is also the language we use in our job postings, the way we use a variety of advertising options, and our interactions with the community in our day-to-day actions. Recruitment is both small and large efforts and everyone must play a part!
- Expanded tracking activities to review position views, applicant counts, and referred counts. Human Resources started FY24 with tracking and will prepare to report this out with the FY24 hire report.

Goal #3: Continued 2023 Objective: Modernize recruitment, retention and hiring practices.

Objectives to modernize recruitment, retention and hiring practices will include:

- Continue to build out program for new Horizontal Career Path (HCP) – ITS 3 & 4
- Develop and implement use of recruitment videos.
- Develop implementation plan on civility training.

Executive Sponsors: Lee Wilkinson, Administrative Services Division Director; Andrea Henry, Strategic Communications Director; Project Leaders: Jenny Veale, Deputy Director of HR; Barry Thede, District 2 Maintenance Manager.

Accomplishments:

- The program was developed but not implemented as IT division was transferred to the Department of Management.
- One video has been completed and is included in DOT's initial notification to candidates via NEOGOV.
- Civility (People Matter Everyday) training was provided to all employees as required training. A leadership component of People Matter Training was also provided to Managers/Supervisors as required training.

Goal #4: Continued 2023 Objective: Implement workplace modernization plan.

Objective to implement workplace modernization will include:

- Continue to create furniture and technology strategies for shared areas.

Success measure have not yet been determined and has been included as part of the ongoing efforts of this initiative.

Accomplishments: As an organization, we aim to support a modern work environment and recognize our work environments attract and retain a modern workforce. We know that the work environment has a strong connection to the well-being of our employees. As a result, we are rethinking and adjusting how our office spaces are used and have opened the door to the office becoming a collaboration destination.

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Workplace modernization creates workspaces that provide choices to accommodate different working needs, maximize collaboration opportunities, and focus on design that helps our well-being. The goal is to create a healthier work environment through energy-efficient design, increased access to natural daylight, and improved air quality and temperature stability. Progress at the Ames and Ankeny buildings continues on schedule.

Additional accomplishments:

5-Year Picture

By December 31, 2025, transportation throughout Iowa will be safer and performing better, with fatalities significantly reduced and a more resilient, reliable, and efficient system. Our internal and external customers will be better served, employees will be more engaged, and customer satisfaction across all programs and services will be increasing. Empowered employees will be well-equipped to meet both the challenges and opportunities of the future, and a culture of innovation and modernization will be integrated throughout the DOT. As stewards of Iowa's transportation system, we will have addressed our greatest resource needs and identified new, stable, and sustainable funding to ensure our transportation system is well-maintained.

1-Year Objectives for 2023

DOT leadership has set five Objectives for calendar 2023, and every year hereafter new or refined 1-Year Objectives will be set.

1. Implement Transportation 4.0
2. Implement advanced customer service across the agency.
3. Improve recruitment, hiring, onboarding, and retention processes at the agency.
4. Develop new approaches to resource management and prioritization.
5. Support innovation in our culture

While the Business Plan is reviewed and updated every other year, implementation is achieved through specific quarterly and biweekly efforts among all Divisions. The Business Plan adapts several tools from the Entrepreneurial Operating System (EOS), such as:

- ✓ **Meeting Pulse**
Annually, reaffirm Priority Goals and prioritize objectives for the year ahead; quarterly, review the Vision / Traction Organizer (V/TO) and prior Rocks, set new Rocks, resolve issues; and biweekly, Level 10 meetings.
- ✓ **Level 10**
Meetings Structured, high-value, 90-minute meetings that review Rocks and Scorecard, and resolve issues.
- ✓ **90-Day Rocks**
Prioritize 3-7 items to accomplish in next 90 days, every Rock has an owner, and every Division and most Bureaus have Rocks.

5-YEAR PRIORITY GOAL: IMPROVE CUSTOMER SERVICE

Continued Objective: Implement advanced customer service across the agency.

The Iowa DOT will continually advance customer service by sustaining and improving a customer-centric culture throughout the agency. We will implement consistent, accountable, responsive, engaging (CARE) training into the DOT's New Employee Orientation, New Leadership Training HR101, and the Leadership Master Class Series and also roll out the de-escalation training component of CARE (CARE in Conflict). We will determine the best customer feedback methods to use and create a plan for implementing those methods so that we can leverage

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customer insights and facilitate direct action with customers. We will create a plan to better connect front and back of house to better serve customers and link our employee culture to customer outcomes.

Executive Sponsors: Melissa Gillett, Bill George
Project Leaders: Darcy Doty, Angie Pinegar

Accomplishments: CARE training was extended to all county treasurer staff. There is more than 800 staff in the county treasurer's offices. The reason this is so important is because so many people view a County Treasurer's Office where they get their driver's license or ID or their vehicle registration, they view that as the Iowa DOT. In many ways the county treasurers are reflecting us whether they mean to or not. DOT took the opportunity to provide some consistency training on customer service and customer expectations and it went very well.

5-YEAR PRIORITY GOAL: ADVANCE WORKFORCE FOR FUTURE CHALLENGES & OPPORTUNITIES

New Objective: Improve recruitment, hiring, onboarding, and retention processes at the agency.

We will bring new innovation to our agency processes to recruit, hire, onboard, and retain employees. In partnership with the Dept of Administrative Services, we will introduce and refine end-to-end strategies to strengthen the entire employee journey from attracting talent to developing a strong career and future with the Iowa DOT. We will create and align tools and resources for hiring managers seeking the best and the brightest talent, and we will develop a system to evaluate how we are performing.

Executive Sponsors: Lee Wilkinson, Andrea Henry
Project Leaders: Jenny Veale, Barry Thede

July to September 2023 Accomplishments:

- **Objective: Human Resources to implement new Horizontal Career Path (HCP) – ITS 3 & 4.**
Status: Incomplete
In October 2023, all information technology staff were re-assigned to Department of Management. All hiring decisions and responsibilities transitioned to the new Department.
- **Objective: Expand civility training implementation to all employees.**
Status: Completed
In November 2023, Administrative Services Division Director Lee Wilkinson notified staff of the required training. It stated, "As we continue to live out our core values in our day-to-day activities, we look forward to focusing on *People Matter* in our upcoming professional development opportunity." *People Matter Every Day; Civility in the Workplace* explores the positive impact of workplace civility and how to demonstrate and support the Iowa DOT core values. The training was in person and approximately 2-hours. All employees are required to complete this training.
- **Objective: Field Operations to assess workforce optimization (right person in the right place).**
Status: Completed
Review district (office, RCE offices, maintenance) workforce structure.
- **Objective: Field Operations to ensure timely filling of vacancies.**
Status: Completed
There were no vacancies over 24 months within the Field Operations Division.
- **Objective: Field Operations to transition top Field Operations Division leadership.**
Status: Completed

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There was a smooth transition of Chief Engineer, District 1 Engineer, and District 2 Engineer positions.

