



Equal Employment Opportunity Program

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List of Effective Pages

Title	Revision	Effective Date	Section	Page(s)

PREFACE

This document has been prepared by the EEO Office of Compliance in consultation with the Authority's Human Resources Department and General Counsel. Its objective is to comply with all Equal Employment Opportunity regulations as defined by UMTA Circular 4704.1 "EEO Policy and Requirements for Grant Recipients", and the State of Michigan's Executive Directives concerning Civil Rights Compliance in State and Federal Contracts.

SMART may change and/or delete portions of this program. In the event of a policy change, employees will be notified.

All data and statistics represent employment practices over a three year period. The Authority uses data from a three (3) year period beginning January 1st and ending on December 31st of each reporting period. The Authority uses the calendar year to allow for a timely submittal prior to the programs renewal month (March). Data and statistics in this document were compiled from January 1, 2009 to December 31, 2011.

To be consistent with the information provided to the EEOC, workforce goals are updated annually at the beginning of each fiscal year (July 1st). The Authority's EEO Goals are set annually using the data and statistics provided to the EEOC via the EEO-1 report. Therefore the data reported in Section 4.5 covers fiscal year periods, July 1 through June 30.

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1 INTRODUCTION

The following document establishes the Suburban Mobility Authority for Regional Transportation's (SMART) commitment to an Equal Employment Opportunity/ Affirmative Action (EEO/AA) program. As required by federal law, this EEO/AA program defines the Authority's obligation to eliminate discrimination based on race, color, sex, age, handicap, religion, ancestry, marital status, national origin, place of birth, sexual orientation or other non-merit factors within the Authority's hiring process and employment policies.

This document outlines specific policies and procedures to be used by the Authority's managers, supervisory employees and union representatives to maintain a discrimination-free workplace. The Authority's Human Resources department shall develop, implement and monitor a hiring process which ensures that all prospective employees will be given a fair and equitable consideration in all employment opportunities.

The Authority's General Manager directs the EEO Compliance Officer to be responsible for the creation, and implementation of an EEO/AA policy and plan which defines employment practices, creates goals/timetables, and provides an analysis of workforce utilization to identify areas of potential discrimination. The data collection and analysis is conducted and the document prepared by the EEO Compliance Coordinator under the supervision of the EEO Compliance Officer. The EEO Officer obtains approval from the Authority's General Manager. Once approved, these documents shall be made available to all employees. The Authority's EEO policy shall also be made available to the general public, applicants and organizations outside the Authority through postings at SMART's business offices, terminals, and the Authority's Internet website.

The EEO Compliance Officer shall have direct access to the General Manager regarding all aspects of the Authority's EEO/AA Program. Executives, managers and supervisory personnel shall be advised of the Authority's EEO policy through official correspondence, meetings and training sessions. All EEO guidance will emphasize an individual's responsibilities for implementation of the Authority's EEO/AA policy.

1.1 EEO Policy Statement

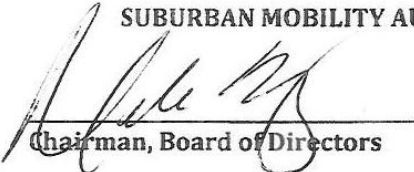
EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT

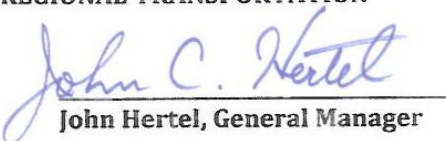
It is the policy of the Suburban Mobility Authority for Regional Transportation (SMART) to fully comply with all applicable Provisions of the Civil Rights Act of 1964, The Americans with Disabilities Act (ADA) of June 26, 1990, Elliott-Larsen Civil Rights Act of 1976 (PA. 453), the Vietnam Era Veterans Readjustment Assistance Act of 1972, all as amended. This policy pertains to the responsibility of SMART relating to employment practices including recruitment, selection, promotions, terminations, transfers, layoffs, compensation, training, benefits, and other terms and conditions of employment.

SMART is committed to prohibiting discrimination against employees and applicants based on their religion, race, color, national origin, age, sex, height, weight, sexual orientation, familial/marital status, veteran status, or physical or mental disability. SMART shall be proactive in its pursuit of a successful affirmative action program; this process shall include the use of diagnostic techniques such as goals and time tables to guarantee positive results. SMART recognizes that the successful implementation of an Equal Employment Opportunity program shall be beneficial to SMART by providing fuller utilization and development of previously underutilized human resources. SMART is committed to the development of processes and policies designed to overcome any effects of past discriminatory practices on minorities, women and the disabled.

In order to uphold this commitment, SMART has established an EEO program to be implemented and monitored by John Swatosh, Deputy General Manager of Administration and Equal Opportunity Compliance Officer. All applicants and employees have the right to file complaints alleging discrimination. These complaints shall be made to the Equal Opportunity Compliance Officer who shall be committed to ensuring the fair and equitable treatment of such allegations.

Furthermore, all SMART management personnel shall share in the responsibility of Equal Employment Opportunity compliance. Performance by managers and supervisors will be evaluated on the success of the Equal Employment Opportunity Program in the same way as their performance on other SMART goals.

SUBURBAN MOBILITY AUTHORITY FOR REGIONAL TRANSPORTATION

Chairman, Board of Directors


John Hertel, General Manager

Board Approval Date: 4/26/2012

1.2 EEO Policy Resolution

SUBURBAN MOBILITY AUTHORITY FOR REGIONAL TRANSPORTATION

RESOLUTION

Approval and Endorsement of SMART's Revised Equal Employment Opportunity Affirmative Action Policy

- Whereas, SMART is committed to prohibiting discrimination against employees and applicants based on their religion, race, color, national origin, age, sex, height, weight, sexual orientation, familial/marital status, veteran status, or physical or mental disability; and
- Whereas, The U.S. Department of Transportation and the Federal Transit Administration require the development of an EEO/AA Program; and
- Whereas, SMART has amended its present EEO/AA Policy to reflect John Swatosh has been assigned the duties of the Equal Employment Opportunity Compliance Officer; now therefore be it.
- Resolved, The Board of Directors of Suburban Mobility Authority for Regional Transportation approves the SMART EEO/AA Program Policy.

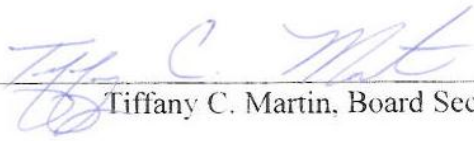
CERTIFICATE

The undersigned duly qualified Board Secretary of the Suburban Mobility Authority for Regional Transportation (SMART) certifies the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the Board of Directors of SMART.



Equal Employment Opportunity Program

April 26, 2012
Date


Tiffany C. Martin, Board Secretary

No. FY12-59

2 Designation of Personnel

The General Manager has the ultimate responsibility for the implementation of SMART's EEO program and has delegated responsibility for its implementation to the following individuals and departments.

2.1 EEO Compliance Officer

To ensure that SMART complies with its commitment to EEO conformity, the Authority has created the position of Equal Employment Opportunity Compliance Officer. This position shall reside in the office of the Deputy General Manager of Administration and DBE & EEO Compliance Officer. The individual assigned to this position shall implement and oversee SMART's EEO Program.

The EEO Compliance Officer shall:

- Develop and recommend EEO policy, EEO program, and internal and external communication procedures.
- Direct the collection and analysis of employment data that includes; separations, discipline, promotions, hires, underutilization, wage & salary administration and benefits. Assure the identification of any problem areas, the setting of goals/timetables and the development and implementation of corrective action programs.
- Design and implement an internal auditing and reporting system to measure program effectiveness. An emphasis shall be made to determine where progress has been made and where further action is needed.
- Have direct access to the General Manager on all aspects of the EEO/AA program, and shall report periodically on each department's progress in relation to the Authority's goals.
- Serve as SMART's liaison with Federal, State, and local governments.
- Create associations with local minority and women's groups, organizations representing the handicapped or other community-based groups.
- Assure that current legal information affecting affirmative action is disseminated to responsible officials.
- Assist in recruiting minority, disabled and women applicants and establishing outreach sources for use by hiring officials.
- Concur in all hires and promotions.
- Process employment discrimination complaints.

2.2 EEO Compliance Coordinator

The EEO Compliance Coordinator shall assist the EEO Compliance Officer with the administration of the EEO program.

The EEO Compliance Coordinator shall:

- Coordinate the Authority's Equal Employment Opportunity policy and program; communicates EEO policy and procedures both internally and externally.
- Interface with Federal and State agencies to ensure the authority is current with EEO requirements and revision of those programs.

- Recommend updates and changes to the EEO policy and procedures to the EEO/DBE Officer as needed.
- Monitor EEO compliance for the Authority and its contractors and consultants and report to the EEO Officer.
- Collect and analyze employment data to develop programs that identify problem areas. Sets goals and creates timetables to achieve goals as required by federal regulation.
- Design and implements auditing and reporting systems to measure EEO program effectiveness.
- Monitor regulatory information that may affect affirmative action and disseminates any changes to responsible officials.
- Assist the Human Resources Department in recruiting minority, disabled and women applicants and establishing outreach sources for use in the hiring process.
- Review all contract bid proposals to ensure prospective contractors and consultants are compliant with EEO regulations.
- Monitor the Authority's Complaint Hotline for any claims of discrimination relating to EEO and/or Title VI regulations.
- When directed, investigate claims of discrimination to determine the nature of the allegation and to recommend possible corrective actions.

2.3 Directors, Managers and Supervisors

Directors, Managers and Supervisors shall bear the responsibility of ensuring that SMART's EEO policies and programs are carried out. Directors, Managers and Supervisors are expected to carry out the following responsibilities as part of their job in implementing SMART's EEO program:

- Participating actively in periodic audits of all aspects of employment in order to identify and to remove barriers obstructing the achievement of specified goals and objectives.
- Holding regular discussions with direct reports to assure that SMART's policies and procedures are being followed.
- Reviewing the qualifications of all employees to assure that minorities, people with disabilities, and women are given full opportunities for transfers, promotions, training, salary increases, and other forms of compensation.
- Participating in the review and/or investigation of complaints alleging discrimination.
- Conducting and supporting career counseling for all employees.

3 AUTHORITY ORGANIZATION

Table 1 Workforce

Dept. Job Title or Number	Effective : 7/1/2011																	Current %				Availability Factor		% of Under-Utilization		GOAL	
	All Employees			MINORITY EMPLOYEES																							
				MALE							FEMALE							MIN		F							
	TOT	M	F	W	AA	HISP	API	AIAN	NHOPI	MULTI	W	AA	HISP	API	AIAN	NHOPI	MULTI	#	%	#	%	MIN	F	MIN	F	MIN	F
Officials and Managers	6	5	1	5	0	0	0	0	0	0	1	0	0	0	0	0	0	0%	1	17%	15%	39%	-15%	-23%	1	1	
Professionals	62	35	27	25	5	1	4	0	0	0	13	11	0	2	1	0	0	24	39%	27	44%	24%	49%	15%	-5%	(9)	3
Technicians	56	29	27	14	15	0	0	0	0	0	3	24	0	0	0	0	0	39	70%	27	48%	27%	57%	43%	-9%	(24)	5
Administrative Support	50	10	40	4	5	0	1	0	0	0	11	29	0	0	0	0	0	35	70%	40	80%	23%	77%	54%	74%	(27)	(37)
Craft Workers	112	112	0	52	57	2	1	0	0	0	0	0	0	0	0	0	0	60	54%	0	0%	16%	6%	26%	-61%	(29)	6
Service Workers	636	329	307	41	282	5	0	1	0	0	20	285	1	0	1	0	0	575	90%	307	48%	28%	61%	90%	48%	(397)	84

** The Authority's EEO Goals are set annually using the data provided to the EEOC via the EEO-1 report. This Table includes data as reported in the Authority's EEO-1 submission from July 1, 2011.



Equal Employment Opportunity Program

CHART 2 Dept. Job Title or Number	FUTURE PERIOD					NUMERIC GOALS FOR PROGRAM YEAR								% RATE OF ADDITION	ANTICIPATED WORK FORCE AS OF	PROJECTED % REPRESENTATION								
	ANTICIPATED		JOB OPENINGS			NEW HIRE				PROMOTIONS						12 MO	2 YR	3 YR		4 YR				
	ATTR	TOT	PRO	NEW HIRE	TOT	TOT		TOT		MIN		TOT						MIN	FEM	MIN	F	MIN	F	
						M	F	MIN	M	F	M	F	MIN			FEM	MIN							F
Officials and Administrators	1	1	1	1	2	1	1	1	1	0	0	0	1	1	83.3%	83.3%	6	0.0%	16%	16%	39%	39%	16%	39%
Professionals ()	14	14	3	4	7	2	2	3	2	3	1	2	4	7	93.0%	88.7%	63	49%	23%	49%	23%	49%	23%	49%
Technicians ()	6	6	7	2	9	1	1	2	3	5	2	5	4	11	92.1%	80.0%	55	76%	47%	76%	50%	76%	53%	76%
Administrative Support Workers ()	6	6	4	5	9	2	4	3	2	2	1	0	4	6	92.3%	88.5%	52	67%	79%	67%	79%	67%	79%	67%
Craft Workers ()	12	12	4	4	8	4	1	2	4	0	1	0	3	1	96.3%	98.5%	92	56%	0%	56%	0%	56%	0%	56%
Service Workers ()	103	103	1	82	83	52	31	71	1	0	1	0	71	31	86.3%	94.0%	575	90.0%	47.0%	90.0%	52.0%	90.0%	59.0%	90.0%

3.1 Represented and Non-Represented Employees

Employees at SMART are divided into two classifications: represented and non-represented.

Represented employees are paid on an hourly wage rate determined by a negotiated contract with the following Labor Unions, ATU Local 1564, AFSCME Local 1786, TEAMSTERS Local 247, and UAW Local 771. Negotiations are conducted every two to four years to determine factors such as wages, benefits, compensation, terms and conditions of employment. All negotiated contract provisions apply equally to all represented employees with regards to the implementation of the Authority's EEO policy. Represented employees are defined under the following EEO classifications:

- Technician
- Administrative Support
- Skilled Craft Workers
- Service Worker

Non-represented employees below the level of Director are compensated with a fixed annual salary based on an hourly rate over a set 40-hour week. Each employment position at this level is assigned a job classification and placed in an annual graduated salary scale. Each salary grade is comprised of a starting rate and is increased annually in five steps, which will take the employee to the maximum salary level for that position. Placement of the employee at any step within the salary range is determined on the following factors: prior experience, education, training, performance, seniority.

Compensation for these employees is similar to that of the represented employee and is applied equally with regards to the implementation of the Authority's EEO policy. Non-represented employees at this level are defined under the following EEO classifications:

- Professional
- Technician
- Administrative Support

Non-represented employees at or above the position of **Director** are compensated with a fixed annual salary based on an hourly rate over a set 40-hour week, however, compensation at this level is fixed and not graduated in steps and is administered equally with regards to the implementation of the Authority's EEO policy. Non-represented employees at this level are defined under the following EEO classification:

- Officials and Administrators

3.2 Job Titles by EEO Classification

Executive

DIR OF HUMAN RESOURCES	GENERAL COUNSEL
DEPUTY GM OF OPERATIONS	GENERAL MANAGER
DIR OF FINANCE	DEPUTY GM OF ADMINISTRATION

Professional

ADA COORDINATOR	MGR OF FAREBOX & SECURITY ADMI
ASSISTANT GENERAL COUNSEL	MGR OF FIXED ROUTE CUST INFO
BUDGET ANALYST	MGR OF FIXED ROUTE SCHEDULING
BUS STOP AND SHELTER MAINT SUP	MGR OF INFORMATION TECHNOLOGY
CAPITAL & GENL LEDGER ACCT	MGR OF LABOR & EMPL RELATIONS
CBSP MAINT COORD AND TRAINER	MGR OF MKTG & COMMUNICATIONS
COMMUNITY OMBUDSMAN	MGR OF PROCUREMENT
DATABASE ADMINISTRATOR	MGR OF PROJECT CONTROL
DATABASE ADMINISTRATOR II	NETWORK ANALYST
EEO AND D&A COMPLIANCE OFFICER	OFFICE SUPERVISOR
EMPLOYEE BENEFIT SPEC	REVENUE ACCOUNTANT
EMPLOYMENT SPECIALIST	RISK MANAGER
ENTERPRISE ADMINISTRATOR	SCHEDULE WRITER
FACILITIES PROJECT MANAGER	SENIOR FINANCIAL ANALYST
FINANCIAL ANALYST	SR PLANNER
FINANCIAL REPORTING ACCOUNTANT	SR PLANNER
GOVERNMENTAL ACCOUNTANT	SR PLANNER
GRANT ANALYST	SR PURCHASING AGENT
INSURANCE CLAIMS SPEC	SR PURCHASING AGENT
LABOR & EMPL REL SPEC	SR SCHEDULE WRITER
MANAGER OF FINANCIAL ANALYSIS	SR SYSTEMS ANALYST
MARKETING & COMMUNICATION COOR	SUPT OF MAINT OAK & CMTY PROGS
MATERIAL CONTROL ADMINISTRATOR	SUPT OF TRANS OAK & RD SUPV
MGR FIN REPORTING AND BUDGET	SUPV OF CONNECTOR SERVICES
MGR GOVT ACCTG AND ACCTS PAY	SUPV OF MATERIAL CONTROL
MGR OF COMP AND BENEFITS	TERMINAL MANAGER
MGR OF CONN SERV & CENTRAL DIS	TRAINING COORDINATOR
MGR OF EMPLOYMENT & TRAINING	

Technician

CENTRAL RADIO DISP	GRAPHICS PROD SPEC
COMMUNICATIONS TECHNICIAN	MAINT SUPV
DISPATCHER A.M.	PAYABLES SPECIALIST
DISPATCHER P.M.	RADIO MAINTENANCE TECHNICIAN
DISPATCHER/INSPECTOR	ROAD SUPERVISOR



Administration Support

COMMUNICATIONS ASSISTANT
CSO I
CSO I (PT)
CSO II
DATA CLERK TECH
DATA MMIS TECH
DATA PAYROLL TECH
DBE & CONTRACT COMPLIANCE
COORDINATOR
EXECUTIVE ASSISTANT
EXECUTIVE SECRETARY

HUMAN RESOURCES ASSISTANT
INFO OPERATOR
LEAD INFO OPERATOR
PERSONNEL CLERK
RECEPTIONIST/OFFICE CLERK
SECRETARY TO GM/BOARD OF DIR
TRANSIT CENTER SALES REP
TRANSIT CENTER SALES REP P/T

Skilled Craft worker

ELECTR EQPT REPAIR
MECHANIC
ASST MECHANIC

Service Maintenance

BUS STOP AND SHELTER ATTENDANT
CHECKER I (PT)
COACH OPER (FT)
COACH OPER (PT)
COACH SERV ATT

CONNECTOR BUS OPERATOR
LEAD VAULT PULLER
STOCKPERSON
VAULT PULLER (FT)
VAULT PULLER (PT)

