



Department of Transportation Civil Rights Strategic Plan Fiscal Year 2011 - 2015

“Roadmap for a Model Civil Rights Program”



Letter from the Director

December 2010

The Department of Transportation (DOT) Departmental Office of Civil Rights' (DOCR) Director serves as the Chief Advisor to the Secretary of Transportation and Operating Administrations' (OA's) Civil Rights Offices on civil rights issues. The DOT Civil Rights functions are executed through the OA's Offices of Civil Rights, which administer compliance, training, and enforcement, based on Federal laws and modal authority, to their stakeholders and Federal funds recipients.

This Civil Rights Strategic Plan is in sync with my vision of "speaking with one voice" on civil rights matters throughout the Department. The rationale is *to ensure that our internal and external civil rights programs are vigorously administered and millions of Americans and visitors to the United States can safely and fully access our Nation's transportation systems.* This encompasses enforcement of civil rights laws and executive orders; advancing environmental justice and sustainability through livable communities; and, assuring that everyone, regardless of their ability, has access to highways, streets, transit stations, vehicles, airplanes, and airports, including physical and language access. Finally, DOT must develop a diverse and collaborative workforce that will enable the Department to advance a transportation system that services the Nation's long-term social, economic, security, and environmental needs.

The DOT Civil Rights strategic plan outlines our goals regarding Oversight, Leadership, and Accountability, which are our top priorities. Our DOT Senior Leadership participates in the implementation of our key goals. We are committed to non-discrimination within the DOT workforce and Federal funding for transportation recipients to ensure that funded recipients provide all civil rights protections to their riders and beneficiaries.

Camille M. Hazeur

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INTRODUCTION

Background

The U.S. Department of Transportation is a vital resource to the American people who come from all lifestyles and geographic regions. For that reason, civil rights is integral to the U.S. Department of Transportation. When we think of the Department of Transportation, instantly, our thoughts go out to the different modes and how those modes continually serve the people. However, these modes would not exist but for the workforce and the meaningful service, they provide. Consequently, the public we serve depends on our transportation system and us. To continue our success in making the U.S. Department of Transportation a viable agency, the civil rights program must be equipped to handle the job.

We believe the Civil Rights Strategic Plan is the vehicle to help us achieve our goals and to sustain our current momentum towards delivering a better service, a safer system, and an unequalled product. In order to reach our goals, the U.S. DOT will need employees who are well trained, highly motivated, knowledgeable, successful, and diverse.

This strategic plan will guide leadership to adhere to the principles of equal opportunity and to ensure that all employees receive the proper tools to perform and deliver a quality product and service. By delivering the action-oriented training outlined in the plan, increasing the opportunities for our workforce to collaborate with their counterparts, and by rewarding good work ethics and behaviors, our success will continue.

Furthermore, the No FEAR Act requires that Federal agencies undertake “an examination of trends, causal analysis, and practical knowledge gained through experience and any actions planned, or taken to improve complaint, or civil rights programs of the agency.” We examined this data and find there was a decline in the number of Federal court cases resulting in judgments, and there was a sixty-eight percent decline in awards, or compromise settlements. Additionally, administrative cases declined by twenty one percent¹.

In order to continue to strive for 100% equality, we believe this strategic plan will be the vehicle that delivers the best long term results.

¹ Annual Report to Congress on the Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002, FY 2009, Departmental Office of Civil Rights.

DOT Civil Rights Overview

Within the Office of the Secretary, the Director of the Departmental Office of Civil Rights (DOCR) is the designated advisor to the Secretary on civil rights matters. This responsibility includes working closely with and providing leadership, policy, guidance, monitoring, and technical assistance to the Department’s Secretarial Officers and Operating Administrations Civil Rights Offices concerning civil rights matters.

Since nondiscrimination principles apply across the spectrum of civil rights, the Department has divided its activities along two broad categories:

- 1. INTERNAL civil rights programs affecting DOT employees and applicants for employment.*
- 2. EXTERNAL civil rights programs relating to the beneficiaries and potential beneficiaries of the various transportation programs receiving Federal financial assistance through DOT.*

Each OA has an Office of Civil Rights, or individuals assigned these responsibilities to ensure civil rights compliance for their respective organization and programs.

Strategic Goals Overview

Goal 1: Oversight

Improve compliance with civil rights laws, regulations and policies in DOT programs and activities.

Goal 2: Leadership

Improve integration of civil rights in every aspect of DOT culture and operations.

Goal 3: Accountability

Increase accountability for achieving civil rights objectives.

How to Read This Strategic Plan

This plan is formatted to give the reader a comprehensive, yet understandable view of DOT Civil Rights strategic direction for the fiscal years 2011- 2015. The plan has two main sections: Introduction and Goals.

The Introduction provides a summary of where DOT Civil Rights has come and where it is going. The goal sections provide a roadmap for implementing the Strategic Plan. Each goal section includes the goal statement followed by outcomes with strategies, performance indicators, and external factors.

- The outcomes define what will be accomplished as a result of working toward achieving the goal.
- The strategies represent multi-year plans of action for achieving the goal by teaming up resources for their most efficient and effective use.
- The performance indicators identify what DOT Civil Rights will evaluate in determining progress and achievement. They are linked to outcomes and are quantifiable measurements that reflect the **critical success factors** (See Appendix). They reveal a high-level snapshot of the DOT Civil Rights.
- The external factors are those issues outside of the organization which may influence DOT Civil Rights' ability to achieve the goal in the intended time or manner. External factors can be economic, demographic, social or environmental. Key external factors could also include conditions or events that would affect the agency's ability to achieve its strategic goals if they do not occur. For example, achievement of goals can depend on the actions of other Federal entities, state governments, local governments, and non-Federal entities.

