

2014 National AASHTO Civil Rights Subcommittee Training Symposium

*Cultivating Stakeholders to Aid in the Implementation of
Civil Rights Programs*

Dr. Audrey L. Andrews

April 30, 2014

Thank You!

- AASHTO and the **Discussion**
Subcommittee on Civil
Rights
• Quick Quiz
• How can change occur?
- MDOT and Dr. Patricia
Collins/committee
• Case study on the HNTB
Partners Program
members
- ADA Answer Questions
- Attendees
- HNTB

Collaboration is our Driver. Opportunity is our Destination

Quick Quiz

1. The Civil Rights Act was passed in Congress on June 18, 1960. (True or False)
2. All transportation programs are required to have Title VI programs. (True or False)
3. Stakeholder is a term used to refer to a person who has a financial interest in an outcome of an act, program, or event. (True or False)
4. If a large firm mentors a DWMBE and/or small business, it will be growing its competition. (True or False)

Cultivating stakeholders to aid in the implementation of civil rights programs

Educate yourself and others

Discover what DWMBE growth means

Understand the programs that are available

Collaborate with others on what is possible

Act on opportunities to use DWMBE talents

Track DWMBE partnerships

Identify, report, and correct violations

Opinions and perceptions count

Necessitate continuous improvement and compliance



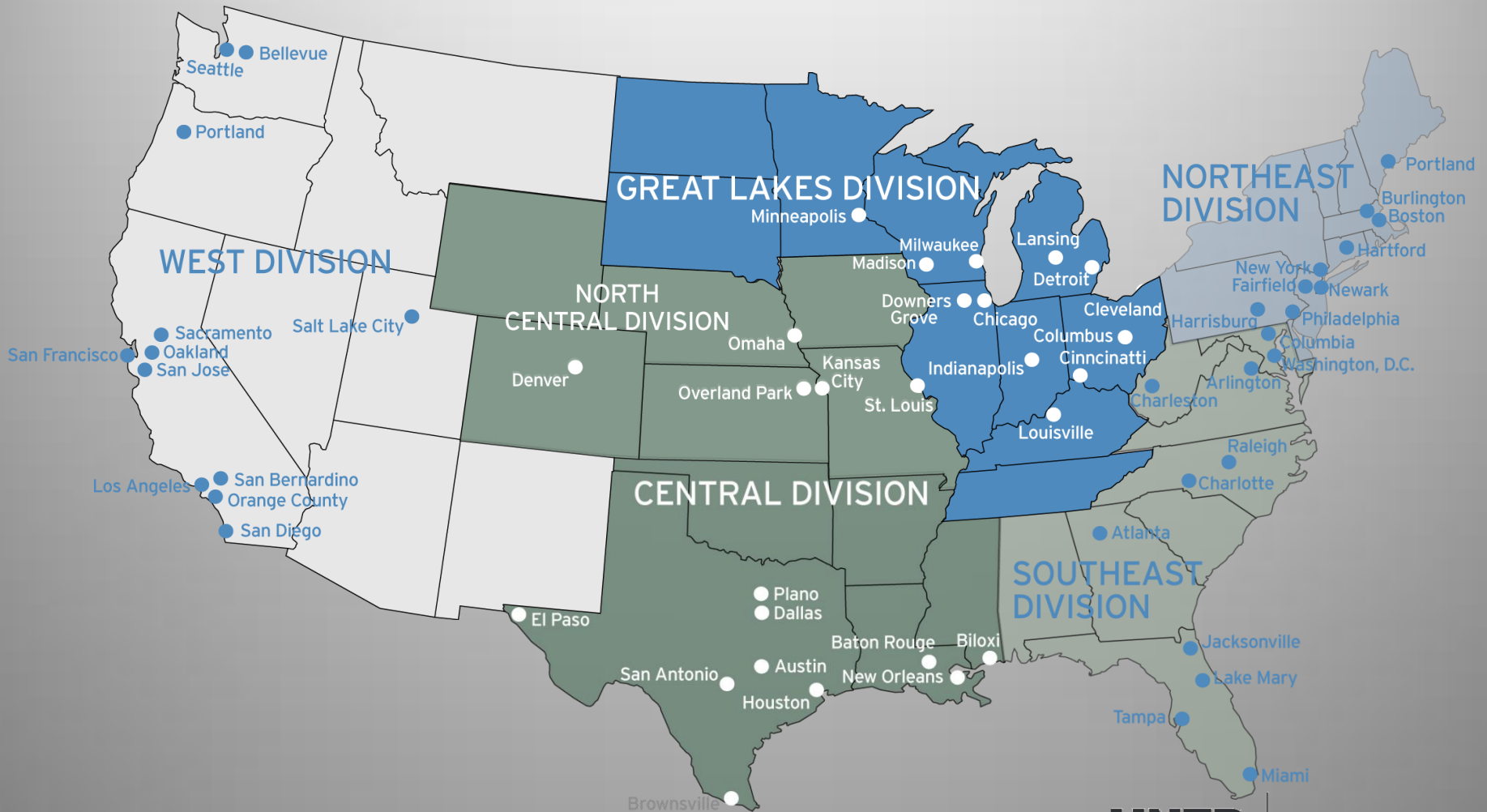
HNTB | PARTNERS
Diversity in Action

Commitment

Partners is the embodiment of HNTB's commitment to maximize opportunity for minorities, women, disadvantaged and small businesses by partnering, mentoring, and providing the tools for success to our local business partners.



HNTB Partners Program



Program Priorities

- Build long-term relationships and partnerships
- Present strong teams for project pursuits
- Diversify project teams
- Augment Client SBE/MBE/DBE/WBE Programs
- Promote and support local business development

Core Principles

1. Long-term Partnering Relationships
2. Enhance the Local Business Environment
3. Corporate Citizenship



Goals

1. Engage qualified partners to build long-term, sustainable relationships that enhances both parties ability to win and deliver quality services to clients.
2. Encourage, assist, and provide guidance to partners in the areas of operations, business management, marketing & sales, and human resource management.
3. Provide a forum for open and continuous communication with partners to deepen industry and technical knowledge through best practices.

