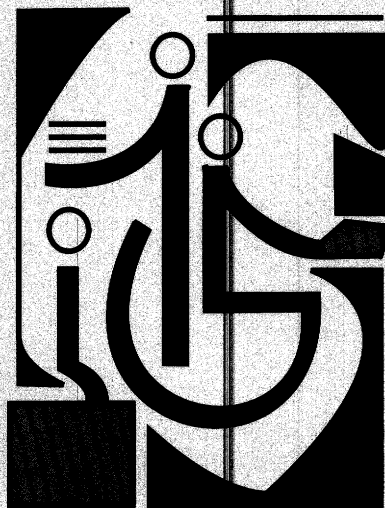
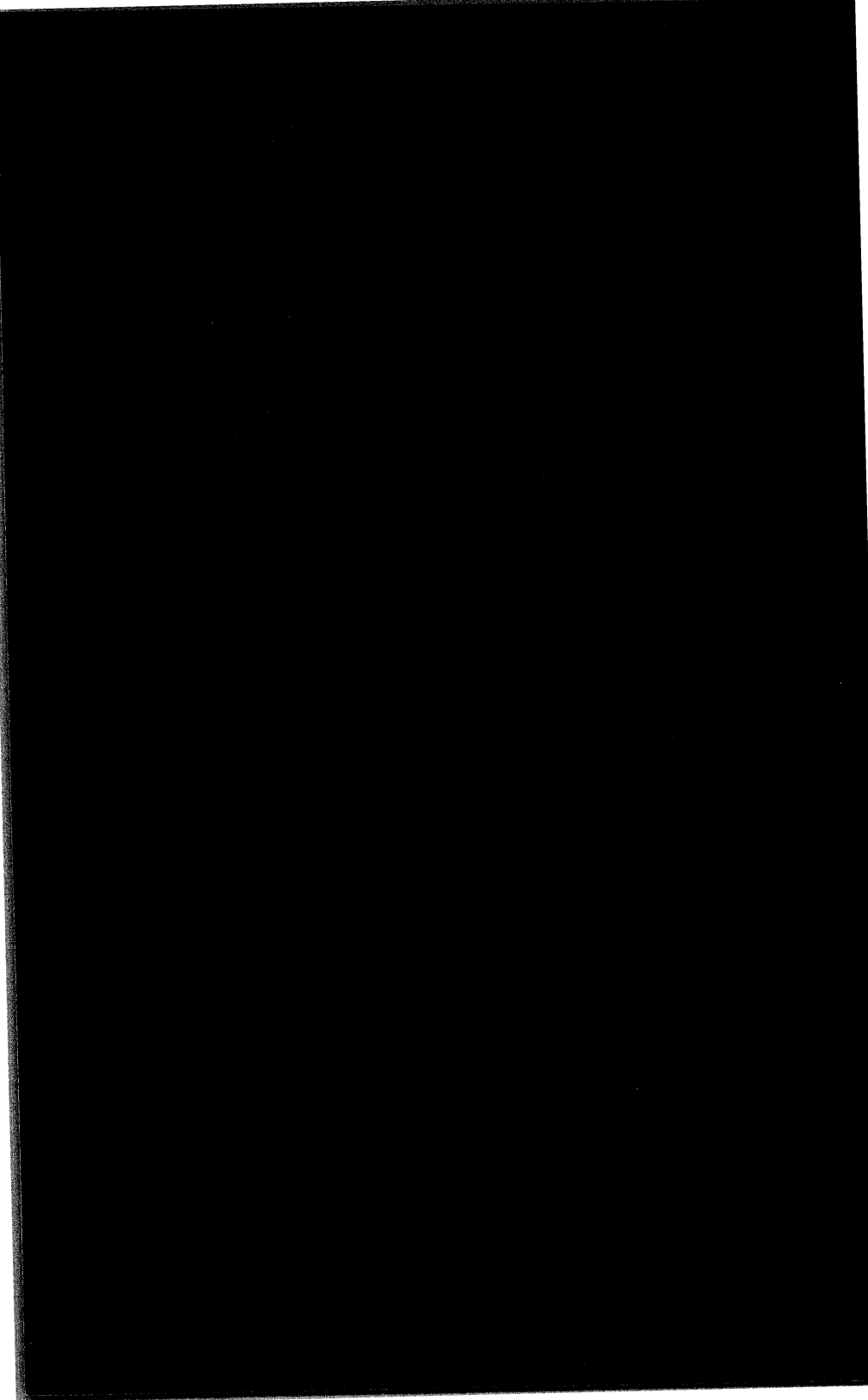