- **Objective: Information Technology Division to improve retention processes at the agency.**
Status: Completed
Additional team members from IT to participate in Leadership Master Class (LMC).
- **Objective: Systems Operations Bureau to review bureau structure and staffing.**
Status: On track
Establish a regular cycle of in person meetings and conversations with all Bureau teams and staff to stay in tune with the culture of the division.
- **Objective: System Operations to develop bureau directors' leadership skills (Core Value – Servant Leadership).**
Status: Completed
Read, review, and discuss chapters 7-12 from Leaders Eat Last – book by Simon Sinek.
- **Objective: Transportation Development Division to finish staffing the Pavement Management Section.**
Status: Off Track Carried over to Q4 for 2023 (October – December 2023).
Hire the pavement management section leader.
- **Objective: Transportation Development Division to continue promoting and supporting efforts to improve employee engagement.**
Status: Off Track
Based on challenges shared at the April 24 quarterly leadership discussion, identify and implement some division-wide actions to address employee engagement challenges.

October to December 2023 Accomplishments:

- **Objective: Modernize recruitment, retention, and hiring process.**
Status: Completed
Human Resources developed Supervisor Success Guide for Teleworking. In January 2024 a teleworking guide for employees and supervisors was posted to DOTs internal website. With the roll-out of a new telework process in Workday, ASD Director Wilkinson distributed the job aid on how to complete the flexible work arrangement and a success guide with guidance for employees and supervisors on telework.
- **Objective: Modernize recruitment, retention, and hiring process.**
Status: Off Track – carried over to Q1 2024
Human Resources to explore new plan for expanding Horizontal Career Path (HCP).
- **Objective: Field Operations Division to ensure timely filling of vacancies.**
Status: On track
Conduct a review of all vacancies over 24 months with the goal of identifying possible unique issues/trends that should be addressed (beyond normal recruiting/hiring practices).
- **Objective: Assess workforce optimization (right person in the right place).**
Status: Off track
Field Operations Leadership Team will review staffing needs and possible adjustments, creating a list of actions for possible adoption in 2024.

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- **Objective: Transportation Development Division to finish staffing the Pavement Management Section.**
Status: Off Track
Hire the pavement management section leader.

- **Objective: Transportation Development Division to continue promoting and supporting efforts to improve employee engagement.**
Status: Completed
TDD conducted a follow-up discussion at the October 25 quarterly leadership meeting to better identify actionable items at the division or bureau level. TDD discussed options with Division leadership and HRB staff to address needs identified.

- **Objective: Transportation Development Division to continue promoting and supporting efforts to improve employee engagement.**
Status: Completed
Shared results of 2023 engagement survey with all division staff.

1-Year Objectives for 2024

DOT leadership set four new objectives for calendar year 2024.

1. Press further with customer service across the agency.
2. Implement advanced resource management and business prioritization.
3. Improve internal communication across the agency.
4. Amplify our commitment to safety

The Business Plan is reviewed and updated every other year, implementation is achieved through specific quarterly and biweekly efforts among all Divisions. This includes the setting of specific and measurable goals at all levels of the agency that follow regular timelines. The Business Plan adapts several tools from the Entrepreneurial Operating System (EOS). Staff across the agency were introduced to many of these tools and terminology to help with implementation and accountability for work related to the strategic direction of the DOT.

5-YEAR PRIORITY GOAL: ADVANCE WORKFORCE FOR FUTURE CHALLENGES & OPPORTUNITIES

Objective: Improve internal communication across the agency

Staff across the agency have shared the need for improved internal communication. People want to know more about internal job openings, promotions, retirements, current events, hot topics, and much more. Recently, cohort nine of the Leadership Master Class challenged the agency to improve internal communications company-wide. In 2024, the Iowa DOT will identify communication gaps, collect employee feedback, and implement an improved internal communication strategy to ensure that information is shared comprehensively across the agency in a timely manner. Better internal communication strategies will enhance employee connectedness and engagement, improve our agency culture, and will better position us for continued success.

Executive Sponsors: Melissa Gillett, Andrea Henry

Project Leader: Jenny Butcher, Jason Sallach

January to March 2024 Accomplishments:

- **Objective: Human resources to modernize recruitment, retention, and hiring process.**
Status: Off Track

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Explore new plan for expanding HCP.

- **Objective: Human resources to modernize recruitment, retention, and hiring process.**
Status: Completed
HR implemented new teleworking process in Workday.
- **Objective: Field Operations Division to develop and implement construction training across the division.**
Status: Completed
Field operations visited with New Hampton RCE to discuss their winter training practices.
- **Objective: Field Operations Division determine staffing needs for successful winter operations as the interstate system expands.**
Status: Completed
Field Operations Division reviewed previous Iowa DOT efforts to quantify winter operations resourcing needs.
- **Objective: Field Operations Division develop recommendation on how to fill difficult vacancies starting with RCEs and entry level engineers.**
Status: Off track carried over to Q2
Field Operations to explore recruitment at career fairs for interns, co-ops and new graduates. Exploring the possibility of sharing resumes across the Divisions and Districts so have adequate candidate pools.
- **Objective: Field Operations Division develop recommendation on how to fill difficult vacancies – starting with RCEs and entry level engineers.**
Status: Completed
Field Operations broadened postings to include those that can obtain Iowa Professional Engineer (PE) within 4 to 6 months of starting. Additionally, the location can be anywhere in a District with reporting to assigned location. Completed via paid marketing on LinkedIn, Facebook and Instagram. Research paid marketing via ASCE.
- **Objective: Review and develop strategies and policies regarding highway tech series.**
Status: Off track carried over to Q2
No rock developed to accomplish the objective.
- **Objective: Provide IT staff with opportunities for growth**
Status: On Track
Three (3) members' participation in and completion of Leadership Master Class (LMC).
- **Objective: Motor Vehicle Division to improve internal communication across the agency (Agency Objective)**
Status: Completed
Determine an MVD leadership staffing plan to best meet our needs for compliance and for learning & development and complete PDQs to fill the two existing vacancies.
- **Objective: Transportation Development Division to finish staffing the Pavement Management Section.**
Status: Completed
Hired the pavement management section leader.

