



MARTA  
EEO/Affirmative  
Action Plan  
Update

2014

TITLE VII OF THE CIVIL RIGHTS ACT

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**METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY**

**AFFIRMATIVE ACTION PROGRAM**

**FOR**

**FEMALES AND MINORITIES**

# AFFIRMATIVE ACTION PROGRAM

**Plan Effective Date:** June 1, 2014

**Plan Expiration Date:** May 30, 2017

**Prepared by:**

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**Establishment's Address:** 2424 Piedmont Road NE Atlanta, GA 30324-3330

**METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY (MARTA)**  
**AFFIRMATIVE ACTION PLAN**  
**May 2014 – May 2017**  
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**NOTICE  
EQUAL EMPLOYMENT OPPORTUNITY POLICY  
STATEMENT**

To all MARTA Employees, Contractors, and Subcontractors:

MARTA *will* comply with all applicable federal and state statutes, executive orders, and regulations regarding equal employment opportunity. These laws prohibit discrimination, require selection of individuals for employment to be based on job related criteria, and require posting of notices of employee rights.

MARTA is committed to ensuring equal employment opportunity in all personnel actions, including recruitment, selection, hiring, transfers, training, promotion, compensation, benefits, layoffs, terminations, and evaluation of all qualified persons, as provided for in applicable federal and state laws. MARTA is further committed to undertake an affirmative action program, including goals and timetables, in order to overcome the effects of past discrimination on minorities and women. All management personnel share in this responsibility and will be assigned specific tasks to assure compliance is achieved.

MARTA sub-recipients and contractors will select employees according to the requirements of the job and are committed to hiring, promoting, and retaining the best qualified persons for all positions regardless of race, color, religion, national origin, sex, age, disability, genetic information, pregnancy, sexual orientation, gender identity, domestic violence victim status, veteran, military or marital status, or any other protected group status ("protected classification"). MARTA will not discriminate on the basis of any of these characteristics. This applies to every personnel action including, but not limited to: promotion, transfer, demotion, disciplinary action, recruitment, reduction in force/recall, compensation, benefits, selection for training, and testing.

The MARTA policy on equal employment opportunity is disseminated to all new hires and posted at prominent locations throughout its facilities and on its intranet and website. Management is responsible for ensuring that policy statements remain prominently displayed on all official facility bulletin boards. Management and supervisor performance will be evaluated on the success of the equal opportunity program the same way as their performance on other Authority goals and objectives.

The successful achievement of equal employment opportunity goals will provide benefits to the recipient/sub-recipient/contractor through fuller utilization and development of previously underutilized human resources.

The MARTA General Manager/CEO has the ultimate responsibility for implementing and ensuring that equal employment opportunity program and affirmative action plan receive the highest level of priority. The GM/CEO has appointed the Executive Director of the Office of Diversity and Equal Opportunity as the Authority's Chief Compliance/EEO Officer.

**The Office of Diversity and Equal Opportunity (DEO)** will ensure that all of MARTA's decisions, activities, programs and services are equitable and do not adversely impact current or potential employees, customers, communities, businesses, or other stakeholders.

**DEO** offers the following services to all MARTA employees:

- Individual and Group Counseling on civil rights and employee responsibilities
- Conflict Resolution and Mediation Services
- Management Consultations on EEO concepts and applications
- Diversity Initiatives to increase cultural awareness
- Complaint Investigations, Determinations, and Corrective Actions
- Guidance on the Affirmative Action Plan and Compliance reports for Title VI/VII
- Coordination of the American with Disabilities Act (activities) and monitoring Authority-wide Compliance
- Training on Prevention of Sexual Harassment, Valuing Diversity/Respect In the Workplace, ADA Sensitivity, and Lawful Interviewing Techniques in conjunction with the Human Resources Department

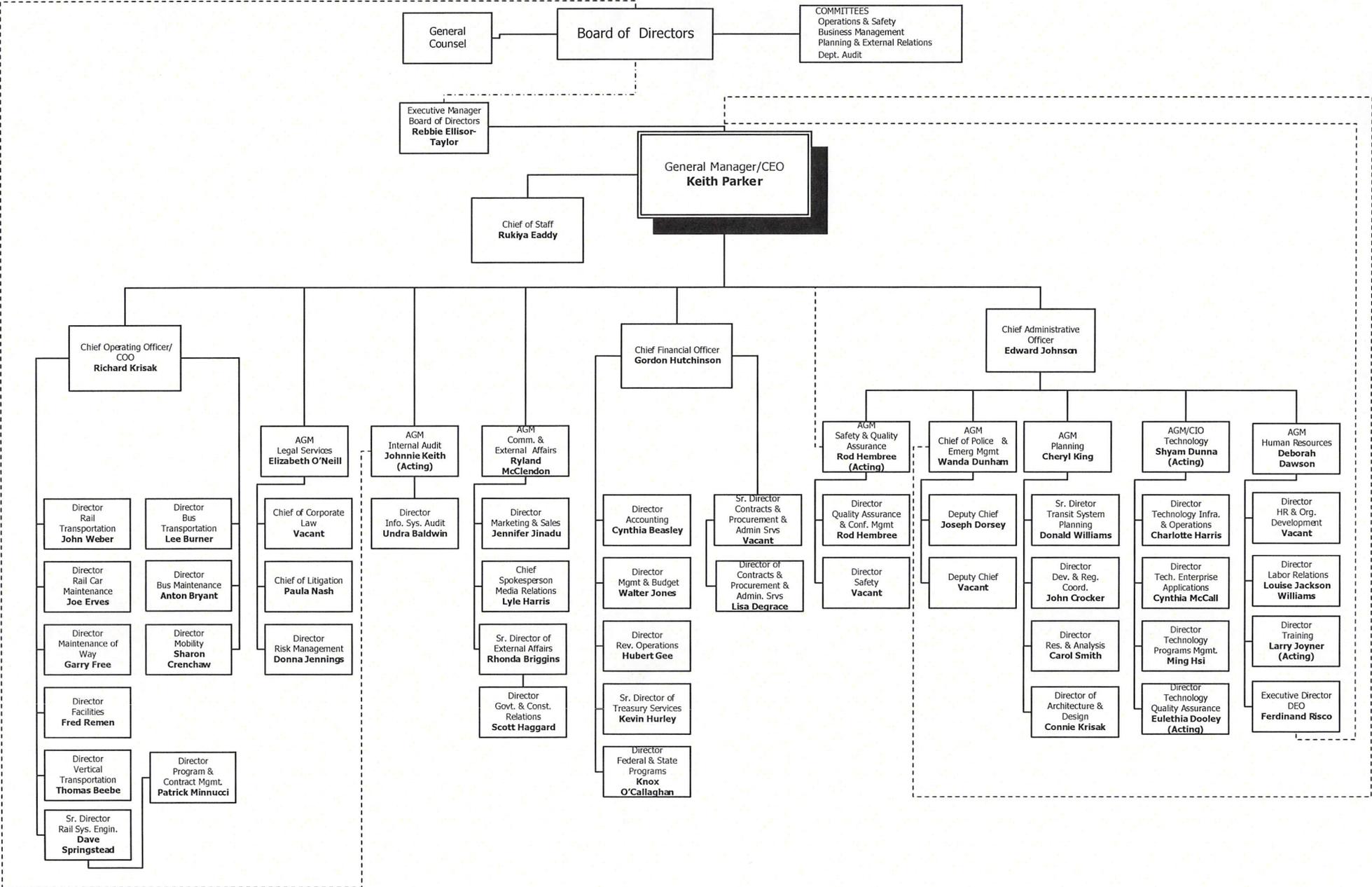
For assistance or review of MARTA's Equal Employment Opportunity Program and if you (employee or applicant) wish to file a complaint, you have a right to do so by contacting Ferdinand L. Risco Jr., MBA, Executive Director of the Office of Diversity and Equal Opportunity at 404-848-4639 or [frisco@itsmarta.com](mailto:frisco@itsmarta.com).

  
\_\_\_\_\_  
Keith T. Parker, AICP, General Manager/CEO

3-19-14  
\_\_\_\_\_  
Date

FY2014 OPERATING & CAPITAL BUDGETS

METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY



# Section I

## A. EXECUTIVE SUMMARY

### INTRODUCTION

The Metropolitan Atlanta Rapid Transit Authority (MARTA) Affirmative Action Plan (AAP) is a compliance document fulfilling part of the responsibilities of MARTA as a recipient of federal funds. In addition to complying with federal regulations, the AAP describes an affirmative action program as a management tool. It includes those policies, practices and procedures that we implement to ensure Equal Employment Opportunity. The process for developing the AAP allows us to engage in self-analysis for the purpose of identifying any barriers to equal employment opportunity. The AAP serves as a guide in monitoring progress and developing initiatives to enhance equal opportunity, and sustain diversity and equity in all sectors of employment at MARTA.

### DESCRIPTION OF THE PLAN

The Affirmative Action Plan includes certain elements that require annual updates to incorporate current data. The first is the workforce analysis, tabulation of the MARTA workforce by race and gender within job group categories (type of work) and organizational units. The second is the utilization analysis, which compares MARTA's current workforce with general workforce availability data, to determine whether women and minorities are underutilized within job group categories at MARTA. When underutilization of women or minorities is identified, a placement goal is set to move towards adequate representation or parity. The 2014 updates of the workforce and utilization analysis are provided in the Utilization Analysis section of the plan.

Two supporting sections follow these updates: 2014 – 2017 Goal and Timetables for Progress towards Placement Goals and the Initiatives to Alleviate Underutilization sections. The Timetables for Progress section includes outlining of accomplishments made during the expiring Affirmative Action Plan period (2011-2013). The Initiatives to Alleviate Underutilization section discusses areas of improvement and potential strategies and corrective actions. Processes and guidelines for assessing any progress and the effectiveness of the Affirmative Action Program are described in the Monitoring and Reporting section. Additional information is included in the appendices.

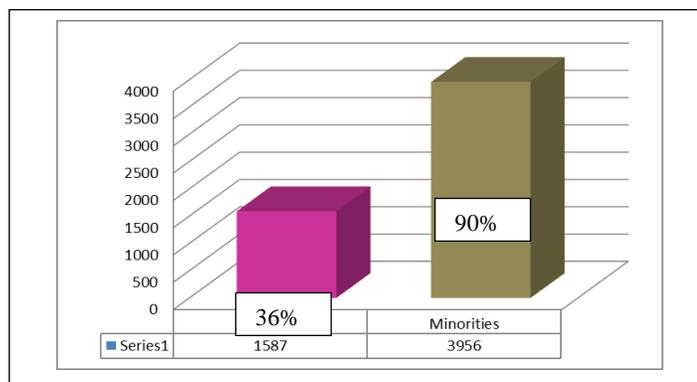
The MARTA Affirmative Action Plan presents information on the following divisions:

<b>Division of Administration</b>	<b>Division of GM/CEO</b>	<b>Division of Operations</b>	<b>Division of Finance</b>
Planning	Legal Services	Bus Operations	Accounting
Safety and Quality Assurance	Internal Audit	Rail Operations	Contracts and Procurement
Police Services	Communications and External Affairs	Engineering and Development	
Technology	Human Resources		

### **WORKFORCE AND UTILIZATION ANALYSES**

MARTA’s Plan includes reporting and analyses for regular full-time employees. Full-time employees include all employees who work at least 37.5 hours per week. Contractors, interns, and temporary employees are excluded from these analyses. Employee data utilized was derived from the payroll system and reflect on June 30, 2013 snapshot of the workforce.

For the 2014 Affirmative Action Plan, we report 4,377 employees at MARTA. Representation of women and minorities is presented in Figure 1. After experiencing a significant decrease in the number of employees due to service cuts and a related reduction in force at the beginning of the previous Plan period, there has been modest growth among total employees. The percentage representation of women and minorities for all job groups has remained relatively consistent. In the figure below, women including women of all races, and the minority category including both men and women who self-identify as Hispanic, American Indian, Asian, Black, Native Hawaiian/Pacific Islander, or two or more race are reflected in the aggregate.



**Figure 1. Representation of Women and Minority Groups**

The representation of females and minorities in each of MARTA's current divisions is reflected in the chart below.

Divisions	Total Employees	Females		Minorities	
		Total #	Total %	Total #	Total %
Division of Administration	737	275	37.31%	628	85.21%
Division of Finance	311	185	59.49%	281	90.35%
Division of General Manager/CEO	111	72	64.86%	100	90.09%
Division of Operations	3218	1055	32.78%	2947	91.58%
<b>Total Workforce</b>	<b>4377</b>	<b>1587</b>	<b>36.26%</b>	<b>3956</b>	<b>90.38%</b>

The following workforce changes have occurred over the past three years:

- Total workforce at the development of this AAP is 4.3% less than at the beginning of the previous Plan period;
- Authority-wide the percentage of females employed has remained consistent at 36+%;
- Minorities in the aggregate have increased slightly from 89.7% to 90.4%;
- The percentage of Black/African American employees has increased slightly to 84%;
- Asian/Pacific Islander employees represent 2% of the workforce, slightly lower than at the beginning of the previous Plan period;
- Hispanic employees represent 3% of the workforce, slightly lower than at the beginning of the previous Plan period;
- Native Americans increased representation from none to nearly 1% of the workforce.

### HIGHLIGHTED EMPLOYMENT ACTIVITIES

- **Applicant Summary** – With the implementation of the new Oracle-based Human Resources Information System, better data collection is possible with respect to applicants for employment. The data cited has been gathered since July 2012. A total of 16,888 applicants sought employment with 98.5% or 16,639 self-identifying as to gender. Females comprised 49.7% of the applicants and 93% of the self-identified applicants being minority applicants. This represents an improvement from applicant data from the previous AA Plan where 41.6% of applicants were female and 90% were minority applicants.
- **New Hires Summary** – Among the 710 new hires who joined MARTA during this reporting period. 271 or 38% were female. This exceeds the overall female

representation within MARTA's workforce of 36.25%. During the previous reporting period 41.6% of the new hires were female and 90.6% were minority.

- **Promotions Summary** – There were 692 promotions made during the reporting period. Of those promoted, 213 or 31% were female and 87% were minority. This represents an improvement over the previous reporting period during which 28.54% of promoted employees were female and 87.9% were minority.
- **Separations Summary** – During this reporting period a total of 1,364 employees separated from MARTA. Of those leaving the Authority 541 or 39.7% were female. However, females comprised only 36% of the involuntary terminations during the same period. It should be noted there was a reduction in staff at the beginning of the reporting period which impacted the Authority's workforce significantly. This too is an improvement over the previous reporting period where of the 1,867 employees separating from the Authority 41.5% were female and 87.2% were minorities.

### **ACCOMPLISHMENTS DURING THE 2011-2013 AA PLAN PERIOD**

- MARTA successfully implemented its Oracle-based Human Resources Information System as asserted in the previous Plan. Included in the enhancements enjoyed as a result of this implementation is the ability to gather and better analyze applicant flow data and to monitor the recruitment and hiring processes.
- MARTA underwent an FTA Triennial Audit in 2013. The assessment of the EEO functions Title VI and DBE Programs determined those programs to be deficiency-free. Only minor deficiencies were found in the Authority's ADA Program. Corrective actions were taken immediately and MARTA awaits final approval from the FTA.
- Where goals were established intended to increase female representation, there were reduced opportunities to increase female representation in those job groups in part because of the fewer number of employees overall. It should be noted that the overall percentage utilization of females remained consistent from the beginning of the previous Plan to the workforce at the development of this AAP (36.25%) There was an increase of females in the Officials and Administrators job group (6% increases) towards the goal set.
- MARTA significantly increased the representation of American Indians in its workforce in the following job categories: Officials and Administrators, Professionals, Administrative Support and Protective Service employees. However, with the decrease in MARTA's workforce overall, it has been more challenging to increase representation of any other minority group.
- MARTA embarked on an initiative to seek veterans in its workforce to self-identify. This effort included visits to outlying locations and using any opportunity to interface directly with employees to solicit self-identification. There were programs

hosted by the Office of Diversity and Equal Opportunity focused on veterans in each of the years of the previous Plan (2011, 2012, and 2013).

- To foster education and outreach MARTA's Office of Diversity and Equal Opportunity has hosted programs or activities during the previous Plan period highlighting and celebrating the contributions and accomplishments of the various minorities comprising its workforce.

## **2014 – 2017 AAP GOALS**

Based on the overall minority representation within MARTA's workforce, no minority goals have been set. However, the comprehensive review of the utilization of individual minorities indicates there are a number of job categories where the representation of specific minorities are less than the availability of those minorities in the EEO Tabulation 2006-2010 (5-year ACS data) data for the Metropolitan Atlanta area. Efforts will be undertaken to make desired improvements in the representation of Hispanics and Asian/Pacific Islanders in several job categories.

Based on the overall representation within MARTA's workforce, female goals have been set for the following job categories.

- Professionals: Female goal 55.1% current workforce 34.3%
- Technicians: Female goal 52.5% current workforce 28.3%
- Skilled Crafts: Female goal 5.4% current workforce 4.47%
- Service/Maintenance Workers: Female goal 59% current workforce 40.29%

## **INITIATIVES MOVING FORWARD SUPPORTING AAP GOALS**

MARTA operates with a strong commitment to the Authority's AA/EEO program. This includes the critical component of top-level leadership support and the commitment of necessary resources to ensure that new initiatives become a reality. Although, it is important to realistically assess the readiness to move forward, based both on the current demographics of the Authority and on the cultural atmosphere and potential impediments that may exist; the under representation of females in the targeted job groups should be integrated into the existing workforce planning models and used to target opportunities for affirmative action recruitment, hiring, and retention.

MARTA is committed to the principles of equal employment opportunity and has identified a number of mechanisms to meet this commitment.

- Encourage leadership to create an environment of inclusion, which values differences.

- Build accountability for hiring, retaining, and developing a diverse, high-quality workforce into the annual performance reviews for executives, managers and supervisors.
- Ensure that candidates for executive, manager, or supervisor positions have certain leadership competencies which include “Cultural Awareness.” Hiring officials are accountable for ensuring that the candidates provide examples which demonstrate possession of such competencies.
- Training managers and supervisors in their AA/EEO responsibilities as well as educating them with the existing personnel and administrative tools to help them carry out their responsibilities in these areas. Educational opportunities are being prepared to inform hiring managers on how to best utilize and make progress towards established goals.
- Widely disseminating the Affirmative Action Plan goals throughout the Authority, and encouraging managers to conduct targeted recruitment in support of these goals.
- Training employees in intercultural communication to address differences in communication across cultures.
- Attract a wider pool of talent by expanding recruiting efforts to specifically target audiences through periodical job fairs, selected college and professional affiliation groups.
- Identify sources of outreach for AA group members. Learn where the candidates go to find job information – making sure that MARTA’s message of it being an Equal Employment Opportunity is visible. Consider using a variety of common job search locations such as: minority or women student associations, including associations for students with disabilities; professional organizations with the focus on AA group members; professional minority organizations; community newsletters, minority newspapers and periodicals; minority or women organizations, such as Urban League, NAACP, Centro Hispano, and Wisconsin Women’s Network; minority conventions and conferences; minority job fairs and libraries, especially those in racial/ethnic communities;
- Ensure that recruiters and selection panels work closely with human resources and the Office of Diversity and Equal Opportunity during the recruitment process.
- Review internal human resources policies, processes, and operations to eliminate discrimination and to effectively attract qualified AA candidates.
- Widely publicize developmental opportunities for employees, such as detail assignments and leadership training, to give everyone interested a chance to participate in assignments that prepare them for higher-level positions.
- Retain a wider pool of talent by implementing formal and informal mentoring

programs, diversity roundtables and encourage network and support groups.

- Additional support is planned for the Recruiting staff to better source diverse candidates for vacant positions through targeted recruitment.
- Establish effective partnerships with organizations representing the various minority groups is anticipated to improve inclusion of those groups in our applicant pools.
- MARTA has established a partnership with a local institution of higher learning to offer a multi-faceted comprehensive Transit Training Program, designed to prepare individuals for careers in public transportation through a variety of academic tracks. It is hoped that this program will permit more individuals to compete for employment as well as serve as a track for the development of existing employees to meet placement goals.
- Monitor existing career development opportunities (e.g., who is being chosen for non-routine assignments, acting assignments, special projects, rotational opportunities, training, and conference participation) to ensure that gender or cultural bias is not a factor in participation rates.
- Monitor Authority-wide numbers and trends regarding formal internal complaints and external EEO charges.

MARTA's Office of Diversity and Equal Opportunity, in concert with Labor Relations and Human Resources, also plans to engage existing employees, the bargaining unit Amalgamated Transit Union Local 732, external organizations, institutions of higher learning, and management personnel to work collaboratively to address underrepresentation of females and various minority groups in its workforce. The data secured from the EEO Tabulation 2006-2010 (5-year American Community Survey) reflects significant increases in the numbers of females employed in the Professionals and Technicians job groups. Given the unlikelihood of the creation of a substantial number of new positions, innovative and creative means must be utilized to improve the percentage of females in those job categories within MARTA's workforce.

## **B. PREFACE**

This is the written Equal Employment Opportunity and Affirmative Action Program for the Metropolitan Atlanta Rapid Transit Authority (hereinafter referred to as MARTA or the Authority). This Plan is designed to cover the reporting period from May 2014 through May 2017. The cut-off date used for MARTA data reporting purposes is June 30, 2013, the end of the Authority's 2013 fiscal year. Equal Employment Opportunity (EEO) labor market analysis and goals are based on EEO Tabulation 2006-2010 (5-year ACS data) data compiled from the U. S. Census Bureau.

This information is supplied subject to the provisions of the laws of the United States within the meaning of the Freedom of Information Act, U.S.C. 552, Title VII of the Civil Rights Act of 1964 (as amended), 42 U.S.C. 2000e et seq., the Trade Secrets Act, 18 U.S.C. 1905, and 44 U.S.C. 3508, the disclosure of which is prohibited by law and would subject the individual making the disclosure to criminal and/or civil sanctions.

In preparation of the MARTA EEO/AA Plan, terminology used in Executive Order 11246 and its implementing regulations has been used as a guide. Therefore, the use of such terms as “underutilization,” “deficiency,” “affected class,” etc., should not be construed as an admission by the Authority, in whole or in part, that, in fact, either women, minorities, veterans or individuals with disabilities have been, or are presently being, underutilized, concentrated or discriminated against in any way in violation of federal, state, or local fair employment practice laws. Further, nothing contained in the Program or its supporting data should be construed as an admission by MARTA, in whole or in part, that it has contravened such federal, state or local employment practice laws.

In developing and implementing the Program, MARTA has been guided by an established policy of attempting to provide Equal Employment Opportunity. Any goals that have been established herein are not intended as rigid, inflexible quotas that must be met, but rather as targets reasonably attained by applying every *good faith effort* in implementing the Program.

The use of goals and timetables is not intended, nor is the effect of such goals and timetables intended, to discriminate against an individual or group of individuals with the respect to any employment opportunity for which he, she, or they are qualified on the grounds that he, she, or they are not the beneficiaries of affirmative action themselves. Indeed, nothing herein is intended to sanction the discriminatory treatment of any person. Thus, the Program has been developed in strict reliance upon the guidelines on the Affirmative Action issued by United States governmental agencies.

### **C. BACKGROUND**

MARTA was established in 1965, by the Georgia General Assembly, as an independent, single-purpose Authority designed to plan, construct, finance, and operate rapid public transit in the Metropolitan Atlanta Region. MARTA was authorized, through the Metropolitan Atlanta Rapid Transit Authority Act (MARTA Act) to service the five counties, subject to approval by local referenda, levying a 1% sales and use tax in constructing and operating the system. Since 1971, MARTA’s service area has been comprised of DeKalb and Fulton counties, including the City of Atlanta.

In FY13, MARTA’s trains, buses, Paratransit vans and over 4300 dedicated employees provided service for approximately 130 million passenger trips. It is important to note that

our ridership is reflective of the dominant populations of the areas, which we serve. Despite the growing trend of population migration and our rider demographics, the face of MARTA is changing to mirror the economic, social, and cultural diversity within Metro Atlanta.

## **D. INTRODUCTION**

The Metropolitan Atlanta Rapid Transit Authority (MARTA) is seriously committed to the principles of Equal Employment Opportunity (EEO). As a result, making EEO a reality at MARTA is embedded in our core organizational values for the entire Authority and is critical as MARTA strives to achieve a thriving internal environment through the promotion of excellence in workforce diversity. This has necessitated a top down dedication of essential resources to making employment of a highly qualified diverse workforce a business objective and strategic goal. Thus, commitment has been made to ensure that each and every current and potential employee of MARTA is treated fairly and given equal access to all opportunities available throughout the Authority.

