U.S. Department
of Transportation

Federal Highway Administration

FHWA's Human Resources Report To Employees:

Our Workforce Highlights, Trends, and Other Interesting Facts

Message from the Administrator

Mary E. Peters

I am pleased to present to you the first annual FHWA Human Resources Report. This report provides information about workforce statistics, trends, new initiatives, and other interesting facts. It provides a picture of the FHWA's workforce and quality of work life primarily for FY 2001 and FY 2002. For instance, the report presents the characteristics of our employees by location, occupation, grade level, gender, ethnicity, and targeted disabilities. The report also contains information about the investments made for training and professional development that help our employees maintain their roles as leaders in transportation. There are also updates of a number of initiatives that help to improve the quality of work life for our employees, such as the Telecommuting Program.

Since FY 1999, the FHWA has held four consecutive employee surveys. Results from these surveys consistently confirm that "internal communications and career advancement " are areas that continue to receive low scores from employees. I believe that FHWA's Human Resources Report to Employees is an important first step in helping to address internal communications problems within FHWA. It is hoped that the information in this report will help to bridge the gap between the perception and the reality of these critical workforce issues.

Finally, I would like to thank the FHWA's Office of Administration, particularly, the Office of Human Resources, and the FHWA Human Resource Management Committee (HRMC), for realizing the need for this report. The FHWA is committed to improving employee satisfaction and the quality of work life. I hope you find this report both informational and useful in helping you understand our workforce. As always, your feedback and suggestions for improvement are welcomed. Please forward all comments regarding this brochure to the Office of Human Resources Director, Jerry Hawkins, c/o Cynthia McMickens at cynthia.mcmickens@fhwa.dot.gov or call 202-366-6363.

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I. Our Workforce

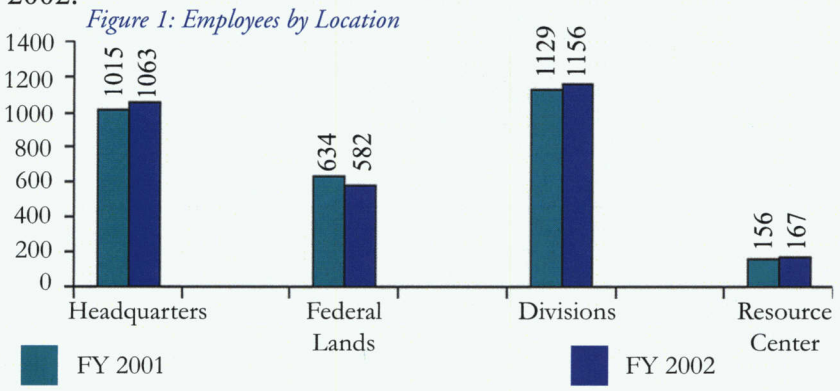
Total Number of Employees

Did you know that by the close of **FY 2001** (September 30, 2001), the FHWA's **workforce** included **2,934 employees**? This number increased by **34** new employees, bringing the total number of FHWA employees to **2,968** by the close of **FY 2002** (September 30, 2002). The information in this report was developed primarily from data provided through the ***Consolidated Personnel Management Information System (CPMIS)***. Take a moment and review the information. See if your perceptions agree with the actual state of the FHWA workforce.

Employees By Location

For purposes of this report, the primary FHWA locations will be referred to as: **Headquarters, the Resource Center, Federal Lands, and Divisions**. From FY 2001 to FY 2002, the number of FHWA employees at the Headquarters, Division and Resource Center offices increased by 48, 27, and 11 employees respectively, while the number of employees at the Federal Lands location decreased by 52 employees for that same timeframe. Does this mean that the FHWA lost 52 and gained 86 new employees? Not necessarily. It is important to note that many numbers noted in this report also reflect the movement of employees within the organization. This movement could result from personnel actions such as promotions or lateral transfers. ***Figure 1*** below shows FHWA employees by location for FY 2001 and FY 2002.

