

EXECUTIVE ORDER 11246 AFFIRMATIVE ACTION PLAN (AAP)

for

**H.W. Lochner, Inc.
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H.W. LOCHNER, INC. AFFIRMATIVE ACTION PLAN

5/1/13-4/30/14

PART I: AAP FOR MINORITIES AND WOMEN

**PART II: AAP FOR COVERED VETERANS
AND PERSONS WITH DISABILITIES**

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CONFIDENTIAL TRADE SECRET MATERIALS

(Not for distribution except on a need-to-know basis within H. W. Lochner, Inc.)

This AAP contains confidential information which is subject to the provisions of 18 U.S.C. 1905. Chrysler Corp. v. Brown, 441 U.S. 281, 19 FEP 475 (1979). Copies of this AAP and all related appendices, documents, and support data are made available on loan to the U.S. Government upon the request of said Government on the condition that the Government holds them confidential and not release copies. This AAP and its Exhibits and all its supporting documents contain much confidential information which may reveal, directly or indirectly, H. W. Lochner, Inc.'s plans for business or geographical expansion or contraction. H. W. Lochner, Inc. considers this AAP to be exempt from disclosure, reproduction, and distribution under the Freedom of Information Act upon the grounds, among others, that such material constitutes (1) personnel files, the disclosure of which would constitute a clearly unwarranted invasion of personal privacy, which are exempt from disclosure under 5 U.S.C. 552(b)(6); (2) confidential, commercial, or financial information, which is exempt from disclosure under 5 U.S.C. 552(b)(4); (3) investigatory records compiled for law enforcement purposes, the production of which would constitute an unwarranted invasion of personal privacy, which are exempt from disclosure under 5 U.S.C. 552(b)(7)(C); and (4) matters specifically exempted from disclosure by statute, which are exempt from disclosure under 5 U.S.C. 552(b)(3). Notice is hereby given of a request pursuant to Title 41 Code of Federal Regulations, Part 60-60.4(d) that portions of this AAP be kept confidential.

H. W. Lochner, Inc. wishes to make it clear that it does not consent to the release of any information whatsoever contained in this AAP under the Freedom of Information Act or otherwise. If the U.S. Government, or any agency or subdivision thereof, is considering breaching the conditions under which this AAP was loaned to such Government, or is considering a request for release of this AAP under the Freedom of Information Act, a request is hereby made that the Government immediately notify John Cook of H. W. Lochner, Inc. of any and all Freedom of Information Act requests received by the Government or any other contemplated release of this AAP by the Government which relates to information obtained by the Government from the Company. We further request that everyone who has contact with this AAP or its supporting data treat the information confidential and the information not be released. Retention or disclosure of information relating to identifiable individuals may also violate the Privacy Act of 1974.

H. W. Lochner, Inc.
Affirmative Action Plan

TABLE OF CONTENTS

<i>Main Title Page</i>	1
Confidential Trade Secret Materials	2
Main Table of Contents	3
Introduction to Parts I and II	4-6
Statement of Purpose for Parts I and II	7
<i>Part I Title Page</i>	8
<i>Part I Table of Contents</i>	9
Part I: Chapter 1: Organizational Profile	10
Part I: Chapter 2: Job Group Analysis	11
Part I: Chapter 3: Placement of Incumbents in Job Groups	12
Part I: Chapter 4: Determining Availability	13
Part I: Chapter 5: Comparing Incumbency to Availability	14
Part I: Chapter 6: Placement Goals	15-16
Part I: Chapter 7: Designation of Responsibility	17-18
Part I: Chapter 8: Identification of Problem Areas	19
Part I: Chapter 9: Action-Oriented Programs	20-21
Part I: Chapter 10: Internal Audit and Reporting	22
<i>Part II Title Page</i>	23
Part II Table of Contents	24
Part II: Chapter A: Policy Statement	25
Part II: Chapter B: Review of Personnel Processes	26
Part II: Chapter C: Physical and Mental Qualifications	27
Part II: Chapter D: Reasonable Accommodation Physical and Mental Limitations	28
Part II: Chapter E: Harassment	29-30
Part II: Chapter F: External Dissemination of Policy, Outreach and Positive Recruitment	31
Part II: Chapter G: Internal Dissemination of Policy	32
Part II: Chapter H: Audit and Reporting System	33
Part II: Chapter I: Responsibility for Implementation	34-36
Part II: Chapter J: Training	37
Part II: Chapter K: Compensation	38
<i>Statistical AAP Reports</i>	
Workforce Analysis	
Job Group Analysis	
Availability Analysis	
Comparison of Incumbency to Availability	
Placement Goals	
Personnel Transactions Summary	

INTRODUCTION TO PARTS I AND II

Background

H. W. Lochner, Inc. is a *privately* owned company which provides professional services, such as, engineering, architecture, planning, and other services. The Company was founded in 1944 in the State of Illinois.

H. W. Lochner, Inc. periodically works on federal projects subject to the affirmative action requirements of Executive Order 11246, the Rehabilitation Act of 1973 as amended, and the Vietnam Veterans' Readjustment Assistance Act of 1974, Section 4212. H. W. Lochner, Inc. has \$50,000 or more in annual contracts with the federal government and employs 50 or more employees; we are required to prepare annual written Affirmative Action Plans (AAP's) for minorities and women, for covered veterans, and for persons with disabilities for our organization. Failure to comply with these laws and their implementing regulations, which are enforced by the Office of Federal Contract Compliance Programs (OFCCP), can result in debarment of the Company from future contracts and subcontracts.

Affirmative Action is a term that encompasses any measure adopted by an employer to correct or to compensate for past or present discrimination or to prevent discrimination from recurring in the future. Affirmative Action goes beyond the simple termination of a discriminatory practice.

As stipulated in federal regulations, a prerequisite to the development of a satisfactory Affirmative Action Plan is the evaluation of opportunities for protected group members, as well as an identification and analysis of problem areas inherent in their employment. Also, if a statistical analysis of the employee workforce reveals a numeric disparity between incumbency and availability of minorities or women, an adequate AAP details specific affirmative action steps to guarantee equal employment opportunity. These steps are keyed to the problems and needs of protected group members. For minorities and women, such steps include the development of hiring and promotion goals to rectify the disparity between incumbency and availability. It is toward this end that the following AAP of H. W. Lochner, Inc. was developed.

Applicable Affirmative Action Laws and Regulations

H. W. Lochner, Inc.'s AAP for minorities and women (Part I) has been prepared according to Executive Order No. 11246, as amended, and Title 41, Code of Federal Regulations, Part 60-1 (Equal Employment Opportunity Duties of Government Contractors), Part 60-2 (Affirmative Action Programs of Government Non-Construction Contractors; also known as "Revised Order No. 4"), and Part 60-20 (Sex Discrimination Guidelines for Government Contractors).

H. W. Lochner, Inc. has developed separately an Affirmative Action Plan for covered veterans and persons with disabilities (Part II) prepared in accordance with the Rehabilitation Act of 1973, Section 503, as amended and Title 41, Code of Federal Regulations, Part 60-741 (Affirmative Action Program for Handicapped Persons), the Vietnam Era Veterans' Readjustment Assistance Act of 1974, Section 4212, as amended, and Title 41 Code of Federal Regulations, Part 60-250 (Affirmative Action Program for Covered Veterans).

The Veterans Employment Opportunities Act of 1998 (VEOA), Public Law 105-339, effective October 31, 1998, increased the threshold for coverage under VEVRAA from a contract of \$10,000,

or more to a contract of \$25,000 or more; extended the law's protections to "veterans who served on active duty during a war or in a campaign for which a campaign badge was authorized; and, provides temporary (up to one year) protection to veterans who do not have a service connected disability, did not see action in a foreign war and did not serve during the Vietnam era."

The Jobs for Veterans Act (JFVA), Public Law 107-288, effective December 1, 2003, increased the threshold for coverage under 38 U.S.C. §4212 from \$25,000 to \$100,000; grants VEVRAA protection to those veterans who, while serving on active duty in the Armed Forces, participated in a United States military operation for which an Armed Forces service medal was awarded pursuant to Executive Order 12985 (62 Fed. Reg. 1209); changes the definition of "recently separated veteran" to include "any veteran during the three-year period beginning on the date of such veteran's discharge or release from active duty"; changes "Special Disabled Veterans" to "Disabled Veterans," expanding the coverage to conform to 38 U.S.C. § 4211 (3); and, following publication of the final regulations, requires contractors to post job listings with their local employment service delivery system.

Protected Groups

Coverage under affirmative action laws and regulations applies to:

Women and minorities who are recognized as belonging to or identifying with the following race or ethnic groups: Blacks/African Americans, Hispanics/Latinos, Asians/Pacific Islanders, and American Indians/Alaskan Natives.

Any veteran who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Secretary of Veterans Affairs, or who was discharged or released from active duty because of a service-connected disability.

Recently separated veterans: any veteran currently within three-years of discharge or release from active duty. Veterans who received an "Armed Forces Medal."

Other protected veterans who served on active duty in the U.S. military, ground, naval or air service during a war or in a campaign or expedition for which a campaign badge has been authorized, under the laws administered by then Department of Defense.

An individual with a disability: 1) a person who has a physical or mental impairment that substantially limits one or more of his/her major life activities; (2) has a record of such impairment, or (3) is regarded as having such impairment.

Program Terminology

The terms, "comparison of incumbency to availability," "deficiency," and "problem area," appearing in this AAP, are terms H. W. Lochner, Inc. is required by government regulations to use. The criteria used in relation to these terms are those specified by the government. These terms have no independent legal or factual significance whatsoever. Although H. W. Lochner, Inc. will use the terms in total good faith in connection with its AAP, such use does not necessarily signify that the Company agrees that these terms are properly applied to any particular factual situation and is not an

admission of non-compliance with EEO laws, regulations, and objectives.

The comparison of incumbency to availability contained herein is required by Government regulations to be based on certain statistical comparisons. Geographic areas and sources of statistics used herein for these comparisons were used in compliance with Government regulations, as interpreted by Government representatives. The use of certain geographic areas and sources of statistics does not indicate H. W. Lochner, Inc.'s agreement that the geographic areas are appropriate in all instances of use or that the sources of statistics are the most relevant. The use of such geographic areas and statistics may have no significance outside the context of this AAP. Such statistics and geographic areas will be used, however, in total good faith with respect to this AAP.

The grouping of job titles into a given job group does not suggest that H. W. Lochner, Inc. believes the jobs so grouped are of comparable worth.

Whenever the term "goal" is used, it is expressly intended that it "should not be used to discriminate against any applicant or employee because of race, color, religion, gender, or national origin," as stated in Title 41 Code of Federal Regulations, Part 60-2.16(e) (2).

This AAP is not intended to create any contractual or other rights in any person or entity.

Reliance on EEOC's Guidelines

Although H. W. Lochner, Inc. does not believe any violation of Title VII of the Civil Rights Act exists, it has developed this AAP in accordance with and in reliance upon the EEOC's Guidelines on Affirmative Action, Title 29 Code of Federal Regulations, Part 1608.

Reporting Period

This AAP is designed to cover the following reporting period: 5/1/13-4/30/14.

Statement of Purpose for Parts I and II

This AAP has been designed to bring women and men, members of minority groups, covered veterans, and persons with disabilities into all levels and segments of H. W. Lochner, Inc.'s workforce in proportion to their representation in the qualified relevant labor market.

The AAP, therefore, is a detailed, results-oriented set of procedures which, when carried out, results in full compliance with equal employment opportunity requirements through the equal treatment of all people.

The manner in which this is to be accomplished becomes technical and somewhat complicated. There are several reasons for this. First, H. W. Lochner, Inc. is subject to and must address a variety of State and Federal laws and guidelines dealing with equal employment opportunity and affirmative action. These guidelines and requirements are in themselves somewhat technical and complex. In addition, relevant court decisions, which are often useful in interpreting, but sometimes conflicting with these requirements and guidelines, must be taken into account when developing and implementing the AAP. Furthermore, in determining H. W. Lochner, Inc.'s current equal employment opportunity and affirmative action position and its desired future achievements, numbers, percentages, statistics, and numerous calculations and computations must come into play.

The technical, legal, and mathematical aspects of the AAP, however, all have one common purpose-to allow us to properly identify three key concepts:

1. Where we stand now,
2. Where we must go,
3. How best to get there.

These three concepts are the Affirmative Action Plan.

H.W. Lochner, Inc. Affirmative Action Plan

PART I: AFFIRMATIVE ACTION PLAN FOR MINORITIES AND WOMEN

5/1/13-4/30/14

PART I

AAP FOR MINORITIES AND WOMEN

Table of Contents

CHAPTER 1: ORGANIZATIONAL PROFILE

41 C.F.R. § 60-2.11

CHAPTER 2: JOB GROUP ANALYSIS

41 C.F.R. § 60-2.12

CHAPTER 3: PLACEMENT OF INCUMBENTS IN JOB GROUPS

41 C.F.R. § 60-2.13

CHAPTER 4: DETERMINING AVAILABILITY

41 C.F.R. § 60-2.14

CHAPTER 5: COMPARING INCUMBENCY TO AVAILABILITY

41 C.F.R. § 60-2.15

CHAPTER 6: PLACEMENT GOALS

41 C.F.R. § 60-2.16

ADDITIONAL REQUIRED ELEMENTS OF AFFIRMATIVE ACTION PROGRAMS

CHAPTER 7: DESIGNATION OF RESPONSIBILITY

41 C.F.R. § 60-2.17(a)

CHAPTER 8: IDENTIFICATION OF PROBLEM AREAS

41 C.F.R. § 60-2.17(b)

CHAPTER 9: ACTION-ORIENTED PROGRAMS

41 C.F.R. § 60-2.17(c)

CHAPTER 10: INTERNAL AUDIT AND REPORTING SYSTEM

41 C.F.R. § 60-2.17(d)

PART I: AAP FOR MINORITIES AND WOMEN

Chapter 1: Organizational Profile

41 C.F.R. § 60-2.11

Workforce Analysis/Lines of Progression

H. W. Lochner, Inc. conducted a Workforce Analysis to identify employees at H.W. Lochner, Inc. Affirmative Action Plan by gender and race/ethnicity in each job title. The data was collected from payroll records dated 4/30/2013.

Job titles are listed by organizational discipline. The list includes all job titles, including departmental supervision, exempt, and nonexempt titles.

For each job title, H. W. Lochner, Inc. identified the total number of employees, the number of male and female employees, the total number of minority employees, the male and female minority employees, the total number of employees who are White, Black, Hispanic, Asian, American Indian or Alaskan Native employees, Native Hawaiian or Pacific Islander, and Two or More races, and the male and female employees within each of these race/ethnic groups.

Lines of Progression

Developed in conjunction with the workforce analysis is information on H. W. Lochner, Inc.'s lines of progression. Lines of progression (career ladders/career paths) identify the job titles through which an employee progress. For each line of progression, applicable disciplines are identified. These are the disciplines which employ persons in the job titles in the specified line of progression. Some lines of progression are limited to only one discipline.

The lines of progression provide useful information regarding patterns of vertical and horizontal movement throughout our workforce. These patterns will be evaluated to ascertain whether they provide to our employees the optimum career mobility and opportunities for advancement.

See the *Workforce Analysis/Lines of Progression* for the results per organizational unit.

Chapter 2: Job Group Analysis
41 C.F.R. § 60-2.12

Although the workforce analysis was conducted individually for every job title, after it was completed, job titles were grouped for the comparison of incumbency to availability and for setting goals. There were several reasons for grouping jobs.

Many job titles are so similar in content that handling them individually in the AAP is not necessary. Grouping together these very similar titles is appropriate for the comparison of incumbency to availability. For many job titles, the availability data that can be collected is limited, and the same data must be used for several related jobs. Therefore, grouping these related titles together is logical. Also, many job titles have so few incumbents in them that identifying disparities between incumbency and availability by job title is meaningless as problem areas would be identified in terms of fractions of people. By grouping several similar titles and increasing the number of employees involved, a meaningful comparison can be conducted; any identified problem areas are more likely to be in terms of whole people. Consequently, goals established to correct problem areas are also more likely to be in terms of whole people.

The three reasons for grouping job titles all discuss "similar" or "related" jobs. That is the most critical guideline in creating job groups. Above all, the job titles placed into a job group must be more similar or related to each other than the job titles in other job groups.

Job groups must have enough incumbents to permit meaningful comparisons of incumbency to availability and goal setting. Ideally, if a job group is identified as containing a problem area, it should be large enough that a goal of at least one whole person can be established. No minimum size has been established for this purpose, however, since it is dependent not only on the size of the job group, but also on the size of the availability percentage and the number of minorities or women already employed in the job group.

Chapter 3: Placement of Incumbents in Job Groups
41 C.F.R. § 60-2.13

Each job group appears on a Job Group Report. The report lists each job title in the job group. For each job title, the worksheet provides the following information: EEO reporting category, job title, employee headcounts for each job title, and overall percentages by gender and race/ethnicity as of 4/30/2013.

See the *Job Group Analysis* for the listing of the job titles and the associated race and gender headcounts per job group.

Chapter 4: Determining Availability

41 C.F.R. § 60-2.14

"Availability" is an estimate of the proportion of each sex and race/ethnic group available and qualified for employment at H. W. Lochner, Inc. for a given job group in the relevant labor market during the life of the AAP. Availability indicates the approximate level at which each race/ethnic and sex group could reasonably be expected to be represented in a job group if H. W. Lochner, Inc.'s employment decisions are being made without regard to gender, race, or ethnic origin. Availability estimates, therefore, are a way of translating equal employment opportunity into concrete numerical terms. Correct comparisons of incumbency to availability, worthwhile and attainable goals, and real increases in employment for problem groups depend on competent and accurate availability analyses. With valid availability data, we can compare the percentages of those who could reasonably be expected to be employed versus our current employment (from the workforce analysis), identify problem areas or areas of deficiency, and establish goals to correct the problems.

Steps in Comparison of Incumbency to Availability

Identify Availability Factors

The following availability factors are required of federal government contractors for consideration when developing availability estimates for each job group:

1. External Factor: The external requisite skills data comes from the 2000 Census of Population.
 - a. Local labor area: Office Zip codes were utilized.
 - b. Reasonable labor area: The automatic software zip code analysis was utilized.

Assign External Factor Weights: Weights were assigned to each factor for each job group. A combination of historical data and experience were used to determine the weights. Weights were never assigned in an effort to hide or reduce problem areas.

Identify Final Availability: Weights were multiplied by the component-specific data to produce weighted data for each component. Weighted data for each component was summed. This produced a final availability estimate for each sex and race/ethnic group, as well as for minorities in the aggregate.

See the *Availability Analysis* for the availability breakdown for each job group.

Chapter 5: Comparing Incumbency to Availability
41 C.F.R. § 60-2.15

Once final availability estimates were made for each job group, H. W. Lochner, Inc. compared the percentage of incumbents in each job group to their corresponding availability. A comparison was made between the percentage employed as of 4/30/2013 and that group's final availability.

See the *Comparison of Incumbency to Availability* for the results per job group.

Chapter 6: Placement Goals
41 C.F.R. § 60-2.16

H.W. Lochner, Inc. has established annual targets for each job group where underutilization has been identified. These goals take into account several factors such as the availability of qualified persons in the relevant labor area, anticipated attrition, and anticipated employment opportunities in each job group.

Techniques to improve recruitment and increase the flow of Minority and Female applicants may include:

- Periodic contacts by mail with Minority and Female professional associations.
- Minority and Female employees, as well as all employees, are encouraged to refer qualified applicants.
- Females and Minorities are included on the Human Resources staff, whenever possible.
- Advertisements are placed on Monster and LinkedIn to reach a diverse group of applicants.

