

# Portage Area Regional Transportation Authority



## Equal Employment Opportunity Program

*An update to the EEO Program approved through April 14, 2014*

**Submitted to FTA Region V – Chicago**

**March 14, 2014**

**Reporting Period:**

**July 1, 2010 to September 30, 2013**

**PARTA**  
***Equal Employment Opportunity Program***

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# INTRODUCTION

## Description of Portage Area Regional Transportation Authority, PARTA

The Portage Area Regional Transportation Authority (PARTA) is a regional transit authority established under the Ohio Revised Code. Established in 1975, the Authority is governed by a 15 member Board of Trustees appointed by the member communities and the Portage County Board of Commissioners, pursuant to Ohio Revised Code Section 306.30, et seq. The service area is approximately 500 square miles, divided into political subdivisions consisting of four (4) cities, seven (7) villages and 18 townships, with a total population of approximately 161,494, according to census bureau data.

A county-wide,  $\frac{1}{4}$  percent sales and use tax dedicated to transit generates approximately \$4 million in operational revenue for the authority annually. Voters initially voted to fund the  $\frac{1}{4}$  percent sales tax for a five year term, beginning in 2002. PARTA proposed renewal of the sales tax on a continuing basis in 2005, in an effort to secure this vital source of operational revenue beyond the five year term. Voters agreed, and the continuing levy replaced the short-term tax beginning in 2006.

In 2004, PARTA contracted with Kent State University to operate the KSU Campus Bus Service, thereby combining two transit systems into one, all operating from PARTA's single location at 2000 Summit Road, in Franklin Township, Ohio. In 2013, PARTA completed construction of the Kent Central Gateway Multimodal Facility in downtown Kent. Today, PARTA operates fixed route as well as county-wide door-to-door, demand response service. Information regarding PARTA's county and campus fixed-route service schedule, and door-to-door, demand-response service is available at [www.partaonline.org](http://www.partaonline.org).

## Description of Organizational Structure

As a result of adding KSU campus bus services and routes to PARTA's existing county-wide service, PARTA has developed a unique personnel structure, operating a "county" division and a "campus" division. Administrative employees, including senior and middle management, dispatchers, schedulers, and trainers, along with hostlers, laborers and mechanics, perform their duties for both county and campus operations. Alternatively, operative employees, comprised of drivers, and road and operations supervisors, primarily work for either the county or campus division.

County drivers differ from campus drivers in several respects. First, county drivers are bargaining unit employees. In 2005, county drivers elected OAPSE/AFSCME Local 4, AFL-CIO, as their exclusive bargaining agent. PARTA and OAPSE Local 037 entered into initial contract negotiations in July 2006. Negotiations continued until August 2008, when the parties reached impasse, and the union initiated a 92-day work stoppage. Ultimately, the parties reached agreement on a three-year labor contract effective December 7, 2008 through December 6, 2011. Representatives from PARTA and OAPSE focused on developing a cooperative working relationship. Regular management-labor meetings were held to address ideas and resolve issues as they arose. In December 2010, PARTA and OAPSE agreed to extend the initial collective

bargaining agreement by one year, until December 6, 2012. In November 2012, the parties reached agreement on the terms of a three-year successor agreement, effective until December 6, 2015. In October 2013, after receiving notice that the limited medical and prescription drug insurance coverage offered to part-time employees will be terminated because the coverage will not meet the minimum coverage requirements of the Affordable Care Act (PPACA) in 2014, the parties met for limited re-opener discussions and reached agreement on terms to address this loss of coverage for the part-time employees.

In addition to being bargaining unit employees, county drivers differ from campus drivers by working year-round on a full-time and part-time basis. Campus service drivers are KSU students employed to work primarily when school is in session, during the fall and spring semesters, with limited service offered during the summer. Upon graduation, students terminate employment, or may apply for a position in county service to remain employed at *PARTA*. Because of this unique personnel structure, *PARTA*'s part-time and student workforce exceeds its full-time workforce, and student attrition contributes to higher than average employee turnover.

## Overview of EEO Program

*PARTA* has established this EEO program to ensure equal employment opportunity for employees and job applicants in all employment processes. Because the organization operates "county" and "campus" divisions, with distinct personnel requirements, *PARTA* directs its recruiting and hiring efforts toward certain populations to attract qualified candidates for driver positions. Recruiting and advertising for student drivers is limited to on-campus activities and KSU publications, while recruiting and advertising for county driver positions is designed to reach the broader audience of Portage and surrounding counties. Likewise, promotional opportunities for supervisory positions within the divisions are limited to employees currently working within the division in which the promotional opportunity exists.

This EEO program updates and expands upon the program submitted to FTA Region V in November, 2010, which contained employment activity data that occurred from May 18, 2008 to June 30, 2010. Region V approved the program as and set April 14, 2014 as its expiration date. The goals and timelines established in this EEO program update are based upon analysis of employment activity that occurred from July 1, 2010 to September 30, 2013. For the availability analysis, *PARTA* relied on statistical data and narrative information compiled by the U.S. Census Bureau in its *American FactFinder for Portage County, Ohio, 2010-2012 American Community Survey 3-Year Estimates, Exhibit 1, Portage County, Ohio 2010 – 2012*, also available at: [http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?\\_afpt=table](http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?_afpt=table).

The EEO program contains a complete statement of EEO policy, and narrative and statistical review of employment practices that occurred during the reporting period. In addition, this EEO program contains a thorough utilization analysis, establishes goals and timetables for accomplishing EEO objectives, and contains a detailed monitoring and reporting system.

The program also contains numerous exhibits designed to provide and expand upon the narrative and statistical summary descriptions included in the program. For ease of reference, a list of exhibits is provided below.

## List of Exhibits

1. Portage County, Ohio 2010-2012
2. EEO Officer PD
3. Workforce & Availability 2010
4. Workforce & Availability 2011
5. Workforce & Availability 2012
6. Workforce Snapshot July 01 2013
7. Pay Structure, Exempt & Nonexempt
8. Pay Structure Categories
9. Organizational Chart
10. Internship Program
11. OAPSE Article 24
12. Employee Requisition Form
13. County Employment Application
14. Campus Employment Application
15. Pre-Employment Bus Orientation
16. Applicant Flow Form
17. Employment Practices Charts
18. New Hire Position Descriptions
19. Driver Promotional Process
20. OAPSE Articles 8 & 10
21. Promotional Position Descriptions
22. New Hire EEO Orientation
23. EEO Employee Self-Designation Form
24. New Hire Harassment Outline
25. Campus Pay Step Guidelines
26. New Hire Training Checklists
27. Campus Conditional Offer Form
28. Driver Training Schedule
29. Non-Driving Performance Evaluation
30. General Employee Evaluation
31. Management Evaluation
32. Personnel Policy Manual, Section 3.9
33. OAPSE Articles 20 & 43
34. Collision Procedure

35. Attendance Work Rules
36. Employee Performance Incident Procedures

## **1. STATEMENT OF POLICY - Equal Employment Opportunity**

It is PARTA's policy to assure equal employment opportunity for employees and job applicants in all employment processes, including recruitment, selection, promotions, terminations, transfers, layoffs, compensation, training, benefits, and other terms and conditions of employment, without unlawful regard to race, color, religion, sex, age, national origin, physical or mental disability, genetic information, or any other basis prohibited by statute. Further, PARTA is committed to complying with Title I of the Americans with Disabilities Act and prohibits discrimination on the basis of disability. PARTA will make accommodations that are reasonable and not unduly burdensome to enable qualified applicants and employees to participate in the employment process and perform essential job functions.

Accordingly, consistent with applicable federal and state laws, PARTA has established a written affirmative action program, including goals and timetables, to overcome the effects of past discrimination on minorities and women. To ensure effective ongoing review of the program, I have assigned responsibility for oversight of the EEO program to W. Frank Hairston, Director of Marketing, Customer Service, & EEO. Working in conjunction with Mr. Hairston, PARTA's Director of Human Resources, Kelly Jurisch, is responsible for directing all human resource practices and functions in accordance with the principles of equal employment opportunity, and for maintaining the written EEO plan and employment processes data.

Although Mr. Hairston and Ms. Jurisch are directly responsible for oversight and implementation of the program, all management personnel share responsibility for ensuring the success of the EEO Program. Management personnel are responsible to conduct personnel activities in a manner that assures equal employment opportunity. Management personnel are charged with having an "open door" policy to enable employees to discuss matters of equal employment opportunity as they may arise. In addition, the success of achieving EEO goals will be a component of management personnel performance evaluations, in the same manner as their performance on other agency goals.

Job applicants and employees who believe they have been a victim of discrimination have the right to file a complaint with Mr. Hairston, PARTA's designated EEO Officer, or with another member of management with whom the individual is comfortable speaking. PARTA will promptly investigate complaints, and will take appropriate remedial and disciplinary action whenever it determines that this policy has been violated. PARTA believes that successful achievement of EEO goals will provide benefits to PARTA through fuller utilization and development of previously underutilized human resources.

Copies of this *Statement of Policy* are conspicuously posted throughout the PARTA facility. In addition, the policy statement can be found on PARTA's website at [www.partaonline.org](http://www.partaonline.org), and it is included in the personnel policy manual. A copy of the complete EEO Program is available for review by any individual upon request.

March 14, 2014

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Claudia B. Amrhein  
General Manager

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Date



## **2. DISSEMINATION**

PARTA has established formal communication mechanisms to publicize and disseminate the EEO policy statement and appropriate elements of the program to employees, job applicants and the general public.

### **Internal Communication**

Internal communication shall include but not be limited to the following:

1. PARTA will distribute a copy of the Equal Employment Opportunity statement of policy to all employees, and will include the statement in the personnel policy manual, and in future negotiated labor agreements.
2. PARTA will post the EEO statement of policy conspicuously on bulletin boards along with other federal, state, and local notices. The bulletin boards are located near time clocks, employee break and work areas, and in the public vestibule. PARTA will post the EEO statement on its website, at [www.partaonline.org](http://www.partaonline.org).
3. The bulletin board and website postings will include a statement that the full EEO program is available for review by any individual upon request. PARTA will maintain two (2) complete copies of the EEO program. The first copy will be maintained at the front desk, for ease of review by the public. The second copy will be maintained in the training and safety offices, for ease of review by employees. The EEO program also will be maintained on CD-Rom format for distribution in response to public records requests.
4. PARTA publications that affect employment or recruitment will bear the statement "Equal Opportunity Employer."
5. New employee orientations and appropriate supervisory training programs will include discussion about the EEO program.
6. PARTA will update management personnel annually of the progress made during the preceding year and will provide information for the current year.
7. The EEO Officer will meet with minority and female employees to obtain suggestions for implementing and refining the EEO program.