Figure 1: Employees by Location



Employees By Occupation

Figures 2a, 2b, and 2c on pages 2 and 3 show FHWA's employees by occupation for FY 2001 to 2002. However, these figures do not reflect all occupational categories; rather, they show primary occupations where employees represented at least 2 percent of the overall FHWA workforce. Note that the percent of employees for most occupational categories did not undergo much change from FY 2001 to FY 2002. The category titled "Other" represents all occupations not reflected in figures ***2a, 2b, and 2c***, where the total number of employees for each occupation represented less than 2 percent of the overall FHWA workforce. While figure ***2c*** also provides the actual numbers for FHWA employees by occupational category, figures ***3, 4, and 5*** provide further demographic information by grade level, gender, and ethnic representation. For ***Figure 5,*** the total number of employees by ethnic representation does not equal 2,934 for FY 2001 or 2,968 for FY 2002. Rather, the numbers shown in this figure represents ***only those employees*** who chose to provide their ethnic identification.

Fig. 2a: FY 2001 Employees by Occupation

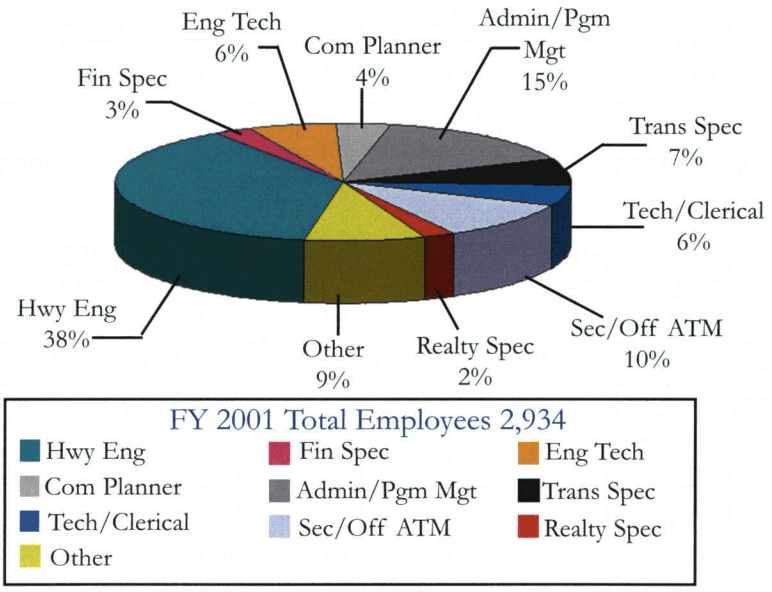


Figure 2b: FY 2002 Percent of Employees by Occupation

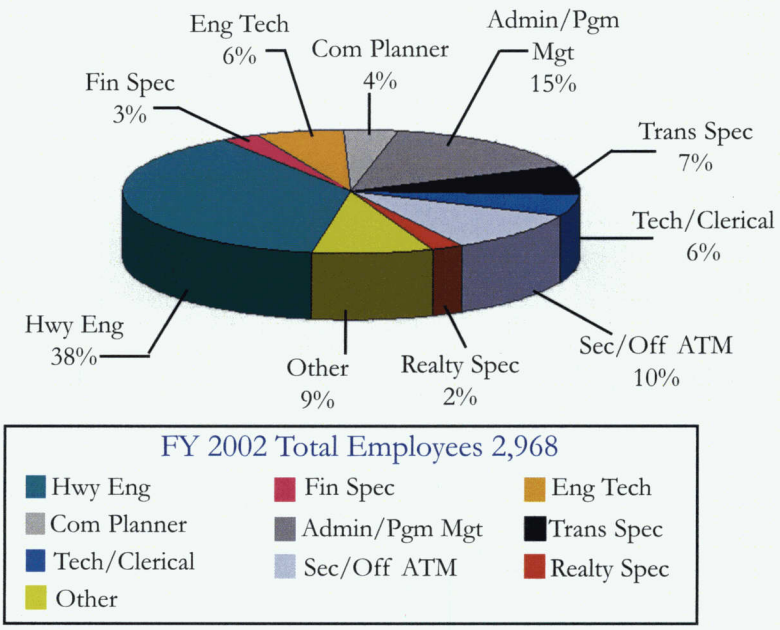


Figure 2c: Actual Number of Employees by Occupation

Occupation	30-Sep-01	30-Sep-02
Hwy Engineer	1107	1138
Fin Spec	84	87
Eng Tech	178	177
Com Planner	113	121
Adm./Pgm Mgt.	440	438
Trans Spec	218	212
Tech/Clerical	173	179
Sec./Off ATM	300	301
Realty Spec	72	60
Other	249	255
Total Employees	**2934**	**2968**