DOT Civil Rights Mission Statement

- To identify and eliminate barriers to employment, contracting, and transportation opportunities.
- To promote equal employment opportunity and non-discrimination in the recruitment, hiring, development, and retention of a highly skilled workforce.
- To ensure equal access to opportunity, non-discrimination, and compliance with external civil rights programs and services.
- To eliminate unlawful discrimination in the DOT workforce, programs and activities.

Our Shared Values

FAIRNESS: We embrace the concept of fairness and will apply it in our work with all customers and delivery of all of our programs.

PROFESSIONALISM: We exemplify the highest standards of excellence, integrity, and respect in the work environment.

CUSTOMER FOCUS: We strive to understand and meet the needs of our customers through service, innovation and creativity. We are dedicated to delivering results that matter to the American people.

COMMUNICATION: We communicate effectively, both by sharing information and by being receptive to listening and receiving information.

TEAMWORK AND COLLABORATION: We work together in a collaborative spirit to achieve the goals in this strategic plan. We support each other, respect differences in people and ideas, and work as ONE DOT.

COOPERATION: We provide assistance when needed and work out details in our programs and processes to avoid unnecessary redundancies.

INTEGRATION: From the Departmental Office of Civil Rights (DOCR) to the operating administrations' civil rights offices, we operate a pro-active and seamless civil rights program.

OUR SHARED VALUES

FAIRNESS

PROFESSIONALISM

CUSTOMER FOCUS

COMMUNICATION

TEAMWORK AND
COLLABORATION

COOPERATION

INTEGRATION



LIST OF ACRONYMS

AC	Airport Concession
ADA	American Disabilities Act
ADR	Alternative Dispute Resolution
CSF	Critical Success Factor(s)
DBE	Disadvantaged Business Enterprise
DOT	Department of Transportation
DOCR	Departmental Office of Civil Rights
DOJ	Department of Justice
OA	Operating Administration
OPM	Office of Personnel Management
STEM	Science, Technology, Engineering, Math

GOAL 1: OVERSIGHT

Improve compliance with civil rights laws, regulations and policies in DOT programs and activities.

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Improve compliance with civil rights laws, regulations and policies in DOT programs and activities.

Compliance assures that equal access and inclusiveness are integrated in the workplace. This integration maximizes all of DOT’s opportunities to attract, retain and utilize talent in its workforce. Compliance helps to yield high performance from its employees, teams and leaders. This translates into optimal government service, which serves our goal of ensuring that all DOT employees stand ready to help DOT in ensuring safe transportation systems for all Americans and in supporting economic competitiveness, livable communities, and environmental sustainability in the United States. Thus, compliance with civil rights laws and rules assures that our workforce is able to accomplish the extraordinary mission and goals of the Department and its operating administrations.

OUTCOMES

The Oversight Goal has three outcomes

1. Achieved DOT hiring goal for individuals with targeted disabilities
2. Reduced barriers to DOT programs and activities
3. Increased minority, women and individuals with disabilities participation in DOT programs

STRATEGIES

Table 1.1 shows the strategies needed to achieve each outcome.

Outcomes	Strategies
<p>1. Achieved DOT hiring goal for individuals with targeted disabilities</p>	<p>1.1 Utilize the OPM “Shared Register” of applicants with disabilities under Schedule “A”.</p> <p>1.2 Continue and increase collaboration with the Office of Human Resources on developing recruitment plans.</p>
<p>2. Reduced barriers to DOT programs and activities</p>	<p>2.1 Increase compliance reviews led by civil rights.</p> <p>2.2 Advocate a medium for ADR.</p> <p>2.3 Improve the work environment by involving all partners in workplace decisions.</p> <p>2.4 Vigorously enforce Federal laws protecting recipients and beneficiaries.</p> <p>2.5 Conduct Agency-wide Barrier Analysis.</p> <p>2.6 Establish Research and Data Analysis Division to maintain a pulse on critical issues to assess civil rights compliance.</p> <p>2.7 Retool existing resources (i.e., FTE) for analyses.</p> <p>2.8 Reduce civil rights internal and external complaints and appeals.</p> <p>2.9 Fully utilize high-performing teams focused on mission-critical strategies.</p> <p>2.10 Determine when progress is being made on department-wide civil rights compliance and enforcement.</p>

Table 1.1

Outcomes	Strategies
3. Increased minority, women and individuals with disabilities participation in DOT programs	3.1 Provide more opportunities for stakeholder meetings. 3.2 Promote marketing strategies. 3.3 Conduct outreach and educational strategies to increase and maintain diversity.
Table 1.1 (cont.)	

PERFORMANCE INDICATORS

Table 1.2 shows the performance indicators that will be used to measure progress toward the outcomes.

Outcomes	Performance Indicators
1. Achieved DOT hiring goal for individuals with targeted disabilities	<ul style="list-style-type: none"> • Targeted outreach • Use of Schedule "A"/Special Appointing Authority (FAA) • Participation rates in DOT workforce • Manager and supervisor attitudes • Reasonable accommodations • Training effectiveness • Accessibility to DOT facilities
2. Reduced barriers to DOT programs and activities	<ul style="list-style-type: none"> • Barrier Analysis results • Participation in outreach programs • Applicant Flow Data • Plan to address barriers • Utilization Barrier Analysis Plan • Quality research and data analysis • Dedicated resources for Barrier Analysis • Audits completed • Accessibility • Contracts AC/DBE • Open communications • ADR participation • Equal opportunity
3. Increased minority, women and individuals with disabilities participation in DOT programs	<ul style="list-style-type: none"> • Responsiveness to outreach efforts • Expanded outreach tools • Participation rates in DOT workforce • Training effectiveness
Table 1.2	

External Factors

Several external factors could significantly affect our ability to achieve our goal to ***improve compliance with civil rights laws, regulations and policies in DOT programs and activities.***

Management Challenges—In order for DOT to develop into a model civil rights program, it will call for consistent and visible commitment by the leaders throughout the Department. Also, it will be contingent on the civil rights directors and leaders to engage the active involvement of their senior leadership to assure systematic direction and coordination of civil rights goals, policies, and priorities.