Selections are for qualified applicants and goals do not require the hiring of persons when there are no vacancies or the hiring of a person who is less likely to perform satisfactory on the job ("less qualified") over a person more likely to perform satisfactory on the job ("better qualified"), under valid selection procedures. Goals do not require that we hire a specified number of minorities or women. Goals are not rigid and no quotas must be met, but are targets that the company can make a good faith effort to hire or promote qualified women and minorities.

The company has approximately 469 employees, 124 are women and 62 minorities. Below you will find a summary of the results of the Affirmative Action Plan Placement Goals Analysis for fiscal year **2013-2014**. The firm's hiring authorities are asked to make a good faith effort to place qualified women and minorities in the following EEO categories or job groups should any hiring needs arise -

Executive/Senior-Level Officials & Managers: Employees who plan, direct and formulate policies, set strategy, and provide the overall direction for the development and delivery of services, within the parameters approved by boards of directors. Executives plan, direct or coordinate activities with the support of subordinate executives and staff managers. Women and Minorities are underutilized in this job group. There is low turnover in this job group. *During the past plan year, the company did not have any hiring needs in this job group.*

First/Mid-Level Officials & Managers: Employees who serve as managers, other than those who serve as Executive/ Senior Level Officials and Managers, including those who oversee and direct the delivery of services or functions at group or regional levels of organizations. These managers receive direction from the Executive/Senior Level management and lead major business units or offices. Women and Minorities are underutilized in some of the job groups within this category. There is low turnover in this job group. *During the past plan year, we had 12 hiring needs in this job group. The company hired 2 women and 1 of those women is a minority. For the upcoming plan year, the company will make a good faith effort to continue to hire qualified women and minorities.*

Professionals: Occupations requiring either college graduation or experience of such kind and amount as to provide a comparable background. This group includes engineers, planners, accountants, etc. Women and minorities are underutilized in certain job groups that fall under this category. *During the past plan year, we had 30 hiring needs in this job group. The company hired 7 women and hired six male minorities. For the upcoming plan year, the company will make a good faith effort to continue to hire qualified women and minorities.*

Technicians: Occupations requiring a combination of manual skill which can be obtained through technical institutes and junior colleges, or through equivalent on-the-job training. This group includes drafters, engineering assistants, construction inspectors, etc. Women and minorities are underutilized in this job group. *During the past plan year, we had 31 hiring needs in this job group. The company hired 8 women and 2 male minorities. For the upcoming plan year, the company will make a good faith effort to continue to hire qualified women and minorities.*

Office & Clerical: Includes all clerical-type and support work in design and construction offices. Women and minorities are not underutilized in this job group. *During the past plan year, we had 8 hiring needs in this job group. The company hired 8 women, one was Asian and two were Hispanic, and 1 male. For the upcoming plan year, the company will make a good faith effort to continue to hire qualified women and minorities.*

See the ***Placement Goals*** report for each job group and the ***Goals Progress Report*** for progress made since the previous AAP.

Chapter 7: Designation of Responsibility
41 C.F.R. § 60-2.17(a)

As part of its efforts to ensure equal employment opportunity to all individuals, H. W. Lochner, Inc. has designated specific responsibilities to various staff to ensure the AAP focuses on all components of the employment system. Those employed as managers have undertaken the responsibilities described below.

The primary responsibility and accountability for implementing the AAP rests with James Bishop, President/CEO and John Cook, Director of Human Resources. John Cook is responsible for adherence to H. W. Lochner, Inc.'s policy of equal employment opportunity and affirmative action. This role includes, but is not limited to, the following duties:

1. Designate appropriate personnel with the responsibility for overseeing, administering, implementing, and monitoring H. W. Lochner, Inc.'s AAP.
2. Ensure those responsible for all AAP components are given the necessary authority and top management support and staffing to successfully implement their assigned responsibilities.
3. Impart the direction that ensures total involvement and commitment to equal employment opportunity programs through H. W. Lochner, Inc.'s AAP.

Gina Lecas is responsible for overall supervision of the AAP. Gina ensures, through managers that all relevant policies and procedures are adhered to. Her responsibilities include, but are not limited to, the following:

1. Ensure that H. W. Lochner, Inc. adheres to the stated policy of equal employment opportunity, and monitor the application of equal employment opportunity policies.
2. Ensure that the AAP is reviewed and updated annually in accordance with H. W. Lochner, Inc.'s stated policy.
3. Informs management, and all other employed personnel to ensure AAP and equal employment opportunity policies are being followed.
4. Reviews the qualifications of all employees to ensure equitable opportunity, based on job-related employment practices, is given to all for transfers and promotions.
5. Conduct periodic audits of: 1) training programs and hiring and promotion patterns to remove impediments to the attainment of AAP goals and objectives, 2) facilities to ensure they are maintained for the use and benefit of all employees and integrated both in policy and practice, and 3) sponsored educational, training, recreational, and social activities to ensure that all employees are encouraged to participate in accordance with policies on non-discrimination.
6. Ensure that all new employees are informed of H. W. Lochner, Inc.'s equal employment

opportunity policy and are informed with regard to the AAP and its objectives.

7. Periodically analyze applicant flow to determine the mix of persons applying for employment by race/ethnic origin and gender.
8. Ensure that recruitment advertising is placed in minority and female-oriented professional publications, as applicable.
9. Review job descriptions to ensure they are free of discriminatory provisions and barriers. Ensure requirements are job-related, realistic, and reflect the actual work requirements.
10. Conduct periodic audits to ensure required H. W. Lochner, Inc.'s EEO and AA policies are being communicated.
11. Assist in review and revision of policies, procedures, and rules to ensure they are not in violation of federal or state laws and regulations.

Managers

In their direct day-to-day contact with H. W. Lochner, Inc.'s employees and managers have assumed certain responsibilities to help the Company ensure compliance with equal employment opportunity programs and effective implementation of the AAP. These include, but are not limited to, the following:

1. Aggressively adhere to H. W. Lochner, Inc.'s EEO and AA policies.
2. Take action to prevent harassment of employees placed through affirmative action efforts.
3. Ensure interviews, offers of employment and/or wage commitments are consistent with policy.

Chapter 8: Identification of Problem Areas
41 C.F.R. § 60-2.17(b)

Terminology

The phrases “comparison of incumbency to availability,” and “problem area” appearing in this chapter are terms H. W. Lochner, Inc. is required by government regulations to use. The criteria used in relation to these terms are those specified by the government. These terms have no independent legal or factual significance. Although H. W. Lochner, Inc. will use the terms in good faith in connection with its AAP, such use does not necessarily signify the company agrees that these terms are properly applied to any particular factual situation and is not an admission of non-compliance with EEO laws, regulations, and objectives. Whenever the term “goal” is used, it is expressly intended that it “should not be used to discriminate against any applicant or employee because of race, color, religion, gender, or national origin,” as stated in Title 41 Code of Federal Regulations, Part 60-2.16(e).

In addition to comparing incumbency to availability within job groups, H. W. Lochner, Inc. has generated reports to identify problem areas in each of its selection procedures (i.e., hires, promotions, and terminations). Any problem areas that have been identified, appropriate action will be taken consistent with any of the action-oriented programs described in Chapter 9.

41 C.F.R. § 60-2.17(b)(1): Workforce by Organizational Unit and Job Group

An analysis of minority and female distribution within each organizational unit was accomplished by a thorough investigation of the *Workforce analysis*.

An analysis of minority and female utilization within each job group was accomplished by a thorough investigation of the *Comparison of Incumbency to Availability* reports.

41 C.F.R. § 60-2.17(b)(2): Personnel Activity

Applicant flow, hires, promotions, and terminations were analyzed by job group. An analysis of selection disparities in personnel activity between men/women and whites/minorities was accomplished by a thorough examination of transaction data. See the *Summary of Personnel Transactions Report* for each job group.

41 C.F.R. § 60-2.17(b)(3): Compensation Systems

Compensation analyses were conducted by comparing the salaries for men v. women, and whites v. minorities in each *job title/job group/pay grade*.

Chapter 9: Action-Oriented Programs
41 C.F.R. § 60-2.17(c)

H.W. Lochner, Inc. has established action-oriented programs to ensure problems identified are addressed.

Action-Oriented Program:

The Action-Oriented Programs designed to address the underutilization of women and minorities are listed below. These Action-Oriented Programs will be carried-out throughout the AAP year.

Recruitment:

1. H. W. Lochner, Inc. will continue to place advertisements on various job boards and engineering female and minority associations and seek referrals from existing female and minority employees and all employees.
2. H.W. Lochner, Inc. will continue campus recruiting nationwide on an as needed basis.
3. Job ads will always have the Equal Employment/Affirmative Action Opportunity clause.
4. Minority and female applicants will be considered for positions for which they are qualified.
5. H.W. Lochner, Inc. will participate in job fairs if there are sufficient available career opportunities to warrant participation.

Job Specifications/Selection Process:

1. Develop position descriptions that reflect position functions.
2. Develop job specifications that contain academic, experience, and skill requirements that do not constitute inadvertent discrimination. Develop specifications that are free from bias with regard to age, race, color, religion, national origin, disability or veteran status.
3. Approved position specifications and position specifications will be made available to all members of management involved in the recruiting, screening, selection, and promotion process. Copies may also be made available to recruiting sources.
4. H. W. Lochner, Inc. will continue to use position specifications that are job-related.
5. H.W. Lochner, Inc. will continue to counsel select personnel involved in the recruiting, screening, selection, promotion, disciplinary, and related processes to eliminate bias in actions.

Job Advancement:

1. H. W. Lochner, Inc. will continue to post or announce job opportunities through the internal Job Posting Policy System of all positions up to the Senior Management level.
2. H.W. Lochner, Inc. will continue to make use of the inventory of current employee skills.
3. All employees are encouraged to participate in any company-sponsored social and recreational activities.
4. H.W. Lochner, Inc. will continue to use a formal employee review program to identify employees with the necessary skill and experience needed for advancement.
5. Employees and Managers mutually choose training courses that apply to the employee's job and add training in their career development plan.
6. Tuition reimbursement is offered if the coursework is job related and the company can afford to finance the coursework. This policy applies to all employees.

Chapter 10: Internal Audit and Reporting
41 C.F.R. § 60-2.17(d)

Inherent in the AAP is the need for periodic self-assessment of problems encountered, corrective action taken, and progress made. Self-evaluation requires record-keeping systems on applicants, employees, and components of the AAP.

The objective of all record-keeping systems to be implemented is to assess the results of past actions, trends, the appropriateness of goals and objectives, the appropriateness and relevancy of identified solutions to problems, and the adequacy of the Plan as a whole. In addition, a further objective is to identify the proper corrective actions to be made to all components.

In order to fully achieve the objectives of such a record keeping system, the results of it must lead to follow-up through feedback to managers, supervisors, and staff, through reallocation of resources, through modifications to plans and the record-keeping system itself, through appropriate recognition of personal achievements as well as negative actions for discriminatory acts. For any identified deficiencies, appropriate corrective action will be identified and we attempt to rectify the matter.

The records maintained are the basis for updating the Affirmative Action Plan, including revising the availability data and establishing annual target goals. The internal audit and reporting system is used as the basis for evaluating systemic, results-oriented programs, and affirmative action efforts.

The H.W. Lochner, Inc. auditing and reporting system periodically measures the effectiveness of its total affirmative action program. Gina Lecas is responsible for the following:

1. Monitors records of personnel activity, including referrals, placements, transfers, promotions, terminations, and compensation, to ensure the nondiscriminatory policy is carried out;
2. Generates reports and reviews results with appropriate personnel; and
3. Advises management of program effectiveness and submit recommendations to improve unsatisfactory performance.

H.W. Lochner, Inc. Affirmative Action Plan

**PART II: AFFIRMATIVE ACTION PLAN FOR DISABLED VETERANS, OTHER
VETERANS, AND PERSONS WITH DISABILITIES**

FOR

5/01/13-4/30/14

PART II

AAP FOR DISABLED VETERANS, OTHER VETERANS, AND PERSON WITH DISABILITIES

Table of Contents

- CHAPTER A: POLICY STATEMENT**
41 C.F.R. §§ 60-250.44(a); 60-741.44(a)
- CHAPTER B: REVIEW OF PERSONNEL PROCESSES**
41 C.F.R. §§ 60-250.44(b); 60-741.44(b)
- CHAPTER C: PHYSICAL AND MENTAL QUALIFICATIONS**
41 C.F.R. §§ 60-250.44(c); 60-741.44(c)
- CHAPTER D: REASONABLE ACCOMMODATION TO PHYSICAL AND MENTAL
LIMITATIONS**
41 C.F.R. §§ 60-250.44(d); 60-741.44(d)
- CHAPTER E: HARASSMENT**
41 C.F.R. §§ 60-250.44(e); 60-741.44(e)
- CHAPTER F: EXTERNAL DISSEMINATION OF POLICY, OUTREACH AND
POSITIVE RECRUITMENT**
41 C.F.R. §§ 60-250.44(f); 60-741.44(f)
- CHAPTER G: INTERNAL DISSEMINATION OF POLICY**
41 C.F.R. §§ 60-250.44(g); 60-741.44(g)
- CHAPTER H: AUDIT AND REPORTING SYSTEM**
41 C.F.R. §§ 60-250.44(h); 60-741.44(h)
- CHAPTER I: RESPONSIBILITY FOR IMPLEMENTATION**
41 C.F.R. §§ 60-250.44(i); 60-741.44(i)
- CHAPTER J: TRAINING**
41 C.F.R. §§ 60-250.44(j); 60-741.44(j)
- CHAPTER K: COMPENSATION**
41 C.F.R. §§ 60-250.21(i); 60-741.21(i)

Chapter A: Policy Statement
41 C.F.R. §§ 60-250.44(a); 60-741.44(a)

It has been and will continue to be a fundamental policy of LOCHNER (the "Company") not to discriminate on the basis of race, color, religion, sex, national origin, age, disability, or status as a Vietnam Era, Special Disabled Veteran or other covered veteran with respect to recruitment, hiring, training, promotion, and other terms and conditions of employment. Further, it is the policy of the Company to comply with the concepts and practices of affirmative action.

Effective implementation and continuing administration of this policy will be the direct responsibility of this firm. John Cook, Vice President of Human Resources, has been appointed as the Affirmative Action Administrator with responsibilities to implement and monitor our Affirmative Action Plan, and to ensure that the coordination, direction, and review of equal employment opportunity policies, practices, and programs are accomplished. John Cook will also be responsible for making reports to senior management on equal employment efforts on an annual basis.

All management personnel should make special efforts to assure that all employees under their direction understand and effectively implement the policy.

The Company does not condone and will not tolerate the harassment of any employee placed through affirmative action efforts. In addition, it is a violation of Company policy for any employee to engage in sexual harassment. Complaints of unlawful harassment of any type, including sexual harassment, should be brought to the attention of John Cook.


In addition, employees and applicants will not be subjected to harassment, intimidation, threats, coercion, or discrimination because they have engaged in or may engage in the following activities:

1. Filing a bona fide complaint;
2. Assisting or participating in an investigated, compliance evaluation, hearing, or any other activity related to the administration of the affirmative action provisions of Executive Order 11246, ("E.O. 11246") the Rehabilitation Act, the Vietnam Era Veterans' Readjustment Assistance Act (VEVRAA), and their implementing regulations, or any other federal, state or local law requiring equal employment opportunity;
3. Opposing any act or practice made unlawful by E.O. 11246, VEVRAA and/or the Rehabilitation Act or the implementing regulations or any other federal, state or local law requiring equal employment opportunity; or
4. Exercising any other right protected by E.O. 11246, VEVRAA or the Rehabilitation Act, or their implementing regulations.

Further, all complaints of discriminatory treatment in violation of this policy should be brought to the attention of John K. Cook, so an internal investigation may be undertaken. Employees and applicants will be protected from coercion, intimidation, interference, discrimination, retaliation for filing a complaint, or assisting in an investigation based on violations of this policy.

It is the responsibility of every employee of LOCHNER to give our policy of equal employment opportunity real meaning and full support.

This Affirmative Action Program is available for inspection by any employee or applicant for employment during normal business hours in the Human Resources Department. Interested persons should contact John K. Cook, Vice President of Human Resources, at 312-372-7346 for assistance.



Signature

James W. Bishop
President/CEO

8/2013

Chapter B: Review of Personnel Processes
41.C.F.R. §§ 60-250.44(b); 60-741.44(b)

To ensure that all personnel activities are conducted in a job-related manner which provides and promotes equal employment opportunity for all known covered veterans and employees and applicants with disabilities, reviews are periodically made of the Company's examination and selection methods to identify barriers to employment, training, and promotion.

- 1) H.W. Lochner, Inc. periodically conducts a review of its employment processes to ensure thorough and systematic consideration of the job qualifications of any 1) known covered veteran applicants and employees; and 2) applicants and employees with disabilities for job vacancies filled either by external hiring or internal promotions/transfers, as well as for all training opportunities available. In order to determine whether an individual is qualified for a particular job, a close examination of the content of the job is made, as well as a review of the job qualifications of known covered veterans and individuals with disabilities, both applicants and employees. In determining the qualifications of a covered veteran, consideration is given only to that portion of the military record, including discharge papers, relevant to the job qualifications for which the veteran is being considered.
- 2) The company ensures that its personnel processes do not stereotype disabled persons or veterans in a manner which limits their access to jobs for which they are qualified.

Chapter C: Physical and Mental Qualifications
41.C.F.R. §§ 60-250.44(c); 60-741.44(c)

To ensure that all physical and mental qualifications and requirements are job-related and promote equal employment opportunity for all known covered veteran and employees and applicants with disabilities, the company's physical and mental job requirements are reviewed to determine whether or not they are job-related and consistent with business necessity and safe performance on the job.

Schedule for Review: Any previously reviewed classification will be reviewed again if there is a change in working conditions which affects the job's physical and/or mental requirements (e.g., new requirements, new equipment, etc.)

Chapter D: Reasonable Accommodation to Physical and Mental Limitations
41 C.F.R §§ 60-250.44(d); 60-741.44(d)

H.W. Lochner, Inc. will make every effort to provide reasonable accommodations to physical and mental limitations of applicants and employees with disabilities or who are disabled veterans unless it can demonstrate that the accommodations would impose an undue hardship on the operation of business. H.W. Lochner, Inc. will confidentially review performance issues of employees with known disabilities to determine whether a reasonable accommodation is needed when: 1) the employee is having significant difficulty with job performance, and 2) it is reasonable to conclude that the problem is related to disability.

Employees may also contact the following at any time to formally request an accommodation:

Name: John Cook
Title: Vice President of Human Resources
Phone: (312) 372-7346
Email: jcook@hwlochner.com

Chapter E: HARASSMENT
41 C.F.R §§ 60-250.44(e); 60-741.44(e)

H.W. Lochner, Inc. has developed and implemented a set of procedures to ensure that its employees who are disabled or other veterans are not harassed due to any conditions. A copy of the Workplace Harassment Policy (below) is available for distribution to new and existing employees.

Workplace Harassment Policy

H.W. Lochner, Inc. is committed to maintaining a workplace in which individuals are treated with respect and dignity. Each individual has the right to work in an environment which promotes equal employment opportunities and is free of unlawful discrimination in any form, including harassment based upon sex, race, national origin, religion, disability, age and any other protected characteristic ("workplace harassment"). To further the goal of maintaining a professional work environment, the Company has adopted this Workplace Harassment Policy. This policy applies to all persons who are employed by, or conduct business with the Company, whether as managers, office staff or third parties.