Figure 3: Employees by Grade Level

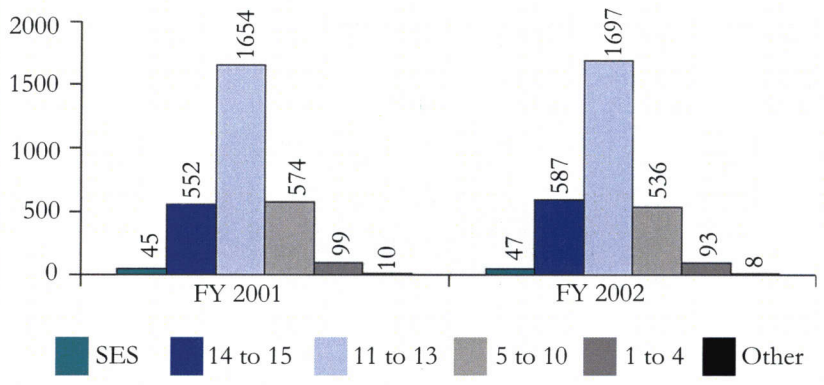


Figure 4: Employees by Gender

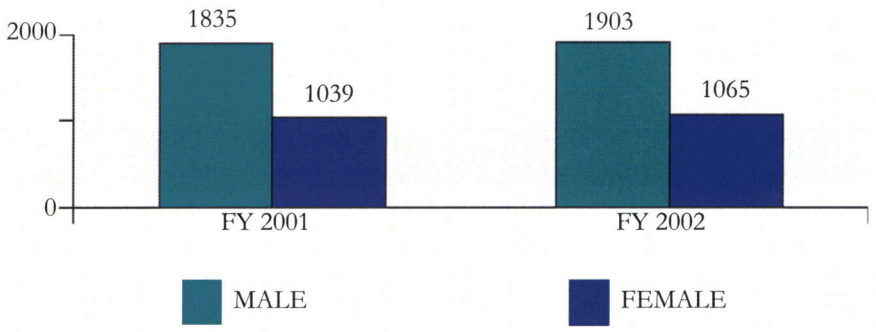
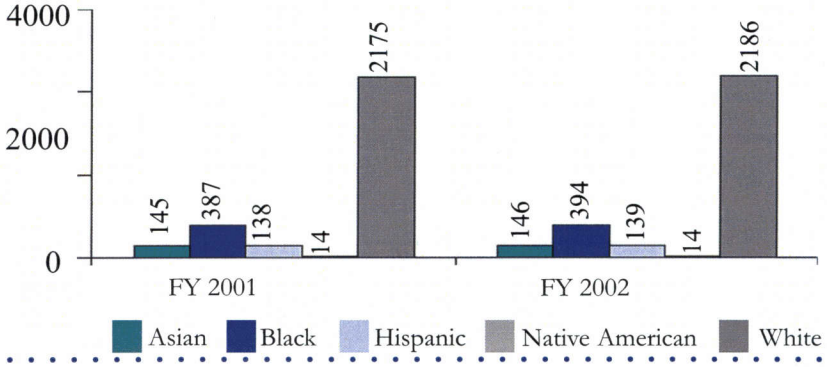