Diversity

create



**Valuing Diversity
in the
Federal Highway
Administration**



CELEBRATE DIVERSITY

Valuing Diversity
in the
Federal Highway
Administration



All FHWA Employees:

As we move toward the 21st century, we are gaining a new vision of what it means to be "American." Our population is more diverse than ever before—including people of all races, national origins, religions, abilities, and social and economic backgrounds. As a Nation we are beginning to recognize the great value in our differences. We are no longer a melting pot, but rather, we are like concrete—made up of different parts that when bonded together make us strong.

The FHWA embraces this new American Ideal. We are striving to reflect the changes in our population by encouraging Work Force Diversity. As an agency we have long believed in equal opportunity for all employees, but now that belief is a primary goal. The FHWA encourages these changes in our society by welcoming and "celebrating" them.

We realize that having a heterogeneous work force within the FHWA will not hinder the work process, but enhance it all the more. When people of different backgrounds come together to share their ideas, innovation and creativity are nurtured. With the value of different perspectives, we will be better prepared for the future.

This brochure is designed to help you, as an FHWA employee, gain a greater understanding of Work Force Diversity and what effects it has on the work place. It will also explain how you, as an individual, can contribute to achieving our goal.



T. D. LARSON

ADMINISTRATOR



GENE MCCORMICK

DEPUTY ADMINISTRATOR



E. DEAN CARLSON

EXECUTIVE DIRECTOR

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What Is Work Force Diversity?

DIVERSITY 1. *The condition of being different; Variety.* 2. *An instance or a point of difference.*

Work force diversity suggests a work environment philosophy that recognizes the value of contributions from all employees. It is not simply a new name for Equal Employment Opportunity (EEO) or affirmative action. Work force diversity is more.

EEO and affirmative action focus on bringing minorities and women into the work force to correct an imbalance. *Work force diversity creates a work setting where all employees may work and develop to their full potential.*

This new setting requires the full involvement of employees from different races, national origins, genders, ages, religions, physical abilities, and family structures. To achieve this diverse work force, the FHWA must strive to:

- remove any subtle barriers that prohibit the inclusion of all employees from participating in our organization or keep them from reaching their full potential, and
- create a work environment where all employees can become full members of the team, who are valued for their unique abilities and contributions.

“What we must do is create an environment where no one is advantaged or disadvantaged, an environment where ‘we’ is everyone.”

R. Roosevelt Thomas, Jr.,
President, American
Institute for Managing
Diversity, *From Affirmative
Action to Affirming
Diversity*, Harvard
Business Review,
March-April 1990

Why Is Work Force Diversity Important?

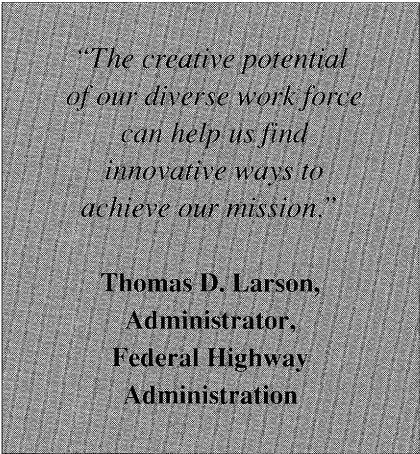
Work force diversity within the Federal Highway Administration (FHWA) is important because it makes good business sense for our agency.

The FHWA 2000 vision focuses on preparing for changes in our future work force. Diversity is one aspect of this vision.

Future generations of workers will include an increasing share of minorities and women, and the overall supply of younger workers will be decreasing. Competition will be greater.

To face the challenges of this changing work force, we must tap new resources and continue to assess the skills needed to achieve our Agency's mission. As we continue to build upon the recognized strengths of our professional and technical staff...new spirit, new ideas, and new people can strengthen the overall organization.

To serve as a leader in the transportation industry, we must have an outstanding and effective work force. We must take steps to attract, develop, and retain employees. We also must provide strong training and career development programs...and offer employee support, incentives, and rewards.



