



AFFIRMATIVE ACTION PROGRAM

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Three-Year
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AFFIRMATIVE ACTION PROGRAM
For
MINORITIES AND FEMALES
DISABLED AND VETERANS



Community Transit is a federal grant recipient under the oversight of the Federal Transit Authority, a unit of the U. S. Department of Transportation. As such, the company complies with the provisions of the FTA's Equal Employment Opportunity Program Guidelines for Grant Recipients, described in UMTA C 4704.1 as well as state and local laws regarding equal opportunity.



AFFIRMATIVE ACTION PROGRAM FOR MINORITIES AND FEMALES

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I. Equal Employment Opportunity (EEO) Policy Statement (UMTA C 4704.1, III, 2, a)

The EEO Policy statement on the following page is posted on our company's bulletin boards, included in our personnel policy manual and placed where applicants can view it.



II. Dissemination of Policy to Employees, Applicants, and the General Public (UMTA C 4704.1, III, 2, b)

Internally, management is informed by various actions, including:

1. Written communication from the Chief Executive Officer;
2. Inclusion of the EEO policy and AAP in Community Transit's personnel policy manual;
3. Semi-annual discussions of the EEO program and its implementation held at scheduled manager and director meetings;

Non-supervisory staff is informed of the EEO policy and program by the following:

4. Posting of EEO posters and policy statement in conspicuous and accessible locations;
5. Including the EEO policy in the Personnel Policy Manual and union contracts;
6. Meetings with persons with disabilities, minorities and females for program suggestions;
7. Presentation as part of the on-boarding process used to orient all new employees; and
8. Posting on the company's Intranet.

Externally, Community Transit disseminates EEO policy and programs to recruiting sources, such as:

1. Recruiting agencies, unions, hiring halls, educational institutions, minority, persons with disabilities groups and women's organizations, civil rights organizations, Veterans centers, Washington state job placement centers, community action groups, training organizations and others who refer applicants;
2. Public media sources, radio and television stations, newspapers; magazines and journals oriented to persons with disabilities, disabled veterans, women, and minority populations;
3. Internet recruiting sites and career bulletin boards; and
4. Community Transit's website.

All job announcements state, "As a recipient of federal funds, Community Transit is an Equal Opportunity Employer".

III. Designation of Personnel Responsibility (UMTA C 4704.1, III, 2, c)

A. Designation of Responsibilities of EEO Program Manager

The EEO Program Manager has the primary management responsibility, authority, and resources for ensuring full compliance with the provisions of Executive Order #11246, as amended, and its implementing regulations. The EEO Program Manager's appointment and a description of the position's basic responsibilities have been communicated to all levels of personnel in the company. The responsibilities of the EEO Program Manager include, but are not necessarily limited to, the following:

1. Developing EEO policy statements, Affirmative Action Programs, and internal and external communication procedures;
2. Collecting and analyzing employment data, identifying AAP/EEO problem areas, proposing goals and time tables;
3. Designing, implementing and monitoring internal review and reporting systems that:
 - a. Measure the effectiveness of Community Transit's programs;
 - b. Determine the degree to which AAP goals and objectives are met; and
 - c. Identify the need for remedial action;
4. Reporting periodically to the chief executive officer on progress made toward AAP goals and objectives;
5. Serving as liaison between Community Transit, Federal, State and local governments, regulatory agencies, minority, handicapped and women's organizations and other community groups;
6. Assuring that current legal information affecting affirmative action is disseminated to responsible officials;
7. Assisting management in arriving at effective solutions to AAP/EEO problems, including outreach efforts;
8. Regularly reviewing the company's AAP for qualified minorities and women with management to ensure that the policy is understood and is followed in all personnel activities;
9. Concurring in all hires and promotions;

10. Processing employment discrimination complaints, referring them to outside investigators when necessary.

Ms. Burnett also serves as Community Transit's manager of Human Resources and Labor Relations. Under her management, human resources staff advises line management (supervisors, managers and directors) with respect to hiring, promotion, discipline, training and discharge and all other aspects of employment. Line management throughout the agency has decision authority in these matters; Human Resources performs a compliance and quality assurance function by managing processes that apply the merit principle in all phases of employment.