Figure 5: Employees by Ethnic Representation



Our Workforce by Persons with Targeted Disabilities

Section 501 of the Rehabilitation Act of 1973 requires Federal agencies to develop affirmative action programs for hiring, placement, and advancement of people with disabilities. An individual with a disability is defined ***as one who has a physical or mental impairment that substantially limits one or more of the person's major life activities and has a record of such an impairment or is regarded as having such an impairment "targeted" for emphasis in Federal affirmative action planning including: deafness, blindness, missing extremities, partial paralysis, complete paralysis, convulsive disorders, mental retardation, mental illness, and distortion of limbs and/or spine.***

In FY 2000, the President issued Executive Order 13163, requiring Federal agencies to hire a total of 100,000 persons with disabilities from FY 2001 to FY 2005. The Office or Personnel Management assigned the U.S. Department of Transportation a goal of hiring 3,000 "targeted" disabled individuals by FY 2005, as its pro-rata share of the overall recruitment goal. The FHWA has a goal of hiring 189 "targeted" disabled individuals by the close of FY 2005. During FY 2001, the FHWA had a total of 177 employees, as compared to the 173 employees in FY 2002*, who identified themselves* as having a "targeted" disability. We stress the words "***identified themselves***" because employees are not required to identify themselves as having a "targeted" disability. For this reason, it is important to note that the decrease in the number of employees with targeted disabilities from FY 2001 to FY 2002 does not necessarily represent a loss or departure by that component of the workforce. Rather, the difference could also reflect FHWA employees' decisions to exclude or not to identify themselves as having a "targeted" disability.

During FY 2003, the FHWA dedicated four slots, which resulted in a successful recruitment. An additional four slots are targeted for FY 2004, making use of temporary, full time slots for 2-year appointments into professional and technical positions. Individuals hired will be provided with the necessary accommodations to ensure that they can successfully lateral into permanent, critical occupations. The Office of Human Resources will ensure that managers have resumes from skilled, qualified disabled individuals using various resume databases and targeted recruitment resources.

II. Training Investments

The FHWA's overall central training budget usually represents 3 percent of all FHWA salaries. The budget has three specific components, each using one-third of the overall obligations. The components include the Professional Development Program for trainees, direct allotments to all organizations, and special training initiatives, many of which are managed by the Office of Human Resources.

Which component of the organization do you believe spends the most for central training: Headquarters, the Resource Center, Federal Lands, or the Federal-aid offices?

Figure 6: Central Training Funds Obligated by Location

By Organization	FY 2001	FY 2002
Headquarters	$409,562	$282,363
Resource Center	$230,091	$195,992
Federal Lands	$107,078	$112,014
Divisions	$999,703	$1,098,913
Office of Human Resources	$2,098,625	$2,208,678
TOTAL	**$3,845,059**	**$3,897,960**

Figure 6 shows that Headquarters and the Resource Center used fewer dollars for training in FY 2002 than in FY 2001, while the Federal Lands and Federal-aid Division offices used more funding for training for that same time frame. ***Figure 7*** shows the total number of courses completed.

Figure 7: Training Completed by Location

Completed	2001	2002
Headquarters	844	856
Resource Center	258	137
Federal Lands	1966	1461
Divisions	2311	2687
TOTAL	**5379**	**5141**

Other Interesting Training Facts

CENTRAL TRAINING FUNDS RESERVED FOR AND USED BY NEW MID-CAREER HIRES FOR USE WITHIN FIRST 15 MONTHS AFTER JOINING THE FHWA

- **$1,100 per Headquarters Employee**
- **$2,700 per Federal Lands/Federal-aid Division Employee**
- **$3,300 per Resource Center Employee**

Leadership Development Facts

The total number of employees taking general leadership training courses increased by **163** employees from FY 2001 to FY 2002. As shown in ***Figures 8, 9, and 10***, the number of employees taking leadership training classes increased significantly by ethnic representation (with the exception of one ethnic category, Native American employees), gender, and organization from FY 2001 to FY 2002.

Also of significance is the number of employees participating in the more formal leadership and executive training programs. Most of the participation numbers remained constant from FY 2001 to FY 2002, with the exception of the participation rates for the Executive Potential Program, which realized an increase of three employees, and the Presidential Management Program, which declined to participate in FY 2002.

