

NCHRP Synthesis 54-20: Practices to Promote Gender Equity in the DOT Workforce
DOT Survey Questionnaire

1. Please enter contact information for your agency below. Contact Information.

- ☐ Agency Name
- ☐ Name of primary point of contact for your agency for this survey
- ☐ Title
- ☐ Division
- ☐ Email
- ☐ Phone

2. Does your agency have practices or policies designed to advance gender equity within your workforce?

- ☐ Yes
- ☐ No

If Q2 is NO:

3. Who is in charge of managing diversity and inclusion within your organization (check all that apply)?

- ☐ Civil Rights
- ☐ Cross-functional or multidisciplinary teams/committees/advisory groups
- ☐ Designated diversity manager (e.g. DEI Officer)
- ☐ Human Resources
- ☐ Not applicable
- ☐ Other (please share specific title and/or division): _____

4. Do you have any plans to explore programs, policies, or initiatives to advance gender equity within your workforce?

- ☐ Yes
- ☐ No

If Q4 is YES:

5. What are some examples of the types of programs, policies, or initiatives you are planning to explore (check all that apply)?

- ☐ Recruitment initiatives (gender-inclusive images and language in recruitment materials, gender diverse staff for recruiting events, educational outreach or engagement initiatives, etc.)
- ☐ Retention initiatives (mentoring programs, employee resource groups, etc.)
- ☐ Family-friendly initiatives (flexible schedule, childcare support, etc.)
- ☐ Training programs
- ☐ Implementing new tracking systems
- ☐ Establishing gender targets/metrics
- ☐ Leadership actions (gender equity policies, value statements, accountability processes, etc.)

- Other (please specify):

If Q2 is YES:

3. Who is in charge of managing diversity and inclusion within your organization? (check all that apply)

- Civil Rights
- Cross-functional or multidisciplinary teams/committees/advisory groups
- Designated diversity manager (e.g. DEI Officer)
- Human Resources
- Other (please share specific title and/or division): _____

4. Please describe your governance and personnel systems (check all that apply):

- Human Resources managed in-house
- Human Resources managed at state level
- Civil Service
- Open-hire
- Union
- Non-Union

5. Please select the strategies/practices your organization uses to promote gender diversity in the recruitment process (check all that apply).

Recruitment Practice	Check if Yes
Early outreach initiatives (K-12 career exposure activities)	
Partnerships with educational institutions (secondary schools, technical or community colleges, universities, etc.)	
Partnerships with Minority Serving Institutions	
Partnerships with professional associations or community-based organizations	
Communications and job messaging with gender-inclusive language and imagery	
Review of candidate selection process for gender bias	
Emphasis on gender inclusive policies in the hiring and onboarding process (family friendly workplace, gender-based affinity groups, etc.)	
Ensuring agency recruiters attending outreach events are representative of diverse genders	
Setting specific targets for applicant pool diversity	
Other (please list specific practice):	

6. Please select the strategies/practices your organization uses to promote gender diversity in the retention process (check all that apply).

Retention Practice	Check if Yes
Employee resource groups (race/ethnicity, gender, etc.)	
Diversity committee or task force	
Employee training focused on inclusive workplace culture	
EEO trainings (compliance issues, complaint process, etc.)	
Flexible work schedule	
Remote work option	
Family and adoption leave beyond FMLA	
Onsite childcare	
Financial support for offsite childcare (flexible benefits)	
Support for career development activities (e.g., participation or membership in professional organizations)	
Targeted health and wellness initiatives	
Inclusive spaces (e.g., lactation rooms, gender neutral facilities)	
Other (please list specific practice):	

7. Please select the strategies/practices your organization uses to promote gender diversity in leadership (check all that apply).