"The creative potential of our diverse work force can help us find innovative ways to achieve our mission."

**Thomas D. Larson,
Administrator,
Federal Highway
Administration**

Becoming a stronger, more effective, and productive organization requires special attention to promote, value, and manage diversity in the FHWA work force.

For us to continue as an efficient, dynamic organization now and in the future, the FHWA must have a long-term human resources development strategy. This strategy will embrace employees from all backgrounds and ensure our vital role in today's changing world.

A diverse work force will bring to the FHWA, employees who possess a rich variety of viewpoints and qualities drawn from their own experiences...a work force that reflects the mix of people within our Nation's population.

Who Is Responsible?

Each employee is responsible for approaching diversity with an open mind:

- Communicating concerns and recommendations to management.
- Maintaining a continuing awareness of diversity in day-to-day interaction with other employees.

Managers at all levels, from the Administrator to first-level supervisors, are responsible for a firm commitment to diversity:

- Communicating that commitment.
- Maintaining an awareness of diversity objectives throughout the organization.
- Assessing program progress.
- Assuring accountability.
- Promoting open and honest communication in performance appraisals; awards; selections for training, promotions, and assignments; and other issues.

"We want to make this the best run organization in government . . . I want to hear people say that Transportation is the place to work."

Samuel K. Skinner

Secretary, U.S.

Department of Transportation

Moving America Conference

June 13, 1990

Our Goal

Through a coordinated effort, we must create an attractive and supportive work place that encourages the full participation of individuals from all backgrounds and ages—including women and men, minorities, and people with disabilities. This effort will help the Federal Highway Administration to recruit, retain, and promote a high quality work force reflecting the full range of talents and interests in the population.

Strategy for Incorporating Work Force Diversity in the FHWA

To incorporate work force diversity in the FHWA, we must accomplish these goals:

- Cultivate our management commitment.
- Foster employee involvement.
- Commit additional resources.
- Assure accountability.

Our agency will begin with a long-term, general strategy, which provides a framework for work force diversity in the FHWA. Using this framework as a guideline, managers at the local level can develop action plans tailored to their individual organizations.

Managers will want to incorporate the following components into their organizational plans, including budget, training, and other human resource activities. While Headquarters will coordinate some activities, managers and supervisors will implement diversity actions at the local level.

I. Communication

■ Promote greater awareness of Work Force Diversity.

- To achieve work force diversity, the FHWA must create an environment where all employees openly communicate their feelings and opinions. Suggestions from employees on diversity and other work place issues are critical.

Communication must occur horizontally and vertically within the FHWA so that employees can express concerns and ideas about diversity and the entire work environment. Above all, openness establishes credibility within the FHWA organization.

- Periodic listening sessions provide an opportunity for employees to provide candid thoughts and recommendations about their work environment or work force issues. These sessions are useful tools for publicizing the FHWA's commitment to diversity and progressing toward our goal of fully developing the talents of all employees. Ideally, managers should provide feedback to employees on all concerns expressed.

II. Training and Staff Development

■ Provide diversity training to all FHWA employees.

- The Department of Transportation (DOT) has developed a course on managing diversity. Many FHWA supervisors have attended the course, and the FHWA will continue to send supervisors to future DOT courses. We also will add a supplemental course on managing diversity to the FHWA's central training plan.

- A videotape series, *Valuing Diversity*, is available to all FHWA organizations to provide awareness training for employees. A facilitator's guide, developed for use by each organization, provides background information and discussion points for the videotape presentation.

- The FHWA will continue to offer cultural sensitivity and awareness training, retreats, and workshops. Such training will prepare employees and supervisors to work in a diverse work force. In addition, new FHWA employees will receive diversity awareness training during orientation.

■ Increase career counseling activities.

- Managers and supervisors should encourage employees to outline their career goals. In doing so, managers and supervisors will provide guidance and information on career planning and development. Materials that focus and organize career planning, such as self-assessments and individual development plans, may be emphasized. The Office of Personnel and Training (OPT) periodically provides career development materials to managers and supervisors.

■ Recognize the importance of interpersonal communications.

- Managers should encourage communication skills training for all employees. Improved skills will lead to better communication within the FHWA organization. This training can take place in formal training sessions, by videotape, in independent study courses, or during all-employee briefings.

■ Foster management development opportunities.