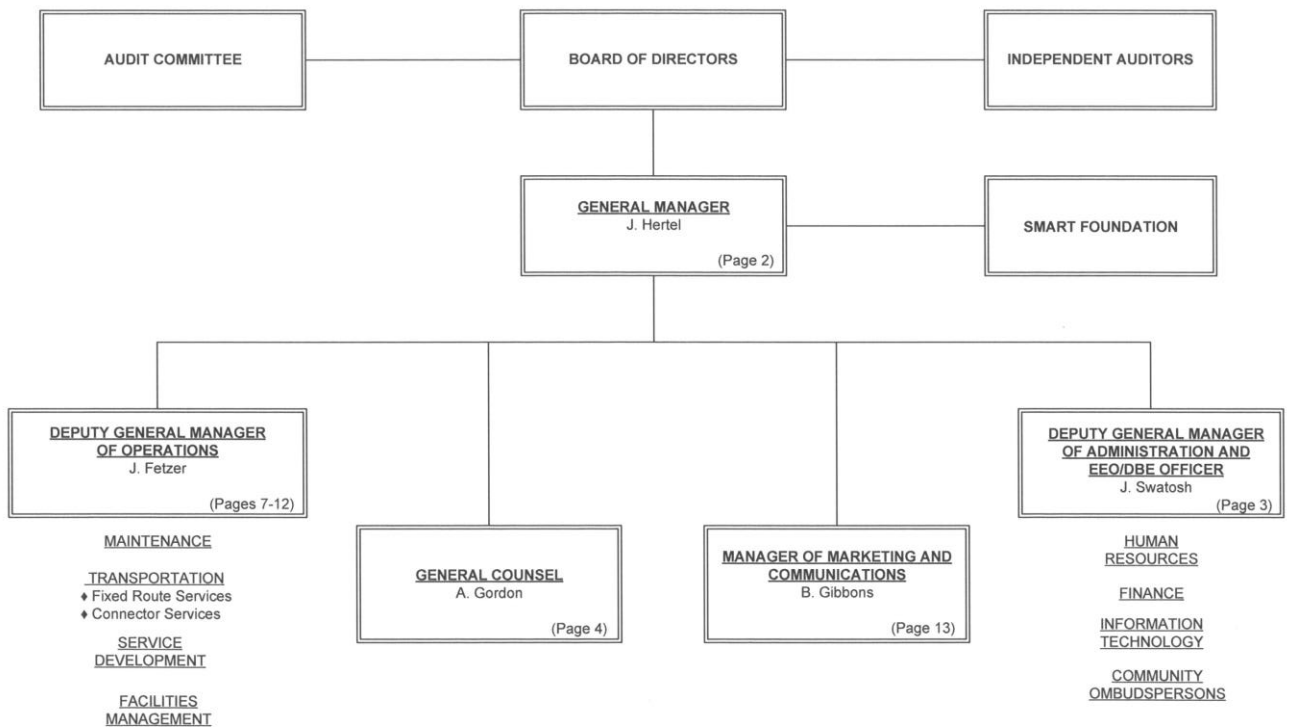
3.3 Departmental Staffing

Table 2 Departmental Staffing

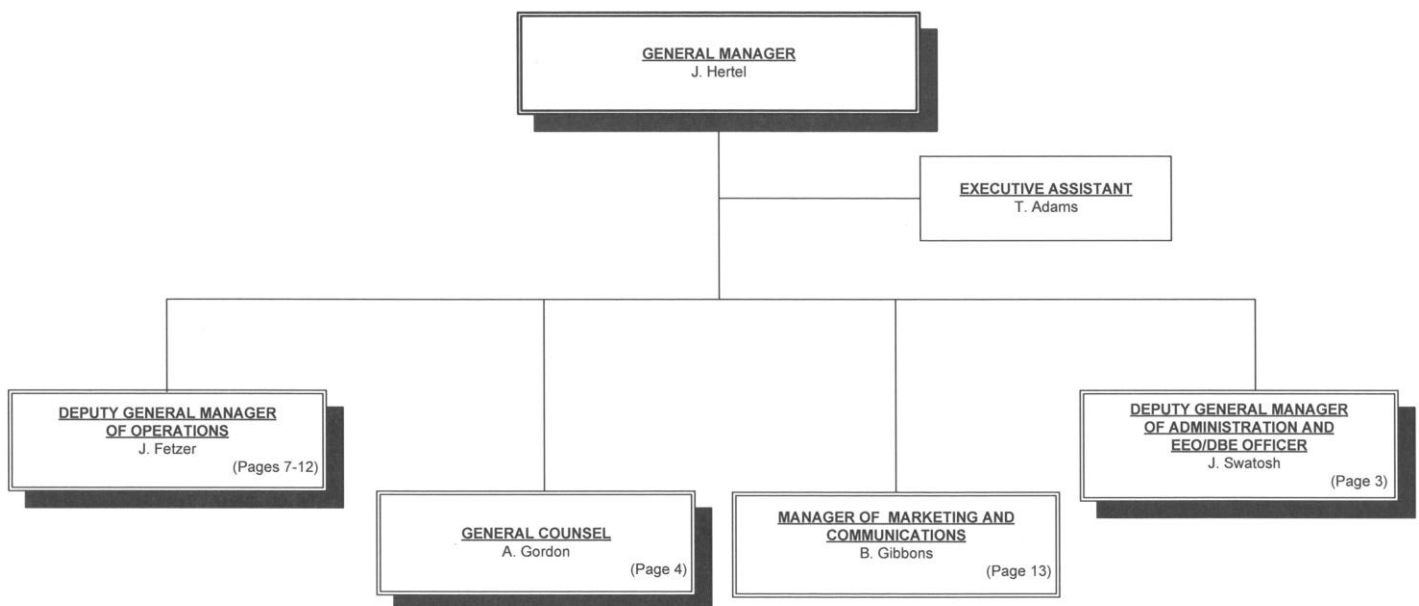
DEPARTMENTAL BREAKDOWN AS OF DECEMBER 31 2011																		
Job Classification	Total				Race													
					Non Minority		Minority											
	White		African American		Hispanic		Asian		American Indian		Pacific Islander		Multi Race					
	Employees	Male	Female	Minority	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
ADMIN SERVICES	14	11	3	6	7	1	2	2	0	0	2	0	0	0	0	0	0	0
EXTERNAL AFFAIRS MARKETING & COMMUNICATIONS	24	4	20	17	1	6	3	14	0	0	0	0	0	0	0	0	0	0
FINANCE	28	10	18	14	8	6	1	10	0	0	1	1	0	1	0	0	0	0
GENERAL COUNSEL	6	4	2	1	3	2	0	0	1	0	0	0	0	0	0	0	0	0
GENERAL MANAGER	3	2	1	1	2	0	0	1	0	0	0	0	0	0	0	0	0	0
HUMAN RESOURCES	10	2	8	4	1	5	0	1	0	0	1	2	0	0	0	0	0	0
OPERATIONS CENTRAL CONNECTOR	30	14	16	18	8	4	5	12	1	0	0	0	0	0	0	0	0	0
OPERATIONS - MACOMB CONNECTOR	36	10	26	32	2	2	8	24	0	0	0	0	0	0	0	0	0	0
OPERATIONS - MACOMB L/H	184	121	63	149	31	4	89	59	0	0	1	0	0	0	0	0	0	0
OPERATIONS - OAKLAND CENTRAL	8	3	5	7	0	1	3	4	0	0	0	0	0	0	0	0	0	0
OPERATIONS - OAKLAND L/H	208	135	73	174	29	5	104	68	2	0	0	0	0	0	0	0	0	0
OPERATIONS - TROY CONNECTOR	41	16	25	38	1	2	15	22	0	1	0	0	0	0	0	0	0	0
OPERATIONS - WAYNE CONNECTOR	27	4	23	26	0	1	4	22	0	0	0	0	0	0	0	0	0	0
OPERATIONS - WAYNE L/H	147	93	54	128	17	2	74	52	1	0	1	0	0	0	0	0	0	0
OPERATIONS	3	2	1	2	1	0	1	1	0	0	0	0	0	0	0	0	0	0
SERVICE DEVELOPMENT & PLANNING	13	9	4	6	6	1	2	3	0	0	0	0	1	0	0	0	0	0
Total	782	440	342	623	117	42	311	295	5	1	6	3	1	1	0	0	0	0

SMART ORGANIZATION CHARTS

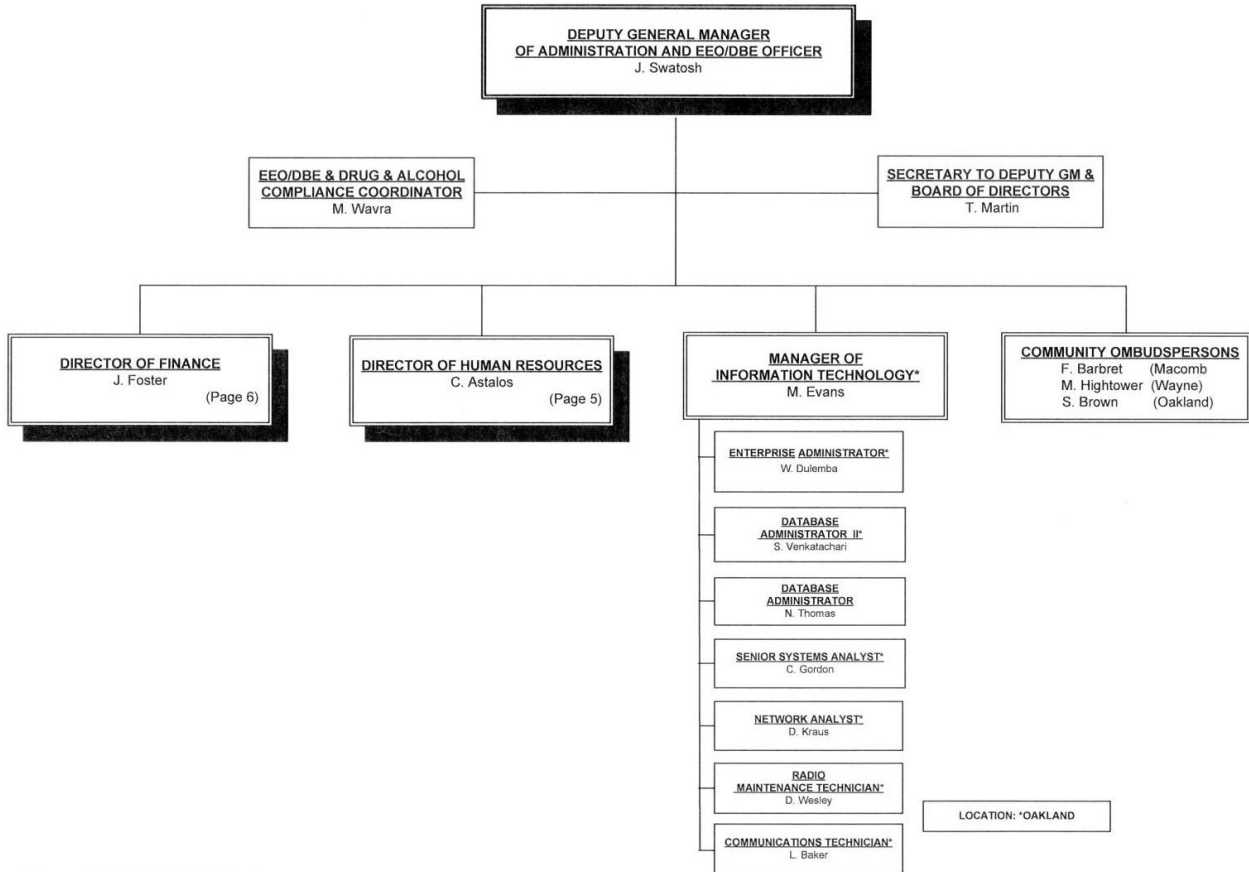
General



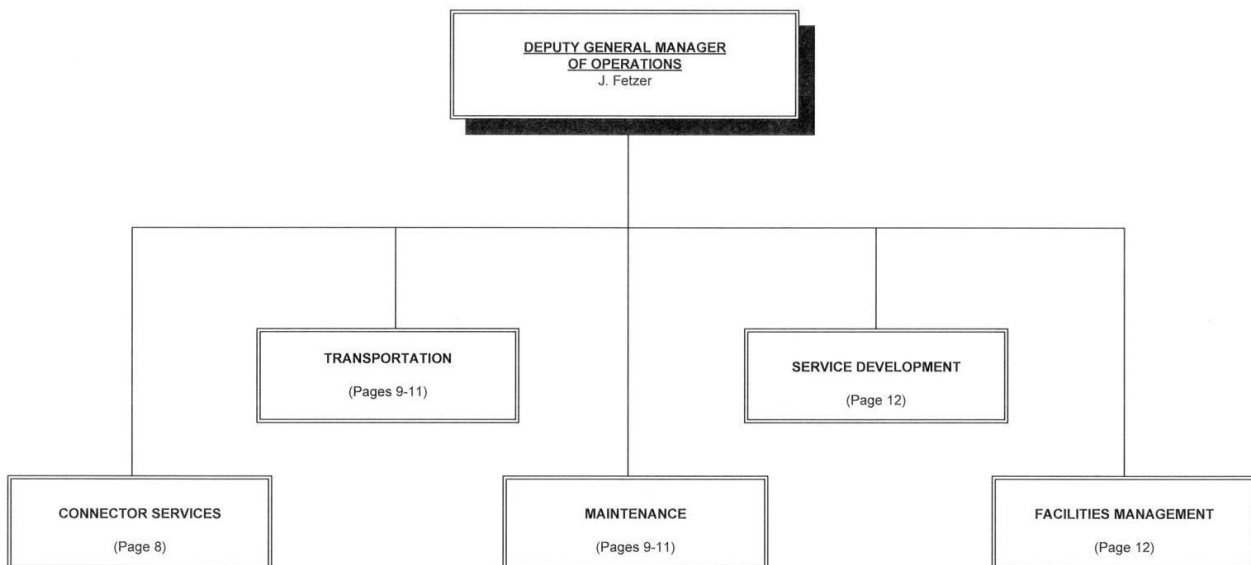
GENERAL MANAGER



DEPUTY GENERAL MANAGER OF ADMINISTRATION



DEPUTY GENERAL MANAGER OF OPERATIONS



4 WORKFORCE UTILIZATION ANALYSIS

4.1 Separations

Between January 1, 2009 and December 31, 2011 there were 380 separations, including 124 retirements, 106 Reduction in Force (RIF) separations, 94 administrative or disciplinary separations, 40 resignations, and 16 disability retirements.

African Americans represented seventy-seven (77%) percent of the average total work force and accounted for 70% of the total separations. Whites represented 20% of the average total work force and accounted for 28% of the separations. Women represented 43% of the workforce and 42% of the separations.

During this period there were 140 total retirements, including 16 disability retirements. 63% percent involved minorities and 44% involved females.

The Authority had two 2 Reductions in Force separation actions (lay-offs) due to deteriorating economic conditions. The first of which occurred in June 2009 and the second was in December 2011. In June 2009 10 Professionals, Administrative Support and Technician employees were laid-off due to required staff reductions resulting from requirements to balance the Authority's budget.

The objective of the RIFs was to reduce positions that were redundant or over staffed. As a result the following lay-offs occurred due to the over staffing in the administration classifications and only affected women who happened to staff those departments. 7 were African American and three 3 were White. A breakdown of the lay-offs is listed below.

Table 3 Table Lay-offs (June 2009)

Job Classification	Female		
	White	Black	TOTAL
Professional	2	2	4
Administrative Support	0	3	3
Technician	1	2	3
TOTAL	3	7	10

While the reductions affected an identified area of underutilization, the determination to eliminate positions in these classes was made because the nature of the position and not the employee in the position.

African American women represented the majority of the lay-offs. However, the impact did not drop them below their availability rate. In the affected classifications African American females had concentrations in Professional category of 15 % greater than their availability. African American Female Technicians had a 22% concentration, and African American Administrative Support Females had a 47% concentration.

The lay-offs had the greatest detrimental effect on White women. At the time, white women represented just 20% of the Professional Classification, well below their 42% availability as determined by census data.



In December 2011 ninety-six (96) Craft and Service Worker employees were laid off due to service cutbacks resulting from loss of revenue and rising operating costs. Selections for layoff were determined by collective bargaining agreements and predominantly affected new hires made within the last three years.

Prior to the December 12, 2011 layoffs African Americans represented 83% of the total of Skilled Craft and Service Worker Classifications. However, of the layoffs in these two categories only 78% affected African Americans. White representation prior to the layoffs in the Skilled Craft and Service Worker classifications was 15%, but accounted for 19% of the layoffs in these categories.

During this period there were 94 separations due to Administrative and/or Disciplinary actions, accounting for 25% of the separations. Of the 94 separations due to Administrative and/or Disciplinary actions, African Americans represented 81% of these separations and represented 77% of workforce. The EEO office will monitor Administrative and/or Disciplinary actions that result in separations.

Table 4 Separations

SEPARATION DATA FOR THE PERIOD COVERING : JANUARY 1, 2009 - December 31, 2011																			
Separation Type	Total				Race														
					Non Minority		Minority												
	Employees	Male	Female	Minority	White		African American		Hispanic		Asian		American Indian		Pacific Islander		Multi Race		
Resignation	40	26	14	23	13	4	13	10	0	0	0	0	0	0	0	0	0	0	0
		65%	35%	58%	33%	10%	33%	25%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Retirement	124	73	51	74	33	17	40	33	0	0	0	0	0	1	0	0	0	0	0
		59%	41%	60%	27%	14%	32%	27%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%
Retirement In Lieu Of Termination	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Termination/Discipline	94	64	30	77	12	5	51	25	0	0	1	0	0	0	0	0	0	0	0
		68%	32%	82%	13%	5%	54%	27%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%
Disability Retirement	16	6	10	14	1	1	4	9	1	0	0	0	0	0	0	0	0	0	0
		38%	63%	88%	6%	6%	25%	56%	6%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Reduction in force (RIF)	106	53	53	86	14	6	36	46	3	0	0	0	0	1	0	0	0	0	0
		50%	50%	81%	13%	6%	34%	43%	3%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%
Total	380	222	158	274	73	33	144	123	4	0	1	0	0	2	0	0	0	0	
		58%	42%	72%	19%	9%	38%	32%	1%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%

4.2 Discipline

Discipline will be administered as consistently and equitably as possible with the objective of correcting an employee's deficiencies. All disciplinary actions for represented personnel shall be administered as directed by Collective Bargaining Agreements (CBA), non represent employees shall be governed by procedures defined in SMART's Personnel Manual. The circumstances surrounding a violation or performance deficiency shall be thoroughly investigated. The level of discipline is based on the totality of the circumstances surrounding the issue.

In such cases, corrective procedures may be administered based on the severity of the violation or performance deficiency. Depending on the nature of the infraction or performance deficiency as determined by investigation, the following action may be taken:

- Verbal Warning
- Written Warning
- Disciplinary Suspension - Prior to suspending an employee, the director, manager, or supervisor should contact the Office of Human Resources to obtain assistance in determining if this action is warranted and consistent with the Authority's policies.

An employee, who receives disciplinary action prior to termination and feels they have been subjected to discrimination in the work place, may utilize the complaint procedures outlined in Section 6. The process for administering disciplinary action for represented employees is conducted in accordance with Collective Bargaining Agreements. Each union has its own requirements. Discipline is tracked by unions to ensure that proper analysis of the data is correct.

The Authority established a tracking system for violations and resulting discipline in July 2011 revised and refined it in October 2011. The data used in Tables 5 is from October 1, 2011 to December 31, 2011, it reflects the best and most comprehensive data available to identify possible areas of concern. For the purposes of this report Table 5 identifies the data by sub-groups and indicates the status of the Authorities discipline procedures. The administration of discipline has been proportional to workforce representation.

- There were a total of **432** disciplinary actions in these employee categories during the quarter.
- **228** (53%) involved female employees and **204** (47%) involved male employees.
- **393** (91%) involved African American employees. Within the four job categories African Americans make up 84% of the employees.
- **262** (60.5%) resulted in a written warning.
- **2** resulted in terminations. 1 was a white female and 1 was an African America male
- Many of the employees had multiple disciplinary actions. **166** of the disciplinary actions involved **45** employees.

Table 6 summarizes the disciplinary data over the period of July 1 through December 31, 2011 and breaks it down by Male/Female and White/Minorities. An overview of this data provides the following observations:

- During this period there were a total of 863 disciplinary Actions. 817 (94.7%) involved Minorities.
- Sixty-two percent (62%) of the total disciplinary actions resulted in warnings or cautions.
- Sixty-two percent (62%) of the disciplinary actions involving males resulted in warnings or cautions.
- Sixty-three percent (63%) of the disciplinary actions involving females resulted in warnings or cautions.



Equal Employment Opportunity Program

- Sixty-two percent (62%) of the disciplinary actions involving minorities resulted in warnings or cautions.
- Sixty-three percent (63%) of the disciplinary actions involving whites resulted in warnings or cautions.

Table 5 Detailed Disciplinary Actions October 1 – December 31, 2011

DISCIPLINARY DATA FOR THE PERIOD COVERING : October 1, 2011 TO DECEMBER 31, 2011																			
Action Type	Total				Race														
					Non Minority		Minority												
	White	African American	Hispanic	Asian	American Indian	Pacific Islander	Multi Race	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female		
Actions	Male	Female	Minority	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Written Warning	262	131	131	241	13	8	113	123	5	0	0	0	0	0	0	0	0	0	0
		50%	50%	92%	5%	3%	43%	47%	2%	0	0%	0%	0%	0%	0%	0%	0%	0%	0%
1-day violation	61	30	31	58	3	0	27	31	0	0	0	0	0	0	0	0	0	0	0
		49%	51%	95%	5%	0%	44%	51%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
3-day working suspension	27	12	15	25	2	0	10	15	0	0	0	0	0	0	0	0	0	0	0
		44%	56%	93%	7%	0%	37%	56%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Caution	21	6	15	19	1	1	5	14	0	0	0	0	0	0	0	0	0	0	0
		29%	71%	90%	5%	5%	24%	67%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
1-day working suspension	16	8	8	15	1	0	7	8	0	0	0	0	0	0	0	0	0	0	0
		50%	50%	94%	6%	0%	44%	50%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
3-day violation	15	4	11	14	0	1	4	10	0	0	0	0	0	0	0	0	0	0	0
		27%	73%	93%	0%	7%	27%	67%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
5-day working suspension	8	3	5	8	0	0	3	5	0	0	0	0	0	0	0	0	0	0	0
		38%	63%	100%	0%	0%	38%	63%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
2-day working suspension	5	2	3	5	0	0	2	3	0	0	0	0	0	0	0	0	0	0	0
		40%	60%	100%	0%	0%	40%	60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Reprimand	5	2	3	3	1	1	1	2	0	0	0	0	0	0	0	0	0	0	0
		40%	60%	60%	20%	20%	20%	40%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Minus 1 attendance credit	2	1	1	2	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0
		50%	50%	100%	0%	0%	50%	50%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
loss of 10 performance points	2	1	1	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0
		50%	50%	50%	50%	0%	0%	0%	50%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Terminated	2	1	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0
		50%	50%	50%	0%	50%	50%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
4-day suspension	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
		100%	0%	100%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
5 atten credits 100 pref points	1	0	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
		0%	100%	100%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Forfeits 30 minutes pay	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
6 Attn Credits 100 perform points	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
1-day suspension	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
		100%	0%	100%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Written Warning/2-day wk susp	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
		100%	0%	100%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Caution - Reassigned	1	0	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
		0%	100%	100%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Extension of Probation Period	1	0	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
		0%	100%	100%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total	432	204	228	398	22	12	177	216	5	0	0	0	0	0	0	0	0	0	0
		47%	53%	92%	5%	3%	41%	50%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
						8%		91%		1%		0%		0%		0%		0%	

Table 6 Disciplinary Actions July 1 – December 31, 2011

Disciplinary Actions For the Period of July 1 to December 31, 2011					
Violations	Actions	Male	Female	Minority	White
Written Warning	482	242	240	456	26
		50%	50%	95%	5%
1-day violation	123	66	57	119	4
		54%	46%	97%	3%
3-day working suspension	52	27	25	49	3
		52%	48%	94%	6%
Caution	57	18	39	54	3
		32%	68%	95%	5%
1-day working suspension	40	21	19	38	2
		53%	48%	95%	5%
3-day violation	48	19	29	47	1
		40%	60%	98%	2%
5-day working suspension	9	4	5	9	0
		44%	56%	100%	0%
2-day working suspension	15	6	9	14	1
		40%	60%	93%	7%
Reprimand	11	3	8	9	2
		27%	73%	82%	18%
Minus 1 attendance credit	2	1	1	2	0
		50%	50%	100%	0%
loss of 10 performance points	4	2	2	3	1
		0%	0%	1%	0%
Terminated	3	1	2	2	1
		0%	0%	0%	0%
4-day suspension	1	1	0	1	0
		100%	0%	100%	0%
5 atten credits 100 pref points	1	0	1	1	0
		0%	100%	100%	0%
Forfeits 30 minutes pay	0	0	0	0	0
		0%	0%	0%	0%
6 Attn Credits 100 perform points	0	0	0	0	0
		0%	0%	0%	0%
1-day suspension	3	2	1	3	0
		67%	33%	100%	0%
Written Warning/2-day wk susp	1	1	0	1	0
		100%	0%	100%	0%
Caution - Reassigned	1	0	1	1	0
		0%	100%	100%	0%
Extension of Probation Period	2	0	2	1	1
		0%	100%	50%	50%
5-day suspension	1	1	0	1	0
		100%	0%	100%	0%
Reprimand - Loss of 10 pp.	3	0	3	3	0
		0%	100%	100%	0%
Reprimand - Loss of 5 pp.	1	0	1	1	0
		0%	100%	100%	0%
WW/2-day working suspension	3	3	0	2	1
		100%	0%	67%	33%
Total	863	418	445	817	46
		48%	52%	95%	5%

4.3 Promotions

Union contracts provide for a specific promotion eligibility sequence. With non-represented employees there are potential lines of progression which are intended only as a guide for reasonable and possible promotion sequences. They in no way limit the Authority's ability to promote individuals demonstrating skills and capabilities to a job classification outside of the written lines of progression. In nearly every position, there are three factors, which enhance promotion and advancement.