Ms. Burnett and her staff consult with line management, advising them on decisions they make to hire, promote, demote, train, discipline, suspend or discharge their employees. Human Resources staff serves the organization by monitoring compliance with relevant employment laws, particularly those addressing equal employment and non-discrimination with respect to all aspects of employment. Subject matter experts within the line organization provide knowledgeable input regarding technical job requirements and HR practitioners perform technical human resources work to analyze the input, determine its applicability to the employment activity and develop and manage associated business processes. Ms. Burnett is accountable as manager to provide quality assurance oversight regarding recruiting, selection and other employment-related processes, and, with respect to her labor relations role, to negotiate and administer labor agreements by advising management and executives regarding application of contract provisions to employment decisions.

When employees raise concerns about potential discrimination in any aspect of their employment, the matter is referred to human resources staff, which performs most internal investigations. However, if it is the action of the human resources department that is in question, outside investigators will be used to enable objective review and unbiased reporting to agency executives.



Affirmative Action Program
May 26, 2015
(Policy Statement updated 4/6/2018)

B. The Responsibilities of the Company's Management to Ensure Implementation of the AAP

Carrying out EEO and affirmative action is an integral function of all officials, managers and supervisors. Management – from the supervisor of the smallest unit to the chairman of the board or CEO – bears the responsibility of carrying out Community Transit's EEO policies and programs. In implementing this written Affirmative Action Program, the company's directors are held accountable for directing the EEO and affirmative action effort within their span of control. Specifically, working with the EEO Program Manager, directors ensure the following responsibilities are carried out:

1. Assisting in identifying problem areas, formulating solutions, and establishing departmental goals and objectives when appropriate;
2. Connecting with local minority organizations, women's and handicapped groups, community action organizations and community service programs designed to promote EEO;
3. Participating actively in periodic reviews of all aspects of employment in order to identify and to remove barriers obstructing the achievement of specified goals and objectives;
4. Holding regular discussions with other managers, supervisors and employees to assure Community Transit's policies and procedures are being followed;
5. Reviewing the qualifications of all candidates and employees to ensure qualified minorities, handicapped persons, and women are given full opportunities for transfers, promotions, training, salary increases and other forms of compensation and are treated in a nondiscriminatory manner when hiring, promotion, training, transfer, disciplinary and termination actions occur;
6. Participating in the review and/or investigation of complaints alleging discrimination;
7. Deciding or concurring with subordinate managers in hiring decisions, and
8. Reviewing the job performance of each employee to assess whether personnel actions are justified based on the employee's performance of his or her duties and responsibilities.

IV. Utilization Analysis: Identification of Problem Areas (UMTA C 4704.1, III, 2, d)

The purpose of the utilization analysis is to identify those job categories where there is underutilization and/or concentration of minorities and women in relation to their availability in the relevant labor market. It also establishes the framework for goals and timetables and other affirmative action to correct employment practices that contributed to any identified absence, underutilization, or concentration.

Community Transit performs in-depth analysis of its total employment process to determine if there are areas where minority and/or female groups may face impediments to equal opportunity. The following analyses are conducted in order to reveal any potential problem areas:

1. **Placement Goals:** An analysis of incumbency versus availability is performed in order to determine if there are any job groups where underutilization exists for females and/or minorities. Where a significant shortfall does exist, as defined by the methodology Community Transit uses¹, Placement Goals are set (see the Placement Goals report which follows this section).

For job groups that have Placement Goals, steps will be taken to encourage and increase the percentage of qualified females and/or minorities applying for positions both externally and internally. Through a joint effort by affected department management and their HR advisors, steps will be taken, as appropriate, and may include but are not limited to the following:

1. Recruiting at colleges and universities with a significant percentage of minority and female students;
2. Publishing job advertisements on Internet sites, in newspapers and/or magazines that target females and/or minorities;
3. Offering mentorship programs for female and minority employees;
4. Offering job training to females and minorities currently employed by the company in order to increase their chances of advancing within the company;

¹ Community Transit's statistical methodology for comparison of Incumbency to Availability is performed using the Two Standard Deviation Test [Small JG: Rule of 9, 80% with WPR]

5. Offering tuition reimbursement to employees that enroll in training that will increase their chances of advancing within the company;
 6. Participating in job fairs that specifically target females and minorities; and
 7. Continuing to use the services of Washington State Employment Service.
2. **Review of Employment Decisions:** Review of employment decisions is made in order to determine whether or not qualified females and/or minorities are selected at a less favorable rate than qualified males and/or non-minorities.