The purpose of this Program is to set forth specific, realistic, and positive result-oriented procedures to be applied towards the objective of Equal Employment Opportunity. MARTA recognizes that it provides a valuable service to the community. It is also concerned with assuring that meaningful efforts continue to address the needs of a diverse community and allow community members the opportunity to provide input into MARTA programs and activities.

While the requirement for an Equal Opportunity Program is a derivative of Executive Order 11246, Title VI and Title VII of the Civil Rights Act of 1964 as well as the Federal Transit Administration's Master Grant Agreement, MARTA has and continues to be a staunch supporter of EEO not only for itself but its sub-recipients, contractors and vendors as well. Federal statutes require non-discrimination on the parts of recipients that have been funded by the FTA.

Accordingly, this Affirmative Action Plan (AAP) contains the status of the MARTA program and its protected classes of employees, and reflects changes in the MARTA policies and legal regulations since the submission of its 2013 plan. The present plan addresses the needs of those affected classes identified by federal and state employment and Civil Rights Laws. The MARTA Equal Employment Opportunity commitment applies to non-discrimination on the basis of race, age, color, creed, sex, disability, religion, genetics, and national origin. In addition, MARTA supplements this standard federal and state coverage with protection against discrimination based on sexual orientation. To this end, the guidance, direction, and activities specified in this Plan primarily address specific AAP/EEO program components required to eliminate discrimination by federal grant recipients, sub-recipients, and contractors. Implementation

of this AAP will comply with applicable legal guidelines for non-discrimination in employment.

This Plan provides a comprehensive review of the Authority's present status. It also discusses future *affirmed* action-oriented approaches for development of employment systems and structures to ensure full achievement of Equal Employment Opportunity for an exemplary and diverse workforce. Because MARTA is progressive in its approach to the fulfillment of EEO, MARTA invites any employee or applicant for employment to review the Authority's written Affirmative Action Plan. The AAP, and attending Policy statements that follow this introduction, are available for review upon request between 8:30 am and 5:00 pm in the Office of Diversity and Equal Opportunity (DEO) located in MARTA Headquarters. MARTA also makes available its AAP and Policy statements on-line at [www.itsmarta.com](http://www.itsmarta.com).

## **E. EQUAL EMPLOYMENT OPPORTUNITY STATEMENT OF POLICY**

The primary mission of the MARTA Office of Diversity and Equal Opportunity is to develop and administer an effective EEO Program that will be carried out in accordance with the mandates and regulations of the Federal Transit Administration and other federal, state and local government statutes. Further, the mission is to serve as a proactive influence concerning the fair and consistent administration and application of employment related actions. Its stated mission "is to ensure that all of the MARTA decisions, activities, programs and services are equitable and do not adversely impact current or potential employees, customers, communities, businesses, or other stakeholders." The MARTA commitment to Equal Employment Opportunity policies and practices is contained in its policy statement and signed by the General Manager (see E001).

**ANTI-HARASSMENT POLICY** – MARTA is committed to **zero tolerance** of harassment and retaliation in all areas of its work environment. This commitment is embodied in a statement signed by the General Manager Keith T. Parker, AICP (See E01) The statement advises all employees, contractors and subcontractors that MARTA prohibits any type of workplace harassment including but not limited to, harassment on the basis of sex (sexual orientation and sexual harassment), race, color, national origin, religion, disability, age, or genetic information in work related activities.

## **F. POLICY DISSEMINATION**

An effective Affirmative Action Program requires that it be known and understood by persons responsible for its administration, by employees, the community-at-large, recruitment sources, subcontractors, vendors, and suppliers. The Metropolitan Atlanta Rapid Transit Authority (MARTA) has established various channels of communication to

ensure that employees and the community are aware of its positive posture relative to Equal Employment Opportunity and Affirmative Action.

## **1. Internal Dissemination**

In order to ensure that all employees, applicants for employment, and others are aware that the Authority is an Equal Opportunity Employer and of its official policy on Equal Employment Opportunity, the following steps are taken and will continue to be undertaken as prescribed in the following:

- a. Managerial training programs are held with management and supervisory personnel bi-annually and on an as appropriate basis to review and explain the intent of our EEO policy and individual responsibility for effective implementation.
- b. Individual meetings are held with executive management, department managers, and supervisory personnel as appropriate, to discuss policy and explain individual employee responsibilities. Managers and supervisors receive help and direction through meetings and individual counseling sessions concerning how to actively participate in the Affirmative Action Program.
- c. MARTA notifies employees, employers and community leaders that the Authority is an Equal Employment Opportunity employer. This is included in the postings and job advertisements widely publicized and sent to entities.
- d. Employees have been notified of the existence of MARTA's Affirmative Action Program and EEO policy. For example, employees are advised that all aspects of employment, including job opportunities, training programs, tuition refund, and social events, will be available to all without regard to race, color, religion, sex, national origin, disability, age, genetic information or veteran status.
- e. The EEO program and policy has and will continue to be clearly expressed in both orientation and management training programs.
- f. The Authority's Equal Opportunity Policy and Equal Employment Opportunity Laws are prominently displayed on employee bulletin boards in almost 150 outlying locations.
- g. When employees are featured in promotional material, advertising and internal employee publications, both non-minority and minority men and women are pictured. This is an example of integration of the EEO/AA philosophy into all aspects of the Authority's culture, mission, values, vision, and strategic efforts.

- h. MARTA communicates to employees the existence of the EEO policy and Affirmative Action Program at employee orientations. Employees already on the payroll are advised through postings, publications, employee meetings and training sessions, and the distribution of policy directives. Policy directives are also available on the MARTA Intranet and changes are announced, referring employees to the site. Management personnel are encouraged to manually distribute EEO-related policies periodically to their employees. The Authority also makes available such elements of this Program as well enable employees to know of and avail themselves of its benefits.
- i. The Authority's EEO policies are also posted on MARTA's intranet and are posted on the DEO Office web page.
- j. Copies of MARTA's Internal Complaint and Appeal Procedure, the Dispute Resolution Procedure, and EEO Discrimination Complaint Process are available to all employees through the Human Resources Department and MARTA's DEO Office.

## **2. External Dissemination**

As part of its efforts to ensure effective external communication of its EEO Policy and Affirmative Action Program objectives, the Authority utilizes a multiplicity of means for conveying this information. They include, but are not limited to, the following:

- a. Recruiting and employment sources, like the Georgia Department of Labor and others, are notified of the Authority's policy concerning Equal Employment Opportunity and Affirmative Action. When hiring occurs, we aggressively recruit qualified women and minorities for all positions.
- b. Written notifications of EEO policy, as well as requests for certification regarding compliance with Equal Employment Opportunity Laws, are sent to prime contractors, suppliers, subcontractors and the Amalgamated Transit Union Local 732. The required EEO clauses are incorporated as part of all purchase orders and contracts. This is in accordance with the Equal Employment Opportunity clause and the requirements of Executive Order 11246, as amended, as well as, the requirements of the Authority's FTA Master Grant Agreement.
- c. Through the use of various techniques and media, minority and female organizations, community agencies, secondary schools and colleges having a high representation of minorities and women, and other interested groups will be kept aware of MARTA's EEO policy.

- d. Whenever employees are pictured in promotional material, public notices, public relations or help wanted advertising, minority and non-minority men and women will be prominently depicted.
- e. The existence of the Affirmative Action Program and the EEO policy has been included in employee orientation programs and is communicated to prospective employees. Any elements of this Program that will enable prospective employees to take advantage of the program will be made available to them.
- f. The Authority will continue to identify itself as an “Equal Opportunity” and/or “Affirmative Action” employer in all advertising and solicitation in both majority and minority newspapers.
- g. MARTA’s managers/employees become involved in community activities which support Affirmative Action for females and minorities.
- h. MARTA communicates its commitment to Equal Employment Opportunity by recruiting advertising through the regular media, through minority and female publications, job fairs and civic group meetings throughout the Metropolitan Area.
- i. Additionally, any posters, pictures and other visual aides used for recruitment purposes have shown minorities and women as an integral part of our workforce. MARTA features photographs of its female and minority employees in its annual report and other publications disseminated externally as well as on display boards at conferences, networking events, and other public functions attended by staff.

## Section II

### A. MARTA's VISION, MISSION, and STRATEGIC PRIORITIES MARTA's Vision

**“MARTA...The transportation choice of the Atlanta Region”**

- Regional transit leadership of unique competence and competitiveness
- Safe, reliable and customer-friendly service
- Increasing regional quality of life and economic success
- Respected and valued regional partner with unique expertise.



#### Mission



“The mission of the Metropolitan Atlanta Rapid Transit Authority is to strengthen communities, advance economic competitiveness, and respect the environment by providing a safe and customer-focused regional transit system.”

#### Strategic Priorities

- Apply continuous improvement to service delivery
- Favorably position MARTA by improving transit's image and stakeholder relations
- Ensure transparency and public accountability
- Achieve financial viability and stability
- Provide a total quality customer experience
- Provide safe and secure services and environments
- Enhance employee development and relations
- Embrace sustainability through the implementation of environmentally responsible practices

### B. AUTHORITY GENERAL MANAGER/CEO

Keith T. Parker, AICP  
2424 Piedmont Road  
Atlanta, GA 30324  
404-848-5000

### **C. COMPLIANCE/EEO OFFICER FOR THE AUTHORITY**

Ferdinand L. Risco Jr., MBA  
Executive Director, Diversity and Equal Opportunity  
2424 Piedmont Road  
Atlanta, GA 30324  
404-848-4639

### **D. AFFIRMATIVE ACTION REPRESENTATIVE**

Carla E. Elliott  
Affirmative Action Administrator  
2424 Piedmont Road  
Atlanta, GA 30324  
404-848-4645  
[celliot@itsmarta.com](mailto:celliot@itsmarta.com)

### **E. ORGANIZATION AND MANAGEMENT**

MARTA is led by two groups of dedicated professionals: The Board of Directors and the Executive Management Team.

#### **Board of Directors:**

During the Plan Period, MARTA's Board of Directors was comprised of 12 members, from the City of Atlanta, Fulton County, DeKalb County, as well as, representatives from Georgia Regional Transportation Authority and Georgia Department of Transportation. This Board includes three representatives each from the City of Atlanta and Fulton County, and four representatives from DeKalb County. The Commissioner of the Georgia Department of Transportation (GDOT) and the Executive Director of the Georgia Regional Transportation Authority (GRTA) serve ex-officio on the Board. They meet regularly to address the latest issues of importance concerning ridership, safety, economics, new technology, government regulations and more.

The Board of Directors is comprised of four committees:

- Planning and External Committee
- Business Management Committee
- Operations and Safety Committee
- Audit Committee

**Executive Management Team:**



Headed by Keith T. Parker, AICP, this team is responsible for operations, maintenance, finance and human resources. The present General Manager/CEO, Keith T. Parker, AICP, has directed MARTA since December 2012. The Authority is organized into three divisions and the General Manager’s staff. Three individuals serving as Chief Operating Officer, Chief Administrative Officer and Chief Financial Officer oversee the functioning of eight Assistant General Managers directing 11 departments (See E01):

<b>Division of Administration</b>	<b>Division of GM/CEO</b>	<b>Division of Operations</b>	<b>Division of Finance</b>
Planning	Legal Services	Bus Operations	Accounting
Safety and Quality Assurance	Internal Audit	Rail Operations	Contracts and Procurement
Police Services	Communications and External Affairs	Engineering and Development	
Technology	Human Resources		

**2. RESPONSIBILITIES AND ACCOUNTABILITY**

1. **General Manager/CEO** – Keith T. Parker, AICP has the ultimate responsibility for ensuring that Equal Employment Opportunity and Affirmative Action receive the highest level of priority. The GM/CEO has appointed the Executive Director, DEO as the Authority’s Chief Compliance/EEO Officer. The GM/CEO responsibilities include, but are not limited to, the following:
  - a. Delegate the responsibility for overseeing, administering, implementing, and monitoring the Affirmative Action Plan to appropriate personnel;
  - b. Ensure that those designated personnel responsible for components of the Affirmative Action Plan are, to the greatest extent possible, given the staffing necessary to implement successfully their assigned responsibilities; and
  - c. Impart personal direction that assures total involvement and commitment to Equal Employment Opportunity and Affirmative Action.
  - d. The MARTA Board of Directors and General Manager/CEO through the Executive Management Team set the tone and model for the rest of the Authority with their

commitment to Equal Employment opportunity (EEO), Affirmative Action (AA) and the Affirmative Action Plan (AAP) and their actions.

- e. Value the principles of Equal Employment Opportunities, Affirmative Action, and Diversity. Proactively lead on issues of equality and diversity and on the promotion of EEO/AA.
- f. Review and discuss the Affirmative Action Plan and Affirmative Action Goals for their areas of responsibility (Department/Division) to identify resources for improving, if needed, the hiring and developmental opportunities of under-represented persons.

**2. Assistant General Manager Human Resources** – During the Plan Period Deborah A. Dawson, SPHR served as the Assistant General Manager of Human Resources/Labor Relations/Training and DEO for MARTA. She joined MARTA in January 2009 and departed December 2013. As the Assistant General Manager for Human Resources Ms. Dawson assisted MARTA’s Chief Compliance/EEO Officer by facilitating the fashioning of a recruitment program that supports the accomplishment of the objectives and goals of the EEO/Affirmative Action Plan.

Presently, LaShanda Dawkins serves as the Interim Assistant General Manager of Human Resources, while efforts are underway to identify a replacement in the position of Assistant General Manager. The Assistant General Manager for Human Resources will also ensure that the Authority’s Human Resources Information Systems captures information on the minority, female and veterans’ status of applicants; termination information; new hire data; transfers and promotions. This will be done to ensure that the Chief Compliance/EEO Officer has a primary and back up source of information needed to meet the compliance requirements of federal and local oversight agencies.

**3. Chief Compliance/EEO Officer** – Ferdinand L. Risco Jr., MBA, Executive Director of the Office of Diversity and Equal Opportunity (DEO) has been appointed by the GM/CEO as the Authority’s Chief Compliance/EEO Officer. Mr. Risco joined the Authority on July 30, 2012. As MARTA’s Chief Compliance/EEO Officer, this position has the primary management responsibility, authority, and resources for ensuring full compliance with the provisions of Executive Order 11246, as amended, and it’s implementing regulations. The responsibilities of the Chief Compliance/EEO Officer include, but are not limited to the following:

- a. Developing and recommending EEO policy, a written EEO program and internal and external communication procedures;
- b. Assisting management in collecting and analyzing employment data, identifying problem areas, setting goals and timetables and developing programs to achieve goals;

- c. Designing, implementing, and monitoring internal audit and reporting systems to measure program effectiveness and to determine where progress has been made and where further action is needed;
- d. Reporting periodically to the General Manager/CEO on progress of each unit in relation to the Authority's goals;
- e. Serving as liaison between the Authority, Federal, State and local governments, regulatory agencies, minority, individuals with disabilities and women's organizations, and other community groups;
- f. Assuring that current legal information affecting affirmative action is disseminated to responsible officials;
- g. Assisting in recruiting minority, individuals with disabilities and women applicants and establishing outreach sources for use by hiring officials;
- h. Concurring in all hires and promotions;
- i. Processing employment discrimination complaints. Overseeing investigations and approving determinations concerning any allegations of discrimination, both internally and in connection with enforcement agencies;
- j. Keeping management up to date concerning new developments in the EEO/AA field;
- k. Providing technical assistance in response to questions and concerns of employees and supervisors, and acting as liaison with appropriate external agencies;
- l. Designing and implementing an internal audit and reporting system that:
  - 1) measures the effectiveness of the MARTA program;
  - 2) determines the degree to which AAP Goals and Objectives are met; and
  - 3) identifies the need for remedial action;
- m. Developing education and training programs to provide managers and supervisors with EEO information to assist them in their compliance efforts;
- n. Creating an active attitude among members of the management staff for internal and external dissemination and adherence of the Authority's EEO/AA policies;
- o. Posting of EEO Policy Statements throughout MARTA and dissemination of the EEO Policy Statement throughout the community.

**4. Manager, Equal Opportunity & Conflict Resolution** – Joyce D. Brown, MLHR has served in this position since March 2011. Ms. Brown assists in the development, preparation and update of MARTA's EEO/Affirmative Action Plan and oversees MARTA's complaint processes. The responsibilities of the Manager of Equal Opportunity include, but are not limited to the following:

- a. Assisting in the identification of problem areas and establishment of goals and objectives. Meeting with management members to set goals and objectives, identify problem areas, and recommending solutions.

- b. Serving as liaison between MARTA and enforcement agencies, minority and women's organizations, as well as community action groups in equal employment opportunity matters.
- c. Actively working with local minority and women organizations, predominately minority colleges or universities, and community action groups. Also, working with the Recruiting Office to assist in the development of attracting minority and women candidates.
- d. Periodically audit hiring and promotion patterns, training programs to remove impediments (if any) to the attainment of goals and objectives, and regular audits of those goals.
- e. Keeping management informed of the latest developments in the EEO area through personal contacts and dissemination of relevant information for managers and supervisors.
- f. Continuous audit to ensure that MARTA is in compliance with the law in areas such as proper display of required posters, non-segregated use of company facilities, and opportunity for and encouragement of participation by all employees in all company-sponsored educational, training, recreational and social activities. Updating posters annually as well as monitoring areas on a continual basis.

5. **Affirmative Action Administrator** – Carla E. Elliott has served in this position since January 2012. The Affirmative Action Administrator (AAA) reports to the Manager of Equal Opportunity and Conflict Resolution. She devotes her full-time efforts to implementation of the EEO/AA Program requirements and components. The AAA is responsible for developing and monitoring the Affirmative Action Program, and reporting progress to management. The AAA duties include, but are not limited to, the following:

- a. Assisting in the development, preparation and update to the MARTA's Affirmative Action Plan;
- b. Developing policy statements, new programs, and means of communication concerning the Affirmative Action Plan;
- c. Assist management in identifying problem areas;
- d. Assist persons who have concerns about discrimination;
- e. Assist supervisors in arriving at solutions to problems relative to Affirmative Action;
- f. Initiate and conduct investigations of any alleged or suspected discrimination against employees and prepare a report of findings;
- g. Assist in the development and facilitation of training programs to provide managers, supervisors, and employees with Equal Employment Opportunity/Affirmative Action information to assist them in their compliance efforts and daily workplace conduct;
- h. Ensure the proper display of EEO posters and policies; and

- i. Assist the Executive Director, DEO in the development of enhancements to the Affirmative Action Program.

**6. Manager and Supervisors** – All Managers and Supervisors are required to work closely with the Chief Compliance/EEO Officer to achieve the following:

- a. Reviewing the qualifications of all applicants and employees to ensure qualified individuals are treated in a nondiscriminatory manner when hiring, promoting, transferring, and termination actions occur;
- b. Reviewing the job performance of each employee to assess whether personnel actions are justified based on the employee's performance of his or her duties and responsibilities; and
- c. Assist the EEO Officer in addressing and developing innovative and alternative means for achieving the EEO/AA objectives of the Authority.
- d. Assist the EEO/AA Administrator in the identification of any problem areas and help eliminate any barriers to equal employment opportunity
- e. Whenever practical, work in conjunction with the EEO/AA Administrator and the Employment, Training and Diversity office to participate in activities and events that support outreach efforts to identified under-represented groups.
- f. Adhere to MARTA's policy of Equal Employment Opportunity for all employees and ensure that the policy is understood, supported and adhered to by employees they supervise.
- g. Value the principles of Equal Employment Opportunities, Affirmative Action, and Diversity. Proactively lead on issues of equality and diversity and on the promotion of EEO/AA.

**7. All Employees** – To facilitate and assist in the implementation of the Authority's Affirmative Action Plan, employees:

- a. Must treat their co-workers with the highest respect and regard at all times; and
- b. Must eliminate all forms of harassment, such as jokes about ethnic groups, religion or sex.
- c. Self-Report: The only way for MARTA's data to accurately reflect the diversity of the whole agency is for all employees to self-report their gender, ethnicity, veteran and disability status.

**8. Office Of Diversity And Equal Opportunity (DEO) – MARTA's Civil Rights Office**

Although the Office of Diversity and Equal Opportunity has the lead on the development, coordination and effectuation of the Authority's Affirmative Plan, it is important to note that there are numerous departments that have collaborative and supportive EEO program responsibilities. This points out that Equal Employment is an

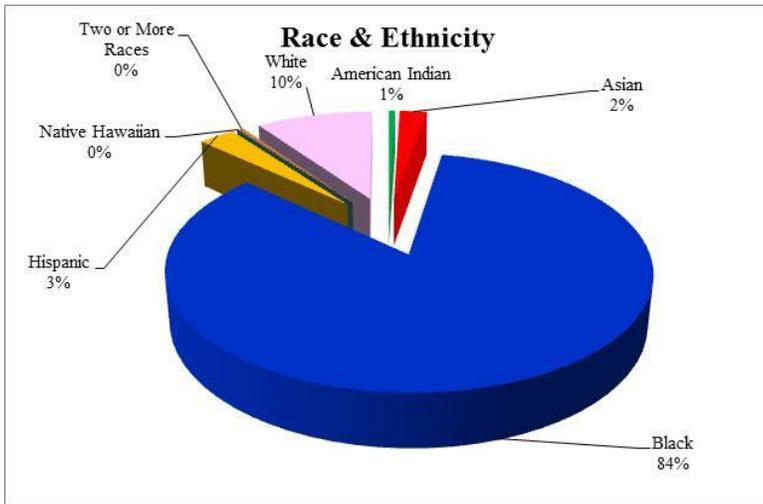
organizational responsibility that goes beyond just the confines of the Office of Diversity and Equal Opportunity.

In tandem with the above, MARTA's Office of Diversity and Equal Opportunity is charged with the development, implementation, coordination, and monitoring of all civil rights programs required by Board policies and federal regulations, including Title VI. The Office ensures that MARTA effectuates an equitable distribution of transit services and benefits, while clearly exhibiting a non-discriminatory impact in the Authority's decisions and activities. This dictates that the Office must continually design, update, modify and implement Title VI/ Environmental Justice programs which facilitate the efficient and effective review, monitoring, and measuring of equal access, equitable transit services and the equitable distribution of transit amenities. The Office of Diversity and Equal opportunity is responsible for administering MARTA's Disadvantaged Business Enterprises Program which assists the Authority in strategically including minority and women-owned and small businesses to participate in contracting and business opportunities.

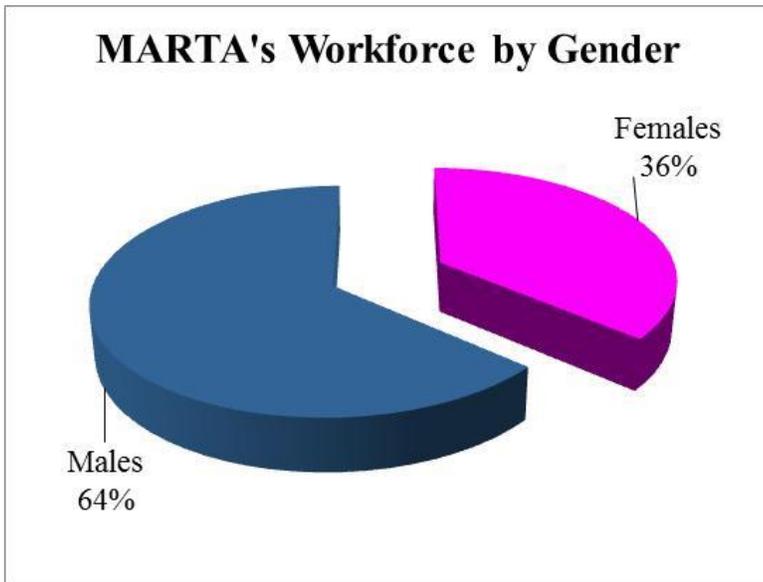
## Section III

### A. WORKFORCE ANALYSIS

The charts below reflect the representation of minority and females group employees in MARTA's workforce. This data reflects the workforce composition as of June 30, 2013.