Program Start Up

Office Orientation



Identify/Select Partner



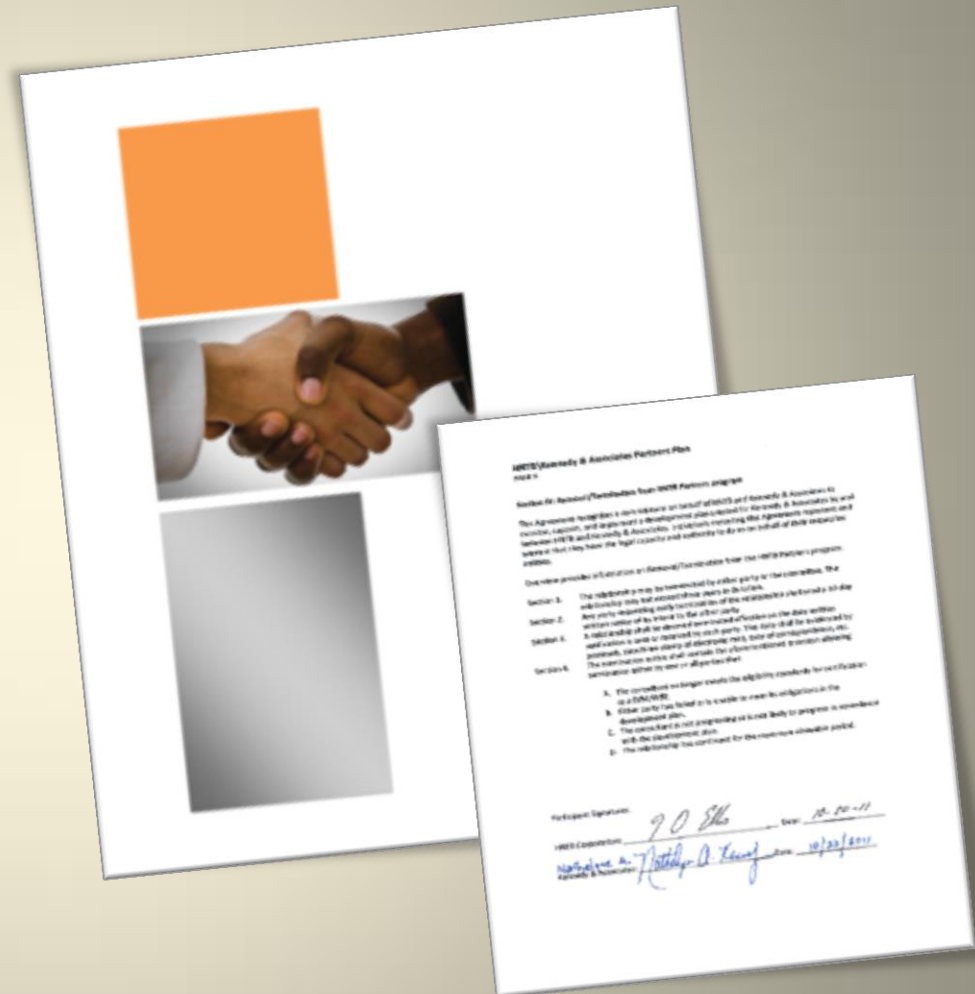
Partner Orientation



Partners
Kick-off Meeting



Partners
Agreement/Plan



Program Outline

Brown bags

Monthly Meetings
Various topics

Monthly Meetings

Operations
Marketing & Sales
Business Management
Human Resource Management

Roundtables

Leadership Forums
Local/Division Leaders

| | March | April | May | June | July | August | September | October | November | December | January | February |
|------------------------------------|--|--|--|---|---|---|---|--|---|---|---|---|
| BROWN BAGS | 24 Topic: Expense Reports 101 | 3 Topic: Regional Planning Process | 19 Brownbag Topic: Scheduling 101 | 14 Topic: Momentum 101 | Topic: Momentum Reboot | Topic: Work Plans & Redbooks | Topic: Microstation Tips & Tricks | Topic: Scheduling | Topic: Communications Techniques that Save Time and Money | 6 Brownbag Topic: Basic Project Wise | TBD Brownbag | TBD Brownbag |
| MEETINGS/WORKSHOPS/TRAINING | 7 Initial Meeting Discussion: Jerry Holder, Audrey Andrews, and Edwin Jones discussed and signed the ROAD program Agreement for participation in NTTA ROAD program | 8 NTTA BD Mtg Meeting: HNTB and EJES participated in a recognition program at the NTTA to acknowledge the 2011-2013 ROAD participants. | 23 Partners Meeting Human Resource Development: PART I: Legal, Procedural, and Internal Processes I. Legal Compliance II. Leave, Benefits, and Incentives III. Procedures a. Hiring/On-boarding b. Terminating c. Recruiting d. Retaining employees e. Performance evaluation | 27 Partners Meeting No Meeting due to scheduling conflicts. | 14 Partners Meeting Business Operations: PART I: Project Management I. Project Controls a. Budget Management: Notice to Proceed, Work at Risk, Contingency II. Process Management: a. Workflow diagram b. Workflow diagram (exercise) c. Task-schedule-fee III. Budget Tracking & Reporting: a. Reports b. Job Progress Input c. Monthly Project Reviews | 11 Partners Meeting Business Management: PART I: Contracting I. Overhead II. Multipliers III. Direct/Indirect costs IV. Contracting types a. Lump Sum b. Cost Plus c. Cost Plus/Fixed Fee d. Cost Plus/Pre-set Rates | 8 Partners Meeting Marketing & Sales: PART I: Project Identification