

***Portage Area Regional Transportation Authority***



**Equal Employment Opportunity Program**

***An update to the EEO Program approved through December 31,  
2017***

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**Reporting Period:**

***January 1, 2018 – December 31, 2021***

***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 504 square miles, divided into political subdivisions consisting of four (4) cities, six (6) villages and 18 townships, with a total population of approximately 161,791 according to census bureau data.

A county-wide, ¼ percent sales and use tax dedicated to transit generates approximately \$5 million in operational revenue for the authority annually. Voters initially voted to fund the ¼ 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 opened 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 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 an 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 have focused on creating and maintaining a cooperative working relationship. PARTA has completed the third successor agreement, that was originally signed with OAPSE in December 2015, after offering three (3) memorandums of coverage to provide operators higher wages and bonuses in light of their frontline efforts during COVID-19. These new wages have helped to retain employees and attract a few more during a critical staffing shortage. This current agreement is in effect until December 6, 2023. As

of today, we are still struggling to find enough help to run full-service but continue to use every avenue that we can to bring transportation to those who need it most.

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*. During March 2020, Kent State University sent all students home, causing an increase in employee turnover. As you will see later in this document, the increase in turnover came from employees quitting or dropping out of training (training failures) and this loss continued into 2021, as some classes remained virtual, and students failed to return to campus. Because of these unique times with COVID-19, combined with normal student attrition, our student turnover remains higher than average for employee turnover and we continue to struggle to fill all the operator positions that are needed.

In 2014, *PARTA* began staffing the Kent Central Gateway Multimodal Transit Center. Kent Central Gateway is the main hub for our fixed route services today. Today we employ full-time and part-time employees, including Supervisors, Attendants, and Laborers at the Gateway Center.

## 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 March 2018, which contained employment activity data that occurred from October 1, 2013, to December 31, 2017. Region V approved the program as of April 14, 2014, and set April 14, 2017, as its expiration date and then revised the due date to March 1, 2018. The goals and timelines established in this EEO program update are based upon analysis of employment activity that occurred from January 1, 2018, to December 31, 2021. For the availability analysis, *PARTA* relied on statistical data and narrative information compiled by the U.S. Census Bureau in its *QuickFacts for Portage County, Ohio, 2020 Estimates*, [Portage County, Ohio - Demographic and Housing Estimates, 2020](#).

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 - Demographic and Housing Estimates, 2020](#)
2. [EEO Officer PD.doc](#)
3. [Workforce & Availability 2018.xls](#)
4. [Workforce & Availability 2019.xls](#)
5. [Workforce & Availability 2020.xls](#)
6. [Workforce & Availability 2021.xls](#)
7. [Workforce & Snapshot July 01 2019.xls](#)
8. [Workforce Snapshot July 01 2021.xls](#)
9. [Pay Structure.xls](#)
10. [Pay Structure Changes.pdf](#)
11. [Organizational Chart.pdf](#)
12. [Internship Program.pdf](#)
13. [OAPSE Article 23.pdf](#)
14. [Employee Requisition Form.pdf](#)
15. [County Application.pdf](#)
16. [Campus Application.pdf](#)
17. [Pre-Employment Bus Orientation.pdf](#)
18. [Applicant Flow Form.pdf](#)
19. [Employment Practices Chart.xlsx](#)
20. [New Hire Position Descriptions.pdf](#)
21. [Driver Promotional Process.doc](#)
22. [OAPSE Articles 8.pdf](#)
23. [Promotional Position Descriptions.pdf](#)
24. [New Hire EEO Orientation.pdf](#)
25. [EEO Employee Self-Designation Form.pdf](#)
26. [New Hire Harassment Outline .pdf](#)
27. [Campus Pay Step Guidelines.pdf](#)
28. [New Hire Training Checklists.pdf](#)
29. [Campus Conditional Offer Form.pdf](#)
30. [Driver Training Schedule.pdf](#)
31. [Non-Driving Performance Eval.pdf](#)
32. [General Employee Eval.pdf](#)
33. [Management Eval.pdf](#)
34. [Policy Manual Section 3.9 .doc](#)

35. [OAPSE Article 41.pdf](#)
36. [Collision Procedure.doc](#)
37. [Attendance Work Rules.pdf](#)

## 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, creed, religion, sex, age, national origin, physical or mental disability, 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 Denise Baba, Public Advocacy Advisor. Working in conjunction with Ms. Baba, PARTA's Chief of Staff, 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 Ms. Baba 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 for conducting 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 Ms. Baba, 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.



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Claudia B. Amrhein  
General Manager

2/28/2022  
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 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.

### **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. Denise Baba, Public Advocacy Advisor, 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, 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. Processing employment discrimination complaints.

A copy of the position description for Public Advocacy Advisor is attached as **Exhibit 2** [EEO Officer PD.doc](#).

#### **Chief of Staff**

The Chief of Staff is responsible for working 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 for conducting 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 – 2018, 2019, 2020, & 2021**

An analysis of *PARTA's* workforce for the year ending 2018 is captured in Exhibit 3, [Workforce & Availability 2018.xls](#), for the year ending 2019 in Exhibit 4, [Workforce & Availability 2019.xls](#), for the year ending 2020, Exhibit 5, [Workforce & Availability 2020.xls](#), and for the year ending in 2021, Exhibit 6, [Workforce & Availability 2021.xls](#). 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 ***QuickFacts for Portage County, Ohio, 2020 Estimates***, Exhibit 1, [Portage County, Ohio - Demographic and Housing Estimates, 2020](#).

### **Workforce Analysis - 2018**

Exhibit 3, [Workforce & Availability 2018.xls](#), documents the composition of *PARTA's* workforce in 2018, including all individuals who worked at least one (1) day during the

calendar year. PARTA employed 241 individuals during the 2018 calendar year, of which 150 were male and 91 female. This equates to 62.24% male representation and 37.76% female representation within PARTA's workforce. The 241 employees worked in positions distributed amongst the following seven (7) categories:

1. Executive Senior Level Officials (general manager and department directors)
2. Managers/First/Mid-Level Officials and Managers (department managers)
3. Professional (IT staff, staff accountants, trainers, and inventory)
4. Administrative Support Workers (assistants and secretaries, coordinators, dispatchers, schedulers, leads, and road supervisors)
5. Craft Workers (bus mechanics and foreman)
6. Operatives (bus drivers)
7. Laborers (hostlers, maintenance & grounds custodians, laborers, and attendants)

The table below summarizes the distribution of male and female employees amongst the seven (7) categories:

**2018**

<b>Employee Category</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
Executive	3	4	7
Management	4	4	8
Professional	4	2	6
Administrative Support	20	17	37
Craft Workers	11	0	11
Operatives	97	57	154
Laborers	11	7	18
<b>Total</b>	<b>150</b>	<b>91</b>	<b>241</b>
<b>% Total</b>	<b>62.24%</b>	<b>37.76%</b>	<b>100%</b>

Employees are not equally distributed throughout these employee categories. Operatives, composed of bus drivers (full-time, part-time, and student), accounted for 63.90% of all PARTA employees.

**2018**

<b>Employee Category</b>	<b>Number of Employees</b>	<b>Percent of Total Workforce</b>
Executive	7	2.90%
Management	8	3.32%
Professional	6	2.49%
Administrative Support	37	15.35%
Craft Workers	11	4.56%

Operatives	154	63.90%
Laborers	18	7.47%
<b>Total</b>	<b>241</b>	<b>100.00%</b>

In 2018, minority employees comprised 18.26% of the overall workforce, while females made up 37.76% of the total workforce. Female representation was highest in executive and management (57.14% and 50.00% respectively), followed by administrative support at 45.95%. Within the largest category of operatives, minority and female representation was 21.43% and 37.01% respectively.