Figure 8: Employees Taking Leadership Training by Ethnic Representation

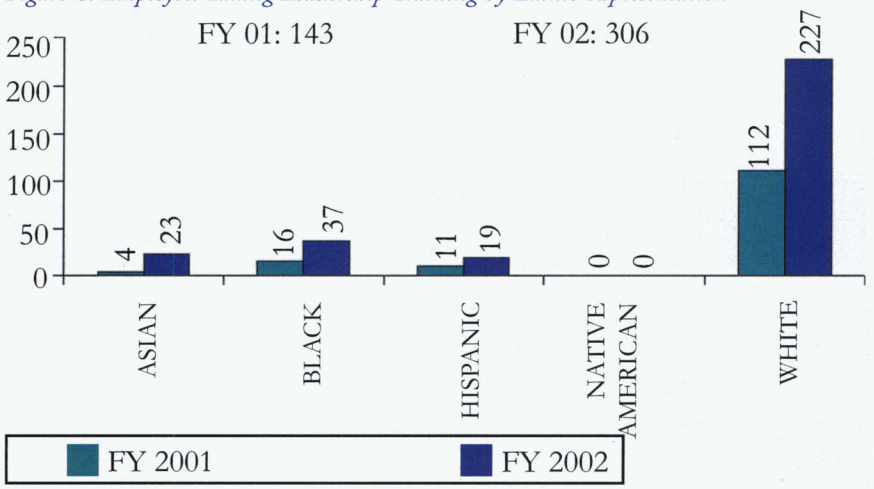


Figure 9: Employees Taking Leadership Training by Gender

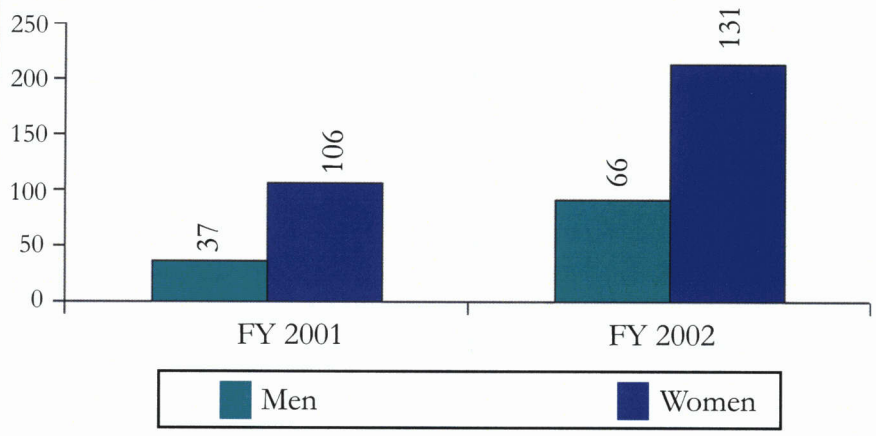


Figure 10: Employees Taking Leadership Training by Location

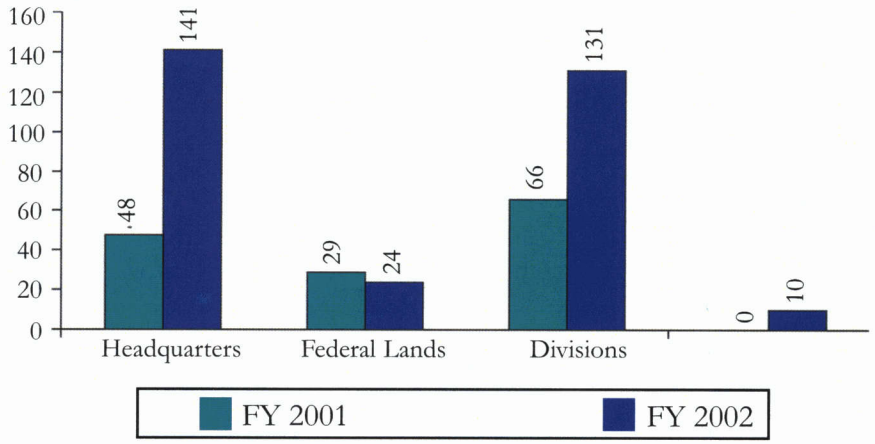


Figure 11: Other Formal Leadership and Executive Training

Leadership Programs	FY 2001	FY 2002
Executive Potential	3	6
Executive Leadership	5	5
Presidential Management Program	1	0
Academic Study Program	8	8
TOTAL	**17**	**19**