- **Lateral Moves:** An employee may have to move horizontally across the organizational chart to a position of equal standing to obtain a well-rounded background to move up vertically.
- **Education:** Any employee who fulfills the educational requirements for any open position can enter a higher level job in their present department or move to a different division.
- **Experience/Familiarity:** May be sufficient to qualify for a lateral move or advancement. This experience may have been gained while working for SMART or in jobs outside the Authority.

Between January 1, 2009 and December 31, 2011 the Authority promoted **67** employees. The chart below identifies the "% of Workforce" and "% of Promotions" for each major demographic segment of the total workforce.

Table 7 Promotion Summary

DEMOGRAPHICS	% OF AVG. WORKFORCE	% OF PROMOTIONS
Total African Americans	77%	64%
African American Male	40%	24%
African American Females	37%	40%
White Male	16%	25%
White Female	5%	3%
Total Males	57%	54%
Total Females	43%	46%
Total Minority	79%	72%
Total Hispanic	1%	3%
Total Asian	1%	3%

Summary of Table

Total African Americans

African Americans make up 77% of the Authority's work force but received 64% of the promotions. When analyzing the breakdown by gender (see below) there does not appear to be any conscious discrimination by race.

African American Male (AAM)

AAMs make up 47% of the workforce but received only 27% (**16**) of the promotions.

1. Within the Technician category AAMs received 29% (**7**) of the promotions (*African American Females received 63% (15)*)
2. Within the Skilled Craft Worker AAMs received 33% (**3**) of the promotions. The remaining 6 went to WMs.
3. Within Service Maintenance AAMs received 50% (**6**) of the promotions
4. Within the Administrative category AAMs received 15% (**2**) of the promotions and six (6) went to AAFs. Additionally there were only five AAM employed in this category
5. Within the Professional category AAMs received 15% (**1**) promotion. Five (5) went to AAFs and two went to Asians. Additionally, there are only five AAMs employed in this category

It should be noted that of the 362 AAMs that were employed 77% were employed in the Service Maintenance category where very few promotion opportunities occur. There does not appear to be any discrimination against AAMs in this category.

African American Females (AAF)

AAFs make up 37% of the workforce but received 40% of the promotions. There does not appear to be any discrimination against AAFs in this category.

White Male (WM)

WMs make up 16% of the workforce but received 25% of the promotions.

- Within the Professional category WMs received 20% (**3**) of the promotions. With six (6) promotions going to African Americans and five (5) going to other minorities.
- Within the Technicians category 8% (**2**) went to a WM and seven went to African Americans.
- Within the Skilled Craft workers category 67% (**6**) of the promotions went to WM and two went to AAM.

White Female (WF)

WFs make up 5% of the workforce and received 3% (**2**) of the promotions.

Hispanic Male (HM)

HMs make up 1% of the workforce and received 1% (**1**) of the promotions.

Hispanic Female (HF)

HF's make up 1% of the workforce and received 1% (**1**) of the promotions.

Barriers to Promotions

1. The Authority does not have a proactive Career Counseling program.
2. The lack of an adequate method of tracking internal applications for jobs prevents the Authority from ascertaining with certainty if there are potential barriers to promotions.
3. There is nothing in the Authority's practices, job descriptions/requirements, notifications, screening process, interviewing process that can be identified as a barrier to promotion. All open jobs are posted internally before external listings.

Corrective Actions:

- The Authority will implement a program in which Human Resources, Directors, Managers and Supervisors perform career counseling with Female and Minority employees to promote their interest and qualifications for promotions.
- HR to develop a Career Counseling module to train Directors, Managers and Supervisors.
- Conduct survey of Directors, Managers and Supervisors concerning what keeps them from promoting more of their employees.
- Conduct a survey of employees concerning their interest in obtaining promotions, including their perception of needed training.
- Implement a process, similar to the external process, to track internal applications.



Equal Employment Opportunity Program

Table 8 Promotion vs. Representation

PROMOTIONS FOR THE PERIOD COVERING JANUARY 1, 2009 - DECEMBER 31, 2011																		
Job Classification	Total				Race													
					Non Minority		Minority											
	Employees	Male	Female	Minority	White		African American		Hispanic		Asian		American Indian		Pacific Islander		Multi Race	
					Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Officials and Administrators	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Professional	15	7	8	11	3	1	1	5	1	1	1	1	1		0	0	0	0
		47%	53%	73%	20%	7%	7%	33%	7%	7%	7%	7%	7%	0%	0%	0%	0%	0%
Technician	24	9	15	22	2	0	7	15	0	0	0	0	0	0	0	0	0	0
		38%	63%	92%	8%	0%	29%	63%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Administrative Support	13	6	7	8	4	1	2	6	0	0	0	0	0	0	0	0	0	0
		46%	54%	62%	31%	8%	15%	46%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Skilled Craft Workers	9	9	0	3	6		3	0	0	0	0	0	0	0	0	0	0	0
		100%	0%	33%	67%	0%	33%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Service Maintenance	6	5	1	4	2	0	3	1	0	0	0	0	0	0	0	0	0	0
		83%	17%	67%	33%	0%	50%	17%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total	67	36	31	48	17	2	16	27	1	1	1	1	1	0	0	0	0	0
		54%	46%	72%	25%	3%	24%	40%	1%	1%	1%	1%	1%	0%	0%	0%	0%	0%

4.4 Hires

This review and analysis of “Hires” involves a variety of issues/elements and is organized into the following outline.

- **Job Posting and Applicant Recruitment**
- **Selection Procedures**
 - Comprehensive posting and recruitment procedures
 - Electronic Applications
 - Traditional Application Forms
 - Testing
 - Interviewing
 - Nepotism
- **Analysis**
- **Tables**
 - Application Data
 - Hiring Data
 - Hires/Applications Data

Job Posting and Applicant Recruitment

The Authority gives first consideration for job openings to existing employees. This is accomplished through internal job postings for a minimum of five (5) business days before external distribution. During this phase only current employees are eligible for consideration.

Open positions are emailed to administrative staff and to each of the Authority’s facilities for posting on various bulletin boards. These postings contain the job title, a brief description of the position, minimum qualifications, and the dates in which internal applications will be accepted. Basic information about job postings and potential job openings is available through the Human Resources department.

After the internal posting period expires, only qualified internal candidates are tested and/or interviewed. Should no internal candidate be chosen for the open position, the decision is made to post the position externally. External postings are placed on SMART’s website, and advertisements may be placed in local newspapers, and job search internet sites, if warranted.

Selection Procedures

All hiring procedures have been developed to increase the pool of prospective applicants, and to ensure that all potential employees meet the basic requirements for the available positions. SMART’s selection process is designed to avoid discriminatory practices in hiring, transfers, and promotions. They are specifically concerned with preventing selections based on derogatory stereotypical characterizations of individuals based on religion, race, color, national origin, age, sex, height, weight, sexual orientation, or disability.

Specific procedures have been designed to achieve this goal. They include the following:

Comprehensive posting and recruitment procedures ensure that SMART reaches a greater number of qualified persons in previously overlooked communities. These targeted procedures guarantee that the Authority meets the established goals of its EEO program. These procedures include:

- Participation in local job fairs.
- Posting job openings in local minority oriented professional journals and other publications.

- Establishment of liaisons with college/university work-study programs, high school co-op programs, various community and civic organizations, and placement services in order to cultivate a continuing source of potential qualified minority and female applicants.

I. Electronic Applications are the first step in the hiring process and are accessed through SMART's website under the employment tab. Each job posting has a link that directs the prospective applicant to the application. Electronic applications allow for a greater number of qualified individuals to access the Authority's hiring process. Applicants are able to provide required information to the Human Resources staff from virtually any computer, 24 hours a day. Electronic applications streamline the submission process by giving the hiring staff greater access to the individual's personal information, qualifications and background history in a more expedited process. Direct access to this data allows the Authority to make a more informed decision in hiring by quickly comparing the pool of applicants to the needs and requirements of the Authority. This greatly enhances the Authority's ability to achieve and maintain the goals of its EEO program.

II. Traditional Application Forms are utilized to assess any additional job related information provided by the applicant for the purposes determining the candidate's fitness for the position. These forms allow for evaluation of responses pertaining to the applicant's prior work history, previously held safety sensitive positions (as required by the Federal Transit Administration) and details regarding an applicant's criminal conviction on record, if any. The information provided by the applicant shall help define the conviction and applicant's suitability for the job.

III. Testing:

- **Internal applicants** may be tested on job-relevant skills and knowledge such as their proficiency with computer programs (if job-relevant) such as Word/ Excel, writing and typing, and in the working knowledge of the open position.
- **External applicants** may be tested on job-relevant skills and knowledge such as their proficiency with computer programs such as Word/ Excel, writing and typing. Potential coach operators are given a public relations exam to assess their ability to interact with the general public. Special care is taken to evaluate the ability of the applicant to deal with the general public by evaluating the people skills of the candidate, specifically as they are related to the job responsibilities of a coach operator.

IV. Interviewing is the next step in the Authority's decision-making process. The interview is typically a face-to-face inquiry to determine the applicant's suitability for the position. The interview is based on the prospective applicant's job-related experiences and qualifications. The interviews are typically conducted by a Human Resources staff member and the hiring manager. Human Resources review the interviewer's and hiring manager's recommendations based on their analysis of the interview. The Authority shall then make the decision to extend or not extend an offer of employment.

Once hired, additional mechanisms such as probationary periods may be used as a means to further examine the suitability of the employee. Probationary periods are clearly defined in employment offer letters, labor contracts, and are applied equally to all employees assigned to positions requiring them.

Individuals with handicaps are hired and promoted on merit factors alone and not by arbitrary generalizations, stereotypes, or preconceived notions about handicapped or temporarily disabled individuals.

V. Nepotism – In selecting persons for employment, the applicant most suitable and available to perform in the position should, without exception, receive the offer of employment. No restriction is placed on the hiring of persons related through affinity or consanguinity. However, to avoid possible conflict of interest, an employee so related must not participate either formally or informally in decisions to hire, retain, promote or determine the salary of the kindred employee; nor may any individual(s) of the family. Relatives will not work for the same immediate supervisor without prior written approval from the General Manager. The responsibility for approving the hiring of related persons shall rest with the Authority's Human Resources department.

This policy applies to all situations in which related persons are employed by the Authority. It will not be applied retroactively to reverse personnel actions or other actions, which would have been contrary to the guidelines. Evidence should be available demonstrating that a reasonably thorough search was made for well-qualified candidates and that the most suitable candidate was selected.

Employees must absent themselves from meetings devoted to discussing matters as they relate to the hiring, retention, promotion, discipline or salary setting of a related person and shall not vote on such decisions. This will take place at any level of the decision-making process and will constitute not participating "formally" in the decision. Avoiding "informal" participation means that kindred personnel must not discuss such matters with the Authority staff outside of such meetings nor use their Authority position to influence such decisions. Avoiding informal participation does not preclude referring a decision about a kindred person to a department head or to the Director of Human Resources for consideration.

Instances of violation of this policy are determined after investigation by the Office of EEO and the Human Resources department. Responsibility for violation lies, as in other matters, with the person(s) whose position is acted upon.

The application for the Authority asks whether the individual has a relative working for the Authority. If the answer to this question is "yes", the Manager of Employment and Training shall ask whether the related person is within the division wherein the applicant is seeking employment. If not, no further inquiry shall be made. If so, the Manager of Employment and Training Programs shall consult the Director of Human Resources for guidance concerning any possible conflict of interest.

Analysis

Summary of Applications & Hires by Race (Quantity)

	White	African American	Hispanic	Asian	American Indian	Pacific Islander	Multi
APPLICATIONS	1001	4741	61	33	42	6	232
HIRES	69	212	2	5	2	0	0

Summary of Applications & Hires by Race (Percentage)

	White	African American	Hispanic	Asian	American Indian	Pacific Islander	Multi
APPLICATIONS	16%	78%	1%	0%	0%	0%	4%
HIRES	24%	73%	1%	2%	0%	0%	0%

Summary of Hires / Applications

White	Total Minority	African American	Hispanic	Asian	American Indian	Pacific Islander	Multi
7%	5%	4%	3%	15%	5%	0	0

Observations:

- Seventy-six percent (76%) of the personnel hired were minority, and thirty-seven percent (37%) were female.
- While applications from multi-racial candidates are tracked their hirings are not tracked because the Authority's Affirmative Action form does not list a Multi-Racial category.
- Only 1% (61) of the Applications came from Hispanics.
- While 7% of Applications from Whites resulted in Hires and 5% of Applications from Total Minorities resulted in Hires, there is an under representation of Whites as of December 2011. Total available White Males and White Female are 577 but only 158 are employed.
- The largest sub-group representation hired was African American Females (43%), and African American Males (30%).
- Total African American hires comprise 73% of the overall hires.
- The vast majority (89%) of the African American hires were in the Service Maintenance classification.
- African American Females lead the hires in Administrative Support, Professional, and Technician categories.
- Minorities, other than African Americans, comprise only 5% of total applications and only 3% of Hires.
- White Females represented only 6% of the hires and only represented 4% of the applicants.

Corrective Actions:

- SMART is currently reaching out to local women's organizations and schools to increase the awareness among women that SMART is a viable employment opportunity with a variety of positions at all levels of employment.
- SMART is currently reaching out to local Hispanic's organizations and schools to increase the awareness among Hispanics that SMART is a viable employment opportunity with a variety of positions at all levels of employment.
- The Authority's Affirmative Action form will be changed to include the Multi-racial category.



Equal Employment Opportunity Program

Table 9 Hire Data

APPLICATION DATA FOR THE PERIOD COVERING : JANUARY 1, 2009 - December 31, 2011																		
Job Classification	Total				Race													
					Non Minority		Minority											
	Applications	Male	Female	Minority	White		African American		Hispanic		Asian		American Indian		Pacific Islander		Multi Race	
Officials and Administrators	10	8	2	2	8	0	0	2	0	0	0	0	0	0	0	0	0	0
		80%	20%	20%	80%	0%	0%	20%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Professional	189	72	117	112	40	37	29	65	1	0	0	5	0	1	0	1	2	8
		38%	62%	59%	21%	20%	15%	34%	1%	0%	0%	3%	0%	1%	0%	1%	1%	4%
Technician	24	19	5	15	7	2	12	3	0	0	0	0	0	0	0	0	0	0
		79%	21%	63%	29%	8%	50%	13%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Administrative Support	846	175	671	737	34	75	129	549	2	6	1	4	2	4	1	2	6	31
		21%	79%	87%	4%	9%	15%	65%	0%	1%	0%	0%	0%	0%	0%	0%	1%	4%
Skilled Craft Workers	325	314	11	178	147	0	150	11	2	0	2	0	2	0	0	0	11	0
		97%	3%	55%	45%	0%	46%	3%	1%	0%	1%	0%	1%	0%	0%	0%	3%	0%
Service Maintenance	4722	3097	1625	4071	492	159	2415	1376	38	12	19	2	21	12	2	0	110	64
		66%	34%	86%	10%	3%	51%	29%	1%	0%	0%	0%	0%	0%	0%	0%	2%	1%
Total	6116	3685	2431	5115	728	273	2735	2006	43	18	22	11	25	17	3	3	129	103
		60%	40%	84%	12%	4%	45%	33%	1%	0%	0%	0%	0%	0%	0%	0%	2%	2%

HIRE DATA FOR THE PERIOD COVERING : JANUARY 1, 2009 - December 31, 2011																		
Job Classification	Total				Race													
					Non Minority		Minority											
	Hires	Male	Female	Minority	White		African American		Hispanic		Asian		American Indian		Pacific Islander		Multi Race	
Officials and Administrators	3	3	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0
		100%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Professional	17	7	10	10	4	3	2	4	0	0	1	3	0	0	0	0	0	0
		41%	59%	59%	24%	18%	12%	24%	0%	0%	6%	18%	0%	0%	0%	0%	0%	0%
Technician	6	5	1	4	2	0	3	1	0	0	0	0	0	0	0	0	0	0
		83%	17%	67%	33%	0%	50%	17%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Administrative Support	17	5	12	9	4	4	1	8	0	0	0	0	0	0	0	0	0	0
		29%	71%	53%	24%	24%	6%	47%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Skilled Craft Workers	11	11	0	3	8	0	3	0	0	0	0	0	0	0	0	0	0	0
		100%	0%	27%	73%	0%	27%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Service Maintenance	236	151	85	195	30	11	117	73	2	0	1	0	1	1	0	0	0	0
		64%	36%	83%	13%	5%	50%	31%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total	290	182	108	221	51	18	126	86	2	0	2	3	1	1	0	0	0	0
		63%	37%	76%	18%	6%	43%	30%	1%	0%	1%	1%	0%	0%	0%	0%	0%	0%

PERCENTAGE OF HIRES FOR THE PERIOD COVERING : JANUARY 1, 2009 - December 31, 2011																		
Job Classification	Total				Race													
					Non Minority		Minority											
	Hires/Apps	Male	Female	Minority	White		African American		Hispanic		Asian		American Indian		Pacific Islander		Multi Race	
Officials and Administrators	38%	38%	0%	0%	38%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Professional	9%	10%	9%	9%	10%	8%	7%	6%	0%	0%	0%	60%	0%	0%	0%	0%	0%	0%
Technician	25%	26%	20%	27%	29%	0%	25%	33%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Administrative Support	2%	3%	2%	1%	12%	5%	1%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Skilled Craft Workers	3%	4%	0%	2%	5%	0%	2%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Service Maintenance	5%	5%	5%	5%	6%	7%	5%	5%	5%	0%	5%	0%	5%	8%	0%	0%	0%	0%
Total	5%	5%	4%	4%	7%	7%	5%	4%	5%	0%	9%	27%	4%	6%	0%	0%	0%	0%
					7%		4%		3%		15%		5%		0%		0%	

4.5 Underutilization Goal Attainment and Findings

This section includes data as reported in the Authority's EEO-1 submission from FY(s) 2009-2011, or July 1, 2008 through June 30, 2011. The rest of Workforce Analysis data is from January 1, 2009 through December 31, 2011. The following underutilization data will show that the Authority has not had underutilization problems with the African American population sector. However the Authority needs to address underutilization of Hispanics, Asian and Multi-racial population sectors.

The Authority did achieve minor improvement in the female job classifications of Professionals, Technicians and Craft Workers. However the underutilization of female service maintenance workers increased from 55 to 84 and created an overall loss. An apparent barrier to meeting goals in the female sub-group is the lack of applications from white, Hispanic and Asian females. If we solve the female sub-group underutilization we will solve the Total female underutilization problem. Therefore, we need to focus on obtaining more qualified job applications from white, Hispanic and Asian females.

Underutilization - MINORITIES

Minorities - FY2009

Total Minorities:

There was no underutilization in any job category under Total Minorities in 2009.

Minorities Sub-groups:

Underutilization in Minorities Sub-groups was found in:

- Hispanic Service Maintenance (-14)
- Asian Service Maintenance (-18)
- Multi Racial Service Maintenance (-6)

Underutilization in these sub-groups was equal among men and women. A corrective action might have been to hire Asian, Hispanic and Multi-racial coach operators, connector operators and coach service attendants to create a more diverse workforce and to achieve EEO goals. However no such program was implemented.

Minorities - FY2010

Total Minorities:

The only category in which there was minority underutilization was in:

- Executive Senior Level Officials and Managers

In July 2009 SMART employed 7 people in this category and the availability and minority goal for FY2010 was 1. There were no minorities employed in the Executive Senior Level Officials and Managers category as of the reporting period of July 2009 because in June of 2009 the SMART General Manager, an African American male, retired and had not been replaced by July 2009, creating an underutilization of 1. The search for a replacement was lasted 10 months until May of 2010.

Minorities Sub-groups:

Underutilization in Minority Sub-groups was found in:

- Asian Service Maintenance (-13)
- Hispanic Service Maintenance (-14)

Underutilization in these sub-groups was equal among men and women. A corrective action might have been to hire Asian and Hispanic coach operators, connector operators and coach service attendants to create a more diverse workforce and to achieve EEO goals. However no such program was implemented.

Minorities – FY2011

Total Minorities:

The only category in which there was minority underutilization was in:

- Executive Senior Level Officials and Managers

During the initial FY2011 period (July-September) SMART employed 8 people in this category including a Transition Manager who was hired in a temporary capacity to assist the newly hired General Manager (white male). In September the Deputy General Manager (white male) was transferred to a Ombudsman position in the Professionals job category and the Transition Manager was installed as Deputy General Manager. Therefore the total employed in this category was reduced to 7 in September.

There were no minorities employed in the Executive Senior Level Officials and Managers category as of the reporting period of July 1 through July 31, 2010. Therefore the availability and minority goal was still **1**.

Minorities Sub-groups:

Underutilization in Minority Sub-groups was found in:

- Asian Service Maintenance (-13)
- Hispanic Service Maintenance (-14)
- Multi-racial Service Maintenance (-7)

Underutilization in these sub-groups was equal among men and women. A corrective action might have been to hire Asian, Hispanic and multi-racial coach operators, connector operators and coach service attendants to create a more diverse workforce and to achieve EEO goals. However no such program was implemented and there was no progress toward attainment of these goals.

ANALYSIS OF THREE-YEAR TRENDS

Total Minorities:

During FY 2010 and 2011 the Authority had Minority underutilization in the Executive Senior Level Officials and Managers category due to the retirement of the African American Male General Manager in June of 2008 who was eventually replaced, after an exhaustive search, by a White Male in May 2010.