Use of Enforcement Authority (Internal & External)—Legal mandates in and of themselves cannot bring about a model for civil rights, they must be implemented. With civil rights goals of sufficient breadth and specificity, the agency can establish systematic compliance priorities and strategies. Under Title VI, seeking voluntary compliance rather than fund termination has only resulted in delays and interminable negotiations. The credibility of DOT's total civil rights effort could be diluted if litigation is not a viable alternative to the imposition of administrative sanctions.

Human Resources—Without sufficient staff and other resources to carry out its civil rights responsibilities, DOT will be challenged to meet EEO targets with maximum effectiveness.

GOAL 2: LEADERSHIP

*Improve integration
of civil rights in every
aspect of DOT culture
and operations.*

Goal 2: LEADERSHIP

Improve integration of civil rights in every aspect of DOT culture and operations.

DOT civil rights leaders can contribute substantive, creative solutions to meet Departmental goals and become an integral, contributing factor to DOT planning and success. We strive to realize full integration of civil rights principles in our workplaces and delivery of our programs. We resolve to be leaders in pursuing best practices and achieving results. The civil rights community looks forward to working with Departmental and Operating Administration leadership to facilitate a transportation system that fully accessible for all.

OUTCOMES

The Leadership Goal has five outcomes.

1. Full integration of civil rights laws, regulations, and principles in the DOT Strategic Plan (and Operating Administrations)
2. Improved harmony and diversity in the workplace
3. Improved work environment and the delivery of transportation services
4. Increased funding for civil rights programs
5. Fully accessible transportation systems for all

STRATEGIES

Table 2.1 shows the strategies needed to achieve each outcome.

Outcomes	Strategies
<p>1. Full integration of civil rights laws, regulations, and principles in the DOT Strategic Plan (and Operating Administrations)</p>	<p>1.1 Lead the effort through the Diversity and Inclusion Council to eliminate any barriers in the application process (i.e., educate about the Federal application process, how to identify transferrable, job-related skills, mentoring managers on how to improve the Performance Descriptions).</p> <p>1.2 Minimize stove piping by engaging in new networking approaches.</p> <p>1.3 Ensure equitable training opportunities for the workforce.</p> <p>1.4 Implement real time problem-solving with recipients without the need for a formalized process.</p> <p>1.5 Ensure inclusion of civil rights in preliminary and ongoing strategic planning.</p> <p>1.6 Establish a mechanism for open discussion among civil rights community.</p> <p>1.7 Strengthen the civil rights workforce.</p> <p>1.8 Management support of a civil rights agenda with a requisite commitment to enforcement options.</p>

Table 2.1

Outcomes	Strategies
<p>2. Improved harmony and diversity in the workplace</p>	<p>2.1 Improve work environment for the delivery of transportation services and safety.</p> <p>2.2 Foster organizational excellence in the delivery of transportation services by supporting diversity and inclusiveness.</p> <p>2.3 Establish a skilled ombudsman program</p> <p>2.4 Engage with HR to improve recruitment efforts to increase diversity.</p> <p>2.5 Conduct efficient and effective training for managers on this goal.</p>
<p>3. Improved work environment and the delivery of transportation services</p>	<p>3.1 Ensure mandatory training for all first-time managers at DOT includes a civil rights component.</p> <p>3.2 Develop an expansive outreach effort to include Science, Technology, Engineering, and Math (STEM) majors and children to increase visibility of transportation as a future job.</p> <p>3.3 Create a DOT human capital/CR task force to collaboratively establish policies, practices, processes, and workforce planning.</p> <p>3.4 Ensure the workforce training needs are analyzed and resources put in place to meet needs.</p> <p>3.5 Utilize MOU's to promote diversity and inclusion in the workforce.</p>
<p>4. Increased funding for civil rights programs</p>	<p>4.1 Develop Resource Allocation Plan business case(s) to support budget request.</p> <p>4.2 Ensure CR practitioners know how to advance budget requests.</p> <p>4.3 Establish a training program plan to improve CR Business Operations Plan.</p>
<p>5. Fully accessible transportation systems for all</p>	<p>5.1 Develop a National Transportation Map that identifies gaps that are preventing full integration of all underserved communities into the transportation system.</p> <p>5.2 Collaborate with Access Board, DOJ to create a written plan for nationwide access.</p> <p>5.3 Accelerate projects to close accessibility gaps.</p> <p>5.4 Develop trigger points to coordinate accessibility requirements to ensure access.</p> <p>5.5 Ensure DOT facilities and information are accessible.</p> <p>5.6 Project demographic shifts, relying on census data, to anticipate accessibility needs.</p>

Table 2.1 (cont.)

PERFORMANCE INDICATORS

Table 2.2 shows the performance indicators that will be used to measure progress toward the outcomes.

Outcomes	Performance Indicators
1. Full integration of civil rights laws, regulations, and principles in the DOT Strategic Plan (and Operating Administrations)	<ul style="list-style-type: none"> • Inclusion of civil rights in DOT Strategic Plan • Senior leadership commitment • Participation of civil rights • Resource capacity for civil rights responsiveness • Onboard to relevant civilian workforce for each job category
2. Improved harmony and diversity in the workplace	<ul style="list-style-type: none"> • High performing teams • Supportive organizational culture • Clearly defined policies and procedures • Social networking
3. Improved work environment and the delivery of transportation services	<ul style="list-style-type: none"> • High performing teams • Supportive organizational culture • Clearly defined policies and procedures • Social networking
4. Increased funding for civil rights programs	<ul style="list-style-type: none"> • Budget sophistication • Budget acumen • Shared information • Subject Matter Experts
5. Fully accessible transportation systems for all	<ul style="list-style-type: none"> • Information on accessibility investments • Directed resources to priority accessibility • Remediation Plan

Table 2.2

External Factors

This external factor that could significantly affect our ability to achieve our goal to *improve integration of civil rights in every aspect of DOT culture and operations*.