Pursuant to this policy, the Company expressly prohibits and will not tolerate any form of workplace harassment. Employees who violate this policy will be subject to disciplinary action, up to and including termination of employment.

Definitions and Examples

Federal and state laws prohibit any form of workplace harassment that impairs an employee's working ability or creates an intimidating, hostile or offensive work environment. Such offensive behavior may take a variety of forms, including, but not limited to:

- * Epithets, derogatory comments, jokes or slurs;
- * Derogatory or offensive posters, cards, objects, symbols, calendars, cartoons, graffiti, drawings or gestures;
- * Assaults, blocking normal movement or interfering with work; and
- * Retaliation for having reported or threatened to report harassment.

Federal and state laws define "sexual harassment" as unwelcome sexual advances, requests for sexual favors, or any other visual, verbal or physical conduct or communication of a sexual nature when:

1. Submission to such conduct is made either explicitly or implicitly a term or condition of employment;
2. Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting the individual; or
3. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

The following are some examples of conduct which may constitute sexual harassment depending upon the totality of the circumstances, including the severity of the conduct and its pervasiveness:

- * Sexual advances – whether they involve physical touching or not;
- * Direct or implied requests by a supervisor for sexual favors in exchange for actual or promised job benefits such as favorable reviews, wage/salary increases, promotions, increased benefits, or continued employment;

- * Sexual epithets, jokes, written or oral references to sexual conduct, gossip regarding one's sex life, comments on an individual's body, comments about an individual's sexual activity, deficiencies or prowess;
- * Displaying sexually suggestive objects, pictures, cartoons;
- * Unwelcome leering, whistling, brushing against the body, sexual gestures, suggestive or insulting comments;
- * Inquiries into one's sexual experience; and
- * Discussion of one's sexual activities.

Regardless of its form, workplace harassment is unlawful and will not be tolerated by the Company. Further, any retaliation against an individual who, in good faith, has complained about workplace harassment, or who has cooperated with the Company's investigation of such matters, is similarly unlawful and will not be tolerated.

Complaints of Workplace Harassment

The Company strongly urges the reporting of all incidents of workplace harassment or retaliation, regardless of the offender's identity or position.

Employees who have experienced or witnessed conduct they believe is contrary to this Workplace Harassment Policy, or who have concerns about such matters, should promptly report their complaint or concerns to their Office Manager. Employees may also contact the Human Resource Manager at (312) 372-7346, or the EEO Officer/Director of Human Resources in the Human Resources Department. The address is 225 West Washington, 12th Floor, Chicago, IL 60606 and phone number is (312) 372-7346. Complaints may be made verbally or in writing.

All complaints will be promptly and thoroughly investigated. The Company will maintain confidentiality throughout the investigatory process to the extent consistent with a fair and proper investigation. All employees involved in an investigation must also observe this confidentiality obligation. If it is determined that conduct in violation of this policy has occurred, the Company will act promptly to eliminate the offending conduct and will take such other corrective action as it deems necessary to prevent the inappropriate conduct from reoccurring. Such action may include discipline up to and including termination of employment.

Chapter F: External Dissemination of Policy, Outreach and Positive Recruitment
41 C.F.R. §§ 60-250.44(f); 60-741.44(f)

Based upon the Company's review of its personnel policies as described in Chapter B, the following activities are implemented to enhance affirmative action efforts.

- 1) Disseminate information concerning employment opportunities to reach covered qualified veterans and individuals with disabilities.
- 2) Inform recruiting sources, in writing, of the Company's affirmative action policy for covered veterans and individuals with disabilities.
- 3) Send written notification of the Company's affirmative action policy to all subcontractors, vendors, and suppliers requesting appropriate action on their part. This includes their obligation to annually file their EEO Reporting form and VETS-100 form and, for employers with 50 or more employees and contracts of \$50,000 or more, their obligation to develop a written affirmative action plan.

Chapter G: Internal Dissemination of Policy
41 C.F.R. §§ 60-250.44(g); 60-741.44(g)

In order to gain positive support and understanding for the affirmative action program for disabled veterans, other veterans, and individuals with disabilities, H.W. Lochner, Inc. will continue to implement the following internal dissemination procedures, all of which are the responsibility of the Human Resources. The following policies and procedures are designed to foster support and understanding from H.W. Lochner, Inc.'s executive and management staff in an effort to encourage employees to take any actions necessary to help the company meet its obligations.

- 1) Conduct annual meetings with executive and management to explain the intent of the policy and individual responsibility for effective implementation.
- 2) Conduct training for employees involved in recruiting, selection, promotion, and other related employment issues for covered veterans and individuals with disabilities as needed.
- 3) Discuss the policy with new employees.

Chapter H: Audit and Reporting System
41 C.F.R. §§ 60-250.44(h); 60-741.44(h)

H. W. Lochner, Inc. periodically conducts an audit that addresses the following:

- 1) Measures the effectiveness of H.W. Lochner, Inc.'s overall AAP and whether the company is in compliance with specific obligations.
- 2) Measures the degree to which H. W. Lochner, Inc.'s objectives are being met.
- 3) Whether there are any undue hurdles for individuals with disabilities and other veterans regarding company sponsored educational, training, recreational, and social activities.

Chapter I: Responsibility for Implementation
41 C.F.R. §§ 60-250.44(i); 60-741.44(i)

As part of its efforts to ensure equal employment opportunity to covered veterans and individuals with disabilities, H.W. Lochner, Inc. has designated specific responsibilities to various staff to ensure the AAP focuses on all components of the employment system. To that end, those employed as executive and managers have undertaken the responsibilities described below.

We annually reaffirm the Company's Equal Employment Opportunity Policy and to make known to all employees and applicants the commitment of senior management to EEO and affirmative action. Additional responsibilities include, but are not limited to:

- 1) Designating appropriate personnel with the responsibility for overseeing, administering, implementing, and monitoring the Company's AAP.
- 2) Ensuring that designated personnel responsible for all AAP components are given the necessary authority and top management support and staffing to successfully implement assigned responsibilities.
- 3) Imparting direction that ensures total involvement and commitment to EEO programs through H.W. Lochner, Inc.'s AAP.

Gina Lecas is responsible for overall supervision of the AAP. She ensures, through the department managers that relevant policies and procedures are adhered to. Responsibilities include, but are not limited to, the following:

- 1) Presenting needed recommendations and procedural changes to management concerning EEO and affirmative action and ensuring management is kept informed of the Company's compliance status.
- 2) Maintaining Company-wide management support and cooperation for the Company's AAP.
- 3) Collaborating with Senior Management on EEO and AAP issues.
- 4) Assisting management in arriving at solutions to EEO/AA problems.
- 5) Reviewing results of audit and reporting systems to assess the effectiveness of the Company's AA programs and to direct corrective actions where necessary.
- 6) Ensuring that the AAP is updated annually for all establishments.
- 7) Providing guidance to managers in taking proper action to prevent employees from being harassed in any way, through one-on-one contact, training, and disciplinary action.
- 8) Providing guidance and direction to management.

- 9) Reviewing the qualifications of all employees to ensure equitable opportunity, based on job-related employment practices, is given to all for transfers and promotions.
- 10) Conducting periodic audits of: 1) training programs and hiring and promotion patterns to remove impediments to the attainment of AAP goals and objectives, and 2) the Company's sponsored educational, training, recreational, and social activities to ensure that all employees are encouraged to participate in accordance with policies on non-discrimination. Determine whether known covered veterans and employees with disabilities have had the opportunity to participate in all Company-sponsored educational, training, recreation and social activities.
- 11) Reviewing all job descriptions and specifications to ensure they are free of discriminatory provisions and artificial barriers. Ensuring that all requirements are job-related, realistic, and that they reflect the actual work requirements of the essential job duties.

John Cook is responsible for ensuring that the directives below are implemented. The duties include, but are not limited to, the following:

- 1) Providing direction to the Company's employees, as necessary, to carry out actions required to meet the Company's EEO and AA commitments.
- 2) Responsible for the effective implementation of the AAP.
- 3) Developing, implementing, and maintaining audit and reporting systems to measure effectiveness.
- 4) Advising management in the modification and development of the Company's policies to ensure the enhancement of equal employment opportunity for all employees and potential employees within existing equal employment opportunity guidelines.
- 5) Identifying problem areas and establishing procedures to solve these problems.
- 6) Conducting periodic audits to ensure all required posters and those advertising the Company's equal employment opportunity policies and AAP, as well as the Invitation to Self-Identify for covered veterans and individuals with disabilities, are displayed and that the Company's equal employment opportunity and AAP policies are being thoroughly communicated.
- 7) Developing policy statements, affirmative action programs, internal and external communication techniques.
- 8) Serving as the liaison between H. W. Lochner, Inc. and enforcement agencies.
- 9) Serving as the liaison between H. W. Lochner, Inc. and organizations and community action groups for covered veterans and persons with disabilities, in addition to ensuring that representatives are involved in community service programs of local organizations for covered veterans and persons with disabilities.

- 10) Keeping management informed of the latest EEO developments.
- 11) Reviewing, reporting, and updating the AAP annually in accordance with stated policy. We inform employees and applicants of any significant changes.
- 12) Assisting in review and revision of policies, procedures, and rules to ensure they are not in violation of federal or state laws and regulations.
- 13) Responsible for ensuring overall the Company's compliance with the AAP.

Managers

In their direct day-to-day contact with the Company's employees, managers have assumed certain responsibilities to help H. W. Lochner, Inc. ensure compliance with EEO programs and effective implementation of the AAP. These include, but are not limited to the following:

- 1) Adhere to the Company's equal employment opportunity policy.
- 2) Supporting and assisting in successfully implementing the AAP.
- 3) Taking action to prevent harassment of employees placed through affirmative action efforts.
- 4) Assigning employees to significant jobs that might lead to greater personal growth and value, and counsel them with respect to what is needed for upward mobility within the employment structure.
- 5) Ensuring that all interviews, offers of employment and/or wage commitments are consistent with the Company's policy.
- 6) Implementing the internal promotion and transfer of all employees under their supervision consistent with AAP goals and objectives.
- 7) Assisting in identifying problem areas and providing needed information for establishing and meeting department affirmative action goals and objectives.
- 8) Seeking and sharing information on feasible accommodations which have been or could be made for known disabilities.

Chapter J: Training
41 C.F.R. §§ 60-250.44(j); 60-741.44(j)

H. W. Lochner, Inc. trains all employees involved in any way with the recruitment, selection, promotion, disciplinary actions, training, and related processes of individuals with disabilities or other veterans to ensure commitment to the company's stated Affirmative Action goals.

Chapter K: Compensation
41 C.F.R. §§ 60-250.21(i); 60-741.21(i)

It is the policy of H. W. Lochner, Inc. that when offering employment or promotion to covered veterans or individuals with disabilities, the amount of compensation offered will not be reduced because of any disability income, pension, or other benefit the applicant or employee receives from other sources.

Workforce Analysis

Organizational Unit: Administrative

Job Code	Job Title	Work Site	Salary (\$)	Total		EMP	MIN	Total													
				EMP	MIN			W	AA	H	A	NA	PI	2+							
05IN01	Intern		20,800.00	1	0	1	0	Male	1	0	0	0	0	0	0	0	0	0	0	0	0
								Female	0	0	0	0	0	0	0	0	0	0	0	0	0
05RC01	Receptionist		30,638.40	3	2	0	2	Male	0	0	0	0	0	0	0	0	0	0	0	0	0
								Female	3	1	2	0	0	0	0	0	0	0	0	0	0
05AA02	Administrative Assistant		31,200.00	8	4	0	4	Male	0	0	0	0	0	0	0	0	0	0	0	0	0
								Female	8	4	0	2	1	0	0	0	0	0	0	0	1
05OV02	Office Vision Administrator		32,240.00	3	0	0	0	Male	0	0	0	0	0	0	0	0	0	0	0	0	0
								Female	3	3	0	0	0	0	0	0	0	0	0	0	0
05OA02	Office/Project Administrator		36,608.00	5	1	0	1	Male	0	0	0	0	0	0	0	0	0	0	0	0	0
								Female	5	4	0	1	0	0	0	0	0	0	0	0	0
Grand Total #				20	7	1	7	Male #	1	0	0	0	0	0	0	0	0	0	0	0	0
Grand Total %					35.0	5.0	35.0	Male %	5.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
						19		Female #	12	2	3	1	0	0	0	0	0	0	0	1	1
						95.0		Female%	60.0	10.0	15.0	5.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	5.0	5.0

(+) Indicates this job contains employees who are included from another facility.
 (-) Indicates this job contains employees included in this plan's Workforce Analysis but who are excluded from the rest of this facility's Affirmative Action plan.
Affirmative Action Plan

Workforce Analysis

Organizational Unit: Architecture

Job Code	Job Title	Work Site	Salary (\$)	Total		EMP	W	AA	H	A	NA	PI	2+
				EMP	MIN								
03ET03	Engineering Technician		56,721.60	1	0	0	0	0	0	0	0	0	0
					Male	0	0	0	0	0	0	0	0
					Female	1	1	0	0	0	0	0	0
12PP09	Sr. Project Manager		104,873.60	1	0	1	1	0	0	0	0	0	0
					Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
12PM08	Project Manager		124,800.00	1	0	1	1	0	0	0	0	0	0
					Male	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0
			Grand Total #	3	0	2	2	0	0	0	0	0	0
			Grand Total %		0.0	66.7	66.7	0.0	0.0	0.0	0.0	0.0	0.0
					Male #	1	1	0	0	0	0	0	0
					Female #	1	1	0	0	0	0	0	0
					Male %	33.3	33.3	0.0	0.0	0.0	0.0	0.0	0.0
					Female %	33.3	33.3	0.0	0.0	0.0	0.0	0.0	0.0

(+) Indicates this job contains employees who are included from another facility.
 (-) Indicates this job contains employees included in this plan's Workforce Analysis but who are excluded from the rest of this facility's Affirmative Action plan.
Affirmative Action Plan

Workforce Analysis

Organizational Unit: Aviation

Job Code	Job Title	Work Site	Salary (\$)	EMP	MIN	Total														
						Male	Female	EMP	W	AA	H	A	NA	PI	2+					
02IE03	Intern Engineer		53,331.20	3	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0
02PL04	Planner		60,008.00	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
02EN04	Civil Engineer		62,233.60	3	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0
12PM08	Project Manager		81,369.60	2	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0
12PP09	Sr. Project Manager		100,297.60	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
12PL10	Practice Leader		104,000.00	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
12GA09	General Aviation Leader		137,592.00	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Grand Total #				12	0	0	12	0	0	0	0	0	0	0	0	0	0	0	0	0
Grand Total %					0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

(+) Indicates this job contains employees who are included from another facility.
 (-) Indicates this job contains employees included in this plan's Workforce Analysis but who are excluded from the rest of this facility's Affirmative Action plan.
Affirmative Action Plan

Workforce Analysis

Organizational Unit: Cadd Roadway

Job Code	Job Title	Work Site	Salary (\$)	EMP	MIN	Total										
						Male	Female	EMP	W	AA	H	A	NA	PI	2+	
03ET03	Engineering Technician		20,800.00	4	2	2	2	1	1	1	1	1	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0	0
03CC02	CADD Technician, Entry Level		37,440.00	1	0	0	0	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0	0
03CT03	CADD Technician		43,908.80	1	0	1	1	0	0	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0	0
03SC03	Sr. CADD Technician		51,001.60	2	0	0	0	0	0	0	0	0	0	0	0	0
						Female	2	2	0	0	0	0	0	0	0	0
03TZ04	Sr. Engineering Technician		69,264.00	1	0	1	1	0	0	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0	0
02SD05	Sr. Designer		72,134.40	1	0	1	1	0	0	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0	0
02DR05	Designer		88,046.40	1	0	1	1	0	0	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0	0
	Grand Total #			11		2	8	1	0	1	0	1	0	0	0	0
	Grand Total %				18.2		72.7	9.1	0.0	9.1	0.0	9.1	0.0	0.0	0.0	0.0
						Female #	3	0	0	0	0	0	0	0	0	0
						Female%	27.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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Affirmative Action Plan

Workforce Analysis

Organizational Unit: Cadd Structures

Job Code	Job Title	Work Site	Salary (\$)	Total		Total														
				EMP	MIN	EMP	W	AA	H	A	NA	PI	2+							
03CC02	CADD Technician, Entry Level		41,662.40	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
03ET03	Engineering Technician		48,900.80	3	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
03SC03	Sr. CADD Technician		56,992.00	2	1	2	1	0	0	0	1	0	0	0	0	0	0	0	0	0
03CT03	CADD Technician		58,739.20	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
03TZ04	Sr. Engineering Technician		71,385.60	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Grand Total #				8	1	7	6	0	0	0	1	0	0	0	0	0	0	0	0	0
Grand Total %					12.5	87.5	75.0	0.0	0.0	0.0	12.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
						Female #	1	0	0	0	0	0	0	0	0	0	0	0	0	0
						Female%	12.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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Affirmative Action Plan

Workforce Analysis

Organizational Unit: Community Planning

Job Code	Job Title	Work Site	Salary (\$)	Total		EMP	MIN	W	AA	H	A	NA	PI	2+
				EMP	MIN									
12PP09	Sr. Project Manager		128,502.40	1	0	1	0	1	0	0	0	0	0	0
	Grand Total #			1	0	1	0	1	0	0	0	0	0	0
	Grand Total %				0.0	100.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0
	Male #					0		0						
	Female #					0		0						
	Male %					0.0		0.0						
	Female %					0.0		0.0						

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Affirmative Action Plan

Workforce Analysis

Organizational Unit: Construction Inspection

Job Code	Job Title	Work Site	Salary (\$)	Total		MIN	Total											
				EMP	EMP		W	AA	H	A	NA	PI	2+					
03II03	Inspector		26,000.00	18	3	15	13	0	0	0	0	0	0	0	0	0	0	0
						Male												
						Female												
03ET03	Engineering Technician		47,964.80	2	0	2	2	0	0	0	0	0	0	0	0	0	0	0
						Male												
						Female												
03SI05	Sr. Inspector		51,001.60	26	1	25	24	1	1	0	0	0	0	0	0	0	0	0
						Male												
						Female												
03TZ04	Sr. Engineering Technician		57,387.20	2	1	2	1	0	0	0	0	0	0	0	0	0	0	1
						Male												
						Female												
05OA02	Office/Project Administrator		60,320.00	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
						Male												
						Female												
03AO04	Assistant Office Engineer		66,560.00	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
						Male												
						Female												
02CI08	Chief Inspector		76,544.00	3	1	3	2	1	1	0	0	0	0	0	0	0	0	0
						Male												
						Female												
02EO05	Engineer, Office Engineer		87,838.40	2	0	2	2	0	0	0	0	0	0	0	0	0	0	0
						Male												
						Female												
02UC07	Utilities Coordinator		95,971.20	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0
						Male												
						Female												
03CI08	Chief Inspector		106,080.00	3	0	3	3	0	0	0	0	0	0	0	0	0	0	0
						Male												
						Female												
						Grand Total #	60	7	53	48	2	2	0	0	0	0	0	1
						Grand Total %	11.7	11.7	88.3	80.0	3.3	3.3	0.0	0.0	0.0	0.0	0.0	1.7
						Female #	7	5	0	0	0	1	1	0	0	0	0	0
						Female%	11.7	8.3	0.0	0.0	0.0	1.7	1.7	0.0	0.0	0.0	0.0	0.0