### 2018

Employee Category	Total	# Minority	# Female	% Minority	% Female
Executive	7	1	4	14.29%	57.14%
Management	8	0	4	0.00%	50.00%
Professional	6	2	2	33.33%	33.33%
Administrative Support	37	4	17	10.81%	45.95%
Craft Workers	11	0	0	0.00%	0.00%
Operatives	154	33	57	21.43%	37.01%
Laborers	18	4	7	22.22%	38.89%
<b>Total</b>	<b>241</b>	<b>44</b>	<b>91</b>	<b>18.26%</b>	<b>37.76%</b>

## Workforce Analysis - 2019

Exhibit 4, [Workforce & Availability 2019.xls](#), documents the composition of *PARTA*'s workforce in 2019, including all individuals who worked at least one (1) day during the calendar year. *PARTA* employed 242 individuals during the 2019 calendar year, just one (1) employee more than 2018. Of the 242 employees in 2019, 138 were male and 104 female. This equates to 57.03% male representation and 42.97% female representation within *PARTA*'s workforce. The 242 employees worked in positions distributed amongst the following seven (7) categories in the table below:

### 2019

Employee Category	Male	Female	Total
Executive	4	3	7
First/Mid-Level Managers	3	6	9
Professional	5	2	7
Administrative Support	14	23	37
Craft Workers	10	0	10
Operatives	89	63	152
Laborers	13	7	20
<b>Total</b>	<b>138</b>	<b>104</b>	<b>242</b>
<b>% Total</b>	<b>57.03%</b>	<b>42.97%</b>	<b>100%</b>

Employees are not equally distributed throughout these employee categories. Operatives, composed of bus drivers (full-time, part-time, and student), accounted for 62.81% of all *PARTA*

employees. The second category that had the highest percentage of the workforce was in Administrative Support, which accounted for 15.29% of our workforce.

**2019**

<b>Employee Category</b>	<b>Number of Employees</b>	<b>Percent of Total Workforce</b>
Executive	7	2.89%
First/Mid-Level Managers	9	3.72%
Professional	7	2.89%
Administrative Support	37	15.29%
Craft Workers	10	4.13%
Operatives	152	62.81%
Laborers	20	8.26%
<b>Total</b>	<b>242</b>	<b>100.00%</b>

In 2019, minority employees comprised 18.59% of the overall workforce, while females made up 42.97% of the total workforce. Female representation was highest in first/mid-level management at 66.67%, followed closely by administrative support (62.16%). Within the largest category (operatives), minority and female representation was 21.05% and 41.45% respectively.

**2019**

<b>Employee Category</b>	<b>Total</b>	<b># Minority</b>	<b># Female</b>	<b>% Minority</b>	<b>% Female</b>
Executive	7	1	3	14.29%	42.86%
First/Mid-Level Manager	9	2	6	22.22%	66.67%
Professional	7	2	2	28.57%	28.57%
Administrative Support	37	4	23	10.81%	62.16%
Craft Workers	10	0	0	0.00%	0.00%
Operatives	152	32	63	21.05%	41.45%
Laborers	20	4	7	20.00%	35.00%
<b>Total</b>	<b>242</b>	<b>45</b>	<b>104</b>	<b>18.59%</b>	<b>42.97%</b>

**Workforce Analysis – 2020**

Exhibit 5, [Workforce & Availability 2020.xls](#), documents the composition of *PARTA*'s workforce in 2020, including all individuals who worked at least one (1) day during the calendar year. *PARTA* employed 212 individuals during the 2020 calendar year, a decrease of 30 employees as compared to 2019. As you will see represented in 2020 and 2021, *PARTA* saw a decrease in employees in both years, which was a result of COVID-19. Of the 212 employees in 2020, 123 were male and 89 female. This equates to 58.02% male representation and 41.98% female representation within *PARTA*'s workforce.

The 212 employees worked in positions distributed amongst the same seven (7) categories as 2018 and 2019, as shown in the table below:

**2020**

<b>Employee Category</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
Executive	2	3	5
First/Mid-Level Managers	2	6	8
Professional	5	2	7
Administrative Support	14	18	32
Craft Workers	10	0	10
Operatives	79	54	133
Laborers	11	6	17
	<b>123</b>	<b>89</b>	<b>212</b>
<b>Total</b>	<b>58.02%</b>	<b>41.98%</b>	<b>100.00%</b>

Like previous years, employees were not equally distributed throughout these employee categories. Operatives again comprised the largest portion of the workforce at 62.74%, slightly below the 2019 composition of 62.81%.

### 2020

<b>Employee Category</b>	<b>Number of Employees</b>	<b>Percentage of Total Workforce</b>
Executive	5	2.36%
First/Mid-Level Managers	8	3.77%
Professional	7	3.30%
Administrative Support	32	15.09%
Craft Workers	10	4.72%
Operatives	133	62.74%
Laborers	17	8.02%
<b>Total</b>	<b>212</b>	<b>100.00%</b>

In 2020, minority employees comprised 18.87% of the overall workforce, a slight increase from 18.59% in 2019. Females made up 41.98% of the workforce in 2020, a decrease from the 42.97% representation in 2019. Female representation was highest in First/Mid-Level Manager (75.00%), followed by Executive (60.00%). Within the largest category of operatives, which consists of bus drivers, minority and female representation was 24.06% and 40.60% respectively, representing a slight decrease in minorities (21.05%) and females (41.45%) as compared with 2019.

### 2020

<b>Employee Category</b>	<b>Total</b>	<b># Minority</b>	<b># Female</b>	<b>% Minority</b>	<b>% Female</b>
Executive	5	0	3	0.00%	60.00%
First/Mid-Level Manager	8	1	6	12.50%	75.00%
Professional	7	2	2	28.57%	28.57%
Administrative Support	32	3	18	9.37%	56.25%
Craft Workers	10	0	0	0.00%	00.00%
Operatives	133	32	54	24.06%	40.60%
Laborers	17	2	6	11.76%	35.29%
<b>Total</b>	<b>212</b>	<b>40</b>	<b>89</b>	<b>18.87%</b>	<b>41.98%</b>

## Workforce Analysis – 2021

Exhibit 6, [Workforce & Availability 2021.xls](#), documents the composition of *PARTA*'s workforce in 2021, including all individuals who worked at least one (1) day during the calendar year. *PARTA* employed 200 individuals during the 2021 calendar year, representing the largest decrease in employees as compared to 2018, 2019, and 2020. Before the pandemic began, in 2019, *PARTA* employed 242 workers, 42 more workers than were employed in 2021. Of the 200 employees, 117 were male and 83 female. This equates to 58.50% male representation and 41.50% female representation within *PARTA*'s workforce. The 200 employees worked in positions distributed amongst the same seven (7) categories, as shown in the table below:

### 2021

Employee Category	Male	Female	Total
Executive	3	3	6
First/Mid-Level Managers	2	6	8
Professional	5	3	8
Administrative Support	11	16	27
Craft Workers	11	0	11
Operatives	72	47	119
Laborers	13	8	21
	<b>117</b>	<b>83</b>	<b>184</b>
<b>Total</b>	<b>58.50%</b>	<b>41.50%</b>	<b>100.00%</b>

Like previous years, employees were not equally distributed throughout these employee categories. Operatives again comprised the largest portion of the workforce at 59.50%, below the 2018, 2019, and 2020 compositions of 63.90% ,62.81%, and 62.74% respectively. As demonstrated by these numbers, operatives was the hardest hit part of *PARTA*'s workforce due to COVID-19. The second highest category of employees was in Administrative Support. This category held consistent with 15.35%, 15.29%, and 15.09% in years 2018, 2019, and 2021 respectively, but then also takes a hit in 2021 with a representation of just 13.50% of the total workforce.

### 2021

Employee Category	Number of Employees	Percentage of Total Workforce
Executive	6	3.00%
First/Mid-Level Managers	8	4.00%
Professional	8	4.00%
Administrative Support	27	13.50%
Craft Workers	11	5.50%
Operatives	119	59.50%
Laborers	21	10.50%
<b>Total</b>	<b>200</b>	<b>100.00%</b>

In 2021, minority employees comprised 16.50% of the overall workforce, a decrease from the upward trend of 18.26%, 18.59%, and 18.87% in 2018, 2019, and 2020, respectively. Females made up 42.00% of the workforce in 2021, an increase from 2020 at 41.98%, but within 5% of 2019 and 2018 with 42.97% and 37.76% respectively. Although the number of employees

declined, female representation continued to do well. Female representation continued to be the highest in first-level management (75.00%), followed by administrative support (59.26%). Within the largest category (operatives), which consists of bus drivers, minority and female representation was 18.49% and 39.50% respectively, representing a decrease in minority and female representation in comparison with 2018 (21.43% and 37.01%), 2019 (21.05% and 41.45%), and 2020 (24.06% and 40.60%) statistics. In conclusion, operatives was the hardest hit category in 2021, falling in the largest number of employee percentage, as well as in female and minority representation.

## 2021

<b>Employee Category</b>	<b>Total</b>	<b># Minority</b>	<b># Female</b>	<b>% Minority</b>	<b>% Female</b>
Executive	6	0	3	0.00%	50.00%
First/Mid-Level Manager	8	1	6	0.00%	75.00%
Professional	8	2	3	25.00%	37.50%
Administrative Support	27	2	16	7.41%	59.26%
Craft Workers	11	0	0	0.00%	00.00%
Operatives	119	22	47	18.49%	39.50%
Laborers	21	6	8	28.57%	38.09%
<b>Total</b>	<b>200</b>	<b>33</b>	<b>83</b>	<b>16.50%</b>	<b>41.50%</b>

In all years, males exclusively populated the craft worker category and were also exclusively white. The categories of laborers and professional had minority and female representation both in all years.