Minorities Sub-groups:

It remained consistent during this three-year period that there was underutilization of Asian, Hispanic and multi-racial Service Maintenance personnel with no progress toward reaching goals.

Conclusions

The Authority has not had underutilization problems with the African American population sector. However the Authority needs to address underutilization of Hispanics, Asian and Multi-racial population sectors.

CORRECTIVE ACTION PLAN

The Authority will seek opportunities to attain the goal of 1 minority in the Executive Senior Level Officials and Managers category through reorganization or replacement of any vacancies. It is reasonable to expect that this goal can be attained by June 2013.

The Authority will increase its outreach efforts through multi-mode communications with the list of organizations identified below to promote the improved representation of Asian, Hispanic and multi-racial Service Maintenance personnel and expect 20-30% improvement by the end of FY 2013 and 60-70% improvement by FY 2014 and 90-100% attainment of the goal by the end of FY 2015.

Organization	City
Michigan Hispanic Chamber of Commerce	Southfield, MI 48075
Hispanic Business Alliance of Michigan	Detroit, MI 48216
L.I.F.T. Women's Resource Center	Detroit, MI 48235
Asian Center SE MI	Southfield, MI 48075
Arab Community Center for Economic and Social Services	Dearborn, Michigan 48126
Arab Detroit	Dearborn, Michigan
Chinese Association of Greater Detroit	Troy, Michigan 48099
Detroit Association of Women's Clubs	Detroit, Michigan 48202
Detroit Hispanic Development Corporation	Detroit, Michigan 48216
Detroit India	Bloomfield Hills, Michigan 48302
Islamic Center of Detroit	Detroit, Michigan 48228
Japan America Society of Detroit and Windsor	Detroit, Michigan 48232
Jewish Federation of Metropolitan Detroit	Bloomfield Hills, Michigan 48301
JVS (Jewish Vocational Services) Downtown Detroit	Detroit, MI 48226
Korean Society - Metro Detroit	Southfield, Michigan 48075
Latino Family Services, Inc.	Detroit, Michigan 48216
Latino Mission of Detroit	Detroit, MI 48209
LatinoDetroit.com	
Oriental Culture Association	Farmington Hills, Michigan 48331
Philippine American Community Center	Southfield, Michigan 48075
Turkish American Cultural Association of Michigan	Farmington Hills, Michigan 48333
Women's Center of Southeast Michigan	Ann Arbor, Michigan 48103
Metropolitan Organizing Strategy Enabling Strength (MOSES)	Detroit, MI 48226

Underutilization – FEMALES

Females - 2009

Total Females:

As of July 1, 2008 Underutilization of females was found in four job categories:

- Professionals (-8%)
- Technicians (-11%)
- Craft workers (-6%)
- Service Workers (-10%)

Based on the percentage of underutilization, goals were set for FY2009 in each category where there was underutilization:

- Professionals (6)
- Technicians (7)
- Craft workers (7)
- Service Workers (55)

The Authority started FY2009 with a total of 78 professionals, 32 of which were female and needed to add 6 females to meet its goal. During FY2009 the Authority reduced its staff of professionals by 7 total personnel due to necessary budget reductions. During this period there was a net loss of 1 female in the professionals' category due to the budget cutback making it difficult to reach the 2009 goal.

The Authority started FY2009 with a total of 59 technicians, 27 of which were female and needed to add 7 to meet its goal. During the year the Authority lost 3 technicians, all of which were female, failing to achieve the goal of adding 7 female technicians.

The Authority started FY2009 with a total of 126 craft workers, without any females and needed to hire 7 females to meet its goal. During the year we were unable to recruit qualified female technician applicants. At the end of the year a recruiting effort began with outreach to job fairs, women's organizations and trade schools to recruit female technicians.

The Authority started FY2009 with a total of 578 service workers, 300 of which were female and needed to add 55 to meet its goal. During the year the Authority added a net total of 40 service workers but failed to achieve its goal of adding 55 female service workers, actually losing a net of 2 female service workers.

Female Sub-groups (race)

The only female sub-groups that were underutilized in FY2009 were:

- White female Professionals (-12)
- White female Technicians (-20)
- White female Administrative Support (-22)
- White female Craft Workers (-5)
- White female Service Maintenance (-235)
- Hispanic female Service Maintenance (-9)
- Asian female Professionals (-3)
- Asian female Service Maintenance (-6)

The Authority's most underutilized sub-group was white females with a total underutilization of 294. A corrective action might have been to focus on hiring white females to correct this underutilization. However no such program was implemented.

250 of these 294 were in the Service Maintenance job category which primarily includes drivers. A corrective action might have been to hire white, Asian and Hispanic coach operators, connector operators and coach

service attendants to create a more diverse female workforce and to achieve EEO goals. However no such program was implemented.

Females - 2010

Total Females:

As of July 1, 2009 Underutilization of females was found in five job categories:

- Executive Senior Level Officials and Managers (-11%)
- Professionals (-5%)
- Technicians (-14%)
- Craft workers (-6%)
- Service Workers (-13%)

Based on the percentage of underutilization, goals were set for FY2009 in each category where there was underutilization:

Executive Senior Level Officials and Managers (1)

- Professionals (4)
- Technicians (8)
- Craft workers (7)
- Service Workers (82)

The Authority started FY 2010 with a total of 7 Executive Senior Level Officials and Managers, 2 of which were female and needed to add 1 to meet its goal. At the end of the previous year 2 females retired, one was replaced by a white male and the other position was eliminated.

The Authority started FY2010 with a total of 71 professionals, 31 of which were female and needed to add 4 females to meet its goal. During FY2010 the Authority reduced its staff of professionals by 10 total personnel due to necessary budget reductions. During this period there was a net loss of 4 females in the professionals' category due to the budget cutback making it impossible to reach the 2010 goal.

The Authority started FY2010 with a total of 56 technicians, 24 of which were female and needed to add 8 to meet its goal. During the year the Authority added 4 female technicians achieving 50% of the goal during a period of low turnover. The expectation was that we would achieve the remaining 50% during the next 24 months.

The Authority started FY2010 with a total of 121 craft workers, without any females and needed to hire 7 females to meet its goal. During the year we were unable to recruit qualified female technician applicants. Recruiting efforts continued with outreach to women's organizations and trade schools but did not yield desired increase in applications for female technicians' jobs.

The Authority started FY2010 with 618 service workers, 298 of which were female and needed to add 82 to meet its goal. During the year the Authority failed to achieve its goal losing an additional 8 female service workers.

Female Sub-groups (race)

The only female sub-groups that were underutilized in FY2010 were:

- White female Professionals (-13)
- White female Technicians (-19)
- White female Administrative Support (-17)
- White female Craft Workers (-5)
- White female Service Workers (-254)
- Hispanic female Service Maintenance (-8)
- Asian female Professionals (-3)
- Asian female Service Maintenance (-6)

The Authority's most underutilized sub-group was white females with a total underutilization of 308. A corrective action might have been to focus on hiring white females to correct this underutilization. However no such program was implemented.

268 of these 325 were in the Service Maintenance job category which primarily includes drivers. A corrective action might have been to hire white, Asian and Hispanic coach operators, connector operators and coach service attendants to create a more diverse female workforce and to achieve EEO goals. However no such program was implemented.

Females - 2011

Total Females:

As of July 1, 2010 Underutilization of females was again found in five job categories:

- Executive Senior Level Officials and Managers (-14%)
- Professionals (-5%)
- Technicians (-8%)
- Craft workers (-6%)
- Service Workers (-14%)

Based on the percentage of underutilization, goals were set for FY2009 in each category where there was underutilization:

- Executive Senior Level Officials and Managers (1)
- Professionals (3)
- Technicians (4)
- Craft workers (7)
- Service Workers (87)

The Authority started FY 2011 with a total of 8 Executive Senior Level Officials and Managers, 2 of which were female and needed to add 1 to meet its goal. During the initial FY2011 period (July-September) SMART employed 8 people in this category including a Transition Manager who was hired in a temporary capacity to assist the newly hired General Manager (white male). In September the Deputy General Manager (white male) was transferred to a Ombudsman position in the Professionals job category and the Transition Manager was installed as Deputy General Manager. Therefore the total employed in this category was reduced to 7 in September. During the year 1 female resigned and that position was reassigned to a female in the Professional job category.

The Authority started FY2011 with a total of 61 professionals, 27 of which were female and needed to add 3 females to meet its goal. During FY2011 the Authority reduced its staff of professionals by 10 total personnel due to necessary budget reductions. During this period there was a net loss of 4 females in the professionals' category due to the budget cutback making it impossible to reach the 2011 goal.

The Authority started FY2011 with a total of 57 technicians, 28 of which were female and needed to add 4 to meet its goal. During the year the Authority lost 1 technician, a female. Therefore the goal of 4 was not attained.

The Authority started FY2011 with a total of 118 craft workers, without any females and needed to hire 7 females to meet its goal. During the year we were unable to recruit qualified female technician applicants. Recruiting efforts continued with outreach to women's organizations and trade schools but did not yield desired increase in applications for female technicians' jobs.

The Authority started FY2011 with 614 service workers, 290 of which were female and needed to add 87 to meet its goal. During the year the Authority made some progress toward achieving its goal gaining 17 female service workers.

Female Sub-groups (race)

The only female sub-groups that were underutilized in FY2011 were:

- White female Professionals (-11)
- White female Technicians (-21)
- White female Administrative Support (-17)
- White female Craft Workers (-5)
- White female Service Workers (-253)
- Hispanic female Service Maintenance (-8)
- Asian female Professionals (-2)
- Asian female Service Maintenance (-6)

The Authority's most underutilized sub-group was white females with a total underutilization of 307. A corrective action might have been to focus on hiring white females to correct this underutilization. However no such program was implemented.

267 of these 323 were in the Service Maintenance job category which primarily includes drivers. A corrective action might have been to hire white, Asian and Hispanic coach operators, connector operators and coach service attendants to create a more diverse female workforce and to achieve EEO goals. However no such program was implemented.

ANALYSIS OF THREE-YEAR TRENDS

Total Females:

Over the three year period we hired 108 females and 182 males. On July 1, 2008 females made up 45.5% of the Authority's workforce. On July 1 2011 females made up 43.6% of the workforce. During that period no significant improvement was realized in female employee underutilization. The Authority did achieve minor improvement in the Job Classifications of Professionals, Technicians and Craft Workers. However the underutilization of female service maintenance workers increased from 55 to 84.

Female Sub-groups:

Underutilization of females has been concentrated in the sub-categories of White, Hispanic and Asian. Total underutilization of white females went from 294 in the beginning of the period and increased to 316 at the end of the period. Total underutilization of Hispanic females went from 9 at the beginning of the period and increased to 11 at the end of the period. Total underutilization of Asian females went from 11 and improved to 9 at the end of the period. The underutilization of white females is across all of the job categories. The underutilization of Hispanic and Asian females is limited to the Service Maintenance job category.

Assessment of the Quantitative Analysis, found in section 4.4, indicates that during this three year period there were a total of 6,116 job applications for 290 jobs. Only 36.7% of the applications came from females and only 4.4% came from white females. Asian females made up less than 0.2% of applications and Hispanic females made up less than 0.3% of the total applications.

During this period there were 108 females hired which was 37% of the total hires but 4.4% of the female applications. It is apparent that hiring has been consistent with the number of applications.

Conclusion:

An apparent barrier to meeting goals in the female sub-groups is the lack of applications from white, Hispanic and Asian females. If we solve the female sub-group underutilization we will solve the Total female underutilization problem. Therefore, we need to focus on obtaining more qualified job applications from white, Hispanic and Asian females.

CORRECTIVE ACTION PLAN

The Authority must increase efforts and programs to reach out to women’s groups, Hispanic groups and Asian groups to increase job applications. The Authority has compiled a list of target organizations that includes:

Organization	City
Michigan Hispanic Chamber of Commerce	Southfield, MI 48075
Hispanic Business Alliance of Michigan	Detroit, MI 48216
L.I.F.T. Women's Resource Center	Detroit, MI 48235
Asian Center SE MI	Southfield, MI 48075
Arab Community Center for Economic and Social Services	Dearborn, Michigan 48126
Arab Detroit	Dearborn, Michigan
Chinese Association of Greater Detroit	Troy, Michigan 48099
Detroit Association of Women's Clubs	Detroit, Michigan 48202
Detroit Hispanic Development Corporation	Detroit, Michigan 48216
Detroit India	Bloomfield Hills, Michigan 48302
Islamic Center of Detroit	Detroit, Michigan 48228
Japan America Society of Detroit and Windsor	Detroit, Michigan 48232
Jewish Federation of Metropolitan Detroit	Bloomfield Hills, Michigan 48301
JVS (Jewish Vocational Services) Downtown Detroit	Detroit, MI 48226
Korean Society - Metro Detroit	Southfield, Michigan 48075
Latino Family Services, Inc.	Detroit, Michigan 48216
Latino Mission of Detroit	Detroit, MI 48209
LatinoDetroit.com	
Oriental Culture Association	Farmington Hills, Michigan 48331
Philippine American Community Center	Southfield, Michigan 48075
Turkish American Cultural Association of Michigan	Farmington Hills, Michigan 48333
Women's Center of Southeast Michigan	Ann Arbor, Michigan 48103
Metropolitan Organizing Strategy Enabling Strength (MOSES)	Detroit, MI 48226

The Authority’s EEO office sent letters to all of the listed organizations indicating that opportunities exist for employment at the Authority. Telephone follow up calls were made to each organization.

The Authority’s EEO office will continue to communicate with the listed organizations in an attempt to increase job applications. We will also try to improve the effectiveness of the communication process.



4.6 Wage and Salary Administration

The Authority's Wage and Salary Compensation Plan is designed to allow for the administration of a fair and equitable compensation system. Its goals are to:

- Match job descriptions with actual job requirements.
- Determine compensation parity between jobs of equal responsibility requiring comparable skills.
- Prepare in-depth job descriptions covering:
 - purpose and scope of job,
 - Duties and responsibilities
 - Supervision duties assigned
 - Supervision received
 - Minimum qualifications (education, experience and other skills)
- Quantify job descriptions by a standardized process as a foundation for determining rank and compensation.
- Assure that the practices of compensation are fair and equitable and conform to SMART's EEO Policy and any applicable state or federal law.

The following tables describe Wage & Salary data from the job categories of **Technicians** and **Professionals** because the Wages & Salaries in other job categories are governed by collective bargaining agreements. The data was is from April 2012.

Technicians

Job Class/Title	FEMALES			MALES		
	<i>Black</i>	<i>White</i>	<i>Total</i>	<i>Black</i>	<i>White</i>	<i>Total</i>
	Ave. Salary	Ave. Salary	Ave. Salary	Ave. Salary	Ave. Salary	Ave. Salary
TECHNICIANS						
Central Radio Disp. Communications Tech.	\$ 48,454	\$ 48,838	\$ 48,531	\$ 48,838	\$ 46,654	\$ 48,838
Dispatcher AM	\$ 46,907		\$ 46,907			
Dispatcher PM	\$ 44,242		\$ 44,242	\$ 38,688		\$ 36,688
Dispatcher inspector	\$ 38,688	\$ 33,688	\$ 33,688	\$ 38,688	\$ 38,688	\$ 38,688
Graphics Prod. Spec.					\$ 46,654	\$ 46,654
Maint. Super.				\$ 51,272	\$ 51,272	\$ 51,272
Payables Specialist	\$ 37,378		\$ 37,378			
Quality Assurnce Tech.					\$ 31,970	\$ 31,970
Road Maintenance Tech.				\$ 47,091		\$ 47,091
Road Supervisor	\$ 46,387		\$ 46,387	\$ 47,029	\$ 47,029	\$ 47,029
AVG. SALARY	\$ 45,024	\$ 43,763	\$ 44,927	\$ 46,674	\$ 46,004	\$ 46,411
Without Maint. Supervisor				\$ 44,166	\$ 41,613	\$ 43,265

Summary Analysis of Average Technicians Salaries:

African American Male	\$46,674
Total Male	\$46,411
White Male	\$46,004
Total Technicians	\$45,669
African American Female	\$45,024
Total Female	\$44,927
White Female	\$43,763

Observations:

- All categories of male Technicians earn less than the average Technician's salaries.
- All categories of female Technicians earn less than the average Technician's salary.
- Thirteen (13) Maintenance Supervisors are the highest paid Technician positions at an average of \$51,272 and are all male. Without the Maintenance Supervisors the average male salary is only \$43,265 which is less than the average female salary.
- The next highest paid position is Central Radio Dispatch where pay is equal among males and females.



Equal Employment Opportunity Program

Table 10 Professional

Job Title	Female					Male				
	Avg. Salary	Avg. Salary	Avg. Salary	Avg. Salary	Avg. Salary	Avg. Salary	Avg. Salary	Avg. Salary	Avg. Salary	Avg. Salary
	White	Black	Asian	Am Indian	Female Total	White	Black	Hispanic	Asian	Male Total
ADA COORDINATOR						\$53,414				\$53,414
ASSISTANT GENERAL COUNSEL								\$68,390		\$68,390
BUDGET ANALYST		\$53,414			\$53,414					
BUS STOP AND SHELTER MAINT SUP		\$43,971			\$43,971					
CAPITAL & GENL LEDGER ACCT		\$50,232			\$50,232					
CBSB MAINT COORD AND TRAINER							\$58,989			\$58,989
COMMUNICATIONS WRITER (PT)	\$39,624				\$39,624					
COMMUNITY OMBUDSMAN		\$66,602			\$66,602	\$65,187				\$65,187
DATABASE ADMINISTRATOR									\$71,677	\$71,677
DATABASE ADMINISTRATOR II									\$80,392	\$80,392
EEC/DBE & DRUG & ALC COMP COOR						\$49,171				\$49,171
EMPLOYEE BENEFIT SPEC									\$53,414	\$53,414
EMPLOYMENT SPECIALIST	\$53,414				\$53,414					
ENTERPRISE ADMINISTRATOR						\$71,677				\$71,677
FINANCIAL ANALYST		\$42,078			\$42,078					
FINANCIAL REPORTING ACCOUNTANT		\$42,078			\$42,078					
GOVERNMENTAL ACCOUNTANT				\$53,414	\$53,414					
GRANT ANALYST						\$42,973				\$42,973
INSURANCE CLAIMS SPEC						\$53,414				\$53,414
LABOR & EMPL REL SPEC			\$49,171		\$49,171					
MANAGER OF FINANCIAL ANALYSIS									\$68,390	\$68,390
MARKETING & COMMUNICATION COOR	\$42,078				\$42,078					
MATERIAL CONTROL ADMINISTRATOR						\$65,208				\$65,208
MGR FIN REPORTING AND BUDGET		\$72,717			\$72,717					
MGR OF COMP AND BENEFITS		\$72,717			\$72,717					
MGR OF CONN SERV & CENTRAL DIS						\$77,522				\$77,522
MGR OF EMPLOYMENT & TRAINING	\$69,846				\$69,846					
MGR OF FAREBOX & SECURITY ADMI						\$72,717				\$72,717
MGR OF FIXED ROUTE CUST INFO		\$72,717			\$72,717					
MGR OF FIXED ROUTE SCHEDULING	\$80,829				\$80,829					
MGR OF INFORMATION TECHNOLOGY							\$78,333			\$78,333
MGR OF LABOR & EMPL RELATIONS						\$69,846				\$69,846
MGR OF MKTG & COMMUNICATIONS	\$79,955				\$79,955					
MGR OF PROCUREMENT						\$80,891				\$80,891
MGR OF PROJECT CONTROL						\$65,458				\$65,458
NETWORK ANALYST						\$61,069				\$61,069
OFFICE SUPERVISOR	\$49,005	\$47,975			\$48,318					
PAYROLL SUPERVISOR		\$46,654			\$46,654					
PLANNER						\$42,078				\$42,078
REVENUE ACCOUNTANT						\$53,414				\$53,414
RISK MANAGER						\$65,187				\$65,187
SCHEDULE WRITER						\$45,739				\$45,739
SENIOR FINANCIAL ANALYST			\$49,171		\$49,171					
SR GRANT ANALYST	\$50,232				\$50,232					
SR PLANNER						\$53,414	\$53,414			\$53,414
SR PURCHASING AGENT	\$50,773				\$50,773		\$49,171			\$49,171
SR SCHEDULE WRITER						\$53,414				\$53,414
SR SYSTEMS ANALYST	\$56,202				\$56,202					
SUPT OF MAINT OAK & CMTY PROGS						\$86,154				\$86,154
SUPT OF TRANS OAK & RD SUPV		\$76,710			\$76,710					
SUPV OF MATERIAL CONTROL	\$56,202				\$56,202					
TERMINAL MANAGER						\$81,598	\$76,710			\$79,154
TRAINING COORDINATOR			\$53,102		\$53,102					
Average Salary	\$56,578	\$56,603	\$50,482	\$53,414	\$55,849	\$63,142	\$63,324	\$68,390	\$68,468	\$63,974

Summary Analysis of Average Professionals Salaries:

Asian Males	\$68,468
Hispanic Males	\$68,390
Total Males	\$63,974
African American Males	\$63,324
White Males	\$63,142
Total Professionals	\$60,174
African American Females	\$56,603
White Females	\$56,578
Total Females	\$55,849
American Indian Female	\$53,414
Asian Females	\$50,482

Observations:

- All categories of male Professionals earn less than the average Technician’s salaries.
- All categories of female Professionals earn less than the average Technician’s salary.
- In the top ten (10) paying Professional jobs seven are occupied by males and three (3) are occupied by females.
- Professional job categories with both male and females in the same or very similar jobs:
 - The female Community Ombudsmen is earning more than the two male Community Ombudsmen.
 - Terminal Managers and Superintendent of Transportation Oakland and Road Supervisors are essentially the same job. Two are men and one is a woman. The woman and man with the same seniority are paid the same rate. The other male has 16 year more seniority.
 - The Manager of Marketing Communications, a female, is paid more than the male Manager of Information Technology. However, the female has more seniority.
 - The Manager of Employment and Training, a female, is paid more than the Manager of Project Control, a male because the female has more seniority.
 - The female Senior Purchasing Agents are paid more than the male Senior Purchasing Agents due to their seniority.
 - The Insurance Claims Specialist, a male, is paid at the same rate as the Employment Specialist, a female.
 - The Manager of Procurement, a male, and the Manager of Fixed Route Scheduling, a female are paid the same rate.