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- **Objective: Transportation Development Division to continue promoting and supporting efforts to improve employee engagement.**

Status: Completed

Discussed division engagement results with TDD Senior Leadership Team and develop our division action plan for 2024. TDD shared division engagement results and action plan at TDD quarterly leadership meeting and TDD all-staff quarterly meeting.

April to June 2024 Accomplishments:

- **Objective: Human Resources Bureau to modernize recruitment, retention, and hiring process.**

Status: Completed

HR implemented changes to hiring/selection process.

- **Objective: Field Operations to develop and implement construction training across the division.**

Status: On track

Document and formalize the general procedure to share with all RCEs.

- **Objective: Field Operations to determine staffing needs for successful winter operations as interstate system expands.**

Status: On track

Propose assumptions and acceptable measures of success. Discuss at FOLT and DMM meetings.

- **Objective: Develop recommendation on how to fill difficult vacancies – starting with RCEs and entry level engineers.**

Status: On track carried over from Q1

Field Operations to attend recruitment at career fairs for interns, Co-Ops and new graduates. Share resumes across the Divisions and Districts so have adequate candidate pools.

- **Objective: Develop recommendation on how to fill difficult vacancies – starting with RCEs and entry level engineers.**

Status: On track

Field Operations Division to work with DAS and HR on analytics of why folks are able to apply but are not meeting the qualifications.

- **Objective: Field Operations to review and develop strategies and policies regarding highway tech series.**

Status: Off track carried over from Q1

Rock being developed.

- **Objective: Improve internal communication across the agency**

Status: On track

Determine funding and procurement strategy for DMV systems consultant and create a communication plan to share our next steps e.g., what this is, what this isn't.

- **Objective: Transportation Development Division to finish staffing the Pavement Management Section.**

Status: Carried Over to Q3

Fill field engineer position.

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- **Objective: Transportation Development Division to continue promoting and supporting efforts to improve employee engagement.**

Status: Completed

Improved how TDD manages internal staffing resources by sharing case studies / best practices of how internal staff resources were assessed and analyze at the April TDD quarterly leadership meeting.

Additional Accomplishments:

- Supporting enhanced agency-wide communication and engagement, Friday 15 is a 15-minute informational series that provides timely and relevant updates on topics that impact DOT employees. 15-minute virtual updates occurred the third Friday of every month, with an invitation sent the week prior to the meeting. These began in 2021 and were held all 12 months for this report period. Sessions include a leadership moment, interviews on key topics of interest to staff, and a run-down of current events designed to keep everyone in the communication loop.
- Quarterly supervisor briefings led by Director Marler were held during August and December 2023, February and May 2024 of this report period.
 - August 2023 Topics Discussed: Budget & vacancy update, re-branding and logo updates for the State of Iowa, Business Meeting plans, Mobile ID release, Motor Vehicle Enforcement transition to Public Safety, CARE training extended to county treasurer staff
 - December 2023 Topics Discussed: Supervisor Success Guides, Worker's Compensation, Hiring & Onboarding, Total Compensation Calculator, Getting You Connected, Interview Help Guide for Candidates, OSHA Required Trainings, Civility in the Workplace Training, DAS Holiday Schedule for Postings, Budget, Vacancies, Administrative Rule Tracking, Policy Bills, Email Signatures, Engagement Changes, and Executive Fellow #2.
 - February 2024 Topics Discussed: Budget & Vacancy Update, Civility Training, Workday Career, Flexible Work Arrangements, Legislative Updates, 2024 Objectives, 5-year Program, Spring Business Meeting, and Fleet Tracking for Safety.
 - May 2024 Topics Discussed: Budget & vacancy update, Workday Learning, commonly asked HR questions, In-person performance reviews, legislative wrap-up, severe weather response, People Matter Civility Training, Employee Engagement changes, Cyber Security Training, and annual objective updates.
- An all-employee town hall was hosted in April during this report period. It focused on a look back at 2023 and a look ahead to 2024. Invitations were sent out via email with the recording being posted on DOTs internal website for those unable to attend live.
- The onboarding buddy was utilized during this reporting period. An onboarding buddy is a current employee assigned to help a new employee's transition into life at the DOT. While supervisors play a critical role in shaping a new employee's first weeks and months, a broader team effort can ensure the experience is both positive and productive. A buddy provides informal guidance to the new employee often shaping early impressions of the Iowa DOT. Typical tasks assigned to a buddy might include a workspace tour, help acquiring office supplies, joining the team member for lunch on their first day, and introducing the new employee to stakeholders or other employees they need to know as part of their role. Although the role of the buddy mainly comes into play during the first few weeks of employment, it is a relationship that should be allowed to foster naturally without time limits. A good buddy experience has the potential to grow into a long-term relationship that could potentially exist throughout the employee's time at the DOT and beyond creating a culture of inclusion where everyone feels welcome.