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Affirmative Action Plan

Workforce Analysis

Organizational Unit: Construction Management

Job Code	Job Title	Work Site	Salary (\$)	EMP	MIN	Total														
						Male	Female	EMP	W	AA	H	A	NA	PI	2+					
03TZ04	Sr. Engineering Technician		61,838.40	1	0	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0
03SI05	Sr. Inspector		64,480.00	1	0	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0
02SC08	Sr. Construction Manager		72,800.00	3	0	3	0	3	3	0	0	0	0	0	0	0	0	0	0	0
02EO05	Engineer, Office Engineer		75,088.00	3	1	2	1	2	1	0	0	1	0	0	0	0	0	0	0	0
02RE08	Resident Engineer		78,124.80	9	1	8	1	9	8	1	1	0	0	0	0	0	0	0	0	0
02AR08	Assistant Resident Engineer		83,470.40	2	0	2	0	2	2	0	0	0	0	0	0	0	0	0	0	0
02PE06	Project Engineer		95,264.00	3	0	3	0	3	3	0	0	0	0	0	0	0	0	0	0	0
12PP09	Sr. Project Manager		124,800.00	2	0	2	0	2	2	0	0	0	0	0	0	0	0	0	0	0
12CX10	CEI Program Manager		149,718.40	2	0	2	0	2	2	0	0	0	0	0	0	0	0	0	0	0
Grand Total #				26		25		23		1		0		1		0		0		0
Grand Total %					7.7	96.2		88.5		3.8		0.0		3.8		0.0		0.0		0.0
						1		1		0		0		0		0		0		0
						3.8		3.8		0.0		0.0		0.0		0.0		0.0		0.0

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Affirmative Action Plan

Workforce Analysis

Organizational Unit: Construction Support

Job Code	Job Title	Work Site	Salary (\$)	Total		EMP	MIN	Total													
				EMP	MIN			W	AA	H	A	NA	PI	2+							
05DC01	Documentation Coordinator		33,051.20	1	0	0	0	Male	0	0	0	0	0	0	0	0	0	0	0	0	0
						Female	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
05AA02	Administrative Assistant		47,840.00	1	0	0	0	Male	0	0	0	0	0	0	0	0	0	0	0	0	0
						Female	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
03AO04	Assistant Office Engineer		68,640.00	2	0	0	0	Male	0	0	0	0	0	0	0	0	0	0	0	0	0
						Female	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Grand Total #				4	0	0	0	Male #	0	0	0	0	0	0	0	0	0	0	0	0	0
Grand Total %					0.0	0.0	0.0	Male %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
						Female #	4	Female %	4	0	0	0	0	0	0	0	0	0	0	0	0
							100.0		100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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Affirmative Action Plan

Workforce Analysis

Organizational Unit: Consultant

Job Code	Job Title	Work Site	Salary (\$)	Total		EMP	W	AA	H	A	NA	PI	2+
				EMP	MIN								
11CE13	Consultant Executive		416,000.00	1	0	1	1	0	0	0	0	0	0
						Male							
						Female							
			Grand Total #	1	0	1	1	0	0	0	0	0	0
			Grand Total %		0.0	100.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0
						Female #	0	0	0	0	0	0	0
						Female%	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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Affirmative Action Plan

Workforce Analysis

Organizational Unit: Contracts Management

Job Code	Job Title	Work Site	Salary (\$)	Total		Total											
				EMP	MIN	EMP	W	AA	H	A	NA	PI	2+				
02CS03	Contract Support Specialist		50,003.20	8	0	0	0	0	0	0	0	0	0	0	0	0	0
	Grand Total #			8	0	0	0	0	0	0	0	0	0	0	0	0	0
	Grand Total %				0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
						8	8	0	0	0	0	0	0	0	0	0	0
						100.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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Workforce Analysis

Organizational Unit: Electrical

Job Code	Job Title	Work Site	Salary (\$)	EMP	MIN	Total											
						Male	Female	EMP	W	AA	H	A	NA	PI	2+		
02E005	Engineer, Office Engineer		83,200.00	1	0	0	1	0	0	0	0	0	0	0	0	0	0
	Grand Total #			1	0	0	0	0	0	0	0	0	0	0	0	0	0
	Grand Total %				0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
							1	100.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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Affirmative Action Plan

Workforce Analysis

Organizational Unit: Executive Support

Job Code	Job Title	Work Site	Salary (\$)	Total		EMP	W	AA	H	A	NA	PI	2+
				EMP	MIN								
02EK05	Executive Assistant		70,012.80	1	1	0	0	0	0	0	0	0	0
						Male	0	0	0	0	0	0	0
						Female	1	0	1	0	0	0	0
02EA07	Sr. Executive Assistant		92,705.60	1	0	0	0	0	0	0	0	0	0
						Male	0	0	0	0	0	0	0
						Female	1	0	0	0	0	0	0
			Grand Total #	2	1	Male #	0	0	0	0	0	0	0
			Grand Total %	50.0	50.0	Male %	0.0	0.0	0.0	0.0	0.0	0.0	0.0
						Female #	2	1	0	0	0	0	0
						Female %	100.0	50.0	50.0	0.0	0.0	0.0	0.0

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Affirmative Action Plan

Workforce Analysis

Organizational Unit: Executive

Job Code	Job Title	Work Site	Salary (\$)	Total		MIN	Total											
				EMP	EMP		AA	W	AA	H	A	NA	PI	2+				
11RL11	Regional Team Leader		192,400.00	6	1	1	Male	6	5	0	0	0	0	0	0	0	0	1
11DY11	Director of Corporate Services		202,030.40	1	0	0	Female	0	0	0	0	0	0	0	0	0	0	0
11EW12	President/CEO		335,046.40	1	0	0	Male	1	1	0	0	0	0	0	0	0	0	0
11CH13	Chairman		393,452.80	1	0	0	Female	0	0	0	0	0	0	0	0	0	0	0
	Grand Total #			9	1	1	Male #	9	8	0	0	0	0	0	0	0	0	1
	Grand Total %				11.1	11.1	Male %	100.0	88.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	11.1
							Female #	0	0	0	0	0	0	0	0	0	0	0
							Female %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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Affirmative Action Plan

Workforce Analysis

Organizational Unit: Finance

Job Code	Job Title	Work Site	Salary (\$)	Total		MIN	Total														
				EMP	EMP		W	AA	H	A	NA	PI	2+								
05IN01	Intern		27,040.00	2	1	1	Male	1	0	0	0	0	0	0	0	0	0	0	0	0	0
05AC02	Accounting Assistant		45,635.20	1	0	0	Female	1	0	1	0	0	0	0	0	0	0	0	0	0	0
05IS02	Invoicing Specialist		45,905.60	1	0	0	Male	0	0	0	0	0	0	0	0	0	0	0	0	0	0
02PA03	Project Accountant		57,824.00	2	1	1	Female	1	0	0	0	0	0	0	0	0	0	0	0	0	0
02BK04	Bookkeeper		59,924.80	2	0	0	Male	1	0	0	0	0	0	0	0	0	0	0	0	0	0
02AM07	Accounting Manager		95,492.80	1	0	0	Female	1	0	0	0	0	0	0	0	0	0	0	0	0	0
12SM10	Small Office Manager		139,651.20	1	0	0	Male	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11DF10	Director of Finance		165,172.80	1	0	0	Female	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Grand Total #				11	2	3	Male #	3	0	0	0	0	0	0	0	0	0	0	0	0	0
Grand Total %				18.2	27.3	27.3	Male %	27.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
							Female #	8	2	0	0	0	0	0	0	0	0	0	0	0	0
							Female%	72.7	18.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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Affirmative Action Plan

Workforce Analysis

Organizational Unit: GIS

Job Code		Job Title	Work Site	Salary (\$)	EMP	MIN	Total									
02GIS02		GIS Analyst		45,739.20	1	0	EMP	AA	W	AA	H	A	NA	PI	2+	
					Male	0	1	0	1	0	0	0	0	0	0	
					Female	0	0	0	0	0	0	0	0	0	0	
				Grand Total #	Male #	0	1	0	1	0	0	0	0	0	0	
				Grand Total %	Male %	0.0	100.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	
					Female #	0	0	0	0	0	0	0	0	0	0	
					Female%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	

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Workforce Analysis

Organizational Unit: Government/Municipal Services

		Total		Total									
Job Code	Job Title	Work Site	Salary (\$)	EMP	MIN	EMP	W	AA	H	A	NA	PI	2+
02IE03	Intern Engineer		50,544.00	1	0	1	1	0	0	0	0	0	0
						Male	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0
02EN04	Civil Engineer		66,227.20	1	0	1	1	0	0	0	0	0	0
						Male	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0
12PM08	Project Manager		69,763.20	2	0	0	0	0	0	0	0	0	0
						Male	0	0	0	0	0	0	0
						Female	2	0	0	0	0	0	0
12PP09	Sr. Project Manager		75,566.40	1	0	1	1	0	0	0	0	0	0
						Male	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0
						Grand Total #	5	0	0	0	0	0	0
						Grand Total %	60.0	0.0	0.0	0.0	0.0	0.0	0.0
						Female #	2	0	0	0	0	0	0
						Female%	40.0	0.0	0.0	0.0	0.0	0.0	0.0

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Affirmative Action Plan

Workforce Analysis

Organizational Unit: Graphic Design

Job Code	Job Title	Work Site	Salary (\$)	EMP	MIN	Total											
						Male	Female	EMP	W	AA	H	A	NA	PI	2+		
02VC03	Visual Communications Specialist		56,992.00	1	0	1	0	1	0	0	0	0	0	0	0	0	0
	Grand Total #			1	0	1	0	1	0	0	0	0	0	0	0	0	0
	Grand Total %				0.0	100.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
						Female #	0	0	0	0	0	0	0	0	0	0	0
						Female%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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Affirmative Action Plan

Workforce Analysis

Organizational Unit: Human Resources

Job Code	Job Title	Work Site	Salary (\$)	Total		EMP	MIN	W	AA	H	A	NA	PI	2+
				EMP	MIN									
05IN01	Intern		27,040.00	1	0	0	0	0	0	0	0	0	0	0
					Male	0	0	0	0	0	0	0	0	0
					Female	1	1	1	0	0	0	0	0	0
05HR02	Human Resources Assistant		39,728.00	1	1	0	1	0	1	0	0	0	0	0
					Male	0	1	0	1	0	0	0	0	0
					Female	1	0	0	0	0	0	0	0	0
02PC03	Payroll and Compensation Administrator		52,603.20	1	0	0	0	0	0	0	0	0	0	0
					Male	0	0	0	0	0	0	0	0	0
					Female	1	1	1	0	0	0	0	0	0
02HM05	Human Resources Manager		77,313.60	1	0	0	0	0	0	0	0	0	0	0
					Male	0	0	0	0	0	0	0	0	0
					Female	1	1	1	0	0	0	0	0	0
11DH10	Director of Human Resources		145,600.00	1	0	1	0	1	0	0	0	0	0	0
					Male	1	1	1	0	0	0	0	0	0
					Female	0	0	0	0	0	0	0	0	0
			Grand Total #	5	1	1	0	1	0	0	0	0	0	0
			Grand Total %		20.0	20.0	0.0	20.0	0.0	0.0	0.0	0.0	0.0	0.0
					Female #	4	1	3	1	0	0	0	0	0
					Female%	80.0	20.0	60.0	20.0	0.0	0.0	0.0	0.0	0.0

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Affirmative Action Plan

Workforce Analysis

Organizational Unit: IT

Job Code	Job Title	Work Site	Salary (\$)	EMP	MIN	Total												
						Male	Female	EMP	W	AA	H	A	NA	PI	2+			
03IN01	Intern, Student		18,720.00	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0
03HS02	Help Desk Supervisor		50,544.00	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0
02IA04	IT Administrator		58,968.00	4	1	4	1	4	0	0	0	0	1	0	0	0	0	0
02SQ05	Sr. Network Administrator		71,760.00	3	0	3	0	3	0	0	0	0	0	0	0	0	0	0
02VS05	Vision System Specialist		71,760.00	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
02ID07	Sr. Developer		97,760.00	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0
02IT08	IT Manager		101,296.00	3	0	3	0	3	0	0	0	0	0	0	0	0	0	0
12VM08	Vision System Manager		104,000.00	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11DT09	Director of IT		137,280.00	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0
Grand Total #				16	1	14	13	0	0	0	1	0	0	0	0	0	0	0
Grand Total %					6.3	87.5	81.3	0.0	0.0	0.0	6.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0
						2	2	0	0	0	0	0	0	0	0	0	0	0
						12.5	12.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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Affirmative Action Plan

Workforce Analysis

Organizational Unit: Marketing Business Development

Job Code	Job Title	Work Site	Salary (\$)	Total		EMP	W	AA	H	A	NA	PI	2+
				EMP	MIN								
02LE10	Liaison Engineer		146,016.00	1	0	1	1	0	0	0	0	0	0
						Male							
						Female	0	0	0	0	0	0	0
12MD11	Market Development Manager		183,060.80	1	0	1	1	0	0	0	0	0	0
						Male							
						Female	0	0	0	0	0	0	0
Grand Total #				2	0	2	2	0	0	0	0	0	0
Grand Total %					0.0	100.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0
						Male #	0	0	0	0	0	0	0
						Female%	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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Affirmative Action Plan

Workforce Analysis

Organizational Unit: Marketing Proposals

Job Code	Job Title	Work Site	Salary (\$)	Total		EMP	MIN	W	AA	H	A	NA	PI	2+
				EMP	MIN									
02MC02	Marketing Coordinator		37,003.20	3	0	0	0	0	0	0	0	0	0	0
						Male	0	0	0	0	0	0	0	0
						Female	3	3	0	0	0	0	0	0
02MC04	Regional Marketing Coordinator		65,124.80	3	0	0	0	0	0	0	0	0	0	0
						Male	0	0	0	0	0	0	0	0
						Female	3	3	0	0	0	0	0	0
02MR05	Sr. Marketing Coordinator		72,446.40	1	0	0	0	0	0	0	0	0	0	0
						Male	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0
02MK06	Marketing Manager		85,009.60	1	1	0	0	0	0	0	0	0	0	0
						Male	0	0	0	0	0	0	0	0
						Female	1	0	0	1	0	0	0	0
12AD07	Alternative Delivery Pursuit Manager		90,001.60	1	1	0	0	0	0	0	0	0	0	0
						Male	0	0	0	0	0	0	0	0
						Female	1	0	0	1	0	0	0	0
Grand Total #				9	2	Male #	0	0	0	0	0	0	0	0
Grand Total %					22.2	Male %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
						Female #	9	7	0	2	0	0	0	0
						Female%	100.0	77.8	0.0	22.2	0.0	0.0	0.0	0.0

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Affirmative Action Plan

Workforce Analysis

Organizational Unit: Planning

Job Code	Job Title	Work Site	Salary (\$)	Total		EMP	W	AA	H	A	NA	PI	2+
				EMP	MIN								
02TP06	Sr. Transportation Planner		87,214.40	1	1	0	0	0	0	0	0	0	0
						Male							
						Female	1	0	0	1	0	0	0
02PL04	Planner		93,600.00	1	0	Male	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0
						Male #	1	0	0	0	0	0	0
						Male %	50.0	0.0	0.0	0.0	0.0	0.0	0.0
						Female #	1	0	0	1	0	0	0
						Female%	50.0	0.0	0.0	50.0	0.0	0.0	0.0
	Grand Total #			2	1	Male #	1	0	0	0	0	0	0
	Grand Total %				50.0	Male %	50.0	0.0	0.0	0.0	0.0	0.0	0.0
						Female #	1	0	0	1	0	0	0
						Female%	50.0	0.0	0.0	50.0	0.0	0.0	0.0

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Affirmative Action Plan

Workforce Analysis

Organizational Unit: Planning and Environmental

Job Code	Job Title	Work Site	Salary (\$)	Total		MIN	EMP	W	AA	H	A	NA	PI	2+
				EMP	MIN									
02PL04	Planner		49,795.20	2	0	0	0	0	0	0	0	0	0	0
							Male	0	0	0	0	0	0	0
							Female	2	0	0	0	0	0	0
02TW02	Technical Writer		49,920.00	1	0	0	0	0	0	0	0	0	0	0
							Male	0	0	0	0	0	0	0
							Female	1	0	0	0	0	0	0
03SC03	Sr. CADD Technician		59,592.00	1	0	0	0	0	0	0	0	0	0	0
							Male	0	0	0	0	0	0	0
							Female	1	0	0	0	0	0	0
02EE03	Engineer, Entry Level		64,896.00	1	0	0	0	0	0	0	0	0	0	0
							Male	1	0	0	0	0	0	0
							Female	0	0	0	0	0	0	0
12GM08	Projects Group Manager		75,004.80	1	0	0	0	0	0	0	0	0	0	0
							Male	0	0	0	0	0	0	0
							Female	1	0	0	0	0	0	0
12PM08	Project Manager		77,584.00	4	0	0	0	2	0	0	0	0	0	0
							Male	2	0	0	0	0	0	0
							Female	2	0	0	0	0	0	0
02PE06	Project Engineer		92,809.60	1	0	0	0	0	0	0	0	0	0	0
							Male	0	0	0	0	0	0	0
							Female	1	0	0	0	0	0	0
12EL08	Sr. Environmental Manager		105,622.40	1	0	0	0	1	0	0	0	0	0	0
							Male	1	0	0	0	0	0	0
							Female	0	0	0	0	0	0	0
02SP08	Sr. Planner		110,801.60	1	0	0	0	0	0	0	0	0	0	0
							Male	0	0	0	0	0	0	0
							Female	1	0	0	0	0	0	0
12PP09	Sr. Project Manager		126,984.00	2	0	0	0	1	0	0	0	0	0	0
							Male	1	0	0	0	0	0	0
							Female	1	0	0	0	0	0	0
							Male #	5	0	0	0	0	0	0
							Male %	33.3	0.0	0.0	0.0	0.0	0.0	0.0
							Female #	10	0	0	0	0	0	0
							Female %	66.7	0.0	0.0	0.0	0.0	0.0	0.0
							Grand Total #	15						
							Grand Total %							

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Affirmative Action Plan

Workforce Analysis

Organizational Unit: Public Involvement

Job Code		Job Title	Work Site	Salary (\$)	EMP	MIN	Total									
12PM08		Project Manager		56,492.80	1	0	Male	Female	EMP	W	AA	H	A	NA	PI	2+
							0		0	0	0	0	0	0	0	0
							0		1	0	0	0	0	0	0	0
							0		0	0	0	0	0	0	0	0
							0.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
							Female #		1	1	0	0	0	0	0	0
							Female%		100.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0
							Grand Total #		1	0	0	0	0	0	0	0
							Grand Total %		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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Affirmative Action Plan

Workforce Analysis

Organizational Unit: Public Private Partnerships (P3)

Job Code	Job Title	Work Site	Salary (\$)	Total		EMP	MIN	Total													
				EMP	MIN			W	AA	H	A	NA	PI	2+							
12PP09	Sr. Project Manager		138,132.80	1	0	1	0	Male	1	0	0	0	0	0	0	0	0	0	0	0	0
								Female	0	0	0	0	0	0	0	0	0	0	0	0	0
12AD10	Alternate Delivery Manager		161,720.00	1	0	1	0	Male	1	0	0	0	0	0	0	0	0	0	0	0	0
								Female	0	0	0	0	0	0	0	0	0	0	0	0	0
11PD11	Director of P3 Project Delivery		248,060.80	1	0	1	0	Male	1	0	0	0	0	0	0	0	0	0	0	0	0
								Female	0	0	0	0	0	0	0	0	0	0	0	0	0
Grand Total #				3	0	3	0	Male #	3	0	0	0	0	0	0	0	0	0	0	0	0
Grand Total %					0.0	100.0	0.0	Male %	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
								Female #	0	0	0	0	0	0	0	0	0	0	0	0	0
								Female%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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Affirmative Action Plan