Conclusions:

- There is no evidence of wage discrimination against minorities in either the Professional or Technician categories.
- The apparent disparity in wages between males and females is explained upon further investigation. The controlling factors are seniority and the fact that seven (7) of the ten (10) highest paying jobs in these categories are occupied by males and until they retire this factor cannot be adjusted.

4.7 Benefits

Benefit plans and programs: All SMART employees have access to health, dental and optical benefits. As part of indoctrination, employees select one of three health plans, and have dental, and optical care. SMART employees are enrolled into MERS ,as part of the state of Michigan governmental workers pension plan. All plans conform to all state and federal laws and are compliant with regards to all governing EEO/AA regulations, and are available to all employees beginning on their hire date.

Sick leave is granted to employees in accordance with the Authority's sick leave policy for salaried (non-represented) employees. Represented employees are granted sick leave under the terms of their respective bargaining unit negotiated agreements.

No medical condition shall require a mandatory leave unless proper medical authorities indicate it would have a negative impact on job performance and evaluation indicates an inability to perform the duties of the position.

The Authority administers a fair and equitable retirement program in conformance with applicable state and federal laws.

5 DISSEMINATION

Internal Dissemination

This Equal Employment Opportunity/Affirmative Action Program (EEO/AA) shall be communicated to all SMART employees. Internal policy dissemination shall take place through the following means:

- The Office of DBE/EEO Programs shall conduct meetings with department directors, managers and supervisors on quarterly bases. These meetings shall consist of a thirty (30) minute briefing on the status of SMART's EEO/AA Program and any issues concerning employment practices. Each briefing shall include a thirty (30) minute question and answer session at the end of the brief.
- Posting official EEO posters and the policy statement on bulletin boards, near the time clocks, employees' cafeteria and snack bars, and in the employment/personnel office.
- Including the EEO policy in employee handbooks, reports, manuals, and union contracts.
- Communicate with minority and female employees via bulletin board notices and suggestion boxes to obtain their suggestions in implementing and refining the EEO program.
- Presentation and discussion of the EEO program as part of employee orientation and in all training programs.
- A copy of the EEO/AA Policy for each department and each union steward to be readily available to any employee requesting to see it.
- Reference copies of the program are available in the Office of DBE/EEO Programs, as well as in the Human Resources department.
- EEO Policy and Complaint Procedure listed on the Authority's web-site.
- The EEO compliance Officer and Human Resources staff shall be available at all times to answer questions of individual employees.
- The EEO compliance Officer has direct access and communication to the Chief Executive Officer/General Manager on all aspects of the EEO/AA Program at SMART.

External Dissemination

Provide the following with a copy of the Authority's EEO Policy;

- Employment agencies; hiring halls; unions; educational institutions; minority, handicapped, and women's organizations; civil rights organizations; community action groups; training organizations (e.g., Opportunities Industrialization Centers of America, Inc.); and others who refer applicants.
- Public media sources, especially radio and television stations, newspapers, magazines, and other journals (especially those oriented to the handicapped and minority populations). All advertisement for personnel should include a statement that the recipient is an "EEO employer."
- Explanatory letters shall be sent to potential recruiting sources in the community indicating that the Authority is an Equal Opportunity Employer.
- The EEO Compliance Officer or designate and Human Resources department's staff members shall attend Community Career and Job Fairs.
- Contractors, sub-contractors, and vendors will be notified in writing of our Equal Employment Policy requesting appropriate supportive action on their part.

INTERNAL MONITORING AND REPORTING SYSTEM

EEO Compliance Officer and EE Compliance Coordinator have established an internal monitoring and reporting system. The purpose of this reporting system is to:

- Assess accomplishments and establish and enforce a system of accountability.
- Evaluate the EEO/AA Program and to take necessary corrective action.
- Identify areas in which EEO/AA goals or the implementation of affirmative steps have been accomplished.
- Provide a precise and factual data base for future projections and FTA compliance reviews.
- Data will be collected on a monthly and quarterly basis for reports to be made to the General Manager. To assess progress toward attainment of the goals of this EEO/AA Program, the following quantitative and qualitative measures shall be made by using statistical reports.
 - Number of hires.
 - Number of applicants offered employment for each position, by population group.
 - Number of applications for promotion or transfer, by population group.
 - Number of percent of positions filled by promotions, by population group.
 - Number and percent of positions filled by new employees, by population group.
 - Number and percent of grievances based on charges of discrimination filed and/or upheld, by population group.
 - Number and percent of persons terminated.
 - All data will be categorized by positions and EEO codes.

6 Discrimination & Harassment Complaint Procedures

SMART must ensure that no person shall be excluded from or otherwise denied employment, prevented from advancement or terminated based on the grounds of race, color, religion, national origin, sex, age, marital status, sexual preference, or disability. All applicants and employees have right to register a complaint of discrimination in employment with the Authority's EEO Compliance Officer.

Options to file a complaint:

- *Call the complaint hotline at 248.434.6038.* If after business hours, leave a message briefly describing the nature of the complaint, phone number where the complainant can be reached and best time to return your call. All complaints shall be followed up within (3) business days upon receipt of the complaint.
- File complaint on www.smartbus.org.
- Mail a detailed letter describing the nature of complaint and address with phone number where the complainant can be reached to:

SMART
EEO Compliance Officer
535 Griswold Street, Suite 600
Detroit, MI 48226

The Authority will ensure that any employee or applicant who makes a complaint of discrimination or any witnesses identified by the complainant will be free from restraint, intimidation, interference, coercion or reprisal at all stages within the process. All persons named as alleged discriminating staff will be adequately informed of the charges made against them and will be afforded the opportunity to respond to those charges.

The primary purpose of the discrimination and harassment complaint procedure is to determine whether discrimination as defined by FTA Circular 4704.1, *"Equal Employment Opportunity Program Guidelines for Grant Recipient"* has occurred and, if confirmed, appropriate action is taken to correct the situation. For complaints other than discrimination and harassment, bargaining unit employees should follow the grievance procedures outlined in their union contract.

A key component of this program is the right of the employee or applicant to report instances of discrimination in the employment process. A complaint must be submitted within *180 days from time of occurrence*. After a complaint is submitted, the EEO Compliance Officer has the specific responsibility of investigating all employee's or applicant's complaints of discrimination during the employment process or while on the job. The EEO Compliance Coordinator shall be available for an informal consultation should an employee and/or managers have any questions regarding discrimination or harassment concerns in the workplace. Upon receipt of a complaint the EEO Compliance Officer shall assign an investigator to each complaint.

The Investigation of Complaints

Phase I Initial investigation: is a basic gathering of the facts specified in the complaint by the investigator to assess the nature of the complaint. The investigator shall meet with complainant to confidentially review the allegations, clarify the issues, and obtain names of witnesses, if applicable. The investigator shall seek to determine if a violation of the complainants Civil Right's occurred based on race, color, religion, national origin, sex, age, or disability. The investigator shall also establish if the complaint is strictly an EEO based complaint that is associated with the application or employment process, or is a Title VI violation based on the actions of an individual against the complainant.

A Report of Findings (ROF) will be forwarded to the EEO Compliance Officer within 15 days. The EEO Compliance Officer will have 15 days to review the information gathered by the investigator and may seek additional information from the complainant. Based on all the information received by EEO Compliance Officer, a decision will be made to formally investigate the complaint further, refer the case to the Authority's General Counsel for issues relating to title VI, or dismiss the case. The EEO Compliance Officer shall, in writing, inform the complainant of the findings of the initial investigation and any pending action to include case dismissal. If the complainant disagrees with the findings, they may file a complaint with the FTA's Civil Rights Officer.

Phase II formal Investigation: is a targeted inquiry into the original concern identified by the initial investigation and seek additional supporting information. The investigator shall conduct interviews with managers, supervisor and employees, and review all Authority policies and procedures that maybe associated to the complaint. The objective of this investigation shall be to prove or disprove the allegation of discrimination based on the information gathered from the course of the inquiry.

If claim of discrimination is validated; A Summary of Findings (SOF) and a Corrective Action Plan (CAP) will be forwarded by the investigator to the EEO Compliance Officer within 30 days. This CAP supported by the SOF shall outline the nature of the violation, if any, disciplinary actions, if warranted, and the CAP may amend Authority policy, if needed, to prevent any future occurrences. EEO Compliance Officer will have 30 days to either concur with the investigator's SOF and CAP or recommend an alternate CAP. The EEO Compliance Officer shall forward the investigator's SOF and CAP with the EEO Compliance Officer's endorsement to the General Manager.

Resolution of Complaint

The EEO Compliance Officer may seek to resolve the issue on the lowest level through mediation with the complainant, their department head, and Human Resources, if necessary. Should the findings, if any, show that a violation occurred; the EEO Compliance Officer may recommend disciplinary action, if warranted. If the complainant is represented and is not satisfied by the outcome of the mediation, he/she may also file a grievance through their respective union. Employees unsatisfied by the outcome of mediation may file a complaint with the U.S. Department of Transportation. A written notice can be sent directly to the U.S. Department of Transportation Office of Civil Rights at the address below.

Department of Transportation:
U.S. Department of Transportation
Attention: Office of Civil Rights
1200 New Jersey Avenue, S.E.
Washington, D.C. 20590

The complainant will receive a written notice of findings from the Office of General Counsel upon completion of the investigation. If the complainant disagrees with the response or decision, a written notice can be sent directly to the U.S. Department of Transportation:

Department of Transportation:
U.S. Department of Transportation
Attention: Office of Civil Rights
1200 New Jersey Avenue, S.E.
Washington, D.C. 20590

7 ADA Policy

SMART forbids discrimination against individuals with disabilities in all aspects of employment, including the application process, testing, hiring, promotion, compensation, training, and benefits. In general, SMART will provide a “reasonable accommodation” for any otherwise qualified employee or applicant with a disability as defined above. Reasonable accommodation will allow qualified employees to perform essential functions of a particular position. However, the nature of the position must meet the requirements of the applicable federal law when considering such request. Should the nature of the position lawfully preclude SMART from providing reasonable accommodation, SMART shall provide assistance in seeking an alternate solution for the employee.

DEFINITIONS

For the purpose of this policy, the following terms shall have meanings as defined pursuant to the Americans with Disabilities Act:

➤ **DISABILITY**

The term “disability” means, with respect to an individual who has:

- (A) A physical or mental impairment that substantially limits one or more major life activities of such individual or
- (B) A record of such impairment

MAJOR LIFE ACTIVITIES

- (A) In general major life activities include, but are not limited to, caring for oneself, performing manual tasks, seeing, hearing, eating, sleeping, walking, standing, lifting, bending, speaking, breathing, learning, reading, concentrating, thinking, communicating, and working.
- (B) Major bodily functions a major life activity also includes the operation of a major bodily function, including but not limited to, functions of the immune system, normal cell growth, digestive, bowel, bladder, neurological, brain, respiratory, circulatory, endocrine, and reproductive functions.

REASONABLE ACCOMMODATION

Adjustments and changes an employer must make in the work schedule or work environment to meet the needs of his employees. These changes could be made to allow a handicapped worker to perform his or her job. Widening doorways, installing access ramps, and lowering work tables are all considered reasonable accommodations for handicapped workers. Schedule changes that allow employees time off for religious observances are also reasonable accommodations. Adjustments or changes are considered reasonable, if they do not have a bad effect on work flow or production.

THE DEFINITION OF “DISABILITY” SHALL BE CONSTRUED IN ACCORDANCE WITH THE FOLLOWING:

The definition of disability shall be construed in favor of broad coverage of individuals to the maximum extent permitted by the terms of federal law. The term “substantially limits” shall be interpreted consistently with the findings and purposes of the ADA Amendments Act of 2008. An impairment that substantially limits one major life activity need not limit other major life activities in order to be considered a disability. An impairment that is episodic or in remission is a disability if it would substantially limit a major life activity when active. The determination of whether impairment substantially limits a major life activity shall be made without regard to the ameliorative effects of mitigating measures such as:

- Medication, medical supplies, equipment, or appliances, low-vision devices (which do not include ordinary eyeglasses or contact lenses), prosthetics including limbs and devices, hearing aids and

cochlear implants or other implantable hearing devices, mobility devices, or oxygen therapy equipment and supplies, or

- Use of assistive technology;
- Reasonable accommodations or auxiliary aids or services; or
- Learned behavioral or adaptive neurological modifications.

The ameliorative effects of the mitigating measures of ordinary eyeglasses or contact lenses shall be considered in determining whether impairment substantially limits a major life activity. The term “ordinary eyeglasses or contact lenses” means lenses that are intended to fully correct visual acuity or eliminate refractive error; and the term “low-vision devices” means devices that magnify, enhance, or otherwise augment a visual image.

Auxiliary aids and services. The term “auxiliary aids and services” includes:

- Qualified interpreters or other effective methods of making aurally delivered materials available to individuals with hearing impairments;
- Qualified readers, taped texts, or other effective methods of making visually delivered materials available to individuals with visual impairments;
- Acquisition or modification of equipment or devices; and other similar services and actions.

ADA Reasonable Accommodations Request process

For Applicants

- SMART shall provide the follow assistance for any applicant covered to the ADA.
- Providing applications in Braille or with appropriate type.
- Provide access to an appropriate computer workstation for completing an electronic application.
- Provide personal assistance with filling out a traditional application.

During the employment process, the applicant may make a request for reasonable accommodation at anytime.

- The applicant shall fill out a Reasonable Accommodation Request Form.
- The EEO Officer, ADA Coordinator, and the hiring manager shall determine if the request meets qualification for reasonable accommodation and if the position is able to adapt to the individuals disability.
- This request shall not provide the sole basis to disqualify an applicant for employment.
- Prior to the applicant receiving an offer of employment, the applicant must produce either official documentation of disability or written notice from the applicant's physician.
- In order to qualify for reasonable accommodation, these documents must define the physical limitations of the disability.

For Employees

At anytime during their employment at SMART, an otherwise qualified employee with a disability may seek “reasonable accommodation” for the following:

- the employee has been recently diagnosed with a qualifying disability, or
- An existing disability has progressed to the point of qualification.

Current employees shall complete the following procedure for submitting a request:

- The employee shall complete the Reasonable Accommodation Request form online. This form can



- be found under the employment tab on SMART's website www.smartbus.org.
- The EEO officer or designate shall review the application and confidentially interview the employee for amplifying information.
 - SMART reserves the right to request official documentation of disability or written notice of disability from the applicant's physician.
The EEO Officer shall confer with SMART's ADA Coordinator and the employee's manager to determine if the employee is entitled to a reasonable accommodation under the ADA.
 - If it is determined that an employee is entitled to a reasonable accommodation under the ADA, equipment or modifications must be provided to satisfy the employee's request.
 - The EEO Officer will review the request for procurement of equipment or services necessary to meet the provisions of the request.

If the request for reasonable accommodation cannot be approved, the employee shall be referred to the Human Resources department for assistance. The Employee Benefit Specialist shall assist the employee in determining whether the employee qualifies for benefits such as disability or FLMA leave.


APPENDIX A EMPLOYMENT APPLICATIONS

Internet Employment Application

SMART - Maintenance

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Ride SMARTNews & InfoContact SMARTSMART BusinessSMART EmploymentMySMART



SMART Employment

- Application Process
- Employment FAQ
- Current Job Openings
 - Executive
 - Professional
 - Administrative/Clerical
 - Maintenance
 - Bus Drivers

Google Translate

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For best results, please use Internet Explorer 6 or later versions.

COACH SERVICE ATTENDANT

Job ID: OPAM2003102001

Department: Maintenance

Location: Inkster, Troy or Mt. Clemens, MI

Starting Rate: \$11.10 per hour

Union: United Auto Workers

Start Date: SMART is not currently hiring for this position, but is accepting applications for future openings. Your application will be kept on file for six months.

Duties and Responsibilities:

Under supervision, assists in automotive maintenance; performs minor repairs such as bulb changing; keeps shop and yard areas clean and neat; cleans buses – both interior and exterior; moves and fuels buses on terminal property. On occasion, may be required to drive buses on public streets to other terminals or on road calls.

Minimum Requirements:

Education equivalent to completion of eight grades in an elementary school, and preferably high school. Knowledge and experience in minor vehicle repair or maintenance, e.g., oil changes, tune-ups, etc. Physical strength and agility.

NOTE: Applicants must have a valid Michigan Driver's License with no suspensions within the last five (5) years and not more than three (3) points on their driving record. Newly-hired employees are required to obtain a Temporary Instruction Permit (TIP) with a Group B endorsement (airbrakes) within 30 days of hire and a Commercial Driver's License (CDL) within 90 days of employment. Applicants must pass a pre-employment physical and drug screen and will be subject to random drug testing during their employment.

Benefits:

The Suburban Mobility Authority for Regional Transportation is an [Equal Opportunity Employer](#) and offers a competitive benefits program. [Click here](#) for a general list of benefits.

[Apply For This Job](#)

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<http://www.smartbus.org/Smart/SMART+Employment/Current+Job+Openings/Maintenan...> 2/25/2011



SMART Home
SMART JOB APPLICATIONS

APPLICANT DETAILS:

SMART is an Equal Opportunity Employer. Applicants will be considered for employment without regard to race, color, sex, age, disability, religion, ancestry, marital status, national origin, place of birth or sexual preference. **Note: All fields marked by * are optional.**

SMART is committed to an affirmative action program. For the purpose of effectively implementing the program, we would appreciate you providing the following information. This is entirely voluntary and will remain confidential.

Category: Maintenance **Job Title: Coach Service Attendant**

Personal Information: (Date Applied: 2/25/2011 11:05:15 AM)

Name: John Doe
 Address: 111 Street
 Detroit MI 48226
 Email Address: N/A
 Phone Number: Home: 313-111-1111 Message: N/A
 Social Security Number: 111-11-1111
 Have you been previously employed by SMART? No
 Are you available to work all hours? Yes
 Are you legally eligible for employment in the U.S.? Yes
 List relatives working for SMART: None
 Driver's License Number or ID Number: D-111-111-111-111
 If License is out of Michigan, Indicate the State:
 IN EMERGENCY NOTIFY: Jane Doe (Spouse) 313-111-1111
 111 Street Detroit 48226

Certifications:

State:

- 1) Master Auto
- 2) Heavy Truck
- 3) Suspension
- 4) Tune-Up
- 5) Brakes
- 6) Engines
- 7) Air Conditioning/Heat
- 8)

ASE:

- 1) Gasoline Engines
- 2) Diesel Engines
- 3) Drive Train
- 4) Electrical/Electronic Systems
- 5) Suspension & Steering
- 6) HVAC Systems
- 7) Brakes
- 8) Preventive Maintenance Inspection PMI
- 9)

Experience:

- 1) Oil Changes
- 2) Engine
- 3) Brakes
- 4) Hydraulics
- 5) Tune-Ups
- 6) Air Conditioning/Heat
- 7) Electrical
- 8) Drive Line
- 9) Transmission
- 10)

Do you have any mechanical training (Formal or Informal)? If yes, please describe: None., Informal

Preferred Locations (Terminals):
 Macomb Terminal - 22900 Fifteen Mile Road, Clinton Township
 Oakland Terminal - 2021 Barrett Street, Troy
 Wayne Terminal - 30000 Industrial Drive, Inkster

Educational Information:



School	Name and Location	Degree/Course of Study	Total Yrs Attended	Did Graduate
Professional License	By:	#:	Type:	

List Memberships in Any Professional or Civic Organizations
(Exclude those which may disclose your race, color, religion or national group)

None.

Do you have any technical training? If yes, please describe.

None., Informal

Special Qualifications:

Employment Information(Start with most recent position, including military service)

1	Company: Ford Motor Company	Telephone: 313-111-1111
	Address: 111 Street Detroit MI 48226	Employed From 04/80 To 11/2010
	Supervisor: Mr. Smith	Weekly Pay: Starting 300.00 Ending 2000.00
	Job Title and Duties: Mechanic	Reason for Leaving: Laid Off.

Are you employed now?

No

May we inquire of your present employer?

No

How did you learn about this position?

MESC

Answering this question will not automatically disqualify you from being hired.

No.

Have you ever been convicted of a crime other than a traffic violation?

Applicants applying for safety-sensitive positions must answer the following question. Safety-sensitive positions include all maintenance, driver, dispatcher, road supervisor and superintendent positions.

No.

Have you ever tested positive for a controlled substance on any Department of Transportation (DOT) pre-employment physical during the past 2 years?

Have you ever refused to take Department of Transportation (DOT) pre-employment physical test during the past 2 years?

No.

Affirmative Action Plan:

Are you a disabled veteran?

No

Are you a Vietnam veteran?

No

For purposes of affirmative action, do you wish to be considered as disabled?

No

Sex:

Male

Race - Ethnicity:

Hispanic

Background Check:

Criminal background check Result:

-- Select --

Drivers license check Result:

-- Select --

Final Decision:

-- Select --

Comments:

Text area for comments with up/down arrows.



Each applicant appointed to a position with the Suburban Mobility Authority for Regional Transportation (SMART) must meet the requirements of the position including successful completion of any oral, written and/or medical examination.



An employee whose position is among those which fall within the parameters of a collective bargaining agreement will be required to complete a probationary period during which time said employee's employment may be terminated with or without cause and without appeal. All non-represented employees are employees at-will and their employment may be terminated at any time with or without cause.

Subsequent to a job offer, I agree to take pre-employment physical examination, which will include a drug screen. I understand that all offers of employment are contingent upon my successful completion and passing of said physical examination and SMART receiving a verified negative drug test result. I agree to wear protective clothing or devices as required by SMART and to comply with the safety rules. I authorize SMART to obtain, at its discretion, my driving record, including all State Department of Licensing actions that have taken place regarding the operator's license I now hold, and/ or any I have ever held. I further agree to any conditions of employment as set forth by SMART.

I hereby acknowledge that as part of my application for employment for a position which involves the performance of safety-sensitive functions as defined by 49 CFR Part 655, as amended, I must submit to a U.S. DOT urine drug test under the authority of the Federal Transit Administration, and that any offer of employment is contingent on a verified negative drug test result. I also understand that as a condition of continued employment in a safety-sensitive function, I will be subject to random drug and alcohol testing as required by SMART.