## External Communication

PARTA will disseminate the EEO policy statement externally in the following ways:

1. Any advertisement, posting, or bulletin distributed for employment recruitment purposes will indicate that PARTA is an Equal Opportunity Employer.
2. Whenever possible, PARTA will utilize female / minority / physically disabled / veteran recruiting sources. The EEO Officer will maintain and provide the HR Department a current listing of such sources. *Section 5, Goals and Timetables*, contains a more thorough discussion of these resources.
3. PARTA will utilize regular sources of employment or other agencies such as schools, colleges and universities, community agencies, employment services, for recruitment and communication of its EEO program and goals. *Section 5, Goals and Timetables*, contains a more thorough discussion of these resources.
4. As part of an overall effort to obtain citizen input on a variety of transit-related issues, PARTA established a citizen advisory panel in 2011 designed to promote the exchange of information, ideas and suggestions between PARTA and members of the transit-riding community, including older adults, disabled and minority individuals. On an annual basis, PARTA distributes the EEO policy statement and goals to the citizen panel for review, inviting the panel to provide suggestions for improvement in the program and goals. In addition, PARTA will provide panel members with copies of job opportunity announcements.

### **3. DESIGNATION OF PERSONNEL RESPONSIBILITY**

#### **EEO Officer**

Because of the importance of the EEO program, *PARTA* has designated oversight responsibility to a senior member of management who reports directly to the General Manager. W. Frank Hairston, Director of Marketing, Customer Service, & EEO, is the appointed EEO Officer.

An effective EEO Officer must have a sensitivity to, and an awareness of, the varied ways in which discrimination occurs; total commitment to EEO program goals and objectives; knowledge of civil rights precepts, policies, rules, regulations, and guidelines; and sufficient authority and ability to work and communicate with others to achieve EEO goals and objectives.

The EEO Officer's responsibility includes:

1. Developing and recommending EEO policy, a written EEO program, and internal and external communication procedures.
2. Assisting management in collecting and analyzing employment data, identifying problem areas, setting goals and timetables, and developing programs to achieve goals.
3. Designing, implementing, and monitoring internal audit and reporting systems to measure program effectiveness and to determine whether progress has been made and where further action is needed.
4. Reporting periodically to the General Manager on progress of each department in relation to *PARTA*'s goals.
5. Serving as liaison between *PARTA*, federal, state, and local governments, regulatory agencies, minority, disabled individuals and women's organizations, and other community groups.
6. Assuring that current legal information affecting affirmative action is disseminated to responsible officials.
7. Assisting in recruiting minority, disabled and women applicants and establishing outreach sources for use by hiring officials.
8. Concurring in all hires and promotions.
9. Processing employment discrimination complaints.

A copy of the position description for Director of Marketing, Customer Service, and EEO is attached as **Exhibit 2, EEO Officer PD**.

## Director of Human Resources

The Director of Human Resources is responsible to work in conjunction with the EEO Officer to ensure that all human resource practices and functions are implemented in accordance with the principles of equal employment opportunity, and to maintain the written EEO plan and employment processes data. *Section 6, Assessment of Employment Practices*, contains a complete description of all employment processes.

## Management Personnel

Although the EEO Officer is directly responsible for program oversight, all management personnel share responsibility for ensuring the success of the EEO Program. Management personnel are responsible to conduct personnel activities in a manner that assures equal employment opportunity. To this end, *PARTA* expects management personnel to assist in carrying out *PARTA*'s EEO program by performing the following tasks as part of their job duties:

1. Assisting in identifying problem areas and establishing goals and objectives for *PARTA* overall, and for each department.
2. Being actively involved with local minority organizations, women's groups, organizations for disabled individuals, community action organizations and community service programs designed to promote EEO.
3. Participating actively in periodic audits 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 *PARTA*'s policies and procedures are being followed.
5. Reviewing the qualifications of all employees to assure that minorities, disabled persons, and women are given full opportunities for transfers, promotions, training, salary increases, and other forms of compensation.
6. Participating in the review and/or investigation of complaints alleging discrimination.
7. Conducting and supporting career counseling for all employees.
8. Participating in periodic audits to ensure that each department is in compliance with the EEO program.

## **4. UTILIZATION ANALYSIS**

### **Generally**

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

### **Workforce Analysis**

A workforce analysis requires a statistical breakdown of the workforce by each department, job category and job title, cross-referenced by race, national origin, and sex. It is structured in lines of progression by departmental units to insure that promotional opportunities will be considered. Principal job duties and average rates of pay also are included for each job category, grade/rank of employee, and job title for each employee.

### **Availability Analysis**

An availability analysis is a comparison of the participation rates of minorities and women at various levels in the work force with their availability in the relevant labor market. A labor market has both geographic and occupational components. Different geographic areas and labor force data may be used for different job categories, for example, the recruiting area for a professional position may include regional and/or national areas whereas the recruiting area for an entry-level job may be limited to the local area.

### **PARTA's Utilization Analysis - 2010, 2011, & 2012**

An analysis of PARTA's workforce for the years ending 2010, 2011, and 2012 is captured in **Exhibit 3, Workforce & Availability 2010, Exhibit 4, Workforce & Availability 2011, and Exhibit 5, Workforce & Availability 2012**. The tables document the composition of the workforce at year-end, showing each department, job category and job title, cross-referenced by race, national origin, and sex.

The tables include data showing the availability of minorities and women in the local community. For the availability analysis, PARTA relied on statistical data and narrative information compiled by the U.S. Census Bureau in its *American FactFinder for Portage County, Ohio, 2010-2012 American Community Survey 3-Year Estimates*. The full report is available for review at **Exhibit 1, Portage County, Ohio 2010 - 2012**.

## Workforce Analysis - 2010

**Exhibit 3, Workforce & Availability 2010**, documents the composition of *PARTA*'s workforce in 2010, including all individuals who worked at least one (1) day during the calendar year. *PARTA* employed 221 individuals during the 2010 calendar year, of which 143 were male and 78 female. This equates to 64.70% male representation and 35.30% female representation within *PARTA*'s workforce. The 221 employees worked in positions distributed amongst the following six (6) categories:

1. Executive Senior Level Officials and Managers/First/Mid Level Officials and Managers (general manager, department directors, department managers, lead dispatcher, lead scheduler)
2. Professional (public relations consultant, staff accountant, trainers)
3. Administrative Support Workers (executive assistants and secretaries, coordinators, dispatchers, schedulers)
4. Craft Workers (bus mechanics)
5. Operatives (bus drivers, road and operations supervisors)
6. Laborers (hostlers, maintenance & grounds custodians, laborers).

The table below summarizes the distribution of male and female employees amongst the six (6) categories:

### 2010

<b>Employee Category</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
Management	8	7	15
Professional	3	2	5
Administrative Support	3	13	16
Craft Workers	7	0	7
Operatives	114	55	169
Laborers	8	1	9
	<b>143</b>	<b>78</b>	<b>221</b>
<b>Total</b>	<b>64.70%</b>	<b>35.30%</b>	<b>100.00%</b>

Employees are not equally distributed throughout these employee categories. Operatives, composed of bus drivers (full-time, part-time and student), road supervisors (full-time and student), and operations supervisors (student), accounted for 76.47% of all *PARTA* employees.

**2010**

<b>Employee Category</b>	<b>Number of Employees</b>	<b>Percent of Total Workforce</b>
Management	15	6.79%
Professional	5	2.26%
Administrative Support	16	7.24%
Craft Workers	7	3.17%
Operatives	169	76.47%
Laborers	9	4.07%
<b>Total</b>	<b>221</b>	<b>100.00%</b>

In 2010, minority employees comprised 13.12% of the overall workforce, while females made up 35.30% of the total workforce. Female representation was highest in administrative support (81.25%), followed by management (46.67%) and professional (40.00%). Within the largest category of operatives, minority and female representation was 15.98% and 32.54% respectively.

**2010**

<b>Employee Category</b>	<b>Total</b>	<b># Minority</b>	<b># Female</b>	<b>% Minority</b>	<b>% Female</b>
Management	15	1	7	6.66%	46.67%
Professional	5	0	2	0.00%	40.00%
Administrative Support	16	0	13	0.00%	81.25%
Craft Workers	7	0	0	0.00%	0.00%
Operatives	169	27	55	15.98%	32.54%
Laborers	9	1	1	11.11%	11.11%
<b>Total</b>	<b>221</b>	<b>29</b>	<b>78</b>	<b>13.12%</b>	<b>35.30%</b>

### **Workforce Analysis – 2011**

**Exhibit 4, Workforce & Availability 2011**, documents the composition of *PARTA's* workforce in 2011, including all individuals who worked at least one (1) day during the calendar year. *PARTA* employed 241 individuals during the 2011 calendar year, an increase of 20 employees as compared to 2010. Of the 241 employees, 155 were male and 86 female. This equates to 64.32% male representation and 35.68% female representation within *PARTA's* workforce. The 241 employees worked in positions distributed amongst the same six (6) categories identified above, as shown in the table below:

**2011**

<b>Employee Category</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
Management	7	8	15
Professional	5	2	7
Administrative Support	5	13	18
Craft Workers	7	0	7
Operatives	119	59	178
Laborers	12	4	16
	<b>155</b>	<b>86</b>	<b>241</b>
<b>Total</b>	<b>64.32%</b>	<b>35.68%</b>	<b>100.00%</b>

Like 2010, employees were not equally distributed throughout these employee categories. Operatives again comprised the largest portion of the workforce at 73.86%, slightly below the 2010 composition of 76.47%.

**2011**

<b>Employee Category</b>	<b>Number of Employees</b>	<b>Percentage of Total Workforce</b>
Management	15	6.22%
Professional	7	2.90%
Administrative Support	18	7.47%
Craft Workers	7	2.90%
Operatives	178	73.86%
Laborers	16	6.64%
<b>Total</b>	<b>241</b>	<b>100.00%</b>

In 2011, minority employees comprised 9.96% of the overall workforce, a decrease from 13.12% in 2010. Females made up 35.68% of the workforce in 2011, a slight increase over the 35.29% representation in 2010. Female representation was highest in administrative support (72.22%), followed by management (53.33%). Within the largest category of operatives, which consists of bus drivers and road and operations supervisors, minority and female representation was 11.24% and 33.15% respectively, representing a decrease in minority representation and an increase in female representation within the operative category, as compared with 2010 (15.98% minority and 32.54% female).



**2011**

<b>Employee Category</b>	<b>Total</b>	<b># Minority</b>	<b># Female</b>	<b>% Minority</b>	<b>% Female</b>
Management	15	1	8	6.66%	53.33%
Professional	7	1	2	14.29%	28.57%
Administrative Support	18	0	13	0.00%	72.22%
Craft Workers	7	0	0	0.00%	00.00%
Operatives	178	20	59	11.24%	33.15%
Laborers	16	2	4	12.50%	25.00%
<b>Total</b>	<b>241</b>	<b>24</b>	<b>86</b>	<b>9.96%</b>	<b>35.68%</b>

**Workforce Analysis – 2012**

**Exhibit 5, Workforce & Availability 2012**, documents the composition of *PARTA*'s workforce in 2012, including all individuals who worked at least one (1) day during the calendar year. *PARTA* employed 227 individuals during the 2012 calendar year, a decrease of 14 employees as compared to 2011. Of the 227 employees, 148 were male and 79 female. This equates to 65.20% male representation and 34.80% female representation within *PARTA*'s workforce. The 227 employees worked in positions distributed amongst the same six (6) categories identified above, as shown in the table below:

**2012**

<b>Employee Category</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
Management	7	8	15
Professional	6	1	7
Administrative Support	3	12	15
Craft Workers	9	0	9
Operatives	113	55	168
Laborers	10	3	13
	<b>148</b>	<b>79</b>	<b>227</b>
<b>Total</b>	<b>65.20%</b>	<b>34.80%</b>	<b>100.00%</b>

Like 2011, employees were not equally distributed throughout these employee categories. Operatives again comprised the largest portion of the workforce at 74.00%, mirroring the 2011 composition of 73.86%.