Review of Hires/Promotions: Whenever qualified females or minorities are selected at a lower rate than qualified males or non-minorities, a review of the applicant flow is conducted to determine possible reasons why females or minorities were not selected at a more favorable rate. If the company is attracting fewer than expected females or minorities that fit the qualifications for the job groups, good faith efforts will be put into place to attempt to improve the applicant flow of qualified females or minorities.

Review of Suspensions and Terminations: For disciplinary suspensions and involuntary terminations, if females or minorities are being suspended or terminated at a higher rate than males or non-minorities, a review of the employee files will be made to ensure that the company is applying its policies and procedures for disciplinary suspension or termination equally for protected as well as non-protected classes.

3. **Compensation:** Compensation is reviewed at least annually in order to determine if there are significant discrepancies in pay when comparing female to male rates of pay and minorities versus non-minorities rates of pay. If discrepancies do exist, a thorough review is conducted to determine if the difference in pay is justified due to appropriate factors. If the difference in pay cannot be justified, Community Transit will put a plan in place to address the issue.

Placement Goals for 2015 through 2018 (UMTA C 4704.1, III, 2, e)

Analysis of Community Transit's workforce as of March 31, 2015, reflected under utilization of females in one job group. Long range goals are established as a percentage of the job group, but for ease in understanding what the job group composition would look like in human terms each long term goal is also expressed as headcount; a short term target is specified as well.

From June 2010 through February 2012, Community Transit reduced staff due to an abrupt drop in revenue during and after the great recession. Employment is concentrated in represented positions: Coach Operators comprise about half the employee count, diesel and automotive mechanics comprise the next largest group and transportation supervisors the next; all these positions are represented by unions and labor agreements dictate conduct how layoff and recall works.

Most vacancies were filled by recalling laid off represented employees but beginning in the third quarter of 2013, external recruiting resumed for the largest job group, transit operators; and, as revenues improved, external recruiting picked up for a broad range of jobs.

Since revenue growth increased at a somewhat higher pace than discussed in the 2012 plan, the agency announced a service increase effective in June 2015 and anticipates smaller additions to service over the next few years. Work continues on an effort to obtain greater taxing authority from the state legislature; if that effort succeeds, voters will have the opportunity to decide whether to fund further service and staffing increases.

Disabled and Veteran Employment

In 2014, OFCCP announced new rules and standards regarding employment of certain Veterans and of persons with disabilities. Earlier this year, we surveyed our workforce to invite disabled and Veteran employees to self-identify and received responses from 66% of the workforce.



Community Transit adopted the nation-wide goals announced by the OFCCP. Based on this year's survey, our agency meets those standards overall and by job group, therefore, we have no placement goals.

	COMMUNITY TRANSIT	NATION-WIDE GOAL	OVERALL AT COMMUNITY TRANSIT
Headcount	586		100%
Disabled	52	7%	8.9%
Veterans	42	7.2%	7.2%

07A – Transit Operators

As of March 31, minorities were well-represented in this job group and females remain underutilized in comparison to the driver workforce within Snohomish County. Until mid-2013, recall filled all vacant operator positions. Recruitment resumed at a slowly increasing rate since that time. In the last year of the last AAP, Marketing targeted women, particularly those that are under-employed in service sector jobs. Barriers to transit operator employment for females remain including the difficult work schedule and the local area's lack of child care options.