Workforce Analysis

Organizational Unit: Rail & Transit

Job Code	Job Title	Work Site	Salary (\$)	EMP	MIN	Total												
						Male	Female	EMP	W	AA	H	A	NA	PI	2+			
02RR11	Sr. Rail Design Engineer		190,008.00	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0
11RT11	Director of Rail and Transit		203,465.60	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0
Grand Total #				3	0	2	0	2	0	0	0	0	0	0	0	0	0	0
Grand Total %					0.0	66.7	0.0	66.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
						1		1		0		0		0		0		0
						33.3		33.3		0.0		0.0		0.0		0.0		0.0

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Affirmative Action Plan

Workforce Analysis

Organizational Unit: Right of Way

Job Code		Job Title	Work Site	Salary (\$)	EMP	MIN	Total									
12PM08		Project Manager		82,451.20	2	0	Male	Female	EMP	W	AA	H	A	NA	PI	2+
					1		1		1	1	0	0	0	0	0	0
					1			1	1	1	0	0	0	0	0	0
					1		1		1	1	0	0	0	0	0	0
					50.0	0.0	50.0	50.0	50.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0
					1		1		1	1	0	0	0	0	0	0
					50.0		50.0	50.0	50.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0
					Grand Total #		2		2	2	0	0	0	0	0	0
					Grand Total %		0.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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Affirmative Action Plan

Workforce Analysis

Organizational Unit: Roadway

Job Code	Job Title	Work Site	Salary (\$)	Total		Total											
				EMP	MIN	Male	Female	EMP	W	AA	H	A	NA	PI	2+		
03IN01	Intern, Student		20,800.00	4	1	1	3	2	0	0	0	0	0	0	0	0	0
03ET03	Engineering Technician		27,040.00	3	0	0	3	1	0	0	0	0	0	0	0	0	0
02IE03	Intern Engineer		49,212.80	2	0	0	2	2	0	0	0	0	0	0	0	0	0
02EE03	Engineer, Entry Level		49,712.00	14	0	0	9	5	0	0	0	0	0	0	0	0	0
02SE03	Structural Engineer, Entry Level		53,040.00	1	0	0	1	1	0	0	0	0	0	0	0	0	0
02EN04	Civil Engineer		53,830.40	8	1	1	7	6	0	0	0	0	0	0	0	0	0
02RD04	Roadway Design Engineer		54,995.20	4	2	2	4	2	0	0	0	0	1	0	0	0	0
03CT03	CADD Technician		58,240.00	1	0	0	0	0	0	0	0	0	0	0	0	0	0
02DR05	Designer		60,632.00	2	0	0	2	2	0	0	0	0	0	0	0	0	0
02EO05	Engineer, Office Engineer		61,006.40	4	3	3	3	1	0	0	0	0	2	0	0	0	0
02PE06	Project Engineer		61,526.40	17	3	3	14	12	0	0	0	0	0	0	0	0	0
02TE04	Transportation Engineer		64,147.20	2	2	2	1	0	0	0	0	0	1	0	0	0	0
12PM08	Project Manager		70,720.00	20	2	2	20	18	0	0	0	0	2	0	0	0	0
02SS08	Sr. Engineer		78,270.40	1	0	0	1	1	0	0	0	0	0	0	0	0	0

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Affirmative Action Plan

Workforce Analysis

Organizational Unit: Roadway

Job Code	Job Title	Work Site	Salary (\$)	Total		MIN	EMP	EMP	W	AA	H	A	NA	PI	2+
				EMP	MIN										
02SN07	Sr. Project Engineer		86,507.20	2	1	1	2	Male	1	0	0	0	0	0	0
							Female	0	0	0	0	0	0	0	0
02CC06	Sr. Civil Engineer		89,980.80	1	0	0	1	Male	1	0	0	0	0	0	0
							Female	0	0	0	0	0	0	0	0
12PP09	Sr. Project Manager		90,001.60	13	0	0	13	Male	13	0	0	0	0	0	0
							Female	0	0	0	0	0	0	0	0
12RR08	Civil Department Manager		116,708.80	1	0	0	1	Male	1	0	0	0	0	0	0
							Female	0	0	0	0	0	0	0	0
12SM10	Small Office Manager		120,515.20	7	2	2	7	Male	5	0	0	0	0	0	0
							Female	0	0	0	0	0	0	0	0
12LM10	Large Office Manager		140,920.00	3	1	1	3	Male	2	0	0	0	0	0	0
							Female	0	0	0	0	0	0	0	0
12MD11	Market Development Manager		144,996.80	2	0	0	2	Male	2	0	0	0	0	0	0
							Female	0	0	0	0	0	0	0	0
Grand Total #				112	18	18	99	Male #	84	0	9	6	0	0	0
Grand Total %					16.1	16.1	88.4	Male %	75.0	0.0	8.0	5.4	0.0	0.0	0.0
							13	Female #	10	0	2	1	0	0	0
							11.6	Female%	8.9	0.0	1.8	0.9	0.0	0.0	0.0

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Affirmative Action Plan

Workforce Analysis

Organizational Unit: Strategic Growth

Job Code	Job Title	Work Site	Salary (\$)	Total		EMP	MIN	Total																
				EMP	MIN			W	AA	H	A	NA	PI	2+										
02MR03	Marketing Representative		56,929.60	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
02SA04	Sr. Administrative Assistant		62,296.00	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
02VC03	Visual Communications Specialist		62,524.80	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
02PD05	Creative Production Specialist		76,003.20	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
02MM07	Marketing Communications Manager		94,494.40	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11RL11	Regional Team Leader		200,075.20	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Grand Total #				6	2	1	33.3	0	0	16.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Grand Total %						5		4	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
						83.3		66.7	16.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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Affirmative Action Plan

Workforce Analysis

Organizational Unit: Structures

Job Code	Job Title	Work Site	Salary (\$)	Total		EMP	MIN	Male	Female	W	AA	H	A	NA	PI	2+
				EMP	MIN											
03IN01	Intern, Student		35,360.00	1	0	1	0	1	0	1	0	0	0	0	0	0
02EN04	Civil Engineer		52,000.00	1	0	1	0	1	0	1	0	0	0	0	0	0
02SE03	Structural Engineer, Entry Level		54,329.60	5	0	5	0	5	0	5	0	0	0	0	0	0
02IE03	Intern Engineer		55,993.60	1	0	1	0	1	0	1	0	0	0	0	0	0
02BD05	Structural Engineer		62,400.00	20	2	14	2	13	0	13	0	0	1	0	0	0
02PE06	Project Engineer		63,065.60	2	1	2	1	1	0	1	0	0	1	0	0	0
02DR05	Designer		63,564.80	1	0	1	0	1	0	1	0	0	0	0	0	0
03ET03	Engineering Technician		65,353.60	1	0	1	0	1	0	1	0	0	0	0	0	0
12PM08	Project Manager		78,291.20	10	0	9	0	9	0	9	0	0	0	0	0	0
02SS08	Sr. Engineer		81,577.60	9	0	8	0	8	0	8	0	0	0	0	0	0
02SN07	Sr. Project Engineer		94,972.80	1	0	1	0	1	0	1	0	0	0	0	0	0
12PP09	Sr. Project Manager		98,571.20	6	1	4	1	3	1	3	1	1	0	0	0	0
12DD08	Deputy Dept. Manager		116,854.40	1	1	1	1	0	0	0	0	0	0	0	0	0
12GM08	Projects Group Manager		182,240.00	1	0	1	0	1	0	1	0	0	0	0	0	0

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Affirmative Action Plan

Workforce Analysis

Organizational Unit: Structures

Job Code	Job Title	Work Site	Salary (\$)	Total		EMP	MIN	Male #	Male %	Female #	Female%	Total						
				EMP	MIN							W	AA	H	A	NA	PI	2+
	Grand Total #			60	5	50		46		1		0	3	0	0	0		
	Grand Total %				8.3	83.3		76.7		1.7		0.0	5.0	0.0	0.0	0.0		
						10		9		0		0	1	0	0	0		
						16.7		15.0		0.0		0.0	1.7	0.0	0.0	0.0		

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Affirmative Action Plan

Workforce Analysis

Organizational Unit: Surveying

				Total		Total										
Job Code	Job Title	Work Site	Salary (\$)	EMP	MIN	Male	Female	EMP	W	AA	H	A	NA	PI	2+	
03ST01	Survey Technician		22,880.00	2	1	1	0	2	1	0	0	0	0	0	0	
03ET03	Engineering Technician		31,824.00	1	1	1	0	1	0	0	0	0	0	0	0	
02LS03	Registered Land Surveyor		57,699.20	2	0	2	0	2	2	0	0	0	0	0	0	
Grand Total #				5	2	5	0	5	3	0	1	0	1	0	0	
Grand Total %					40.0	100.0	60.0	60.0	20.0	0.0	20.0	0.0	20.0	0.0	0.0	
						Female #	0	0	0	0	0	0	0	0	0	
						Female%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	

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Affirmative Action Plan

Workforce Analysis

Organizational Unit: Sustainability

Job Code	Job Title	Work Site	Salary (\$)	Total		Total											
				EMP	MIN	EMP	W	AA	H	A	NA	PI	2+				
11DS10	Director of Sustainability		141,252.80	1	0	1	1	0	0	0	0	0	0	0	0	0	0
						Male	1	0	0	0	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0	0	0
			Grand Total #	1	0	Male #	1	0	0	0	0	0	0	0	0	0	0
			Grand Total %		0.0	Male %	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
						Female #	0	0	0	0	0	0	0	0	0	0	0
						Female%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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Affirmative Action Plan

Workforce Analysis

Organizational Unit: Traffic

Job Code	Job Title	Work Site	Salary (\$)	Total		EMP	MIN	Total									
				EMP	MIN			W	AA	H	A	NA	PI	2+			
02EE03	Engineer, Entry Level		52,000.00	1	0	0	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	0	0	0	0	0	0	0	0	0
02EO05	Engineer, Office Engineer		70,054.40	1	0	1	0	Male	1	0	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0	0	0
02SN07	Sr. Project Engineer		84,614.40	1	0	1	0	Male	1	0	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0	0	0
12PM08	Project Manager		95,680.00	2	0	2	0	Male	2	0	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0	0	0
02SS08	Sr. Engineer		105,040.00	1	0	1	0	Male	1	0	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0	0	0
12PP09	Sr. Project Manager		115,377.60	1	0	0	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	1	0	0	0	0	0	0	0	0
Grand Total #				7	0	5	0	Male #	5	0	0	0	0	0	0	0	0
Grand Total %					0.0	71.4	0.0	Male %	71.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
						2	0	Female #	2	0	0	0	0	0	0	0	0
						28.6	0.0	Female %	28.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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Affirmative Action Plan

Workforce Analysis

Organizational Unit: Transportation

Job Code	Job Title	Work Site	Salary (\$)	Total		EMP	MIN	W	AA	H	A	NA	PI	2+
				EMP	MIN									
02EE03	Engineer, Entry Level		52,000.00	1	0	1	0	1	0	0	0	0	0	0
						Male								
						Female								
02TE04	Transportation Engineer		66,560.00	1	0	1	0	1	0	0	0	0	0	0
						Male								
						Female								
02EN04	Civil Engineer		67,641.60	1	0	1	0	1	0	0	0	0	0	0
						Male								
						Female								
12PP09	Sr. Project Manager		95,201.60	3	0	3	0	3	0	0	0	0	0	0
						Male								
						Female								
02PE06	Project Engineer		107,244.80	1	1	1	1	0	0	0	1	0	0	0
						Male								
						Female								
02SS08	Sr. Engineer		116,542.40	1	0	1	0	1	0	0	0	0	0	0
						Male								
						Female								
12SM10	Small Office Manager		140,982.40	3	0	3	0	3	0	0	0	0	0	0
						Male								
						Female								
12LM10	Large Office Manager		164,174.40	2	0	2	0	2	0	0	0	0	0	0
						Male								
						Female								
			Grand Total #	13	1	13	1	12	0	0	1	0	0	0
			Grand Total %		7.7	100.0	7.7	92.3	0.0	0.0	7.7	0.0	0.0	0.0
						Male #								
						Female #								
						Male %								
						Female %								

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Affirmative Action Plan

Workforce Analysis

Organizational Unit: Transportation Planning

Job Code	Job Title	Work Site	Salary (\$)	Total		Total										
				EMP	MIN	EMP	W	AA	H	A	NA	PI	2+			
02TP06	Sr. Transportation Planner		79,310.40	1	1	1	0	0	0	0	1	0	0	0	0	0
						Male	1	0	0	0	1	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0	0
			Grand Total #	1	1	Male #	1	0	0	0	1	0	0	0	0	0
			Grand Total %	100.0	100.0	Male %	100.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0
						Female #	0	0	0	0	0	0	0	0	0	0
						Female%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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Affirmative Action Plan

Workforce Analysis

Organizational Unit: Water Resources

Job Code	Job Title	Work Site	Salary (\$)	EMP	MIN	Total												
						Male	Female	EMP	W	AA	H	A	NA	PI	2+			
02EO05	Engineer, Office Engineer		68,390.40	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0
02TE04	Transportation Engineer		70,075.20	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0
02EY05	Drainage Design Engineer		70,990.40	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0
02DR05	Designer		71,780.80	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0
02EE03	Engineer, Entry Level		72,092.80	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0
02PE06	Project Engineer		78,748.80	2	0	0	2	0	0	0	0	0	0	0	0	0	0	0
12PM08	Project Manager		110,570.40	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0
02DD08	Sr. Drainage Design Engineer		114,004.80	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
02SS08	Sr. Engineer		142,001.60	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12AD10	Alternate Delivery Manager		163,571.20	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Grand Total #				11	0	0	9	0	0	0	0	0	0	0	0	0	0	0
Grand Total %					0.0	0.0	81.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
							2	0	0	0	0	0	0	0	0	0	0	0
							18.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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Affirmative Action Plan

Availability Analysis

Job Group: 1.1 - Executive/Senior-Level?Officials/Managers

FACTOR	Raw (%)		FACTOR WEIGHT	Weighted (%)		SOURCE
	FEMALE	MINORITY		FEMALE	MINORITY	
<u>External Factors</u>						
Local	26.8	10.9	50.00	13.4	5.4	1.1: Cook, IL - 16.67 %; DuPage, IL - 11.11 %; Kane, IL - 5.56 %; Lake, IL - 5.56 %; Will, IL - 5.56 %; Scott+Woodford, KY - 5.5
Reasonable	27.0	10.5	50.00	13.5	5.2	Nationally
Final Availability (%)			100.00	26.9	10.7	

Availability Analysis

Job Group: 1.2 - First/Mid-Level Officials/Managers

FACTOR	Raw (%)		FACTOR WEIGHT	Weighted (%)		SOURCE
	FEMALE	MINORITY		FEMALE	MINORITY	
<u>External Factors</u>						
Local	30.7	13.9	50.00	15.3	7.0	1.2: Salt Lake, UT - 22.22 %; Hillsborough, FL - 11.11 %; Pasco, FL - 11.11 %; Pinellas, FL - 11.11 %; Cobb, GA - 11.11 %; Lake, Nationally
Reasonable	31.6	13.3	25.00	7.9	3.3	
<u>Internal Factors</u>						
Feeders	37.1	18.6	25.00	9.3	4.6	Feeders
Final Availability (%)			100.00	32.5	14.9	

Availability Analysis

Job Group: 1.22 - First/Mid-Level?Officials/Managers, LOM

FACTOR	Raw (%)		FACTOR WEIGHT	Weighted (%)		SOURCE
	FEMALE	MINORITY		FEMALE	MINORITY	
<u>External Factors</u>						
Local	8.8	17.7	50.00	4.4	8.8	1.22: Hillsborough, FL - 20.00 %; Johnson, KS - 20.00 %; Oneida, NY - 20.00 %; Smith, TX - 20.00 %; King, WA - 20.00 %
Reasonable	6.6	11.9	50.00	3.3	6.0	Nationally
Final Availability (%)			100.00	7.7	14.8	

Availability Analysis

Job Group: 1.23 - First/Mid-Level?Officials/Managers, PM

FACTOR	Raw (%)		FACTOR WEIGHT	Weighted (%)		SOURCE
	FEMALE	MINORITY		FEMALE	MINORITY	
<u>External Factors</u>						
Local	0.0	0.0	50.00	0.0	0.0	1.23 HSA:Hartford, CT MSA - 0 %, Tampa-St. Petersburg-Clearwater, FL MSA - 0 %, Bloomington-Normal, IL MSA - 0 %, Bloomington, I
Reasonable	6.6	11.9	25.00	1.6	3.0	Nationally
<u>Internal Factors</u>						
Feeders	15.4	19.2	25.00	3.8	4.8	Feeders
Final Availability (%)			100.00	5.5	7.8	

Availability Analysis

Job Group: 1.25 - First/Mid-Level?Officials/Managers, SOM

FACTOR	Raw (%)		FACTOR WEIGHT	Weighted (%)		SOURCE
	FEMALE	MINORITY		FEMALE	MINORITY	
<u>External Factors</u>						
Local	32.4	15.7	25.00	8.1	3.9	1.25: Hartford, CT - 9.09 %; Gadsden+Leon, FL - 9.09 %; Miami-Dade, FL - 9.09 %; Ada, ID - 9.09 %; McPherson+Saline, KS - 9.09 %
Reasonable	34.1	14.3	25.00	8.5	3.6	Nationally
<u>Internal Factors</u>						
Feeders	11.1	5.6	50.00	5.6	2.8	Feeders
Final Availability (%)			100.00	22.2	10.3	

Availability Analysis

Job Group: 1.26 - First/Mid-Level?Officials/Managers, Sr. PM

FACTOR	Raw (%)		FACTOR WEIGHT	Weighted (%)		SOURCE
	FEMALE	MINORITY		FEMALE	MINORITY	
<u>External Factors</u>						
Local	0.0	0.0	75.00	0.0	0.0	1.26 MSA:Hartford, CT MSA - 5.4 %, Tampa-St. Petersburg-Clearwater, FL MSA - 18.9 %, Bloomington-Normal, IL
Reasonable	7.1	12.0	25.00	1.8	3.0	Nationally
Final Availability (%)			100.00	1.8	3.0	

Availability Analysis

Job Group: 2 - Professionals

FACTOR	Raw (%)		FACTOR WEIGHT	Weighted (%)		SOURCE
	FEMALE	MINORITY		FEMALE	MINORITY	
<u>External Factors</u>						
Local	40.6	10.6	80.00	32.5	8.5	2MSA: Hartford, CT MSA - 8.61 %, Tampa-St. Petersburg-Clearwater, FL MSA - 13.77 %, Bloomington-Normal, IL MSA - 25.84 %, Kansa
Reasonable	41.7	16.9	10.00	4.2	1.7	Nationally
<u>Internal Factors</u>						
Feeders	50.9	17.5	10.00	5.1	1.8	Feeders
Final Availability (%)			100.00	41.7	12.0	

Availability Analysis

Job Group: 2.1 - Professionals, Cadd

FACTOR	Raw (%)		FACTOR WEIGHT	Weighted (%)		SOURCE
	FEMALE	MINORITY		FEMALE	MINORITY	
<u>External Factors</u>						
Local	14.6	14.5	80.00	11.7	11.6	2MSA: Hartford, CT MSA - 8.61 %, Tampa-St. Petersburg-Clearwater, FL MSA - 13.77 %, Bloomington-Normal, IL MSA - 25.84 %, Kans
Reasonable	17.5	15.4	20.00	3.5	3.1	Nationally
Final Availability (%)			100.00	15.2	14.7	