**2012**

<b>Employee Category</b>	<b>Number of Employees</b>	<b>Percentage of Total Workforce</b>
Management	15	6.61%
Professional	7	3.10%
Administrative Support	15	6.61%
Craft Workers	9	3.96%
Operatives	168	74.00%
Laborers	13	5.73%
<b>Total</b>	<b>227</b>	<b>100.00%</b>

In 2012, minority employees comprised 13.22% of the overall workforce, a significant increase from 9.96% in 2011. Females made up 34.80% of the workforce in 2012, a slight decrease from the 35.68% representation in 2011. Female representation was highest in administrative support (80.00%), followed by management (53.33%). Within the largest category of operatives, which consists of bus drivers and road and operations supervisors, minority and female representation was 14.29% and 32.74% respectively, representing a significant increase in minority representation as compared in 2011 (11.24%) and a decrease in female representation as compared to 2011 (33.15%).

**2012**

<b>Employee Category</b>	<b>Total</b>	<b># Minority</b>	<b># Female</b>	<b>% Minority</b>	<b>% Female</b>
Management	15	1	8	6.67%	53.33%
Professional	7	2	1	28.57%	14.29%
Administrative Support	15	1	12	6.67%	80.00%
Craft Workers	9	0	0	0.00%	0.00%
Operatives	168	24	55	14.29%	32.74%
Laborers	13	2	3	15.38%	23.08%
<b>Total</b>	<b>227</b>	<b>30</b>	<b>79</b>	<b>13.22%</b>	<b>34.80%</b>

In 2010, 2011, and 2012, males exclusively populated the craft worker category. Craft workers, a category composed of between seven (7) and nine (9) bus mechanics, were exclusively white males during all three (3) years. Laborers, a category composed of hostlers, a maintenance & grounds custodian, and student laborers, had minority and female representation all three (3) years (2010, 11.11% minority and 11.11% female; 2011, 12.50% minority and 25.00% female; and 2012, 15.38% minority and 23.08% female).

## Availability Analysis, 2010, 2011 & 2012

An availability analysis is a comparison of the participation rates of minorities and women at various levels in the work force with their availability in the relevant labor market.

For this availability analysis, *PARTA* used statistical data and narrative information compiled by the U.S. Census Bureau in its report, **Exhibit 1, Portage County, Ohio 2010 – 2012**, [http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?\\_afpt=table](http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?_afpt=table)

Of a total population of 161,494, the census bureau estimates a 8.1% availability factor for minorities (3.8% Black or African American, and 4.3% inclusive of other minority categories). Hispanic or Latino of any race comprised 1.4% of the population. The census bureau estimates the availability factor for females 18 years and over as 51.7% of the population.

**Exhibit 3, Workforce & Availability 2010, Exhibit 4, Workforce & Availability 2011, and Exhibit 5, Workforce & Availability 2012** contain complete detail of all individuals who worked at least one (1) day during each respective calendar year and compares *PARTA*'s workforce in 2010, 2011, and 2012 to census bureau estimates of the availability of minorities and females in the surrounding area. The tables include a breakdown of each employment category by job, salary or wage rate, and number of minority and female incumbents. The tables below provide a summary of the overall workforce composition at year-end 2010, 2011, and 2012, as compared to availability in the population.

### Minority Availability Analysis, 2010, 2011 & 2012

Year	<i>PARTA</i> workforce percentage	Percentage available in population	Difference
<b>2010</b>	13.12%	8.10%	<b>+5.02%</b>
<b>2011</b>	9.96%	8.10%	<b>+1.86%</b>
<b>2012</b>	13.22%	8.10%	<b>+5.12%</b>

### Female Availability Analysis, 2010, 2011 & 2012

Year	<i>PARTA</i> workforce percentage	Percentage available in population	Difference
<b>2010</b>	35.29%	51.70%	<b>-16.41%</b>
<b>2011</b>	35.68%	51.70%	<b>-16.02%</b>
<b>2012</b>	34.80%	51.70%	<b>-16.90%</b>

The presence of minorities in *PARTA*'s overall workforce compares favorably when measured against the availability factor for minorities in the community. In 2010 & 2012, the percentage of minorities in *PARTA*'s workforce exceeded the availability factor in the community by slightly more than five percent (5.00%). The drop minority representation during 2011 does not reflect a true reduction in minority employee presence. In 2012, minority employees are present in five (5) of six (6) employment categories: management, professional, administrative support, operatives, and laborers.

Females fared less favorably in *PARTA*'s overall workforce, as compared with the availability factor for females in the community. Census bureau data estimated female availability at 51.70%, yet *PARTA*'s female workforce averaged approximately 35.00% from 2010 to 2012. Although generally underrepresented, females were well-represented in management, professional and administrative support categories.

## **PARTA's Utilization Analysis – July 1, 2013 Snapshot**

### **Workforce Analysis – July 1, 2013 Snapshot**

A “snapshot” of *PARTA*'s workforce on July 1, 2013, is captured in **Exhibit 6, Workforce Snapshot July 01 2013**. The “snapshot” report captures the composition of the workforce on a single date, July 1, 2013, rather than summarizing all employees who worked at least one (1) day during the year. The snapshot report presents a different way to view the workforce than the year-end summary reports, and is a useful tool for evaluating the state of the agency at mid-year, providing opportunity for progress review and goal adjustment.

As detailed in **Exhibit 6**, *PARTA* employed 173 individuals on July 1, 2013, of which 107 were male and 66 female. This equates to 61.85% male representation and 38.15% female representation within *PARTA*'s workforce. The 173 employees employed on July 1, 2013 worked in positions distributed amongst the same six (6) categories identified above, as shown in the table below:

#### **July 1, 2013 Snapshot**

<b>Employee Category</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
Management	8	8	16
Professional	5	1	6
Administrative Support	2	12	14
Craft Workers	8	0	8
Operatives	77	43	120
Laborers	7	2	9
	<b>107</b>	<b>66</b>	<b>173</b>
<b>Total</b>	<b>61.85%</b>	<b>38.15%</b>	

Consistent with previous years, employees were not equally distributed throughout these employee categories. Operatives again comprised the largest portion of the workforce at 69.36%.

#### **July 1, 2013 Snapshot**

<b>Employee Category</b>	<b>Number of Employees</b>	<b>Percentage of Total Workforce</b>
Management	16	9.25%
Professional	6	3.47%
Administrative Support	14	8.09%
Craft Workers	8	4.62%
Operatives	120	69.36%
Laborers	9	5.20%
<b>Total</b>	<b>173</b>	<b>100.00%</b>

On July 1, 2013, minority employees comprised 13.29% of the overall workforce, a mirroring 2012, at 13.22%. Females made up 38.15% of the workforce in the July 2013 snapshot, an appreciable increase over the 34.80% representation in 2012. Female representation was highest in administrative support (85.71%), followed by management (50.00%). Within the largest category of operatives, which consists of bus drivers, road and operations supervisors, minority and female representation on July 1<sup>st</sup> was 15.83% and 35.83% respectively, representing an increase in both minority female representation as compared with 2012 (13.22% minority and 34.80% female).

### July 1, 2013 Snapshot

Employee Category	Total	# Minority	# Female	% Minority	% Female
Management	16	1	8	6.25%	50.00%
Professional	6	1	1	16.67%	16.67%
Administrative Support	14	1	12	7.14%	85.71%
Craft Workers	8	0	0	0.00%	0.00%
Operatives	120	19	43	15.83%	35.83%
Laborers	9	1	2	11.11%	22.22%
<b>Total</b>	<b>173</b>	<b>23</b>	<b>66</b>	<b>13.29%</b>	<b>38.15%</b>

White males continue to fill the craft worker category. Laborers, a category composed of hostlers, a maintenance & grounds custodian, and student laborers, had both minority and female representation on July 1, 2013, with minorities comprising 11.11% and females 22.22% of the laborer category.

### Availability Analysis – July 1, 2013 Snapshot

Using the statistical data and narrative information compiled by the U.S. Census Bureau in **Exhibit 1, Portage County, Ohio 2010 – 2012**, *PARTA* has prepared the following availability analysis to compare participation rates of minorities and women as documented in the **Exhibit 6, Workforce Snapshot July 01 2013**, with their availability in the relevant labor market.

### Minority Availability Analysis, July 1<sup>st</sup> Snapshot as Compared to 2012 Year-End

Date	<i>PARTA</i> workforce percentage	Percentage available in population	Difference
<b>July 1, 2013</b>	13.29%	8.10%	+5.19%
<b>Year-End 2012</b>	13.22%	8.10%	+5.12%
<b>% Change</b>			<b>+0.07%</b>

Like 2012, the presence of minorities in *PARTA*'s overall workforce compares favorably when measured against the availability factor for minorities in the community. On July 1, 2013, minority employees comprised 13.29% of *PARTA*'s total workforce, exceeding the census bureau availability factor of 8.10% by over five percent (5.19%). This representation demonstrates close alignment with 2012 Minority representation in five (5) of the six (6) employment categories demonstrates another positive trend within *PARTA*'s workforce.

**Female Availability Analysis, July 1<sup>st</sup> Snapshot as Compared to 2012 Year End**

Date	<i>PARTA</i> workforce percentage	Percentage available in population	Difference
<b>July 1, 2013</b>	38.15%	51.70%	-13.55%
<b>Year-End 2012</b>	34.80%	51.70%	-16.90%
<b>% Change</b>			<b>+3.35%</b>

The July 1<sup>st</sup> snapshot showed improvement in female representation, at 38.15% of the *PARTA* workforce, but continues to indicate underrepresentation of females in the overall workforce, as compared with the 51.70% estimated availability factor for females in the community. When compared to 2012, females presence on July 1, 2013 increased by 3.35%.

Although generally underrepresented, females were well-represented in management, administrative support, and operative categories. Females were unrepresented in only the craft worker category comprised of bus mechanics, a traditionally male-dominated occupation.

## 5. GOALS AND TIMETABLES

### *Narrative Description*

PARTA utilizes goals and timetables as a management tool to assist in the optimum utilization of human resources. Goals establish a “roadmap” and point of reference from which to consider the impact that employment decisions will have upon organizational development. Timetables are a useful tool for evaluating progress made toward accomplishment of established goals. While difficult to establish with certainty because of factors that are outside of the organization’s control, such as demographic, economic, and social changes within the community, goals and timetables remain a key component of any successful EEO program.