Decision-making Protocols—By cultivating a stronger association with the Department’s decision making structure, DOT civil rights can reinforce its impact on the Department’s superordinate goal of safety.

GOAL 3: ACCOUNTABILITY

*Increase
accountability for
achieving civil rights
objectives*

Goal 3: ACCOUNTABILITY

Increase accountability for achieving civil rights objectives

The concepts set forth in this plan need the Secretary of Transportation's strong endorsement. This level of support will clearly demonstrate to executives the importance of civil rights to the Department's mission, as well as their responsibility in achieving DOT's goals for recruiting, hiring, and retaining a skilled and talented workforce, and ensuring that recipients of Federal financial assistance comply with Titles VI and IX and Section 504 of the Rehabilitation Act.

OUTCOMES

The Accountability Goal has three outcomes.

1. Increased participation rates for groups with low participation rates
2. Increased civil rights awareness for customers and stakeholders
3. Increased civil rights training participation for all DOT employees

STRATEGIES

Table 3.1 shows the strategies needed to achieve each outcome.

Outcomes	Strategies
1. Increased participation rates for groups with low participation rates	1.1 Evaluate the availability and quality of civil rights related data. 1.2 Create a data clearinghouse for stakeholders. 1.3 Reinforce management's awareness of data for employee groups which show a low participation rate. 1.4 Advocate provision of reasonable accommodation to attract and retrain employees with targeted disabilities.
2. Increased civil rights awareness for customers and stakeholders	2.1 Integrate technology to ensure broad dissemination of civil rights information to customers and stakeholders. 2.2 Improve civil rights' web presence on DOT.gov (i.e., add link to Civil Rights on DOT home page for every Operating Administration). 2.3 Increase awareness and quality of data.
3. Increased civil rights training participation for all DOT employees	3.1 Create and maintain a non-discriminatory environment. 3.2 Ensure that rating officials have clear guidance on performance expectations on the EEO for all Performance Plans. 3.3 Improve civil rights complaint processing to reduce settlement costs and need for disciplinary actions.

Table 3.1

PERFORMANCE INDICATORS

Table 3.2 shows the performance indicators that will be used to measure progress toward the outcomes.

Outcomes	Performance Indicators
1. Increased participation rates for groups with low participation rates	<ul style="list-style-type: none"> • Management awareness • Utilization of civilian labor force data • Employee usability • Workforce awareness • Utilization of reasonable accommodation policy/procedures • Employee's needs met (e.g., reasonable access, work environment, career enhancement, etc.)
2. Increased civil rights awareness for customers and stakeholders	<ul style="list-style-type: none"> • Stakeholder usability Website accessibility to customers/stakeholders • Interest in participating in DOT programs and activities • Utilization of civil rights resources
3. Increased civil rights training participation for all DOT employees	<ul style="list-style-type: none"> • Participation in (civil rights) education • Management/Supervisor coaching • Management/Supervisor participation in mediation • Performance plans that include civil rights competencies

Table 3.2

External Factors

These external factors could significantly affect our ability to achieve our goal to ***increase accountability for achieving civil rights objectives.***

Sustainable Funding--Funding is a very critical factor in the success of this goal. Without the funding required to conduct barrier analysis, the Department would be unable to determine what areas need improvement in its EEO and external civil rights programs.

Real time Data/Standards—How to determine when progress is being made. Data that present an accurate and timely snapshot can inform our progress on milestones , as well as contribute to our commitment to program and performance transparency for our customers and stakeholders. Improvements to how Departmental civil rights data is collected, organized and shared will need to be determined in order to keep up with increasing reporting requirements and demands.

CROSSWALK WITH DOT STRATEGIC PLAN 2011–2015

The following table displays the alignment of this Plan’s strategies with the DOT Strategic Plan goals and strategies. It further exemplifies that DOT Civil Rights understands and supports the needs of the Department.

DOT Goal	DOT Strategy	CR Goal	CR Strategy
Economic Competitiveness	Develop, implement, and track a national transportation workforce development strategy to meet the demands of the rapidly changing 21 st century transportation system.	Leadership	<ul style="list-style-type: none"> 1.1 Lead the effort through the Diversity and Inclusion Council to eliminate any barriers in the application process (i.e., educate about the Federal application process, how to identify transferrable, job-related skills, mentoring managers on how to improve the Performance Descriptions). 1.3 Ensure equitable training opportunities for the workforce. 1.5 Ensure inclusion of civil rights in preliminary strategic planning. 1.6 Establish a mechanism for open discussion among civil rights community. 1.7 Strengthen the civil rights workforce. 2.1 Improve work environment for the delivery of transportation services. 2.2 Foster organizational excellence in the delivery of transportation services by supporting diversity and inclusiveness. 2.3 Establish a skilled ombudsman program 2.4 Engage with HR to improve recruitment efforts to increase diversity. 2.5 Conduct efficient and effective training for managers on this goal. 3.2 Develop an expansive outreach effort to include Science, Technology, Engineering, and Math (STEM) majors and children to increase visibility of transportation as a future job. 3.3 Create a DOT human capital/CR task force to collaboratively establish policies, practices, processes, and workforce planning. 3.4 Ensure the workforce training needs are analyzed and resources put in place to meet needs. 3.5 Utilize MOU’s to promote diversity and inclusion in the workforce. 4.3 Establish a training program plan to improve CR Business Operations Plan.
Economic Competitiveness	Investigate and resolve civil rights-related complaints made by air travelers in a timely manner.	Oversight	<ul style="list-style-type: none"> 2.4 Vigorously enforce Federal laws protecting recipients and beneficiaries. 2.6 Establish Research and Data Analysis Division to maintain a pulse on critical issues to assess civil rights compliance.