- New transit operators work split shifts spanning up to 13 ½ hours daily, with start-times that vary widely from one day to the next. Until employees attain sufficient seniority to bid stable, recurrent schedules, they must find a way to juggle personal lives to accommodate the work.
- Snohomish County still has a severe shortage of available child care options, making it difficult for any primary care-giver to find the support needed when working outside the home; a factor that seems to affect a higher percentage of women and may contribute to a lower percentage of applications from women than census data predicts.

Goals under the 2015-2018 AAP for this job group are:

	Count as of <u>3-31-</u> <u>2015</u>	<u>Percentage</u>	<u>Goal</u> <u>Percentage</u>	<u>Goal</u> <u>Count</u>	<u>Short Term</u> <u>Goal</u>
Females	64	20.3%	46.2%	145	5
Minorities	89	28.3%	9.1%		
Total	315*	100%	100%		



*The total includes coach operator trainees, who must successfully complete a nine-week program before they may independently operate a passenger bus in revenue service.



V. Accomplishment of Prior Placement Goals (UMTA C 4704.1, III, 2, e)

The company's ability to accomplish the goals and objectives established in the July 2012 through June 2015 Affirmative Action Plan was partially compromised by the service and staffing reductions that occurred during the 2009 – 2012 plan period. Those results are identified on the following report.

Accomplishment of Placement Goals for 2012 through 2015

The previous Affirmative Action Plan established placement goals for the 07A Transit Operator job group addressed in Section IV of this report and for two other job groups: 02C Senior Professionals and 06B Craft Workers Journey. Accomplishments of placement goals in all three groups are described below. The Plan did not include placement goals for persons with disabilities or for protected Veterans.

02C – Senior Professionals.

Four titles with four incumbents comprised this job group, including three in Administration (accounting supervisor, parts supervisor, payroll supervisor), and one in Customer Relations (sales and distribution supervisor). Currently, the group has one female and no minorities. One incumbent vacated a position in this job group due to promotion at the end of the three-year span of the 2012-2015 AAP. When placement goals were computed for the 2015-2018 AAP none were identified for this job group.

06B – Journey Craft Workers

This job group comprises five titles, four of which report within the Maintenance Department (facilities tech II, radio tech, journey mechanic and journey body person) and one within Administration (journey parts person). A total of 47 were in this group at the end of the 2012-2015 AAP, including five minorities but no females. Employees in this job group were hard hit by layoff and we initially filled vacancies through recall from layoff as all are represented. When recruiting resumed we increased outreach efforts to recruit qualified females, without success. When placement goals were computed for the 2015-2018 AAP none were identified for this job group.

07A – Transit Operators

This job group was significantly impacted by the staff reductions in June 2010 and February 2012. The combined full and part time coach operator workforce was reduced to 244 from 378, including 94 females (about 25%) and 84 minorities (about 22%). This 35% reduction in the job group fell more heavily on women and minorities than on white males. As a represented group, recall was according to seniority until mid-2013, when the recall list was exhausted.

Goals came back into focus when recruitment resumed. As of the 2012-2015 AAP, the goal was to increase the female count to 127 from 55; minorities were adequately represented. The short term goal was to hire five additional female transit operators and we exceed it by hiring 25 new female transit operators. Although results exceeded the short term goal, the female segment actually declined slightly as an overall percentage of the job group.

Recruiting Now on the Increase

The 2012 AAP reported hiring just 16 people in the previous three years, promoting 21 and recalling 14. Thereafter, recruiting gradually resumed. In the past three years, Community Transit hired 175 people and promoted 49; coach operator trainees comprised 78% of those hired.

	Hired Jun- Dec 2012	2013	2014	2015	Total
Hired	6	22	78	69	175
Promoted	5	7	18	19	49
Total	11	29	96	88	224

Overall, the workforce at Community Transit comprised more minorities and fewer females as of March 31, 2015 compared with three years ago. Recalling laid off workers reversed some of the previous decline in diversity and the marketing campaign launched in 2014 helped to improve the pool of minority candidates. Although we have hired females in nearly every job group, females now comprise a smaller share of the overall workforce.