Given PARTA’s unique personnel structure and small, rapidly changing workforce, the composition of the workforce generally reflects the demographics of Portage County. While minorities are represented at a higher percentage than are present in the community, with one exception, minority employees are clustered “blue collar” positions. And while females are represented at a lower percentage than are present in the community, and are underrepresented in PARTA’s largest employee category, operatives, female employees occupy some significant “white collar” positions within the organization.

Based upon the utilization analysis for calendar years 2010, 2011, and 2012, and the July 1, 2013 Snapshot Report, PARTA evaluated progress made since the last EEO Program Update (previous evaluation period, May 18, 2008 to June 30, 2010, “2010 Period”) and has established goals to address underrepresentation of females and minorities in the PARTA workforce, and timetables for achieving established goals. These goals and timetables represent PARTA’s good faith effort to maintain a diverse workforce; however, circumstances outside of PARTA’s control may preclude achievement of one or more goals, such as expected position vacancies that do not materialize, and the inadequate availability within the community of willing persons to fill targeted positions.

Given this backdrop, the following bullet-points summarize established goals. Specific numeric and percentage goals are contained in **Exhibit 6, Workforce Snapshot July 01 2013**. This table also includes an availability analysis for each projected goal, and the timetables set for achieving them.

### *Summary of Goals, Timetables and Progress*

1. **Goal: By 2014, Increase Number of Female Applicants for Employment, by 8-10%.**
  - *Summary of Progress: 2.63% Increase in Female Applicants; 6.04% Increase in Female New Hires*

Comparing the previous evaluation period (2010 period) against the current evaluation period (2013 period) demonstrates an increase in the overall percentage of female applications for employment and hiring of females, as shown in the table below. Applications for employment during the current period consisted of 36.01% female applicants, an increase of 2.63% over the previous evaluation period.

Likewise, hiring of females increased as a percentage of overall hiring by 6.04% over the previous evaluation period.

<b>Female Applicant and Female Hiring as Percentage of Total New Hires</b>			
	Applied	Hired	Difference
2010 Period	33.38%	26.28%	-7.10%
2013 Period	36.01%	32.32%	-3.69%
<b>Difference</b>	<b>+2.63%</b>	<b>+6.04%</b>	<b>+3.41%</b>

- *Updated Goal and Timetable: By 2016, Increase Number of Female Applicants and New Hires by 2-6%, by promoting PARTA as a workplace of choice for women through updated marketing and targeted employment advertising.*

**2. Goal: By 2014, Increase the Percentage of Female Drivers by 8-10%.**

- *Summary of Progress: 4.23% Decrease in Female Drivers*

Comparing the previous evaluation period (2009 year end) against the current evaluation period (2012 year end) demonstrates a 4.23% decrease in the overall percentage of female drivers, as shown in the table below.

<b>Female Drivers as Percentage of Total Drivers</b>	
	% of Drivers
2009 Year End	38.00%
2012 Year End	33.77%
<b>Difference</b>	<b>-4.23%</b>

- *Updated Goal and Timetable: By 2016, Increase Percentage of Female Drivers by 2-6%, by promoting PARTA as a workplace of choice for women through updated marketing and targeted employment advertising.*

**3. Goal. By 2014, Increase Number of Minority Driver Applications for Promotion by 8-10%.**

- *Summary of Progress: 12.48% Increase in Minority Applications for Promotions; 12.22% Increase in Minority Promotions; 15.25% Rate of Minority Promotion Exceeds Minority Workforce Presence by 2.03%.*

Comparing the previous evaluation period (2010 period) against the current evaluation period (2013 period) demonstrates an increase in the overall percentage of minority applications for promotion, rate of minority promotion, and rate of minority promotion in excess of workforce presence, as shown in the tables below:



## Promotion Summary by Race

<b>Previous Evaluation Period, May 18, 2008 to June 30, 2010 (2010 period)</b>					
	Applied	Percentage	Promoted	Percentage	Difference
White	85	97.70%	32	96.97%	-.73%
Minority	2	2.30%	1	3.03%	+.73%
<b>Total</b>	<b>87</b>	<b>100.00%</b>	<b>33</b>	<b>100.00%</b>	<b>0.00%</b>

<b>Current Evaluation Period, July 1, 2010 to September 30, 2013 (2013 period)</b>					
	Applied	Percentage	Promoted	Percentage	Difference
White	196	85.22%	50	84.74%	-.48%
Minority	34	14.78%	9	15.25%	+.47%
<b>Total</b>	<b>230</b>	<b>100.00%</b>	<b>59</b>	<b>100.00%</b>	<b>0.00%</b>

<b>Summary of Progress - Minority Promotions Previous vs. Current Period</b>					
	Applied	Percentage	Promoted	Percentage	
2010	2	2.30%	1	3.03%	
2013	34	14.78%	9	15.25%	
<b>Difference</b>	<b>+32</b>	<b>+12.48%</b>	<b>+8</b>	<b>+12.22%</b>	

<b>Summary of Progress – Current Workforce Availability vs. Minority Promotions</b>		
Minority Presence in Workforce (2012 year end)	13.22%	
Minority Promotions in Workforce (2013 period)	15.25%	
<b>Difference</b>	<b>+2.03%</b>	

- *Updated Goal and Timetable: PARTA exceeded this goal during the current evaluation period. Until 2016, continue to encourage minority application for promotional opportunities and continue promote PARTA as a workplace of choice for minorities through updated marketing and targeted employment advertising.*

#### **4. Goal. By 2014, Add Minority or Female Presence within Craft Worker Category.**

- *Summary of Progress: Crafter Worker Category Remains 100% White Male.*

Comparing the previous evaluation period (2009 year end) against the current evaluation period (2012 year end) demonstrates no change in the composition of the craft worker category – it remains 100% white male, as no female or minority candidates applied for craft worker positions during this reporting period.

- *Updated Goal and Timetable. Until 2016, continue working to add a minority or female presence within the craft worker employee category, to reduce white male presence to less than 100.00%, by*

*promoting PARTA as a workplace of choice for women and minorities through updated marketing and targeted employment advertising.*

### ***Planned Action Item Strategies***

To achieve the aforementioned established goals, PARTA has established the following action item strategies. The primary focus of the strategies is to more directly target recruiting and advertising efforts toward minority and female populations, by engaging the following tools and resources:

1. PARTA will more aggressively utilize local female / minority / physically disabled / veteran recruiting sources, and will utilize regular sources of employment or other agencies such as schools, colleges and universities, community agencies, and employment services, for recruitment and communication of its EEO program and goals. The following are primary resources for advertising employment opportunities to these populations within the community:
  - Ohio Job & Family Services - Portage County Employment Center ONE STOP PROGRAM - Portage Workforce Connection <http://www.portageworkforce.org>
  - Family & Community Services, Inc. <http://www.portagefamilies.org>
  - Portage County Veterans Service Commission <http://www.co.portage.oh.us/veterans.htm>
  - King Kennedy Community Center – Ravenna, OH
  - Skeels-Mathews Community Center – Ravenna, OH
  - Portage County Commissioners <http://www.co.portage.oh.us>
  - KSU Women's Studies Program <http://www.kent.edu/womensstudies/index.cfm>
  - KSU Department of Pan-African Studies <http://www.kent.edu/CAS/PAS/index.cfm>
  - Community Action Council of Portage County <http://cacportage.net>
  - Thomas Anderson Development Corporation – Kent, OH
  - Kent Free Library <http://www.kentfreelibrary.org>
  - Portage County District Library <http://www.portagecounty.lib.oh.us>
  
2. The EEO Officer will offer to meet individually with minority employees when promotional opportunities are posted, to ensure the employees are aware of the opportunity and are encouraged to apply. The HR

Department will offer to meet with minority or female employees to review job qualifications and the knowledge, skills and experience required for promotion to a posted position.

3. PARTA will more actively promote community adult educational opportunities, offered by local high schools, community colleges, and universities. The following are primary resources for such career and educational opportunities, as well as sources for employment recruiting:
  - Maplewood Career Center  
<http://www.mwood.cc/vnews/display.v/ART/46e83ee1ae3d2>
  - Kent Community Education [http://www.kentschools.net/?page\\_id=362](http://www.kentschools.net/?page_id=362)
  - Fortis College <http://www.fortis.edu>
  - National College <http://www.ncbt.edu/about/index.htm>
4. PARTA will continue to attend job fairs held throughout the community and at KSU, to promote recruitment of minority and female applicants for employment.
5. PARTA will promote the Internship/Apprenticeship Program to community schools that offer career technical education for area high school students in applicable fields, particularly diesel mechanic training programs. Maplewood Career Center and the Six District Educational Compact offer such career technical education programs for Portage County high school students. Maplewood Career Center provides vocational education and training for the Portage County school systems of Crestwood, Field, Mogadore, Garfield, Ravenna, Rootstown, Southeast, Streetsboro, Waterloo, and Windham. The Six-District Educational Compact offers career technical education for students enrolled in the Kent City Schools, located in Portage County, and five (5) public school districts located in Summit County - Stow, Cuyahoga Falls, Hudson, Tallmadge, and Woodridge.
  - Maplewood Career Center  
<http://www.mwood.cc/vnews/display.v/ART/46e83ee1ae3d2>
  - Six District Educational Compact Career Technical Education  
<http://www.sixdistrict.com>
6. PARTA will utilize the citizen advisory panel, as described in *Section 2, Dissemination*, to promote the exchange of information, ideas and suggestions between PARTA and members of the transit-riding community, including older adults, disabled and minority individuals. On an annual basis, PARTA will distribute the EEO policy statement and goals to the citizen panel for review, inviting the panel to provide suggestions for improvement in the program and goals. In addition, PARTA will provide panel members with copies of job opportunity announcements.

## **6. ASSESSMENT OF EMPLOYMENT PRACTICES**

Hiring and retaining qualified individuals to fill positions contributes to *PARTA*'s overall strategic success. To this end, the following hiring and employment procedures are designed to assist *PARTA* management to identify and retain the most qualified candidates for positions in accordance with EEO program principles and goals.

### **Equal Employment Opportunity Statement**

It is *PARTA*'s policy to assure equal employment opportunity for employees and job applicants in all employment processes, including recruitment, selection, promotions, terminations, transfers, layoffs, compensation, training, benefits, and other terms and conditions of employment, without unlawful regard to race, color, religion, sex, age, national origin, physical or mental disability, genetic information, or any other basis prohibited by statute. Further, *PARTA* is committed to complying with Title I of the Americans with Disabilities Act and prohibits discrimination on the basis of disability. *PARTA* will make accommodations that are reasonable and not unduly burdensome to enable qualified applicants and employees to participate in the employment process and perform essential job functions.

Accordingly, consistent with applicable federal and state laws, *PARTA* has established a written affirmative action program, including goals and timetables, to overcome the effects of past discrimination on minorities and women. To ensure effective oversight and ongoing review of the program, *PARTA* has designated a senior level management official as EEO Officer. The EEO Officer has primary responsibility for implementation of the EEO program. The EEO Officer works in conjunction with the HR Director to ensure that *PARTA* carries out employment processes in accordance with the EEO program principles and goals.