Identifying potential projects, Developing marketing materials, Proposal development and preparation, and Interviewing | 11 Partners Meeting Human Resource Development: PART II Internal Human Resources Procedures I. Performance Evaluation (Role Play) III. Policies a. Technology b. Copyright and Privacy c. Training and Development d. Employee Career Advancements IV. Succession Planning | 9 Partners Meeting Business Operations: PART II: Project Management I. Finished Plans II. Project Controls a. Cost estimating b. Budget/cost management c. Schedule management d. Integrated project trending/progress measurement e. Expenditure forecasting (cash flow) f. Change management g. Document management | 15 Partners Meeting Business Management: PART II: Project Management I. Business Protocol II. Business Policies a. Interoffice/Unit Agreement III. Accounting Policies a. Accounts Receivable | 11 Partners Meeting Marketing & Sales: PART II: Identifying potential projects, Developing marketing materials, Proposal development and preparation, and Interviewing | TBD Partners Meeting Human Resource Development: PART III: Professional Codes and Expectations I. Conduct and Discipline Code a. Dress code b. Travel c. Tuition reimbursement d. Time and attendance II. Standards and General Practices a. Compliant process b. Office/Employee communications c. Employee rewards/awards |
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Program Outline

Brown bags
Monthly Meetings
Various topics

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Brown Bags

- Presented by HNTB or Partner Firm
- Meetings held in HNTB or Partner Firm Office
- Topics range from:
 - Projects
 - Social Media
 - Best Practices
 - Scheduling

Program Outline

Monthly Meetings

Operations

Marketing & Sales

Business Management

Human Resource Management

HNTB Partners: Diversity in Action 2011 - 2013 Program Calendar EJES

| | March | April | May | June | July | August | September | October | November | December | January | February |
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Monthly Meetings

- Operations
- Marketing & Sales
- Business Management
- Human Resource Management



The monthly Partners meetings are a powerful time of sharing best practices and deepening industry knowledge.