- Many opportunities exist for employees aspiring to a management career. Managers and supervisors should nominate employees for courses and other developmental opportunities. Developmental opportunities include leadership positions on

“Training must receive a higher priority in coming years, both to ensure that talented public servants are allowed to grow and to address the changing public agenda. That means an aggressive training program aimed at all levels of the work force.”

**Leadership for America
Volcker Commission
1989 p.43**

work groups or special project assignments within the organization. Courses such as “Basic Management for Non-Supervisors” and “Career Strategies for Prospective Women Managers” are available under the FHWA’s central training plan. Similar courses are available from the Office of Personnel Management (OPM) and other sources.

- The FHWA participates in DOT and other government programs for mid-level employees. Through such programs, employees learn about organizations in the public and private sectors and gain a wider perspective important for management positions. Managers and supervisors should provide information and encourage employees to apply for programs

when announced. These seminars, meetings, and rotational assignments offer participants a chance to prepare for moving into leadership positions. A few examples of such opportunities include the following programs:

- DOT Fellows Program.
- OPM Women’s Executive Leadership Program.
- OPM Executive Potential Program.
- OPM LEGIS Fellowship Program.

- The FHWA will continue to prepare employees for executive positions by participating in the Department’s Senior Executive Service (SES) Candidate Development Program. This program develops executive-level skills over a 1 to 2-year period, through a combination of training and developmental assignments in the FHWA and other DOT administrations.

■ Academic Study.

- Through the FHWA Academic Study Program, employees pursue graduate or undergraduate study in areas relevant to the FHWA’s priorities. This program provides the FHWA an avenue to develop technical expertise throughout the organization. Managers and supervisors should nominate employees for the Academic Study

Program each year in the Spring. Supervisors also can assist employees in developing their skills and abilities by providing local training funds for college courses in work-related areas.

■ Encourage participation in rotational assignments and exchange programs.

- Management will identify assignments that provide new experiences for employees to expand their knowledge and skills. Such assignments allow employees to gain valuable insight into future career choices. The Intergovernmental Personnel Act, as well as inter-modal details, provide strong career development experience. The Office of Personnel and Training can provide information about these options, along with other diversity materials.

III. Human Resource Management

■ Enhance careers of existing staff.

- Managers, supervisors, and senior-level employees should seek opportunities to serve as mentors to FHWA employees. Mentors provide valuable information about the organization's philosophy and culture, as well as career guidance. The Office of Personnel and Training will guide supervisors and employees about possible mentoring programs.

- The FHWA encourages increased participation of minorities and women on special assignments, such as task forces, work groups, and promotion panels. These assignments can broaden work experiences and facilitate employee growth and development.

■ Evaluate positions for possible job restructuring.

- To increase advancement opportunities for women and minorities, managers and supervisors may identify opportunities for restructuring of duties and developing employees' capabilities through training, developmental assignments, and work details. Managers and supervisors also may consider developing upward mobility positions that provide a bridge to higher-grade professional or administrative positions.

■ Enhance benefits and working conditions.

- To help employees meet their child care needs, the Office of Personnel and Training will provide resource and referral information. Field offices also will have access to information on the possible establishment of on-site or near-the-site Federal child care centers.

- The FHWA, in conjunction with the Office of the Secretary, is investigating increased work place

"We've got to pay attention to the quality of life issues . . . I want this Department to be on the cutting edge of quality of life issues in the Federal government."

Samuel K. Skinner

Secretary, U.S.

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June 13, 1990

flexibilities including "flexiplace" (electronic commuting), alternative work schedules, and "job sharing."

- The FHWA has given comments to the Office of Personnel and Management (OPM) on proposed regulations for improving employment opportunities for spouses of relocated employees. When OPM has issued these regulations, we will inform all FHWA employees.

- When making mobility assignments, managers should consider the special situations some employees may have, such as single-parent households or two-career families.

IV. Recruitment

■ Enhance recruitment of minorities, women, and people with disabilities.

- The FHWA has developed a nationally coordinated Recruitment Strategy, which is updated annually. The FHWA's recruitment activities also are integrated and coordinated with other DOT efforts.

- Recruitment in Headquarters and in the field is continuous. We have increased outreach to target groups that remain underrepresented in the FHWA work force. The FHWA is working with representatives in high schools, colleges, and other institutions and associations to reach a diverse audience...and potential pool of new employees. Contacts with college and university deans are being fostered to ensure the FHWA receives referrals of qualified candidates from diverse backgrounds.