Job applicants and employees who believe they have been a victim of discrimination have the right to file a complaint with the designated EEO Officer, or with another member of management with whom the individual is comfortable speaking. *PARTA* will promptly investigate complaints, and will take appropriate remedial and disciplinary action whenever it determines that this policy has been violated. *PARTA* believes that successful achievement of EEO goals will provide benefits to *PARTA* through fuller utilization and development of previously underutilized human resources.

Hiring and retaining qualified individuals to fill positions contributes to *PARTA*'s overall strategic success. To this end, the following hiring and employment procedures are established to assist *PARTA* management to identify and retain the most qualified candidates for positions in accordance with EEO program principles and goals.

### **Classification and Compensation**

#### **Classification System**

The HR Department maintains a classification and compensation system for positions authorized by the Board of Trustees.

- a. Authorized Positions. The classification system includes the following information about each authorized position:

1. position title & position description
  - a. All position descriptions include job responsibilities, essential functions, other duties and responsibilities, minimum qualifications, licensure or certification requirements, tools and equipment used, physical demands, work environment and additional position information.
  - b. All position descriptions include the statement, "The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions."
  - c. All position descriptions include the statement, "The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions."
  - d. All positions descriptions include the U.S. Department of Labor Physical Demands Strength Rating applicable to the physical demands of the position.
2. department assignment
3. FLSA status (non-exempt or exempt)
4. pay status (hourly or salary)
5. category (safety-sensitive or nonsafety-sensitive)
6. bargaining unit (if applicable)

The Board of Trustees adopted the current *PARTA* Pay Structure and Salary Range, Pay Step and Wage Table, shown in **Exhibit 7, Pay Structure via Resolution 2011-12-05 (Exempt) and 2011-12-06 (Nonexempt)**, on December 15, 2011. This document incorporated changes made since the pay structure was updated in 2008. The pay structure categories, summarized in **Exhibit 8, Pay Structure Categories**, detail the positions and job families contained in both the exempt and nonexempt tables.

- b. **Organizational Chart.** The organizational chart is a graphic representation of the current organizational composition – positions that are filled and the reporting relationships established for each department. The HR Department updates the organizational chart periodically to reflect changes within the organization. The organizational chart, current as of September 2013, is shown in **Exhibit 9, Organizational Chart.**
- c. **Internships/Apprenticeships.** An internship or apprenticeship is defined as a short-term appointment designed to provide work experience to a student and to meet a specific need within the requesting department. *PARTA's* Internship/Apprenticeship Program, **Exhibit 10, Internship Program**, establishes guidelines for offering paid or unpaid work experience to local high school or university students to complement

their course of study. The General Manager may consider a request to appoint an intern or apprentice on a short-term basis. Internships or apprenticeships are not subject to normal employment procedures, including but not limited to posting, recruiting and advertising. However, *PARTA* will endeavor to utilize the internship or apprenticeship as a tool to advance its EEO program goals.

- d. Temporary Workers. The General Manager may consider a request to appoint a temporary worker on a short-term basis. Temporary workers typically are utilized to fill an unexpected employee absence. *PARTA* selects a professional employment agency that ensures all recruitment and placement of temporary employees is performed in accordance with EEO principles.

## Compensation Structure

- a. The HR Department maintains a compensation/pay structure table to identify pay grade assignments, salary ranges, pay steps and wages for non-bargaining unit positions as authorized by the Board of Trustees. As previously identified, **Exhibit 7, Pay Structure**, contains the current *PARTA* Pay Structure, Salary Range, and Wage Table.
- b. For full-time and part-time driver positions, which are represented by an exclusive bargaining agent, information regarding wages, hours, and other terms and conditions of employment is fully described in the applicable collective bargaining agreement. **Exhibit 11, OAPSE Article 24**, contains the wage details, such as the requirements for pay step advancement, plus wage tables for years two and three for full-time and part-time drivers for the three-year contract period, from December 7, 2012 through December 6, 2015.

## Hiring & Promotions; Training Programs

### Hiring

#### *Personnel Requisitions*

- a. The department director or manager who desires to fill a vacant position will complete a personnel requisition form and forward it to the HR Director. The HR Director will complete the authorization status portion of the form and forward the form to the General Manager for final approval. **Exhibit 12, Employee Requisition Form**, contains the requisition form template.
- b. The department director or manager who desires to appoint an intern/apprentice or temporary worker shall submit the request using a requisition form to identify the type of appointment, the project or assignment, the expected duration of the appointment, and the rate of pay, if applicable. The HR Director will review the requisition request and recommend appropriate pre-employment selection and/or screening procedures for the appointment, on a case-by-case basis, with the General Manager having final approval.

## *Application*

PARTA accepts applications in response to a posted or advertised job announcement. Unsolicited applications will not receive consideration or be retained for future review.

Applications must be made on the form prescribed or provided by PARTA unless only a resume is requested in the job announcement. The employment application identifies PARTA is an Equal Opportunity Employer. PARTA will make reasonable accommodations to enable disabled applicants to complete the application and otherwise participate in the pre-employment process.

Applications submitted within the time period prescribed and completed in accordance with instructions included in the job posting will receive further consideration. Applications not submitted within the time period prescribed and/or incomplete applications may be excluded from further consideration.

The employment application for county driver positions is attached as **Exhibit 13, County Application**; the employment application for campus positions is attached as **Exhibit 14, Campus Application**. When accepting applications for non-driver positions, the employment application is tailored for the vacant position, with the applicable position description attached.

## *Recruitment and Advertising – New Hire Opportunities*

### **Narrative Description**

With the addition of KSU campus bus service to existing county-wide service, PARTA's personnel structure has developed to include "county" and "campus" divisions, with KSU students primarily filling campus positions. Administrative employees, including senior and middle management, dispatchers, schedulers, and trainers, along with hostlers, laborers and mechanics, perform their duties for both county and campus operations. Alternatively, operative employees, including drivers and road supervisors, primarily work for either the county or campus division.

Consequently, PARTA directs its recruiting and hiring efforts toward certain populations to attract qualified candidates for driver positions. Recruiting and advertising for student drivers is limited to on-campus activities and KSU publications, while recruiting and advertising for county driver positions is designed to reach the broader audience of Portage County. Likewise, promotional opportunities for supervisory positions within the divisions are limited to employees currently working within the division in which the promotional opportunity exists. Within these parameters, and in accordance with the EEO program, PARTA utilizes the following strategies for employment recruiting and advertising:

- 1) Positions are advertised externally based upon need and budget requirements. The HR Department is responsible for placing all recruitment advertising.
- 2) Any advertisement, posting, or bulletin distributed for employment recruitment purposes includes the statement, "PARTA is an Equal Opportunity Employer," or "EOE."
- 3) Whenever possible, PARTA utilizes female / minority / physically disabled / veteran recruiting sources. The EEO Officer maintains and provides the HR Department a current listing of such sources.

- 4) PARTA utilizes regular sources of employment or other agencies such as schools, community agencies, employment services, for recruitment and communication of its EEO program and goals.
- 5) As part of an overall effort to obtain citizen input on a variety of transit-related issues, PARTA established a citizen advisory panel. The citizen panel promotes the exchange of information, ideas and suggestions between PARTA and members of the transit-riding community, including older adults, disabled and minority individuals. On an annual basis, PARTA will distribute the EEO policy program and goals and to the citizen panel for review, inviting the panel to provide suggestions for improvement in the program and goals. In addition, PARTA will provide panel members with copies of job opportunity announcements.

### *Pre-Employment Screening*

#### **Narrative Description**

The HR Department has established procedures to identify and hire qualified candidates for PARTA positions, in accordance with the EEO Program, and applicable local, state and federal laws and regulations. Screening procedures will be applied consistently to all applicants under consideration within the same position classification. Inability or failure of applicant to successfully complete any pre-employment screening procedure (with or without reasonable accommodation, if applicable) or to provide truthful information is cause for withdrawal of a conditional offer, dismissal during training and/or the probationary period or termination of employment, if discovered after completion of the probationary period. Pre-employment screening procedures include but are not limited to:

- 1) Reviewing employment application in accordance with the requirements established for the position classification.
- 2) Contacting applicant to clarify information, provide position details and schedule interview, if not disqualified through application review.
- 3) Conducting on-site interview with applicant. PARTA utilizes a “panel style” interview process. The HR Director or Manager coordinates the interview process, and conducts interviews in accordance with EEO principles. One or more members from the department seeking to hire or promote attend the interviews. The HR Director or Manager prepares questions in advance, asking the same questions of all applicants, based upon the essential functions and desired knowledge, skills and abilities listed in the job description.
- 4) Verifying applicant’s references.
- 5) Processing MVR report, when applicable. Driving record must meet requirements established for the position classification in accordance with insurance carrier requirements.
- 6) Obtaining DOT drug and alcohol testing information from previous employer(s), when applicable.
- 7) Conducting vehicle operator/driver bus orientation and physical requirements/essential function review, when applicable. **Exhibit 15, Pre-Employment Bus Orientation**, contains the complete outline of procedures.
- 8) Upon successful completion of aforementioned screening procedures, extending a conditional offer of employment to the applicant. The offer is conditioned on successful completion of criminal records background investigation through the Ohio Bureau of Criminal Identification and Investigation (BCI&I) and Department of Transportation (DOT) physical examination and urine drug screen.
- 9) Conducting criminal records background investigation in accordance with requirements established for the position classification, by contractual requirements, and/or by local, state or federal laws or regulations. Applicant may begin training prior to receipt of



- criminal records report, but may be released from training only upon receipt of a criminal records report that shows no disqualifying convictions.
- 10) Scheduling pre-employment DOT physical and drug screen appointment. The applicant may begin training prior to receipt of DOT physical and drug screen report, but may not perform safety sensitive functions until receipt of DOT physical and drug screen results that comply with DOT regulations.
  - 11) Applicants who successfully complete pre-employment screening procedures will serve a 180 day probationary period, inclusive of days spent in the training program.

### *Appointment Procedure*

#### **Narrative Description**

Upon completion of the selection process, the department director or manager, in conjunction with the HR Department, will select a candidate to fill the position, and recommend the rate of pay and date of hire. The HR Director shall review the selection process and upon completion, recommend in writing the approval or disapproval of the appointment, including rate of pay and date of hire, to the General Manager.

#### **New Hire Analysis, July 1, 2010 to September 30, 2013**

PARTA collects applicant data on a voluntary basis through the use of an "EEO Applicant Flow Form," as shown in **Exhibit 16, Applicant Flow Form**. The form is attached at the end of the employment application, but is distinguished from the application by being yellow in color. Since returning the form is voluntary, applicant data is not guaranteed to be complete. It is, however, accurate to the extent that it reflects compilation of all forms returned by participating applicants.

Employment applications are distributed and received at the front desk. When an application is returned, the receptionist immediately detaches the yellow applicant flow form, placing it in a filing cabinet for storage and later data entry under the direction of the EEO Officer. After the form is detached, the employment application is sent to the HR Department. HR department staff does not receive or review applicant flow forms.