I, the undersigned, certify that I have read, personally completed, and fully understand this form in its entirety and that the information contained herein is true and correct to the best of my knowledge. I understand that any misrepresentation or omission of facts is cause for rejection and I can be terminated for no reason, with or without cause by SMART

[HOME](#) [LOG-IN](#) [SITE MAP](#)

[Ride SMART](#) | [News & Info](#) | [Contact SMART](#) | [SMART Business](#) | [SMART Employment](#) | [MySMART](#)



SMART Employment

- Application Process
- Employment FAQ
- Current Job Openings
 - Executive
 - Professional
 - Administrative/Clerical
 - Maintenance
 - Bus Drivers

For best results, please use
Internet Explorer 6 or later
versions.

APPLICATION FOR EMPLOYMENT

Thank you John Doe for your interest in employment with SMART. You will be notified if you are selected for an interview or further processing. Your application will be kept on file for 6 months.

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[Privacy Policy & Terms of Use](#)

Traditional Employment Application Package



**Suburban Mobility Authority
for Regional Transportation**

Application for Employment

SMART is an Equal Opportunity Employer. Applicants will be considered for employment without regard to race, color, sex, age, disability, religion, ancestry, marital status, national origin, place of birth or sexual orientation.

PERSONAL	PLEASE PRINT CLEARLY			
	Last Name	First	M. I.	Date
	Street Address			Home Telephone ()
	City, State, Zip			Message Telephone ()
	Position Desired:			Social Security#
	Have you previously applied to or been employed by SMART? <input type="checkbox"/> YES <input type="checkbox"/> NO If YES, Month / Year ____/____ Location(s) _____			IN EMERGENCY NOTIFY Name
	Are you available to work all hours? <input type="checkbox"/> YES <input type="checkbox"/> NO If not, what hours can you work? _____			Relationship
	Are you legally eligible for employment in the United States? <input type="checkbox"/> YES <input type="checkbox"/> NO			Street Address
	List relatives working for SMART.			City, State, Zip
	Michigan State Driver's License Number or ID Number _____			Telephone ()

EDUCATION	SCHOOL	NAME AND LOCATION	DEGREE/ COURSE OF STUDY	NUMBER OF YEARS ATTENDED	DID YOU GRADUATE?
	High School				<input type="checkbox"/> YES <input type="checkbox"/> NO
	College				<input type="checkbox"/> YES <input type="checkbox"/> NO
	College				<input type="checkbox"/> YES <input type="checkbox"/> NO
	Graduate				<input type="checkbox"/> YES <input type="checkbox"/> NO
	Trade or Vocational				<input type="checkbox"/> YES <input type="checkbox"/> NO
	Apprenticeship Program				<input type="checkbox"/> YES <input type="checkbox"/> NO
	Professional License	Granted By	License Number	What Type of License?	



List Memberships in Any Professional or Civic Organizations

(Exclude those which may disclose your race, color, religion or national group.)

Do you have any technical training? If yes, please describe.

Special Qualifications

_____ Fax	_____ Calculator	_____ Speed
_____ PBX System	_____ Typewriter	_____ Speed
_____ Commercial Vehicle	_____ Shorthand	_____ Speed
_____ Dictaphone	_____ Data Entry	_____ Speed
_____ Copier		

Computers

_____ DEC or compatible _____ IBM compatible _____ Other

Software Packages - Please explain experience

_____ Windows	_____
_____ Word	_____
_____ Excel	_____
_____ Access	_____
_____ PowerPoint	_____
_____ Other	_____

Mainframes: Which type? _____



Equal Employment Opportunity Program

Are you employed now? If yes, may we inquire of your present employer?
YES NO YES NO

Referral

How did you learn about this position?

MESC Ad Employee Referral School Placement Officer Newspaper/Radio Other, i.e. agency

Answering this question will not automatically disqualify you from being hired.

Have you ever been convicted of a crime other than a traffic violation? NO YES If yes, explain:

Applicants applying for safety-sensitive positions must answer the following question. Safety-sensitive positions include all maintenance, driver, dispatcher, road supervisor and superintendent positions.

Have you ever tested positive for a controlled substance on any Department of Transportation (DOT) pre-employment physical during the past 2 years?

NO YES If yes, explain:

Have you ever refused to take a Department of Transportation (DOT) pre-employment test during the past 2 years?

NO YES If yes, explain:

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An employee whose position is among those which fall within the parameters of a collective bargaining agreement will be required to complete a probationary period during which time said employee's employment may be terminated with or without cause and without appeal. All non-represented employees are employees at-will and their employment may be terminated at any time with or without cause.

Subsequent to a job offer, I agree to take a pre-employment physical examination, which will include a drug screen. I understand that all offers of employment are contingent upon my successful completion and passing of said physical examination and SMART receiving a verified negative drug test result. I agree to wear protective clothing or devices as required by SMART and to comply with the safety rules. I authorize SMART to obtain, at its discretion, my driving record, including all State Department of Licensing actions that have taken place regarding the operator's license I now hold, and/or any I have ever held. I further agree to any conditions of employment as set forth by SMART.

I hereby acknowledge that as part of my application for employment for a position which involves the performance of safety-sensitive functions as defined by 49 CFR Part 655, as amended, I must submit to a U.S. DOT urine drug test under the authority of the Federal Transit Administration, and that any offer of employment is contingent on a verified negative drug test result. I also understand that as a condition of continued employment in a safety-sensitive function, I will be subject to random drug and alcohol testing as required by SMART.

I, the undersigned, certify that I have read, personally completed, and fully understand this form in its entirety and that the information contained herein is true and correct to the best of my knowledge. I understand that any misrepresentation or omission of facts is cause for rejection and I can be terminated for no reason, with or without cause by SMART.

Signature of Applicant Date

Accept: Reject:



Background Investigation Consent



Suburban Mobility Authority for Regional Transportation

Buhl Building • 535 Griswold Street, Suite 600 • Detroit, MI 48226 • (313) 223-2100

Background Investigation Consent

I, _____, hereby authorize **SMART** and/or its agents to make an independent investigation of my background, references, character, past employment, education, credit history, criminal or police records, including those maintained by both public and private organizations and all public records for the purpose of confirming the information contained on my application and/or obtaining other information which may be material to my qualifications for employment now and, if applicable, during the tenure of my employment with **SMART**.

I release **SMART** and/or its agents and any person or entity, which provides information pursuant to this authorization, from any and all liabilities, claims or lawsuits in regards to the information obtained from any and all of the above referenced sources used.

The following is my true and complete legal name and all information is true and correct to the best of my knowledge:

Full Name (Printed)

Maiden Name or other names used

Present Address

How Long?

City/State

Zip

Former Address

How Long?

City/State

Zip

Race

Sex

*Date of Birth

Social Security Number

Driver's License Number

State

Signature

Date

**NOTE: The above information is required for identification purposes only, and is in no manner used as qualifications for employment. SMART is an Equal Opportunity Employer, and does not discriminate on the basis of Sex, Race, Religion, Age, Handicap or National Origin.*





Safety-Sensitive Employee Verification Form



SUBURBAN MOBILITY AUTHORITY FOR REGIONAL TRANSPORTATION
EMPLOYMENT REFERENCE

ATTENTION APPLICANTS: SIGN AND DATE THE BOTTOM ONLY OF THIS FORM

Date: _____ Return to: SMART Human Resources
 Company Name: _____ Manager, Employment & Training
 Address: _____ 535 Griswold, Suite 600.
 _____ Detroit, MI 48226
 _____ or Fax to (248) 244-9126
 Applicant Name: _____ Soc. Sec. No. _____

The above named applicant has made application with the Suburban Mobility Authority for Regional Transportation for employment. We would appreciate your reply to the questions below. ALL INFORMATION obtained will be held in strict CONFIDENCE for our use and benefit, without prejudice or liability on your part.

Dates of Employment: _____ Position: _____
 If employed as a driver, specify equipment driven: Truck Bus Cab Other _____
 Reason for leaving: Resigned Laid-off Discharged
 Would you re-employ? Yes No If no, please explain: _____

PLEASE ANSWER THE FOLLOWING QUESTIONS IF APPLICANT WAS IN YOUR EMPLOY DURING THE PREVIOUS 2 YEARS.

- While in your employ, was applicant in a safety sensitive job regulated by the U.S. Department of Transportation?
 Yes No
 (If the answer to this question is yes, the U.S. Department of Transportation Federal Regulations, 49 CFR Part 40, requires that you answer the following questions.)
- Did applicant ever test positive for drug use, or have a .04% concentration or above on an alcohol test within the 2 previous years? Yes No
 If yes, which one(s) and the date: _____
 Name and address of Substance Abuse Professional: _____
- Did applicant ever refuse a required test for drugs or alcohol within the 2 previous years? Yes No

Remarks: _____

Signature/Title of person completing form _____ Telephone Number _____ Date _____

I have applied to the Suburban Mobility Authority for Regional Transportation for employment, and I desire that they be fully advised of my record with former employers. I, therefore, request that you furnish the necessary information concerning my employment with your company, and I hereby release you from any and all liability of damage for providing the information requested.

Applicant Signature _____ Date _____

TO BE COMPLETED BY PROSPECTIVE EMPLOYER

This form was (check one) Faxed to previous employer Mailed E-Mailed Other Date: _____
 Complete below when information is obtained.
 Information received from: _____ Date: _____
 Method: Fax Mail E-Mail Telephone Other _____

(Rev. 10/07)

Internal Job Bid application



Department of
Human Resources

Internal Job Bid Application

Please Print or Type In Black or Blue Ink

INCOMPLETE APPLICATIONS WILL NOT BE PROCESSED

Internal Job Bids may be delivered in person (employee), faxed to (248) 244-9254, e-mailed to hr@smartbus.org or sent by US, certified, or inter-office mail to Human Resources, 535 Griswold Street, Suite 600, Detroit, MI 48226. **Internal Job Bids are not accepted at the divisions. ALL INTERNAL JOB BIDS RECEIVED AFTER POSTING DATES WILL NOT BE ACCEPTED.** It is the employee's responsibility to ensure that their Job Bid Application is received by Human Resources within the posting period. **NOTE: Overall work history and attendance will be considered to determine if an interview will be conducted.**

Position Applied For	Requisition # of Position	Date
----------------------	---------------------------	------

Name	Current Position
------	------------------

Terminal or Department	Employment Date with SMART	Contact Number
------------------------	----------------------------	----------------

Education	School Name	Highest Grade Completed	Degree, Diploma or Certificate Attained	Course of Study
High School				
College				
Vocational Business or Trade				
Apprenticeship Program				
Professional License				

Special Qualifications

- | | |
|--|---|
| <input type="checkbox"/> Fax | <input type="checkbox"/> Microsoft Word |
| <input type="checkbox"/> Commercial Vehicle | <input type="checkbox"/> Internet |
| <input type="checkbox"/> Copier | <input type="checkbox"/> Excel |
| <input type="checkbox"/> Data Entry/Typing Speed | <input type="checkbox"/> E-Mail |
| <input type="checkbox"/> Other (Please List) | |

Do you have any technical training? If yes, please describe:

List any seminars or classes you have attended to upgrade your skills:

- Please complete the reverse side -

December, 2009

Describe how this position fits into your overall career objectives:

Please indicate special skills and abilities that you would bring to this position and why you are qualified:

Working with each community over the course of a year has allowed me to establish a rapport that would help me build on a new relationship as Ombudsman.

Experience Related to Requested Position

Employer	Employment Dates		Job Title	Duties	Reason(s) For Leaving
	From	To			

Have you notified your current supervisor of this job bid?

The information in this application is accurate and correct to the best of my knowledge. I understand that any misrepresentation or falsification herein may be considered sufficient cause for rejection of my application.

Signed _____ Date _____

For additional information regarding this process please refer to the Personnel Bulletin for Internal Job Bid Procedures posted at all locations.

December, 2009

APPENDIX B RECRUITMENT RESOURCES

Michigan Works Macomb & St. Clair Counties



Clinton Township/Sterling Heights Site

Open 8:30 am- 5:00 pm Monday-Friday (excluding Holidays)
43630 Hayes
Clinton Township, MI 48038
Tel: 586.263.1501

Mt. Clemens Customer Service Center

Open 8:30 am- 5:00 pm, Monday-Friday (excluding Holidays)
75 North River Road
Mt. Clemens, MI 48043
Tel: 586.469.7702
Fax: 586.469.5082

Roseville Customer Service Center

Open 8:30 am- 5:00 pm Monday-Friday (excluding Holidays)
15950 E. Twelve Mile Rd.
Roseville, MI 48066
Tel: 586.477.9200
Fax: 586.477.9238

Port Huron Customer Service Center

Open 8:30 am- 5:00 pm Monday-Friday (excluding Holidays)
Port Huron Municipal Building
100 Mc Morran, 6th Floor
Port Huron, MI 48060
Tel: 810.966.3300

MI Works Customer Center

Majestic Plaza Shopping Center

27850 Van Dyke (11.5 mile area)
Warren, MI 48093-7220
Tel: 586.574.2170

Michigan Works Oakland County



Ferndale

713 E. 9 Mile Road
Ferndale, 48220
248-545-0222
Fax: 248-545-6144

Highland

2218 S. Milford Road
Highland, 48357
248-889-0410
Fax: 248-889-4314

Novi

31150 Beck Road
Novi, 48377
248-956-5060
Fax: 248-956-5065

Oak Park

22180 Parklawn, Room 111
Oak Park, 48237
248-691-8437
Fax: 248-545-0415

Oxford

1370 S. Lapeer Road
Oxford, 48371
248-969-2399
Fax: 248-969-0836

Pontiac Job Link Career Center

1837 North Perry
Pontiac, 48340
248-276-1777
Fax: 248-276-9471



Southfield

21030 Indian
Southfield, 48034
248-796-4550
Fax: 248-796-4555

Troy

550 Stephenson Highway, Suite 400
Troy, 48083
248-823-5101
Fax: 248-823-5113

Waterford

501 N. Cass Lake Road
Waterford, 48328
248-682-3417
Fax: 248-682-0512

Michigan Works Wayne County



Dearborn

Inside ACCESS
6451 Schaefer Rd., 2nd Floor
Dearborn, MI 48126
Ph: (313) 945-8380
Dearborn Service Center Hours:
Monday, Wednesday-Friday - 8:00 AM – 5:00 PM
Tuesday, 8:00 AM – 6:00 PM

Grosse Pointe

17888 Mack Ave.
Grosse Pointe, MI 48230
Ph: (313) 343-5617
Grosse Pointe Service Center Hours:
Monday – Friday - 8:00 AM – 5:00 PM
Please note that this is a satellite office and only employment services are offered at this location.

Highland Park

144 E. Manchester Street
Highland Park, MI 48203
Ph: (313) 826-0299
Highland Park Service Center Hours:
Monday – Friday - 8:00 AM – 5:00 PM

Livonia

In Woodland Square Mall
30246 Plymouth Rd.
Livonia, MI 48150
Ph: (734) 513-4900
Livonia Service Center Hours:
Monday, Wednesday – Friday - 8:00 AM – 5:00 PM
Tuesday, 8:00 AM – 6:00 PM

Monroe

Inside the Monroe Mall
1531 North Telegraph Rd., Ste. D
Monroe, MI 48162
Ph: (734) 240-7950
Monroe Service Center Hours:
Monday-Friday - 8:00 AM – 5:00 PM



Southgate

Inside the Downriver Community Conference
15100 Northline Rd., Ste. 179
Southgate, MI 48195
Ph: (734) 281-0700
Southgate Service Center Hours:
Monday, Wednesday – Friday - 8:00 AM – 5:00 PM
Tuesday, 8:00 AM – 6:00 PM

Wayne

35731 West Bound Michigan Ave
Wayne, MI 48184
Ph: (734) 858-4284
Wayne Service Center Hours:
Monday – Tuesday, Thursday – Friday - 8:00 AM – 5:00 PM
Wednesday, 8:00 AM – 6:00 PM

Recruitment Outreach Resources

Organizations for Recruitment Outreach

Organization Name	Address, Email and Phone Information	Website	Contact Name and Title	Other
American Civil Liberties Union (ACLU)	2966 Woodward Ave. Detroit, MI 48201	metrodetroit@aclumich.org	Brenda Bove. bbove@aclumich.org and aclu@aclumich.org	Fax: 313-822-6670 **Prefers information sent via email.
American Public Transportation Association (APTA)	1666 K Street, NW, Suite 1100, Washington, DC 20006 202-496-4800			
Arab Community Center for Economic and Social Services	6451 Schaefer Dearborn, Michigan 48126 313-945-8144 nhadous@accesscommunity.org		Ms. Najwa Hadous, Director of Employment and Training	Very willing to take flyers and post them.. And assist in any way.
Arab Detroit	14628 W. Warren Ave., Suite C, Dearborn, Michigan 877-272-2944			
Automation Alley	2675 Bellingham Drive, Troy, Michigan 480803			
Chinese Association of Greater Detroit	P.O. Box 1343, Troy, Michigan 48099	www.cagd.org		
Clinton Township Service Center	43630 Hayes, Suite 100, Clinton Township, Michigan 48038 586-263-1501			Fax: 586-286-9517
College for Creative Studies	201 E. Kirby, Detroit, Michigan 48202 313-664-7400			
Community Transportation Assoc. of America	1341 G. Street, NW, 10th Floor, Washington, D.C. 20005		Mr. Tony Frederick	
Dearborn Service Center	6451 Schaefer, Second Floor Dearborn, Michigan 48126 313-945-8380			Fax: 313-624-9416
Detroit Association of Women's Clubs	5461 Brush Street, Detroit, Michigan 48202 313-873-1727			
Detroit Hispanic Development Corporation	1211 Trumbull Detroit, Michigan 48216	www.dhdc1.org	Sicari Ware, Employment and Training, ext. 122 - sware@dhdc1.org; Victor Tavares, ext. 124 - vtavares@dhdc1.org	



Equal Employment Opportunity Program

Organization Name	Address, Email and Phone Information	Website	Contact Name and Title	Other
Detroit India	300 Enterprise Drive, Suite 100, Bloomfield Hills, Michigan 48302	DetroitIndia.com	Varchasvi Shankhar	
Detroit Michigan Works! Service Center	9301 Michigan Avenue, Detroit, Michigan 48201 313-846-2240			
Detroit Newspaper	615 W. Lafayette Blvd., Detroit, Michigan 48226 313-222-2300			Fax: 313-496 5400
Ferndale Career Center	713 East Nine Mile Road, Ferndale, Michigan 48220 248-545-0222			Fax: 248-545-6144
Grosse Pointe Career Center	17888 Mack Ave., Suite West 2, Grosse Pointe, Michigan 48230 313-343-5617			Fax: 313-343-5314
Highland Park Service Center	144 Manchester, Highland Park, Michigan 48203 313-826-0299		Doug Smith: dsmith@etdinc.com	Fax: 313-867-4176
Human Resources Assoc. of Greater Detroit	32621 Grand River Ave., Farmington, Michigan 48336 248-489-6498			
International Academy of Design and Technology	1850 Research Drive, Troy, Michigan 48083 248-457-2700			
International Assoc. of Business Communicators	601 Montgomery Street, Suite 1900, San Francisco, California 94111 415-544-4700	www.iabc.com		Fax: 415-544-4747
Islamic Center of Detroit	14350 Tireman Street, Detroit, Michigan 48228 313-584-4143	secretary@icd-center.org		Fax: 313-584-3435
ITT Tech	1522 E. Big Beaver, Troy, Michigan 48083 248-524-1800		Lindsey Wilson: lmwilson@itt-tech.edu	
Japan America Society of Detroit and Windsor	One Woodward Ave., P.O. Box 33840, Detroit, Michigan 48232 313-596-0484	jas@detroitchamber.com		Fax: 313-964-0531
Jewish Federation of Metropolitan Detroit	6735 Telegraph Road, Bloomfield Hills, Michigan 48301 888-902-4673	www.jewishdetroit.com		
Job Link Career Center	1837 North Perry Street, Pontiac, Michigan 48340 248-276-1777			Fax: 248-276-1778
JVS (Jewish Vocational Services) Downtown Detroit	600 Woodbridge, 2nd Floor Detroit, MI 48226 313-396-6868 cell - 313-445-2555	www.jvsdet.org	Shauntay Galleon, Mgr., Business Services	Transportation and Logistics Career Center Consortium In August, 2010, this organization shut its doors.