Operations

- Project Reviews
- Overhead Control
- Work-planning
- Quality Management
- Cash Management
- Accounts Receivable/Billing



Marketing & Sales

- Client Relationships
- Project Win Plans
- Marketing
- Proposal Development
- Transitioning Wins to Work
- Building a Company Brand



Business Management

- Contracting
- Project Budgets
- Budget Monitoring
- Document Control
- Project Closeout



"I knew I was making money, but I didn't know how much I was losing"
EJES, Inc.

Human Resource Management

- Recruitment
- Policies and Procedures
- Training
- Succession Planning
- Professional Development



Program Calendar

Roundtables
Leadership Forums
Local/Division Leaders

HNTB Partners: Diversity in Action
2011 - 2013 Program Calendar
EJES

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Roundtables

- Forum for collaboration with Partner Firm and HNTB Division Management Team
- Discuss Industry Trends
- Discuss Market Opportunities
- Build Relationships at Upper Levels

Program Evaluation

- Quarterly updates to clients
- Annual presentation to clients
- Reports to clients
- Development Plans
- Annual Evaluations

Sample program evaluations

HNTB PARTNERS

Program Review

Firm Name: _____ Dates: _____

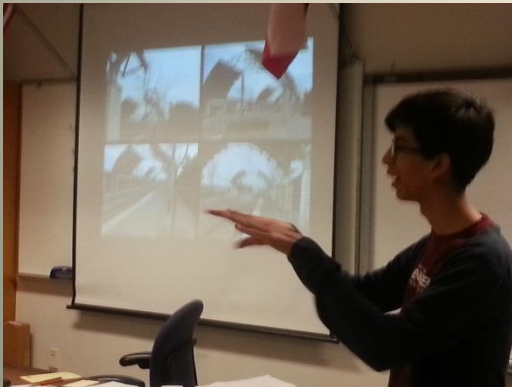
Contact Person: _____ Contact Number: _____

For each item, please indicate your rating of the quality of the HNTB Partners program topic.

| RATING: | 1 | 2 | 3 | 4 | 5 |
|--|------|------|------|-----------|-----------|
| | Poor | Fair | Good | Very Good | Excellent |
| Operations | | | | | |
| Project Management | | | | | |
| QA/QC | | | | | |
| Operational Processes | | | | | |
| Business Processes | | | | | |
| Strategic Development | | | | | |
| Technical Development | | | | | |
| Business Management | | | | | |
| Cash flow | | | | | |
| Earnings (Overhead, direct and indirect costs) | | | | | |
| Contracting | | | | | |

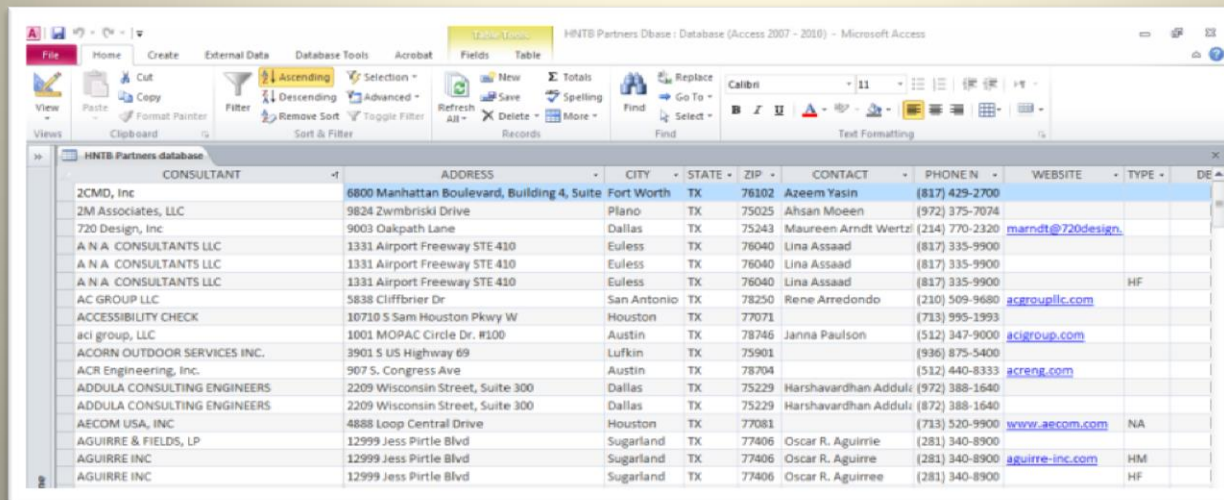
Corporate Citizenship

- Maximize opportunity for local businesses
- Build relationships and partnerships
- Partner with local schools and universities
- Business/Community integration
- Voice in community



DWMBE Compliance and Administration

- Identify teaming partners
- Administer DWMBE compliance
- Monitor and report DWMBE usage
- Build communication within teams