From July 1, 2010 to September 30, 2013, PARTA received 1072 completed applicant flow forms, and hired 198 new employees. PARTA advertised the employment opportunities described below via newspaper advertising, distribution to local employment agencies, and attendance at job fairs. Unless otherwise noted, the vacancies occurred in the county division. **Exhibit 17, Employment Practices Charts** contains numeric and percentage data by employee category, sex and race for hiring completed during this timeframe.

#### **New Hires by Sex**

Of the 1072 applicant flow forms received, males submitted 686 applications, and female applicants submitted 386 applications. This equates to 63.99% male and 36.01% female applicants. Of the 198 new hires completed, PARTA hired 134 males and 64 females. This equates to 73.72% male hires and 26.28% female hires. When compared to their rate of application, male hiring exceeded their rate of application by 3.69%, as shown in the table below:

## New Hires Summary by Sex

	# Applied	% of Total	# Hired	% of Total	Difference
<b>Male</b>	686	63.99%	134	67.68%	+3.69%
<b>Female</b>	386	36.01%	64	32.32%	-3.69%
<b>Total</b>	<b>1072</b>	<b>100.00%</b>	<b>198</b>	<b>100.00%</b>	<b>0.00%</b>

### New Hires by Minority and Female

Of the 1072 applicants, African Americans submitted 156 applications and individuals from other racial affiliations submitted 22 applications: seven (7) identified themselves as Hispanic; six (6) as Asian, and nine (9) as two or more races. Eleven applicants (11) provided no response. This equates to 83.40% of all applications submitted by white individuals, and 16.67% submitted by minority applicants. The 16.67% minority hire rate equates to less than one percent (0.07%) less than the rate of application.

Of the 1072 applications recorded, 386 applicants identified themselves as female. This equates to 36.00% of all applications submitted by females. Of the 198 new hires, 64 were female, equating to a hiring percentage of 32.32% of overall hiring, 3.68% less than the 36.00% rate of application.

### New Hire Summary by Minority and Female

	# Applied	% of Total	# Hired	% of Total	Difference
White	894	83.40%	165	83.33%	-0.07%
Minority	178	16.60%	33	16.67%	-0.07%
Female	386	36.00%	64	32.32%	-3.68%
Applicant Total	1072		Hired Total	198	

### New Hires by Employee Category

In sum, *PARTA* hired individuals in nine (9) different positions distributed over five (5) employee categories. Position descriptions for each position are attached as **Exhibit 18, New Hire Position Descriptions**. The vast majority of new employees, 86.87%, were hired in operative positions, as summarized in the table below:

Employee Category	New Hire Position	# New Hires	% of Total
Professional	Accountant	1	
	Computer Technician	2	
	<b>Total</b>	<b>3</b>	<b>1.52%</b>
Administrative Support	Accounting Coordinator	1	
	Scheduler	1	
	Intern	1	
	<b>Total</b>	<b>3</b>	<b>1.52%</b>
Craft Workers	Mechanic	2	

	Total	2	1.01%
Operatives	Road Supervisor	3	
	Part-Time 1 Driver	70	
	Student Driver - Campus	99	
	Total	172	86.87%
Laborers	Student Hostler	12	
	Laborer – Part-time	1	
	Laborer – Full-time	3	
	Facilities Foreman	1	
	Maintenance and Grounds Technician	1	
	Total	18	9.09%
<b>Grand Total</b>		<b>198</b>	<b>100.00%</b>

When viewed by employee category, *PARTA* hired minority applicants to fill positions within the professional, operative and laborer categories. Female applicants filled positions within administrative support, operative, and laborer categories. Of the 172 operative positions filled, *PARTA* hired 27 minorities and 58 females. This equates to 15.70% minority hiring for driver positions, and 33.72% female hiring for driver positions. Combining all new hires, minorities filled 33 positions within the organization, equating to 16.67% of all new hires, while females filled 64 positions, equating to 32.32% of all new hires.

<b>Employee Category</b>	<b>Total</b>	<b># Minority</b>	<b># Female</b>	<b>% Minority</b>	<b>% Female</b>
Professional	3	2	0	0.00%	0.00%
Administrative Support	3	0	2	0.00%	100.00%
Craft Workers	2	0	0	0.00%	0.00%
Operatives	172	27	58	15.70%	33.72%
Laborers	18	4	4	22.22%	22.22%
<b>Total</b>	<b>198</b>	<b>33</b>	<b>64</b>	<b>16.67%</b>	<b>32.32%</b>

The percentage of minorities hired from June 30, 2010 through September 30, 2013 compares favorably when measured against the overall percentage of minorities present in *PARTA*'s workforce and the availability factor for minorities in the community. As shown in the table below, minorities comprised 13.2% of the overall workforce in 2012, yet 16.67% of all new hires were minorities. This demonstrates that minority hiring exceeded the percentage present in the workforce by 3.45%, and exceeded the availability factor in the community by 8.57%. And *PARTA* hired minority employees in three (3) out of five (5) employment categories, administrative support, operatives and laborers.

### Minority New Hires Compared to 2012 Workforce & Availability

	% of Workforce	% Hired	Difference	Availability %	Difference
<b>Minority</b>	13.22%	16.67%	+3.45%	8.10%	+8.57%

Females fared less favorably in hiring during this time period, when measured against the overall percentage of females present in *PARTA*'s workforce and the availability factor for females in the community. As shown in the table below, females comprised 34.80% of the overall workforce in 2012, yet just 32.32% of all new hires were female. This equates to female hiring of 2.48% less than the percentage present in the workforce, and 19.38% less than the availability factor in the community. However, *PARTA* hired female employees in three (3) employee categories, administrative support, operative, and laborer.

### Female New Hires Compared to 2012 Workforce & Availability

	% of Workforce	% Hired	Difference	Availability %	Difference
<b>Female</b>	34.80%	32.32%	-2.48%	51.70%	-19.38%

## Promotions

### *Job Postings – Promotional Opportunities*

#### Narrative Description

PARTA encourages its employees to seek opportunities for advancement by promoting current employees from within the organization whenever feasible. A significant example of this commitment to current employees is PARTA's practice of promoting current employees to full-time driver and part-time 2 driver positions whenever a vacancy occurs. PARTA's management team has developed clear and specific guidelines for conducting the internal promotional process to fill vacancies within the full-time driver and part-time 2 driver classification. **Exhibit 19, Driver Promotional Process**, is a description of the promotion process guidelines for full-time driver positions; **Exhibit 20, OAPSE Articles 8 and 10**, contains the language from the labor agreement regarding promotion processes part-time 2 driver and full-time driver positions.

Promotional processes for other classifications are conducted in a similar manner, by assembling a team to develop specific job related review criteria, interview candidates, and assess each candidate against the criteria after completing personal interviews. Significantly, since the creation of the Road Supervisor position, PARTA has filled vacant positions exclusively through promotion of current full-time, part-time, and student drivers.

PARTA notifies current employees of job vacancies in accordance with PARTA's EEO program. Job announcements considered promotional opportunities are posted on PARTA bulletin boards for employee review. The bulletin boards are located in the drivers' lunchroom, outside of the dispatch office, and near the maintenance time clock. Job announcements remain posted for a minimum of five (5) business days and contain a job description for the vacant position and instructions for submitting an application for the posted vacancy.

The internal job announcement posting may also run concurrently with an externally advertised announcement, as described below in "Recruiting and Advertising." Current employees who apply for a posted vacancy will be considered for the position on the basis of their ability to meet job requirements and perform the job successfully. Consideration of employee applicants will include an interview, and depending on position requirements, one or more of the screening procedures described below in "Pre-Employment Screening" or as outlined in a collective bargaining agreement.

#### **Promotion Analysis, July 1, 2010 – September 30, 2013**

From July 1, 2010 to September 30, 2013, PARTA promoted 59 current employees to 13 different positions within the agency. PARTA notified current employees of the promotional opportunities described below via internal posting announcement. Position descriptions for each position are attached as **Exhibit 21, Promotional Position Descriptions**. Unless otherwise noted, the vacancies occurred in the county division.

<b>Employee Category</b>	<b>Promotional Position</b>	<b>Number of Promotions</b>
Management	Asst. Ops Mgr.	1
	Chief Accountant	1
Professional	Trainer	1
Administrative Support	Operations Coordinator	2
	HR Coordinator	1
	Customer Service Specialist/KCG	1
	Scheduler	2
Operatives	Full-Time Driver	13
	Part-Time 2 Driver	15
	Road Supervisor	18
	Operations Supervisor	4
<b>Total</b>		<b>59</b>

**Exhibit 17, Employment Practices Charts** contain numeric and percentage data by employee category, sex and race for promotions completed during this timeframe. In sum, PARTA evaluated 230 applications for the 59 promotional opportunities.

Promotions by Sex. Of the 230 applications received, 160 were submitted by male employees, and 70 by female employees. This equates to 69.57% male and 30.43% female applicants. Of the 59 promotions awarded, 41 were awarded to male employees and 18 to female employees. This equates to 69.49% of promotions awarded to males and 30.51% awarded to females. Although males received a higher percentage of promotions than females, females achieved a higher rate of promotion when compared with their rate of application, as shown in the table below:

#### **Promotion Summary by Sex**

	Applied	Percentage	Promoted	Percentage	Difference
<b>Male</b>	160	69.57%	41	69.49%	-.08%
<b>Female</b>	70	30.43%	18	30.51%	+.08%
<b>Total</b>	<b>230</b>	<b>100.00%</b>	<b>59</b>	<b>100.00%</b>	<b>0.00%</b>

Promotions by Race. Of the 160 applications submitted by male employees, white males submitted 139 applications, African American males submitted 18 applications, and three applications were received from all other categories. This equates to 86.88% of all applications submitted by white males, and 11.25% submitted by African American males. Of the 41 promotions awarded to males, 34, were awarded to white male employees, five 5 to African American, and two all other categories.

### Promotion Summary by Race Male

Male	Applied	Percentage	Promoted	Percentage	Difference
White	139	86.88%	34	82.92%	-3.96%
AA	18	11.25%	5	12.20%	+ .95%
All Other	3	1.87%	2	4.88%	+3.01%
<b>Total</b>	<b>160</b>	<b>100.00%</b>	<b>41</b>	<b>100.00%</b>	<b>0.00%</b>

Of the 70 applications submitted by female employees, white females submitted 57 applications, African American females submitted 10 applications, and 3 from all other categories. This equates to 81.43 % of all applications submitted by white females, and 14.29% submitted by African American females. Of the 18 promotions awarded to females, 16, or 88.89%, were awarded to white females, and 2, or 11.11% to African American females.

### Promotion Summary by Race Female

Female	Applied	Percentage	Promoted	Percentage	Difference
White	57	81.43%	16	88.89%	+7.46%
AA	10	14.29%	2	11.11%	-3.18%
All Other	3	4.28%	0	0%	-4.28%
<b>Total</b>	<b>70</b>	<b>100.00%</b>	<b>18</b>	<b>100.00%</b>	<b>0.00%</b>

When compared with the 2012 workforce analysis, the distribution of promotions amongst males and females demonstrates that although males were overrepresented in the workforce at 65.20%, *PARTA* did not over-promote males in comparison with females from July 1, 2010 through September 30, 2013.