Equal Employment Opportunity Program

Organization Name	Address, Email and Phone Information	Website	Contact Name and Title	Other
PRSA of Detroit (Public Relations Society of America)	Nancy Skidmore, 1824 Greig, Madison Heights, Michigan 48071 248-545-6499	www.prsadetroit.org		
Roseville Service Center	15950 12 Mile Road, Roseville, Michigan 48066 586-447-9200			Fax: 586-447-9238
Southfield Career Center	21030 Indian, Southfield, Michigan 48034 248-796-4550			Fax: 248-796-4555
Southgate Service Center	15100 Northline Road, Suite 179 Southgate, Michigan 48195 734-362-3466			Fax: 734-281-3418
Transittalent.com LLC	21143 Hawthorne Blvd., Box 432, Torrance, CA 90503 310-375-6413	www.transittalent.com/index.cfm	Steve Hirano steve.hirano@TransitTalent.com	Fax: 310-375-7957
Troy Career Center	550 Stephenson Highway, Suite 400, Troy, Michigan 48063 248-823-5101			Fax: 248-823-5113
Turkish American Cultural Association of Michigan	P.O. Box 3445, Farmington Hills, Michigan 48333			Fax: 248-626-8279
University of Michigan	320 Student Activities Bldg, 515 E. Jefferson Street, Ann Arbor, Michigan 48109 734-764-7460			Fax: 734-763-9268
University of Michigan Ross School of Business	Ann Arbor, Michigan 734-764-1372	ocd@umich.edu		
US Truck Driving Schools ~ Locations in Romulus, Clinton Township, Detroit, Sterling Heights, Southgate, Warren	35765 Groesbeck Highway, Clinton Twp., Michigan 48035 1-800-878-2546			Fax: 586-792-7376
Warren Service Center	28750 Van Dyke, Warren, Michigan 48093 586-574-2170			Fax: 586-576-0422
Waterford Career Center	501 N. Cass Lake Road, Waterford, Michigan 48238 248-692-3417		Paul: hesanp01@wsdmi.org	Fax: 248-692-0512
Wayne County Michigan works! Service Centers - SEMCA				
Wayne Service Center	35731 W. Michigan Ave., Wayne, Michigan 48184 734-858-4284			Fax: 734-729-2059



Equal Employment Opportunity Program

Organization Name	Address, Email and Phone Information	Website	Contact Name and Title	Other
Korean Presbyterian Church, Southfield, Michigan	27075 W. 9 Mile Road, Southfield, Michigan 48033 248-356-4488		sungmi.choi@hotmail.com	Fax: 248-356-6119
Korean Society - Metro Detroit	24666 Northwestern Highway, Southfield, Michigan 48075 248-945-9044			
Latino Family Services, Inc.	3815 W. Fort Street, Detroit, Michigan 48216 313-841-7380	www.latinofamilyservices.org		
Latino Mission of Detroit	Bethlehem Lutheran Church, Latino Mission 1450 McKinstry St. Detroit, MI 48209 Glorenz@LATINOmission.org 313-841-2377	www.latinomission.org	Pastor Gregory Lorenz cell phone: 586-876-1562	Very willing to take flyers and help his community apply.
LatinoDetroit.com	313-361-3000 receptionist@latinodetroit.com		Ariceli	Emailed - 11-22-10 - Araceli - she mentioned some specials to advertise. Could possibly take advantage of those.
Livonia Michigan Works Service Center	30246 Plymouth Road, Livonia, Michigan 48154 734-513-4900			Fax: 734-513-8739
Macomb Community College	14500 E. 12 Mile Road, Warren, Michigan 48088 586-455-7999		Lisa Phillips, Internship Coordinator	
MACPA (Michigan Assoc. of Certified Public Accountants)	5480 Corporate Drive, Suite 200, Troy, Michigan 48089 248-267-3700			
Michigan Association of Counties	935 N. Washington Ave., Lansing, Michigan 48906 517-372-5374		Kami Smith: kamismith@micounties.org	
Michigan Commission for the Blind	Cadillac Place, 3038 W. Grand Blvd., St. 4-450, Detroit, Michigan 48202			
Michigan Department of Transportation (MDOT)	State Transportation Building, 425 W. Ottawa Street, P.O. Box 30050, Lansing, Michigan 48909 517 335 2575		Kathy Urda: urdak@michigan.gov 517-373-2090	
Michigan Municipal League	1675 Green Road, Ann Arbor, Michigan 48105 734-662-3246			
Michigan Public Transportation Association (MPTA)	2875 Northwind Drive, Suite 120, East Lansing, Michigan 48823 517-324-0858		Clark Harder: mptaclark@comcast.net - 989-723-6202	



Equal Employment Opportunity Program

Organization Name	Address, Email and Phone Information	Website	Contact Name and Title	Other
Michigan Rehabilitation Services ~ through Detroit Michigan Works! Service Center	9301 Michigan Avenue, Detroit, Michigan 48201 313-846-2240			
Michigan Veteran's Foundation	2770 Park Ave., Detroit, Michigan 48201 313-831-5500	williamsonbw@yahoo.com	Mr. Ray Williamson	
Monroe County Michigan Works! Service Center	1531 N. Telegraph Road, Suite D, Monroe, Michigan 48162 734-240-7950			Fax: 734-240-7975
Monster.com	Mr. Ryan Short, 500 E. 96th Street, Indianapolis, Indiana 46236			
Mt. Clemens Service Center	75 North River Road, Mt. Clemens, Michigan 48043 586-783-8700			Fax: 586-469-5082
North Oakland Career Center	1370 S. Lapeer Road, Oxford, Michigan 48371 248-969-2399			Fax: 248-969-0836
North Oakland Career Center	2218 S. Milford Road, Highland, Michigan 48357 248-889-0410			Fax: 248-889-4314
Novi Service Center	31186 Beck Road, Novi, Michigan 48377 248-926-1820			Fax: 248-926-1958
Oak Park Career Center	22180 Parklawn, Room 105, Oak Park, Michigan 48237 248-691-8347		Ms. Pat Edmonds 248-691-8437 x 2978 pedmond@oakparkcareercen-ter.org	Fax: 248-545-0415
Oakland County Michigan Works! Centers				
Oakland Press/Heritage Newspapers	48 W. Huron, Pontiac, Michigan 48324 248-332-8181		linda.hamlin@oakpress.com	
Oakland University	2200 N. Squirrel Road, Rochester, Michigan 48309 248-378-2100	www.oucareerlink.com	alternate phone: 248-370-2100	
Oriental Culture Association	33228 W. 12 Mile Road, #170, Farmington Hills, Michigan 48331	www.mi-oca.org		sent an email to ask if interested.
Philippine American Community Center	17356 Northland Park Court, Southfield, Michigan 48075 248-433-037			Fax: 248-433-7078
Port Huron Service Center	Port Huron Municipal, 100 McMorran Blvd., 6th Floor, Port Huron, Michigan 48060 810-966-3300			Fax: 810-966-3337

Organization Name	Address, Email and Phone Information	Website	Contact Name and Title	Other
Wayne State University, School of Business Adm.	School of Business Administration, 5201 Cass Ave., Detroit Michigan 48202 313-577-4781	www.waynebizzcareers.com		
Women's Center of Southeast Michigan	510 S. Maple Road Ann Arbor, Michigan 48103 734-973-6779	career@womenscentersemi.org	Pat Albright	Will add SMART to employer list to search for female candidates for positions. Sent Pat Albright a flyer on 10/13/10 Fax: 734-973-6609
Ypsilanti Service Center	301 W. Michigan Ave., 2nd Floor, Ypsilanti, Michigan 48197 734-554-6799			Fax: 734-544-3003

Recruitment Flyers



Equal Employment Opportunity

**Information on Equal
Employment Opportunity:**

EEO Compliance Coordinator
Michael Wavra
P: (313)223-2188
F: (234)244-9231

Options to file a complaint:

File a complaint online:
www.smartbus.org

Mail Complaint to:
SMART
Office of General Counsel
535 Griswold St. Suite 600
Detroit, MI 48226

*SMART is an EEO employer
and offers a competitive
benefits program.*

It is the policy of the Suburban Mobility Authority for Regional Transportation (SMART) to fully comply with all applicable Provisions of the Civil Rights Act of 1964, The Americans with Disabilities Act (ADA) of June 26, 1990, Elliott-Larsen Civil Rights Act of 1976 (P.A. 453), the Vietnam Era Veterans

Readjustment Assistance Act of 1972, all as amended. This policy pertains to the responsibility of SMART relating to employment practices including recruitment, selection, promotions, terminations, transfers, layoffs, compensation, training, benefits, and other terms and conditions of employment.



SMART is committed to prohibiting discrimination against employees and applicants based on their religion, race, color, national origin, age, sex, height, weight, sexual orientation, familial/marital status, veteran status, or physical or mental disability. SMART shall be proactive in its pursuit of a successful affirmative action program; this process shall include the use of diagnostic techniques such as goals and time tables to guarantee positive results. SMART recognizes that the successful implementation of an Equal Employment Opportunity (EEO) program shall be beneficial to SMART by providing fuller utilization and development of previously underutilized human resources. SMART is committed to the development of processes and policies designed to overcome any effects of past discriminatory practices on minorities, women and the disabled.

In order to uphold this commitment, SMART has established an EEO program to be implemented by its Equal Opportunity Compliance Officer. All applicants and employees have the right to file complaints alleging discrimination. These complaints shall be made to the Equal Opportunity Compliance Officer who shall be committed to ensuring the fair and equitable treatment of such allegations.


Suburban Mobility Authority for Regional Transportation

We are looking to hire Fixed-Route Coach Operators!

From Wednesday, March 23, 2011 through Monday, April 11, 2011, SMART will be accepting online applications for Fixed-Route Coach Operators.

A Fixed-Route Coach Operator operates motor coaches to transport passengers over established routes, adhering to the schedule in a safe, efficient, and courteous manner. The Fixed-Route Coach Operator is responsible for collecting fares and completing necessary inspection and reports.



To be considered for a fixed-route bus driver position, you must have:

- Valid Michigan's Driver's License.
- Less than four points on driving record.
- No suspensions or restrictions on driving record in the last five years.
- High school graduate or equivalent.
- Successfully completes written and oral examination.
- Meets physical requirements as specified by the Federal Dept. of Transportation for Coach Operators.
- Ability to read, write and comprehend written directives and service information.
- Ability to perform arithmetical calculations and maintain reports.
- Ability to work in a time-structured environment under minimal direct supervision.
- Strong interpersonal skills and a desire to work with the public.
- Ability to exercise sound and quick judgment in solving problems.
- Basic mechanical aptitude helpful.
- Ability to communicate by telephone, two-way radio and in person in clear, fluent English in a courteous and professional manner with customers and co-workers.

Newly hired employees are required to obtain a Temporary Instruction Permit (TIP) with a BP endorsement prior to the first day of training and a Commercial Driver's License (CDL) upon completion of the paid, seven-week training course. Applicants must pass a DOT pre-employment physical and drug screen and will be subject to random drug testing during their employment.

To apply, please visit SMART's website at:

www.smartbus.org

SMART is an EEO employer and offers a competitive benefits program.

APPENDIX C Monitoring and Reporting

Monthly Report – September

❖ Major Accomplishments:

- Submitted EEO-4 Survey of Employment Data
- Letter sent to NAACP indicating our desire to communicate concerning our EEO and DBE programs.
- Established Format for Monthly and Quarterly EEO Reports

❖ Personnel Activity:

Hires

There were four hires in September; three males and one female including one white, two African Americans and one Asian.

Gender	White	African American	Asian	TOTAL
Male	1	2	0	3
Female	0	0	1	1
TOTAL	1	2	1	4

Promotions

There were no promotions in September.

Gender	White	African American	TOTAL
Male	0	0	0
Female	0	0	0
TOTAL	0	0	0

Separations – Non-Voluntary (Administrative, Disciplinary and Lay-offs)

There were two Non-Voluntary Terminations. An African American male was terminated for substance abuse and an African American female was terminated for absenteeism.

Gender	African American
Male	1
Female	1
TOTAL	2

Separations – Voluntary (Retirements, Resignations and Medical)

Gender	White	African American	TOTAL
Male	1	0	1
Female	0	3	3
TOTAL	1	3	4

❖ **Utilization Status** *(Focus on the top five under utilization categories)*

No progress made in correcting underutilization. We are increasing efforts to recruit females.

Categories	Initial July 2011	Current September 2011
Operators – White Female	3%	3%
Technicians – White Female	5%	4%
Admin. Support – White Female	24%	21%
Operators – Hispanic Female	.2%	.2%
Professional – White Female	21%	17%

❖ **Status of Discrimination Reports:**

Status of Old Reports: No active Old Reports

New Reports: No New Reports

❖ **Current workforce**

EEO CLASSIFICATION	MALE						FEMALE						Total
	White	African American	Hispanic	Asian	American Indian	Total Male	White	African American	Hispanic	Asian	American Indian	Total Female	
Officials and Administrators	5					5	1					1	6
Professional	28	6	1	4		39	12	16		3	1	32	71
Technician	12	25				37	3	36				39	76
Administrative Support	7	5		1		13	11	28				39	52
Skilled Craft Workers	51	56	2	1		110							110
Service Maintenance	42	267	3		1	313	19	268	1		2	290	603
Total	145	359	6	6	1	517	46	348	1	3	3	401	918

Monthly Report – October

❖ Major Accomplishments:

- Reviewed employment testing conducted over a four year period. Analysis indicates that the initial content of the tests analyzed is questionable as to its relevance to the job descriptions, but they do not present a prejudicial barrier to employment or promotion. The testing process will be revised to focus on job requirements only.
- We identified new contact for Hispanic community, Michigan Hispanic Chamber of Commerce and initiated contact.
- Responded to the DMP Group request for supporting documentation of corrections made issues identified during their review. Responded by sending multiple data bases analyzing trends in hiring, terminations, and promotions and documentation of program changes.

❖ Personnel Activity:

Hires

There were two hires; a white male and an African American female.

Gender	White	African American	TOTAL
Male	1		1
Female		1	1
TOTAL	1	1	2

Promotions

There were three promotions; one white female and two African Americans, one male and one female.

Gender	White	African American	TOTAL
Male		1	1
Female	1	1	2
TOTAL	1	2	3

Separations – Non-Voluntary (Administrative, Disciplinary and Lay-offs)

There was one Non-Voluntary termination. An African American male was terminated for substance abuse.

Gender	African American
Male	1
TOTAL	1

Separations – Voluntary (Retirements, Resignations and Medical)

Gender	White	African American	TOTAL
Male	4	2	6
Female	1	1	2
TOTAL	5	3	8

Utilization Status (*Focus on the top five under utilization categories*)

No improvement in top categories due to lack of hiring in focus categories.

Categories	Initial July 2011	Current October 2011
Operators – White Female	3%	3%
Technicians – White Female	5%	4%
Admin. Support – White Female	24%	21%
Operators – Hispanic Female	.2%	.2%
Professional – White Female	21%	18%

❖ **Status of Discrimination Reports:**

Status of Old Reports: No active Old Reports

New Reports: No New Reports

❖ **Current workforce**

EEO CLASSIFICATION	MALE						FEMALE						Total
	White	African American	Hispanic	Asian	American Indian	Total Male	White	African American	Hispanic	Asian	American Indian	Total Female	
Officials and Administrators	5					5	1					1	6
Professional	27	6	1	4		38	13	16		3	1	33	71
Technician	11	26				37	3	36				39	76
Administrative Support	7	5		1		13	11	28				39	52
Skilled Craft Workers	50	56	2	1		109							109
Service Maintenance	41	264	3		1	309	18	267	1		2	288	597
Total	141	357	6	6	1	511	47	347	1	3	3	401	911

Monthly Report – November

❖ Major Accomplishments:

- Established a primary contact list for SMART’s Community Outreach Program. The list was compiled from contacts provided by HR, Community Ombudspersons and from links provided on various community outreach websites and contact information was verified on 44 of the initial organizations.
- Staff verified 33 of these contacts by telephone and 11 were verified by Ombudsmen.
- Provided marketing with a list of contacts for the Community Outreach Program. E-mails will be generated via “Constant Contact” to each organization informing them of the Authority’s Outreach Program and a request for them to reply back to establish a formal communication link via email.
- Improvements have made to the authority’s data base. These improvements will allow for the accurate retrieval of historical data to improve the quality of required reports.

❖ Personnel Activity:

Hires

One hire, a white male in November.

Gender	White
Male	1
TOTAL	1

Promotions

Two males and two female promoted including three African Americans and one white.

Gender	White	African American	TOTAL
Male	1	1	2
Female		2	2
TOTAL	1	3	4

Separations – Non-Voluntary (Administrative, Disciplinary and Lay-offs)

There were no non-voluntary separations.

Gender	
Male	0
Female	0
TOTAL	0

Separations – Voluntary (Retirements, Resignations and Medical)

Gender	White	African American	TOTAL
Male	5	4	9
Female	3	5	8
TOTAL	8	9	17

❖ **Utilization Status** (*Focus on the top five under utilization categories*)

No hiring in subject categories.

Categories	Initial July 2011	Current November 2011
Operators – White Female	3%	3%
Technicians – White Female	5%	4%
Admin. Support – White Female	24%	22%
Operators – Hispanic Female	.2%	.02%
Professional – White Female	21%	16%

❖ **Status of Discrimination Reports:**

Status of Old Reports: No active Old Reports

New Reports: No New Reports

❖ **Current workforce**

EEO CLASSIFICATION	MALE						FEMALE						Total
	White	African American	Hispanic	Asian	American Indian	Total Male	White	African American	Hispanic	Asian	American Indian	Total Female	
Officials and Administrators	5					5	1					1	6
Professional	25	6	1	4		36	11	16		3	1	31	67
Technician	10	25				35	3	36				39	74
Administrative Support	7	5		1		13	11	27				38	51
Skilled Craft Workers	50	55	2	1		108							108
Service Maintenance	40	262	3		1	306	17	263	1		2	283	589
Total	137	353	6	6	1	503	43	342	1	3	3	392	895

Monthly Report – December

❖ Major Accomplishments:

- Met with the staff of MOSES (Metropolitan Organizing Strategies Enabling Strength) to share organization goals and action plans.
- Continued to attempt to contact by letter, e-mail and telephone the NAACP concerning membership and establishment of contacts for community outreach without success.

❖ Personnel Activity:

Hires

Two hires, one white and one African American female in December.

Gender	White	African American	TOTAL
Female	1	1	2
TOTAL	1	1	2

Promotions

Two males and one female promoted including three African Americans and one white.

Gender	White	African American	TOTAL
Male	1	2	3
Female	0	1	1
TOTAL	1	3	4

Separations – Non-Voluntary (Administrative, Disciplinary and Lay-offs)

During December 97 employees were laid off due to a 21% reduction in transit service and one African American female received an Administrative Separation due to unsuccessful completion of probation. Females represented 46% of the layoffs and were 44% of the workforce. African Americans represented 78% of the layoffs and were 78% of the workforce. Layoffs were in proportion with the workforce.

Gender	White	African American	Hispanic	American Indian	TOTAL
Male	15	35	3	0	53
Female	3	41	0	1	45
TOTAL	18	76	3	1	98

Separations – Voluntary (Retirements, Resignations and Medical)

One White male resigned to find employment elsewhere and one African American female retired.

Gender	White	African American	Total
Male	1	0	1
Female	0	1	1
TOTAL	1	1	2

❖ **Underutilization Status** (*Focus on the top five under utilization categories*)

No progress in correcting underutilization because we were not able to add new personnel to targeted categories.

Categories	Initial July 2011	Current December 2011
Operators – White Female	3%	3%
Technicians – White Female	5%	5%
Admin. Support – White Female	24%	23%
Operators – Hispanic Female	.2%	.2%
Professional – White Female	21%	19%

❖ **Status of Discrimination Reports: No made for this month**

Status of Old Reports: No active Old Reports

New Reports: No New Reports

❖ **Current Workforce**

EEO CLASSIFICATION	MALE						FEMALE						Total
	White	African American	Hispanic	Asian	American Indian	Total Male	White	African American	Hispanic	Asian	American Indian	Total Female	
Officials and Administrators	5	0	0	0	0	5	1	0	0	0	0	1	6
Professional	25	6	1	4	0	36	11	16	0	3	1	31	67
Technician	10	25	0	0	0	35	3	36	0	0	0	39	74
Administrative Support	7	5	0	1	0	13	11	27	0	0	0	38	51
Skilled Craft Workers	50	55	0	1	0	106	0	0	0	0	0	0	106
Service Maintenance	25	227	2	0	1	255	14	221	1	0	1	237	492
Total	122	318	3	6	1	450	40	300	1	3	2	346	796

FY 2012 Second Quarter EEO Report

SMART EEO Quarterly Reports are divided into the following segments:

- **Employment Practices**
 - Separations
 - Hires
 - Promotions
 - Discipline
 - **Headcount**
 - Utilization
 - Summary
 - **Accomplishments**
-

- **EMPLOYMENT PRACTICES**

Separations

- There were 125 total separations during this quarter. 27 of these were voluntary.
- 98 of the separations were non-voluntary. 97 were due to a December layoff and 1 was the result of an administrative action resulting from a violation of probation.
- Females represented 45% of the layoffs and were 44% of the workforce.
- African Americans represented 72% of the layoffs and were 78% of the workforce. Layoffs were in proportion with the workforce.
- Hispanics represented 3% of layoffs and were only 0.7% of the workforce. It should be noted that the distribution of the layoffs were dictated by collective bargaining labor contracts.

Hires

- EEO Officer directed Human Resources to reduce the amount of testing of job applicants and then questions should only relate to actual job/ skill requirements as defined by the job description.
- Only 5 people were hired during this quarter; 2 Technicians, 2 Professional and 1 administrative support.
- 3 of the hires were female and 2 were male.
- 2 of the hires were African American and 3 were white.
- 2 of the hires helped in the underutilization category of White Female Professional.

Promotions

- ❖ There were 11 promotions during the quarter; 6 Technicians, 2 Admin. Support, 2 Professionals and 1 Skilled Craft Worker.
- ❖ 4 of the promoted employees were females and 7 were males.
- ❖ 8 of the promoted employees were African American and 3 were white.

Discipline

- Disciplinary Actions are tracked for Technicians, Administrative Support, Skilled Craft Workers and Operators
- There were a total of **433** disciplinary actions in these employee categories during the quarter.
- **229** (53%) involved female employees and 204 (47%) involved male employees.
- **421** (91%) involved African American employees. Within the four job categories African Americans make up 84% of the employees.
- **262** (60.5%) resulted in a written warning.
- **2** resulted in terminations. 1 was a white female and 1 was an African America male
- Many of the employees had multiple disciplinary actions. **166** of the disciplinary actions involved **45** employees.

- **HEADCOUNT**

Utilization

- A. The five highest underutilization categories were; White Female Operators, White Female Technicians, White Female Admin. Support, White Female Professionals and Hispanic Female Operators.
- B. We are increasing our effort to reach out to and recruit females in these categories. However that effort has been negatively impacted because of our inability to hire new employees.
- C. We were able to hire 2 White Female Professionals when positions became available due to retirements.
- D. A review of applications indicate an absence of applications from females. We will continue to reach out to women's organizations and trade schools.
- E. There were no personnel changes in the Officials and Administrators category this quarter.

Headcount Observations

- ❖ At the end of the quarter the Authority had **796** employees which is **122** (13.3%) less than with which we started the quarter.
- ❖ At the end of the quarter the Authority had **618** African American employees which is **91** (12.9%) less than which we started the quarter.
- ❖ At the end of the quarter the Authority had **346** female employees which is **55** (13.7%) less than with which we started the quarter.
- ❖ Reductions in headcount were consistent with existing gender racial ratios.

- **ACCOMPLISHMENTS**

- ❖ We accumulated and confirmed a list of 44 outside agencies/organizations with which we communicated in an attempt to expand our outreach activities.
- ❖ We modified the pre-employment testing practices to assure that all questions relate to the job requirements.
- ❖ We improved the database to enable us to better analyze Employment Practices and Head count changes.
- ❖ Confirmed that EEO Compliance Officer and EEO Compliance Coordinator's job descriptions included all required EEO compliance functions/responsibilities.
- ❖ Procedure to assure that EEO Compliance Officer concurs on all hires was implemented.