Advancement Practice	Check if Yes
Inclusive mentoring programs	
Executive coaching/leadership programs	
Cross-training or rotation programs	
Clear career pathways	
Evaluation of performance review criteria for gender bias	
Evaluation of promotion process for gender bias	
Formal succession plan in place	
Other (please list specific practice):	

8. Which practices does your agency formally assess for impact related to gender equity (check all that apply)?

- ☐ Recruitment practices
- ☐ Retention practices
- ☐ Advancement/Succession practices
- ☐ None
- ☐ Other (please specify): _____

9. Does your agency have evidence of impact for its recruitment, retention, and advancement practices?

Evidence of gender-equity impact	Yes, anecdotal	Yes, supported by data	No
Recruitment practices			
Retention practices			
Succession planning/advancement practices			
Other (please specify):			

10. Please list specific practices that have resulted in the greatest impact for your agency.
(Open response)

11. What metrics does your agency use to gauge progress toward gender equity goals? (check all that apply)

- ☐ Gender diversity of applicant pools
- ☐ Overall gender balance in organization
- ☐ Gender balance by job category in organization
- ☐ Gender balance by job levels (management, entry-level, etc.)
- ☐ Gender balance by race/ethnicity
- ☐ Compensation levels/wage gap
- ☐ Employee satisfaction
- ☐ Harassment/workplace complaints
- ☐ Employee turnover
- ☐ None of the above
- ☐ Other (please specify): _____

12. Does your agency analyze gender equity data in conjunction with other EEOC protected categories (e.g., race, sexual orientation, gender identity, age, disability)?

- ☐ Yes
- ☐ No
- ☐ Unsure

13. Please indicate the type of data your agency uses to assess equity (check all that apply):

	Data disaggregated by gender	Data disaggregated by race/ethnicity
Availability rates for skilled workers by job category (regional or state)		
Agency utilization rates by job categories		
National labor participation rate benchmarks (by occupation)		
State labor participation rate benchmarks (by occupation)		
Employee satisfaction surveys		

Employee exit surveys		
Employee compensation by job		
Workplace complaints		
Workplace harassment complaints		
Harassment investigation results		
None of the above		
Other (Please specify data type): _____		

14. Does your agency share findings related to these data collection and assessment activities?

- ☐ Yes, shared internally
- ☐ Yes, shared publicly
- ☐ No

15. Does your agency emphasize diversity and inclusion in its organizational mission, vision, and/or value statements?

- ☐ Yes
- ☐ No

16. Is an emphasis on gender diversity, equity, and inclusion included in your organization's strategic plan?

- ☐ Yes
- ☐ No
- ☐ Not applicable

17. Are regular communications shared by leadership agency-wide regarding the importance of DEI and progress within the agency?

- ☐ Yes
- ☐ No

18. Is a formal training program related to diversity, equity, and inclusion (DEI) offered to staff in leadership positions?

- ☐ Yes, on voluntary basis
- ☐ Yes, as a required/mandatory training
- ☐ No

19. Is there an accountability process for ensuring managers implement diversity policies and support an inclusive and equitable workplace environment?

- ☐ Yes
- ☐ No
- ☐ Unsure

20. Does your agency have systems in place to review resource content or processes for gender bias (e.g., meeting materials, delegation of work assignments, health and safety guidelines, hiring criteria, etc.)?

- ☐ Yes
- ☐ No

21. Has your agency assessed employees' perspectives on progress toward diversity goals and inclusive workplace culture?

- ☐ Yes
- ☐ No

22. Has your agency attempted to learn about the needs/experiences of employees from different protected EEOC groups based on race, sex, gender identity, sexual orientation, age, disability, etc. by doing any of the following? (check all that apply)

- ☐ Conducting focus groups with underrepresented/protected EEOC groups
- ☐ Interviewing applicable affinity groups
- ☐ Meeting with hiring officials
- ☐ Reviewing exit interview results
- ☐ None of the above
- ☐ Other (please specify practice):

23. Does your agency acknowledge employees' gender identities beyond binary (male/female) options?

- ☐ Yes
- ☐ No
- ☐ Unsure

24. Does your agency have policies, resources, or programs in place to ensure a welcoming environment and to support employees with diverse gender identities, such as respecting pronouns and honoring preferred name?

- ☐ Yes
- ☐ No

25. Are you willing to participate in a brief follow-up interview about this topic?

- ☐ Yes
- ☐ No