Availability Analysis

Job Group: 2.10 - Professionals, Sr. PE

FACTOR	Raw (%)		FACTOR WEIGHT	Weighted (%)		SOURCE
	FEMALE	MINORITY		FEMALE	MINORITY	
<u>External Factors</u>						
Local	7.5	12.4	80.00	6.0	9.9	2.10: DuPage, IL - 25.00 %; Will, IL - 25.00 %; Davis, UT - 25.00 %; Snohomish, WA - 25.00 %
Reasonable	9.1	13.6	20.00	1.8	2.7	Nationally
Final Availability (%)			100.00	7.8	12.6	

Availability Analysis

Job Group: 2.11 - Professionals, Structures

FACTOR	Raw (%)		FACTOR WEIGHT	Weighted (%)		SOURCE
	FEMALE	MINORITY		FEMALE	MINORITY	
<u>External Factors</u>						
Local	7.7	10.2	80.00	6.2	8.2	2.11: Cook, IL - 15.00 %; Hartford, CT - 10.00 %; Tolland, CT - 10.00 %; Hillsborough, FL - 5.00 %; Johnson, KS - 5.00 %; Fayette
Reasonable	9.1	13.6	10.00	0.9	1.4	Nationally
<u>Internal Factors</u>						
Feeders	60.0	0.0	10.00	6.0	0.0	Feeders
Final Availability (%)			100.00	13.1	9.5	

Availability Analysis

Job Group: 2.12 - Professionals, Inspection

FACTOR	Raw (%)		FACTOR WEIGHT	Weighted (%)		SOURCE
	FEMALE	MINORITY		FEMALE	MINORITY	
<u>External Factors</u>						
Local	10.2	49.9	80.00	8.2	40.0	2.12: Cook, IL - 100.00 %
Reasonable	7.5	14.8	20.00	1.5	3.0	Nationally
Final Availability (%)			100.00	9.7	42.9	

Availability Analysis

Job Group: 2.13 - Professionals, IT

FACTOR	Raw (%)		FACTOR WEIGHT	Weighted (%)		SOURCE
	FEMALE	MINORITY		FEMALE	MINORITY	
<u>External Factors</u>						
Local	27.6	15.7	80.00	22.1	12.6	2.13: Johnson, KS - 27.27 %; Cook, IL - 18.18 %; Salt Lake, UT - 18.18 %; King, WA - 9.09 %; Pinellas, FL - 9.09 %; Jackson, MO
Reasonable	29.0	15.9	20.00	5.8	3.2	Nationally
Final Availability (%)			100.00	27.9	15.8	

Availability Analysis

Job Group: 2.2 - Professionals, Construction Management

FACTOR	Raw (%)		FACTOR WEIGHT	Weighted (%)		SOURCE
	FEMALE	MINORITY		FEMALE	MINORITY	
<u>External Factors</u>						
Local	7.3	6.9	80.00	5.8	5.5	2.2: Will, IL - 21.43 %; Tolland, CT - 14.29 %; DuPage, IL - 14.29 %; Lake, IL - 7.14 %; Pasco, FL - 7.14 %; Cook, IL - 7.14 %;
Reasonable	6.3	9.6	20.00	1.3	1.9	Nationally
Final Availability (%)			100.00	7.1	7.4	

Availability Analysis

Job Group: 2.3 - Professionals, Contracts

FACTOR	Raw (%)		FACTOR WEIGHT	Weighted (%)		SOURCE
	FEMALE	MINORITY		FEMALE	MINORITY	
<u>External Factors</u>						
Local	96.2	17.7	80.00	77.0	14.2	2.3: Gadsden+Leon, FL - 12.50 %; Cook, IL - 12.50 %; Wyandotte, KS - 12.50 %; Oneida, NY - 12.50 %; Harnett, NC - 12.50 %; Smith
Reasonable	96.2	15.9	10.00	9.6	1.6	Nationally
<u>Internal Factors</u>						
Feeders	93.1	34.5	10.00	9.3	3.4	Feeders
Final Availability (%)			100.00	95.9	19.2	

Availability Analysis

Job Group: 2.4 - Professionals, Entry Engineer

FACTOR	Raw (%)		FACTOR WEIGHT	Weighted (%)		SOURCE
	FEMALE	MINORITY		FEMALE	MINORITY	
<u>External Factors</u>						
Local	9.6	10.9	80.00	7.7	8.7	2.4: Cook, IL - 13.33 %; Ada, ID - 10.00 %; Hillsborough, FL - 6.67 %; Hartford, CT - 6.67 %; Salt Lake, UT - 6.67 %; Washington
Reasonable	9.1	13.6	10.00	0.9	1.4	Nationally
<u>Internal Factors</u>						
Feeders	16.7	16.7	10.00	1.7	1.7	Feeders
Final Availability (%)			100.00	10.3	11.8	

Availability Analysis

Job Group: 2.5 - Professionals, Project Engineer

FACTOR	Raw (%)		FACTOR WEIGHT	Weighted (%)		SOURCE
	FEMALE	MINORITY		FEMALE	MINORITY	
<u>External Factors</u>						
Local	6.9	6.0	80.00	5.5	4.8	2.5MSA: Tampa-St. Petersburg-Clearwater, FL MSA - 24 %, Boise City, ID MSA - 12 %, Bloomington-Normal, IL MSA - 4 %, Lexington, Nationally
Reasonable	9.1	13.6	10.00	0.9	1.4	
<u>Internal Factors</u>						
Feeders	17.5	10.0	10.00	1.7	1.0	Feeders
Final Availability (%)			100.00	8.1	7.2	

Availability Analysis

Job Group: 2.6 - Professionals, Planning

FACTOR	Raw (%)		FACTOR WEIGHT	Weighted (%)		SOURCE
	FEMALE	MINORITY		FEMALE	MINORITY	
<u>External Factors</u>						
Local	0.0	0.0	80.00	0.0	0.0	2.6 MSA:Tampa-St. Petersburg-Clearwater, FL MSA - 14.29 %, Kansas City, MO-KS MSA - 14.29 %, Utica-Rome, NY MSA - 14.28 %
Reasonable	21.2	28.2	20.00	4.2	5.6	Nationally
Final Availability (%)			100.00	4.2	5.6	

Availability Analysis

Job Group: 2.7 - Professionals, Roadway

FACTOR	Raw (%)		FACTOR WEIGHT	Weighted (%)		SOURCE
	FEMALE	MINORITY		FEMALE	MINORITY	
<u>External Factors</u>						
Local	10.5	13.7	80.00	8.4	11.0	2.7: Gadsden+Leon, FL - 44.44 %; Cook, IL - 11.11 %; Kane, IL - 11.11 %; Oneida, NY - 11.11 %; Wake, NC - 11.11 %; King, WA - 11.11 %
Reasonable	9.1	13.6	10.00	0.9	1.4	Nationally
<u>Internal Factors</u>						
Feeders	19.4	0.0	10.00	1.9	0.0	Feeders
Final Availability (%)			100.00	11.3	12.3	

Availability Analysis

Job Group: 2.8 - Professionals, Sr. Eng.

FACTOR	Raw (%)		FACTOR WEIGHT	Weighted (%)		SOURCE
	FEMALE	MINORITY		FEMALE	MINORITY	
<u>External Factors</u>						
Local	8.9	15.9	80.00	7.1	12.7	2.8: Hillsborough, FL - 14.29 %; Cook, IL - 14.29 %; Lake, IL - 7.14 %; Wyandotte, KS - 7.14 %; Clinton, MI - 7.14 %; Dutchess, Nationally
Reasonable	9.1	13.6	20.00	1.8	2.7	
Final Availability (%)			100.00	8.9	15.4	

Availability Analysis

Job Group: 2.9 - Professionals, Sr. Inspection

FACTOR	Raw (%)		FACTOR WEIGHT	Weighted (%)		SOURCE
	FEMALE	MINORITY		FEMALE	MINORITY	
<u>External Factors</u>						
Local	0.0	7.4	80.00	0.0	5.9	2.9: Osceola, FL - 33.33 %; Deschutes, OR - 33.33 %; Jackson+Putnam+Smith, TN - 33.33 %
Reasonable	7.5	14.8	20.00	1.5	3.0	Nationally
Final Availability (%)			100.00	1.5	8.9	

Availability Analysis

Job Group: 3 - Technicians

FACTOR	Raw (%)		FACTOR WEIGHT	Weighted (%)		SOURCE
	FEMALE	MINORITY		FEMALE	MINORITY	
<u>External Factors</u>						
Local	17.2	4.6	100.00	17.2	4.6	3: McPherson Saline, KS - 50.00 %; Hopkins and surrounding cos, TX - 50.00 %
Final Availability (%)			100.00	17.2	4.6	

Availability Analysis

Job Group: 3.1 - Technicians, Cadd

FACTOR	Raw (%)		FACTOR WEIGHT	Weighted (%)		SOURCE
	FEMALE	MINORITY		FEMALE	MINORITY	
<u>External Factors</u>						
Local	18.3	19.4	100.00	18.3	19.4	3.1: Litchfield, CT - 25.00 %; Hillsborough, FL - 25.00 %; Pinellas, FL - 25.00 %; Cook, IL - 25.00 %
Final Availability (%)			100.00	18.3	19.4	

Availability Analysis

Job Group: 3.2 - Technicians, Inspection

FACTOR	Raw (%)		FACTOR WEIGHT	Weighted (%)		SOURCE
	FEMALE	MINORITY		FEMALE	MINORITY	
<u>External Factors</u>						
Local	11.7	15.9	90.00	10.5	14.3	3.2: Hartford, CT - 17.39 %; New Haven, CT - 13.04 %; Cook, IL - 8.70 %; McPherson+Saline, KS - 8.70 %; Wyandotte, KS - 4.35 %;
<u>Internal Factors</u>						
Feeders	13.0	17.4	10.00	1.3	1.7	Feeders
Final Availability (%)			100.00	11.8	16.0	

Availability Analysis

Job Group: 3.3 - Technicians, Sr. Cadd

FACTOR	Raw (%)		FACTOR WEIGHT	Weighted (%)		SOURCE
	FEMALE	MINORITY		FEMALE	MINORITY	
<u>External Factors</u>						
Local	13.8	9.4	100.00	13.8	9.4	3.3: Oneida, NY - 40.00 %; King, WA - 20.00 %; Pinellas, FL - 20.00 %; Scott+Woodford, KY - 20.00 %
Final Availability (%)			100.00	13.8	9.4	

Availability Analysis

Job Group: 3.4 - Technicians, Sr. Inspection

FACTOR	Raw (%)		FACTOR WEIGHT	Weighted (%)		SOURCE
	FEMALE	MINORITY		FEMALE	MINORITY	
<u>External Factors</u>						
Local	5.5	9.7	90.00	4.9	8.8	3.4: New Haven, CT - 16.67 %; Pasco, FL - 10.00 %; Bourbon+Fleming+Lewis+Nicholas, KY - 6.67 %; Oneida, NY - 6.67
<u>Internal Factors</u>						
Feeders	7.5	9.4	10.00	0.8	0.9	Feeders
Final Availability (%)			100.00	5.7	9.7	

Availability Analysis

Job Group: 3.5 - Technicians, Student

FACTOR	Raw (%)		FACTOR WEIGHT	Weighted (%)		SOURCE
	FEMALE	MINORITY		FEMALE	MINORITY	
<u>External Factors</u>						
Local	19.3	14.2	100.00	19.3	14.2	3.5: Gadsden+Leon, FL - 20.00 %; Kenton, KY - 20.00 %; Jackson, MO - 20.00 %; Middlesex, NJ - 20.00 %; Salt Lake, UT - 20.00 %
Final Availability (%)			100.00	19.3	14.2	

Availability Analysis

Job Group: 5 - Administrative Support

FACTOR	Raw (%)		FACTOR WEIGHT	Weighted (%)		SOURCE
	FEMALE	MINORITY		FEMALE	MINORITY	
<u>External Factors</u>						
Local	93.3	19.4	100.00	93.3	19.4	5: Cook, IL - 14.81 %; DuPage, IL - 7.41 %; Dickinson+Geary+Morris, KS - 3.70 %; Johnson, KS - 3.70 %; McPherson+Saline, KS - 3.
Final Availability (%)			100.00	93.3	19.4	

Job Group Analysis

Job Group: 1.1 - Executive/Senior-Level Officials/Managers

EEO Cat		Job Code	Job Title	Total				
				EMP	MALE	FEMALE	WHITE	MIN
1A		11CH13	Chairman	1	1	0	1	0
1A		11CE13	Consultant Executive	1	1	0	1	0
1A		11DY11	Director of Corporate Services	1	1	0	1	0
1A		11DF10	Director of Finance	1	1	0	1	0
1A		11DH10	Director of Human Resources	1	1	0	1	0
1A		11DT09	Director of IT	1	1	0	1	0
1A		11PD11	Director of P3 Project Delivery	1	1	0	1	0
1A		11RT11	Director of Rail and Transit	2	1	1	2	0
1A		11DS10	Director of Sustainability	1	1	0	1	0
1A		11EW12	President/CEO	1	1	0	1	0
1A		11RL11	Regional Team Leader	7	6	1	6	1
Total (#)				18	16	2	17	1
Total (%)					88.9	11.1	94.44	5.6

(+) indicates this job title contains employees who are included from another facility.

Job Group Analysis

Job Group: 1.2 - First/Mid-Level Officials/Managers

EEO		Job Code		Job Title		Total				
Cat						EMP	MALE	FEMALE	WHITE	MIN
1B	12AD07			Alternate Delivery Manager		1	0	1	0	1
1B	12AD10			Alternate Delivery Manager		2	2	0	2	0
1B	12CX10			CEI Program Manager		2	2	0	2	0
1B	12GA09			General Aviation Leader		1	1	0	1	0
1B	02HM05			Human Resources Manager		1	0	1	1	0
1B	12MD11			Market Development Manager		3	3	0	3	0
1B	12VM08			Vision System Manager		1	0	1	1	0
Total (#)						11	8	3	10	1
Total (%)							72.7	27.3	90.91	9.1

(+) indicates this job title contains employees who are included from another facility.

Job Group Analysis

Job Group: 1.22 - First/Mid-Level Officials/Managers, LOM

EEO

Cat	Job Code	Job Title	Total				MIN
			EMP	MALE	FEMALE	WHITE	
1B	12LM10	Large Office Manager	5	5	0	4	1
Total (#)			5	5	0	4	1
Total (%)				100.0	0.0	80.00	20.0

(+) Indicates this job title contains employees who are included from another facility.

Job Group Analysis

Job Group: 1.23 - First/Mid-Level Officials/Managers, PM

EEO Cat		Job Code	Job Title	EMP	MALE	FEMALE	WHITE	MIN
1B	12PM08		Project Manager	45	38	7	43	2
1B	12GM08		Projects Group Manager	2	1	1	2	0
Total (#)				47	39	8	45	2
Total (%)					83.0	17.0	95.74	4.3

(+) indicates this job title contains employees who are included from another facility.

Job Group Analysis

Job Group: 1.25 - First/Mid-Level Officials/Managers, SOM

EEO

Cat Job Code Job Title

1B	12SM10	Small Office Manager	EMP	MALE	FEMALE	WHITE	MIN
			11	10	1	9	2

Total							
			11	10	1	9	2

Total (#)

Total (%)

			11	10	1	9	2
			90.9	9.1	81.82	18.2	

(+) indicates this job title contains employees who are included from another facility.

Job Group Analysis

Job Group: 1.26 - First/Mid-Level Officials/Managers, Sr. PM

EEO Cat		Job Code	Job Title	EMP	MALE	FEMALE	WHITE	MIN
1B	12RR08		Civil Department Manager	1	1	0	1	0
1B	12DD08		Deputy Dept. Manager	1	1	0	0	1
1B	12PL10		Practice Leader	1	1	0	1	0
1B	12EL08		Sr. Environmental Manager	1	1	0	1	0
1B	12PP09		Sr. Project Manager	32	28	4	31	1
Total (#)				36	32	4	34	2
Total (%)				88.9	11.1	94.44	5.6	

(+) indicates this job title contains employees who are included from another facility.

Job Group Analysis

Job Group: 2 - Professionals

EEO Cat	Job Code	Job Title	Total				
			EMP	MALE	FEMALE	WHITE	MIN
2	02AM07	Accounting Manager	1	0	1	1	0
2	02BK04	Bookkeeper	2	1	1	2	0
2	02EN04	Civil Engineer	4	4	0	4	0
2	02PD05	Creative Production Specialist	1	1	0	0	1
2	02EO05	Engineer, Office Engineer	1	1	0	1	0
2	02EK05	Executive Assistant	1	0	1	0	1
2	02GI02	GIS Analyst	1	1	0	1	0
2	02LE10	Liaison Engineer	1	1	0	1	0
2	02MM07	Marketing Communications Manager	1	0	1	1	0
2	02MC02	Marketing Coordinator	3	0	3	3	0
1B	02MK06	Marketing Manager	1	0	1	0	1
2	02MR03	Marketing Representative	1	0	1	1	0
2	02PC03	Payroll and Compensation Administrator	1	0	1	1	0
2	02PA03	Project Accountant	2	0	2	1	1
2	02MC04	Regional Marketing Coordinator	3	0	3	3	0
2	02LS03	Registered Land Surveyor	2	2	0	2	0
2	02SA04	Sr. Administrative Assistant	1	0	1	1	0
2	02EA07	Sr. Executive Assistant	1	0	1	1	0
2	02MR05	Sr. Marketing Coordinator	1	0	1	1	0
2	02TW02	Technical Writer	1	0	1	1	0
2	02VS05	Vision System Specialist	1	0	1	1	0
2	02VC03	Visual Communications Specialist	2	1	1	1	1
Total (#)			33	12	21	28	5
Total (%)			36.3	63.6	84.84	15.1	

(+) indicates this job title contains employees who are included from another facility.

Job Group Analysis

Job Group: 2.1 - Professionals, Cadd

EEO Cat	Job Code	Job Title	EMP	MALE	FEMALE	WHITE	MIN
2	02DR05	Designer	5	5	0	5	0
2	02SD05	Sr. Designer	1	1	0	1	0
Total (#)			6	6	0	6	0
Total (%)				100.0	0.0	100.0	0.0

(+) indicates this job title contains employees who are included from another facility.

Snapshot Date: 04/30/2013
 Plan Date: 05/01/2012

Job Group Analysis

Job Group: 2.10 - Professionals, Sr. PE

EEO

EEO Cat		Job Code	Job Title	EMP	MALE	FEMALE	WHITE	MIN
2		02SN07	Sr. Project Engineer	4	4	0	3	1
2		02RR11	Sr. Rail Design Engineer	1	1	0	1	0
Total (#)				5	5	0	4	1
Total (%)				100.0	100.0	0.0	80.0	20.0

Total

Job Group Analysis

Job Group: 2.11 - Professionals, Structures

EEO

EEO Cat		Job Code	Job Title	EMP	MALE	FEMALE	WHITE	MIN
Total								
2		02EN04	Civil Engineer	1	1	0	1	0
2		02BD05	Structural Engineer	18	14	6	18	2
Total (#)				21	15	6	19	2
Total (%)				71.4	28.57	90.4	9.5	

(+) indicates this job title contains employees who are included from another facility.

Job Group Analysis

Job Group: 2.12 - Professionals, Inspection

EEO Cat		Job Code	Job Title	EMP	MALE	FEMALE	WHITE	MIN
2		02UC07	Utilities Coordinator	1	1	0	1	0
2		02EO05	Engineer, Office Engineer	3	3	0	2	1
Total (#)				4	4	0	3	1
Total (%)					100.0	0.0	75.0	25.0

(+) indicates this job title contains employees who are included from another facility.