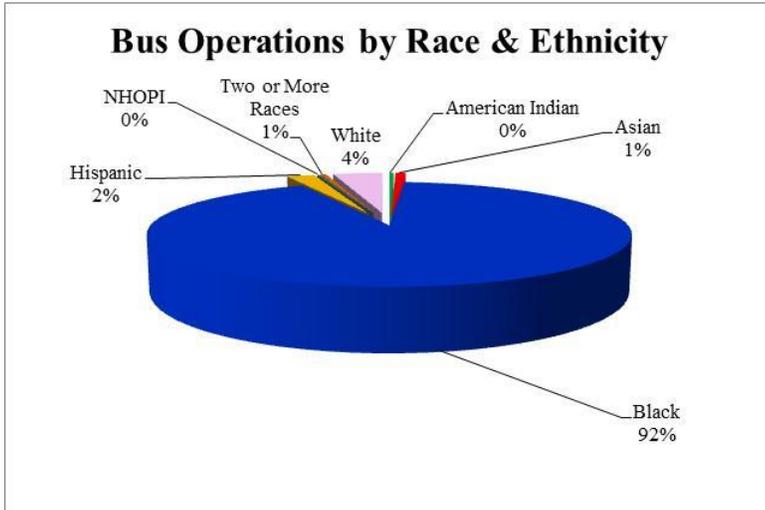
Race/Ethnicity		
Black	3684	84%
Hispanic	131	3%
Asian	98	2%
NHOPI	4	0.1%
Nat. American	23	0.5%
2 or more Races	16	0.4%
White	421	10%
<b>Total Workforce</b>	<b>4377</b>	<b>100%</b>



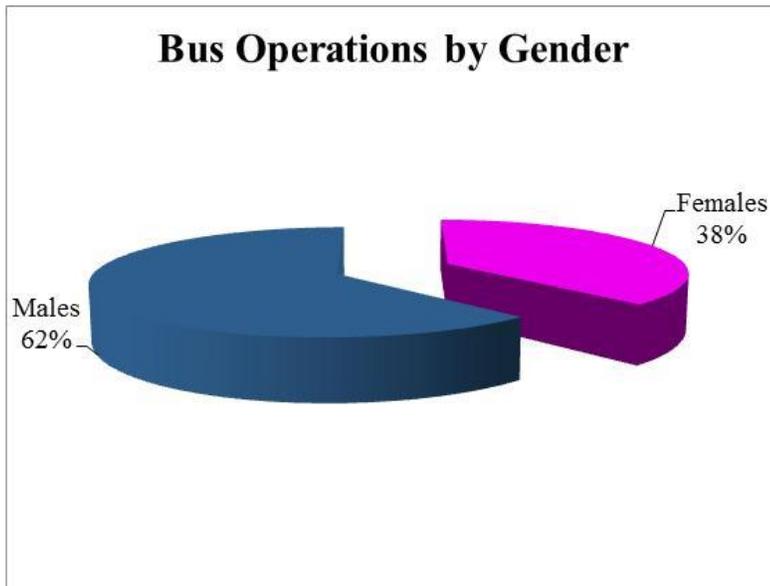
Gender		
Males	2790	64%
Females	1587	36%

The following information reflects the breakdown of MARTA's workforce by department with regards to race/ethnicity and gender.

## Bus Operations



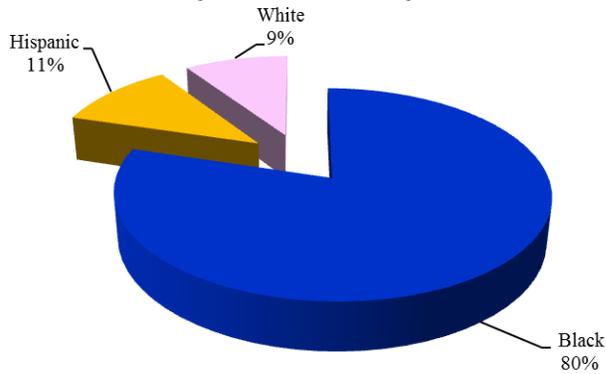
Race/Ethnicity		
Black	1858	91.9%
Hispanic	45	2.2%
Asian	17	0.8%
NHOPI	3	0.1%
Nat. American	7	0.4%
2 or more Races	10	0.5%
White	82	4.1%
<b>Total</b>	<b>2022</b>	<b>100%</b>



Gender		
Males	1260	62%
Females	762	38%

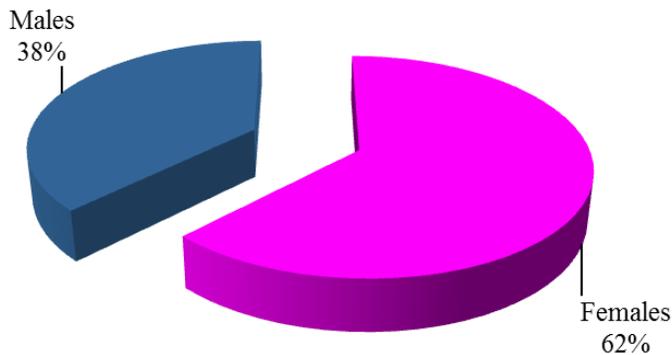
# Communications and External Affairs

**Communications & External Affairs  
by Race/Ethnicity**



Race/Ethnicity		
Black	51	80%
Hispanic	7	11%
White	6	9%
<b>Total</b>	<b>64</b>	<b>100%</b>

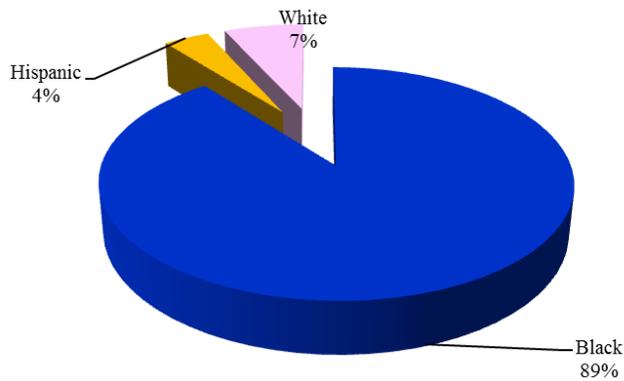
**Communications & External Affairs  
by Gender**



Gender		
Males	24	38%
Females	40	62%

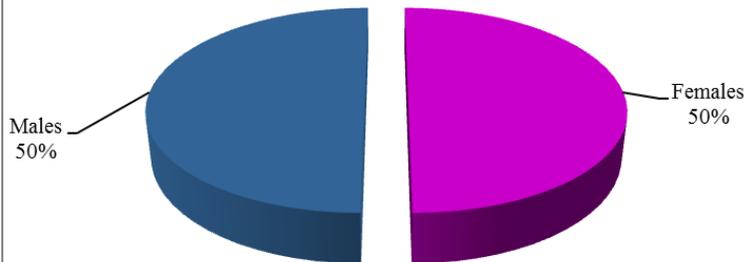
# Contracts and Procurement

**Contracts & Procurement by Race/Ethnicity**



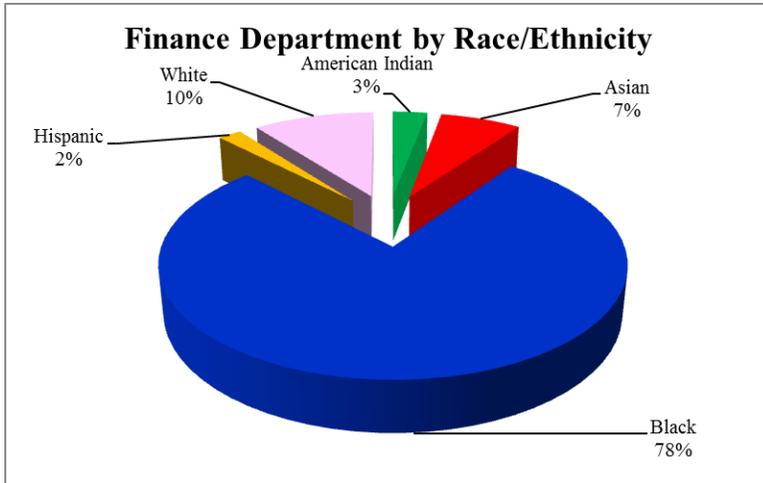
Race/Ethnicity		
Black	93	89%
Hispanic	4	4%
White	7	7%
<b>Grand Total</b>	<b>104</b>	<b>100%</b>

**Contracts & Procurement by Gender**

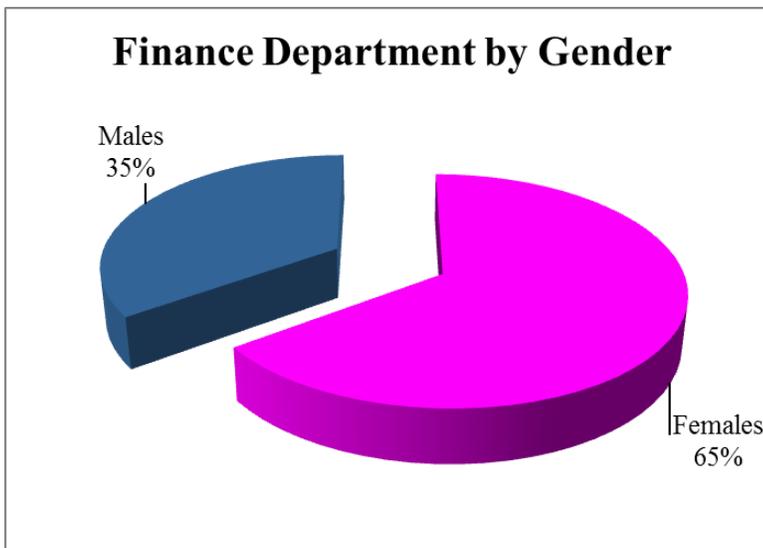


Gender		
Females	52	50%
Males	52	50%
<b>Grand Total</b>	<b>104</b>	<b>100%</b>

# Finance Department

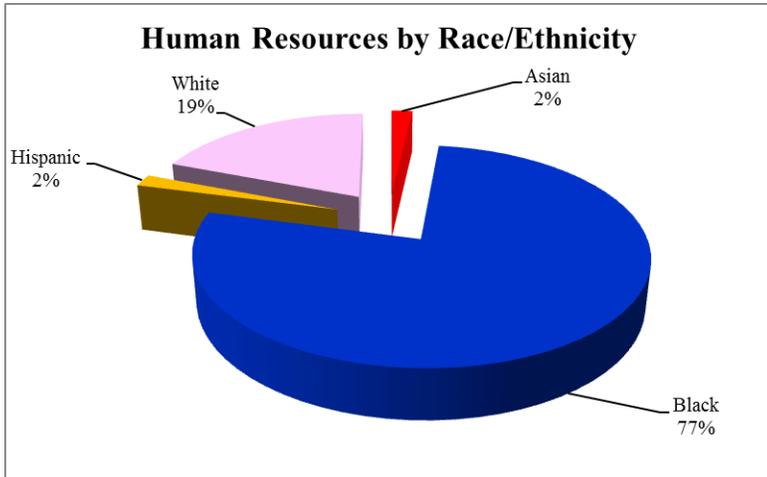


Race/Ethnicity		
Black	158	78%
Hispanic	4	2%
Asian	14	7%
American Ind.	6	3%
White	21	10%
<b>Total</b>	<b>203</b>	<b>100%</b>

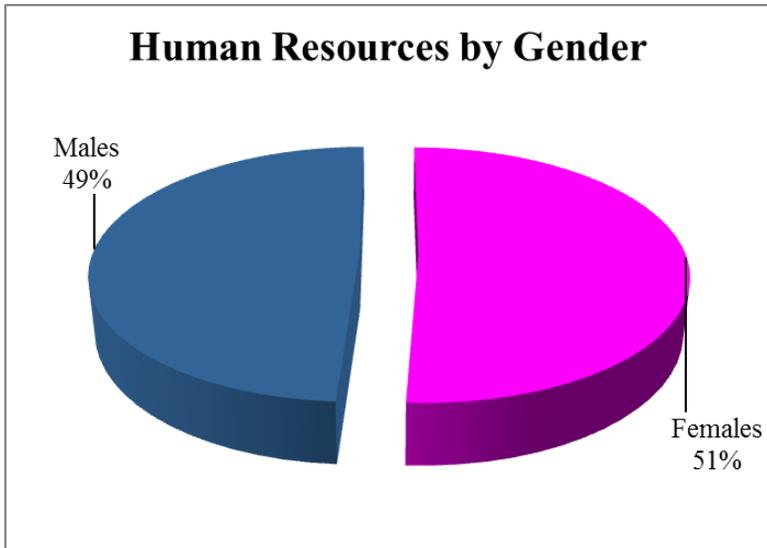


Gender		
Males	71	35%
Females	132	65%

# Human Resources

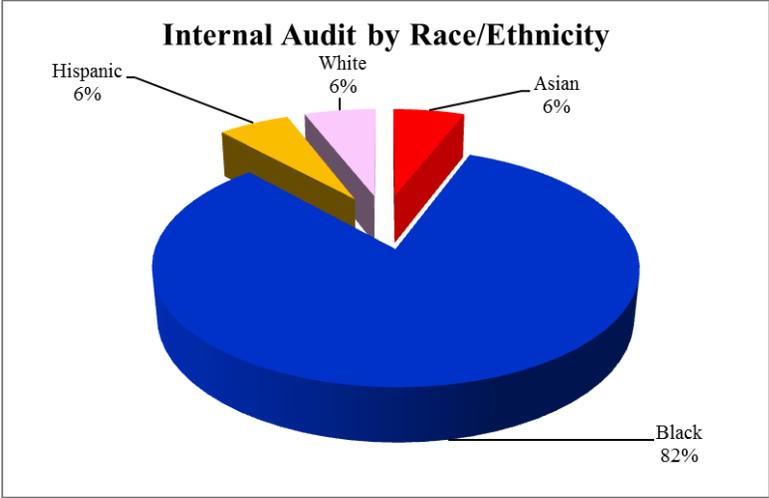


Race/Ethnicity		
Black	85	77%
Hispanic	2	2%
Asian	2	2%
White	21	19%
<b>Total</b>	<b>110</b>	<b>100%</b>

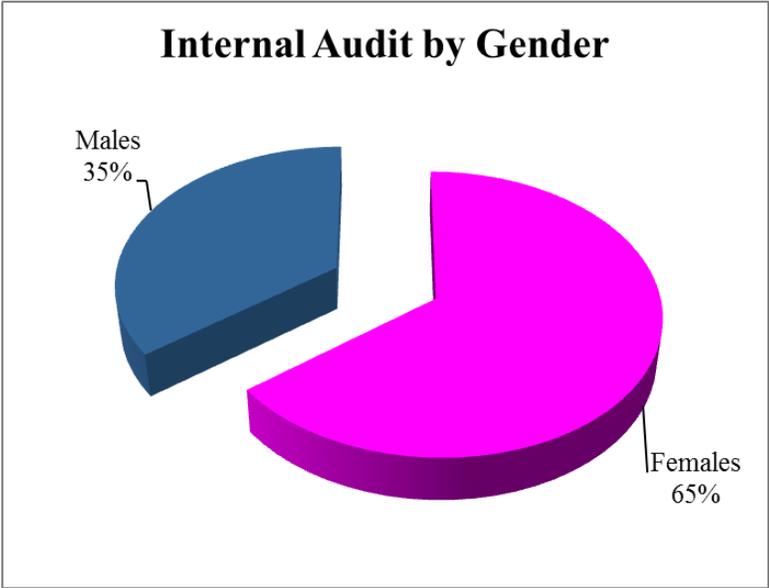


Gender		
Males	54	49%
Females	56	51%

# Internal Audit



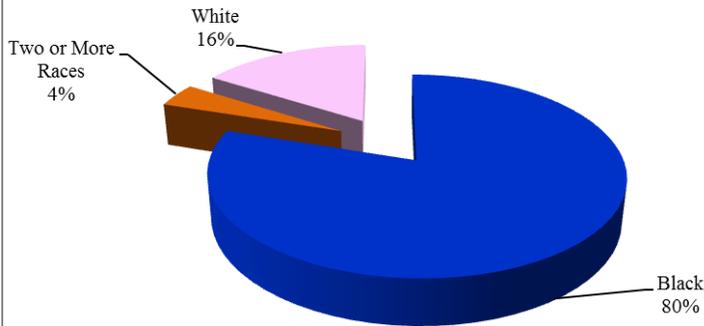
Race/Ethnicity		
Black	14	82%
Hispanic	1	6%
Asian	1	6%
White	1	6%
<b>Total</b>	<b>17</b>	<b>100%</b>



Gender		
Males	6	35%
Females	11	65%

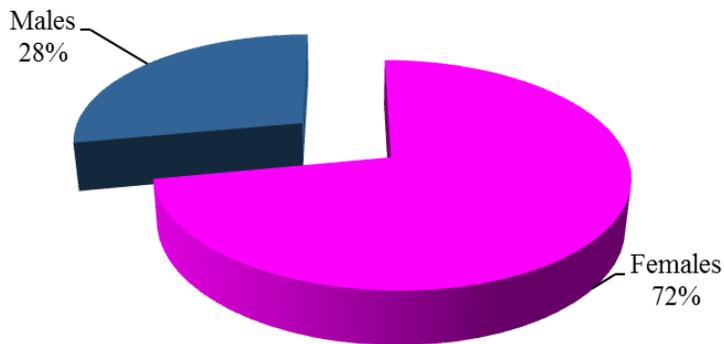
# Legal Services

**Legal Services by Race/Ethnicity**



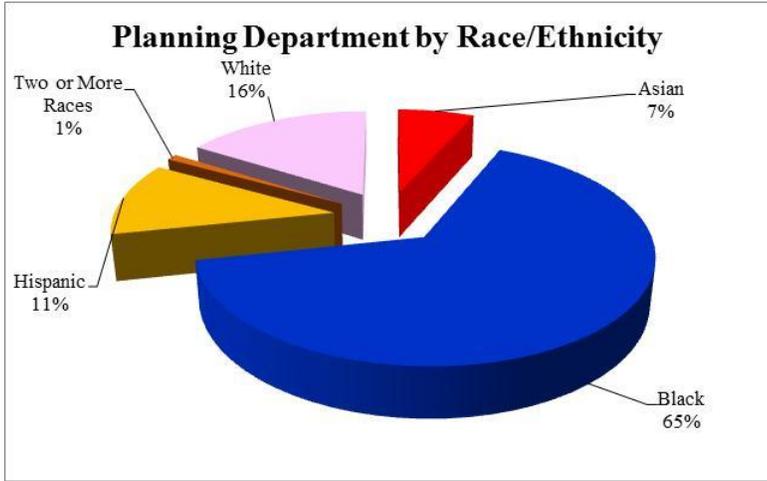
Race/Ethnicity		
Black	20	80%
2 or More Races	1	4%
White	4	16%
<b>Total</b>	<b>25</b>	<b>100%</b>

**Legal Services by Gender**

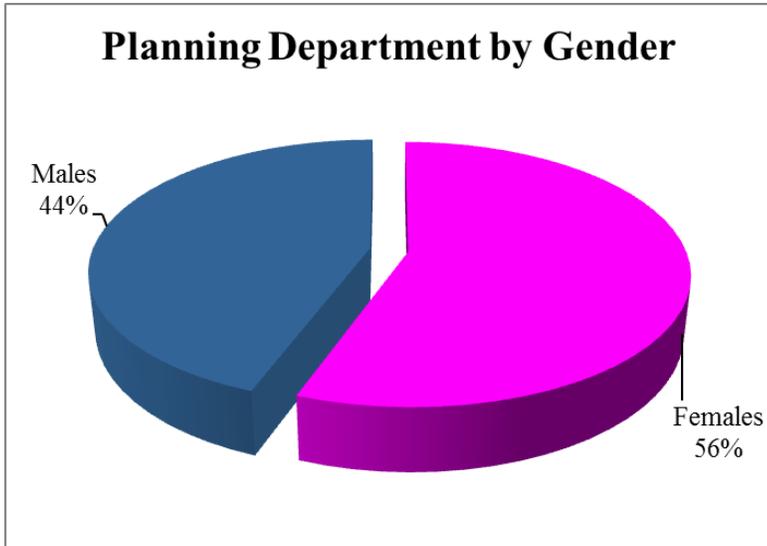


Gender		
Males	7	28%
Females	18	72%

# Planning

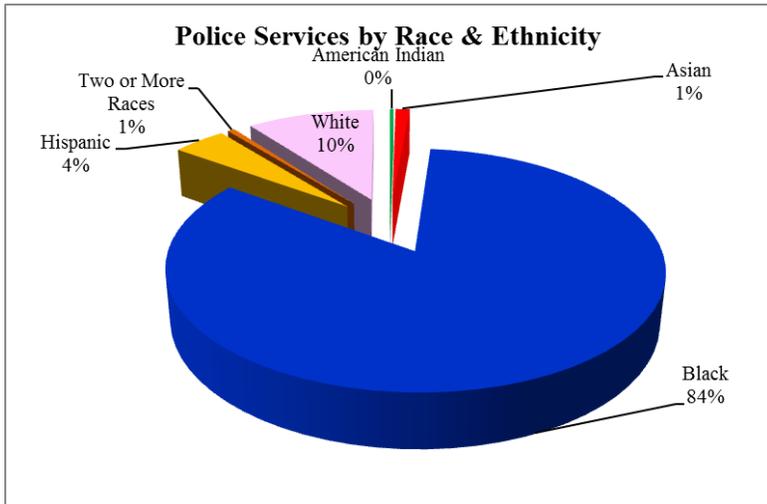


Race/Ethnicity		
Black	69	65%
Hispanic	12	11%
Asian	7	7%
2 or more Races	1	1%
White	17	16%
<b>Total</b>	<b>106</b>	<b>100%</b>

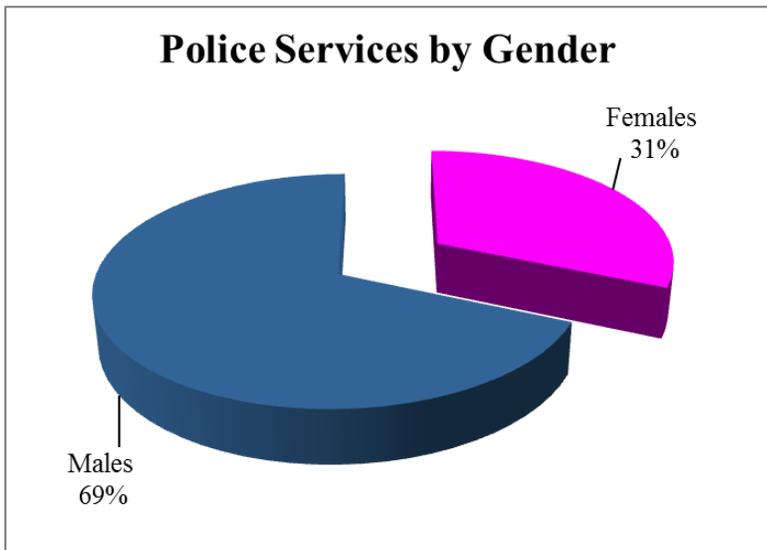


Gender		
Males	47	44%
Females	59	56%

# Police Services

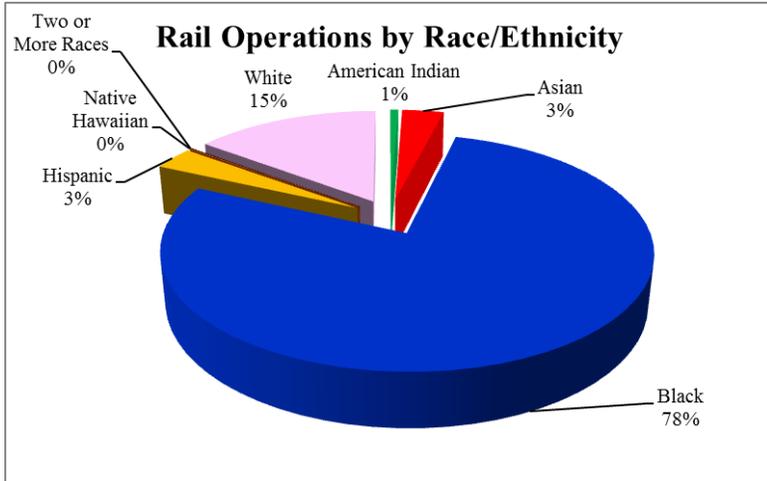


Race/Ethnicity		
Black	295	84%
Hispanic	15	4%
Asian	4	1%
American Indian	1	0%
2 or more Races	2	1%
White	36	10%
<b>Total</b>	<b>353</b>	<b>100%</b>