DOT Goal	DOT Strategy	CR Goal	CR Strategy
Economic Competitiveness	Establish annual procurement goals for using women-owned and small and disadvantaged businesses, based on the OA's historical achievements, legal authority, potential contracting opportunities, and availability of potential suppliers.	Accountability	<ul style="list-style-type: none"> 1.2 Create a data clearinghouse for stakeholders. 2.1 Integrate technology to ensure broad dissemination of civil rights information to customers and stakeholders. 2.2 Improve civil rights' web presence on DOT.gov (i.e., add link to Civil Rights on DOT home page for every Operating Administration). 3.1 Create and maintain a non-discriminatory environment.
Economic Competitiveness	Conduct extensive outreach to the disadvantaged business community, work closely with each OA, and monitor performance through the Federal Procurement Data System.	Accountability	<ul style="list-style-type: none"> 1.2 Create a data clearinghouse for stakeholders. 2.1 Integrate technology to ensure broad dissemination of civil rights information to customers and stakeholders. 2.2 Improve civil rights' web presence on DOT.gov (i.e., add link to Civil Rights on DOT home page for every Operating Administration). 3.1 Create and maintain a non-discriminatory environment.
Livable Communities	Give communities the tools and technical assistance they need so that they can develop the capacity to assess their transportation systems, plan for needed improvements, and integrate transportation and other community needs.	Leadership	<ul style="list-style-type: none"> 1.5 Ensure inclusion of civil rights in preliminary strategic planning. 1.8 Management support of a civil rights agenda with a requisite commitment to enforcement options. 2.1 Improve work environment for the delivery of transportation services. 2.3 Establish a skilled ombudsman program. 3.5 Utilize MOU's to promote diversity and inclusion in the workforce. 5.1 Develop a National Transportation Map that identifies gaps that are preventing full integration of all underserved communities into the transportation system. 5.2 Collaborate with Access Board, DOJ to create a written plan for nationwide access. 5.3 Accelerate projects to close accessibility gaps. 5.4 Ensure DOT facilities and information are accessible.

DOT Goal	DOT Strategy	CR Goal	CR Strategy
Livable Communities	Work with State, local, and regional governments and agencies to expand the role of transportation alternatives in community development.	Leadership	<ul style="list-style-type: none"> 1.5 Ensure inclusion of civil rights in preliminary strategic planning. 1.8 Management support of a civil rights agenda with a requisite commitment to enforcement options. 2.1 Improve work environment for the delivery of transportation services. 3.2 Develop an expansive outreach effort to include Science, Technology, Engineering, and Math (STEM) majors and children to increase visibility of transportation as a future job. 3.3 Create a DOT human capital/CR task force to collaboratively establish policies, practices, processes, and workforce planning. 5.1 Develop a National Transportation Map that identifies gaps that are preventing full integration of all underserved communities into the transportation system. 5.2 Collaborate with Access Board, DOJ to create a written plan for nationwide access. 5.3 Accelerate projects to close accessibility gaps. 5.4 Ensure DOT facilities and information are accessible.
Organizational Excellence	Promote diversity, equal employment opportunity and affirmative action	Leadership	<ul style="list-style-type: none"> 1.1 Lead the effort through the Diversity and Inclusion Council to eliminate any barriers in the application process (i.e., educate about the Federal application process, how to identify transferrable, job-related skills, mentoring managers on how to improve the Performance Descriptions). 1.3 Ensure equitable training opportunities for the workforce. 1.5 Ensure inclusion of civil rights in preliminary strategic planning. 1.7 Strengthen the civil rights workforce 2.3 Establish a skilled ombudsman program 2.4 Engage with HR to improve recruitment efforts to increase diversity. 3.1 Ensure mandatory training for all first-time managers at DOT includes a civil rights component. 3.5 Utilize MOU's to promote diversity and inclusion in the workforce. 4.3 Establish a training program plan to improve CR Business Operations Plan.

DOT Goal	DOT Strategy	CR Goal	CR Strategy
Organizational Excellence	In collaboration with stakeholders, launch a multimodal workforce development initiative that anticipates demographic shifts.	Leadership	<ul style="list-style-type: none"> 1.1 Lead the effort through the Diversity and Inclusion Council to eliminate any barriers in the application process (i.e., educate about the Federal application process, how to identify transferrable, job-related skills, mentoring managers on how to improve the Performance Descriptions). 1.3 Ensure equitable training opportunities for the workforce. 1.5 Ensure inclusion of civil rights in preliminary strategic planning. 1.7 Strengthen the civil rights workforce 2.4 Engage with HR to improve recruitment efforts to increase diversity. 3.1 Ensure mandatory training for all first-time managers at DOT includes a civil rights component. 3.4 Ensure the workforce training needs are analyzed and resources put in place to meet needs. 3.5 Utilize MOU's to promote diversity and inclusion in the workforce. 4.3 Establish a training program plan to improve CR Business Operations Plan.
Organizational Excellence	Increase the education and training level of our workforce.	Leadership	<ul style="list-style-type: none"> 1.1 Lead the effort through the Diversity and Inclusion Council to eliminate any barriers in the application process (i.e., educate about the Federal application process, how to identify transferrable, job-related skills, mentoring managers on how to improve the Performance Descriptions). 1.3 Ensure equitable training opportunities for the workforce. 1.5 Ensure inclusion of civil rights in preliminary strategic planning. 1.7 Strengthen the civil rights workforce 2.4 Engage with HR to improve recruitment efforts to increase diversity. 3.1 Ensure mandatory training for all first-time managers at DOT includes a civil rights component. 3.5 Utilize MOU's to promote diversity and inclusion in the workforce. 4.3 Establish a training program plan to improve CR Business Operations Plan.