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- The development and implementation of compensation strategies was intended to create consistent compensation practices within the Iowa Department of Transportation. The intention is to strengthen DOTs compensation package to better recruit quality applicants as well as to retain current employees. DOTs starting wage for maintenance positions has made it difficult to compete with many cities and counties here in Iowa even with the use of the advanced pay tool. Updates were made to the Compensation Success Guide to provide clarity and guidance and to update strategies to better align with the State of Iowa. This can be found in DOTNet under the Supervisors Tab.
- New Employee Orientation (NEO) was renamed to New Employee Welcome (NEW). Beginning in July 2023, these sessions returned to in-person. The first return session hosted 20 new hires, while the second session hosted 23. The content also received a facelift by including meeting with Leadership, making connections with fellow DOTers, learning about employee resources, exploring core values and talking about how each new employee contributes to DOTs core focus of making lives better through transportation.
- Workday Career will provide DOT employees a place to share detailed information about their job history, education and achievements. This information will be extremely helpful to close the gap with individuals whose education and /or experience is not reflected in their State of Iowa application in the NEOGOV applicant tracking system. Employees will be required to verify that the information they are submitting is accurate to the best of their knowledge. A virtual training with Highway Maintenance Supervisors and a second virtual training for all other people leaders was hosted.
- State of Iowa Employee Handbook updated. All employees, including managers and supervisors were required to read and acknowledge receipt of the handbook.
- During this report period, the affirmative action officer met with hiring partners in Human Resources to discuss affirmative action and how it fits into the work they do. Hiring partners work directly with hiring managers across the agency.
- The affirmative action officer presented in the fall of 2023 to managers and supervisors at 11 different site locations. The presentation provided an overview of affirmative action and equal employment opportunity, a high-level overview of the annual report, discussion of barriers and possible areas of impact to include recommendations for opportunities for impact moving forward. Among some of the recommendations were to invite more candidates to interview by no longer utilizing an additional screening tool prior to interviews. Broadening the sources that are currently used to recruit or advertise by choosing a platform which is geared towards a different population such as an alternate radio station or digital platform.
- The Civil Rights intern centered their research on EEO category 7 Skilled Craft programs within Iowa Colleges to identify solution based opportunities. In an effort to reduce barriers for women and minorities, added targeted recruitment is recommended. Based on their research, they recommended the top 10 programs where Iowa DOT could reach more racial diverse talent pools seeks a career in the skilled trades industry.
- A key to our success at the Iowa DOT is a focus on the creation of a consistent culture and leadership mindset. We want to provide opportunities for employees interested in leadership to learn and grow professionally such as the Development Program for New Supervisors and Leadership Master Class. Executive Connect, the Iowa DOT's Executive Fellowship Program selected its first fellow in July 2023 and is designed to help employees with an interest in executive leadership gain experience and insight while creating and instilling a consistent culture and leadership mindset. This fellowship is an intensive six-month program, intended for current senior-level leaders who have a deep understanding and practice of servant leadership principles and aspire to serve in an executive leadership capacity for the future betterment of the Iowa DOT. One

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executive fellow will be selected every six months and will work directly with Director Marler; participating in executive leadership activities including leading executive meetings, managing the department's agency objectives, and actively participating in the legislative process. The executive fellow will also work closely with COO Troy Jerman, and ELT members at various executive meetings, events, and projects.

- All selection panel members continue to be required to enroll into a 15-minute Interview Panel Member training prior to participating in the selection and hiring process. The selection, hiring and recruitment policy prescribes this as required training and compliance is verified by the AA/EEO office prior to any full-time offers of employment being provided. This practice continues to be effective to ensure training is received by hiring decision makers. If it did not occur prior to the selection process, staff are required to complete the training prior to the finalization of the hire approval.
- [Leadership Library](#) is DOTs lending library. It is open to all employees and offers a vast selection of leadership books for you to borrow and read. Whether you're looking to enhance your leadership skills, learn about effective team management, or explore innovative leadership concepts, our library has something for you. If you're on the Ames campus, employees can simply stop by our lending library located in Strategic Communications, browse the current titles on our shelves, select the book you want, and enjoy. Created in June 2023, employees could access this library throughout the duration of this report period.
- Virtual Meeting Success Guide was developed by Strategic Communications, now Outreach and Development Bureau for meeting attendees. This addressed way to enhance virtual meeting both before and during meeting attendance.
- The goal of the [Employee Training & Development Program](#) is to inspire and empower all employees to continuously learn more and grow our careers here at Iowa DOT. This program is designed to support continuous learning and professional development in the following categories: Safety / Compliance, Business / Technical / Professional, Leadership, People Leadership. Rolled out in the fall of 2021, DOT continues to provide this resource to help managers lead and inspire continuous learning and professional development. An [individual learning plan template](#) is available to assist employees with defining, designing and aligning training and development activity.
- [Development Program for New Supervisors](#) was updated in January 2024. The Iowa Department of Transportation continues to invest in those who have chosen to be a part of our leadership team. We are investing in their success and helping to lay a strong foundation as a people leader through our development program for new supervisors. The program consists of:
 - 1. HR for People Leaders Informational Session: Getting you connected!
 - 2. Employee Relations for People Leaders: Micro-learning Workshop
 - 3. Professional Development Series (PDS)
 - 4. DOT Leadership Master Class
- As DOT works towards improving climate and culture, performance reviews, previously called IPPEs were rebuilt with the DOTs core values in mind. Performance evaluation changes were implemented in July 2022. The performance evaluation now focuses on the five core values for people leaders, leadership and technical skills. During FY24, all evaluations were transitioned onto the new form. Great performance is inspired by meaningful feedback and recognition, therefor it includes areas for training and engagement conversations. This will aid the supervisor and employee in holding conversations around DOT core values. Supervisors are now evaluated on leadership components and engagement. This sets expectations that personal development is a part of everyone's job. Additionally, the supervisor's performance evaluation will include a conversation regarding employee engagement accountability with progress update on the team they

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manage. Key components of the redesigned evaluation include a five-tier rating system designed to help the employee better understand, away from a three-tiered system. It is intended to help the employee understand how close the employee is to achieve their expectations and improve dialogue with the employee. A comments system was added for employee feedback as well. Templates were placed under the supervisor's toolbox for ease of access on DOT Net.

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The DOT conducted an analysis of applicant flow data, investigating status of transitions from the application to referral, referral to interview and interview to hire stages. This analysis included the comparison of advancement rates from stage to stage for protected classes and non-protected classes. The “four-fifths” or “80 percent” rule was used to investigate possible adverse impact pertaining to hiring decisions.

This rule establishes that protected classes – minorities and females – must advance from stage to stage in the hiring process at a rate that is at least 80 percent of the rate for non-protected – whites and males. The ratio of progression for protected classes to non-protected classes must be at least 0.8 or a need for further analysis is indicated.

This further analysis consisted of a “two standard deviation” test. The “two standard deviation” test is performed to investigate whether the findings of the “four-fifths” rule can be attributed to random occurrence. The “two standard deviation” test is only performed if the “four-fifths” rule is not met. Failure to pass both the “four-fifths” rule and the “two standard deviation” test indicates the need to look in more detail.

APPLICANT FLOW ANALYSIS – GENDER FY24 (March)

Department Level

Using the DOT as the unit of analysis, review of “four-fifths” rule results for females indicated equitable progress for the “application to referral” and “interview to hire” stages.

Using the DOT as the unit of analysis, review of “four-fifths” rule results for females indicated a need for further statistical analysis for the “referral to interview” stages.

Results from the “two standard deviation” test identified the “referral to interview” stage should be looked at in more detail.