## Training Programs

### Narrative Description

*PARTA*'s training staff conducts in-house training for all employees. As a transit authority, a majority of training is driving and safety-related; however, staff also provides a variety of training as part of the EEO program.

At time of hire, trainers orient new employees with *PARTA*'s EEO program, summarizing EEO principles as shown in **Exhibit 22, New Hire EEO Orientation**. In addition, effective October 1, 2010, *PARTA* began to utilize a form entitled, "EEO Employee Self-Designation Form," to enable new employees to designate their racial and ethnic affiliations, as part of *PARTA*'s effort to maintain accurate records for EEO reporting, **Exhibit 23, EEO Employee Self Designation Form**.

PARTA also provides harassment prevention training to new employees at time of hire, and thereafter on an annual basis. PARTA's harassment prevention training programs outlines PARTA's commitment to providing a workplace that is free from unlawful harassment and discrimination. The outline for harassment prevention orientation for newly hired employees is shown in **Exhibit 24, New Hire Harassment Outline**.

Other training opportunities are designed to develop skills required for the position or to improve current performance, to qualify for pay step increases, or to prepare for other positions within the organization. Training to improve performance may be offered instead of, or in addition to, corrective or disciplinary action. Article 24 of the collective bargaining agreement, **Exhibit 11, OAPSE Article 24**, describes requirements for pay step advancement for county drivers, which includes completing a specified number of driving hours, completing advanced training, maintaining all basic training and recertification requirements, and receiving a satisfactory performance evaluation. **Exhibit 25, Campus Pay Step Guidelines**, describes requirements for pay step advancement for campus drivers, which includes driving and performance requirements for pay step advancement.

All training opportunities are offered to employees on a non-discriminatory basis based on position requirements. All employees receive some training, but drivers receive the most training of all PARTA employees. **Exhibit 26, New Hire Training Checklists** contains checklists for training provided for each employee position, including campus drivers, county drivers, office staff, mechanics, maintenance staff, and hostlers. County drivers must successfully complete a thorough training program prior to being released to perform as a driver. The training program consists of classroom and on-the-road training, and is approximately four (4) weeks in duration.

Developed by contractual agreement, the part-time 2 driver position provides a bridge for promotion to full-time driver positions, as vacancies occur. County drivers promoted to part-time 2 driver positions receive CDL training. County drivers promoted to full-time driver positions must already have a CDL or, must successfully complete CDL training within three (3) months of promotion.

PARTA provides students hired to drive for the campus division CDL training upon hire, because most campus routes utilize large buses which require a CDL to operate. Night shuttle service and door-to-door transportation for students with disabilities are the exceptions, as these applications utilize non-CDL buses. All campus drivers must successfully complete CDL training and obtain a CDL license prior to being released to perform as a campus driver. The training program consists of classroom and on-the-road training. The duration is dependent on the driver's hours of availability and skill level. The outline for student driver CDL training is attached as **Exhibit 27, Campus Conditional Offer Form**.

A summary of the schedule followed for new hire training, as well as for vehicle recertification and performance evaluations for drivers is contained in **Exhibit 28, Driver Training Schedule**. Management personnel also perform non-driving performance evaluations necessary for county driver step increases, **Exhibit 29, Non-Driving Performance Evaluation**.

For employees other than drivers, management personnel conduct annual performance evaluations of their employees, using the evaluation form attached as **Exhibit 30, General Employee Evaluation**, and for managers and directors, using the evaluation form shown in **Exhibit 31, Management Evaluation**.



The HR Department maintains in-house training records and performance evaluation documents in personnel files. Employees who gain additional work experience or outside training that may be relevant for consideration for advancement opportunities are encouraged to provide a copy of the training record for inclusion in their personnel file.

## Disciplinary Action & Separation

### Disciplinary Action

#### Narrative Description

Disciplinary action is taken when warranted, and in accordance with the EEO program, without unlawful regard to the employee's race, color, creed, religion, sex, age, national origin, physical or mental disability, or any other basis prohibited by statute.

A summary of *PARTA*'s Standards of Conduct and Discipline, including disciplinary policy, disciplinary action, and grievance and appeals procedures are described in **Exhibit 32, Personnel Policy Manual, Section 3.9** and in Articles 20 and 43 of the collective bargaining agreement, **Exhibit 33, OAPSE Articles 20 & 43**. In addition, *PARTA* management has developed procedures to guide discipline related to incidents involving vehicle operation in **Exhibit 34, Collision Procedure** and for attendance expectations in **Exhibit 35, Attendance Work Rules**. In May of 2012, *PARTA* management developed procedures to further guide discipline related to other employee performance incidents as in **Exhibit 36, Employee Performance Incident Procedure**.

Prior to closing an incident or accident investigation that may lead to disciplinary action, management may conduct an investigatory interview with the employee to gather additional information about the incident. Prior to implementing a disciplinary suspension or termination, management convenes a pre-disciplinary hearing to ensure management has gathered all relevant information, and to offer the employee an opportunity to provide his or her input prior to taking corrective or disciplinary action.

#### Disciplinary Action Analysis, July 1, 2010 – September 30, 2013

**Exhibit 17, Employment Practices Chart**, contains numeric and percentage data for disciplinary actions taken during this timeframe. Disciplinary action is defined as one of the following: written reprimand, suspension without pay (1-day, 3-day, 5-day and 10+ day), and termination.

#### Disciplinary Action by Type

In sum, *PARTA* issued 698 disciplinary actions from July 1, 2010 to September 30, 2013. Of the 698 actions, 235, or 33.67%, took the form of unpaid suspensions. Of the 235 unpaid suspensions, 208 or 29.80% were one-day or three-day suspensions.

#### Disciplinary Action by Type

Type of Action	# Issued	% of Total
Written Reprimand	444	12.24%
1-day suspension	93	42.86%
3-day suspension	115	35.71%
5-day suspension	24	3.06%
10+day suspension	3	1.02%
Termination	19	5.10%
<b>Total</b>	<b>698</b>	<b>100.00%</b>

### Disciplinary Action by Sex

Of the 698 disciplinary actions, *PARTA* issued 477 to male employees and 221 to female employees. This equates to 68.34% male employee discipline and 31.66% female employee discipline, as summarized in the table below:

#### Discipline Summary by Sex

	Written Rep	All Suspensions	Termination	Total	Percentage
<b>Male</b>	310	153	14	477	68.34%
<b>Female</b>	134	82	5	221	31.66%
<b>Total</b>	<b>444</b>	<b>235</b>	<b>19</b>	<b>698</b>	<b>100.00%</b>

When viewed by type of action, the 68.34% male and 31.66% female distribution of all disciplinary actions may be further broken down into the following percentages, as summarized below. 73.68% of all termination actions were issued to male employees, and 26.32% of terminations were issued to female employees, as summarized below:

Type of Action	# Male	# Female	Total #	% Male	% Female
Written Reprimand	310	134	444	69.82%	30.18%
1-day suspension	50	43	93	53.76%	46.24%
3-day suspension	85	30	115	73.91%	26.09%
5-day suspension	16	8	24	66.67%	33.33%
10+day suspension	2	1	3	66.67%	33.33%
Termination	14	5	19	73.68%	26.32%
<b>Total</b>	<b>477</b>	<b>221</b>	<b>698</b>	<b>68.34%</b>	<b>31.66%</b>

### Disciplinary Action by Race

By percentage, white males received 56.73% of all discipline, while African American males received 9.31% of all discipline, and all other males received 2.29% of all discipline. White females accounted for 26.22% of all discipline, while African American females accounted for 5.44% of all discipline, as shown in the table below:

#### Discipline Summary by Sex & Race

Male	All Discipline	% All Discipline
White	396	56.73%
AA	65	9.31%
All other	16 (2 ees)	2.29%
<b>Total</b>	<b>477</b>	<b>68.34%</b>
Female		
White	183	26.22%
AA	38	5.44%
<b>Total</b>	<b>221</b>	<b>31.66%</b>

Of the 477 disciplinary actions issued to male employees, white males accounted for 83.02% of male discipline, while African American males accounted for 13.63% of all male discipline. Of the 221 disciplinary actions issued to female employees, white females accounted for 82.81% of female discipline, while African American females accounted for 17.19% of all female discipline, as summarized in the tables below:

#### Discipline by Sex

<b>Male</b>	Number	Percentage
White	396	83.02%
AA	65	13.63%
All Other	16	3.35%
<b>Total</b>	<b>477</b>	<b>100%</b>
<b>Female</b>	Number	Percentage
White	183	82.81%
AA	38	17.19%
<b>Total</b>	<b>221</b>	<b>100%</b>

#### Discipline by Race

Of the 579 disciplinary actions issued to white employees, white males received 68.39%, while white females received 31.61% of all white discipline. Of the 103 disciplinary actions issued to African American employees, black males received 63.11%, while black females received 36.89% of all African American discipline, as summarized below:

<b>White</b>	Number	Percentage
Male	396	68.39%
Female	183	31.61%
<b>Total</b>	<b>579</b>	<b>100.00%</b>

<b>African American</b>	Number	Percentage
Male	65	63.11%
Female	38	36.89%
<b>Total</b>	<b>103</b>	<b>100.00%</b>

#### Discipline as Compared to 2012 Workforce Analysis

When compared with the 2012 workforce analysis, the distribution of discipline amongst males and females demonstrates from July 1, 2010 through September 30, 2013, although females accounted for 34.80% of the workforce, females received just 31.66% of all discipline issued.

#### Female Discipline Compared to 2012 Workforce Analysis

	% of Workforce	% Discipline	Difference
<b>Female</b>	34.80%	31.66%	-3.14%

Minorities fared less favorably during this time period, when measured against the overall percentage of minorities present in *PARTA*'s workforce. As shown in the table below, minority employees comprised 13.22% of the overall workforce in 2012, yet received 18.37% of all discipline issued.

### Minority Discipline Compared to 2012 Workforce Analysis

	% of Workforce	% Discipline	Difference
<b>Minority</b>	13.22%	18.37%	+5.15%

Significantly, however, is the fact that the disciplinary actions issued to minorities included only three (3) terminations, out of a total of nineteen (19) terminations, 73.68% of which were issued to male employees. Terminations accounted for 2.72% of all disciplinary actions issued. Consequently, although the overall percentage of discipline issued to minority employees exceeded their presence in the workforce, the degree of the most serious discipline issued, discharge from employment, was not disproportionately distributed, as summarized below:

### Termination by Race

<b>Male</b>	Number	Percentage
White	11	78.57%
AA	2	14.29%
All Other	1	7.14%
<b>Total</b>	<b>14</b>	<b>100%</b>
<b>Female</b>		
White	5	100%
AA	0	0%
<b>Total</b>	<b>5</b>	<b>100%</b>

## Separation

### Narrative Description

Separation from employment is divided into two categories: voluntary separation and involuntary separation.

Voluntary separation occurs when the employee elects to sever the employment relationship. Involuntary separation occurs when the employer elects to sever the employment relationship.