III. Professional Development Program (PDP)

The FHWA fills a majority of the professional entry-level positions at the grade 5, 7, and 9 levels through its Professional Development Program (PDP). The FHWA's PDP is a 24-month program with three major elements: On-the-Job Training, Developmental Assignments, and a Professional Development Academy. The PDP is structured to be flexible to meet the needs of new hires in all disciplines and at all entry grades. The PDP participant is assigned to a single FHWA Office (a Sponsoring Office) for the duration of the program. The program helps participants begin contributing quickly to the work of the Sponsoring Office as they develop key skills and gain experience. It is important that they be productive immediately upon graduation, as they will be placed directly into responsible program delivery positions.

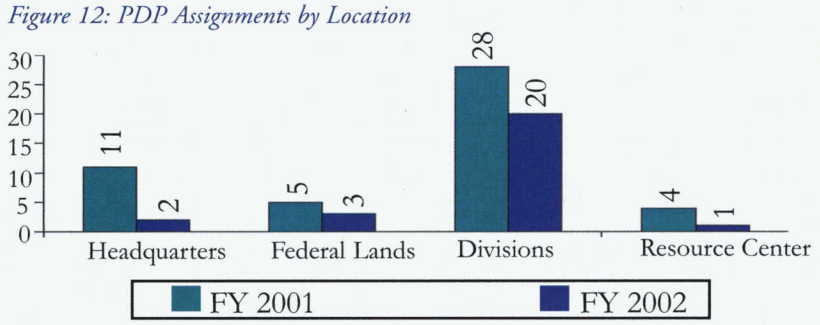
BACKGROUND AND INTERESTING FACTS

- Implemented FY 2000 as the Highway Engineer Training Program
- Includes centralized and decentralized positions
- Headquarters PDP Team allotted 59 centralized positions

IMPLEMENTATION HISTORY:

- FY 1999 - 21 hires - transitioned into PDP from the former Highway Engineer Training Program
- FY 2000 - 31 hires - 21 centralized, 10 decentralized
- FY 2001 - 48 hires - 44 centralized, 4 decentralized
- FY 2002 - 26 hires - 20 centralized, 6 decentralized
- **RECRUITMENT**: All disciplines, with emphasis on the "vital few" program areas.

Figure 12: PDP Assignments by Location



IV. Student Outreach and Employment Program

For more than a decade, the FHWA has used a variety of student educational and employment programs to inform students of the various career opportunities available at the DOT and FHWA. Most of the programs are managed by and budgeted through Administration's Office of Human Resources. Other programs are delivered by other offices within the organization, including the Office of Civil Rights and the National Highway Institute, as a means to assist the FHWA in meeting other strategic initiatives. The Office of Human Resources coordinates with each of the DOT and FHWA student program managers to ensure that students who have successfully matriculated from these programs are aware of all levels of education and employment opportunities available to them, thus enabling them to develop within the DOT and FHWA career pipelines. The Student Outreach and Employment Programs that the FHWA either manages or participates in include the:

Summer Transportation Internship Program for Diverse Groups (STIPDG), an intermodal internship program, managed by the Office of Human Resources and operating since 1991, offers interns an exciting 10-week agenda of transportation research, work experience, and field trips, introducing students to the many aspects of the complex field of transportation. Students from various disciplines work on current issues facing the transportation industry. The participation rate increased to 79 students in FY 2002, with interns placed throughout DOT including 47 FHWA; 8 FAA; 5 FMCSA; 5 MARAD; 6 OST; 3 RSPA; 2 FTA; 1 BTS; 1FRA; and 1 CG. http://www.fhwa.dot.gov/education/STIPDG.htm