DOT Goal	DOT Strategy	CR Goal	CR Strategy
Organizational Excellence	Hold mandatory training for all first-line supervisors which will focus on fundamental competencies of effective leadership, empowerment, and employee engagement.	Leadership	<ul style="list-style-type: none"> 1.1 Lead the effort through the Diversity and Inclusion Council to eliminate any barriers in the application process (i.e., educate about the Federal application process, how to identify transferrable, job-related skills, mentoring managers on how to improve the Performance Descriptions). 1.3 Ensure equitable training opportunities for the workforce. 1.5 Ensure inclusion of civil rights in preliminary strategic planning. 1.7 Strengthen the civil rights workforce 2.4 Engage with HR to improve recruitment efforts to increase diversity. 3.1 Ensure mandatory training for all first-time managers at DOT includes a civil rights component. 3.5 Utilize MOU's to promote diversity and inclusion in the workforce. 4.3 Establish a training program plan to improve CR Business Operations Plan.
Organizational Excellence	Work with local government entities to improve transit service and neighborhood amenities around DOT field offices and headquarters.	Leadership	<ul style="list-style-type: none"> 1.5 Ensure inclusion of civil rights in preliminary strategic planning. 1.8 Management support of a civil rights agenda with a requisite commitment to enforcement options. 2.1 Improve work environment for the delivery of transportation services. 3.2 Develop an expansive outreach effort to include Science, Technology, Engineering, and Math (STEM) majors and children to increase visibility of transportation as a future job. 3.3 Create a DOT human capital/CR task force to collaboratively establish policies, practices, processes, and workforce planning. 3.5 Utilize MOU's to promote diversity and inclusion in the workforce. 5.2 Collaborate with Access Board, DOJ to create a written plan for nationwide access. 5.3 Accelerate projects to close accessibility gaps. 5.5 Ensure DOT facilities and information are accessible.

DOT Goal	DOT Strategy	CR Goal	CR Strategy
Organizational Excellence	Encourage ONE DOT decision-making via cross-modal work groups to achieve our strategic goals.	Leadership	<ul style="list-style-type: none"> 1.5 Ensure inclusion of civil rights in preliminary strategic planning. 1.8 Management support of a civil rights agenda with a requisite commitment to enforcement options. 2.1 Improve work environment for the delivery of transportation services. 2.3 Establish a skilled ombudsman program 3.5 Utilize MOU's to promote diversity and inclusion in the workforce. 5.1 Develop a National Transportation Map that identifies gaps that are preventing full integration of all underserved communities into the transportation system. 5.2 Collaborate with Access Board, DOJ to create a written plan for nationwide access. 5.3 Accelerate projects to close accessibility gaps. 5.5 Ensure DOT facilities and information are accessible.
Organizational Excellence	Adopt a work culture that advances Open Government principles by increasing transparency and encouraging collaboration in DOT programs, policies, funding, management, and other matters of importance to the public and DOT stakeholders.	Accountability	<ul style="list-style-type: none"> 1.1 Evaluate the availability and quality of civil rights related data. 1.2 Create a data clearinghouse for stakeholders. 1.4 Advocate provision of reasonable accommodation to attract and retrain employees with targeted disabilities. 2.1 Integrate technology to ensure broad dissemination of civil rights information to customers and stakeholders. 2.2 Improve civil rights' web presence on DOT.gov (i.e., add link to Civil Rights on DOT home page for every Operating Administration). 3.1 Create and maintain a non-discriminatory environment.

APPENDICIES

***A. Critical Success
Factors “Tree”***

B. Strategy Maps

A. Critical Success Factor “Tree”

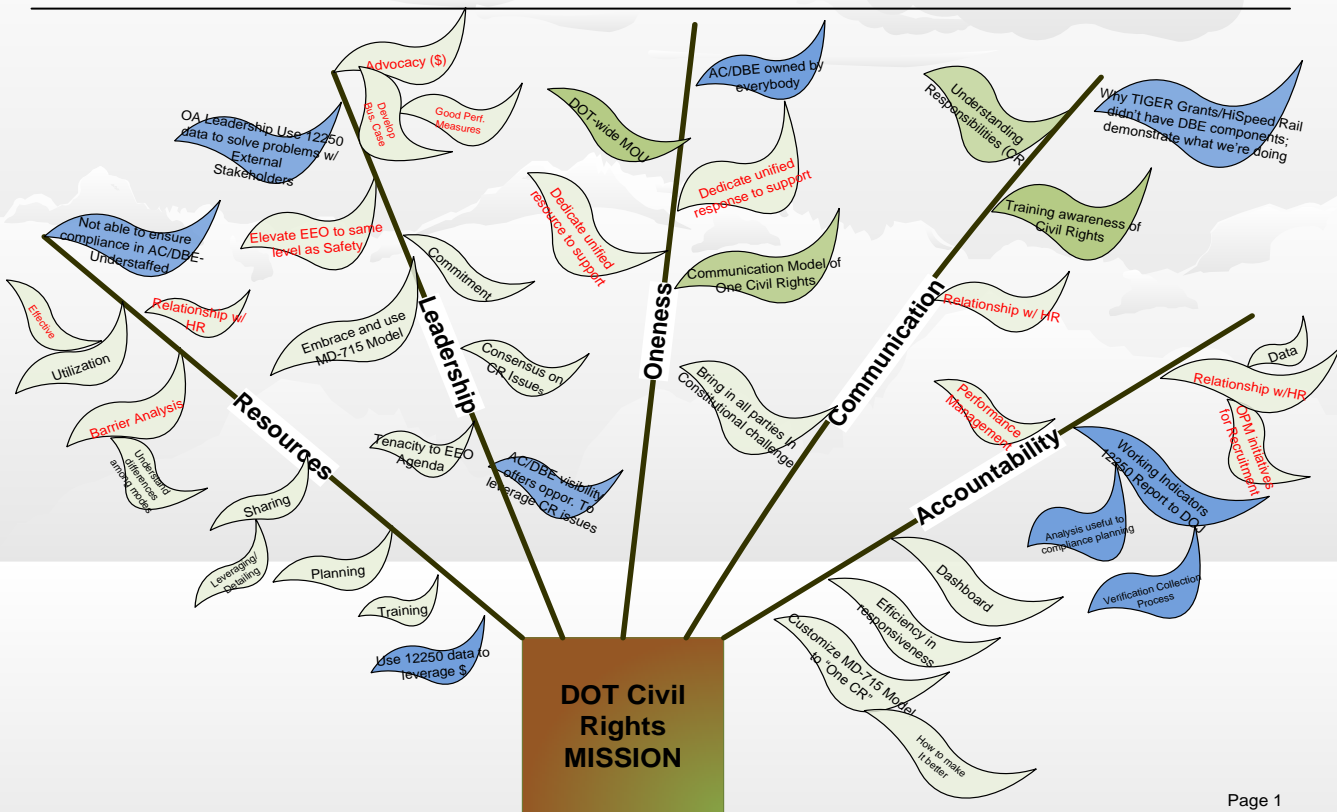
Critical success factors (CSF) are those few things that must go well to ensure success of DOT civil rights. Therefore they represent those managerial or enterprise areas, that must be given special and continual attention to bring about high performance. The CSF’s presented here include issues vital to DOT civil rights’ current operating activities and to its future success. Our critical success factors drive our plan’s strategy forward.