## Availability Analysis, 2018, 2019, 2020, and 2021

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

*PARTA* used statistical data and narrative information compiled by the U.S. Census Bureau in its report, [Exhibit 1, Portage County, Ohio – Census as of July 1, 2015](#), for the availability analysis of years 2018 and 2019. *PARTA* also used updated statistical data compiled by the U.S. Census Bureau on April 1, 2020 (see Exhibit 1).

From the July 1, 2015, census, a total population of 162,275, the census bureau estimates a 10.3% availability factor for minorities (4.5% Black or African American and 5.8% inclusive of other minority categories). Hispanic or Latino of any race comprised 1.7% of the population. The census bureau estimates the availability factor for females 18 years and over as 51.00% of the population.

From the April 1, 2020, census, a total population of 161,791, the census bureau estimates a 11.2% availability factor for minorities (4.8% for Black or African American and 6.4% inclusive of other minority categories). Hispanic or Latino of any race comprised 2.0% of the population. The census estimates the availability factor for females 18 years and over as 51.0% of the population, again.

**Exhibit 3, [Workforce & Availability 2018.xls](#), Exhibit 4, [Workforce & Availability 2019.xls](#),**

Exhibit 5, [Workforce & Availability 2020.xls](#), and Exhibit 6, [Workforce & Availability 2021.xls](#), contain complete detail of all individuals who worked at least one (1) day during each respective calendar year and compares *PARTA*'s workforce in 2018, 2019, 2020, and 2021 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 2018, 2019, 2020, and 2021, as compared to availability in the population.

### Minority Availability Analysis, 2018, 2019, 2020, & 2021

Year	<i>PARTA</i> workforce percentage	Percentage available in population	Difference
<b>2018</b>	18.26%	10.3%	<b>+7.46%</b>
<b>2019</b>	18.59%	10.3%	<b>+7.79%</b>
<b>2020</b>	18.87%	11.2%	<b>+7.67%</b>
<b>2021</b>	16.50%	11.2%	<b>+5.30%</b>

### Female Availability Analysis, 2018, 2019, 2020, & 2021

Year	<i>PARTA</i> workforce percentage	Percentage available in population	Difference
<b>2018</b>	<b>37.76%</b>	51.00%	<b>-13.24%</b>
<b>2019</b>	<b>42.97%</b>	51.00%	<b>-8.03%</b>
<b>2020</b>	<b>41.98%</b>	51.00%	<b>-9.10%</b>
<b>2021</b>	<b>41.50 %</b>	51.00%	<b>-9.50%</b>

The presence of minorities in *PARTA*'s overall workforce compares favorably when measured against the availability factor for minorities in the community. In all years, the percentage of minorities in *PARTA*'s workforce exceeded the availability factor in the community by 7.46%, 7.79%, 7.67%, and 5.30% respectively, even with the number of minorities in the population increasing and *PARTA*'s workforce decreasing. Minority employees are present in at least five (5) of the seven (7) employment categories throughout the four (4) years.

Females fared less favorably in *PARTA*'s overall workforce, as compared with the availability factor for females in the community. The census bureau data estimated female availability at 51.00%, yet *PARTA*'s female workforce totaled 37.76%, 42.97%, 41.98%, and 41.50% of the overall *PARTA* workforce, respectively. Although generally underrepresented, females were well-represented in all categories except craft. Females were also underrepresented in operatives, although trending up for 2018 and 2019, before starting to decrease in 2020 and again in 2021. Females comprised 37.01% of all operative employees in 2018, 41.48% of all operative employees in 2019, 40.60% in 2020, and 39.50% in 2021, as compared to 51.00% census bureau estimated availability. However, between 2018 and 2021, female operatives did increase from 37.01% in 2018 to 39.50% in 2021.

### ***PARTA*'s Utilization Analysis – July 1, 2019, Snapshot**

#### **Workforce Analysis – July 1, 2019, Snapshot**

A "snapshot" of *PARTA*'s workforce on July 1, 2019, is captured in Exhibit 7, [Workforce Snapshot July 01 2019.xls](#). The "snapshot" report differs from the annual reports in that it captures the composition of the workforce on a single date, July 1, 2019, rather than

summarizing all employees who worked at least one (1) day during the year. Like the full-year reports for all years, however, this table is cross-referenced by race, national origin, and sex. 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 7**, [Workforce Snapshot July 01 2019.xls](#), *PARTA* employed 158 individuals on July 1, 2019, of which 93 were male and 65 female. This equates to 58.86% male representation and 41.14% female representation within *PARTA*'s workforce. The 158 employees employed on July 1, 2019, worked in positions distributed amongst the same seven (7) categories identified above, as shown in the table below:

July 1, 2019, Snapshot

<b>Employee Category</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
Executive	3	3	6
First/Mid	3	5	8
Professional	5	1	6
Administrative Support	13	11	24
Craft Workers	9	0	9
Operatives	50	40	90
Laborers	10	5	15
	<b>93</b>	<b>65</b>	<b>158</b>
<b>Total</b>	<b>58.86%</b>	<b>41.14%</b>	<b>100.00%</b>

Like all years, employees were not equally distributed throughout these employee categories. Operatives again comprised the largest portion of the workforce at 56.96%, almost 6% below the 2019 annual composition of 62.81%.

#### July 1, 2019, Snapshot

Employee Category	Number of Employees	Percentage of Total Workforce
Executive	6	3.78%
First/Mid	8	5.06%
Professional	6	3.78%
Administrative Support	24	15.19%
Craft Workers	9	5.70%
Operatives	90	56.96%
Laborers	15	9.49%
<b>Total</b>	<b>158</b>	<b>100.00%</b>

On July 1, 2019, minority employees comprised 13.29% of the overall workforce, a decrease from the overall workforce representation of 18.59% in 2019, but still above the percentage in the population within Portage County. Females made up 41.14% of the workforce in the July 2019 snapshot, a small decrease over the 42.97% representation in 2019. Female representation was highest in first/mid-level management (62.50%), followed by executive (50.00%), and administrative (45.83%). Within the largest category of operatives, which consists of bus drivers, minority and female representation on July 1<sup>st</sup> was 14.44% and 44.44% respectively, representing a decrease in minority representation and an increase in female representation as compared with 2019 overall (21.05% minority and 41.45% female).

#### July 1, 2019, Snapshot

Employee Category	Total	# Minority	# Female	% Minority	% Female
Executive	6	1	3	16.67%	50.00%
First/Mid-level Managers	8	1	5	12.50%	62.50%
Professional	6	2	1	33.33%	16.67%
Administrative Support	24	2	11	8.33%	45.83%
Craft Workers	9	0	0	0.00%	0.00%
Operatives	90	13	40	14.44%	44.44%
Laborers	15	2	5	13.33%	33.33%
<b>Total</b>	<b>158</b>	<b>21</b>	<b>65</b>	<b>13.29%</b>	<b>41.14%</b>

In the July 1, 2019, snapshot, like all years, males exclusively populated the craft worker category. Craft workers, a category composed solely of nine (9) bus mechanics and foreman decreased by one (1) worker on July 1, 2019, compared to the ten (10) craft workers overall in 2019. All were exclusively white males during the reporting periods. Laborers, a category

composed of hostlers, maintenance & grounds, custodians, attendants, and laborers, had minority male and female representation both in the July snapshot and for the entire year. The July 1, 2019, snapshot indicates that the laborer category employed two (2) minority and five (5) females (13.33% and 33.33% respectively), compared to the overall representation in 2019 of four (4) minority and seven (7) female workers (20.00% and 35.00% respectively).

### Availability Analysis – July 1, 2019, Snapshot

Using the statistical data and narrative information compiled by the U.S. Census Bureau in [Exhibit 1, Portage County, Ohio - ACS Demographic and Housing Estimates: April 2020](#), *PARTA* has prepared the following availability analysis to compare participation rates of minorities and women as documented in [Exhibit 7, Workforce Snapshot July 01 2019.xls](#), with their availability in the relevant labor market.

#### Minority Availability Analysis, July 1, 2019, Snapshot as Compared to 2019 Year-End

Date	<i>PARTA</i> workforce percentage	Percentage available in population	Difference
<b>July 1, 2019</b>	13.29%	10.30%	+2.99%
<b>Year-End 2019</b>	18.59%	10.30%	+8.29%
<b>% Change</b>			<b>+5.30%</b>

Like 2018 and 2019, 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, 2019, minority employees comprised 13.29% of *PARTA*'s total workforce, exceeding the census bureau availability factor of 10.30% by 2.99%. This representation demonstrates close alignment with the trends of 2018 and 2019, when minority presence exceeded the estimated availability factor by 7.96% and 8.29%, respectively. Another constant was minority representation in six (6) of seven (7) employment categories: executive, mid-level management, administrative, professionals, operatives, and laborers.