Category Level

- *Application to Referral Stage*

Using EEO categories as the unit of analysis, review of “four-fifths” rule results for females indicated equitable progress in the “application to referral” stage in the Officials and Administrators (01), Professional (02), Administrative Support (06), Skilled Craft (07), and the Service and Maintenance (08) categories.

Using EEO categories as the unit of analysis, review of “four-fifths” rule results for females indicated a need for further statistical analysis for the “application to referral” stage in the Technical (03) and Protective Service: Sworn (04) categories.

Results from the “two standard deviation” test indicated results in the Technical (03) and Protective Service: Sworn (04) categories were within the realm of random occurrence.

- *Referral to Interview Stage*

Using EEO categories as the unit of analysis, review of “four-fifths” rule results for females indicated equitable progress in the “referral to interview” stage in the Officials and Administrators (01), Professional (02), Technical (03) Protective Service: Sworn (04), Administrative Support (06), and Service and Maintenance (08) categories.

Using EEO categories as the unit of analysis, review of “four-fifths” rule results for females indicated a need for further statistical analysis for the “referral to interview” stage in the Skilled Craft (07) category.

Results from the “two standard deviation” test indicated results in the Skilled Craft (07) category should be

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looked at in more detail.

- *Interview to Hire Stage*

Using EEO categories as the unit of analysis, review of “four-fifths” rule results for females indicated equitable progress on the “interview to hire” stage in the Officials and Administrators (01), Professional (02), Technical (03), Administrative Support (06), and Service and Maintenance (08) categories.

Using EEO categories as the unit of analysis, review of “four-fifths” rule results for females indicated a need for further statistical analysis for the “interview to hire” stage in the Protective Service: Sworn (04), Skilled Craft (07) categories.

Results from the “two standard deviation” test indicated results in the Skilled Craft (07) category were within the realm of random occurrence.

Comments

In the state of Iowa, DAS-HRE has sole responsibility over the “application to referral” stage. Though results on this stage are shared in this report, the DOT must work with DAS-HRE to address any findings.

Protected class status (PCS) is generally unknown to the DOT hiring authority during the “referral to interview” stage of the hiring process except if the job classification is underutilized for minority, female and person with disability categories. DAS determines which candidates are selected for referral to the DOT, where a hiring authority typically utilizes a paper review of resume and supporting materials to determine interview invitations.

BARRIER ANALYSIS – GENDER FY24 (March)

Department Level

Failure of both the “four-fifths” rule and the “two standard deviation” test at the department-level for females at the “referral to interview” stage suggests this stage is a potential barrier for employment. Two sets of analyses were conducted to investigate these findings.

Category Level

First, as reported earlier, an EEO category-level analysis was performed. At the “application to referral” stage, review of “four-fifths” rule results for females indicated equitable progress in all but the Technical (03) and Protective Service: Sworn (04) categories. Further review found these to be within the realm of random occurrence. As noted previously, DAS-HRE has sole responsibility over the “application to referral” stage.

Review of the “four-fifths” rule results for females indicated a need for further statistical analysis for the “referral to interview” stage in the Skilled Craft (07) category. Results of the “two standard deviation” test identified results in the Skilled Craft (07) categories should be looked at in more detail.

Review of “four-fifths” rule results for females indicated a need for further statistical analysis for the “interview to hire” stage in the Skilled Craft (07) category. Results of the “two standard deviation” test identified it was within the realm of random occurrence.

Largest Applicant Pool Analysis

Second, an analysis of results was done by splitting applicants into two pools – those applying for positions in the Administrative Support (06) category and those applying for positions outside the category. A total of 2,138 of the 3,058 (69.9%) applications from females seeking employment at the Iowa DOT were for Administrative Support (06) positions.

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Results from the category 06 / non-category 06 analysis for the “application to referral” stage showed females applying for positions in both the Administrative Support (06) group and the combined non-category 06 group (categories 01, 02, 03, 04, 07 & 08) progressed equitably, having passed the “four-fifths” test.

Results from the category 06 / non-category 06 analysis for the “refer to interview” stage showed females applying for positions in the both the Administrative Support (06) group and the combined non-category 06 group (categories 01, 02, 03, 04, 07 & 08) failed to progress equitably, with both the “four-fifths” rule and the “two-standard deviation” test failing.

Results from the category 06 / non-category 06 analysis for the “interview to hire” stage showed females applying for positions in both the Administrative Support (06) group and the combined non-category 06 group (categories 01, 02, 03, 04, 07 & 08) progressed equitably, having passed the “four-fifths” test.

Discussion

Analyses at the EEO category and largest applicant pool level are consistent in their support of department-level findings in regard to potential barriers for females at the “referral to interview” stage.

An area which may merit attention within the “referral to interview” stage is the Skilled Craft (07) category, where both the “four-fifths” rule and “two-standard deviation” test failed. When removing Cat 06, all remaining categories collectively (01,02,03,04, 07 and 08) also fail both the “four-fifths” rule and “two-standard deviation” test.

Findings

Given the analysis of disaggregated data, female applicants are generally progressing equitably through both the “application to referral” and “interview to hire” stages. In terms of potential barriers to employment for females, the “referral to interview” stage should be looked at in more detail.

Of note, during this report period 117 Protective Class: Sworn category 4 were transitioned to the Department of Public Safety.

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APPLICANT FLOW ANALYSIS – MINORITY FY24 (March)

Department Level

Using the DOT as the unit of analysis, review of “four-fifths” rule results for minorities indicated equitable progress for the “application to referral” and “interview to hire” stages.

Using the DOT as the unit of analysis, review of “four-fifths” rule results for minorities indicated a need for further statistical analysis for the “referral to interview” stage.

Results from the “two standard deviation” test indicated results in the “referral to interview” stage should be looked at in more detail.

Category Level

- *Application to Referral Stage*

Using EEO categories as the unit of analysis, review of “four-fifths” rule results for minorities indicated equitable progress in the “application to referral” stage in the Officials and Administrators (01), Administrative Support (06), and Skilled Craft (07) and Service and Maintenance (08) categories, while the results in the Professional (02), Technical (03), Protective Service: Sworn (04) categories should be looked at in more detail.

Results from the “two standard deviation” test indicated results in the Professional (02) category indicated a need for further statistical analysis, while Technical (03) and Protective Service: Sworn (04) categories were within the realm of random occurrence. DAS-HE has sole responsibility over the “application to referral” stage.