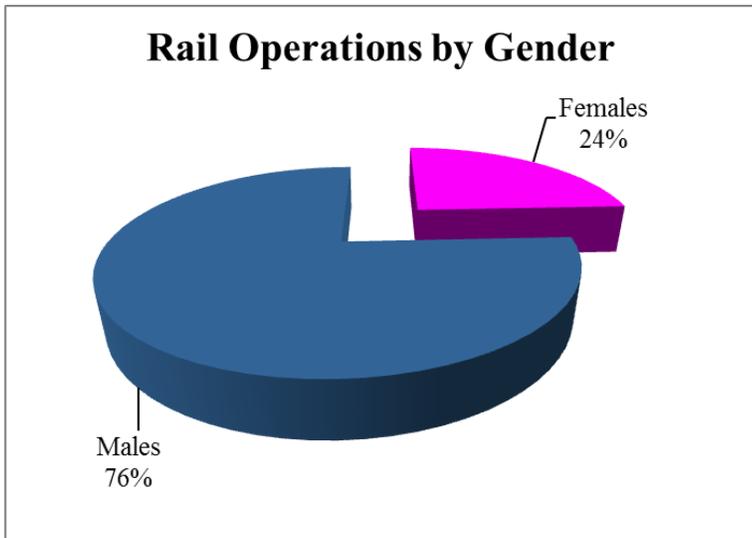


Gender		
Male	242	69%
Female	111	31%

# Rail Operations

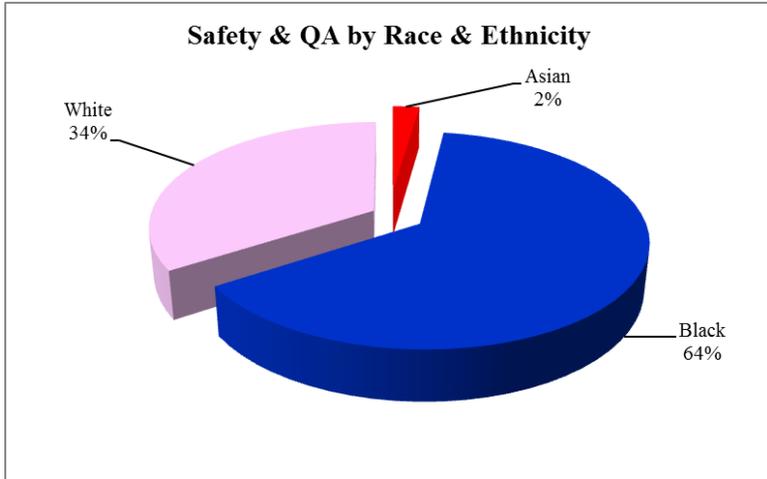


Race/Ethnicity		
Black	886	78%
Hispanic	37	3%
Asian	39	3%
American Indian	7	1%
2 or more Races	1	0%
White	168	15%
<b>Total</b>	<b>1138</b>	<b>100%</b>

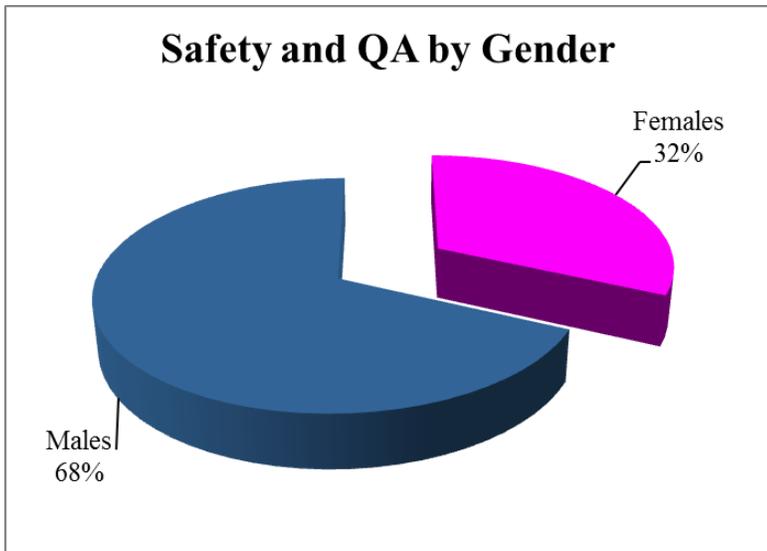


Gender		
Males	862	76%
Females	276	24%

# Safety & Quality Assurance

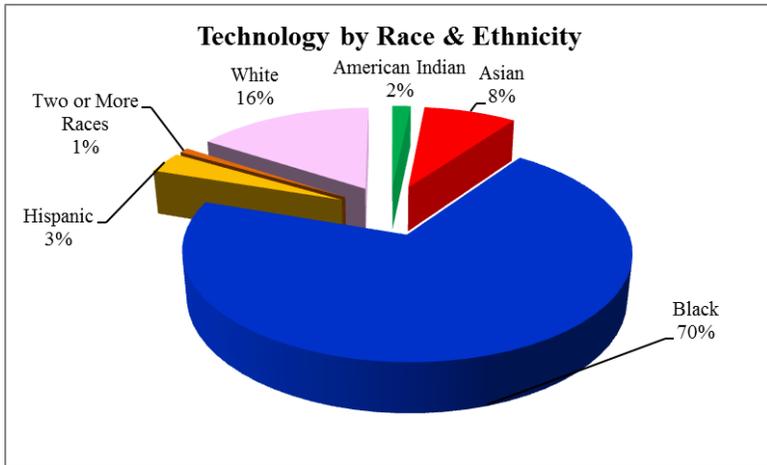


Race/Ethnicity		
Black	28	64%
Asian	1	2%
White	15	34%
<b>Total</b>	<b>44</b>	<b>100%</b>

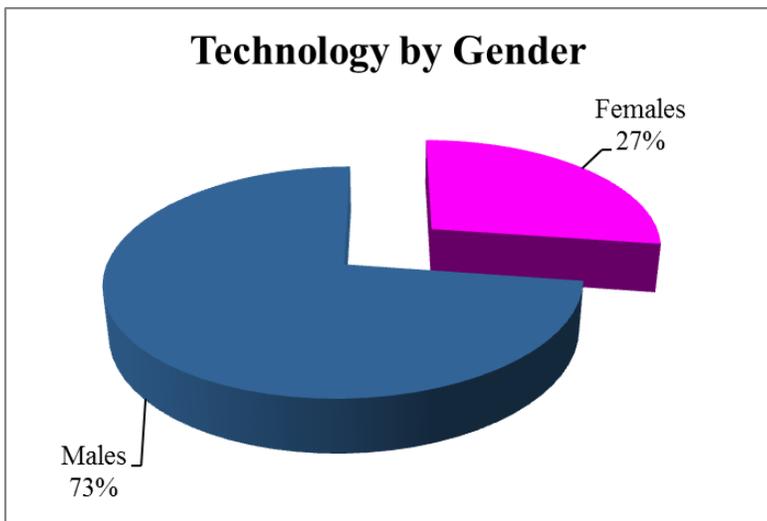


Gender		
Males	30	68%
Females	14	32%

# Technology



Race/Ethnicity		
Black	85	70%
Hispanic	4	3%
Asian	10	8%
American Indian	2	2%
2 or more Races	1	1%
White	19	16%
<b>Total</b>	<b>121</b>	<b>100%</b>

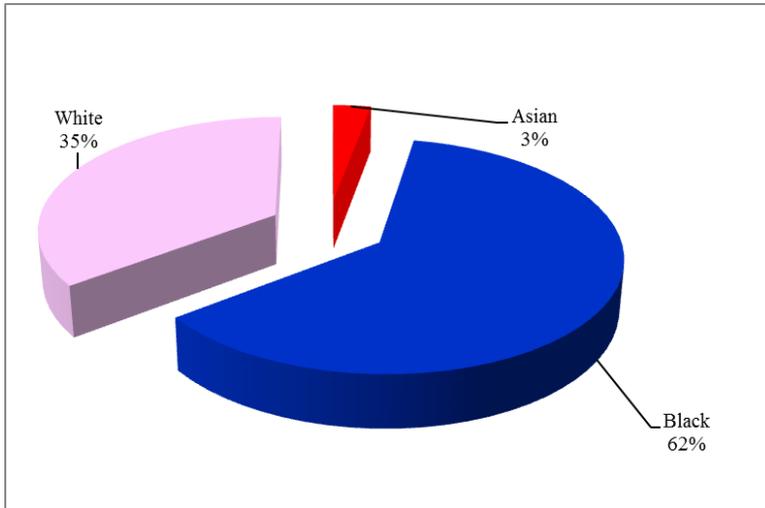


Gender		
Males	88	73%
Females	33	27%

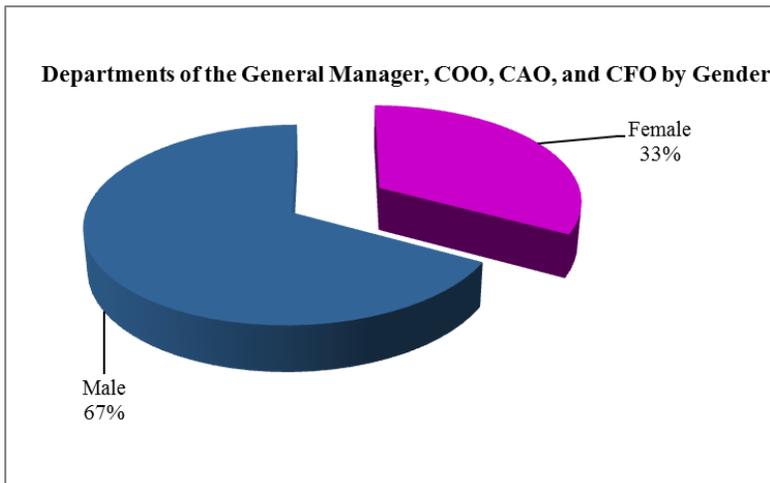
# Senior Management Departments

The General Manager, Chief Operating Officer, Chief Administrative Officer, and Chief Financial Officer have their own departmental staff. Due to the small size of these staffs they have been aggregated for reporting purposes as shown below.

## Department of the General Manager, COO, CAO, and CFO by Race & Ethnicity



Race/Ethnicity		
Black	42	62%
Asian	4	3%
White	24	35%
<b>Total</b>	<b>70</b>	<b>100%</b>



Gender		
Males	47	67%
Females	23	33%

## B. Job Group and Availability Analysis

MARTA groups individual jobs and positions into Job Groups, which mirror the categories of the EEO-4 reporting requirements. This aggregates jobs by similarity of wages, content and opportunity. With the exception of paraprofessionals, these job groups are of sufficient size to permit meaningful analysis with respect to representation and utilization. The charts and narratives which follow reflect the total numbers of employees, the breakdown of employees by gender and race/ethnicity and reflect the salary ranges being paid to those employees in each job group. The analyses incorporate the percentage of minorities and females in each job group.

The overview number of employees in each job category at MARTA is shown in the next chart.

<b>EEO-4 Job Categories</b>	<b># of Employees</b>
a. Official and Administrators	48
b. Professionals	877
c. Technician	106
d. Protective Service Workers	275
e. Administrative Support	405
f. Skilled Craft Workers	559
g. Service Maintenance	2107
<b>Total</b>	<b>4377</b>

MARTA utilized the percentage of minorities and females in each of the job groups as reflected in the EEO Tabulation 2006-2010 (5-year ACS data) data from the U. S. Census Bureau to establish the availability of females and minorities and identify underutilization. MARTA considers and seeks applicants for its Executive Management positions nationally and as such deems the relevant labor market for the Officials and Administrators job group the entire United States. For positions in the Protective Service job group MARTA considers and seeks applicants state-wide and as such deems the relevant labor market for that job group as the State of Georgia. For all other positions, the relevant labor market is the Metropolitan Atlanta Area.

In the following tables are reflected the breakdown of each of the job groups by gender, by race, and by salary range. Included are the availability percentages for females and for the individual minority groups in each job group. Underutilization is identified where the percentage of females or a particular minority group employed in a job group is less than the percentage of females or that particular minority group reflected in the labor market statistics for that job group.

## 1. Official & Administrators

Based on MARTA's workforce as of the cut-off date of this Plan (June 30, 2013), there are 48 employees in this job group. There is no underrepresentation of females in the **Officials and Administrators** job group. Similarly there is no underrepresentation of minorities in the aggregate in this job group. It should be noted, however, that for particular minority groups there is underutilization within this job group based on comparison with the availability of those minority groups in the relevant labor market. Specifically, the representation of Asians at 4.17% and Hispanics at 2.08% are both lower than the EEO Tabulation 2006-2010 (5-year ACS data) data for the entire U.S. reflects for this job group.

Officials and Administrators	American Indian	Asian	Black	Hispanic	Two or More Races	White
Salary Ranges	<b>Females</b>					
70 Plus		1	14	1		4
Total Females		1	14	1		4
Female Percentage of EEO Category = 41.67%			Female Availability = 36.88%			
	<b>Males</b>					
70 Plus		1	12			15
Total Employees		2	26	1	0	19
Percentage of EEO Category		4.17%	54.17%	2.08%		39.58%
Minority Availability	0.38%	5.04%	6.05%	7.81%		80.19%

## 2. Professionals

There are 877 employees in this job group. Within this job group the representation of females is less than the availability in the EEO Tabulation 2006-2010 (5-year ACS data) data for the Metropolitan Atlanta Area. Specifically females comprise only 34.32% of this job group while the relevant labor market data indicates females hold 55.1% of this job group in Metropolitan Atlanta. This indicates underrepresentation of females in the **Professionals** job group. There is no underrepresentation of minorities in the aggregate in this job group. As noted above, for particular minority groups there is underutilization within this job group based on comparison with the availability of those minority groups in the relevant labor market. Specifically the representation of Asians at 4.56% and Hispanics at 3.08% are both lower than the percentages of those minorities in the Metropolitan Atlanta labor market.

Professionals	American Indian	Asian	Black	Hispanic	Two or More Races	White
Salary Ranges	<b>Females</b>					
0-15999			1			
20-24999			1			
25-32999			4	4		2
33-42999			11	1		2
43-54999			80	3		6
55-69999	1	2	81			6
70 Plus	1	8	67	3	1	16
Total females	2	10	245	11	1	32
Female Percentage of EEO Category = 34.32%				<b>Female Availability = 55.1%</b>		
	<b>Males</b>					
0-15999			1			
25-32999			12	1		
33-42999			7			
43-54999	2	7	143	5		27
55-69999	1	3	124	4	1	38
70 Plus	1	20	91	6	1	81
Total Employees	6	40	623	27	3	178
Percentage of EEO Category	0.68%	4.56%	71.04%	3.08%	0.34%	20.30%
Minority Availability	0.1%	<b>6.91%</b>	24%	<b>3.44%</b>		64.2%

### 3. Technicians

There are 106 employees in this job group. Within this job group the representation of females is less than the availability reflected in the EEO Tabulation 2006-2010 (5-year ACS data) data for the Metropolitan Atlanta area. Specifically females comprise only 28.16% of this job group while the relevant labor market data indicates females hold 52.5% of this job group in Metropolitan Atlanta. This indicates underrepresentation of females in the **Technicians** job group. There is underutilization within this job group based on comparison with the availability of one specific minority group in the relevant labor market. Specifically the representation of Asians (at 4.72%) is lower than the percentages of that minority in the Metropolitan Atlanta labor market.

Technicians	American Indian	Asian	Black	Hispanic	Two or More Races	White
Salary Ranges	<b>Females</b>					
25-32999			1			
33-42999			1			
43-54999			12			1
55-69999			10			2
70 Plus			3			
Total females	0	0	27	0	0	3
Female Percentage of EEO Category = 28.3%				<b>Female Availability = 52.5%</b>		
	<b>Males</b>					
25-32999			1			
33-42999			4			
43-54999	1	5	19	3		7
55-69999			23	2	1	10
Total Employees	1	5	74	5	1	20
Percentage of EEO Category	0.94%	4.72%	69.82%	4.72%	0.94%	18.87%
Minority Availability	0	<b>7.71%</b>	31.4%	3%	0	56.2%

#### 4. Paraprofessionals

There are only three employees holding positions that are categorized as paraprofessional. In light of the small size of this group and the similarity these incumbents have with Technicians, MARTA counts them with the Technician category above.

#### 5. Protective Service Workers

There are 275 employees in this job group. There is no underrepresentation of females in the **Protective Service Workers** job group. There is no underrepresentation of minorities in the aggregate in this job group nor is there underrepresentation of any particular minority group within this job group.

Protective Service Workers	American Indian	Asian	Black	Hispanic	Two or More Races	White
Salary Ranges	<b>Females</b>					
16-19999						1
25-32999			6	1		
33-42999			17		1	
43-54999	1		42	1		3
55-69999			6	1		1
Total females	1		71	3	1	5
Female Percentage of EEO Category = 28.16%				<b>Female Availability = 26.1%</b>		
	<b>Males</b>					
16-19999			5			2
33-42999		1	13	1		2
43-54999		2	120	5	1	15
55-69999			19	3		5
Total Employees	1	3	228	12	2	29
Percentage of EEO Category	0.36%	1.09%	82.91%	4.36%	0.73%	10.55%
Minority Availability	0.23%	0.61	41.4%	2.5%		26%

## 6. Administrative Support

There are 405 employees in the **Administrative Support** job group. There is no underrepresentation of females in this job group. There is no underrepresentation of minorities in the aggregate in this job group. As noted previously, for particular minority groups there is underutilization within this job group based on comparison with the availability of those minority groups in the relevant labor market. Specifically the representation of Asians at 1.98% and Hispanics at 4.2% are both lower than the percentages of those minorities in the Metropolitan Atlanta labor market.

Administrative Support	American Indian	Asian	Black	Hispanic	Two or More Races	White
Salary Ranges	<b>Females</b>					
0-15999	1	1	42	1		
16-19999			1			1
20-24999			20	1		
25-32999	1	1	55	6		5
33-42999		1	73	4		3
43-54999		1	53	1		2
55-69999			5			1
70 Plus			1			
Total Females	2	4	250	13	0	12
Female Percentage of EEO Category = 69.38%				<b>Female Availability = 74.1%</b>		
	<b>Males</b>					
0-15999		1	12			1
16-19999						
20-24999	1		6			
25-32999	1		14	2		1
33-42999	1	1	50	2		4
43-54999			17			2
55-69999		1	3			2
70 Plus		1				1
Total Employees	5	8	352	17	0	23
Percentage of EEO Category	1.23%	1.98%	86.91%	4.20%		5.68%
Minority Availability	0.2%	<b>2.7%</b>	37.2%	<b>4.8%</b>		53.8%

## 7. Skilled Craft Workers

There are 559 employees in the **Skilled Craft Workers** job group. Within this job group the representation of females is less than the availability in the EEO Tabulation 2006-2010 (5-year ACS data) data for the Metropolitan Atlanta area. Specifically females comprise only 4.47% of this job group while the relevant labor market data indicates females hold 5.4% of this job group in Metropolitan Atlanta. This indicates underrepresentation of females in this job group. There is no underrepresentation of minorities in the aggregate in this job group. There is underutilization within this job group based on comparison with the availability of one specific minority group in the relevant labor market. Specifically the representation of Asians at 3.76% is lower than the percentages of that minority in the Metropolitan Atlanta labor market.

Skilled Craft Workers	American Indian	Asian	Black	Hispanic	Two or More Races	White
Salary Ranges	<b>Females</b>					
33-42999			7			
43-54999			18			
Total females	0	0	25	0	0	0
Female Percentage of EEO Category = 4.47%				<b>Female Availability = 5.4%</b>		
	<b>Males</b>					
33-42999		4	96	3	1	19
43-54999	5	23	270	18		95
Total Employees	5	27	391	21	1	114
Percentage of EEO Category	0.89%	4.83%	69.95%	3.76%	0.18%	20.39%
Minority Availability	0.3%	2.3%	18.1%	<b>22.8%</b>		55.4%

## 8. Service/Maintenance

There are 2107 employees in this job group. Within this job group the representation of females is less than the availability in the EEO Tabulation 2006-2010 (5-year ACS data) data for the Metropolitan Atlanta area. Specifically females comprise only 40.29% of this job group while the relevant labor market data indicates females hold 59% of this job group in Metropolitan Atlanta. As noted previously, for particular minority groups there is underutilization within this job group based on comparison with the availability of those minority groups in the relevant labor market. Specifically the representation of Asians at 0.81% and Hispanics at 2.28% are both lower than the percentages of those minorities in the Metropolitan Atlanta labor market.

Service/ Maintenance	American Indian	Asian	Black	Hispanic	Two or More Races	White
Salary Ranges	<b>Females</b>					
0-15999	1		30			
16-19999			21		1	
20-24999			56		1	
25-32999		1	308	6	2	1
33-42999		1	400	8		4
43-54999			7			1
Total females	1	2	822	14	4	6
Female Percentage of EEO Category = 40.29%				<b>Female Availability = 59%</b>		
	<b>Males</b>					
0-15999			17			
16-19999			37	1		1
20-24999		1	39	1	1	
25-32999	1	2	256	5	3	3
33-42999	1	5	738	24	1	14
43-54999	2	7	81	3		14
Total Employees	5	17	1990	48	9	38
Percentage of EEO Category	0.24%	0.81%	94.45%	2.28%	0.43%	1.80%
Minority Availability	0.2%	<b>5.3%</b>	37.3%	<b>14%</b>		41.8%

### C. Summary Assessment of Current Workforce

A summary of the current workforce and utilization analysis as of June 30, 2013 is shown in the two charts below. The first chart reflects at a glance all EEO job categories, the utilization of females in each job category and the availability percentages of females represented in each job category in the relevant labor markets. Specifically, the representation of Asians at .81% and Hispanics at 2.28% are both lower than the percentages of those minorities in the Metropolitan Atlanta labor market.

#### Demographics data by gender

Female Utilization by Job Group Category	Total	Males	Females	% of Total Females	% of Available Females	Under-utilization Females	GOALS % for Females
Officials and Managers	48	28	20	41.7	36.9	No	No Goal
Professionals	877	576	301	34.3	55.1	Yes	55.1%
Technicians	106	76	30	28.3	52.5	Yes	52.5%
Protective Services	275	194	81	28.2	26.1	No	No Goal
Administrative Support	405	124	281	69.4	74	No	74%
Skilled Craft Workers	559	534	25	4.5	5.4	Yes	5.4%
Service/Maintenance	2107	1258	849	40.1	59	Yes	59%
<b>Totals</b>	<b>4377</b>	<b>2790</b>	<b>1587</b>	<b>36.3</b>			

The chart below reflects data relevant to the utilization of specific minority groups in MARTA's workforce as of June 30, 2013.

Category	Hispanics		Blacks		Asian/ Pacific Islanders		American Indian		Two or More Races
	%	#	%	#	%	#	%	#	%/#
Statistics →									
Officials & Managers	2.1%	1	54.2%	26	4.2%	2	0%	0	0% 0
Professionals	3.1%	27	71%	623	4.6%	40	0.7%	6	0.3% 3
Technicians	4.7%	5	69.8%	74	4.7%	5	0.9%	1	0.9 1
Protective Service Workers	4.4%	12	82.9%	228	1.1%	3	0.4%	1	0.7 2
Office & Clerical	4.2%	17	86.9%	352	2%	8	1.2%	5	0% 0
Skilled Craft Workers	3.8%	21	70%	391	4.8%	27	0.9%	5	0.2% 1
Service Workers	2.3%	48	94.5%	1990	0.8%	17	0.2%	5	0.4% 9

**Key**

% = Percentage of the minority utilized in the job group

# = number of that minority employees in the job group

## Section IV

### 2014 – 2017 GOALS AND TIME TABLES

#### A. GOAL-SETTING METHODOLOGY

Goals are defined as, “the results towards which efforts are directed.” Goals are flexible targets for hiring and promoting affected group members in job groups where underutilization exists in an attempt to reach parity. Factors taken into consideration when establishing MARTA’s **placement goals** include:

- Availability of females and minorities (civilian labor force statistics)
- Projected hiring opportunities based on historical data, including turnover
- Projected promotional opportunities based on historical data and budget considerations
- Adverse Impact Analysis from prior years
- Workforce Analysis/Underutilization figures from prior years

Determination of areas requiring Affirmative Action and establishment of appropriate goals and objectives is the base for evaluation of effectiveness of this Affirmative Action Program. The three basic components of this process are 1) annual evaluation of the workforce by gender and race within job groups for the Authority; 2) study of the patterns in each case and identification of positions which indicate an underutilization or over concentration of affected groups; and, 3) establishment of goals to produce an equitable representation of affected groups as practically possible.