Job Group Analysis

Job Group: 2.13 - Professionals, IT

EEO

EEO		Job Code		Job Title		Total				
Cat	Job Code	Job Title	EMP	MALE	FEMALE	WHITE	MIN			
2	02IA04	IT Manager	4	4	0	3	1			
2	02IT08	IT Administrator	3	3	0	3	0			
2	02ID07	Sr. Developer	1	1	0	1	0			
2	02SQ05	Sr. Network Administrator	3	3	0	3	0			
Total (#)			11	11	0	10	1			
Total (%)				100.0	0.0	90.91	9.1			

(+) indicates this job title contains employees who are included from another facility.

Job Group Analysis

Job Group: 2.2 - Professionals, Construction Management

EEO

EEO Cat		Job Code	Job Title	EMP	MALE	FEMALE	WHITE	MIN
2	02AR08		Assistant Resident Engineer	2	2	0	2	0
2	02EO05		Engineer, Office Engineer	3	2	1	2	1
2	02PE06		Project Engineer	3	3	0	3	0
2	02RE08		Resident Engineer	9	9	0	8	1
2	02SC08		Sr. Construction Manager	3	3	0	3	0
Total (#)				20	19	1	18	2
Total (%)					95.0	5.0	90.0	10.0

Total

(+) indicates this job title contains employees who are included from another facility.

Job Group Analysis

Job Group: 2.3 - Professionals, Contracts

Total

EEO Cat	Job Code	Job Title	EMP	MALE	FEMALE	WHITE	MIN
2	02CS03	Contract Support Specialist	8	0	8	8	0
Total (#)			8	0	8	8	0
Total (%)			0.0	100.0	100.00	0.0	

(+) indicates this job title contains employees who are included from another facility.

Job Group Analysis

Job Group: 2.4 - Professionals, Entry Engineer

EEO Cat	Job Code	Job Title	EMP	MALE	FEMALE	WHITE	MIN
2	02EE03	Engineer, Entry Level	18	12	6	18	0
2	02IE03	Intern Engineer	7	7	0	7	0
2	02SE03	Structural Engineer, Entry Level	6	6	0	6	0
Total (#)			31	25	6	31	0
Total (%)			80.6	19.4	100.00	0.0	0.0

Total

(+) indicates this job title contains employees who are included from another facility.

Job Group Analysis

Job Group: 2.5 - Professionals, Project Engineer

EEO Cat	Job Code	Job Title	EMP	MALE	FEMALE	WHITE	MIN
2	02EN04	Civil Engineer	1	1	0	1	0
2	02PE06	Project Engineer	23	19	4	18	5
Total (#)			24	22	4	21	5
Total (%)			91.6	16.6	87.5	20.8	

Total

(+) indicates this job title contains employees who are included from another facility.

Job Group Analysis

Job Group: 2.6 - Professionals, Planning

EEO Cat		Job Code	Job Title	EMP	MALE	FEMALE	WHITE	MIN
2		02PL04	Planner	4	2	2	4	0
2		02SP08	Sr. Planner	1	0	1	1	0
2		02TP06	Sr. Transportation Planner	2	1	1	0	2
Total (#)				7	3	4	5	2
Total (%)					42.9	57.1	71.43	28.6

Total

(+) indicates this job title contains employees who are included from another facility.

Job Group Analysis

Job Group: 2.7 - Professionals, Roadway

EEO Cat		Job Code	Job Title	EMP	MALE	FEMALE	WHITE	MIN
Total								
2		02EN04	Civil Engineer	8	7	1	7	1
2		02EY05	Drainage Design Engineer	1	1	0	1	0
2		02EO05	Engineer, Office Engineer	5	3	2	3	2
2		02RD04	Roadway Design Engineer	4	4	0	2	2
2		02TE04	Transportation Engineer	4	3	1	2	2
Total (#)				22	18	4	15	7
Total (%)					81.8	18.18	68.1	31.8

(+) indicates this job title contains employees who are included from another facility.

Job Group Analysis

Job Group: 2.8 - Professionals, Sr. Eng.

EEO Cat	Job Code	Job Title	EMP	MALE	FEMALE	WHITE	MIN
2	02CC06	Sr. Civil Engineer	1	1	0	1	0
2	02DD08	Sr. Drainage Design Engineer	1	0	1	1	0
2	02SS08	Sr. Engineer	13	11	2	13	0
Total (#)			15	12	3	15	0
Total (%)				80.0	20.0	100.00	0.0

Total

(+) indicates this job title contains employees who are included from another facility.

Job Group Analysis

Job Group: 2.9 - Professionals, Sr. Inspection

EEO

Cat	Job Code	Job Title	Total				MIN
			EMP	MALE	FEMALE	WHITE	
2	02C108	Chief Inspector	3	3	0	2	1
Total (#)			3	3	0	2	1
Total (%)				100.0	0.0	66.67	33.3

(+) indicates this job title contains employees who are included from another facility.

Job Group Analysis

Job Group: 3 - Technicians

EEO Cat		Job Code	Job Title	EMP	MALE	FEMALE	WHITE	MIN
Total								
3		03AO04	Assistant Office Engineer	2	0	2	2	0
3		03ET03	Engineering Technician	3	3	0	2	1
3		03HS02	Help Desk Supervisor	1	1	0	1	0
3		03ST01	Survey Technician	2	2	0	1	1
Total (#)				8	6	2	6	2
Total (%)					75.0	25.0	75.0	25.0

(+) indicates this job title contains employees who are included from another facility.

Job Group Analysis

Job Group: 3.1 - Technicians, Cadd

EEO

Cat	Job Code	Job Title	Total				MIN
			EMP	MALE	FEMALE	WHITE	
3	03CT03	CADD Technician	3	1	2	3	0
3	03CC02	CADD Technician, Entry Level	2	1	1	2	0
3	03ET03	Engineering Technician	9	8	1	7	2
Total (#)			14	10	4	12	2
Total (%)				71.4	60.0	85.5	14.2

(+) indicates this job title contains employees who are included from another facility.

Job Group Analysis

Job Group: 3.2 - Technicians, Inspection

EEO

EEO Cat	Job Code	Job Title	Total				MIN
			EMP	MALE	FEMALE	WHITE	
3	03AO04	Assistant Office Engineer	2	0	2	2	0
3	03ET03	Engineering Technician	3	3	0	3	0
3	03II03	Inspector	18	15	3	15	3
3	03TZ04	Sr. Engineering Technician	2	2	0	2	1
Total (#)			25	20	5	21	4
Total (%)				80.0	20.0	84.0	16.0

(+) indicates this job title contains employees who are included from another facility.

Job Group Analysis

Job Group: 3.3 - Technicians, Sr. Cadd

EEO

EEO Cat		Job Code	Job Title	EMP	MALE	FEMALE	WHITE	MIN
3		03SC03	Sr. CADD Technician	5	2	3	4	1
3		03TZ04	Sr. Engineering Technician	2	2	0	2	0
Total (#)				7	2	3	4	1
Total (%)					28.5	42.8	57.14	14.2

(+) indicates this job title contains employees who are included from another facility.

Job Group Analysis

Job Group: 3.4 - Technicians, Sr. Inspection

EEO

EEO Cat		Job Code	Job Title	EMP	MALE	FEMALE	WHITE	MIN
3		03CI08	Chief Inspector	3	3	0	3	0
3		03TZ04	Sr. Engineering Technician	1	1	0	0	1
3		03SI05	Sr. Inspector	27	26	1	26	1
Total (#)				31	30	1	29	1
Total (%)					96.7	3.2	93.5	3.2

(+) indicates this job title contains employees who are included from another facility.

Job Group Analysis

Job Group: 3.5 - Technicians, Student

EEO

Cat Job Code

Job Title

Intern, Student

Total

3	03IN01	EMP	MALE	FEMALE	WHITE	MIN
		6	5	1	5	1
		Total (#)	5	1	5	1
		Total (%)	83.3	16.7	83.33	16.7

(+) indicates this job title contains employees who are included from another facility.

Job Group Analysis

Job Group: 5 - Administrative Support

EEO

Job Code		Job Title	Total				MIN
EEO Cat	Job Code		EMP	MALE	FEMALE	WHITE	
5	05AC02	Accounting Assistant	1	0	1	1	0
5	05AA02	Administrative Assistant	9	0	9	5	4
5	05DC01	Documentation Coordinator	1	0	1	1	0
5	05HR02	Human Resources Assistant	1	0	1	0	1
5	05IN01	Intern	4	2	2	3	1
5	05IS02	Invoicing Specialist	1	0	1	1	0
5	05OV02	Office Vision Administrator	3	0	3	3	0
5	05OA02	Office/Project Administrator	6	0	6	4	2
5	05RC01	Receptionist	3	0	3	1	2
Total (#)			29	2	27	19	10
Total (%)				6.9	93.1	65.52	34.5

(+) indicates this job title contains employees who are included from another facility.

Personnel Transactions Summary

Transaction Dates: 05/01/2012 To 04/30/2013

Job Group: 1.2 - First/Mid-Level Officials/Managers

	Applicants				Hires			Terminations (I)			Terminations (V)		
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	3	0	0	3	3	0	3	1	1	2	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0	0	0	0	0
Unknown (Race)	0	0	0	0									
Total	3	0	0	3	3	0	3	1	1	2	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0	0	0	0	0

	Promotions From			Promotions Into			Promotions Within		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	0	0	0	2	0	2	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	1	1	0	0	0
Asian	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	0	0	0	2	1	3	0	0	0
Total Minority	0	0	0	0	1	1	0	0	0

Personnel Transactions Summary

Job Group: 1.25 - First/Mid-Level?Officials/Managers, SOM

Transaction Dates: 05/01/2012 To 04/30/2013

	Applicants			Hires			Terminations (I)			Terminations (V)			
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	1	0	0	1	1	0	1	5	0	5	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0	0	0	0	0
Unknown (Race)	0	0	0	0									
Total	1	0	0	1	1	0	1	5	0	5	0	0	0
Total Minority	0	0	0	0	0	0	0	0	0	0	0	0	0

	Promotions From			Promotions Into			Promotions Within		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
White	1	0	1	1	0	1	0	0	0
Afr. Amer.	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	1	0	1	0	0	0
Asian	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	1	0	1	2	0	2	0	0	0
Total Minority	0	0	0	1	0	1	0	0	0

Personnel Transactions Summary

Job Group: 2 - Professionals

Transaction Dates: 05/01/2012 To 04/30/2013

	Applicants			Hires			Terminations (I)			Terminations (V)			
	Males	Females	UNKNOWN (GENDER)	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
	White	1	1	0	3	0	1	2	1	0	1	0	1
Afr. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
Hispanic	1	0	0	1	1	0	1	0	0	0	0	1	1
Asian	0	0	0	0	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0	0	0	0	0
Unknown (Race)	0	0	0	0									
Total	2	1	0	4	2	1	3	1	0	1	0	2	2
Total Minority	1	0	0	1	1	0	1	0	0	0	0	1	1

	Promotions From			Promotions Into			Promotions Within		
	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE	Males	Females	TOTAL RACE
	White	0	0	0	2	1	3	1	0
Afr. Amer.	0	0	0	0	0	0	0	0	0
Hispanic	0	1	1	0	0	0	1	0	1
Asian	0	0	0	0	0	0	0	0	0
Nat. Amer.	0	0	0	0	0	0	0	0	0
NHOPI	0	0	0	0	0	0	0	0	0
Two or More	0	0	0	0	0	0	0	0	0
Total	0	0	1	2	1	3	2	0	2
Total Minority	0	0	1	0	0	0	1	0	1

Comparison of Incumbency to Availability

Job Group: 1.1 - Executive/Senior-Level?Officials/Managers

Test: 80% Rule

Total Employees: 18

Total		
	FEMALE	MINORITY
Employees (#)	2	1
Employees (%)	11.1	5.6
Availability (%) Goal	26.9	10.7
Test: 80% Rule	YES	YES
Add'l Needed to Eliminate Problem Area (#)	2	1

Comparison of Incumbency to Availability

Job Group: 1.2 - First/Mid-Level Officials/Managers
Test: 80% Rule
Total Employees: 11

Total		
	FEMALE	MINORITY
Employees (#)	3	1
Employees (%)	27.3	9.1
Availability (%) Goal	32.5	14.9
Test: 80% Rule	NO	YES
Addtl Needed to Eliminate Problem Area (#)	0	1

Comparison of Incumbency to Availability

Job Group: 1.22 - First/Mid-Level?Officials/Managers, LOM

Test: 80% Rule

Total Employees: 5

		Total	
		FEMALE	MINORITY
Employees (#)		0	1
Employees (%)		0.0	20.0
Availability (%) Goal		7.7	14.8
Test: 80% Rule		YES	NO
Add'l Needed to Eliminate Problem Area (#)		1	0

Comparison of Incumbency to Availability

Job Group: 1.23 - First/Mid-Level?Officials/Managers, PM

Test: 80% Rule

Total Employees: 47

Total	
FEMALE	MINORITY
Employees (#)	2
Employees (%)	4.3
Availability (%) Goal	7.8
Test: 80% Rule	YES
Addtl' Needed to Eliminate Problem Area (#)	1

Comparison of Incumbency to Availability

Job Group: 1.25 - First/Mid-Level?Officials/Managers, SOM

Test: 80% Rule

Total Employees: 11

		Total	
		FEMALE	MINORITY
Employees (#)		1	2
Employees (%)		9.1	18.2
Availability (%) Goal		22.2	10.3
Test: 80% Rule		YES	NO
Addtl' Needed to Eliminate Problem Area (#)		1	0

Comparison of Incumbency to Availability

Job Group: 1.26 - First/Mid-Level?Officials/Managers, Sr. PM
Test: 80% Rule
Total Employees: 36

	Total	
	FEMALE	MINORITY
Employees (#)	4	2
Employees (%)	11.1	5.6
Availability (%) Goal	1.8	3.0
Test: 80% Rule	NO	NO
Add'l Needed to Eliminate Problem Area (#)	0	0

Snapshot Date: 04/30/2013

Plan Date: 05/01/2012

Comparison of Incumbency to Availability

Job Group: 2 - Professionals

Test: 80% Rule

Total Employees: 33

	Total	
	FEMALE	MINORITY
Employees (#)	21	5
Employees (%)	46.3	18.5
Availability (%) Goal	41.7	12.0
Test: 80% Rule	NO	NO
Add'l Needed to Eliminate Problem Area (#)	0	0

Comparison of Incumbency to Availability

Job Group: 2.1 - Professionals, Cadd
 Test: 80% Rule
 Total Employees: 6

		Total	
		FEMALE	MINORITY
Employees (#)		0	0
Employees (%)		0.0	9.1
Availability (%) Goal		11.5	11.9
Test: 80% Rule		YES	YES
Add'l Needed to Eliminate Problem Area (#)		2	1

Comparison of Incumbency to Availability

Job Group: 2.10 - Professionals, Sr. PE

Test: 80% Rule

Total Employees: 5

	Total	
	FEMALE	MINORITY
Employees (#)	0	1
Employees (%)	0.0	20.0
Availability (%) Goal	7.8	12.6
Test: 80% Rule	YES	NO
Addtl Needed to Eliminate Problem Area (#)	1	0

Comparison of Incumbency to Availability

Job Group: 2.10 - Professionals, Sr. PE

Test: 80% Rule

Total Employees: 5

	Total	
	FEMALE	MINORITY
Employees (#)	0	1
Employees (%)	0.0	20.0
Availability (%) Goal	27.9	15.8
Test: 80% Rule	YES	NO
Add'l Needed to Eliminate Problem Area (#)	3	1

Comparison of Incumbency to Availability

Job Group: 2.11 - Professionals, Structures
 Test: 80% Rule
 Total Employees: 21

	Total	
	FEMALE	MINORITY
Employees (#)	6	2
Employees (%)	30.0	10.0
Availability (%) Goal	13.1	9.5
Test: 80% Rule	NO	NO
Add'l Needed to Eliminate Problem Area (#)	0	0

Comparison of Incumbency to Availability

Job Group: 2.12 - Professionals, Inspection

Test: 80% Rule

Total Employees: 4

	Total	
	FEMALE	MINORITY
Employees (#)	0	1
Employees (%)	0.0	25.0
Availability (%) Goal	9.7	42.9
Test: 80% Rule	YES	NO
Addtl' Needed to Eliminate Problem Area (#)	1	1

Comparison of Incumbency to Availability

Job Group: 2.13 - Professionals, IT

Test: 80% Rule

Total Employees: 11

	FEMALE	MINORITY
Total		
Employees (#)	0	1
Employees (%)	0.0	9.1
Availability (%) Goal	27.9	15.8
Test: 80% Rule	YES	YES
Add'l Needed to Eliminate Problem Area (#)	3	1

Comparison of Incumbency to Availability

Job Group: 2.2 - Professionals, Construction Management
Test: 80% Rule
Total Employees: 20

Total	
	FEMALE
Employees (#)	1
Employees (%)	5.0
Availability (%) Goal	7.1
Test: 80% Rule	YES
Add'l Needed to Eliminate Problem Area (#)	1
	MINORITY
	2
	10.0
	7.4
	NO
	0

Comparison of Incumbency to Availability

Job Group: 2.3 - Professionals, Contracts
 Test: 80% Rule
 Total Employees: 8

	Total	
	FEMALE	MINORITY
Employees (#)	8	0
Employees (%)	100.0	0.0
Availability (%) Goal	95.9	19.2
Test: 80% Rule	NO	YES
Add'l Needed to Eliminate Problem Area (#)	0	2

Comparison of Incumbency to Availability

Job Group: 2.4 - Professionals, Entry Engineer
 Test: 80% Rule
 Total Employees: 31

Total	
	MINORITY
Employees (#)	0
Employees (%)	0.0
Availability (%) Goal	11.8
Test: 80% Rule	YES
Addtl Needed to Eliminate Problem Area (#)	3

Comparison of Incumbency to Availability

Job Group: 2.5 - Professionals, Project Engineer
Test: 80% Rule
Total Employees: 24

	Total	
	FEMALE	MINORITY
Employees (#)	4	5
Employees (%)	15.4	19.2
Availability (%) Goal	8.1	7.2
Test: 80% Rule	NO	NO
Add'l Needed to Eliminate Problem Area (#)	0	0

Comparison of Incumbency to Availability

Job Group: 2.6 - Professionals, Planning
 Test: 80% Rule
 Total Employees: 7

	Total	
	FEMALE	MINORITY
Employees (#)	4	2
Employees (%)	57.1	28.6
Availability (%) Goal	4.9	3.2
Test: 80% Rule	NO	NO
Add'l Needed to Eliminate Problem Area (#)	0	0

Comparison of Incumbency to Availability

Job Group: 2.7 - Professionals, Roadway
Test: 80% Rule
Total Employees: 22

	Total	
	FEMALE	MINORITY
Employees (#)	4	7
Employees (%)	18.1	31.8
Availability (%) Goal	11.3	12.3
Test: 80% Rule	NO	NO
Add'l Needed to Eliminate Problem Area (#)	0	0

Comparison of Incumbency to Availability

Job Group: 2.8 - Professionals, Sr. Eng.
 Test: 80% Rule
 Total Employees: 15

Total	
	FEMALE
Employees (#)	3
Employees (%)	20.0
Availability (%) Goal	8.9
Test: 80% Rule	NO
Add'l Needed to Eliminate Problem Area (#)	0
	MINORITY
	0
	0.0
	15.4
	YES
	2

Comparison of Incumbency to Availability

Job Group: 2.9 - Professionals, Sr. Inspection
 Test: 80% Rule
 Total Employees: 3