Voluntary separation includes the following types of separations: resignation, retirement, disability retirement, and graduation. *PARTA* distinguishes graduation from resignation

due to the unique character of the workforce, which includes KSU students whose attrition often is tied to change in enrollment status, or completion of college, rather than simply electing to sever employment.

Involuntary separation includes the following types of separations: resignation in lieu of termination, disciplinary termination, probationary removal, and absent without leave (AWOL). *PARTA* distinguishes probationary removals and absent without leave from disciplinary termination, because although both types of separation are disciplinary in nature, the reasons for terminating employment are different than most disciplinary terminations issued for unsatisfactory performance. In probationary removals, *PARTA* discharges the employee prior to completion of the six-month probationary period, based upon the employee having not met required performance standards. With AWOL separations, the employee has not reported for scheduled work shifts, and has not responded to written notices regarding their unapproved leave status. Rather than being a performance issue, AWOL is an issue of total non-performance.

### Separation Analysis, July 1, 2010 – September 30, 2013

**Exhibit 17, Employment Practices Chart**, contains numeric and percentage data for employee separations during this timeframe. In sum, 196 employee separations occurred from July 1, 2010 – September 30, 2013.

#### Separation by Type

Of the 196 separations, a total of 101, or 51.53%, took the form of employee resignations. Graduation from KSU accounted for 43, or 21.94%, of all employee separations. There were 6 that were probationary removals, or 3.06% of separations. AWOL had 9 occurrences, equating to 4.59%. Resignation in lieu of termination accounted for 1 separation, or 0.51%. Retirement had 3 occurrences for 1.53 % and disability retirement had two occurrences equaling 1.02% of the total number of employee separations.

#### Separation by Type

Type of Separation	# Actions	% of Total
Resigned	101	51.53%
Retired	3	1.53%
Disability Retire	2	1.02%
Graduation	43	21.94%
Resign in Lieu of Term	1	0.51%
Disciplinary Term	19	9.69%
Prob. Removal	6	3.06%
Training Failure	12	6.12%
AWOL	9	4.59%
<b>Total</b>	<b>196</b>	<b>100.00%</b>

Of the 196 total separations, 149, or 76.02% took the form of voluntary separations, while 47, or 23.98% were involuntary separations. Of the voluntary separations, the majority were resignations, with a total of 101, or 67.79% of all voluntary separations. Graduation from KSU accounted for 43, or 28.86% of all voluntary separations. When combined, retirement and disability retirement accounted for 3.35% of voluntary separations.

Of the 47 involuntary separations, probationary removal accounted for 12.77%, or 6 of all involuntary separations. AWOL accounted for 9 or 19.15% of involuntary separations. Resignation in lieu of termination accounted for 1 involuntary separation, or 2.13% of all involuntary separations. Training failure accounted for 12 or 25.53% of all involuntary separations. Disciplinary termination accounted for 19 involuntary separations, equaling 40.42% of all involuntary separations, as summarized in the table below:

<b>Voluntary</b>	<b># Actions</b>	<b>% of Total</b>
Resigned	101	67.79%
Retired	3	2.01%
Disability Retirement	2	1.34%
Graduation	43	28.86%
<b>subtotal</b>	<b>149</b>	<b>100.00%</b>
<b>Involuntary</b>		
Resign in Lieu of Term	1	2.13%
Disciplinary Term	19	40.42%
Prob. Removal	6	12.77%
Training Failure	12	25.53%
AWOL	9	19.15%
<b>subtotal</b>	<b>47</b>	<b>100.00%</b>
<b>Total</b>	<b>196</b>	<b>100.00%</b>

#### Separation by Sex

Of the 196 employee separations, 135 were male employees and 61 were female employees. This equates to 68.88% male employee separation and 31.12% female employee separation, as summarized in the table below:

#### Separation by Sex

	Voluntary	Involuntary	Total	Percentage
<b>Male</b>	102	33	135	68.88%
<b>Female</b>	47	14	61	31.12%
<b>Total</b>	<b>149</b>	<b>47</b>	<b>196</b>	<b>100%</b>

When viewed by type of separation, the 68.88% male and 31.12% female distribution of all separations may be further broken down into the following percentages. Male resignations

accounted for 45.64% of total voluntary resignations, while female voluntary resignations accounted for 22.15% of total voluntary resignations. Graduations occurred more frequently in male than female employees, with 31 male employees graduating and only 12 females graduating, or 20.80% and 8.05%, respectively of total voluntary separations, as shown below:

Type of Separation	# Male	# Female	Total #	% Male	% Female
<b>Voluntary</b>					
Resigned	68	33	101	45.64%	22.15%
Retired	2	1	3	1.34%	0.67%
Disability Retirement	1	1	2	0.67%	0.67%
Graduation	31	12	43	20.80%	8.05%
<b>subtotal</b>	<b>102</b>	<b>47</b>	<b>149</b>	<b>68.46%</b>	<b>31.54%</b>
<b>Involuntary</b>					
Resign in Lieu Term	1	0	1	2.13%	0%
Disciplinary Term	14	5	19	29.79%	10.64%
Prob. Removal	5	1	6	10.64%	2.13%
Training Failure	10	2	12	21.28%	4.25%
AWOL	3	6	9	6.38%	19.15%
<b>subtotal</b>	<b>33</b>	<b>14</b>	<b>47</b>	<b>70.21%</b>	<b>29.79%</b>
<b>Total</b>	<b>135</b>	<b>61</b>	<b>196</b>	<b>68.88%</b>	<b>31.12%</b>

#### Separation by Race

By percentage, white male separations accounted for 60.71% of all separations, while African American males accounted for only 5.61% of total separation occurrences. White female separations accounted for 23.47% of all separations, while African American females accounted for 6.63% and all other females accounted for 1.02% of all separation occurrences.

#### Separation by Sex & Race

Male	Number	Percentage
White	119	60.71%
AA	11	5.61%
All other	5	2.55%
<b>subtotal</b>	<b>135</b>	<b>68.88%</b>
<b>Female</b>		
White	46	23.47%
AA	13	6.63%
All other	2	1.02%
<b>Total</b>	<b>61</b>	<b>31.12%</b>
	<b>196</b>	<b>100%</b>



Of the 135 male employee separations, white males accounted for 88.15% of male separations, while African American males accounted for 8.15% and all other males accounted for 3.70% of male separations. Of the 46 female separations, white females accounted for 75.41% of female separations, while African American females accounted for 21.31%, and all other females accounted for 3.28% of all female separations, as summarized in the tables below:

#### Separation by Sex

<b>Male</b>	Number	Percentage
White	119	88.15%
AA	11	8.15%
All other	5	3.70%
<b>Total</b>	<b>135</b>	<b>100.00%</b>

<b>Female</b>	Number	Percentage
White	46	75.41%
AA	13	21.31%
All other	2	3.28%
<b>Total</b>	<b>61</b>	<b>100.00%</b>

#### Separation by Race

Of the 165 white employee separations, white males accounted for 72.12%, while white females accounted for 27.88% of all white employee separations. Of the 24 African American employee separations, black males accounted for 45.83%, while black females accounted for 54.17% of all African American employee separations. Of the 7 all other employee separations, males accounted for 71.43% and females accounted for 28.57%, as summarized below:

<b>White</b>	Number	Percentage
Male	119	72.12%
Female	46	27.88%
<b>Total</b>	<b>165</b>	<b>100.00%</b>

<b>African American</b>	Number	Percentage
Male	11	45.83%
Female	13	54.17%
<b>Total</b>	<b>24</b>	<b>100.00%</b>

<b>All Other</b>	Number	Percentage
Male	5	71.43%
Female	2	28.57%
<b>Total</b>	<b>7</b>	<b>100.00%</b>

#### Separation as Compared to 2012 Workforce Analysis

When compared with the 2012 workforce analysis, *PARTA* retained 3.68% more females than were separated, at 31.12% of all separations. When comparing the 2012 workforce analysis to minority separations, 15.82% of minorities were separated, creating a -2.60% difference, as shown in the tables below:

#### Female Separation Compared to 2012 Workforce Analysis

	% of Workforce	% Separation	Difference
<b>Female</b>	34.80%	31.12%	+3.68%

#### Minority Separation Compared to 2012 Workforce Analysis

	% of Workforce	% Separation	Difference
<b>Minority</b>	13.22%	15.82%	-2.60%

## **7. MONITORING AND REPORTING SYSTEM**

PARTA established and has initiated the following internal monitoring and reporting system to serve the following purposes:

1. To assess EEO accomplishments;
2. To enable PARTA to evaluate the EEO program during the year and to take any necessary corrective action regarding the development and execution of programs or goals and timetables;
3. To identify those units which have failed to achieve goals or to implement affirmative action; and
4. To provide a precise and factual database for future projections.

The monitoring and reporting system consists of the following components:

1. The HR Department prepares a report of all employment actions taken during the previous quarter, including recruitment, selection, promotions, terminations, transfers, layoffs, compensation, training, and benefits, for review by the EEO Officer. For example, all employment actions taken from July 1-September 30, 2010 will be recorded in a report prepared for review by the EEO Officer no later than October 31, 2010.
2. Annually, the EEO Officer will prepare a report of all efforts made during the previous year to promote the EEO Program and achieve the goals outlined in *Section 5, Goals and Timetables*. This report will include participation in job fairs, contacts made by the EEO Officer, HR staff, or management personnel with minority and female employees regarding promotional opportunities, promotion of the Internship/Apprenticeship program to students enrolled in career technical education programs, and any other efforts taken to promote the EEO program to employees and the community. Management personnel are responsible to report such contacts made with employees and/or promotion of the EEO program to the EEO Officer during the first two weeks of the month following completion of the previous quarter. The EEO Officer will prepare a summary report for review by the General Manager by the beginning of the year following completion of the previous year. For example, all applicable efforts made from January 1-December 31, 2013 will be recorded in a report prepared for review by the General Manager no later than January 31, 2014.
3. PARTA instituted use of a form entitled, "EEO Self-Designation Form for Employees" to enable new employees to designate their racial and ethnic affiliations, as part of

PARTA's effort to maintain accurate records for EEO reporting.

4. PARTA will established a citizen advisory panel which is designed to promote the exchange of information, ideas and suggestions between PARTA and members of the transit-riding community, including older adults, disabled and minority individuals. On an annual basis, PARTA will distribute the EEO policy program and goals to the citizen panel for review, inviting the panel to provide suggestions for improvement in the program and goals. In addition, PARTA will provide panel members with copies of job opportunity announcements.
5. The EEO Officer will evaluate the quarterly reports and any input received from employees, management personnel, and the citizen advisory panel. Based upon the report data and input, the EEO Officer will assess EEO accomplishments and recommend corrective action or adjustments regarding the development and execution of programs or goals and timetables.
6. The General Manager, in conjunction with the EEO Officer, the HR department and management personnel, will evaluate the impact of employment processes on EEO goals and timetables, and adjust any practices or procedures that are found to contribute to underutilization or to create a barrier to equal employment opportunity.