#### Female Availability Analysis, July 1<sup>st</sup> Snapshot as Compared to 2019 Year End

Date	<i>PARTA</i> workforce percentage	Percentage available in population	Difference
<b>July 1, 2019</b>	41.14%	51.00%	-9.86%
<b>Year-End 2019</b>	42.97%	51.00%	-8.03%
<b>% Change</b>			<b>+1.83%</b>

The July 1, 2019, snapshot showed a decrease in female representation at 41.14% of the *PARTA* workforce, but continues to indicate underrepresentation of females in the overall workforce, as compared with the 51.00% estimated availability factor for females in the community. When compared to 2018 and 2019, female's presence on July 1, 2019, shows a continued decrease in presence in the overall workforce.

Although generally underrepresented, females were well-represented in executive, mid-level management, and administrative support categories. Females were unrepresented in only the craft worker category comprised of bus mechanics, a traditionally male-dominated occupation. Females continued to show a presence in the professional and laborer categories at 16.67% and 33.33%, respectively, in the July 1, 2019, snapshot, which represented a 16.66% and 11.90% decrease in the professional category (33.33% in 2018 and 28.57% in 2019). In the

laborer category, there was a decrease of 5.56% from 2018 (38.89%) and a decrease again from 2019 of 1.67% (35.00%).

## **PARTA's Utilization Analysis – July 1, 2021, Snapshot**

### **Workforce Analysis – July 1, 2021, Snapshot**

A “snapshot” of PARTA's workforce on July 1, 2021, is captured in **Exhibit 8, [Workforce Snapshot July 01 2021.xls](#)**. The “snapshot” report differs from the annual reports in that it captures the composition of the workforce on a single date, July 1, 2021 (compared to the snapshot completed for July 1, 2019), rather than summarizing all employees who worked at least one (1) day during the year. Like the full-year reports for all years, this table is cross-referenced by race, national origin, and sex. 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. The purpose for this report to complete the snapshot for two different years is to show the different effects the labor market and employment at PARTA has undergone, in relationship with COVID-19.

As detailed in **Exhibit 8, [Workforce Snapshot July 01 2021.xls](#)**, PARTA employed 115 individuals on July 1, 2021, of which 65 were male and 50 female. This equates to 56.52% male representation and 43.48% female representation within PARTA's workforce. The biggest difference to note is that in two years, PARTA was down forty-three (43) employees, representing our hardest hit period due to the pandemic. The 115 employees employed on July 1, 2021, worked in positions distributed amongst the same seven (7) categories as previous years, as shown in the table below:

**July 1, 2021, Snapshot**

<b>Employee Category</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
Executive	2	3	5
First/Mid	2	6	8
Professional	5	2	7
Administrative Support	8	12	20
Craft Workers	10	0	10
Operatives	35	24	59
Laborers	3	3	6
	<b>65</b>	<b>50</b>	<b>115</b>
<b>Total</b>	<b>56.52%</b>	<b>43.48%</b>	<b>100.00%</b>

Like all years, employees were not equally distributed throughout these employee categories. Operatives again comprised the largest portion of the workforce at 51.30%, 5.66% below the July 1, 2019, composition of 56.96%. Along with operatives, our second hardest hit category during this timeframe was laborers. On July 1, 2021, laborers composed just 5.22% of our workforce, as compared to July 1, 2019, where laborers composed 9.49% of the workforce, or a decrease of 4.27%.

**July 1, 2021, Snapshot**

<b>Employee Category</b>	<b>Number of Employees</b>	<b>Percentage of Total Workforce</b>
Executive	5	4.35%
First/Mid	8	6.96%
Professional	7	6.09%
Administrative Support	20	17.39%
Craft Workers	10	8.70%
Operatives	59	51.30%
Laborers	6	5.22%
<b>Total</b>	<b>115</b>	<b>100.00%</b>

On July 1, 2021, minority employees comprised 17.39% of the overall workforce, an increase from the representation on July 1, 2019, of 4.1% (13.29% on July 1, 2019) and continues to be above the percentage in the population within Portage County. Females made up 43.48% of the workforce in the July 2019 snapshot, another increase over the 41.14% representation on July 1, 2019, for a 2.34% gain. Female representation continued to be the highest in first/mid-level management (75.00%), followed by the tied categories of executive (60.00%) and administrative (60.00%). Within the largest category of operatives, which consists of bus drivers, minority and female representation on July 1, 2021, was 23.73% and 40.68% respectively, representing an increase of 9.29% in minority representation and a decrease of 3.46% in female representation as compared to July 1, 2019, of 14.44% and 44.44%, respectively.

### July 1, 2021, Snapshot

Employee Category	Total	# Minority	# Female	% Minority	% Female
Executive	5	0	3	00.00%	60.00%
First/Mid-level Managers	8	1	6	12.50%	75.00%
Professional	7	2	2	28.57%	28.57%
Administrative Support	20	2	12	10.00%	60.00%
Craft Workers	10	0	0	0.00%	0.00%
Operatives	59	14	24	23.73%	40.68%
Laborers	6	1	3	16.67%	50.00%
<b>Total</b>	<b>115</b>	<b>20</b>	<b>50</b>	<b>17.39%</b>	<b>43.48%</b>

In the July 1, 2021, snapshot, like the previous snapshot, males exclusively populated the craft worker category. Craft workers, a category composed solely of ten (10) bus mechanics and foreman, increased by one worker from July 1, 2019. All were exclusively white males during the reporting periods. Laborers, a category composed of hostlers, maintenance & grounds, custodians, attendants, and laborers, had minority male and female representation both of the July snapshots. The July 1, 2021, snapshot indicates that the laborer category employed less minorities and females at one (1) minority and three (3) females (16.67% and 50.00% respectively), compared to the July 1, 2019, representation of two (2) minority and five (5) female workers (13.33% and 33.33% respectively). However, since the employees in the category of laborer was smaller on July 1, 2021, than on July 1, 2019, the representation of minorities and females in this category increased.

### Availability Analysis – July 1, 2021, Snapshot

Using the statistical data and narrative information compiled by the U.S. Census Bureau in [Exhibit 1, Portage County, Ohio - ACS Demographic and Housing Estimates: April 2020](#), *PARTA* has prepared the following availability analysis to compare participation rates of minorities and women as documented in the [Exhibit 8, Workforce Snapshot July 01 2021.xls](#) with their availability in the relevant labor market.

### Minority Availability Analysis, July 1, 2019 Snapshot as Compared to July 1, 2021 Snapshot

Date	<i>PARTA</i> workforce percentage	Percentage available in population	Difference
<b>July 1, 2019</b>	13.29%	10.30%	+2.99%
<b>July 1, 2021</b>	17.39%	11.20%	+6.19%
<b>% Change</b>			<b>+3.20%</b>

Like July 1, 2019, 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, 2021, minority employees comprised 17.39% of *PARTA*'s total workforce, exceeding the census bureau availability factor of 11.20% by 6.19%. The census bureau availability factor in Portage County increased in 2020 to 11.20% from 10.30% in previous years. This representation demonstrates alignment with July 1, 2019, when minority presence exceeded the estimated availability factor by 2.99%. Another constant was minority representation in six (6) of seven

(7) employment categories: executive, mid-level management, administrative, professionals, operatives, and laborers.

**Female Availability Analysis, July 1, 2019, Snapshot as Compared to July 1, 2021, Snapshot**

Date	<i>PARTA</i> workforce percentage	Percentage available in population	Difference
<b>July 1, 2019</b>	41.14%	51.00%	-9.86%
<b>July 1, 2021</b>	43.48%	51.00%	-7.52%
<b>% Change</b>			<b>+2.34%</b>

The July 1, 2021, snapshot showed an increase in female representation, at 43.48% of the *PARTA* workforce, but continues to indicate underrepresentation of females in the overall workforce, as compared with the 51.00% estimated availability factor for females in the community. When compared to July 1, 2019, females' presence on July 1, 2021, shows an increase in presence in the overall workforce.

Although generally underrepresented, females were well-represented in executive, mid-level management, and administrative support categories. Females increased their presence in the laborer category by 16.67% (50.00% on July 1, 2021, from 33.33% on July 1, 2019). Females were unrepresented in only the craft worker category comprised of bus mechanics, a traditionally male-dominated occupation. Females continued to show a presence in the professional category at 28.57%, compared to 16.67% on July 1, 2019, for an increase of 11.90%.