Figure 13: STIPDG Class of 2002

79 Participants in the Class of 2002		
	Men	Women
Total by Gender	34	45
Native American	2	0
Asian	3	5
Black	10	20
Hispanic.	6	4
White	13	16

National Summer Transportation Institute (NSTI), managed by the FHWA's Office of Civil Rights, offers secondary school students a 4-week, structured opportunity to explore careers in transportation at 1 of 40 prestigious participating colleges/universities in the United States. http://www.nrc.scsu.edu/

Transportation and Technology Academy of Cardozo High School (TransTech) and the Paul Laurence Dunbar (Pre-Engineering) High School Programs (Wash., DC), managed by the Office of Human Resources, includes special partnerships with local public schools. **Cardozo's TransTech** works to bridge the gap between the classroom and workplace by enabling students to learn about, visit, and work in transportation, http://myschoolonline.com/page/0,1871,0-44016-13-235,00.html. **Dunbar's Pre-Engineering** places emphasis on applied mathematics, technology, science, and communications to prepare students for careers in engineering, technology, and applied sciences. http://www.k12.dc.us/dcps/schools/schoolprofiles/DCPSswsc.html

Student Temporary Employment Program (STEP) and the Student Career Experience Program (SCEP), formerly the Cooperative Education Program (COOP), managed by the Office of Human Resources, Administrative Service Teams' HR Offices in Lakewood, Colorado and Atlanta, Georgia, and the Federal Lands Division offices, offer high school, undergraduate, and graduate students paid work experiences in a variety of occupations where needed nationwide. http://www.studentjobs.gov/../textonly/agency-fed-hwy-admin.htm

Dwight David Eisenhower Transportation Fellowship Program, managed by the FHWA's National Highway Institute's Universities and Grants Programs, is designed to attract the Nation's brightest minds to the field of transportation by providing both students and faculty at the Nation's colleges and universities with opportunities to expand and deepen their understanding of transportation-related fields and to retain top talent in the transportation industry of the United States. http://www.nhi.fhwa.dot.gov/interns.asp#ddetfp

Garrett A. Morgan Technology and Transportation Futures Program, a DOT information outreach initiative, provides education awareness about transportation careers with three primary goals: build a bridge between America's youth and the transportation community, support the development of improved educational technology that provides better ways for people to acquire new skills, and ensure that America's transportation workforce is literate and competitive. http://education.dot.gov/

V. Telecommuting Update

The FHWA's Telecommuting Program policy has been revised and approved as of February 3, 2003. The policy has been revised to conform to Public Law 106-346, §359. Among FHWA's policy highlights are the Agency's support for using home-based telecommuting, along with the task-based and center-based telecommuting opportunities. Details, a copy of the most recent policy, and necessary application forms are available on-line and can be downloaded via StaffNet by going to the: Personnel Management Manual Chapter 12, http://www.fhwa.dot.gov/legsregs/directives/orders/pmm/ch12.htm

As of June 23, 2003, a total of 17 percent of the FHWA workforce are documented as participating in one of the three approved types of telecommuting. These include regular center and home-based telecommuting and task-based telecommuting.

Figure 14: Telecommuting Participation

	Number of telecommuters prior to 2/3/03	Number of telecommuters after 2/3/03 and as of 6/23/03
Regular telecommuters (at least once a week)	44 (27.3%)	94 (19.1%)
Other regular telecommuters (less than weekly)	22 (13.7%)	64 (13.0%)
Task based telecommuters	95 (59.0%)	335 (67.9%)
TOTAL	**161**	**493**

VI. Interesting Facts: How We Fare Marketwise

- **2002 Salary for FHWA Civil Engineers (GS-0810 Series)**
  - $73,749 Average
  - $72,400 Median Salary

- **Average 2001 Salary for FHWA Civil Engineers**
  - $37,688 GS-7
  - $45,357 GS-9

- **2000 Salary Table Bureau of Labor Statistics (latest available for Civil Engineers)**
  - $62,530 Federal
  - $56,830 Local
  - $54,630 State
  - $54,500 Private & Architectural Firms

VII. Awards and Incentives

The FHWA Awards and Incentives budget was $2.3 million in FY 2001 and increased to $2.6 million in FY 2002.