The screenshot displays a Microsoft Access database window titled "HNTB Partners Dbase | Database (Access 2007 - 2010) - Microsoft Access". The interface shows a ribbon with various tabs and a data table with the following columns: CONSULTANT, ADDRESS, CITY, STATE, ZIP, CONTACT, PHONE N, WEBSITE, TYPE, and DE. The table contains 18 rows of data, including entries for 2CMD, Inc., 2M Associates, LLC, 720 Design, Inc., and several A N A CONSULTANTS LLC entries.

| CONSULTANT | ADDRESS | CITY | STATE | ZIP | CONTACT | PHONE N | WEBSITE | TYPE | DE |
|-----------------------------|---|-------------|-------|-------|----------------------|----------------|--|------|----|
| 2CMD, Inc | 6800 Manhattan Boulevard, Building 4, Suite | Fort Worth | TX | 76102 | Azeem Yasin | (817) 429-2700 | | | |
| 2M Associates, LLC | 9824 Zwmbriski Drive | Plano | TX | 75025 | Ahsan Moeen | (972) 375-7074 | | | |
| 720 Design, Inc | 9003 Oakpath Lane | Dallas | TX | 75243 | Maureen Arndt Wertz | (214) 770-2320 | marndt@720design.com | | |
| A N A CONSULTANTS LLC | 1331 Airport Freeway STE 410 | Euleuss | TX | 76040 | Lina Assaad | (817) 335-9900 | | | |
| A N A CONSULTANTS LLC | 1331 Airport Freeway STE 410 | Euleuss | TX | 76040 | Lina Assaad | (817) 335-9900 | | | |
| A N A CONSULTANTS LLC | 1331 Airport Freeway STE 410 | Euleuss | TX | 76040 | Lina Assaad | (817) 335-9900 | | HF | |
| AC GROUP LLC | 5838 Cliffbrier Dr | San Antonio | TX | 78250 | Rene Arredondo | (210) 509-9680 | acgroupllc.com | | |
| ACCESSIBILITY CHECK | 10710 S Sam Houston Pkwy W | Houston | TX | 77071 | | (713) 995-1993 | | | |
| aci group, LLC | 1001 MOPAC Circle Dr. #100 | Austin | TX | 78746 | Janna Paulson | (512) 347-9000 | acigroup.com | | |
| ACORN OUTDOOR SERVICES INC. | 3901 S US Highway 69 | Lufkin | TX | 75901 | | (936) 875-5400 | | | |
| ACR Engineering, Inc. | 907 S. Congress Ave | Austin | TX | 78704 | | (512) 440-8333 | acreng.com | | |
| ADDULA CONSULTING ENGINEERS | 2209 Wisconsin Street, Suite 300 | Dallas | TX | 75229 | Harshavardhan Addulu | (972) 388-1640 | | | |
| ADDULA CONSULTING ENGINEERS | 2209 Wisconsin Street, Suite 300 | Dallas | TX | 75229 | Harshavardhan Addulu | (872) 388-1640 | | | |
| AECOM USA, INC | 4888 Loop Central Drive | Houston | TX | 77081 | | (713) 520-9900 | www.aecom.com | NA | |
| AGUIRRE & FIELDS, LP | 12999 Jess Pirtle Blvd | Sugarland | TX | 77406 | Oscar R. Aguirre | (281) 340-8900 | | | |
| AGUIRRE INC | 12999 Jess Pirtle Blvd | Sugarland | TX | 77406 | Oscar R. Aguirre | (281) 340-8900 | aguirre-inc.com | HM | |
| AGUIRRE INC | 12999 Jess Pirtle Blvd | Sugarland | TX | 77406 | Oscar R. Aguirree | (281) 340-8900 | | HF | |

Program Benefits

Supports Community
Cohesion

Creates Competitive
& Diverse Teams

Develops Sustainable
DWMBE Businesses

Builds Long-term
Relationships

Builds Forum for
Communication

Promotes Local
Business Development

Supports Local
Economic Tax Base

Supports Diversity

Enhances Client Services

Quiz Answers

1. The Civil Rights Act was passed in Congress on June 18, 1960. (False)
2. All transportation programs are required to have Title VI programs. (False)
3. Stakeholder is a term that refers to a person who has a financial interest in an outcome. (False)
4. If a large firm mentors a DWMBE and/or small business, it will be growing its competition. (False)

Closing Thoughts

- Partnering and investing in local job creation is a business imperative
- Private Industry needs to lead the effort to support DWMBE and small businesses
- Partnering works for consultants, contractors, and clients

HNTB | PARTNERS

Diversity in Action

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