- *Referral to Interview Stage*

Using EEO categories as the unit of analysis, review of “four-fifths” rule results for minorities indicated equitable progress in the “referral to interview” stage in the Officials and Administrators (01), Technical (03), and Service and Maintenance (08) categories.

Using EEO categories as the unit of analysis, review of “four-fifths” rule results for minorities indicated a need for further statistical analysis for the “referral to interview” stage in the Professional (02), Protective Service: Sworn (04), Administrative Support (06), and Skilled Craft (07) categories.

Results from the two “standard deviation test” in the “referral to interview” stage indicated results in the Professional (02), Protective Service: Sworn (04), and Administrative Support (06) categories were within the realm of random occurrence, while results in the Skilled Craft (07) category should be looked at in more detail.

- *Interview to Hire Stage*

Using EEO categories as the unit of analysis, review of “four-fifths” rule results for minorities indicated equitable progress in the “interview to hire” stage in the Professional (02), Technical (03), Administrative Support (06), Skilled Craft (07), and Service and Maintenance (08) categories. It should be noted there were no minority candidates interviewed for Officials and Administrators (01), nor Protective Service: Sworn (04) positions.

Comments

In the State of Iowa, DAS-HRE has sole responsibility over the “application to referral” stage. Though results on this stage area shared in this report, the DOT must work with DAS-HRE to address any findings.

Protected class status (PCS) is generally unknown to the DOT hiring authority during the “referral to interview” stage of the hiring process except if the job classification is underutilized for minority, female and person with disability categories. DAS determines which candidates are selected for referral to the DOT, where a hiring authority typically utilizes a paper review of resume and supporting materials to determine interview invitations.

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BARRIER ANALYSIS – MINORITY FY24 (March)

Department Level

Failure of both the “four-fifths” rule and the “two standard deviation” test at the department-level for minorities at the “referral to interview” stage suggests this stage was a potential barrier for employment. Two sets of analyses were conducted to investigate these findings.

Category Level

First, as reported earlier, an EEO category-level analysis was performed. Review of “four-fifths” rule results for minorities indicated equitable progress in the “application to referral” stage for all except the Professional (02), Technical (03) and Protective Service: Sworn (04) categories. Further review found Technical (03) and Protective Service: Sworn (04) categories to be within the realm of random occurrence. Results of the “two standard deviation” test identified results in the Professional (02) category should be looked at in more detail. DAS-HRE has sole responsibility over the “application to referral” stage.

Review of “four-fifths” rule results for minorities indicated a need for further statistical analysis for the “referral to interview” stage in the Professional (02), Protective Service: Sworn (04), Administrative Support (06), and Skilled Craft (07) categories. Results from the two “standard deviation test” indicated results in the Professional (02), Protective Service: Sworn (04), and Administrative Support (06) categories were within the realm of random occurrence, while results from the “two standard deviation” test indicated results in the Skilled Craft (07) category should be looked at in more detail.

Review of “four-fifths” rule results for minorities indicated a need for further statistical analysis in the “interview to hire” stage for the Officials and Administrators (01) and Protective Service: Sworn (04) categories. Results of the “two standard deviation” test identified Officials and Administrators (01) and Protective Service: Sworn (04) categories were within the realm of random occurrence.

Largest Applicant Pool Analysis

Second, an analysis of results was done by splitting the applicants into two pools – those applying for positions in the Administrative Support (06) category and those applying for positions outside the category. A total of 644 of the 1,372 (46.9%) applications from minorities seeking employment at the Iowa DOT were for Administrative Support (06) positions.

Results from the category 06 / non-category 06 analysis for the “application to referral” stage showed minorities applying for positions the Administrative Support (06) category progressed equitably, having passed the “four-fifths” rule. The combined non-category 06 group (categories 01, 02, 03, 04, 07 & 08) failed to progress equitably through the “application to referral” stage, having failed both the “four-fifths” rule and the “two standard deviation” test.

Results from the category 06 / non-category 06 analysis showed minorities in both groups failed to progress equitably through the “referral to interview” stage, having failed both the “four-fifths” rule and the “two standard deviation” test and should be looked at in more detail.

Results from the category 06 / non-category 06 analysis for the “interview to hire” stage showed minorities applying for positions in both the Administrative Support (06) category and the combined non-category 06 group (categories 01, 02, 03, 04, 07 & 08) progressed equitably, having passed the “four-fifths” rule.

Discussion

The results of the category level and largest applicant pool analyses point to the “refer to interview” stage as an area needing to be looked at in more detail. These findings are consistent with department-level findings in regard to potential barriers to minorities at this stage.

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Areas which may merit attention are the Skilled Craft (07) categories within the “referral to interview” stage, where both the “four-fifths” rule and the “two standard deviation” test failed.

Findings

Given the analysis of disaggregated data, minority applicants are generally progressing equitably through the “application to referral” and “interview to hire” stages. In terms of potential barriers to employment for minorities, the “referral to interview” should be looked at in more detail.

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FY24 ADVERSE IMPACT STUDY – Gender Results Summary

FEMALES: Overall

Stage	Number	Stage Progression	80% Test		2 Standard Deviation Test		Notes
			Ratio (Fem/Male)	Passed (Yes/No)	SDs	Random? (Yes/No)	
Apply	3058						
Refer	2024	<i>Apply to Refer</i>	92.01%	Yes			
Interview	443	<i>Refer-Interview</i>	51.99%	No	12.44	No	B, C
Hire	121	<i>Interview-Hire</i>	108.01%	Yes			

FEMALES: Category 1 – Officials & Administrators

Stage	Number	Stage Progression	80% Test		2 Standard Deviation Test		Notes
			Ratio (Fem/Male)	Passed (Yes/No)	SDs	Random? (Yes/No)	
Apply	353						
Refer	211	<i>Apply to Refer</i>	97.33%	Yes			
Interview	63	<i>Refer-Interview</i>	99.83%	Yes			
Hire	17	<i>Interview-Hire</i>	116.15%	Yes			

FEMALES: Category 2 – Professional

Stage	Number	Stage Progression	80% Test		2 Standard Deviation Test		Notes
			Ratio (Fem/Male)	Passed (Yes/No)	SDs	Random? (Yes/No)	
Apply	396						
Refer	264	<i>Apply to Refer</i>	109.89%	Yes			
Interview	78	<i>Refer-Interview</i>	97.04%	Yes			
Hire	30	<i>Interview-Hire</i>	123.93%	Yes			