For FY 2001, the total number of Individual Awards presented was 3,406, totaling $1,953,376 which, when averaged, equals around $423 per person. The total number of Group Awards presented was 1,299, totaling $413,950.

For FY 2002, the total number of Individual Awards presented was 3,361, totaling $2,091,190 which, when averaged, equals approximately $622 per person. The total number of Group Awards presented was 1,260, totaling $422,174.

VIII. Workforce Projections

Drawing on the initial workforce planning data for the years 2003-2007, the FHWA anticipates that approximately 1,000 members of the current workforce will become eligible for retirement. Many of those employees currently are serving in mid-to-senior-level, mission-critical occupations. As a means to address these and other projected losses, the FHWA has developed both a short-term and long-term retention and recruitment plan to address the projected gaps in our future workforce. The FHWA's overall recruitment plan includes all occupational levels, but primarily focuses on its seven mission critical occupations. These occupations include the following series: 0810—Civil Engineering, 0020—Planning, 0028—Environment, 05xx—Financial Management, 0802—Engineering Technicians, 1170—Realty (Right of Way) and 2101—Transportation Specialists. The following projections were developed using the Agency's historical trends in accessions, retirements, promotions, and separations, as well as current workforce plans.

Figure 15: Projected Vacancies for FY 2003-FY 2005

Table A-1
FHWA's Annual Projected Vacancies by Occupation and Grade Level Requiring External Recruitment/FY 2003

	GS-14/15	GS-11/12/13	GS-5/7/9
Mission Critical Occupations	19	93	20
Other Occupations	3	65	46
FHWA FY2003 Total	22	158	66

Table A-2
FHWA's Annual Projected Vacancies by Occupation and Grade Level Requiring External Recruitment/FY 2004

	GS-14/15	GS-11/12/13	GS-5/7/9
Mission Critical Occupations	19	93	20
Other Occupations	3	65	46
FHWA FY2004 Total	22	158	66

Table A-3
FHWA's Annual Projected Vacancies by Occupation and Grade Level Requiring External Recruitment/FY 2005

	GS-14/15	GS-11/12/13	GS-5/7/9
Mission Critical Occupations	19	93	20
Other Occupations	3	65	46
FHWA FY2005 Total	22	158	66

IX. Other Interesting Facts

RECRUITMENT ON-LINE APPLICATION DATA SYSTEM (ROADS)

The FHWA has fully implemented its web-based staffing system using a commercial product called Quickhire. Applicants can now submit resumes on-line and respond to specific questions related to the position for which they are applying. Based on responses to the questions, the system determines an applicant's basic qualifications for positions that are advertised.

Since its initial implementation in December 2002, the FHWA's ROADS has been used to advertise 66 positions, which have resulted in 11 selections to date.

Additionally, the Department has selected *QuickHire* (the system and vendor we are using for our Recruitment Online Application Data System as the automated system to be used throughout the department. The Department has also identified the FHWA as the Executive Agent to perform case examining for the rest of the modes (excluding FAA).

THE ALL EMPLOYEE SURVEYS

The Office of Human Resources and HRMC annually conduct the FHWA Employee Survey. In odd numbered years, we conduct a full length, 70-question survey; in even numbered years, we conduct a 10-question survey. The surveys are designed to assess the FHWA work climate, directly supporting our strategic goal, Organizational Excellence, as well as our efforts in the Human Resource Development Corporate Management Strategy. Surveys are used to allow employees to express personal perceptions about their work experiences and environment, while enabling the Leadership Team an opportunity to identify critical issues, measure progress, and address concerns. Surveys are anonymous and voluntary and responses are confidential. No name is required, and demographic information is used only for statistical analysis.

For More Information, Visit Our Websites:

FHWA Office of Human Resources

http://staffnet.fhwa.dot.gov/opt/hrhome.htm

FHWA Human Resources

Management Committee

http://staffnet.fhwa.dot.gov/opt/hrcommit/index.htm

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