MARTA Affirmative Action efforts are directed toward achieving a level of gender and minority representation in all job groups equivalent to availability. We establish percentage placement goals equal to the availability for all underutilized job groups and make good faith efforts to recruit a broad and inclusive pool of qualified applicants including women and minorities. The percentage placement goals established for job groups identified as underutilized are found in the table below. In job groups identified as underutilized, placement goals are set equal to the availability percentages specified in these tables.

It should be noted that goals do not require or mandate the selection of unqualified persons or preferential treatment proffered based on protected factors such as race, national origin, or gender. Rather, goals can be attained through effective identification and elimination of problems and/or barriers to equal employment opportunity.

Affirmative Action goals are not to be used to discriminate against any applicant or employee because of race, color, religion, gender, national origin, age or disability. These goals are not “rigid and inflexible quotas which must be met, instead they are reasonably attainable by means of applying every *good faith effort* to make the Affirmative Action Program work.”

Goals addressing underutilization rates of employees are based on assumptions at the time the analysis was performed, therefore, if assumptions change, goals will also change. Goals must remain flexible due to statistical variances, which may occur. Therefore, MARTA’s recruitment process, while aggressively recruiting in under-utilized areas, continues to apply equal employment opportunity to all groups.

**Parity:** Success in achieving Affirmative Action Goals for employment are often measured by a concept of equity called parity. Parity goals are the percentage of representation of a protected group within the workforce that is equal to the percentage of such persons in the availability base for the protected group. MARTA has determined to set as its placement goals the availability percentage in the relevant labor market for the underutilized groups.

## **B. ACCOMPLISHMENTS DURING PLAN PERIOD ( 2010 – 2013)**

### **1. Implementation of a new Human Resources Information System (HRIS)**

In the previous Plan, MARTA committed to implementing a new Oracle-based HRIS. The ORACLE system stores each employee’s work record. The record includes name, employee identification number, social security number, address, telephone number, marital status, sex, race, position title, work location, grade, and rate of pay. ORACLE is linked to the payroll, benefits and budget systems. The system also enables production of standard and specialized reports.

This system included an on-line application component called iRecruitment. Phase I of iRecruitment was implemented December 2011. Beginning July 9, 2012, MARTA transitioned to the fully automated recruiting system. This new system enables applicants to easily find and apply for jobs at MARTA, to maintain and update their online profile or resume, or to check the status of job applications, as well as receive email notifications related to the status of their application. Phase II of iRecruitment was implemented December 2012. This on-line recruiting system permits more effective capture and access to applicant data and tracking. Also part of the new HRIS is Manager/Employee self-service which allows employees to input their time, manage their human resource needs including, but not limited to, changes in direct deposit, securing pay stubs, updating personal data etc.

## **2. Internal Audits**

The Office of Diversity and Equal Opportunity engaged in data collection and analysis periodically during the Plan period to assess the progress of the Plan and its goals. Included in those activities were site visits to outlying locations to insure posting of vacancies etc. Information gathered was reduced to reports in many instances.

## **3. Identifying and Tracking Veterans**

MARTA has actively endeavored soliciting information from employees regarding their veteran status. These efforts included visits to outlying locations to canvas employees, providing self-identification forms at all training sessions especially new employee orientation, and encouraging employees to canvas their co-workers to secure completed self-identification forms. MARTA remains committed to the employment of veterans. Efforts to improve veterans' employment include stronger outreach and recruitment of veterans. MARTA will continue to review employment practices and policies to identify barriers to employment and to act to resolve the same once identified.

To better connect with those veteran within its workforce MARTA has held three programs in November of 2011, 2012, and 2013. The 2013 program addressed reaching out to veteran-owned businesses. E-mail correspondence has been prepared and distributed Authority-wide from the Executive Director of the Office of Diversity & Equal Opportunity focused on veterans. The General Manager/CEO distributed a personal thank you letter to all employees, citing to contributions of veterans.

## **4. FTA Triennial Review in 2013**

In October 2013, MARTA went through a FTA Triennial Review. Included among the functional areas reviewed by the audit team were MARTA's EEO Program, Title VI Program, DBE Program and ADA Program. All programs reviewed were determined not to have deficiencies except minor deficiencies in the ADA Program. MARTA immediately addressed deficiencies noted, and is waiting on final approval from FTA. MARTA will continue to strengthen all of its Civil Rights Programs.

## **5. Events Celebrating Diversity and Inclusion**

The Office of Diversity and Equal Opportunity has hosted numerous programs and informational activities recognizing:

### **a. African-Americans**

In 2012 MARTA prepared displays acknowledging the historic contributions of African-Americans to the transportation industry in tandem with the then leadership of MARTA. These displays were circulated at various outlying locations and MARTA Headquarters for employees to enjoy. In 2013 MARTA hosted a program celebrating the Avondale Nine the first African-American employees to work in MARTA's Rail Department.

b. Hispanics

For National Hispanic Heritage Month displays were prepared, posted and circulated acknowledging the historic contributions of Hispanics to America while also noting the longevity of a representative number of MARTA's Hispanic employees. These displays were circulated at various outlying locations and MARTA Headquarters for employees to learn from and enjoy.

c. Asians

In 2012 MARTA prepared posted and circulated displays acknowledging the historic contributions of Asians to transportation and America while recognizing Directors of Asian/Pacific Islander descent at MARTA. These displays were circulated at various outlying locations and MARTA Headquarters for employees to learn from and enjoy. In 2013 the Office of Diversity and Equal Opportunity hosted Asian American Pacific Islander Month events that included a showing of "*Angel Island: Immigrant Gateway to America*", a webcast and a Roundtable Discussion on the topic of "Asian-Americans in the Workplace: Breaking Down Stereotypes". The Roundtable Discussion was facilitated by Tamara Strickley, Immediate Past President of the National Association of Asian American Professionals. The roundtable discussion was meant to educate and bring about more awareness.

d. Women

In 2012 MARTA prepared, posted, and circulated displays acknowledging the historic contributions of women to transportation while recognizing the senior level female management personnel at MARTA. These displays were circulated at various outlying locations and MARTA Headquarters for employees to learn from and enjoy. In 2013, the Office of Diversity and Equal Opportunity hosted a program which recognized and celebrated women working in traditionally male fields of expertise and involved in STEM (Science, Technology, Engineering, and Math) activities at its Headquarters. Over 30 female employees were cited.

e. Persons with Disabilities

MARTA has participated in and provided displays and information at the Abilities Expo held in Atlanta for 2012 and 2013. The Office of Diversity and Equal Opportunity hosted two Disability Works seminars for the public which provided information on entrepreneurship and career pathing. MARTA hosted Abilities Fairs at its Headquarters and two outlying locations for employees to learn about services and resources for persons with disabilities. MARTA participated in the Metropolitan Employment Networking Association's Diversity Disability Resource and Career Expo sharing information about employment opportunities.

f. Periodic Communications from the Executive Director of the Office of Diversity and Equal Opportunity

The Executive Director of the Office of Diversity and Equal Opportunity has sent out to all employees regular e-mails sharing information about holidays and cultural celebration throughout the world. These are intended to inform employees about their ethnically different counterparts and prompt discussion and more inclusion.

6. Progress towards numerical placement goals

a. Female Goals established in the 2010 – 2013 Plan

In assessing progress towards established goals it should be noted that in the previous plan MARTA employees were counted in categories that differed from established EEO job categories. Reporting any improvements made towards accomplishment of the 2010 – 2013 goals will be described using the groupings from that Plan. In the previous 2010 - 2013 Plan, females were reported to be under-represented in three job groups, **Officials/Managers**, **Skilled Craft Workers** and **Bus/Rail Operators** and although during 2010 there were no underutilization for minorities, overall there were underutilized individual race categories within certain job groups.

Currently, minorities represent **90%** and females **36%** of the workforce at MARTA. During the previous plan period, MARTA maintained its overall female representation of **36%**. One of the job groupings used in the 2010 – 2013 Plan separated certain positions within the Officials/Administrators EEO category into Executives and **Officials/Managers**. This separation resulted in the appearance of underutilization of females within the **Officials/Managers** and the establishment of a female goal of 35.3% for this job group.

There were 85 females holding **Officials/Managers** positions in the 2010 -2013 Plan. In the current Plan there are 91 females holding **Officials/Managers** positions. The six additional incumbents or 7.06% increase in female employees increased female representation in the **Officials/Managers** job group to 32.9% and constituted progress towards the 35.3% goal established. MARTA made good faith efforts to do so by (1) educating female employees of job opportunities in this job category; and (2) building relationships with organizations representing females such as Women in Transportation Seminar (WTS), colleges and universities, and associations as recruiting sources to make sure they were aware of our efforts and to determine if building a long term relationship regarding their graduates will be beneficial. During the 2010 – 2013 Plan period 33% of applicants for positions in the **Officials/Administrators** job group who identified their gender were females (179 of 543 applicants). Of the 12 employees hired into **Officials/Administrators**

positions in the previous Plan period three or 25% were female. In preparing this current Plan all employees holding **Officials/Administrators** positions were counted in evaluating representation in that EEO category. It was determined that females were not underutilized in the **Officials/Administrators** job category.

With respect to the **Skilled Craft** job group in the 2010 – 2013 Plan, only certain positions were counted in that job group as a result of separating some positions and counting them as Semi-Skilled positions. It was determined that females were underutilized in the **Skilled Craft** job group and a goal of 9.4% was established for females. There were 30 females holding **Skilled Craft** positions in the 2010 -2013 Plan. In the current Plan there are only 25 females holding **Skilled Craft** positions, under the job grouping of the previous Plan. The decrease of five female incumbents or 16.67% reduced female representation in the **Skilled Craft** job group from 4.5% to 3.62% of that job group as utilized in the 2010 – 2013 Plan. In preparing the current Plan all positions in the EEO **Skilled Craft** were counted in evaluating underrepresentation. As a result the difference between the representation of females in **Skilled Craft** positions at MARTA and the representation of females in that job category in the relevant labor market is significantly less than in the previous Plan. Currently females comprise 4.47% of the **Skilled Craft** employees while the Metropolitan Atlanta labor data reflects females comprise 5.4% of that job group.

MARTA made good faith efforts to increase female representation by (1) educating female employees of job opportunities in this job category, (2) building relationships with organizations and associations representing females such as WTS; and (3) reaching out to area trade schools to make sure they were aware of our efforts and to determine if building a long term relationship regarding their graduates will be beneficial. Lastly, when opportunities were filled internally we made sure the hiring manager had knowledge of the existence of the affirmative action goals for this job group. During the 2010 – 2013 Plan period females comprised 5.5% of those who applied for **Skilled Craft** positions and identified their gender (63 out of 1139 applicants). However, only one of 83 individuals hired into **Skilled Craft** positions was female, therefore parity was not achieved.

With respect to **Bus/Rail Operators** job group in the 2010 – 2013 Plan, these positions were separated from the **Service/Maintenance Workers** job category and a female goal of 45.9% was established. There were 697 females of 40% of employees holding **Bus/Rail Operator** positions in the 2010 – 2013 Plan. In the current Plan there are 661 females holding **Bus/Rail Operator** positions. It should be noted that overall the number of **Bus/Rail Operators** decreased from 1744 to 1587 or 9% since the 2010 - 2013 Plan which impacted progress towards the established female goal. By comparison the decrease in the number of females by

36 incumbents constitutes only a 5.16% decrease for females. Therefore in the current population of **Bus/Rail Operator** positions held by females constitutes 41.65% of employees in the job group as utilized in the 2010 – 2013 Plan.

As part of its good faith efforts, MARTA has conducted targeted job fairs for the purpose of filling vacancies in the **Bus/Rail Operator** job group. In addition MARTA made good faith efforts to increase female representation by (1) educating female employees of job opportunities in this job category, (2) building relationships with organizations and associations representing females such as WTS; and (3) reaching out to area trade schools. During the 2010 – 2013 Plan period 50.76% of applicants for **Bus/Rail Operator** positions who identified their gender (1404 of 2766 applicants) were female. Similarly, females comprised 51.38% of the new hires into the **Bus/Rail Operator** job group during the 2010 – 2013 Plan period. In preparing the current Plan **Bus/Rail Operator** positions were counted along with other jobs in the **Service/Maintenance** job category in evaluating underrepresentation. Based on the current representation of females of 40.59% in the **Service/Maintenance** job category there continues to be underrepresentation of females.

#### **b. Minority Goals established in the 2010 – 2013 Plan**

The percentage representation of minorities for all job groups has remained relatively consistent. The 2010 – 2013 Plan reflected underutilization of Hispanics, when compared with availability, in the following job groups: **Officials/Managers, Office & Clerical, Skilled Craft Workers, Bus/Rail Operators, Semi-skilled and Service Workers**. MARTA met the Hispanic goal for Officials/Managers as discussed in detail below. The previous Plan also reflected underutilization of Asians, when compared with availability, in the following job groups: **Technicians, Office & Clerical, Skilled Craft Workers, Bus/Rail Operators, and Service Workers**. The 2010 – 2013 Plan reflected underutilization of American Indians/Native Alaskans, when compared with availability in the following job groups: **Executives, Officials/Managers, Professionals, Technicians, Office & Clerical, Protective Service Workers, Skilled Craft Workers, Bus/Rail Operators, Semi-Skilled Workers, and Service Workers**. It should again be noted that in the previous plan MARTA employees were counted in categories that differed from established EEO job categories. Reporting any improvements made towards accomplishment of the 2010 – 2013 goals will be described using the groupings from that Plan.

With respect to **Officials/Managers** job group, in the 2010 – 2013 Plan there were three Hispanics employed in the **Officials/Managers** job group comprising 1.1% of that job group. In the current Plan there are 10 Hispanics holding

**Officials/Managers** positions under the job grouping of the previous Plan. The seven additional incumbents or 233% increase in Hispanic employees increased Hispanic representation in the **Officials/Managers** job group to 3.61% and met the established goal of 3.5%.

During the 2010 – 2013 Plan period there were 13 Hispanics among applicants for positions in the **Officials/Administrators** job group which constituted 2.37% of the 547 total applicants for that job group of which the previous Plan's **Officials/Managers** job group was a part. There were no Hispanics hired into the **Officials/Managers** job group during the previous Plan period.

In preparing the current Plan all positions previously counted in the **Executive** and **Officials/Managers** job groups were counted as **Officials/Administrators**. There continues to be underutilization of Hispanics since that group represents 6.85% of the relevant labor market employees in the **Officials/Administrators** job group but comprise only 2.08% of MARTA's **Officials/Administrators** job group.

Similarly in the 2010 – 2013 Plan there were seven Asian employees in the **Officials/Managers** job group comprising 3% of that job group. In the current Plan there are only five Asian employees in the **Officials/Managers** job group. The decrease of two Asian employees or 28.57 % of the Asian representation in that job group reduced Asian representation from 3% to 1.81% of that job group as utilized in the 2010 – 2013 Plan. During the 2010 – 2013 Plan period there were 16 Asians among applicants for positions in the **Officials/Administrators** job group which constituted 2.92% of the 547 total applicants for that job group of which the previous Plan's **Officials/Managers** job group was a part. There was one Asian out of 12 new hires into **Officials/Managers** positions or 8.33% during the previous Plan period.

In preparing the current Plan all positions previously counted in the **Executive** and **Officials/Managers** job groups were counted as **Officials/Administrators**. There continues to be underutilization of Asians in the **Officials/Administrators** job group with Asians comprising 5.38% of the relevant labor market for that job group but only making up 4.17% of MARTA's **Officials/Administrators**.

In the 2010 – 2013 Plan there is no representation of American Indians/Native Alaskans in the **Executive** or **Officials/Managers** job groups. In the current Plan there is also no representation of American Indians/Native Alaskans in the **Officials/Administrators** job group. The availability is less than a whole person and no goal was set.

During the plan year, MARTA's made good faith efforts to increase minority representation with Hispanic and Asian American associations, organizations, job

fairs and community involvement, as mentioned in the outreach section and accomplishments section, and appear to be having some positive impact.

With respect to the **Office & Clerical** job group in the 2010 – 2013 Plan only certain positions were counted in that job group as a result of separating out some positions and counting them in other categories such as Paraprofessionals and other job groups. It was determined that Hispanics and Asians were underutilized in the **Office & Clerical** job group and goals of 11.8% and 11.2% were established respectively. There were 27 Hispanics employed in the **Office & Clerical** job group representing 7.3% of that job group as utilized in the 2010 – 2013 Plan. In the current Plan there are only 20 Hispanics holding **Office & Clerical** positions, under the grouping of the previous Plan. The decrease of seven Hispanic employees or 25.93% reduced Hispanic representation in that job group from 7.3% to 6.17% of that job group as utilized in the previous Plan. During the 2010 -2013 Plan period there were 64 Hispanics, or 1.87% of the total 3425 applicants for **Administrative Support** positions, the job group of which **Office & Clerical** positions are a part. Hispanics constituted six of the 72 new hires into **Administrative Support** positions during the previous Plan period.

In preparing the current Plan all positions in the EEO **Administrative Support** category, including those previous separated into the **Office & Clerical** job group were counted in the **Administrative Support** job group. There continues to be underutilization of Hispanics since Hispanics represent 4.8% of that job group in the Metropolitan Atlanta labor market but Hispanics comprise only 4.2% of MARTA's **Administrative Support** job group.

In the 2010 – 2013 Plan there were 13 Asians employed in **Office & Clerical** positions. In the current Plan there were only six Asians holding **Office & Clerical** positions, under the grouping from the previous Plan. It should be noted that overall the number of **Office & Clerical** positions decreased by 49 positions or 13.14% during the 2010 – 2013 Plan period. The number of Asians in the **Office & Clerical** job group decreased by seven or 53.85% of Asian representation in that job group. This reduced Asian representation in the **Office & Clerical** job group from 3.5% to 1.85% of that job group as utilized in the previous Plan. During the 2010 – 2013 Plan period, there were 37 Asians among applicants for positions in the **Administrative Support** job group, the job group of which **Office & Clerical** positions are a part. Asians constituted two of the 72 new hires into **Administrative Support** positions during the previous Plan period.

In preparing the current Plan all positions in the EEO **Administrative Support** category, including those previous separated into the **Office & Clerical** job group were counted in the **Administrative Support** job group. There continues to be

underutilization of Asian since Asians represent 2.7% of that job group in the Metropolitan Atlanta labor market but Asians comprise only 1.98% of MARTA's **Administrative Support** job group.

In the 2010 – 2013 Plan it was determined that there was underutilization of American Indians/Native Alaskans in the **Office & Clerical** job group, there was no representation. In the current Plan there are five American Indians/Native Alaskans comprising 1.54% of that job group as utilized in the previous Plan. This exceeded the availability under the 2010 – 2013 Plan and met the goal.

With respect to the **Skilled Craft** job group in the 2010 – 2013 Plan, only certain positions were counted in that job group as a result of separating some positions and counting them as Semi-Skilled positions. It was determined that Hispanics and Asians were underutilized in the **Skilled Craft** job group and goals of 10.4% and 9.8% were established respectively. There were 26 Hispanics holding **Skilled Craft** positions in the 2010 – 2013 Plan constituting 3.9% of that job group as utilized in that plan. In the current Plan there are 28 Hispanics holding **Skilled Craft** positions, under the grouping of the previous Plan. The increase of two Hispanics or 7.69% increase increased Hispanic representation in the **Skilled Craft** job group as utilized in the previous Plan to 4.06% and constituted progress towards the established 10.4% goal.

During the 2010 – 2013 Plan period there were 30 Hispanics among applicants for positions in the **Skilled Craft** job group which constituted 2.58% of the 1161 total applicants for that job group of which the previous Plan's **Skilled Craft** job group was a part. There were three Hispanics hired into **Skilled Craft** positions during the previous Plan period.

In preparing the current Plan all positions in the EEO **Skilled Craft** category were counted in the **Skilled Craft** job group. There continues to be underutilization of Hispanics since that group represents 22.8% of that job group in the Metropolitan Atlanta labor market employees but Hispanics comprise only 3.76% of MARTA's **Skilled Craft** job group.

In the 2010 – 2013 Plan there were 37 Asian employees in the **Skilled Craft** job group comprising 5.6% of that job group. In the current Plan there are 39 Asian employees in the **Skilled Craft** job group. The two additional Asian employees or 5.41 % of the Asian representation in that job group increased Asian representation from 5.6% to 5.65% of that job group as utilized in the 2010 – 2013 Plan. While the increase in representation constituted progress towards the established goal of 9.8% there continues to be underutilization of Asians in this job group as utilized in the previous Plan. During the 2010 – 2013 Plan period there were 50 Asians among

applicants for positions in the **Skilled Craft** job group which constituted 4.31% of the 1161 total applicants for that job group of which the previous Plan's **Skilled Craft** job group was a part. There were 4 Asians out of 83 new hires into **Skilled Craft** positions or 4.87% during the previous Plan period. In preparing the current Plan all positions in the EEO **Skilled Craft** category were counted in the **Skilled Craft** job group. The assessment of the full **Skilled Craft** job group did not reflect underutilization of Asian.

In the 2010 – 2013 Plan it was determined that there was underutilization of American Indians/Native Alaskans in the **Skilled Craft** job group, as there was no representation. In the current Plan there are three American Indians/Native Alaskans comprising .43% of that job group as utilized in the previous Plan.

With respect to **Bus/Rail Operator** job group in the 2010 – 2013 Plan, these positions were separated from the **Service/Maintenance Workers** job category. It was determined that there was underutilization of Hispanics and Asians in the **Bus/Rail Operator** job group and goals of 10.6% and 9.2% were established respectively. There were 40 Hispanics holding positions in the **Bus/Rail Operator** job group representing 2.3% of that job group as utilized in the 2010 – 2013 Plan. In the current Plan there are only 29 Hispanics employed in **Bus/Rail Operator** positions under the grouping of the previous Plan. It should be noted that overall the number of **Bus/Rail Operators** decreased from 1744 to 1587 or 9% since the 2010 - 2013 Plan which impacted progress towards the established Hispanic goal. The decrease of 11 Hispanic employees or 27% reduced Hispanic representation in the **Bus/Rail Operator** job group from 2.3% to 1.83% of that job group as utilized in the previous Plan. During the 2010 – 2013 Plan period 21 Hispanics or 1.04% were among the 2027 applicants for **Bus/Rail Operator** positions. There were two Hispanics hired into **Bus/Rail Operator** positions during the previous Plan.

In preparing the current Plan **Bus/Rail Operator** positions were counted along with other jobs in the **Service/Maintenance** job category in evaluating underrepresentation. Based on the current representation of Hispanics of 2.28% in the **Service/Maintenance** job category there continues to be underrepresentation of Hispanics.

In the 2010 – 2013 Plan there were four Asians holding **Bus/Rail Operator** job group making up 0.25% of that job group. The number of Asian employees remained the same, four Asians, in that job group. The decrease in the overall number of **Bus/Rail Operator** positions during the 2010 – 2013 Plan period from 1744 to 1587 resulted in Asian representation in that job group being slightly higher, from 0.22% to 0.25%. During the 2010 – 2013 Plan period seven of the 2027 or

0.35% applicants for **Bus/Rail Operator** positions were Asians. Only one Asian was hired into a **Bus/Rail Operator** position.

In preparing the current Plan **Bus/Rail Operator** positions were counted along with other jobs in the **Service/Maintenance** job category in evaluating underrepresentation. Based on the current representation of Asians of 0.81% in the **Service/Maintenance** job category there continues to be underrepresentation of Asians.

In the 2010 – 2013 Plan it was determined that there was underutilization of American Indians/Native Alaskans in the **Bus/Rail Operator** job group, there was no representation. In the current Plan there are three American Indians/Native Alaskans comprising .19% of that job group as utilized in the previous Plan.

With respect to the **Service Worker** job group in the 2010 – 2013 Plan, certain positions, most notably operator positions were separated from this job category and counted in other job groups. It was determined that Hispanics and Asians were underutilized in the **Service Worker** job group and goals of 18.9% and 11.8% were established respectively. There were 21 Hispanics holding **Service Worker** positions constituting 4.6% of that job group as utilized in the 2010 – 2013 Plan. In the current Plan there are only 13 Hispanic employees in **Service Worker** positions. It should be noted that overall the number of **Service Worker** positions decreased from 458 to 363 or 20.74% during the 2010 – 2013 Plan period which impacted progress towards established goals. The decrease of eight Hispanics or 38.1% of the Hispanic representation from 4.6% to 3.58% in the **Service Worker** job group as utilized in the previous Plan. During the 2010 – 2013 Plan period there were 58 Hispanics or 1.75% among the 3321 applicants for **Service Worker** positions. Six Hispanics were hired out of 360 into **Service Worker** positions during the previous Plan period.