In summary, although the workforce was much smaller from July 1, 2019, to July 1, 2021, *PARTA* continued to improve on its goals and increase the minority and female representation throughout our workforce. We continued to increase the female presence in mid to executive level positions. We also had three (3) categories (Executive, Mid-Level Management, and Administrative Support) in which the female representation exceeded that of the female representation in the county. Through both years of snapshots, minority representation continued to be above the representation in the county.

## 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. In addition, the COVID-19 pandemic made employment goals even more challenging than ever before.

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 2018, 2019, 2020, and 2021, and the July 1, 2019, and July 1, 2021, Snapshot Reports, PARTA 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 8, [Workforce Snapshot July 01 2021.xls](#)**, Tab 3. This table also includes an availability analysis for each projected goal and the timetables set for achieving them.

### *Summary of Goals & Timetables*

1. Increase Number of Female Applicants for Employment by 8-10% by 2022.

- Summary of Progress: 4.56% decrease in female applicants; 9.83% increase in female new hires

Comparing the previous evaluation period (2017) to the current evaluation period (2021) demonstrates a decrease in the overall percentage of female applications for employment and hiring of females. Applications for employment during the current period consisted of 32.89% female applicants, a decrease of 4.56% over the previous evaluation period. However, hiring of females increased favorably with the overall hiring by 9.83% over the previous evaluation period, meeting our goal.

Female Applicant and Female Hiring as Percentage of Total New Hires			
	Applied	Hired	Difference
2017	37.45%	32.73%	-4.72%
2019	41.37%	47.89%	+6.52%
2021	32.89%	38.00%	+5.11%
<b>Difference between 2017 &amp; 2021</b>	<b>-4.56%</b>	<b>+5.27%</b>	<b>+9.83%</b>

- Updated Goal and Timetable. By 2026, to increase percentage of female applicants and new hires by 8-10%, by continual promotion of *PARTA* as a workplace of choice for women and marketing of a culture change through advertising.

## 2. Increase Percentage of Female Operatives

- *Summary of Progress: 11.50% increase in female operatives*

Comparing the previous evaluation period (2017 year-end) against the current evaluation period (2021 year-end) demonstrates an increase of 11.50% in the overall percentage of female operatives, as shown in the table below. Comparing 2019 year-end to 2021 year-end, female operatives decreased by 1.95%. However, there was a drastic increase between 2017 year-end and 2019 year-end of 13.45%. Both 2019 and 2021 year-ends exceeded our goal for increasing female operatives.

Female Drivers as Percentage of Total Operatives	
	% of Operatives
2017 Year End	28.00%
2019 Year End	41.45%
2021 Year End	39.50%
<b>Difference between 2017 &amp; 2021</b>	<b>+11.50%</b>

- Updated Goals and Timetable: By 2026, to increase the percentage of female operatives by 5-8%, by continual promotion of *PARTA* as a workplace of choice for women and marketing of a culture change through advertising. Work to increase job flexibility to allow for childcare responsibilities for female workers.

## 3. Increase Number of Minority Operative Applications for Promotion

- *Summary of Progress: 1.04% decrease in minority applications for promotional opportunities; 6.18% increase in minority promotions; Rate of minority promotions exceeds minority workforce presence by 8.93%.*

Comparing the previous evaluation period (2017) against the current evaluation period (2021) demonstrates an increase in the overall percentage of minority promotions, as shown in the tables below:

Previous Evaluation Period, October 1, 2013, to December 31, 2017					
	Applied	Percentage	Promoted	Percentage	Difference
White	149	84.18%	55	78.57%	-5.61%
Minority	28	15.82%	15	21.43%	+5.61%
<b>Total</b>	<b>177</b>	<b>100.00%</b>	<b>70</b>	<b>100.00%</b>	<b>0.00%</b>

Current Evaluation Period, January 1, 2018, to December 31, 2021					
	Applied	Percentage	Promoted	Percentage	Difference
White	66	71.74%	30	75.00%	+3.26%
Minority	26	28.26%	10	25.00%	-3.26%
<b>Total</b>	<b>92</b>	<b>100.00%</b>	<b>40</b>	<b>100.00%</b>	<b>0.00%</b>

Summary of Progress – Minority Promotions Previous vs. Current Period				
	Applied	Percentage	Promoted	Percentage
2017	28	15.82%	15	21.43%
2021	26	28.26%	10	25.00%
<b>Difference</b>	<b>-2</b>	<b>+12.44%</b>	<b>-5</b>	<b>+3.57%</b>

Summary of Progress – Current Workforce Availability vs. Minority Promotions	
Minority Presence in Workforce (2021 year-end)	16.50%
Minority Promotions in Workforce (evaluation period)	28.26%
<b>Difference</b>	<b>+11.76%</b>

- Updated Goal and Timetable: *PARTA* has exceeded this goal for the third evaluation period in a row. Although we had a decrease in the number of promotions and applications overall, we continued to increase our promotion rate of minority workers. And further because of the labor shortage within *PARTA*, the percentage of applications and promotions were positive when looked at our overall workforce. Until 2026, we will continue to encourage minority applications for promotional opportunities and continue to promote *PARTA* as a workplace of choice for minorities through updated marketing and targeted employment advertising.

#### 4. Add Minority or Female Presence within Craft Worker Category

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

Comparing the previous evaluation period (2017) against the current evaluation period (2021 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 goals and timetable: *PARTA* will continue to look for applicants to bring a minority or female presence within the craft worker employee category, to reduce white male presence to less than 100.00%, promoting *PARTA* as a workplace of choice for women and minorities through updated marketing and targeted employment advertising. In addition, we will continue to promote the “Mechanic Apprentice” role that we have created in order to bring less skilled employees in and provide hands-on job training for diesel mechanics. Further, we do not require any certifications as to not prohibit those that are unable to achieve skilled training due to economic conditions.

### ***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 continue to 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 - <https://www.portagecounty-oh.gov/ohiomeansjobs-portage-county>
  - Portage Development Work Board - <https://www.portageishiring.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 <https://www.kent.edu/womens-studies>
  - KSU Department of Pan-African Studies <https://www.kent.edu/afs>

- Community Action Council of Portage County <http://cacportage.net>
  - Passages/Fatherhood Program – Ravenna, OH
  - Portage County Black Elected Officials – Ravenna, OH
  - Kent Free Library <http://www.kentfreelibrary.org>
  - Portage County District Library <https://www.portagelibrary.org/>
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 <https://www.mwood.cc/>
    - National College <https://www.collegesimply.com/colleges/ohio/national-college-stow/>
  4. *PARTA* will continue to attend job fairs held throughout the community 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 <https://www.mwood.cc/>
    - 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, creed, religion, sex, age, national origin, physical or mental disability, 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 Chief of Staff 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 position 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 non-safety-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 9**, [Pay Structure.xls](#), via Resolution 2019-05-04 for exempt and non-exempt employees on May 23, 2019. These documents incorporated changes made since the pay structure was updated on March 26, 2015. The pay structure categories for exempt employees, updated on August 26, 2021, to add new positions within the approved pay structure, summarized in **Exhibit 10**, [Pay Structure Categories](#), detail the positions and job families contained in the exempt 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 December 2021, is shown in **Exhibit 11**, [Organizational Chart.pdf](#).
- 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 12**, [Internship Program.pdf](#), 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. During this evaluation period, we did not appoint any temporary workers.

## **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 9**, [Pay Structure.xls](#), contains the current PARTA Pay Structure and Salary Range.
- 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 13**, [OAPSE Article 23.pdf](#), 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. The current expiration date is December 6, 2023.

## **Hiring, Promotions, & Transfers; 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 Chief of Staff. The Chief of Staff will complete the authorization status portion of the form and forward the form to the General Manager for final approval. **Exhibit 14**, [Employee Requisition Form.pdf](#), 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 Chief of Staff 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 as 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 15, [County Application.pdf](#)**; the employment application for campus positions is attached as **Exhibit 16, [Campus Application.pdf](#)**. 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**

PARTA's personnel structure has been developed to include "county" for operators who provide county-wide service and "campus" for operators who provide transportation for Kent State University, as well as the "Kent Central Gateway" division for our multi-modal facility, 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 (drivers) and administrative support employees (road supervisors) primarily work for either the county or campus division. Another part of the laborer category, attendants, work for the Kent Central Gateway division at the multi-modal center.