- Another facet of FHWA's strategy includes advertising. Advertisements for FHWA job openings will appear broadly in media targeted to minorities, women, and persons with disabilities. The FHWA also will publicize employment opportunities at workshops, professional seminars, and conferences.

■ Use existing minorities and women staff members as role models for outreach and recruiting.

- Recruitment requires special skills and talents...being selected as a recruiter is an honor. The FHWA recruiters are proud of our organization and their work, and they present themselves positively. These employees receive guidance and training on diversity, effective recruitment methods, and interviewing techniques. This training prepares FHWA recruiters for their roles, speaking and meeting with potential recruits throughout the Nation. Our recruiters represent all levels of the FHWA and reflect the diversity of our work force.

- Managers at all levels should encourage all employees, including minorities and women, to participate in recruitment activities. Recruitment activities in both Headquarters and field offices involve visits to colleges and

"If the public sector is to reach the nation's talented students, it must become more effective in recruiting minorities."

**Leadership for America
Volcker Commission
1989 p.30**

universities, career fairs, and, informally, at professional conferences.

■ Continue to focus on Career Training Programs.

- Career training programs are an excellent vehicle for developing a diverse work force. Recruiters will continue to reach out to the wide variety of transportation professionals needed to achieve our diversity goal.

- The Departmental Management Training Program for administrative careers and the Presidential Management Intern Program provide opportunities for developing new professionals through training and rotational assignments. The FHWA will continue to support and participate in these programs.

■ Increase emphasis on student employment programs.

- The cooperative education program enables the FHWA to reach students interested in pursuing a variety of transportation careers. The program supports them in their studies and exposes them to work experiences that encourage professional growth. In addition, after a successful co-op work experience, students are more likely to accept the FHWA as a permanent career choice.

- Other employment programs that could lead students to a career

"Ultimately, the quality of the public service depends on its ability to recruit first rate personnel..."

**Leadership for America
Volcker Commission
1989 p.xxv**

with the FHWA are the Stay-in-School, Summer Employment, and Federal Junior Fellowship Programs.

■ Expand communication of recruitment activities.

• We will use the FHWA Electronic Bulletin Board System (FEBBS) to communicate recruitment activities, such as the following:

- Career fairs at colleges and universities.
- Recruitment for the Highway Engineer Training Program (HETP).
- Seminars and conferences sponsored by professional engineering societies.

■ Use new pay provisions for recruitment.

• The Federal Employees Pay Comparability Act of 1990 provides agencies several new tools to use to recruit employees.

These tools, such as travel pay for interviews or pay for first duty station moves, may remove barriers that otherwise keep candidates from choosing Federal careers.

■ Participate in efforts to increase the Nation's pool of transportation professionals.

• The FHWA is supporting the joint efforts of several transportation organizations to learn how young people make career choices. By supporting the Transportation and Civil Engineers Careers Center (TRAC), these organizations are establishing an outreach program to encourage transportation careers. We will continue work with the following organizations to support this effort:

- American Association of State Highway and Transportation Officials (AASHTO).
- American Road and Transportation Builders Association (ARTBA).
- Associated General Contractors (AGC).
- Institute of Transportation Engineers (ITE).

All FHWA employees are encouraged to participate in local and parallel activities that not only support transportation education, but also benefit the Nation's future work force.

Accountability

Accountability is necessary to be sure that organizational change occurs in the FHWA. We will use the performance appraisal process to evaluate progress and accomplishments related to our diversity goals.

Performance standards for managers and supervisors will include diversity goals. The overall performance rating for these individuals will reflect their achievements under these standards. Progress and accomplishments will serve as a basis for granting performance awards.

While managers and supervisors are responsible for providing leadership in reaching the diversity goal, ***every employee has a role and must take responsibility for reaching the goal of a diverse, productive work environment.***

"The Diversity approach recognizes that individuals celebrate their differences and are reluctant to give them up. Individuals are not asked to fit a certain mold to be successful at all levels.

Diversity assumes that there is mutual adjustment.