In preparing the current Plan, positions separated from the Service Worker job group were counted along with other jobs in the **Service/Maintenance** job category in evaluating underrepresentation. Based on the current representation of Hispanics of 2.28% in the **Service/Maintenance** job category there continues to be underrepresentation of Hispanics.

In the 2010 – 2013 Plan there were four Asians holding **Service Worker** positions. In the current Plan there are two Asian employees holding **Service Worker** positions. As noted above the overall number of **Service Worker** positions decreases by 20.74% or 95 positions. The change in the **Service Worker** job group resulted in a reduction in the Asian representation from 0.9% to 0.55% of that job group as utilized in the previous Plan.

In preparing the current Plan positions separated from the **Service Worker** job group were counted along with other jobs in the **Service/Maintenance** job category in evaluating underrepresentation. Based on the current representation of Asians of 0.81% in the **Service/Maintenance** job category there continues to be underrepresentation of Asians.

In the 2010 – 2013 Plan it was determined that there was underutilization of American Indians/Native Alaskans in the **Service Worker** job group, there was no representation. In the current Plan there continues to be no American Indians/Native Alaskans representation in that job group as utilized in the previous Plan.

With respect to the **Semi-Skilled Workers** job group in the 2010 – 2013 Plan, certain positions were segregated from the EEO **Skilled Craft Workers** category to be counted in the **Semi-Skilled** job group. It was determined that Hispanics were underutilized and a goal of 7.9% was established. In the 2010 – 2013 Plan there were five Hispanics employed in the **Semi-Skilled** job group comprising 5.1% of that job group. In the current Plan there are only three Hispanics in the **Semi-Skilled Worker** job group as utilized in the previous Plan. It should be noted the overall number of **Semi-Skilled Worker** positions decreased from 98 to 87 positions or 11.22% which impacted progress towards the established Hispanic goal. The decrease of two Hispanic employees or 40% from the **Semi-Skilled** job group reduced Hispanic representation in that job group from 5.1% to 3.45% of that job group as utilized in the previous Plan. In preparing the current Plan, positions separated from the **Skilled Craft** job group were counted along with other jobs in the **Skilled Craft** job group to evaluate underutilization and has been discussed above under the **Skilled Craft** job group.

In the 2010 – 2013 Plan it was determined that there was underutilization of American Indians/Native Alaskans in the **Semi-Skilled** job group, there was no representation. In the current Plan there are five American Indians/Native Alaskans comprising 5.75% of that job group as utilized in the previous Plan. This exceeded the availability under the 2010 – 2013 Plan and met the goal.

With respect to the **Technicians** job group in the 2010 – 2013 Plan, only certain positions were counted in that job group as a result of separating some positions into other job groups. It was determined that Asians were underutilized and a goal of 3.5% was established. There were three Asians holding **Technician** positions in the 2010 – 2013 Plan comprising 1.8% of that job group as utilized in the previous Plan. There was no change in the number of Asians represented in the **Technician** job group in the current Plan. The overall number of employees in the **Technician** job

group increased from 170 to 181 or 6.74%. as a result of this change Asian representation in the **Technician** job group was reduced from 1.8% to 1.66%.

In the 2010 – 2013 Plan it was determined that there was underutilization of American Indians/Native Alaskans in the **Professionals** job group, as there was no representation. In the current Plan there are four American Indians/Native Alaskans comprising .89% of that job group as utilized in the previous Plan. This exceeded the availability under the 2010 – 2013 Plan and met the goal.

During the plan year, MARTA's made good faith efforts to increase minority representation with Hispanic and Asian American associations, organizations, job fairs and community involvement, as mentioned in the outreach section and accomplishments section, and appear to be having some positive impact. It should be noted that we have made positive stride in the Native American community which has resulted in MARTA meeting parity.

It should be also noted that in preparing the previous plan individual positions were counted in different job groups (most notably the separation of Executives from the Officials and Administrators). In preparing this Affirmative Action Plan, MARTA has returned to using the EEO categories as the job groups and has realigned positions accordingly.

## C. ESTABLISHMENT OF PLACEMENT GOALS

The utilization of females and minorities has been examined in an in-depth fashion through the analyses contained in this Plan. Based on the comparison of the MARTA workforce and the availability of females in the relevant labor markets where prospective employees are recruited, there is underutilization of females in **four** job groups. (See E04) Goals have been established for those job groups and are discussed below.

### 1. Goal 1 – Professionals – Underrepresentation of Females

Based on the EEO Tabulation 2006-2010 (5-year ACS data) data for the Metropolitan Atlanta area the current representation of females is less than the availability of female professionals in the relevant labor market. Specifically females comprise only 34.32% of this job group while the relevant labor market data indicates females hold 55.1% of this job group in Metropolitan Atlanta. MARTA notes however that there is significant representation of females, especially in those departments traditionally associated with **Professionals** (72% in Legal Services, 65% in Internal Audit, 65% in Finance, 62% in Communications & External Affairs, and 56% in Planning). It appears that the population working in this job group has significantly changed since the 2000 Census data was generated. The availability percentage utilized in the previous Affirmative

Action Plan reflected only 28.1% females in this job group. It is MARTA's position that this dramatic increase in the number of currently employed females in this job group in the relevant labor market seriously impacted the comparable representation of females in this job group. MARTA has and will continue to recruit and hire qualified females into professional positions. During the Plan period, MARTA hired 51 women out of 135 or 38% of new hires into **Professional** positions.

It should be noted that of the current 877 **Professional** positions, 256 or 29% of those positions are supervisory/managerial positions over **Skilled Craft** employees. As will be discussed below, there is significant under-representation of females in the **Skilled Craft** job group. MARTA will work diligently towards increasing the feeder group positions to bring females into supervisory positions by widely publicizing developmental opportunities for employees, such as detail assignments and leadership training, to give females who are interested a chance to participate in assignments that prepare them for higher-level positions.

## 2. **Goal 2 – Technicians – Underrepresentation of Females**

As noted above, based on the EEO Tabulation 2006-2010 (5-year ACS data) data for the Metropolitan Atlanta area the current representation of females is less than the availability of female professionals in the relevant labor market. Specifically females comprise only 28.3% of this job group while the relevant labor market data indicates females hold 52.5% of this job group in Metropolitan Atlanta. Similarly, it also appears that the population working in this job group has significantly changed since the 2000 Census data was generated. The availability percentage utilized in the previous Affirmative Action Plan reflected only 25.7% females in this job group. It is MARTA's position that this dramatic increase in the number of currently employed females in this job group in the relevant labor market seriously impacted the comparable representation of females in this job group. MARTA has and will continue to recruit and hire qualified females into technician positions.

## 3. **Goal 3 – Skilled Craft Workers – Underrepresentation of Females**

Females continue to be underrepresented in the **Skilled Craft** positions. Within this job group the representation of females is less than the availability in the EEO Tabulation 2006-2010 (5-year ACS data) data for the Metropolitan Atlanta area. Specifically females comprise only 4.47% of this job group while the relevant labor market data indicates females hold 5.4% of this job group in Metropolitan Atlanta. It should be noted that during the Plan period, of the 1139 applicants who identified their gender, only 63 or 5.5% of applicants for **Skilled Craft** positions were female. Of the total number of new hires into **Skilled Craft** positions within the Plan period (83) only one was female. The dearth of qualified females in the **Skilled Craft** job group is an industry-wide problem that has eluded resolution. Acknowledging this problem, MARTA has been and continues to identify mechanisms to develop internally viable

female candidates for **Skilled Craft** positions, especially through training. Additionally, attention has been and will continue to be paid to recruiting strategies to increase the number of female applicants for **Skilled Craft** positions.

#### 4. **Goal 4 – Service/Maintenance Workers – Underrepresentation of Females**

The underutilization of females in the **Service/Maintenance** positions is unfortunately a result of challenges existing in the industry. Within this job group the representation of females is less than the availability in the EEO Tabulation 2006-2010 (5-year ACS data) data for the Metropolitan Atlanta area. Specifically females comprise only 40.29% of this job group while the relevant labor market data indicates females hold 59% of this job group in Metropolitan Atlanta. It should be noted that during the Plan period, of the 3293 applicants for **Service/Maintenance vacancies** who identified their gender, 1490 or 45.25% were female. Of the 360 new hires into **Service/Maintenance** positions 160 or 44.4% were female. Acknowledging this problem, MARTA has been and continues to identify mechanisms to develop internally viable female candidates for **Service/Maintenance** positions, especially through training.

### **D. TIMETABLES FOR PROGRESS TOWARDS PLACEMENT GOALS**

Based on the comparative analysis between the female representation in the **Professionals, Technicians, Skilled Craft** and **Service/Maintenance** job groups a significant number of female employees need to be added to MARTA's workforce to meet the established placement goals. It should be noted that the percentage of representation of females in the **Professionals** job group increased 27 percentage points since the previous Plan Period utilizing updated census data. Similarly the percentage of representation of females in the **Technicians** job group increased 26.8 percentage points for the same reason.

MARTA, along with many other entities in the industry, recognized that enticing females into some of the traditionally-male jobs and positions required an approach different than for other job groups. As will be cited in the assessment of employment practices, females are significantly under-represented in the applicant pools for **Skilled Craft** positions, only 63 of 1161 applicants comprising only 5.4% of those applicants. Similarly only one female was hired out of 83 new employees.

#### 1. **Underutilization of females**

- a. This new partnership between MARTA and Georgia Piedmont Technical College involves a fully developed Transit Training Program which prepares students for careers in public transportation through a variety of academic tracks. For example the Industrial Program offers training as Transit Electronics Technician, Electrical Power Equipment Technician, and Bus

Maintenance Technician, all of which are Skilled Craft jobs, within this program. This program is also available to existing employees to upgrade their knowledge and skills to increase their promotability. It is a short term goal to create a formal path for females to employment/promotion for successful participants in this program.

- b. During the Plan period, the Office of Diversity and Equal Opportunity will move forward with mentorship and internship programs intended to improve female representation. Additionally, there will be instituted a Diversity Roundtable to further support affirmative action progress and improvement.
- c. The Office of Diversity and Equal Opportunity will review internal human resources policies, processes, and operations to eliminate discrimination and to effectively attract qualified AA candidates.
- d. Monitor existing career development opportunities (e.g., who is being chosen for non-routine assignments, acting assignments, special projects, rotational opportunities, training, and conference participation) to ensure that gender or cultural bias is not a factor in participation rates.
- e. Monitor Authority-wide numbers and trends regarding formal internal complaints and external EEO charges.
- f. The Office of Diversity and Equal Opportunity, in concert with Labor Relations and Human Resources, also plans to engage existing employees, the bargaining unit Amalgamated Transit Union Local 732, external organizations, institutions of higher learning, and management personnel to work collaboratively to address underrepresentation of females and various minority groups in its workforce.

The comprehensive review of the utilization of individual minorities indicates there are a number of job categories where the representation of specific minorities are less than the availability of those minorities in the EEO Tabulation 2006-2010 (5-year ACS data) data for the Metropolitan Atlanta area. The desired improvements are outlined below by job category.

## 2. Underutilization of Asians and Hispanics

- a. **Officials and Administrators:** Within this job group there is underutilization based on comparison with the availability of these two minority groups in the relevant labor market. Specifically, the relevant labor market data reflects that Asians hold 5.38% of representation of **Officials and Administrators'** positions in the relevant labor market. Since Asians only hold 4.17% of **Officials and Administrators** positions at MARTA efforts will be

undertaken to increase representation to parity with the relevant labor market data. Similarly the data reflects that Hispanics hold 6.85% of **Officials and Administrators**' positions in the relevant labor market. Therefore, efforts will be made to increase representation of Hispanics in MARTA's workforce from 2.08% of **Officials and Administrators** to parity with the relevant labor market as represented in the EEO Tabulation 2006-2010 (5-year ACS data) data for the Metropolitan Atlanta area reflects for this job group.

- b. Professionals:** Within this job group there is underutilization based on comparison with the availability of these two minority groups in the relevant labor market. Specifically, the relevant labor market data reflects that Asians hold 6.91% of representation of **Professionals**' positions in the relevant labor market. Since Asians only hold 4.56% of **Professionals** positions at MARTA efforts will be undertaken to increase representation to parity with the relevant labor market data. Similarly the data reflects that Hispanics hold 3.44% of **Professionals**' positions in the relevant labor market. Therefore, efforts will be made to increase representation of Hispanics in MARTA's workforce from 3.08% of **Professionals** to parity with the relevant labor market as represented in the EEO Tabulation 2006-2010 (5-year ACS data) data for the Metropolitan Atlanta area reflects for this job group.
- c. Technician:** Within this job group there is underutilization based on comparison with the availability of Asians in the relevant labor market. Specifically, the relevant labor market data reflects that Asians hold 7.71% of representation of **Technician** positions in the relevant labor market. Since Asians hold only 4.72% of **Technician** positions at MARTA efforts will be undertaken to increase representation to parity with the relevant labor market data.
- d. Administrative Support:** Within this job group there is underutilization based on comparison with the availability of these two minority groups in the relevant labor market. Specifically, the relevant labor market data reflects that Asians hold 2.7% of representation of **Administrative Support** positions in the relevant labor market. Since Asians only hold 1.98% of **Administrative Support** positions at MARTA efforts will be undertaken to increase representation to parity with the relevant labor market data. Similarly the data reflects that Hispanics hold 4.8% of **Administrative Support** positions in the relevant labor market. Therefore, efforts will be made to increase representation of Hispanics in MARTA's workforce from 2.08% of **Officials and Administrators** to parity with the relevant labor market as represented in the EEO Tabulation 2006-2010 (5-year ACS data) data for the Metropolitan Atlanta area reflects for this job group.

- e. **Skilled Craft Workers:** Within this job group there is underutilization based on comparison with the availability of Hispanics in the relevant labor market. Specifically, the relevant labor market data reflects that Hispanics hold 22.8% of representation of **Skilled Craft** positions in the relevant labor market. Since Hispanics hold only 3.76% of **Skilled Craft** positions at MARTA efforts will be undertaken to increase representation to parity with the relevant labor market data.

### **3. Improved Targeted Recruitment**

MARTA has established some relationships with associations and organizations representing underutilized groups as their constituencies, such as the Latin American Association, the Center for Pan Asian Community Service and the Georgia Asian Pacific Islander Community Coalition. Going forward efforts will be undertaken to strengthen those relationships through more direct contact with MARTA. Also, targeted informal sessions will be conducted to better familiarize the Hispanic and Asian communities on the use of MARTA's iRecruitment system to encourage those individuals to apply for and hopefully be hired into a variety of positions within the Authority. DEO has researched and provided to recruiting staff a sourcing list of professional and trade organizations serving the underrepresented populations. DEO will continue to develop additional outreach initiatives to better include individuals belonging to identified underutilized groups.

## **E. MARTA's INITIATIVES TO ALLEVIATE UNDERUTILIZATION AND TO SUPPORT OUR GOALS**

### **1. Outreach Programs**

- a. Supporting community organizations such as the United Way with financial contributions, leadership by professionals from our organization, and offering payroll deductions for employee contributions to the United Way.
- b. Participating in school job fair activities, Job Corp's Public Relations Committee and the NASA Project at Atlanta Area Technical College where students are presented with different career and job opportunities and made aware that a transit organization hires for many of the same positions offered by corporations and other employers.
- c. Participating through in-kind services and volunteer support of annual events sponsored by ethnic, disabled, minority and women's organizations, such as the Hispanic Chamber of Commerce, Georgia Women Entrepreneurs and the Center for the Visually Impaired.

## **2. Active Memberships Sponsored By MARTA**

In this connection, MARTA has significantly increased its efforts to overcome linguistic, institutional, cultural, economic, historical or other barriers that prevent minority and low-income people and populations from effectively participating in MARTA's decision-making process and employment opportunities. These efforts include increased memberships/sponsoring of LEP organizations, specialized training developed for LEP individuals, employee education, community forums/public hearings, attending LEP events and certification of LEP DBE's. The Office of Diversity and Equal Opportunity's continuous, coordinative and cooperative pursuit of the efforts identified often require the involvement of our aforementioned partners. This is the case because of their required involvement, program overlap, and need for informational exchange. Examples of the types of comprehensive efforts that have been initiated and implemented include the following:

- Georgia Black Chamber of Commerce (Membership training and education programs)
- Georgia Hispanic Chamber of Commerce (Networking events and DBE Certification Workshop)
- Georgia Minority Supplier Development Council
- Latin American Association (Recruitment source and Cultural Diversity)
- National Association for the Advancement of Colored People (NAACP)

## **3. Community Outreach**

a. MARTA has engaged in the following efforts to reach out to communities. MARTA has served on Boards and given volunteer support to ethnic organizations such as the National Association of Minority Contractors – Georgia Chapter, the Greater Atlanta Economic Alliance, Georgia Black Chamber of Commerce, Minority Business Development Agency and the Georgia Minority Supplier Development Council.

b. MARTA has participated through in-kind services and volunteer support of annual events sponsored by ethnic, minority, persons with disabilities and women's organizations such as:

- The Atlanta Tribune Magazine
- Atlanta Business League
- Latin American Association
- Georgia Minority Supplier Development Agency
- National Association for the Advancement of Colored People (NAACP)
- National Association of Asian American Professionals (NAAAP)

#### 4. **Internal Management Initiatives**

- a. Encourage leadership to create an environment of inclusion, which values differences.
- b. Ensure that candidates for executive, manager, or supervisor positions have certain leadership competencies which include “Cultural Awareness.” Hiring officials are accountable for ensuring that the candidates provide examples which demonstrate possession of such competencies.
- c. Build accountability for hiring, retaining, and developing a diverse, high-quality workforce into the annual performance reviews for executives, managers and supervisors.
- d. Retain a wider pool of talent by implementing formal and informal mentoring programs, diversity roundtables and encourage network and support groups.

#### 5. **Human Resources Initiatives**

- a. Attract a wider pool of talent by expanding recruiting efforts to specifically target audiences through periodic job fairs, selected college and professional affiliation groups.
- b. Identify sources of outreach for AA group members. Learn where the candidates go to find job information - making sure that MARTA’s message of it being an Equal Employment Opportunity employer is visible. Consider using a variety of common job search locations such as: minority or women student associations, including associations for students with disabilities; professional organizations with the focus on AA group members; professional minority organizations; community newsletters, minority newspapers and periodicals; minority or women organizations, such as Urban League, NAACP, Centro Hispano, and Wisconsin Women’s Network; minority conventions and conferences; minority job fairs and libraries, especially those in racial/ethnic communities.
- c. Ensure that recruiters and selection panels work closely with human resources and the Office of Diversity and Equal Opportunity during the recruitment process.
- d. Widely publicize developmental opportunities for employees, such as detail assignments and leadership training, to give everyone interested a chance to participate in assignments that prepare them for higher-level positions.

#### 6. **Education and Outreach to Internal Stakeholders**

- a. MARTA will widely disseminate the Affirmative Action Plan goals throughout the Authority, and encouraging managers to conduct targeted recruitment in support of these goals.
- b. MARTA will provide detailed information and training to hiring managers and those involved in the hiring process regarding the Affirmative Action goals and efforts to meet those goals. The Office of Diversity and Equal

Opportunity will focus on broadening the understanding of all management personnel on the importance of a diverse and inclusive workforce through continued training and engagement.

- c. Training managers and supervisors in their AA/EEO responsibilities as well as educating them with the existing personnel and administrative tools to help them carry out their responsibilities in these areas. Educational opportunities are being prepared to inform hiring managers on how to best utilize and make progress towards established goals.

The Office of Diversity and Equal Opportunity will engage with Human Resources personnel, specifically recruiting staff for information and resource sharing. Specifically, sourcing with organizations and entities serving and representing the under-utilized groups to increase the representation of those groups in the applicant pools for upcoming vacancies. The Office of Diversity and Equal Opportunity has and will continue to identify Industry and Professional Associations and support sponsorship of events and membership in educational and training programs focused on career professionals, such as the Women in Transportation Seminar, Public Management Association. Information will also be provided to aid recruiters in ensuring applicants are effectively screened, full opportunities are provided for applicants to divulge full and accurate information so as to be screened properly and move through the competitive processes to hiring or promotion.

- d. MARTA will engage with the labor union to educate its management on the Affirmative Action Plan, the areas of under-utilization, especially those jobs or positions which it represents. It is anticipated that collaborative efforts between MARTA and the union will provide additional access to under-utilized jobs or positions in order to increase representation, especially of females, in conformity with the established placement goals.
- e. The Office of Diversity and Equal Opportunity will review internal human resources policies, processes, and operations to eliminate discrimination and to effectively attract qualified AA candidates.
- f. Additional support is planned for the Recruiting staff to better source diverse candidates for vacant positions through targeted recruitment.

## Section V

### MONITORING AND REPORTING

#### A. Monitoring Procedures

The Chief Compliance/EEO Officer meets with the General Manager/CEO monthly to provide notification of discrimination complaints, potential employment decisions that may negatively impact females and minorities and recommendations taken to address these issues.

By monitoring employment data and complaints of discrimination, the Chief Compliance/EEO Officer can determine whether the Authority's policies of nondiscrimination and affirmative action are being carried out and the degree to which MARTA is attaining its goals.

If this internal audit reveals that the performance of a department is unsatisfactory, the Chief Compliance/EEO Officer or his designee will work with Human Resources and the appropriate Senior Staff to achieve satisfactory corrective action. If this should not be effective, the Chief Compliance/EEO Officer will submit corrective recommendations to the General Manager/CEO.

**Complaints** - All employees may bring complaints of discrimination and harassment in accordance with MARTA non-discrimination policy, which can be found on the Office of Diversity and Equal Opportunity website. These complaints are investigated pursuant to the Authority's "Procedures for Resolving Complaints of Discrimination and Harassment." On a quarterly basis, the Office of Diversity and Equal Opportunity monitors complaints or requests for assistance. In addition, it identifies any patterns or trends that suggest areas requiring remedial action by the Office of Diversity and Equal Opportunity. For example, a disproportionately high number of complaints from a particular department, location or job group may trigger a special investigation or targeted training by the Office of Diversity and Equal Opportunity.

Continued efforts will be made to educate and inform the entire workforce of their rights to file complaints should they experience or observe actions that violate the Authority's anti-harassment or non-discrimination policies and to educate staff in an effort to reduce the likelihood that actions will be taken that might trigger complaints.

On an annual basis, the Chief Compliance/EEO Officer will evaluate and report to General Manager/CEO and Senior Management MARTA's progress in meeting EEO/AA goals. Progress will be measured through audits of specific employment practices and procedures (i.e. recruitment, selection processes, and job offers), along

with review and analysis of employment data. A Workforce Utilization Analysis, by department and individual EEO job categories, will be conducted to determine areas of concentration and/or under representation of minorities and females. Various lines of progression will be identified and monitored to ensure advancement of minorities and females, in accordance with their underutilization. Quarterly reviews of employment practices will be conducted to determine and report progress against goals. Necessary adjustments in recruiting efforts will be made to correct potential deficiencies.

On a triennial basis, the Chief Compliance/EEO Officer will prepare a utilization analysis and establish goals for all job groups showing underutilization. This activity is integrated into the development of an updated Affirmative Action Plan to be submitted for FTA approval.

Areas that MARTA will monitor as it relates to retention of diverse employees and the ability of MARTA to flourish with a more diverse workforce include:

- Review employee retention data.
- Review the number of discrimination complaints.
- Review and update training information to meet the needs of managers and employees.

Responsibility for successfully meeting our affirmative action goals belongs to the entire MARTA community. However, the responsibility for monitoring the representation of minorities and women within MARTA's workforce is assigned to the Executive Director of the Office of Diversity and Equal Opportunity. MARTA recognizes that ongoing review of progress towards its goal to eradicate underutilization is one of the most important elements in effectively implementing a written Affirmative Action Plan. The Authority applies an internal monitoring and reporting system to measure the effectiveness of our good faith efforts to achieve affirmative action goals. We diligently seek to keep management informed on a timely basis and present recommendations for improved effectiveness of policies, practices, and procedures. Components included in this system are described below:

## **B. Engagement with Human Resources**

With the implementation of the Oracle-based HRIS various personnel within Human Resources are responsible for tracking recruitment, applicant flow, hires, and promotions electronically. Also within Human Resources other units implement and track training. Efforts are ongoing to capture and maintain data related to discipline and terminations. To ensure that the Authority maintains a diverse workforce, the recruitment staff uses innovative methods and customized sourcing to provide diverse pools of candidates to hiring officials.