	2012		2015		Change
Total Male	360	69%	432	71%	+2%
Total Female	165	31%	177	29%	-2%
Minorities	74	14%	129	21%	+7%
White	441	84%	480	79%	-5%
Total Workforce	525		609		+16%

VI. Employment Practices (UMTA C 4704.1, III, 2, f)

Action programs have been instituted to eliminate identified problem areas and to help achieve specific Affirmative Action goals. These programs may include, but are not limited to, the following:

1. Conducting periodic analyses of job descriptions to ensure they accurately reflect job functions before recruiting to fill vacancies;
2. Making job descriptions widely available to anyone through the agency's website, to recruiting sources and available to all members of management involved in the recruiting, screening, selection and promotion processes;
3. Evaluating the total selection process to ensure freedom from bias through:
 - a. Reviewing job applications and other pre-employment forms to ensure information requested is job-related;
 - b. Evaluating selection methods that may have a disparate impact to ensure that they are job-related and consistent with business necessity;
 - c. Training personnel and management staff on proper interview techniques; and
 - d. Training in EEO for management and supervisory staff.
4. Using techniques to improve recruitment and increase the flow of qualified applicants, including minority and female applicants. Community Transit undertakes the following actions:
 - a. Includes the phrase "Equal Opportunity/Affirmative Action Employer" or other acceptable tagline in all printed employment advertisements;
 - b. Announces all open jobs to the public through the agency's website;
 - c. Places help wanted advertisements in local minority news media and women's interest media;
 - d. Disseminates information on job opportunities to organizations representing minorities, women and employment development agencies when job opportunities occur;
 - e. Encourages employees to refer qualified applicants;
 - f. Actively recruits through job fairs at military bases for Veterans and through secondary schools, junior colleges, colleges and universities with predominantly minority or female enrollments; and

VII. Monitoring and Reporting Systems (UMTA C 4704.1, III, 2, g)

The company believes that one of the most important elements in effectively implementing a written Affirmative Action Program is an adequate internal review and reporting system. Through this system, the total program can be monitored for effectiveness, and management can be kept informed. Community Transit's monitoring and reporting system is designed to:

1. Measure the effectiveness of the AAP/EEO program;
2. Document personnel activities so as to evaluate the EEO program during the year and take any necessary corrective action regarding development and execution of programs or goals and timetables;
3. Identify those units which have failed to achieve a goal or to implement affirmative action; and
4. Determine the degree to which Community Transit's AAP goals and objectives have been attained so as to provide a precise and factual data base for future projections.

The following personnel activities are reviewed, as necessary and desirable, to ensure nondiscrimination and EEO for all individuals without regard to their race, color, gender, religion, national origin, or disability:

1. Recruitment, advertising, and job application procedures;
2. Hiring, promotion, upgrading, layoff, recall from layoff, discipline and discharge;
3. Rates of pay and any other forms of compensation including fringe benefits;
4. Job assignments, job classifications, job descriptions, and seniority lists;
5. Sick leave, leaves of absence, or any other leave;
6. Training, attendance at professional meetings and conferences; and
7. Any other term, condition, or privilege of employment.

Community Transit maintains the following documents as a component of the internal audit process:

1. An applicant flow log;
2. Summary data of external job offers and hires, promotions, resignations, terminations;
3. Summary data of applicant flow;
4. Employment applications;

5. Complaint log, summarizing internal and external complaints received and their disposition; and
6. Records pertaining to Community Transit's compensation system.

Community Transit's monitoring system includes periodic review of employment decisions. The EEO Program Manager regularly asks managers and supervisors to report any current or foreseeable EEO problem areas and to outline their suggestions/recommendations for solutions. If problem areas arise, the manager or supervisor is to report them immediately to the EEO Program Manager. During the reporting cycle, the EEO Program Manager:

1. Discusses any problems relating to significant rejection ratios, EEO charges, etc., with management;
2. Reports the status of the company's AAP goals and objectives to management and recommends remedial actions to improve the effectiveness of the AAP; and
3. Reports to the Federal Transit Administration's Regional Civil Rights Officer during triennial reviews regarding discrimination charges made with the Equal Employment Opportunity Commission or with the Washington State Human Rights Commission, and the disposition of those charges.