Consequently, PARTA directs its recruiting and hiring efforts toward certain populations to attract qualified candidates for operator 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. PARTA also recruits at local area high schools to promote our job openings to upcoming graduates. 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, or 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 advisory 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 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 Chief of Staff or HR 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 Chief of Staff or HR 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 17, [Pre-Employment Bus Orientation.pdf](#)**, 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 Chief of Staff 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, January 1, 2018 – December 31, 2021**

PARTA collects applicant data on a voluntary basis through the use of an “EEO Applicant Flow Form,” as shown in **Exhibit 18, [Applicant Flow Form.pdf](#)**. 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 January 1, 2018, to December 31, 2021, PARTA received 1,158 completed applicant flow forms (the majority received in 2018 and 2019) and hired 246 new employees. From the previous evaluation period, PARTA received 2,086 applications between October 1, 2013, and December 31, 2017. This represents a decrease of 928 applications from the previous evaluation period. However, once COVID-19 hit, the number of applications received came to a screeching halt in 2020. From April to December of 2020, we received only 38 applications, compared to receiving 73 applications between January and March, another example of the impact of COVID-19 has had on our workforce. In 2021, we began to see a small increase in applications, receiving 76 for the year.

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 19, [Employment Practices Chart.xlsx](#)**, (4a) and (4b) contains numeric and percentage data by employee category, sex, and race for hiring completed during this timeframe.

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

Of the 1,158 applicant flow forms received, males submitted 658 applications and female applicants submitted 500 applications. This equates to 56.82% male and 43.18% female applicants. Of the 246 new hires completed, *PARTA* hired 146 males and 100 females. This equates to 59.35% male hires and 40.65% female hires. When compared to their rate of application, male hiring exceeded their rate of application by 2.53%, as shown in the table below:

### New Hires Summary by Sex

	# Applied	% of Total	# Hired	% of Total	Difference
<b>Male</b>	658	56.82%	146	59.35%	+2.53%
<b>Female</b>	500	43.18%	100	40.65%	-2.53%
<b>Total</b>	<b>1,158</b>	<b>100.00%</b>	<b>246</b>	<b>100.00%</b>	<b>0.00%</b>

### New Hires by Minority and Female

Of the 1,158 applications submitted by applicants, African Americans submitted 281 applications and individuals from other racial affiliations submitted fifty-six (56) applications: sixteen (16) identified themselves as Hispanic, six (6) as Native American, sixteen (16) as Asian, twelve (12) as two or more races, and six (6) as American Indian. Twenty-four (24) applicants provided no response. This equates to 29.10% minority applications.

Of the 1,158 applications submitted, 500 applicants identified themselves as female. This equates to 43.18% of all applications submitted. Of the 246 new hires, 100 were female, equating to a hiring percentage of 40.65% of overall hiring, 2.53% less than the 43.18% rate of application.

### New Hire Summary by Minority and Female

	# Applied	% of Total	# Hired	% of Total	Difference
White	797	68.82%	182	73.98%	+5.16%
Minority	337	29.10%	64	26.02%	-3.08%
Female	500	43.18%	100	40.65%	-2.53%
<b>Applicant Total</b>	<b>1,158</b>	<b>Hired Total</b>	<b>246</b>		

### New Hires by Employee Category

In sum, *PARTA* hired individuals in seventeen (17) different positions distributed over seven (7) employee categories. Position descriptions for each position are attached as [Exhibit 20, New Hire Position Descriptions.pdf](#). The vast majority of new employees, 76.02%, were hired in operative positions, as summarized in the table below:

Employee Category	New Hire Position	# New Hires	% of Total
Executive	Director of Risk	1	
	Total	1	0.41%
First/Mid-Level	Public Advocacy Advisor	1	
	Asst. Operations Mngr.	1	
	Total	2	0.81%
Administrative Support	Intern	8	

	Scheduler	3	
	Dispatcher	3	
	Road Supervisor	1	
	Assistant	1	
	Coordinator	1	
	Total	17	6.91%
Craft Workers	Full-Time Mechanic	2	
	Total	2	0.81%
Laborers	Attendant	14	
	Hostler	15	
	Laborer	6	
	Total	35	14.23%
Operatives	Part-Time Driver	96	
	Student Driver - Campus	91	
	Total	187	76.02%
Professional	Accountant	1	
	Planner	1	
	Total	2	0.81%
<b>Total</b>		<b>246</b>	<b>100.00%</b>

When viewed by employee category, *PARTA* hired minority applicants to fill positions in four (4) of the seven (7) categories. Female applicants filled positions within five (5) of the seven (7) categories. Of the 187 operative positions filled, *PARTA* hired 51 minorities and 73 females. This equates to 27.27% minority hiring for operative positions and 39.04% female hiring for operative positions. Combining all new hires, minorities filled 64 positions within the organization, equating to 26.02% of all new hires, while females filled 100 positions, equating to 40.65% of all new hires.

Employee Category	Total	# Minority	# Female	% Minority	% Female
Administrative Support	17	2	13	11.76%	76.47%
Craft Workers	2	0	0	0.00%	0.00%
Executives	1	0	0	0.00%	0.00%
First/Mid-Levels	2	1	2	50.00%	100.00%
Laborers	35	10	11	28.57%	31.43%
Operatives	187	51	73	27.27%	39.04%
Professional	2	0	1	00.00%	50.00%
<b>Total</b>	<b>246</b>	<b>64</b>	<b>100</b>	<b>26.02%</b>	<b>40.65%</b>

The percentage of minorities hired from January 1, 2018, to December 31, 2021, 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 16.50% of the overall workforce in 2021, yet 20.00% of all new hires in 2021 were minorities. This demonstrates that minority hiring exceeded the percentage present in the workforce by 3.50% and exceeded the availability factor in the community by 8.80%.

### Minority New Hires Compared to 2021 Workforce & Availability

	% of Workforce	% Hired	Difference	Availability %	Difference
<b>Minority</b>	16.50%	20.00%	+3.50 %	11.20%	+8.80%

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 41.50% of the overall workforce in 2021 and 40.65% of all new hires were female. This equates to female hiring of 0.85% less than the percentage present in the workforce, but 10.35% less than the availability factor in the community. However, *PARTA* hired female employees in six (6) of the seven (7) employee categories.

### Female New Hires Compared to 2021 Workforce & Availability

	% of Workforce	% Hired	Difference	Availability %	Difference
<b>Female</b>	41.50%	40.65%	+0.15%	51.00%	-10.35%

## Promotions & Transfers

### *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 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 classification. **Exhibit 21**, [Driver Promotional Process.doc](#), is a description of the promotion process guidelines for full-time driver positions; **Exhibit 22**, [OAPSE Article 8.pdf](#), contains the language from the labor agreement regarding the promotion process for 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. PARTA has filled vacant positions of Road Supervisors 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, January 1, 2018, to December 31, 2021**

From January 1, 2018, to December 31, 2021, PARTA promoted 70 current employees to nine (9) 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 23**, [Promotional Position Descriptions.pdf](#). Unless otherwise noted, the vacancies occurred in the county division.

<b>Employee Category</b>	<b>Promotional Position</b>	<b>Number of Promotions</b>
First/Mid	Assistant Night Manager	1
Administrative Support	Accounting Coordinator	2
	Customer Service Specialist	1
	Dispatcher	2
	Road Supervisor	4
	Parking Supervisor	2
Operatives	Full-Time Driver	23
Laborer	Full-Time Attendant	4
Craft	Foreman	1
<b>Total</b>		<b>40</b>

Exhibit 19, [Employment Practices Chart.xlsx](#), (3a) and (3b) contain numeric and percentage data by employee category, sex, and race for promotions completed during this timeframe. In sum, PARTA evaluated 90 applications for the 40 promotional opportunities.

Promotions by Sex. Of the 90 applications received, 40 were submitted by male employees and 50 by female employees. This equates to 44.44% male and 55.56% female applicants. Of the 40 promotions awarded, 18 were awarded to male employees and 22 to female employees. This equates to 45.00% of promotions awarded to males and 55.00% awarded to females. Although males received a higher percentage of promotions than females, females achieved a comparable rate of promotion at -0.56% 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>	40	44.44%	18	45.00%	+0.56%
<b>Female</b>	50	55.56%	22	55.00%	-0.56%
<b>Total</b>	<b>90</b>	<b>100.00%</b>	<b>40</b>	<b>100.00%</b>	<b>0.00%</b>

Promotions by Race. Of the 40 applications submitted by male employees, white males submitted 32 applications and African American males submitted eight (8) applications. This equates to 80.00% of all applications submitted by white males and 20.00% submitted by African American males. Of the 18 promotions awarded to males, 13, or 72.22%, were awarded to white male employees and five (5) or 27.78% were awarded to African American males.