The Office of Diversity and Equal Opportunity monitors the current hiring practices of each area. The Office of Diversity and Equal Opportunity reviews every offer package before internal and external hires occur. The Office of Diversity and Equal Opportunity routinely monitors development of new job descriptions and conducts audits of existing job descriptions in order to ensure consistency and internal equity in salary grade, essential duties, qualifications, and responsibilities.

EEO/AAP reports from the HRIS databases are audited by the Office of Diversity and Equal Opportunity on a routine basis; and DEO presents to the Human Resources Department any necessary corrections to EEO coding or other appropriate adjustments.

### **C. The Office of Diversity and Equal Opportunity Activity**

The Office of Diversity and Equal Opportunity periodically reviews workforce data using reports generated from the Oracle systems, and brings problem areas to the attention of appropriate levels of management. The Office of Diversity and Equal Opportunity issues periodic workforce status reports to management. These reports provide breakdowns of their respective departments by gender and race. The Office of Diversity and Equal Opportunity also provides EEO/Affirmative Action guidance and training to management.

The Office of Diversity and Equal Opportunity routinely audits training programs to eliminate potential discrimination in participation rates. Any tests administered will be analyzed to ensure they are validated and that test results pose no adverse impact upon any group.

Progress towards meeting goals is measured semi-annually; necessary adjustments in recruiting efforts are made to correct potential deficiencies; and the Executive Director, DEO discusses the Authority's status with the executive level staff, management, and staff.

On an annual basis, summary statistics are collected; and gender/ethnicity reports on applicant flow, hires, promotions, transfers, training, discipline and terminations are analyzed. The Executive Director is responsible for the annual EEO/AAP analysis and reports results to the appropriate levels of management.

DEO files MARTA's biennial EEO-4 Report as required by federal guidelines. The EEO-4 report data is extracted from the Oracle system

## D. Measuring Success And Accountability

MARTA measures its Affirmative Action success in a variety of ways. Specific actions include:

- Creating and auditing Agency and Department Goals
- Reviewing outreach efforts
- Reviewing the diversity of applicant pools quarterly
- Reviewing departmental employment data on a quarterly basis as it relates to departmental goals
- Sharing employment data related to agency and departmental goals with departmental leaders and the executive leadership semi-annually
- An additional layer of Affirmative Action success that is less easy to measure but is of equal importance is the ability of MARTA to attract, welcome and flourish with a more diverse workforce.
- Promote an environment of respect and professionalism. Maintain a harassment and discrimination-free workplace; regularly review policy information on the MARTA net.

## Section VI

### EMPLOYMENT PRACTICES AND PROCEDURES

An assessment of employment practices was conducted in order to ensure that the Authority's commitment to Equal Employment Opportunity and Affirmative Action is being fully implemented and to identify the extent to which problems may arise and/or exist. MARTA's key employment related practices and procedures are synopsized below.

#### A. Recruitment and Selection Procedures

##### 1. Recruitment Plan

MARTA will experience high retirement and exodus of employees due to the on-going and increasing retirement of the "baby boomers". As a result MARTA faces significant challenges to retain business and institutional knowledge and expertise within its ranks while at the same time recruiting new employees with diverse experiences and backgrounds that will enable MARTA to be a vibrant successful employer of choice. The Authority has and will continue to actively employ a multi-faceted approach to recruit talent, including from protected groups for positions where under-utilization has been identified. Recruiting of individuals with disabilities will also be emphasized. Recruitment for agency positions is the responsibility of every manager and supervisor who has authority to make hiring decisions. The Department of Human Resources and the Office of Diversity and Equal Opportunity will partner with agency managers establishing recruitment contact relationships within diverse communities, and providing technical support as needed. The recruitment plan will be paired with the retention plan to form a seamless and comprehensive workforce strategy.

The Authority will take a multi-faceted approach to actively recruit protected group members for positions in the agency. Recruitment of individuals with disabilities will be emphasized. We will engage in mutually beneficial partnerships with community organizations designed to provide employment services to people with disabilities as a part of our recruitment efforts.

Listed below are the various methods we will employ in the area of recruitment during the period of this Plan:

## 2. Internal Recruitment Activities

MARTA employees will continue to be informed of internal positions in a variety of ways, including:

- Direct intranet links to MARTA positions
- Posting on bulletin boards in their work area

Position announcements will be distributed via the internet, to various and diverse local, regional and community media publications, community groups, and by way of personal contacts in order to ensure receipt by the widest possible audience. We will periodically review these recruitment efforts to determine the level of success.

### a. Job & Community Fairs

MARTA's recruiters have and will continue to attend job fairs and community fairs during the term of this Plan when it is notified and based upon available resources. Specifically there has been focused attention to veterans through the efforts and attendance of one of the recruiters at 10 such events alone geared to the employment or re-employment of veterans.

### b. Recruiting Efforts

- When hiring opportunities occur, MARTA has requested that employment agencies and other sources refer qualified individuals with disabilities, disabled veterans, and Vietnam era veterans for consideration.
- Recruiting sources are informed of MARTA's policy of nondiscrimination and affirmative action.
- Personnel involved in the recruitment, screening, selection, promotion, disciplinary, and related employment processes are trained to enhance awareness of our commitments.
- MARTA recruits applicants for employment on the basis of their demonstrated ability and competence and without regard to the applicant's physical or mental disability where that disability does not interfere with the applicant's ability to perform the job.
- Sources likely to yield qualified disabled veterans and Vietnam era veterans as applicants are identified and included in our recruiting efforts. The veterans' representative at the state employment office is notified of suitable open positions and representatives of other veterans' organizations are contacted where the need is justified. Job fairs are conducted on military installations in the Southeast region.
- The Authority's policy regarding employment of Vietnam and disabled veterans and other disabled individuals is discussed in employee orientation and management training programs.

- The Authority seeks to create opportunities to increase outreach to disabled individuals by offering non-safety sensitive positions with duties that can be performed by individuals with disabilities, with reasonable accommodations.
- Referrals are actively sought from organizations serving individuals with disabilities.

c. Recruitment Outreach

The Office of Diversity and Equal Opportunity will continue to inform collaborative partners and the general community regarding employment opportunities with the Authority. Employment opportunity information will be provided via the Authority's internet career opportunities site.

We will provide information to all individuals interested in working for MARTA to educate them of the Authority's career opportunities as these request occur. This information will also be made available to current temporary and contract staff that want to learn how to gain access to permanent employment with the Authority.

We will also continue to enhance our partnership with managers and supervisors through education regarding recruitment strategies, providing them access to multi-cultural resources, and by encouraging them to participate in various internal and external department recruitment and outreach efforts.

d. Advertising

In addition to advertising specific vacancies in community newspapers, the Recruiting Office will utilize electronic media, and posting of internships and job opportunities with universities and diversity groups.

e. Visibility

The Office of Recruiting, the Office of Diversity and Equal Opportunity, the Office of External Affairs and other Authority program staff will continue to partner in representing the Authority at community events.

f. Educational Outreach

We will also explore the creation and management of paid and unpaid internships as well as job shadowing experiences for students in a variety of fields. The Office of Recruiting will work with managers and supervisors to identify and share diversity and affirmative action best practices.

g. Relationships

We will strengthen our current relationships with community partners (serving people with disabilities, people of color and women) as well as develop new ones. These relationships will be cultivated through:

- In-service learning opportunities for MARTA staff
- Immersion experiences in the Community
- Partnerships with a wide variety of community organizations (i.e. diversity roundtables and institutes, professional organizations, educational institutions, churches, non-profit organizations, etc.)

### 3. **Conducting quantitative and qualitative analysis of agency turnover**

- a. Quantitative Analysis – We will continue to monitor the patterns of separation and other employment trends that may affect turnover. Quantitative data will be available on both a quarterly and annual basis
- b. Qualitative Analysis – In order to apply the most appropriate turnover reduction strategies, first, the cause of turnover behavior must be determined. We will accomplish this task via interviews, surveys, community town hall meetings and other information-gathering methods when resources are available. Qualitative information will be available on both a quarterly and annual basis.

### 4. **Advising Authority leadership of trends and solutions**

- a. Each quarter, MARTA Recruiting Office will provide the Office of Diversity and Equal Opportunity a “snapshot” of employee retention data (quantitative and qualitative)
- b. Annually, the Manager of Recruiting will meet with department heads (AGMs or Directors) to advise them of their trends and make recommendations to remedy disproportionate patterns.

### 5. **Implementation of efforts to reduce “avoidable” turnover:**

Avoidable turnover includes voluntary resignation of positions. We will also review transfers to other transit agencies and non-certifications (employees who do not pass the designated probation period). We will continue our efforts to reduce avoidable turnover. The efforts will be based on trends identified through data analysis, which includes but is not limited to:

- |                               |                            |
|-------------------------------|----------------------------|
| • Employee Orientation        | • Employee Recognition     |
| • Employee Surveys            | • Mentorship               |
| • Performance Management      | • Professional Development |
| • Early Conflict Intervention |                            |

### 6. **Work Environment Improvement**

Employers who provide a safe environment where employees are free to share their ideas and opinions are more likely to retain diverse talent. The Authority is committed to workforce development and open communication, and DEO will partner with departments and work units to accomplish these aims. We will work to implement methods to gather feedback from our employees.

## 7. Performance Management

When employees are clear about their expectations, have constructive feedback on an on-going basis and work with their supervisors to construct an individual development plan they are less likely to leave an organization. A performance management toolkit is available for supervisory use.

The Human Resource Department provides information to managers. This office will work towards a goal of assisting and encouraging managers, supervisors and administrators in the completion of performance reviews and individual development plans of all MARTA staff during the time period of this Plan. DEO will be available to work with supervisor and representatives of the bargaining units upon request to identify barriers employees have in meeting performance expectations and work on initiatives that will produce measurable results.

8. **Goals** and timetables are depicted in the utilization analysis Section IV of this Affirmative Action Plan. MARTA makes every *good faith effort* to recruit qualified minorities and women not presently in the workforce in order to meet hiring goals established through the utilization analysis. Strategies for accomplishing this objective include:

- a. Advising local vocational schools of employment opportunities that occur.
- b. Partnering with Concurrent Technologies Corporation and its bus operator training and placement program. This program provides quarterly referrals of qualified bus operator candidates most of whom are hired. Females are the primary participants in the welfare-to-work opportunity for traditionally hard to place individuals. Trainees receive academic education, work-based competencies, soft skill training (i.e. positive workplace behavior, team building strengths, managing work/family life, decision-making, and personal accountability), pre and post employment job coaching, basic job skills (i.e. diversity and disability sensitivity, customer service skills, and introduction to computer technology), time management, respecting policies and procedures, preparation for the written portion of the state CDL exam, and basic Spanish for bus operators.
- c. Acting as a supportive proponent for Concurrent Technology to expand its welfare-to-work training program to Asian and Hispanic populations.
- d. Placing ads in newspapers whose primary audience is Hispanic; posting handbill announcements at stores and supermarkets in the Buford Highway neighborhoods with large numbers of Hispanic residents; and attending job fairs to increase visibility to Hispanic residents (i.e. Latin American Association, Hispanic Job Fair, Mexican American Job Fair, and Latin American Job Fair).

- e. Efforts to increase the pool of Hispanic candidates, which are yielded, increased new hires in Customer Service Assistants, Customer Information Specialists, and Station Agent positions. MARTA projects a need for Spanish/English bilingual candidates for future faregate positions and will aggressively seek relationships with organizations, which can provide such candidates.
- f. Forwarding job announcements to Asian groups such as Chinese Community Center and Asian American Association.
- g. Establishment of a proactive action plan to identify the Asian populations who are segmented in pockets throughout our metro communities so we can define the recruiting areas and develop affirmative strategies to obtain qualified candidates from this minority group.
- h. Partnering with the Department of Labor, Workforce Development Program for bi-lingual candidates to earn their CDL licenses.
- i. Seeking to develop initiatives to diversify the pool of transit police candidates. Small police departments outside the metro area as far west as Tennessee, Oklahoma, and Ft. Leavenworth, Kansas have been targeted for candidates; and newspaper ads have been placed in these communities.
- j. Recruiting at military organizations, which have been found to be an excellent source of widely diverse candidates, representative of the general population. Use of a variety of other groups and organizations as recruiting sources targeted to yield diverse candidates, including:
  - Center For The Visually Impaired
  - Atlanta Hispanic Chamber of Commerce
  - Central M. University Army Education Center
  - Cobb Senior Services
  - Development Disabilities
  - ADA Exchange
  - People Making Progress
  - Goodwill Industries
  - South Fulton Senior Services
  - Disability Link
  - Fulton Disabilities Affairs

## **9. Retention Plan**

MARTA will strive to affirmatively ensure Equal Employment Opportunity to retaining a diverse composite of talented and qualified employees, with emphasis on under-represented individuals. The responsibility for these retention efforts to be successful lies with all employees. The Authority's retention strategy is a multi-faceted approach, guided by Human Resources, authority management and the Affirmative Action Administrator.

Through experience, we have found that the best way to retain valuable employees is to provide them with a variety of mechanisms to feel supported within the workplace. Our primary focus will be: to anticipate future needs for talent, cultivate our employee's knowledge, skills, and abilities in order to prepare them for advancement opportunities, and to continuously enhance all of our efforts so that employees view the Authority as a preferred place in which to work.

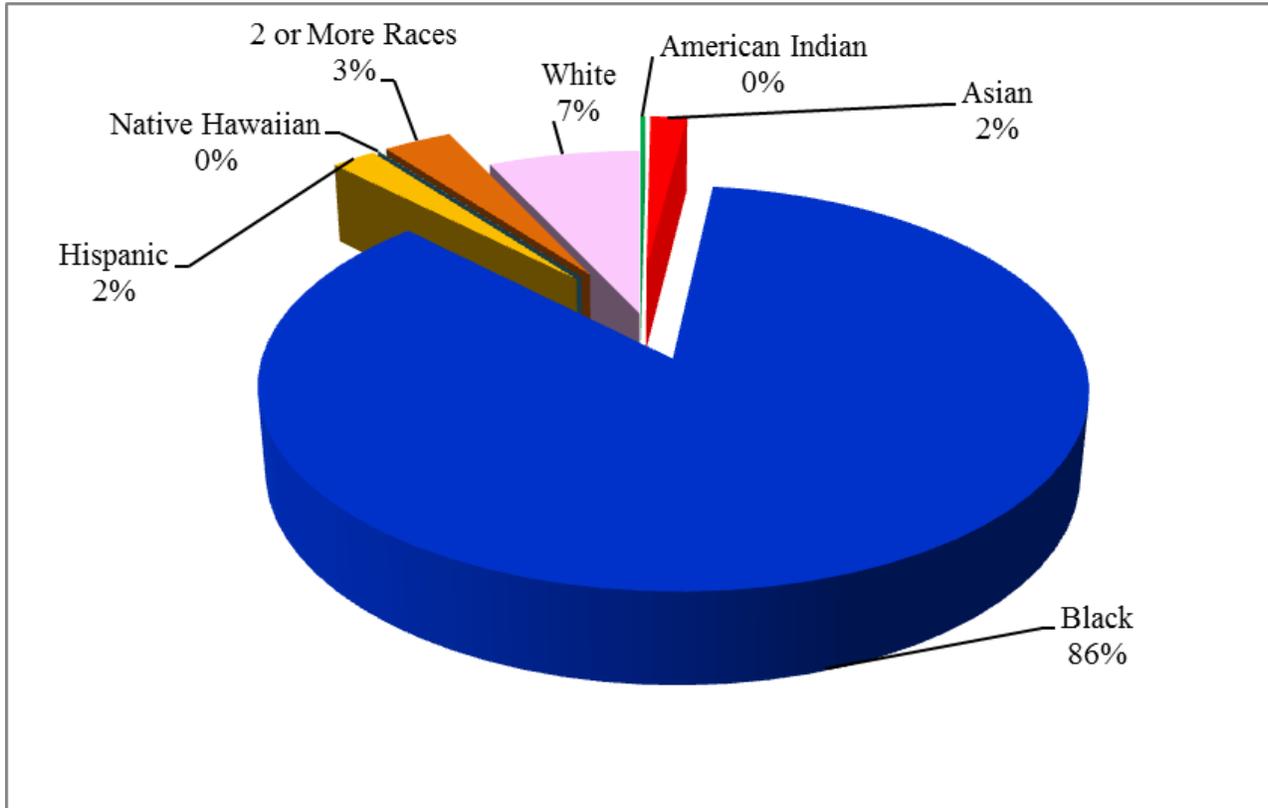
To improve the rate of retention of talented employees, we will continue with current efforts and integrate new approaches. These efforts will consist of:

- Conducting quantitative and qualitative analysis of agency turnover
- Advising agency leadership of trends and solutions
- Implementation of efforts to reduce turnover in areas identified through analysis
- Implementation of efforts to create and promote employee development opportunities
- Encourage employees to seek out career development opportunities

## **B. Applicant Flow Analysis**

Applicant flow data has been compiled since MARTA implemented its on-line recruiting process. The available data reflects that 16,888 applications were submitted to the Authority. The chart below reflects the demographic breakdown by race and ethnicity. It should be noted that the rate of Asians and Hispanics, two minority groups recognized as under-utilized, applying for positions with MARTA is essentially equal. It is not possible to analyze the applicant flow by gender due to the fact that a significant number of applicants identified their race/ethnicity but do not identify their gender. There are tables below which show the actual numbers of males, females, and others that applied for positions and identified themselves by race and ethnicity.

## Applicant Breakdown by Race & Ethnicity



## Applicant Breakdown by EEO Category and Gender

Applicants Job Categories	Females						Female Total
	American Indian	Asian	Black	Hispanic	2 or More Races	White	
Administrative support	3	12	2112	34	109	46	2316
Officials and administrators	1		152	5	4	17	179
Para-professional			25		3	3	31
Professionals	1	58	2385	51	95	142	2732
Protective service workers	4	3	1264	23	52	34	1380
Service/Maintenance	4	2	1425	12	42	5	1490
Skilled craft workers			58		4	1	63
Technicians		2	70	2	2	9	85
<b>Grand Total</b>	<b>13</b>	<b>77</b>	<b>7491</b>	<b>127</b>	<b>311</b>	<b>257</b>	<b>8276</b>

## Applicant Breakdown by EEO Category and Gender (Continues)

Applicants Job Categories	Males						Male Total
	American Indian	Asian	Black	Hispanic	2 or More Races	White	
Administrative support	4	25	910	29	35	49	1052
Officials and administrators	2	16	210	7	12	117	364
Para-professional			8			1	9
Professionals	5	99	2099	78	96	468	2845
Protective service workers	2	6	877	29	19	82	1015
Service/Maintenance	5	20	1636	46	36	60	1803
Skilled craft workers	6	50	871	30	25	94	1076
Technicians	1	3	150	8	7	30	199
<b>Grand Total</b>	<b>25</b>	<b>219</b>	<b>6761</b>	<b>227</b>	<b>230</b>	<b>901</b>	<b>8363</b>

Applicants Job Categories	Gender Unknown						Total
	American Indian	Asian	Black	Hispanic	2 or More Races	White	
Administrative support			54	1	1	1	57
Officials and administrators			3			1	4
Para-professional			1	1			2
Professionals	1	2	73	1	7	16	100
Protective service workers			30			1	31
Service/Maintenance			28				28
Skilled craft workers			18		1	3	22
Technicians			3			2	5
<b>Grand Total</b>	<b>1</b>	<b>2</b>	<b>210</b>	<b>3</b>	<b>9</b>	<b>24</b>	<b>249</b>

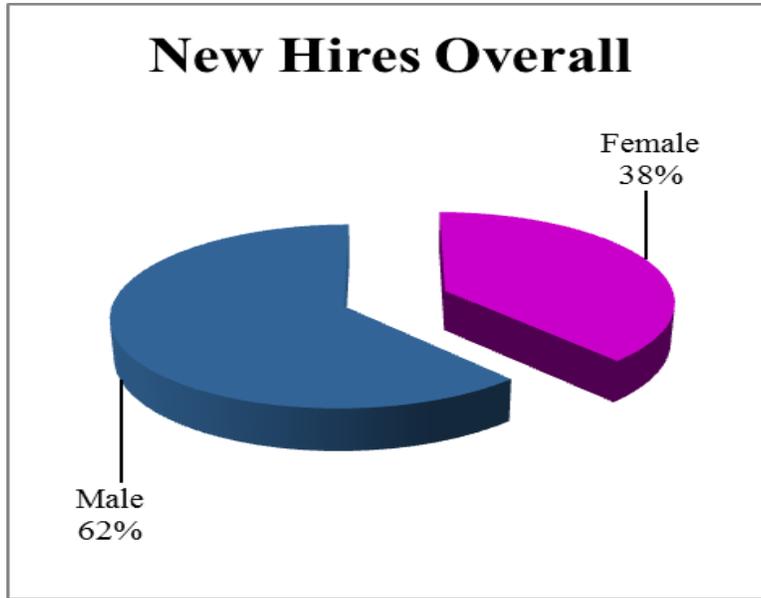
### C. New Hires

Data regarding new hires reflects 710 new employees were hired during the plan period. The breakdown of new hires by gender and race are shown in the two tables below.

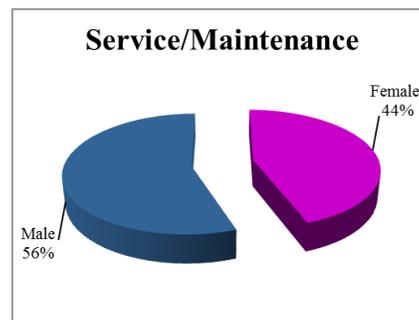
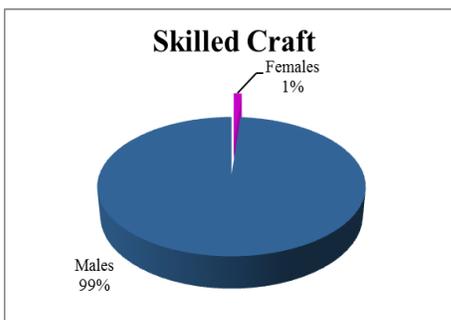
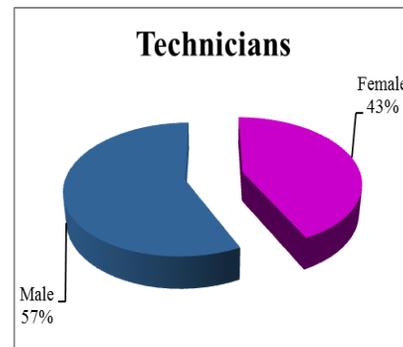
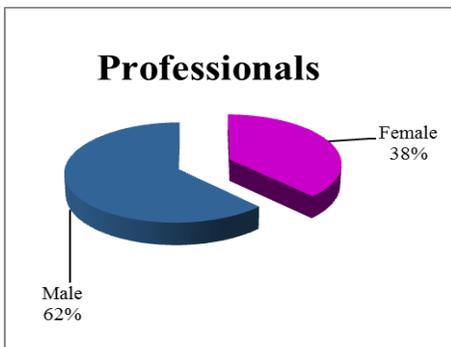
Job Categories	Females						
	American Indian	Asian	Black	Hispanic	2 or More Races	White	Total
Administrative support			39	4			43
Officials and administrators			3				3
Professionals		4	37	3	1	6	51
Protective service workers			9			1	10
Service/Maintenance	1		154	1	4		160
Skilled craft workers			1				1
Technicians			3				3
<b>Grand Total</b>	<b>1</b>	<b>4</b>	<b>246</b>	<b>8</b>	<b>5</b>	<b>7</b>	<b>271</b>

Job Categories	Males						
	American Indian	Asian	Black	Hispanic	2 or More Races	White	Male Total
Administrative support		2	21	2		4	29
Officials and administrators		1	5			3	9
Paraprofessionals			1				1
Professionals		6	47	1	2	28	84
Protective service workers		1	22	1	1	6	31
Service/Maintenance	1	4	181	5	4	5	200
Skilled craft workers		4	61	3	1	13	82
Technicians			2			1	3
<b>Grand Total</b>	<b>1</b>	<b>18</b>	<b>340</b>	<b>12</b>	<b>8</b>	<b>60</b>	<b>439</b>

The overall hire rate of females during the Plan period has been 38%.