The “tree” on the following page illustrates the six factors that civil rights leadership identified as critical to civil rights achievement of goals and outcomes. They are:

- Resources
- Leadership
- Oneness
- Communication
- Accountability

The branches of the tree display the elements uncritically and without clear prioritization so that, for example, weak opportunities may appear to balance strong threats. The leaves are elements that are significant as an opportunity or threat to success. The green and blue leaves are exclusive to internal and external programs, respectively. Red font indicates a challenge or a threat.

Critical Success Factors "Tree"



B. Strategy Maps

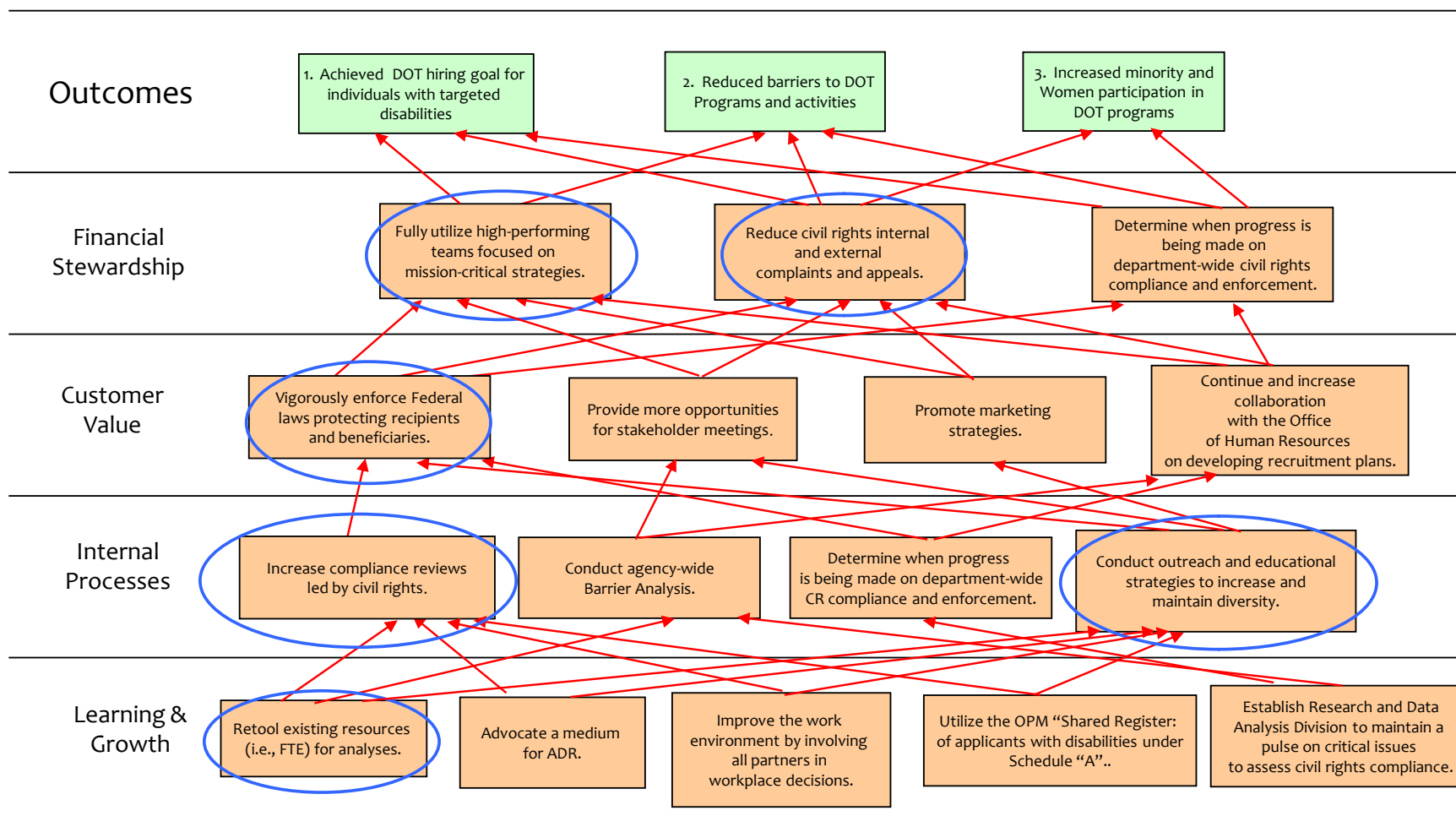
One of the big challenges faced in the development of an annual performance plan and scorecard is deciding what activities and performance indicators/measures to monitor. By providing a simple visual representation of the strategies, along with additional visual cues in the form of the perspectives (Financial, Customer Value, Internal Processes, and Learning and Growth) and causal arrows, DOT Civil Rights' strategy maps will be useful in enabling discussion within the leadership team about what objectives to choose, and subsequently to support discussion of the actual performance achieved.