#### Promotion Summary by Race      Male

<b>Male</b>	Applied	Percentage	Promoted	Percentage	Difference
White	32	80.00%	13	72.22%	-7.78%
AA	8	20.00%	5	27.78%	+7.78%
<b>Total</b>	<b>40</b>	<b>100.00%</b>	<b>18</b>	<b>100.00%</b>	<b>0.00%</b>

Of the 50 applications submitted by female employees, white females submitted 33 applications and African American females submitted 17 applications. This equates to 66.00% of all applications submitted by white females and 34.00% submitted by African American females. Of the 22 promotions awarded to females, 17, or 77.27%, were awarded to white females and five (5), or 22.73%, were awarded to African American females, as shown in the table below:

#### **Promotion Summary by Race Female**

<b>Female</b>	Applied	Percentage	Promoted	Percentage	Difference
White	33	66.00%	17	77.27%	+11.27%
African American	17	34.00%	5	22.73%	-11.27%
<b>Total</b>	<b>50</b>	<b>100.00%</b>	<b>22</b>	<b>100.00%</b>	<b>0.00%</b>

## **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 24, New Hire EEO Orientation.pdf](#). 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 25, EEO Employee Self-Designation Form.pdf](#).

*PARTA* also provides harassment prevention training to new employees at time of hire and thereafter on an annual basis. *PARTA*'s harassment prevention training program 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 26, New Hire Harassment Outline.pdf](#).

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 23 of the collective bargaining agreement, [Exhibit 13, OAPSE Article 23.pdf](#), 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 27, [Campus Pay Step Guidelines.pdf](#)**, 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 28, [New Hire Training Checklists.pdf](#)**, 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 CDL driver position provided a bridge for promotion to full-time driver positions, as vacancies occur. County drivers promoted to CDL driver positions receive in-house 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 most 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. *PARTA* hires a small number of students who do not receive CDL training to drive these routes. All other 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 29, [Campus Conditional Offer Form.pdf](#)**.

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 30, [Driver Training Schedule.pdf](#)**. Management personnel also perform non-driving performance evaluations necessary for county driver step increases, **Exhibit 31, [Non-Driving Performance Eval.pdf](#)**.

For employees other than drivers, management personnel conduct annual performance evaluations of their employees using the evaluation form attached as **Exhibit 32, [General Employee Eval.pdf](#)**, and for managers and directors using the evaluation form shown in **Exhibit 33, [Management Eval.pdf](#)**.

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 *PARTA*'s Personnel Policy Manual, Section 3.9, [Exhibit 34, PPM Section 3.9 .doc](#), and in Article 41 of the collective bargaining agreement, [Exhibit 35, OAPSE Articles 41.pdf](#). In addition, *PARTA* management has developed procedures to guide discipline related to incidents involving vehicle operation in [Exhibit 36, Collision Procedure.doc](#), and for attendance expectations in [Exhibit 37, Attendance Work Rules.pdf](#).

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, January 1, 2018, to December 31, 2021

[Exhibit 19, Employment Practices Chart.xlsx](#), (2) 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, 2-day, 3-day, and 5-day), and termination.

#### Disciplinary Action by Type

In sum, *PARTA* issued 473 disciplinary actions from January 1, 2018, to December 31, 2021. Of the 473 actions, 147, or 31.08%, took the form of unpaid suspensions. Of the 147 unpaid suspensions, 136, or 92.52%, were one-day or three-day suspensions. The remaining eleven (11) were five-day suspensions, or 7.48% of all suspensions issued.

The remaining 326 disciplinary actions issued took the form of 308 written reprimands and 18 terminations, equating to 65.12% and 3.80% of all disciplinary actions issued, respectively, as summarized in the table below:

#### Disciplinary Action by Type

Type of Action	# Issued	% of Total
Written Reprimand	308	65.12%
1-day suspension	61	12.90%
3-day suspension	75	15.86%
5-day suspension	11	2.33%
Termination	18	3.80%
<b>Total</b>	<b>473</b>	<b>100.00%</b>

### Disciplinary Action by Sex

Of the 473 disciplinary actions, *PARTA* issued 299 to male employees and 174 to female employees. This equates to 63.21% male employee discipline and 36.79% female employee discipline, as summarized in the table below:

### Discipline Summary by Sex

	Written Rep	All Suspensions	Termination	Total	Percentage
<b>Male</b>	189	96	14	299	63.21%
<b>Female</b>	119	51	4	174	36.79%
<b>Total</b>	<b>308</b>	<b>147</b>	<b>18</b>	<b>473</b>	<b>100.00%</b>

When viewed by type of action, the 63.21% male and 36.79% female distribution of all disciplinary actions may be further broken down into the following percentages, as summarized below:

Type of Action	# Male	# Female	Total #	% Male	% Female
Written Reprimand	189	119	308	63.21%	36.79%
1-day suspension	41	20	61	67.21%	32.79%
3-day suspension	46	29	75	61.33%	38.67%
5-day suspension	10	1	11	90.91%	9.09%
Termination	14	4	18	77.78%	22.22%
<b>Total</b>	<b>299</b>	<b>174</b>	<b>473</b>		

### Disciplinary Action by Race

By percentage, white males received 47.99% of all discipline, while African American males received 14.16% of all discipline and multi-racial males received 1.06% of all discipline. White females accounted for 27.48% of all discipline, while African American females accounted for 9.30% of all discipline, as shown in the table below:

### Discipline Summary by Sex & Race

Male	All Discipline	% All Discipline
White	227	47.99%
AA	67	14.16%
Multi-racial	5	1.06%
<b>Total</b>	<b>299</b>	<b>63.21%</b>
<b>Female</b>		
White	130	27.48%
AA	44	9.30%
<b>Total</b>	<b>174</b>	<b>36.79%</b>

Of the 299 disciplinary actions issued to male employees, white males accounted for 75.92% of male discipline, while African American males accounted for 22.41% of all male discipline and multi-racial males accounted for 1.67% of all male discipline. Of the 174 disciplinary actions issued to female employees, white females accounted for 74.71% of female discipline, while African American females accounted for 25.29% of all female discipline, as summarized in the tables below:

**Discipline by Sex**

<b>Male</b>	<b>All Discipline</b>	<b>% All Discipline</b>
White	227	75.92%
AA	67	22.41%
Multi-racial	5	1.67%
	<b>299</b>	<b>100.00%</b>
<b>Female</b>		
White	130	74.71%
AA	44	25.29%
<b>Total</b>	<b>174</b>	<b>100.00%</b>

**Discipline by Race**

Of the 357 disciplinary actions issued to white employees, white males received 63.59%, while white females received 36.41% of all white discipline. Of the 111 disciplinary actions issued to African American employees, black males received 60.36%, while black females received 39.64% of all African American discipline, as summarized below:

<b>White</b>	<b>Number</b>	<b>Percentage</b>
Male	227	63.59%
Female	130	36.41%
<b>Total</b>	<b>357</b>	<b>100.00%</b>

<b>African American</b>	<b>Number</b>	<b>Percentage</b>
Male	67	60.36%
Female	44	39.64%
<b>Total</b>	<b>111</b>	<b>100.00%</b>

**Discipline as Compared to 2021 Workforce Analysis**

When compared with the 2021 workforce analysis, the distribution of discipline amongst males and females demonstrates from January 1, 2018, to December 31, 2021, although females accounted for just 41.50% of the workforce, females received 5.47% less discipline at 36.03 % of all discipline issued, in comparison with their representation.

**Female Discipline Compared to 2021 Workforce Analysis**

	% of Workforce	% Discipline	Difference
<b>Female</b>	41.50%	36.03%	-5.47%

Minorities also 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 16.50% of the overall workforce in 2021, yet received 24.95% of all discipline issued, an increase of 8.45% over the workforce.

### Minority Discipline Compared to 2021 Workforce Analysis

	% of Workforce	% Discipline	Difference
<b>Minority</b>	16.50%	24.95%	+8.45%

Significantly, however, is the fact that the disciplinary actions issued to minorities included only five (5) terminations, out of a total of 18 terminations, all of which were issued to all employees. Terminations accounted for 3.80% 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 in comparison to all discipline received by minorities, as summarized below:

### Termination by Race

<b>Male</b>	# Terminations	% of total
White	13	72.22%
AA	5	27.78%
<b>Total</b>	<b>18</b>	<b>100.00</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, January 1, 2018, to December 31, 2021**

Exhibit 19, [Employment Practices Chart.xlsx](#), (1) contains numeric data for employee separations during this timeframe. In sum, 288 employee separations occurred from January 1, 2018, to December 31, 2021.