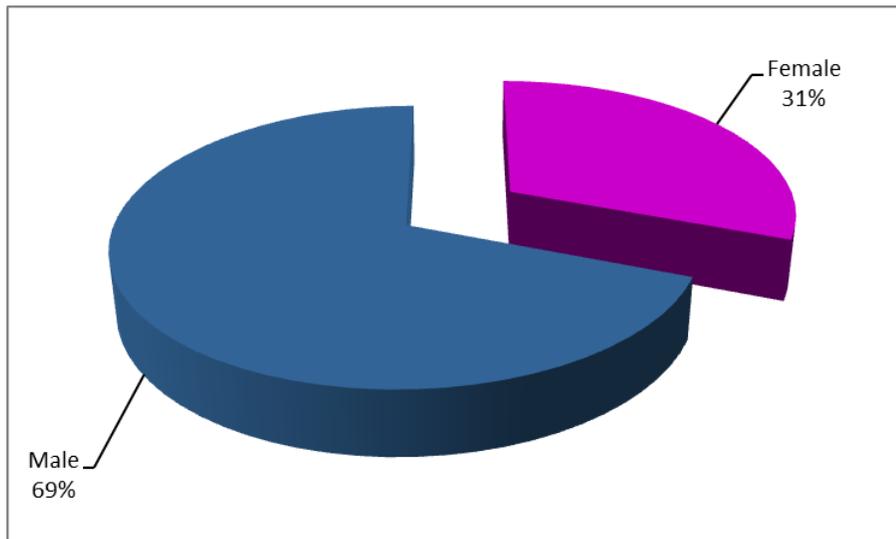
Given the underutilization of females in four job groups (Professionals, Technicians, Skilled Craft and Service/Maintenance Workers) it should be noted for the Professionals, Technicians, and Service/Maintenance job groups females were hired at a percentage rate higher than the overall representation of females within the Authority. This evidences MARTA's commitment to solicit and recruit female applicants across all job groups.



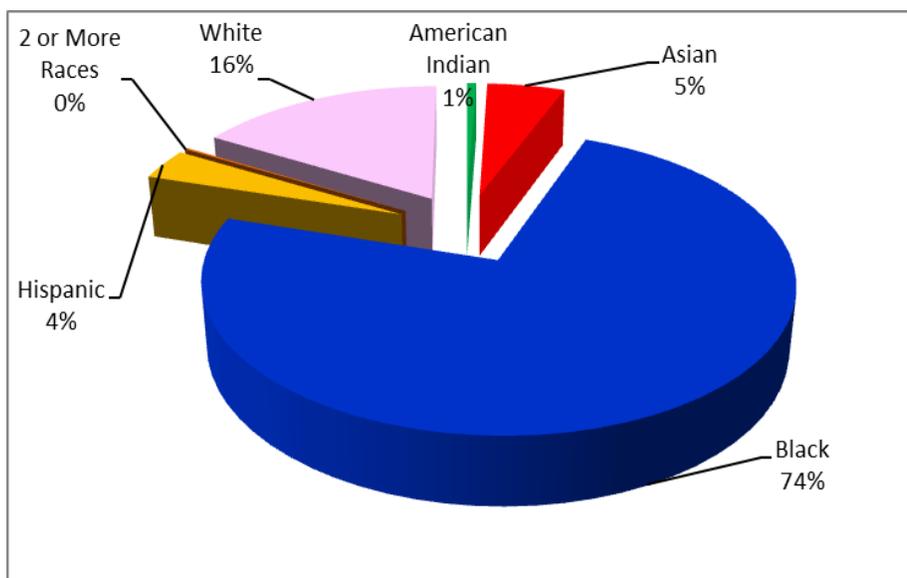
## D. Promotions

During the reporting period of this plan, there were 692 promotion actions taken. Two hundred and thirteen (213) female employees were promoted and four hundred and seventy-nine (479) male employees were promoted. (see the charts below)

### Promotions by Gender



### Promotions by Race & Ethnicity



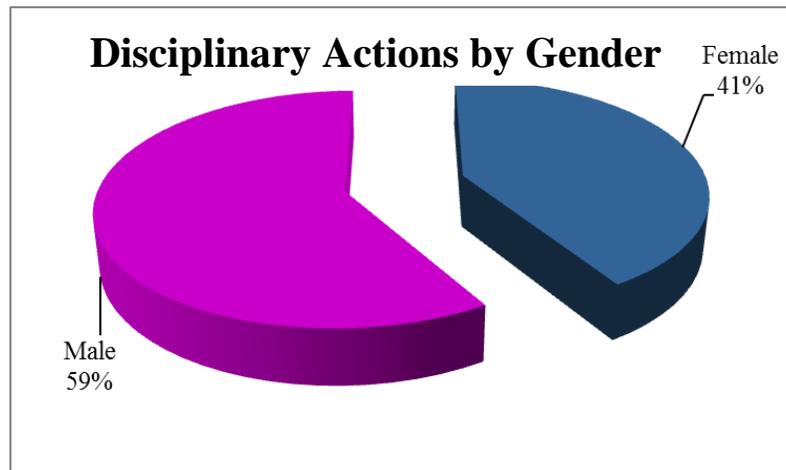
Analysis indicated that the identified target minority groups, Asians and Hispanics were promoted at a rate slightly higher than their overall percentage representation in MARTA's workforce. The rate of promotion of females compared to males fairly closely mirrors the overall representation of females to males in MARTA's workforce. The tables below reflect the job categories with the actual numbers of employees promoted broken down by gender and race.

<b>Promotions</b>		<b>Females</b>				
<b>Job Categories</b>	<b>American Indian</b>	<b>Asian</b>	<b>Black</b>	<b>Hispanic</b>	<b>White</b>	<b>Female Total</b>
Administrative support	1		48	1		50
Officials and administrators		1	1			2
Professionals	1	1	79	7	9	97
Protective service workers			6			6
Service/Maintenance			40	1	1	42
Skilled craft workers			10			10
Technicians			6			6
<b>Grand Total</b>	<b>2</b>	<b>2</b>	<b>190</b>	<b>9</b>	<b>10</b>	<b>213</b>

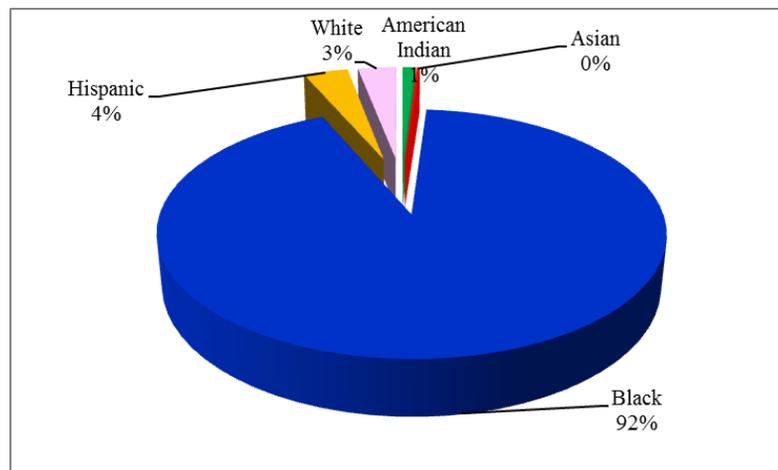
<b>Promotions</b>		<b>Males</b>					
<b>Job Categories</b>	<b>American Indian</b>	<b>Asian</b>	<b>Black</b>	<b>Hispanic</b>	<b>2 or More Races</b>	<b>White</b>	<b>Total</b>
Administrative support			23				23
Officials and administrators			1			6	7
Professionals	1	13	118	6		37	175
Protective service workers		1	14			1	16
Service/Maintenance	1	4	95	6		11	117
Skilled craft workers	1	6	92	4	1	22	126
Technicians		1	11	1		2	15
<b>Grand Total</b>	<b>3</b>	<b>25</b>	<b>354</b>	<b>17</b>	<b>1</b>	<b>79</b>	<b>479</b>

## E. Disciplinary Actions

MARTA has endeavored to establish mechanisms to capture and document disciplinary actions taken for monitoring and review. During the reporting period of this plan, there were approximately 1412 disciplinary actions available for review and analysis. Five hundred and eighty-two (582) disciplinary actions were taken against female employees and eight hundred and thirty (830) were taken against male employees.



### Disciplinary Action by Race & Ethnicity

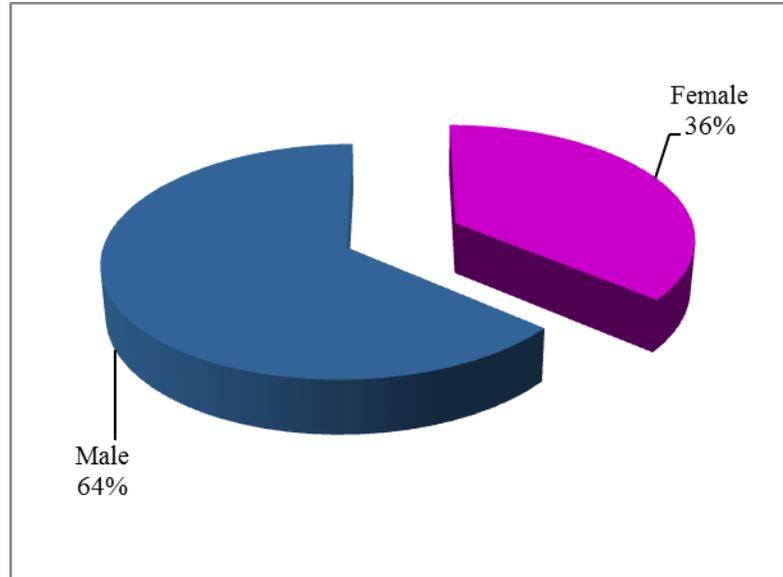


Analysis indicated that the rate of disciplinary actions against female employees was somewhat higher than the overall percentage representation of females within MARTA's workforce, but not significantly so. It should also be noted that the data reviewed contains repeated disciplinary actions for a relevant number of employees, thereby skewing the breakdown based on both gender and race/ethnicity.

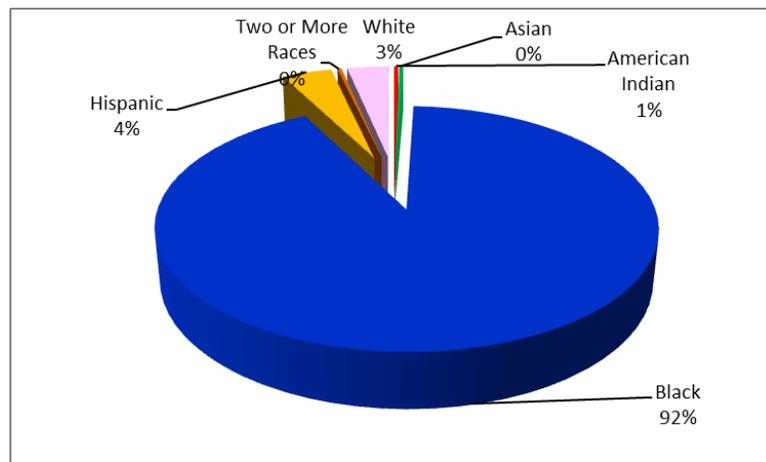
## F. Terminations and Separations

During the Plan period 808 employees were involuntarily terminated.

### Involuntary Terminations By Gender



### Involuntary Terminations by Race and Ethnicity



The charts below reflect the breakdown based on gender and race/ethnicity and the reason for termination of each employee.

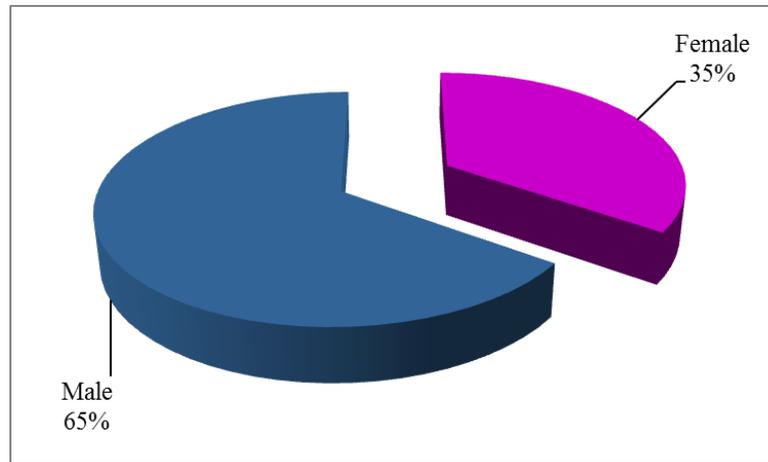
Termination Reason	Females						
	American Indian	Asian	Black	Hispanic	Two or More Races	White	Female Total
Deceased			6			1	7
Disability Retirement			3			1	4
Dissatisfaction Current Employment						1	1
Early Retirement			61			3	64
Excessive Absenteeism			36	4		1	41
Excessive Accidents			5				5
Failed Probation			9	1		1	11
Falsification of Records			6	1		1	8
Insubordination			2				2
Involuntary Other			3				3
Misuse of MARTA Property			5				5
Resign Lieu Discharge			2				2
Staff Reduction	1		45	3		1	50
Unauthorized Absence			11	1			12
Unsatisfactory Performance			6				6
Violation of Distraction Policy			10				10
Violation of Drug & Alcohol Policy			16		1		17
Violation of Work Rules		1	40	2			43
Workers Compensation Settlement			13				13
<b>Grand Total</b>	<b>1</b>	<b>1</b>	<b>279</b>	<b>12</b>	<b>1</b>	<b>10</b>	<b>304</b>

Termination Reason	Males					
	American Indian	Asian	Black	Hispanic	White	Male Total
Deceased			25	1	5	31
Disability Retirement		1	10			11
Disorderly Conduct			1			1
Early Retirement		1	143	2	44	190
Excessive Absenteeism	1		24	2	1	28
Excessive Accidents			2			2
Failed Probation			17	1	4	22
Falsification of Records			5	3		8
Insubordination			1			1
Long Term Illness			2	1		3
Misuse of MARTA Property			2			2
Resign Lieu Discharge			4			4
Staff Reduction		1	42	9	6	58
Unauthorized Absence			14	1		15
Unsatisfactory Performance		1	7		3	11
Violation of Distraction Policy			7	1		8
Violation of Drug & Alcohol Policy		1	22	1	2	26
Violation of Work Rules	2		72	2	2	78
Workers Compensation Settlement			4		1	5
<b>Grand Total</b>	<b>3</b>	<b>5</b>	<b>404</b>	<b>24</b>	<b>68</b>	<b>504</b>

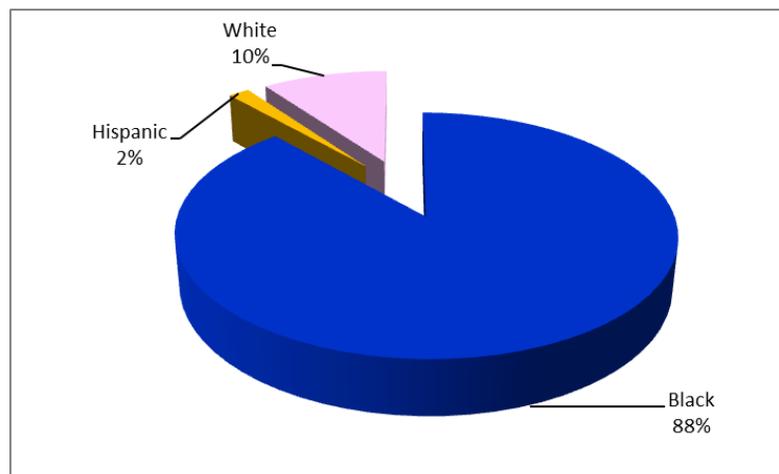
## G. Demotions

A total of 121 employees were demoted during the plan period. The chart below reflects the overall breakdown of those demoted by gender and race/ethnicity.

### Demotions By Gender



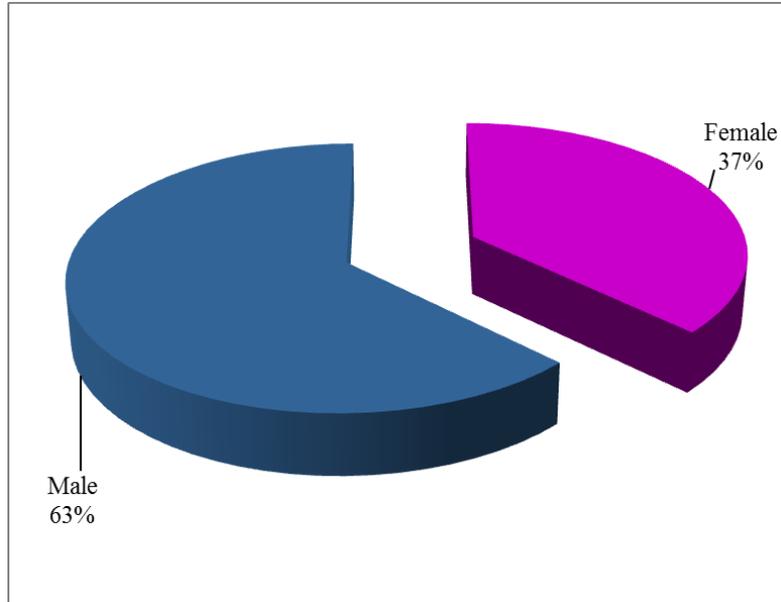
### Demotions by Race and Ethnicity



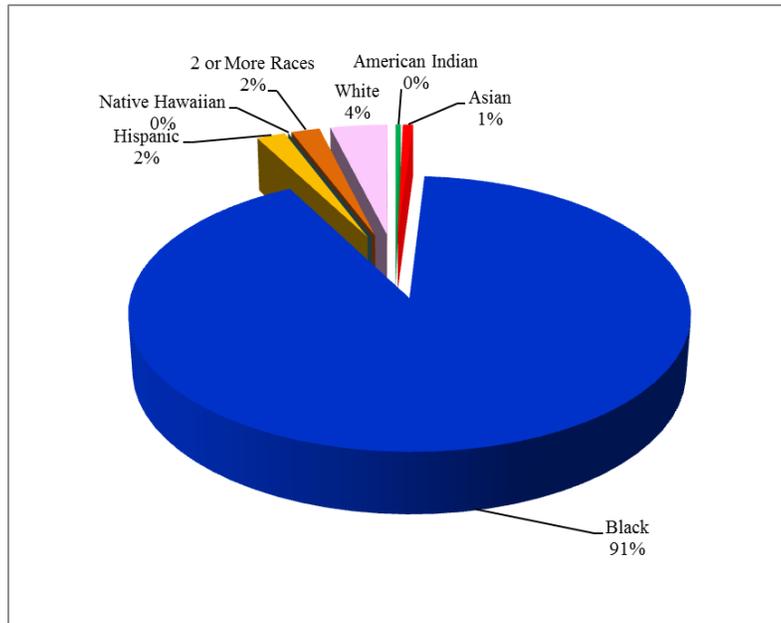


to MARTA employees at all levels. The charts below reflect the breakdown of employees trained in civil rights and diversity-related issues during the plan period by gender, job group and race/ethnicity.

### Training Participants By Gender



### Training Participants by Race and Ethnicity



Trainings Attended by Job Category	Females						
	American Indian	Asian	Black	Hispanic	2 or More Races	White	Female Total
<b>American With Disabilities</b>	<b>1</b>	<b>2</b>	<b>238</b>	<b>5</b>	<b>5</b>	<b>10</b>	<b>261</b>
Administrative support			30	1		3	34
Officials and administrators			2				2
Professionals		2	32	3	1	6	44
Protective service workers			12		1	1	14
Service/Maintenance	1		159	1	3		164
Skilled craft workers			1				1
Technicians			2				2
<b>EEO/Sexual Harassment</b>	<b>1</b>	<b>2</b>	<b>282</b>	<b>6</b>	<b>6</b>	<b>12</b>	<b>309</b>
Administrative support			39	1		3	43
Officials and administrators			1				1
Professionals		2	42	5	2	7	58
Protective service workers			14		1	2	17
Service/Maintenance	1		182		3		186
Skilled craft workers			1				1
Technicians			3				3
<b>Grand Total</b>	<b>2</b>	<b>4</b>	<b>520</b>	<b>11</b>	<b>11</b>	<b>22</b>	<b>570</b>

Trainings attended by Job Category	Males						
	Asian	Black	Hispanic	Native Hawaiian	2 or More Races	White	Male Total
<b>American With Disabilities</b>	<b>16</b>	<b>342</b>	<b>14</b>	<b>2</b>	<b>6</b>	<b>58</b>	<b>438</b>
Administrative support	2	16	2			4	24
Officials and administrators		1				3	4
Professionals	7	46	1		1	25	80
Protective service workers		21	1		1	6	29
Service/Maintenance	3	191	6	2	3	4	209
Skilled craft workers	4	64	4		1	16	89
Technicians		3					3
<b>EEO/Sexual Harassment</b>	<b>18</b>	<b>415</b>	<b>15</b>	<b>2</b>	<b>7</b>	<b>69</b>	<b>526</b>
Administrative support	3	23	2			4	32
Officials and administrators						3	3
Professionals	8	69	1		2	30	110
Protective service workers		20			1	7	28
Service/Maintenance	3	225	8	2	3	7	248
Skilled craft workers	4	74	4		1	17	100
Technicians		4				1	5
<b>Grand Total</b>	<b>34</b>	<b>757</b>	<b>29</b>	<b>4</b>	<b>13</b>	<b>127</b>	<b>964</b>

## I. Compensation

MARTA has written compensation policies and standardized pay practices. These policies and procedures and salary structure are outlined in policy statements available to all employees on-line. Compensation is committed to having a total compensation program that attracts, retains, and motivates a highly qualified and competent workforce and provides employees with a total compensation package that is competitive with other leading organizations.

### 1. Salary Administration:

- MARTA's compensation program includes wages and salary ranges that reflect the value to the Authority, as determined by a system of job evaluations and reviews, taking into account education, experience, skills, job complexity, problem solving skills, level of supervision received, accountability for planning and budgetary impact of decision-making.
- MARTA ensures that compensation practices comply with all federal and state laws and support the Authority's on-going commitment to equal employment opportunity initiatives.
- All full-time, part-time and contract employees are assigned a pay grade and/or appropriate pay rate, based on duties, responsibilities, and internal equity based on current pay rates of comparable positions.

### 2. Comparative Salary Analyses

The charts below reflect a comparative analysis of salaries paid by job group, gender and race/ethnicity.

<b>Average of Annual Salary</b>	<b>Female</b>	<b>Male</b>	<b>Overall Average</b>
Administrative Support	\$33,361.71	\$36,865.13	\$34,458.13
Officials and administrators	\$115,929.42	\$141,561.23	\$131,075.49
Professionals	\$62,705.43	\$64,793.70	\$64,087.58
Protective service workers	\$45,538.39	\$49,527.65	\$48,393.86
Service/Maintenance	\$33,015.64	\$35,837.83	\$34,704.55
Skilled craft workers	\$42,497.11	\$42,963.29	\$42,944.24
Technicians	\$57,203.73	\$56,344.83	\$56,603.34
<b>Grand Total</b>	<b>\$40,840.57</b>	<b>\$45,690.30</b>	<b>\$43,944.44</b>

Average of Annual Salary By Race/Ethnicity	American Indian	Asian	Black	Hispanic	White	Overall Average
Administrative Support	\$31,492.50	\$39,388.51	\$34,042.51	\$31,463.15	\$43,735.05	\$34,458.13
Officials and administrators		\$204,100.13	\$127,804.07	\$101,893.22	\$128,819.43	\$131,075.49
Professionals	\$63,653.79	\$76,279.31	\$61,400.21	\$58,279.73	\$71,163.07	\$64,087.58
Protective service workers	\$45,032.00	\$47,846.93	\$48,447.18	\$50,916.67	\$47,776.95	\$48,393.86
Service/Maintenance	\$35,738.56	\$38,457.60	\$34,584.93	\$36,946.43	\$39,028.92	\$34,704.55
Skilled craft workers	\$43,255.68	\$43,274.01	\$42,837.73	\$43,298.98	\$43,214.01	\$42,944.24
Technicians	\$43,118.40	\$49,316.80	\$56,510.20	\$58,249.00	\$58,992.17	\$56,603.34
<b>Overall Average</b>	<b>\$45,855.14</b>	<b>\$59,689.21</b>	<b>\$41,803.79</b>	<b>\$44,135.59</b>	<b>\$59,306.29</b>	<b>\$43,944.44</b>

## Section VII

# EXHIBITS

# **Authority's Policy Documentation**

# Complaint Process and Procedures

# Summary of Progress Against 2010 – 2013 Goals

# Summary of 2014 – 2017 Goals

# Documentation of Education and Outreach

# Supporting Workforce Documentation