Each perspective contains one or more strategies that each in turn supports the accomplishment of one or more strategies in the perspective above, thereby building a "map" through strategies up to the outcomes. Strategies circled in blue are essential to the accomplishment of other dependent strategies. The definitions for this standard set of perspectives are:

- Financial Stewardship: Strategy for growth, investment, and risk viewed from the perspective of the stakeholder (Congress, customer, and staff).
- Customer Value: For creating value and differentiation from the perspective of your customers, stakeholders, and staff.
- Internal Processes: Strategic priorities for various business processes which create customer and stakeholder satisfaction.
- Learning and Growth: Priorities to create a climate that supports organizational change, innovation, and growth.

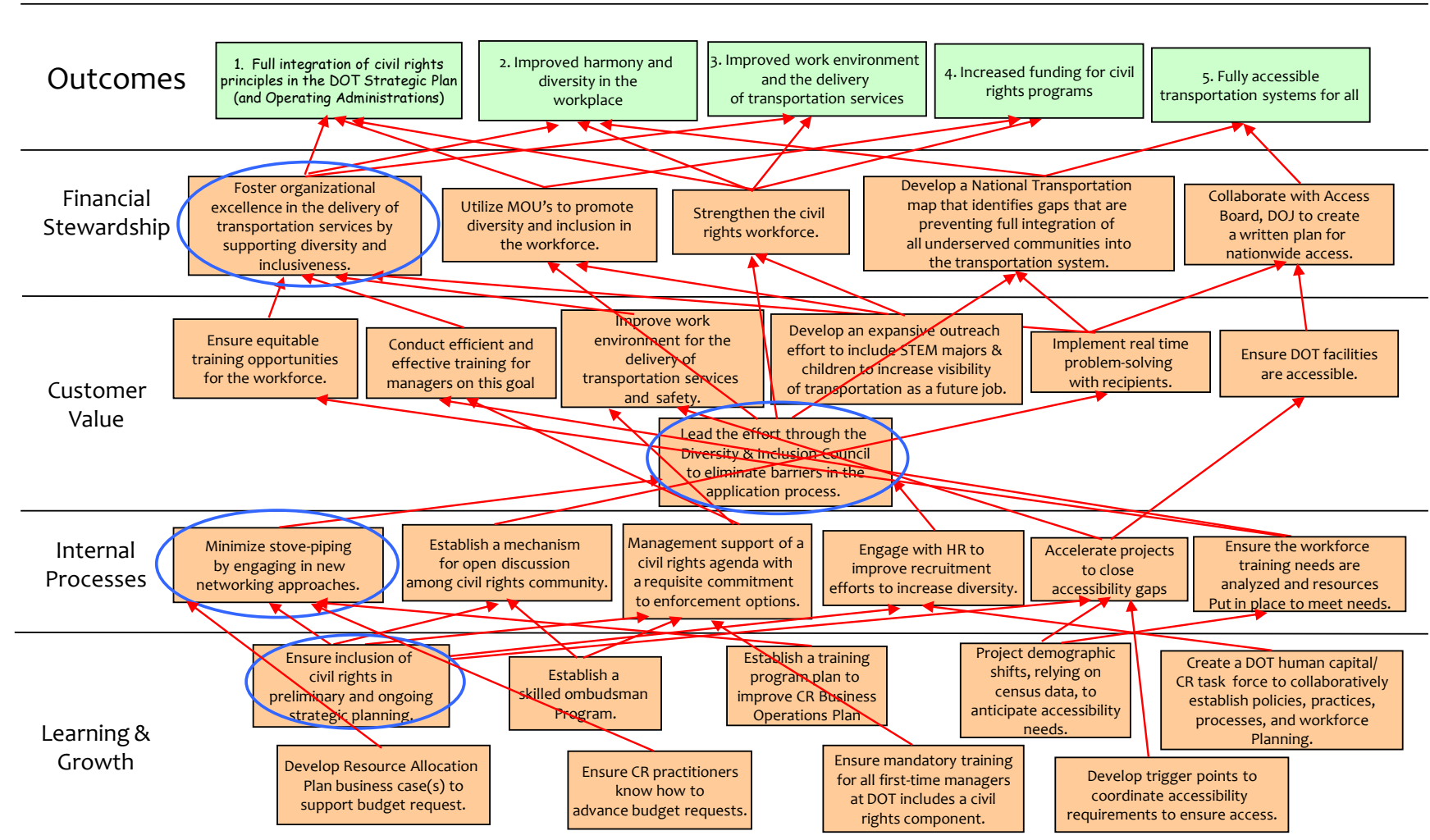
Strategy Map – Oversight Goal

Improve compliance with civil rights laws, regulations, and policies in DOT programs and activities.



Strategy Map – Leadership Goal

Improve integration of civil rights in every aspect of DOT culture and operations.



Strategy Map – **Accountability** Goal

Increase accountability for achieving civil rights objectives.