Separation by Type

Of the 288 separations, a total of 151, or 52.43%, took the form of employee resignations. Graduation from KSU accounted for 28, or 9.72%, of all employee separations. Probationary removal accounted for 6, or 2.08%; training failure accounted for 48, or 16.67%; and AWOL accounted for 21, or 7.29%. Resignation in lieu of termination accounted for 4 separations, or 1.39%; retirement had 10 occurrences, or 3.47%;, and disability retirement had one occurrence, equaling 0.35% of the total number of employee separations. For the first time in our history, we had a long time employee pass away due to personal health issues, which led to 1 separation, equaling 0.35% of all employee separations.

**Separation by Type**

Type of Separation	# Actions	% of Total
Resigned	151	52.43%
Retired	10	3.47%
Disability Retire	1	0.35%
Graduation	28	9.72%
Resign in Lieu of Term	4	1.39%
Disciplinary Term	18	6.25%
Prob. Removal	6	2.08%
AWOL	21	7.29%
Training Failure	48	16.67%
Other (Death)	1	0.35%
<b>Total</b>	<b>288</b>	<b>100.00%</b>

Of the 288 total separations, 190, or 65.97%, took the form of voluntary separations, while 97, or 33.68%, were involuntary separations. Of the voluntary separations, the vast majority were resignations, with a total of 151, or 79.47%, of all voluntary separations. Graduation from KSU accounted for 28, or 14.74%, of all voluntary separations. Together, retirement and disability retirement accounted for 11 separations, or 5.79%.

Of the 97 involuntary separations, training failure was the highest at 48, or 49.48%, of all involuntary employee separations. Disciplinary terminations accounted for 18, or 18.56%; and AWOL accounted for 21, or 21.65%, of all involuntary separations. Resignation in lieu of termination accounted for four (4) involuntary separations, or 4.12%, of all involuntary separations. And as noted above, one (1) death, not categorized in either voluntary or involuntary, accounted for one (1) separation, or 0.35%, of all separations, as summarized in the table below:

<b>Voluntary</b>	<b># Actions</b>	<b>% of Total</b>
Resigned	151	79.47%
Retired (incl. Disability)	11	5.79%
Graduation	28	14.74%
<b>subtotal</b>	<b>190</b>	<b>100.00%</b>
<b>Involuntary</b>		
Resign in Lieu of Term	4	4.12%
Disciplinary Term	18	18.56%
Training Failure	48	49.48%
Probationary Removal	6	6.19%
AWOL	21	21.65%
<b>subtotal</b>	<b>97</b>	<b>100.00%</b>
Other (death)	<b>1</b>	0.35%
<b>Total</b>	<b>288</b>	<b>100.00%</b>

#### Separation by Sex

Of the 288 employee separations, *PARTA* issued 186 to male employees and 102 to female employees. This equates to 64.58% male employee separation and 35.42% female employee separation, as summarized in the table below:

#### Separation by Sex

	Voluntary	Involuntary	Death	Total	Percentage
<b>Male</b>	118	67	1	186	64.58%
<b>Female</b>	72	30	0	102	35.42%
<b>Total</b>	<b>190</b>	<b>97</b>	<b>1</b>	<b>288</b>	<b>100.00%</b>

When viewed by type of separation, the 64.58% male and 35.42% female distribution of all separations may be further broken down into the following percentages. Male resignations accounted for 65.56% of total male voluntary resignations, while male resignations in lieu of termination separations accounted for 100.00% of all resignations in lieu of termination separations. Probationary removals were down, while training failures increased. The majority of training failures occurred in 2020 when 24 of the 48 training failures happened. Although not represented in the table below, this was mainly due to trainees who discontinued their training during COVID-19. Training failures accounted for 48 (or 49.48%) of all involuntary separations, as shown below:

Type of Separation	# Male	# Female	Total #	% Male	% Female
<b>Voluntary</b>					
Resigned	99	52	151	65.56%	34.44%
Retired	4	6	10	40.00%	60.00%
Disability Retirement	0	1	1	00.00%	100.00%
Graduation	15	13	28	53.57%	46.43%
<b>subtotal</b>	<b>118</b>	<b>72</b>	<b>190</b>		
<b>Involuntary</b>					
Resign in Lieu Term	4	0	4	100.00%	0.00%
Disciplinary Term	14	4	18	77.78%	22.22%
Prob. Removal	4	2	6	66.67%	33.33%
AWOL	11	10	21	52.38%	47.62%
Training Failure	34	14	48	70.83%	29.17%
<b>subtotal</b>	<b>67</b>	<b>30</b>	<b>97</b>		
Other (Death)	1	0		100.00%	0.00%
<b>Total</b>	<b>186</b>	<b>102</b>	<b>288</b>		

#### Separation by Race

By percentage, white male separations accounted for 52.43% of all separations, while African American males accounted for only 9.37% of all separation occurrences. White female separations accounted for 23.26% of all separations, while African American females accounted for 11.46%. Multi-racial male separations accounted for 1.74%, while multi-racial female separations accounted for 0.35%. Asian Pacific Island males accounted for 1.74% of all separations and Hispanic females accounted for just 0.35% of all separation occurrences.

#### Separation by Sex & Race

Male	Number	Percentage
White	151	52.43%
AA	27	9.37%
Asian / PI	3	1.04%
Multi	5	1.74%
<b>subtotal</b>	<b>186</b>	<b>64.58%</b>
<b>Female</b>		
White	67	23.26%
AA	33	11.46%
Multi	1	0.35%
Hispanic	1	0.35%
<b>Total</b>	<b>102</b>	<b>35.42%</b>
	<b>288</b>	<b>100.00%</b>

Of the 186 male employee separations, white males accounted for 81.18% of male separations, while African American males accounted for 14.52% of all male separations. Of the 102 female separations, white females accounted for 65.69% of female separations,

while African American females accounted for 32.35%. Multi-racial male separations accounted for 2.69%, while Asian Pacific Islander separations accounted for 1.61%. Multi-racial and Hispanic female separations accounted for 0.98% each, as summarized in the tables below:

#### Separation by Sex

<b>Male</b>	Number	Percentage
White	151	81.18%
AA	27	14.52%
Asian / PI	3	2.69%
Multi	5	1.61%
<b>Total</b>	<b>186</b>	<b>100.00%</b>

<b>Female</b>	Number	Percentage
White	67	65.69%
AA	33	32.35%
Multi	1	0.98%
Hispanic	1	0.98%
<b>Total</b>	<b>102</b>	<b>100.00%</b>

#### Separation by Race

Of the 218 white employee separations, white males accounted for 69.27%, while white females accounted for 30.73% of all white employee separations. Of the 60 African American employee separations, African American males accounted for 45.00%, while African American females accounted for 55.00% of all African American employee separations. Of the six (6) multi-racial separations, males accounted for 83.33% and females accounted for 16.67% of all multi-racial employee separations, as summarized below:

<b>White</b>	Number	Percentage
Male	151	69.27%
Female	67	30.73%
<b>Total</b>	<b>218</b>	<b>100.00%</b>

<b>African American</b>	Number	Percentage
Male	27	45.00%
Female	33	55.00%
<b>Total</b>	<b>60</b>	<b>100.00%</b>

<b>Multi-racial</b>	Number	Percentage
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Male	5	83.33%
Female	1	16.67%
<b>Total</b>	<b>6</b>	<b>100.00%</b>

### Separation as Compared to 2021 Workforce Analysis

When compared with the 2021 workforce analysis, the distribution of separation by females and minorities aligns closely with their representation in the workforce. In 2021, females accounted for 41.50% of the workforce and accounted for 35.42% of all employee separations, a difference of 6.08% less than their representation in the workforce. Minorities comprised 16.50% of the employee populations and accounted for 20.83% of all employee separations, a 4.33% difference, meaning minorities are separating at a higher rate than their representation in the workforce, as shown in the tables below:

### Female Separation Compared to 2021 Workforce Analysis

	% of Workforce	% Separation	Difference
<b>Female</b>	41.50%	35.42%	+6.08%

### Minority Separation Compared to 2021 Workforce Analysis

	% of Workforce	% Separation	Difference
<b>Minority</b>	16.50%	20.83%	-4.33%

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

PARTA has worked diligently at maintaining a structured internal monitoring and reporting process and has established and maintained 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. Annually the HR Department prepares a report of all employment actions taken during the previous year, including recruitment, selection, promotions, terminations, transfers, layoffs, compensation, training, and benefits, for review by the EEO Officer.
2. Annually the EEO Officer prepares 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 annually.
3. Established October 1, 2010, and maintained currently, PARTA uses 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. Every new employee is given this form to complete during their new hire training process.
4. 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 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 advisory 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 annual 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.