		Total	
		FEMALE	MINORITY
Employees (#)		0	1
Employees (%)		0.0	33.3
Availability (%) Goal		1.5	8.9
Test: 80% Rule		YES	NO
Add'l Needed to Eliminate Problem Area (#)		1	0

Comparison of Incumbency to Availability

Job Group: 3 - Technicians
 Test: 80% Rule
 Total Employees: 8

	Total	
	FEMALE	MINORITY
Employees (#)	2	2
Employees (%)	25.0	25.0
Availability (%) Goal	17.2	4.6
Test: 80% Rule	NO	NO
Add'l Needed to Eliminate Problem Area (#)	0	0

Comparison of Incumbency to Availability

Job Group: 3.1 - Technicians, Cadd
Test: 80% Rule
Total Employees: 14

Total	
	FEMALE
Employees (#)	4
Employees (%)	28.5
Availability (%) Goal	18.3
Test: 80% Rule	NO
Add'l Needed to Eliminate Problem Area (#)	0
	MINORITY
	2
	14.2
	19.4
	YES
	1

Comparison of Incumbency to Availability

Job Group: 3.2 - Technicians, Inspection
Test: 80% Rule
Total Employees: 25

Total

	FEMALE	MINORITY
Employees (#)	5	4
Employees (%)	13.0	17.4
Availability (%) Goal	11.8	16.0
Test: 80% Rule	NO	NO
Addtl' Needed to Eliminate Problem Area (#)	0	0

Comparison of Incumbency to Availability

Job Group: 3.3 - Technicians, Sr. Cadd
Test: 80% Rule
Total Employees: 7

	Total	
	FEMALE	MINORITY
Employees (#)	3	1
Employees (%)	60.0	20.0
Availability (%) Goal	13.8	9.4
Test: 80% Rule	NO	NO
Addtl Needed to Eliminate Problem Area (#)	0	0

Comparison of Incumbency to Availability

Job Group: 3.4 - Technicians, Sr. Inspection
 Test: 80% Rule
 Total Employees: 31

	Total	
	FEMALE	MINORITY
Employees (#)	1	1
Employees (%)	3.3	3.3
Availability (%) Goal	5.7	9.7
Test: 80% Rule	YES	YES
Add'l Needed to Eliminate Problem Area (#)	1	2

Comparison of Incumbency to Availability

Job Group: 3.5 - Technicians, Student
Test: 80% Rule
Total Employees: 6

	Total	
	FEMALE	MINORITY
Employees (#)	1	1
Employees (%)	16.7	16.7
Availability (%) Goal	19.3	14.2
Test: 80% Rule	NO	NO
Add'l Needed to Eliminate Problem Area (#)	0	0

Comparison of Incumbency to Availability

Job Group: 5 - Administrative Support
Test: 80% Rule
Total Employees: 29

	Total	
	FEMALE	MINORITY
Employees (#)	27	10
Employees (%)	93.1	34.5
Availability (%) Goal	93.3	19.4
Test: 80% Rule	NO	NO
Add'l Needed to Eliminate Problem Area (#)	0	0

Placement Goals

Job Group: 1.1 - Executive/Senior-Level?Officials/Managers

Test: 80% Rule

Total Employees: 18

		Total	
		FEMALE	MINORITY
Employees (#)		2	1
Employees (%)		11.1	5.6
Availability (%) Goal		26.9	10.7
Test: 80% Rule		YES	YES
Add'l Needed to Eliminate Problem Area (#)		2	1
Add'l Needed to Reach Availability (#)		3	1

Placement Goals

Job Group: 1.2 - First/Mid-Level Officials/Managers
Test: 80% Rule
Total Employees: 11

	Total	
	FEMALE	MINORITY
Employees (#)	3	1
Employees (%)	27.3	9.1
Availability (%) Goal	32.5	14.9
Test: 80% Rule	NO	YES
Add'l Needed to Eliminate Problem Area (#)	0	1
Add'l Needed to Reach Availability (#)	1	1

Snapshot Date: 04/30/2013

Plan Date: 05/01/2012

Placement Goals

Job Group: 1.22 - First/Mid-Level?Officials/Managers, LOM

Test: 80% Rule

Total Employees: 5

Total		
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	FEMALE	MINORITY
Employees (#)	0	1
Employees (%)	0.0	20.0
Availability (%) Goal	7.7	14.8
Test: 80% Rule	YES	NO
Add'l Needed to Eliminate Problem Area (#)	1	0
Add'l Needed to Reach Availability (#)	1	0

Placement Goals

Job Group: 1.23 - First/Mid-Level?Officials/Managers, PM

Test: 80% Rule

Total Employees: 47

Total		
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	FEMALE	MINORITY
Employees (#)	8	2
Employees (%)	17.0	4.3
Availability (%) Goal	5.5	7.8
Test: 80% Rule	NO	YES
Add'l Needed to Eliminate Problem Area (#)	0	1
Add'l Needed to Reach Availability (#)	0	2

Placement Goals

Job Group: 1.25 - First/Mid-Level?Officials/Managers, SOM

Test: 80% Rule

Total Employees: 11

	Total	
	FEMALE	MINORITY
Employees (#)	1	2
Employees (%)	9.1	18.2
Availability (%) Goal	22.2	10.3
Test: 80% Rule	YES	NO
Add'l Needed to Eliminate Problem Area (#)	1	0
Add'l Needed to Reach Availability (#)	2	0

Placement Goals

Job Group: 1.26 - First/Mid-Level?Officials/Managers, Sr. PM

Test: 80% Rule

Total Employees: 36

	Total	
	FEMALE	MINORITY
Employees (#)	4	2
Employees (%)	11.1	5.6
Availability (%) Goal	1.8	3.0
Test: 80% Rule	NO	NO
Add'l Needed to Eliminate Problem Area (#)	0	0
Add'l Needed to Reach Availability (#)	0	0

Placement Goals

Job Group: 2 - Professionals
Test: 80% Rule
Total Employees: 33

	Total	
	FEMALE	MINORITY
Employees (#)	21	5
Employees (%)	63.6	15.1
Availability (%) Goal	41.7	12.0
Test: 80% Rule	NO	NO
Add'l Needed to Eliminate Problem Area (#)	0	0
Add'l Needed to Reach Availability (#)	0	0

Placement Goals

Job Group: 2.1 - Professionals, Cadd
Test: 80% Rule
Total Employees: 6

	Total	
	FEMALE	MINORITY
Employees (#)	0	0
Employees (%)	0.0	0.0
Availability (%) Goal	15.2	14.7
Test: 80% Rule	YES	YES
Add'l Needed to Eliminate Problem Area (#)	1	1
Add'l Needed to Reach Availability (#)	1	1

Placement Goals

Job Group: 2.10 - Professionals, Sr. PE
Test: 80% Rule
Total Employees: 5

	Total	
	FEMALE	MINORITY
Employees (#)	0	1
Employees (%)	0.0	20.0
Availability (%) Goal	7.8	12.6
Test: 80% Rule	YES	NO
Add'l Needed to Eliminate Problem Area (#)	1	0
Add'l Needed to Reach Availability (#)	1	0

Placement Goals

Job Group: 2.11 - Professionals, Structures
Test: 80% Rule
Total Employees: 21

	Total	
	FEMALE	MINORITY
Employees (#)	6	2
Employees (%)	28.5	9.5
Availability (%) Goal	13.1	9.5
Test: 80% Rule	NO	NO
Add'l Needed to Eliminate Problem Area (#)	0	0
Add'l Needed to Reach Availability (#)	0	0

Placement Goals

Job Group: 2.12 - Professionals, Inspection
Test: 80% Rule
Total Employees: 4

	Total	
	FEMALE	MINORITY
Employees (#)	0	0
Employees (%)	0.0	25.0
Availability (%) Goal	9.7	32.9
Test: 80% Rule	YES	YES
Add'l Needed to Eliminate Problem Area (#)	1	1
Add'l Needed to Reach Availability (#)	1	1

Placement Goals

Job Group: 2.13 - Professionals, IT
Test: 80% Rule
Total Employees: 11

	Total	
	FEMALE	MINORITY
Employees (#)	0	1
Employees (%)	0.0	9.1
Availability (%) Goal	27.9	15.8
Test: 80% Rule	YES	YES
Add'l Needed to Eliminate Problem Area (#)	3	1
Add'l Needed to Reach Availability (#)	4	1

Placement Goals

Job Group: 2.2 - Professionals, Construction Management

Test: 80% Rule

Total Employees: 20

	Total		FEMALE	MINORITY
Employees (#)	1		1	2
Employees (%)	5.0		5.0	10.1
Availability (%) Goal	7.1		7.1	7.4
Test: 80% Rule	YES		YES	NO
Add'l Needed to Eliminate Problem Area (#)	1		1	0
Add'l Needed to Reach Availability (#)	1		1	1

Placement Goals

Job Group: 2.3 - Professionals, Contracts
Test: 80% Rule
Total Employees: 8

	Total	
	FEMALE	MINORITY
Employees (#)	8	0
Employees (%)	100.0	0.0
Availability (%) Goal	95.9	19.2
Test: 80% Rule	NO	YES
Add'l Needed to Eliminate Problem Area (#)	0	2
Add'l Needed to Reach Availability (#)	0	2

Placement Goals

Job Group: 2.4 - Professionals, Entry Engineer
Test: 80% Rule
Total Employees: 31

	FEMALE	Total	MINORITY
Employees (#)	6		0
Employees (%)	19.4		0.0
Availability (%) Goal	10.3		11.8
Test: 80% Rule	NO		YES
Add'l Needed to Eliminate Problem Area (#)	0		3
Add'l Needed to Reach Availability (#)	0		4

Placement Goals

Job Group: 2.5 - Professionals, Project Engineer
Test: 80% Rule
Total Employees: 24

	Total	
	FEMALE	MINORITY
Employees (#)	4	5
Employees (%)	15.4	19.2
Availability (%) Goal	8.1	7.2
Test: 80% Rule	NO	NO
Add'l Needed to Eliminate Problem Area (#)	0	0
Add'l Needed to Reach Availability (#)	0	0

Placement Goals

Job Group: 2.6 - Professionals, Planning
Test: 80% Rule
Total Employees: 7

	Total	
	FEMALE	MINORITY
Employees (#)	4	2
Employees (%)	57.1	28.6
Availability (%) Goal	4.9	3.2
Test: 80% Rule	NO	NO
Add'l Needed to Eliminate Problem Area (#)	0	0
Add'l Needed to Reach Availability (#)	0	0

Placement Goals

Job Group: 2.7 - Professionals, Roadway
Test: 80% Rule
Total Employees: 22

	Total	
	FEMALE	MINORITY
Employees (#)	4	7
Employees (%)	18.1	31.8
Availability (%) Goal	11.3	22.3
Test: 80% Rule	NO	NO
Addtl Needed to Eliminate Problem Area (#)	0	0
Addtl Needed to Reach Availability (#)	1	0

Placement Goals

Job Group: 2.8 - Professionals, Sr. Eng.
Test: 80% Rule
Total Employees: 15

	Total		MINORITY
	FEMALE		
Employees (#)	3		0
Employees (%)	20.0		0.0
Availability (%) Goal	8.9		15.4
Test: 80% Rule	NO		YES
Add'l Needed to Eliminate Problem Area (#)	0		2
Add'l Needed to Reach Availability (#)	0		3

Placement Goals

Job Group: 2.9 - Professionals, Sr. Inspection
Test: 80% Rule
Total Employees: 3

	FEMALE	Total	MINORITY
Employees (#)	0		1
Employees (%)	0.0		33.3
Availability (%) Goal	1.5		8.9
Test: 80% Rule	YES		NO
Add'l Needed to Eliminate Problem Area (#)	1		0
Add'l Needed to Reach Availability (#)	1		0

Placement Goals

Job Group: 3 - Technicians
Test: 80% Rule
Total Employees: 8

	Total	
	FEMALE	MINORITY
Employees (#)	2	2
Employees (%)	25.0	25.0
Availability (%) Goal	17.2	4.6
Test: 80% Rule	NO	NO
Add'l Needed to Eliminate Problem Area (#)	0	0
Add'l Needed to Reach Availability (#)	0	0

Placement Goals

Job Group: 3.1 - Technicians, Cadd
Test: 80% Rule
Total Employees: 14

	Total		
	FEMALE	MINORITY	
Employees (#)	4	2	
Employees (%)	28.5	14.2	
Availability (%) Goal	18.3	19.4	
Test: 80% Rule	NO	YES	
Add'l Needed to Eliminate Problem Area (#)	0	1	
Add'l Needed to Reach Availability (#)	0	1	

Placement Goals

Job Group: 3.2 - Technicians, Inspection
Test: 80% Rule
Total Employees: 25

	Total	
	FEMALE	MINORITY
Employees (#)	5	4
Employees (%)	20.0	16.0
Availability (%) Goal	11.8	16.0
Test: 80% Rule	NO	NO
Add'l Needed to Eliminate Problem Area (#)	0	0
Add'l Needed to Reach Availability (#)	0	0

Placement Goals

Job Group: 3.3 - Technicians, Sr. Cadd
Test: 80% Rule
Total Employees: 7

	Total	
	FEMALE	MINORITY
Employees (#)	3	1
Employees (%)	60.0	20.0
Availability (%) Goal	13.8	9.4
Test: 80% Rule	NO	NO
Add'l Needed to Eliminate Problem Area (#)	0	0
Add'l Needed to Reach Availability (#)	0	0

Placement Goals

Job Group: 3.4 - Technicians, Sr. Inspection
Test: 80% Rule
Total Employees: 31

		Total	
		FEMALE	MINORITY
Employees (#)		1	1
Employees (%)		3.3	3.3
Availability (%) Goal		5.7	9.7
Test: 80% Rule		YES	YES
Add'l Needed to Eliminate Problem Area (#)		1	2
Add'l Needed to Reach Availability (#)		1	2

Placement Goals

Job Group: 3.5 - Technicians, Student
Test: 80% Rule
Total Employees: 6

	Total	
	FEMALE	MINORITY
Employees (#)	1	1
Employees (%)	16.7	16.7
Availability (%) Goal	19.3	14.2
Test: 80% Rule	NO	NO
Add'l Needed to Eliminate Problem Area (#)	0	0
Add'l Needed to Reach Availability (#)	1	0

Placement Goals

Job Group: 5 - Administrative Support
Test: 80% Rule
Total Employees: 29

	Total	
	FEMALE	MINORITY
Employees (#)	27	10
Employees (%)	93.1	34.5
Availability (%) Goal	93.3	19.4
Test: 80% Rule	NO	NO
Add'l Needed to Eliminate Problem Area (#)	0	0
Add'l Needed to Reach Availability (#)	1	0

Adverse Impact

Analysis: Employees vs. Local Availability
 Transaction Period: 05/01/2012 - 04/30/2013
 Job / Job Group: 1.2 - First/Mid-Level Officials/Managers

Steps	Total										
	(Gender / Race)	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Count (#)	11 / 11	8	3	1	10	0	1	0	0	0	0
(%)		72.70	27.30	9.10	90.90	0.00	9.10	0.00	0.00	0.00	0.00
Availability (%)		69.30	30.70	13.90	86.10	5.50	4.60	2.50	0.70	0.10	0.60
EIGHTY-PERCENT (80%) TEST		N/A	88.92	65.20	N/A	N/A	N/A	N/A	N/A	N/A	0.00
% of Availability (Violation if < 80%)											
ADVERSE IMPACT		NO	NO	YES	NO	NO	NO	NO	NO	NO	NO

Adverse Impact

Analysis: Employees vs. Local Availability
 Transaction Period: 05/01/2012 - 04/30/2013
 Job / Job Group: 1.25 - First/Mid-Level?Officials/Managers, SOM

Steps	Total		Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
	(Gender / Race)	(%)								
Count (#)	11 / 11	10	2	9	0	2	0	0	0	0
(%)		90.90	18.20	81.80	0.00	18.20	0.00	0.00	0.00	0.00
Availability (%)		67.60	15.70	84.30	5.30	6.90	2.40	0.80	0.00	0.40
EIGHTY-PERCENT (80%) TEST		N/A	N/A	97.10	N/A	N/A	N/A	N/A	N/A	0.00
% of Availability (Violation if < 80%)										
ADVERSE IMPACT		NO	NO	NO	NO	NO	NO	NO	NO	NO

YES

Adverse Impact

Analysis: Employees vs. Local Availability
 Transaction Period: 05/01/2012 - 04/30/2013
 Job / Job Group: 2.7 - Professionals, Roadway

Steps	Total										
	(Gender / Race)	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Count (#)	22 / 22	18	4	7	15	0	3	4	0	0	0
(%)		81.81	18.1	31.81	68.1	0.00	13.6	18.1	0.00	0.00	0.00
Availability (%)		89.50	10.50	13.70	86.30	4.30	1.90	5.90	1.00	0.00	0.60
EIGHTY-PERCENT (80%) TEST		99.37	N/A	N/A	64.39	N/A	N/A	N/A	N/A	N/A	0.00
% of Availability (Violation if < 80%)											
ADVERSE IMPACT		NO	NO	NO	YES	NO	NO	NO	NO	NO	NO

Adverse Impact

Analysis: Employees vs. Local Availability
 Transaction Period: 05/01/2012 - 04/30/2013
 Job / Job Group: 2.9 - Professionals, Sr. Inspection

Steps	Total										
	(Gender / Race)	Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Count (#)	3 / 3	3	0	1	2	1	0	0	0	0	0
(%)		100.00	0.00	33.30	66.70	33.30	0.00	0.00	0.00	0.00	0.00
Availability (%)		100.00	0.00	7.40	92.60	0.00	7.40	0.00	0.00	0.00	0.00
EIGHTY-PERCENT (80%) TEST		100.00	N/A	N/A	72.00	N/A	N/A	N/A	N/A	N/A	0.00
% of Availability (Violation if < 80%)											
ADVERSE IMPACT		NO	NO	NO	YES	NO	NO	NO	NO	NO	NO

Adverse Impact

Analysis: Employees vs. Local Availability
 Transaction Period: 05/01/2012 - 04/30/2013
 Job / Job Group: 3.1 - Technicians, Cadd

Steps	Total (Gender / Race)	Total									
		Males	Females	Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
Count (#) (%)	14 / 14	10 71.42	4 28.5	2 14.28	12 85.71	1 7.14	0 0.00	1 7.14	0 0.00	0 0.00	0 0.00
Availability (%)		81.70	18.30	19.40	80.60	4.40	10.40	4.00	0.00	0.00	0.60
EIGHTY-PERCENT (80%) TEST % of Availability (Violation if < 80%)		N/A	N/A	N/A	48.96	N/A	N/A	N/A	N/A	N/A	0.00
ADVERSE IMPACT		NO	NO	NO	YES	NO	NO	NO	NO	NO	NO

Adverse Impact

Analysis: Employees vs. Local Availability
Transaction Period: 05/01/2012 - 04/30/2013
Job / Job Group: 3.3 - Technicians, Sr. Cadd

Steps	Total		Total Min.	White	Afr. Amer.	Hispanic	Asian	Nat. Amer.	NHOPI	Two +
	(Gender / Race)									
Count (#)	5	5	1	4	0	0	1	0	0	0
(%)			20.00	80.00	0.00	0.00	20.00	0.00	0.00	0.00
Availability (%)			9.40	90.60	3.70	1.40	3.80	0.10	0.00	0.30
EIGHTY-PERCENT (80%) TEST			N/A	88.28	N/A	N/A	N/A	N/A	N/A	0.00
% of Availability (Violation if < 80%)										
ADVERSE IMPACT			NO	NO	NO	NO	NO	NO	NO	NO

YES