FEMALES: Category 3 – Technical

Stage	Number	Stage Progression	80% Test		2 Standard Deviation Test		Notes
			Ratio (Fem/Male)	Passed (Yes/No)	SDs	Random? (Yes/No)	
Apply	41						
Refer	20	<i>Apply to Refer</i>	70.61%	No	1.46	Yes	A, E
Interview	17	<i>Refer-Interview</i>	120.35%	Yes			
Hire	6	<i>Interview-Hire</i>	111.40%	Yes			

FEMALES: Category 4 – Protective Service: Sworn

Stage	Number	Stage Progression	80% Test		2 Standard Deviation Test		Notes
			Ratio (Fem/Male)	Passed (Yes/No)	SDs	Random? (Yes/No)	
Apply	14						
Refer	3	<i>Apply to Refer</i>	38.57%	No	1.62	Yes	A, E
Interview	3	<i>Refer-Interview</i>	192.31%				
Hire	0	<i>Interview-Hire</i>	0.00%	No	.83	Yes	A

Note	Comment
A	Results fail the 80% test but passed the 2 standard deviation test.
B	Results failed both the 80% test and the 2 standard deviation test and should be looked at in more detail.
C	Given protected class status (PCS) is typically unknown to DOT at this stage.
D	A bubble of female applicants (74.8% of all female applicants) sought Category 6 positions.
E	Iowa Department of Administrative Services (outside agency) has sole control of this stage.
	Passes Test
	FAILS Test

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FY23 ADVERSE IMPACT STUDY – Gender Results Summary Continued

FEMALES: Category 6 – Administrative Support

Stage	Number	Stage Progression	80% Test		2 Standard Deviation Test		Notes
			Ratio	Passed	SDs	Random?	
Apply	2138		(Fem/Male)	(Yes/No)			
Refer	1437	<i>Apply to Refer</i>	111.81%	Yes			
Interview	257	<i>Refer-Interview</i>	80.18%	Yes			
Hire	64	<i>Interview-Hire</i>	110.68%	Yes			

FEMALES: Category 7 – Skilled Craft

Stage	Number	Stage Progression	80% Test		2 Standard Deviation Test		Notes
			Ratio	Passed	SDs	Random?	
Apply	105		(Fem/Male)	(Yes/No)			
Refer	80	<i>Apply to Refer</i>	95.32%	Yes			
Interview	21	<i>Refer-Interview</i>	54.78%	No	2.78	No	B, C
Hire	2	<i>Interview-Hire</i>	38.62%	No	1.39	Yes	A

FEMALES: Category 8 – Service & Maintenance

Stage	Number	Stage Progression	80% Test		2 Standard Deviation Test		Notes
			Ratio	Passed	SDs	Random?	
Apply	11		(Fem/Male)	(Yes/No)			
Refer	9	<i>Apply to Refer</i>	110.91%	Yes			
Interview	4	<i>Refer-Interview</i>	83.33%	Yes			
Hire	2	<i>Interview-Hire</i>	200.00%	Yes			

FEMALES: Overall without Category 6 – Admin Support

Stage	Number	Stage Progression	80% Test		2 Standard Deviation Test		Notes
			Ratio	Passed	SDs	Random?	
Apply	920		(Fem/Male)	(Yes/No)			
Refer	587	<i>Apply to Refer</i>	85.9%	Yes			
Interview	186	<i>Refer-Interview</i>	70.0%	No	4.61	No	B, C
Hire	57	<i>Interview-Hire</i>	120.1%	Yes			

Note	Comment
A	Results fail the 80% test but passed the 2 standard deviation test.
B	Results failed both the 80% test and the 2 standard deviation test and should be looked at in more detail.
C	Given protected class status (PCS) is typically unknown to DOT at this stage.
D	A bubble of female applicants (74.8% of all female applicants) sought Category 6 positions.
E	Iowa Department of Administrative Services (outside agency) has sole control of this stage.
	Passes Test
	Fails Test

Note: March 2023 to March 2024 results

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FY 2024 ADVERSE IMPACT STUDY – Minority Results Summary

MINORITY: Overall

Stage	Number	Stage Progression	80% Test		2 Standard Deviation Test		Notes
			Ratio	Passed	SDs	Random?	
Apply	1372		(min/maj)	(Yes/No)		(Yes/No)	
Refer	832	<i>Apply to Refer</i>	84.64%	Yes			
Interview	193	<i>Refer-Interview</i>	62.28%	No	6.33	No	B, C
Hire	56	<i>Interview-Hire</i>	114.43%	Yes			

MINORITY: Category 1 – Officials & Administrators

Stage	Number	Stage Progression	80% Test		2 Standard Deviation Test		Notes
			Ratio	Passed	SDs	Random?	
Apply	107		(min/maj)	(Yes/No)		(Yes/No)	
Refer	55	<i>Apply to Refer</i>	82.71%	Yes			
Interview	14	<i>Refer-Interview</i>	84.16%	Yes			
Hire	0	<i>Interview-Hire</i>	0.00%	No	1.93	Yes	A

MINORITY: Category 2 – Professional

Stage	Number	Stage Progression	80% Test		2 Standard Deviation Test		Notes
			Ratio	Passed	SDs	Random?	
Apply	281		(min/maj)	(Yes/No)		(Yes/No)	
Refer	132	<i>Apply to Refer</i>	68.06%	No	3.96	No	B, C, E
Interview	30	<i>Refer-Interview</i>	70.83%	No	1.74	Yes	A
Hire	10	<i>Interview-Hire</i>	97.02%	Yes			

MINORITY: Category 3 – Technical

Stage	Number	Stage Progression	80% Test		2 Standard Deviation Test		Notes
			Ratio	Passed	SDs	Random?	
Apply	27		(min/maj)	(Yes/No)		(Yes/No)	
Refer	12	<i>Apply to Refer</i>	65.61%	No	1.14	Yes	A
Interview	9	<i>Refer-Interview</i>	104.01%	Yes			
Hire	3	<i>Interview-Hire</i>	103.92%	Yes			

MINORITY: Category 4 – Protective Service: Sworn

Stage	Number	Stage Progression	80% Test		2 Standard Deviation Test		Notes
			Ratio	Passed	SDs	Random?	
Apply	6		(min/maj)	(Yes/No)		(Yes/No)	
Refer	1	<i>Apply to Refer</i>	32.72%	No	1.16	Yes	A, C, E
Interview	0	<i>Refer-Interview</i>	0.00%	No			
Hire	0	<i>Interview-Hire</i>	0.00%	No			