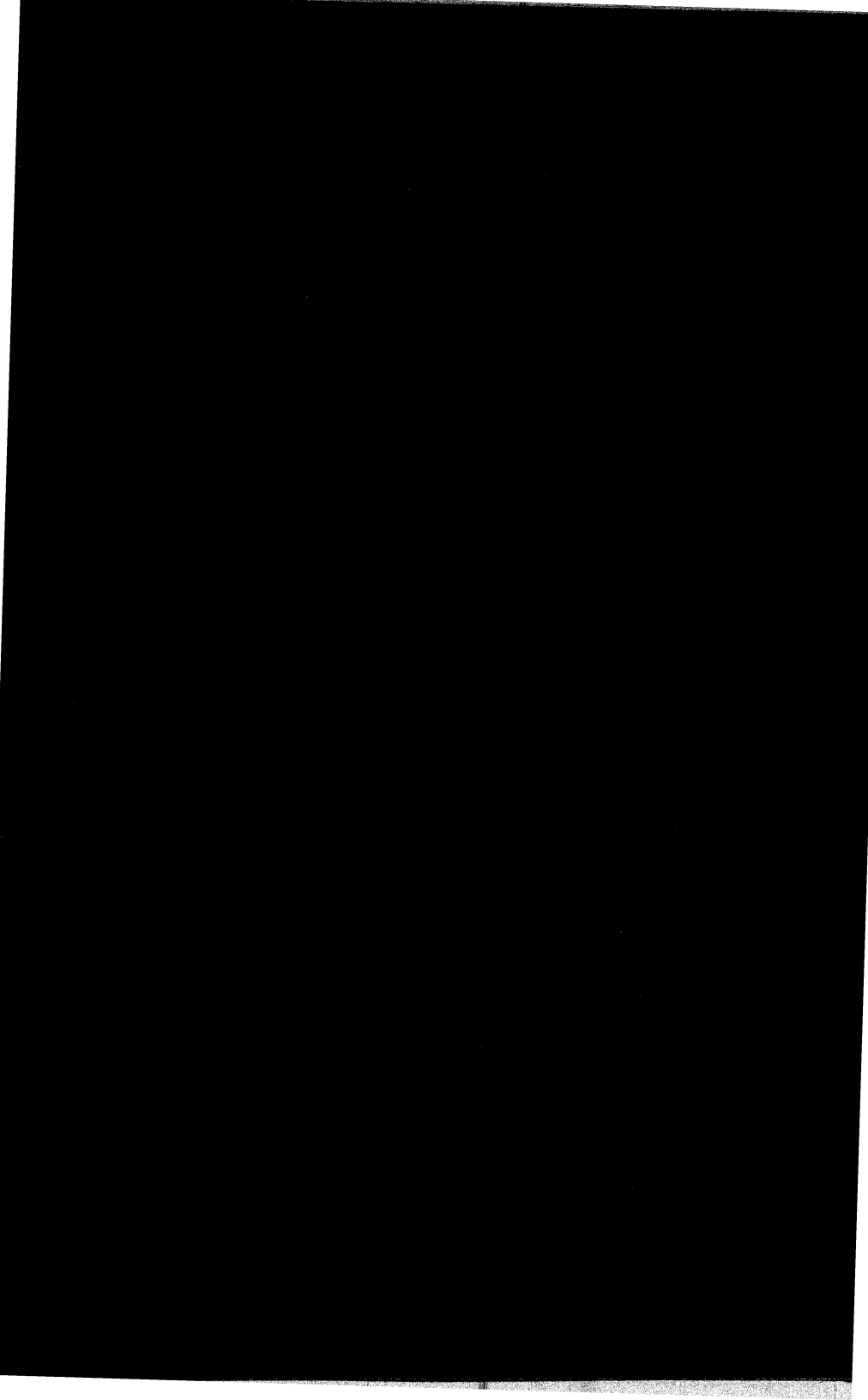
The diverse organization believes that there is a richness to be gained from a diverse rather than homogenous work force. All individual differences are needed, valued, utilized and rewarded."

**DOT Diversity Special
U.S. Department of Transportation**

Celebrate Diversity

Diversity is a matter of working together as a team...accepting, valuing, and celebrating the differences we bring to our daily work world.

Diversity promotes innovation in the work place, building a stronger, more effective agency for the future. An FHWA work force that is representative of all Americans will better prepare us for the challenges to come in the 21st century.





*Moving America
Into the 21st Century*



US Department
of Transportation
Federal Highway
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