Note	Comment
A	Results fail the 80% test but passed the 2 standard deviation test.
B	Results failed both the 80% test and the 2 standard deviation test and should be looked at in more detail.
C	Given protected class status (PCS) is typically unknown to DOT at this stage.
D	A bubble of minority applicants (46.9% of all MINORITY applicants) sought Category 6 positions.
E	Iowa Department of Administrative Services (outside agency) has sole control of this stage.
	Passes Test
	Fails Test

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FY 2024 ADVERSE IMPACT STUDY – Minority Results Summary Continued

MINORITY: Category 6 – Administrative Support

Stage	Number	Stage Progression	80% Test		2 Standard Deviation Test		Notes
			Ratio	Passed	SDs	Random?	
Apply	644		(min/maj)	(Yes/No)			
Refer	404	<i>Apply to Refer</i>	95.30%	Yes			
Interview	64	<i>Refer-Interview</i>	79.26%	No	1.70	Yes	A
Hire	18	<i>Interview-Hire</i>	120.59%	Yes			

MINORITY: Category 7 – Skilled Craft

Stage	Number	Stage Progression	80% Test		2 Standard Deviation Test		Notes
			Ratio	Passed	SDs	Random?	
Apply	298		(min/maj)	(Yes/No)			
Refer	221	<i>Apply to Refer</i>	92.27%	Yes			
Interview	72	<i>Refer-Interview</i>	66.69%	No	3.35	No	B, C
Hire	23	<i>Interview-Hire</i>	133.48%	Yes			

MINORITY: Category 8 – Service & Maintenance

Stage	Number	Stage Progression	80% Test		2 Standard Deviation Test		Notes
			Ratio	Passed	SDs	Random?	
Apply	9		(min/maj)	(Yes/No)			
Refer	7	<i>Apply to Refer</i>	104.26%	Yes			
Interview	4	<i>Refer-Interview</i>	111.90%	Yes			
Hire	2	<i>Interview-Hire</i>	200.00%	Yes			

MINORITY: Overall without Category 6 – Admin Support

Stage	Number	Stage Progression	80% Test		2 Standard Deviation Test		Notes
			Ratio	Passed	SDs	Random?	
Apply	728		(min/maj)	(Yes/No)			
Refer	428	<i>Apply to Refer</i>	89.2%	Yes			
Interview	129	<i>Refer-Interview</i>	61.6%	No	5.98	No	B, C
Hire	38	<i>Interview-Hire</i>	115.10%	Yes			

Note	Comment
A	Results fail the 80% test but passed the 2 standard deviation test.
B	Results failed both the 80% test and the 2 standard deviation test and should be looked at in more detail.
C	Given protected class status (PCS) is typically unknown to DOT at this stage.
D	A bubble of minority applicants (46.9% of all MINORITY applicants) sought Category 6 positions.
E	Iowa Department of Administrative Services (outside agency) has sole control of this stage.
	Passes Test
	Fails Test

Note: March 2023 to March 2024 results

Agency Affirmative Action: Reporting for FY 2024 and Planning for FY 2025

Section 3 - Utilization Analysis

Instructions (after reading, please continue on to section 4)

Use the following reports in your utilization analysis:

- *Applicant Flow (by Minority and Sex)*
- *Requisition List (Req List)*
- *Workforce Composition (Wkf Comp)*
- *Workforce/Labor Force Comparison by Occupational Code*

Use the reports listed above, along with your experience and knowledge of your operations, to identify areas of focus to increase participation of females, minorities, and/or persons with disabilities. (Use these areas of focus to create your goals in Section 4.)

Agency Affirmative Action: Reporting for FY 2024 and Planning for FY 2025

Section 4 – Goal Setting

Effective Goals should be written using the S.M.A.R.T. goal setting process.

S = Specific - What are we going to do? What do I want to ultimately accomplish? How am I going to do it?

M = Measurable - How will I know that I have reached my goal?

A = Attainable – Can I see myself achieving this goal? Can I break it down into manageable pieces?

R = Realistic – Is the goal possible to reach? Is it too difficult or too easy?

T = Time-bound – What is my target completion date for reaching my goal?

Identify Goals:

IOWA DOT'S VISION

Iowa DOT's Business Plan guides actions over the five-year period of 2021-2025 to achieve our preferred future. It was developed to emphasize internal improvements and align with the State Long-Range Transportation Plan, to position the Iowa DOT to meet the demands of today and challenges of tomorrow. It assesses where we are, where we are going, and how we are going to get there.

BUSINESS PLAN PROGRESS

In order to keep the business plan moving and hold everyone accountable for the completion of the goals, DOT tracks the progress of the 90-Day Rocks. Rocks are the highest priority items DOT needs to work on in the next 90 days to meet the 1-Year Objectives.

DOT leadership set five objectives for calendar 2023. One of the agency objectives for calendar year 2023 focused on improvement of recruitment, hiring, onboarding and retention. In calendar year 2024, one of the agency objectives set for 2024 focuses on improving internal communication.

Goal #1 – Train all managers and supervisors on change to the selection and hiring process at the agency. Human resources will train all support personnel on hiring changes by the first quarter of FY25.

Goal #2 – Vacant positions during fiscal year 25 will be required to be advertised external to the agency. It will post to the NEOGOV applicant tracking system to external applicants, instead of DOT employees only. Posting job announcements to external applicants will inherently broaden the applicant pool to a more diverse group of individuals. Exceptions can be granted by HR or the COO. A goal of less than 10% of jobs posted will be limited to only DOT employees.

Goal #3 - DOT Human Resources and Affirmative Action Office will collaborate with DAS-HRE Recruitment Coordinator to increase qualified applicants for EEO category 7 – skilled craft.

Goal #4 –DOT Human Resources will begin to use Attract as a candidate inquiry system to build a pipeline during recruitment events.

By December 31, 2025, transportation throughout Iowa will be safer and performing better, with fatalities significantly reduced and a more resilient, reliable, and efficient system. Our internal and external customers will be better served, employees will be more engaged, and customer satisfaction across all programs and services will be increasing. Empowered employees will be well-equipped to meet both the challenges and opportunities of the future, and a culture of innovation and modernization will be integrated throughout the DOT. As stewards of Iowa's transportation system, we will have addressed our greatest resource needs and identified new, stable, and sustainable funding to ensure our transportation system is well-maintained.