Equal Employment Opportunity Program

Separations		Female				Male				Totals
		White	African American	American Indian	Female Total	White	African American	Hispanic	Male Total	
EEO CLASSIFICATION										
Non-Voluntary	Service Maintenance	3	41	1	45	7	33	3	43	88
	Skilled Craft Workers					7	3		10	10
Non-Voluntary Total		3	41	1	45	14	36	3	53	98
Voluntary	Service Maintenance	2	6		8	3	4		7	15
	Professional	2			2	3			3	5
	Technician					3	1		4	4
	Skilled Craft Workers					1	1		2	2
	Administrative Support		1		1					1
Voluntary Total		4	4	7		11	10	6		16
Grand Total		7	48	1	56	24	42	3	69	125
Percent										
Non-Voluntary	Service Maintenance	2%	33%	1%	36%	6%	26%	2%	34%	70%
	Skilled Craft Workers	0%	0%	0%	0%	6%	2%	0%	8%	8%
Non-Voluntary Total		3%	2%	33%	1%	36%	11%	29%	2%	42%
Voluntary	Service Maintenance	2%	5%	0%	6%	2%	3%	0%	6%	12%
	Professional	2%	0%	0%	2%	2%	0%	0%	2%	4%
	Technician	0%	0%	0%	0%	2%	1%	0%	3%	3%
	Skilled Craft Workers	0%	0%	0%	0%	1%	1%	0%	2%	2%
	Administrative Support	0%	1%	0%	1%	0%	0%	0%	0%	1%
Voluntary Total		3%	6%	0%	9%	8%	5%	0%	13%	22%
Grand Total		6%	38%	1%	45%	19%	34%	2%	55%	100%



Equal Employment Opportunity Program

Promotions	Female		Male			Total
	African American	Female Totals	White	African American	Male Total	
EEO CLASSIFICATION						
Technician	1	1	1	4	5	6
Administrative Support	2	2				2
Professional	1	1	1		1	2
Skilled Craft Workers			1		1	1
Grand Total	4	4	3	4	7	11
Percent						
Technician	9%	9%	9%	36%	45%	55%
Administrative Support	18%	18%	0%	0%	0%	18%
Professional	9%	9%	9%	0%	9%	18%
Skilled Craft Workers	0%	0%	9%	0%	9%	9%
Grand Total	36%	36%	27%	36%	64%	100%

Hires	Female			Male			Total
	White	African American	Female Total	White	African American	Male Total	
EEO CLASSIFICATION							
Technician				1	1	2	2
Professional	2		2				2
Administrative Support		1	1				1
Grand Total	2	1	3	1	1	2	5
Percent							
Technician	0%	0%	0%	20%	20%	40%	40%
Professional	40%	0%	40%	0%	0%	0%	40%
Administrative Support	0%	20%	20%	0%	0%	0%	20%
Grand Total	40%	20%	60%	20%	20%	40%	100%



Equal Employment Opportunity Program

Discipline	Female			Male				Grand Total
	WHITE	African American	Female Total	White	African American	Hispanic	Male Total	
Written Warning	8	123	131	13	113	5	131	262
1-day violation		31	31	3	27		30	61
3-day working suspension		15	15	2	10		12	27
Caution	1	14	15	1	5		6	21
1-day working suspension		8	8	1	7		8	16
3-day violation	1	10	11		4		4	15
5-day working suspension		5	5		3		3	8
2-day working suspension		3	3		2		2	5
Reprimand	1	1	2		1		1	3
Minus 1 attendance credit		1	1		1		1	2
loss of 10 performance points		1	1	1			1	2
Terminated	1		1		1		1	2
Reprimand		1	1					1
4-day suspension					1		1	1
5 atten credits 100 pref points		1	1					1
Forfeits 30 minutes pay				1			1	1
6 Attn Credits 100 perform points		1	1					1
1-day suspension					1		1	1
Written Warning/2-day wk susp					1		1	1
Caution - Reassigned		1	1					1
Extension of Probation Period		1	1					1
Grand Total	12	217	229	22	177	5	204	433



Equal Employment Opportunity Program

Discipline %	Female			Male				Grand Total
	WHITE	African American	Female Total	White	African American	Hispanic	Male Total	
Written Warning	1.8%	28.4%	30.3%	3.0%	26.1%	1.2%	30.3%	60.5%
1-day violation		7.2%	7.2%	0.7%	6.2%		6.9%	14.1%
3-day working suspension		3.5%	3.5%	0.5%	2.3%		2.8%	6.2%
Caution	0.2%	3.2%	3.5%	0.2%	1.2%		1.4%	4.8%
1-day working suspension		1.8%	1.8%	0.2%	1.6%		1.8%	3.7%
3-day violation	0.2%	2.3%	2.5%		0.9%		0.9%	3.5%
5-day working suspension		1.2%	1.2%		0.7%		0.7%	1.8%
2-day working suspension		0.7%	0.7%		0.5%		0.5%	1.2%
Reprimand	0.2%	0.2%	0.5%		0.2%		0.2%	0.7%
Minus 1 attendance credit		0.2%	0.2%		0.2%		0.2%	0.5%
loss of 10 performance points		0.2%	0.2%	0.2%			0.2%	0.5%
Terminated	0.2%		0.2%		0.2%		0.2%	0.5%
Reprimand		0.2%	0.2%				0.0%	0.2%
4-day suspension			0.0%		0.2%		0.2%	0.2%
5 atten credits 100 pref points		0.2%	0.2%				0.0%	0.2%
Forfeits 30 minutes pay			0.0%	0.2%			0.2%	0.2%
6 Attn Credits 100 perform points		0.2%	0.2%				0.0%	0.2%
1-day suspension			0.0%		0.2%		0.2%	0.2%
Written Warning/2-day wk susp			0.0%		0.2%		0.2%	0.2%
Caution - Reassigned		0.2%	0.2%				0.0%	0.2%
Extension of Probation Period		0.2%	0.2%				0.0%	0.2%
Grand Total	2.8%	50.1%	52.9%	5.1%	40.9%	1.2%	47.1%	100.0%

Monthly Report-January 2012

❖ Major Accomplishments:

- **Sent letters to the following organizations informing them of our Community Outreach Program:**
 - Turkish American Cultural Association of Michigan
 - Philippine American Community Center
 - Macomb Community College
 - Korean Society - Metro Detroit
 - Detroit Association of Women's Clubs
 - Chinese Association of Greater Detroit
 - Human Resources Assoc. of Greater Detroit
 - Hispanic Business Alliance of Michigan
- **The EEO Compliance Officer conferred with Stewart McKenzie FTA Community Planner, Chicago, who confirmed that SMARTS response submission is being reviewed in Washington.**
- **Met with Tiffany Gunter of SEMCOG to discuss how SMART could improve its community outreach program.**
- **Received the official reply from SMART's EEO review. The document outlines the items that need to be corrected and set a deadline of April 4th to respond.**

❖ Personnel Activity:

Hires

One white male was hired as Grant Analyst in the Professional classification for the month of January.

Gender	White	TOTAL
Male	1	1
TOTAL	1	1

Recalls

During January the authority recalled 12 employees that were laid off in December. Recalls are based upon need resulting from separations and are dictated by collective bargaining agreements. Eleven of the recalled employees were service maintenance personnel and one was a skilled Craft Worker. Nine (75%) were minorities and 3 (25%) were female.

Gender	White	African American	Hispanic	American Indian	TOTAL
Male	3	5	1	0	9
Female	0	2	0	1	3
TOTAL	3	7	1	1	12

Promotions

Three males; two white, one African American and one African American female were promoted.

Gender	White	African American	TOTAL
Male	2	1	3
Female	0	1	1
TOTAL	2	2	4

Separations – Non-Voluntary (Administrative, Disciplinary and Lay-offs)

One African American Male and two African American Females were terminated for disciplinary reasons.

Gender	African American	TOTAL
Male	1	1
Female	2	2
TOTAL	3	3

Separations – Voluntary (Retirements, Resignations and Medical)

Four White males, five African American males, one White female, and seven African American females retired. One African American male retired on disability. One white female resigned for personal reasons. One African American male and one White female resigned to find employment elsewhere.

Gender	White	African American	Total
Male	4	7	11
Female	3	7	10
TOTAL	7	14	21

❖ **Underutilization Status (Focus on the top five under utilization categories)**

Slight improvement was made by White females in the Administration Support and Professional categories.

Categories	Initial July 2011	Current January 2012
Operators – White Female	3%	3%
Technicians – White Female	5%	5%
Admin. Support – White Female	24%	23%
Operators – Hispanic Female	.2%	.2%
Professional – White Female	21%	19%

❖ **Status of Discrimination Reports: None made for this month**

Status of Old Reports: No active Old Reports

New Reports: No New ReportS

❖ **Current workforce**

EEO CLASSIFICATION	MALE						FEMALE						Total
	White	African American	Hispanic	Asian	American Indian	Total Male	White	African American	Hispanic	Asian	American Indian	Total Female	
Officials and Administrators	5	0	0	0	0	5	1	0	0	0	0	1	6
Professional	26	6	1	4	0	37	11	16	0	3	1	31	68
Technician	10	25	0	0	0	35	2	35	0	0	0	37	72
Administrative Support	7	5	0	1	0	13	11	26	0	0	0	37	50
Skilled Craft Workers	48	54	0	1	0	103	0	0	0	0	0	0	103
Service Maintenance	25	225	3	0	1	254	13	216	1	0	2	232	486
Total	121	315	4	6	1	447	38	293	1	3	3	338	785

Monthly Report: -February 2012

❖ Major Accomplishments:

- Of the letters sent in January in support of SMART’s Community Outreach Program, only one reply from Detroit Association of Women’s Clubs was received.
- Prepared and presented the Semi-annual EEO status meeting for Directors, Managers, and Supervisors. An analysis of the Authority’s EEO Employment status and data concerning disciplinary action resulting from violations was discussed.

❖ Personnel Activity:

Hires

Seven males; two white, three African American, and two Hispanic and nine African American females were hired in February.

Gender	White	African American	Hispanic	TOTAL
Male	2	3	2	7
Female	0	9	0	9
TOTAL	2	12	2	16

Recalls

During February, the authority recalled seven service maintenance employees. All of the recalled employees were African Americans; Two males and five females.

Gender	African American	TOTAL
Male	2	2
Female	5	5
TOTAL	7	7

Promotions

Two males, two white, one African American and two African females were promoted.

Gender	White	African American	TOTAL
Male	1	1	2
Female	0	2	2
TOTAL	1	3	4

Separations – Non-Voluntary (Administrative, Disciplinary and Lay-offs)

One African American Male was terminated for improper actions, one African American Female was terminated for a No Show Violation, and one African American female was terminated for unsuccessful completion of training.

Gender	African American	TOTAL
Male	1	1
Female	2	2
TOTAL	3	3

Separations – Voluntary (Retirements, Resignations and Medical)

Two African American males resigned for personnel reasons, one African American male retired on disability, one African American male resigned to find employment elsewhere, one White male retired early, and one African American female resigned to find employment elsewhere.

Gender	White	African American	Total
Male	1	4	5
Female	0	1	1
TOTAL	1	5	6

❖ **Underutilization Status** (*Focus on the top five under utilization categories*)

Categories	Initial July 2011	Current February 2012
Operators – White Female	3%	3%
Technicians – White Female	5%	3%
Admin. Support – White Female	24%	22%
Operators – Hispanic Female	.2%	.2%
Professional – White Female	21%	16%

❖ **Status of Discrimination Reports: No made for this month**

Status of Old Reports: No active Old Reports

New Reports: No New Reports

❖ **Current workforce**

EEO CLASSIFICATION	MALE						FEMALE						Total
	White	African American	Hispanic	Asian	American Indian	Total Male	White	African American	Hispanic	Asian	American Indian	Total Female	
Officials and Administrators	5	0	0	0	0	5	1	0	0	0	0	1	6
Professional	25	6	1	4	0	36	11	16	0	3	1	31	67
Technician	10	25	0	0	0	35	2	35	0	0	0	37	72
Administrative Support	7	5	0	1	0	13	11	26	0	0	0	37	50
Skilled Craft Workers	48	54	0	1	0	103	0	0	0	0	0	0	103
Service Maintenance	27	225	5	0	1	258	13	227	1	0	2	243	501
Total	122	315	6	6	1	450	38	304	1	3	3	349	799

Monthly Report- March 2012

❖ Major Accomplishments:

- Finalized and submitted SMART's EEO/AA Plan. The plan was submitted to via E-mail to Jonathan Ocanna (FTA) and posted to the TEAM website.
- Finalized data for SMART's reply to the review of the EEO program.
- Collected requested data for the Triennial review.

❖ Personnel Activity:

Hires

Four African American males and three African American females were hired in March.

Gender	African American	American Indian	TOTAL
Male	4	0	4
Female	3	1	4
TOTAL	7	1	8

Recalls

During March the authority recalled six employees. All of the recalled employees were service maintenance personnel. All were African American; Three males and three females.

Gender	African American	TOTAL
Male	3	3
Female	3	3
TOTAL	6	6

Promotions

One white male was promoted.

Gender	White	TOTAL
Male	1	1
Female	0	0
TOTAL	1	1

Separations – Non-Voluntary (Administrative, Disciplinary and Lay-offs)

There was no Non-voluntary Separations for this month

Separations – Voluntary (Retirements, Resignations and Medical)

Two African American males retired on disability, one White male retired, and two African American females retired.

Gender	White	African American	Total
Male	1	2	3
Female	0	2	2
TOTAL	1	4	5

❖ **Underutilization Status** (*Focus on the top five under utilization categories*)

There was significant improvement for White females in the Technician and Professional Categories

Categories	Initial July 2011	Current March 2012
Operators – White Female	3%	3%
Technicians – White Female	5%	3%
Admin. Support – White Female	24%	22%
Operators – Hispanic Female	.2%	.2%
Professional – White Female	21%	16%

❖ **Status of Discrimination Reports: No reports made this month**

Status of Old Reports: No active Old Reports

New Reports: No New Reports

❖ **Current workforce**

EEO CLASSIFICATION	MALE						FEMALE						Total
	White	African American	Hispanic	Asian	American Indian	Total Male	White	African American	Hispanic	Asian	American Indian	Total Female	
Officials and Administrators	5	0	0	0	0	5	1	0	0	0	0	1	6
Professional	25	6	1	4	0	36	11	16	0	3	1	31	67
Technician	10	25	0	0	0	35	2	35	0	0	0	37	72
Administrative Support	7	5	0	1	0	13	11	26	0	0	0	37	50
Skilled Craft Workers	48	54	0	1	0	103	0	0	0	0	0	0	103
Service Maintenance	26	230	5	0	1	262	13	231	1	0	3	248	510
Total	121	320	6	6	1	454	38	308	1	3	4	354	808

FY 2012 Third Quarter EEO Report

segments:

- **Employment Practices**
 - Separations
 - Hires
 - Promotions
 - Discipline
 - **Headcount**
 - Utilization
 - Summary
 - **Accomplishments**
 - **Tables**
-

• **EMPLOYMENT PRACTICES**

Separations

- There were Thirty-eight (38) total separations during this quarter. Thirty-two (32) of these were voluntary.
- Six (6) of the separations were non-voluntary; all of which were African American. One male was terminated for improper actions. Of the females; two (2) were terminated for fighting, one was terminated for failure to return to work (Which was overturned through the grievance process), one (1) was terminated for a no-show violation (which was also over turned through the grievance process), and one (1) was released for unsuccessful completion of training .

Hires

- Twenty-five (25) people were hired during this quarter; (twenty-three (23) service Maintenance Workers and two (2) Professionals.
- Thirteen (13) of the hires were female and twelve (12) were male.
- Nineteen (19) of the hires were African American and three (3) were white, two (2) were Hispanic, and one (1) was an American Indian.
- Two (2) of the hires helped in the underutilization category for Hispanics.

Promotions

- ❖ There were nine (9) promotions during the quarter; 4 Professionals, 3 Technicians, 2 Skilled Craft Workers.
- ❖ Six (6) of the promoted employees were males and three (3) were females.
- ❖ Five (5) of the promoted employees were African American and four (4) were white.

Discipline

During this 3rd quarter there were 851 represented employees working at SMART that were assigned to the EEO classifications of Technicians, Administrative Support, Skilled Craft Workers and Maintenance Workers. During the 3rd quarter there were 488 infractions and 488 disciplinary actions. The 488

infractions and disciplinary actions involved 256 employees. Fifty percent (128) of the involved employees were involved in multiple infractions and disciplinary actions resulting in seventy-eight percent (360) of the disciplinary actions.

Infractions

1. Eighty-two percent (403) of the infractions were for “Miss-out” or Absence Occurrence” (A/O) due to the employee not being present when required.
 2. Forty-nine percent of the infractions involved males and fifty-one percent involved females.
 3. Of the 128 employees involved in multiple infractions fifty-one percent were males and forty-nine involved females.
 4. Ninety-four percent (240) of the reported infractions involved African Americans while African Americans made up eighty-five percent of the represented workforce.
1. Ninety-four percent of the 128 employees involved in multiple infractions were African Americans.

Disciplinary Actions

1. The 488 infractions were sorted into 26 Disciplinary Actions, as defined by Collective Bargaining Agreements.
2. Fifty-five percent (271) of the infractions resulted in either a written warning or caution.
3. Fifty-four percent (257) of the infractions relating to African Americans resulted in either a written warning or caution.
4. Fifty-nine Percent (145) percent of the infractions relating to women females resulted in a written warning or caution.
5. *Therefore, application of discipline was consistent by race and gender.*
6. Less than one percent (3) of the infractions resulted in termination or discharge. One termination was an African American male, and two where African American Females.

● HEADCOUNT

Utilization

- F. The five highest underutilization categories remain; White Female Operators, White Female Technicians, White Female Admin. Support, White Female Professionals and Hispanic Female Operators.
- G. We are increasing our effort to reach out to and recruit females in these categories. SMART will have representation in two job fairs in April. A review of applications indicates an absence of applications from females. We will continue to reach out to women’s organizations and trade schools.
- H. There were no personnel changes in the Officials and Administrators category this quarter.

Headcount Observations

- ❖ At the end of the quarter the Authority had **808** employees which is **23** (3%) more than we started the quarter with.
- ❖ At the end of the quarter the Authority had **628** African American employees which is **20** (3%) more than which we started the quarter with.

- ❖ At the end of the quarter the Authority had **338** female employees which are **16** (4.5%) more than with which we started the quarter with.
- ❖ The increases in the workforce for this quarter are recalled employees and new hires to fill positions that have become available through attrition.

- **ACCOMPLISHMENTS**

- Prepared and presented the ***Semi-annual EEO Update*** status meeting for Directors, Managers, and Supervisors. An analysis of the Authority's EEO Employment status and data concerning disciplinary action resulting from violations was discussed.
- Sent letters to the following organizations informing them of our Community Outreach Program:
 - Turkish American Cultural Association of Michigan
 - Philippine American Community Center
 - Macomb Community College
 - Korean Society - Metro Detroit
 - Detroit Association of Women's Clubs
 - Chinese Association of Greater Detroit
 - Human Resources Assoc. of Greater Detroit
 - Hispanic Business Alliance of Michigan
- The EEO Compliance Officer conferred with Stewart McKenzie FTA Community Planner, Chicago, who confirmed that SMART's response submission is being reviewed in Washington.
- The EEO Officer and EEO Compliance Coordinator had several telephone conferences with Jonathan Ocana (FTA Office of Civil Rights) concerning DBE and EEO issues leading to a better understanding of FTA requirements.
- Strengthened our Community Outreach program by meeting with Tiffany Gunter of SEMCOG (MPO) to discuss how SMART could improve its community outreach program.
- ❖ Received the official reply from SMART's EEO review. The document outlines the items that need to be corrected and set a deadline of April 4th to respond.
 - We submitted a draft of SMART's EEO/AA Plan. The plan was submitted via E-mail to Jonathan Ocanna (FTA) and posted to the TEAM website. Response has been received and the final EEO/AA Plan is in process and will be submitted before the end of May.

• TABLES

Discipline

Employees covered	Male				Female				Grand Total
	W	AA	H	Total	W	AA	AI	Total	
Representation of classifications	91	374	5	470	26	352	3	381	851
Total Employees w/ infractions	9	115	1	125	5	125	1	131	256
Employees w/ 1 infraction	5	54	0	59	4	65	0	69	128
W/ multiple infractions	4	61	1	66	1	60	1	62	128

Disciplinary
Actions

Disciplinary Actions	Male				Female				Grand Total	Percent
	W	AA	H	Total	W	AA	AI	Total		
Written Warning	3	111		114	2	108	2	112	226	46%
1-day violation	2	34		36	2	28		30	66	14%
Caution	3	7	2	12	2	31		33	45	9%
1-day working suspension	1	18		19		18		18	37	8%
3-day working suspension	2	14		16	1	12		13	29	6%
3-day violation		17		17		11		11	28	6%
2-day working suspension		6		6		5		5	11	2%
loss of 5 performance points		1		1		5		5	6	1%
Out of service	1	3		4		2		2	6	1%
5-day working suspension	1			1		4		4	5	1%
3-day suspension		3		3		1		1	4	1%
Reprimand		1		1		2		2	3	1%
1-day suspension		3		3					3	1%
5-day unpaid suspension		3		3					3	1%
loss of 10 performance points						2		2	2	0%
5-day suspension loss 50 points		1		1		1		1	2	0%
5-day suspension		1		1		1		1	2	0%
100 Performance Points						2		2	2	0%
Interview 2/23/12		1		1					1	0%
Termination		1		1					1	0%
2 week suspension		1		1					1	0%
3-day suspension without pay						1		1	1	0%
Discharge						1		1	1	0%
4-day suspension		1		1					1	0%
1-day working suspension		1		1					1	0%
5-day suspension loss		1		1					1	0%
Grand Total	13	229	2	244	7	235	2	244	488	
Percent	3%	47%	0%	50%	1%	48%	0%	50%		



Equal Employment Opportunity Program

Infractions

Infraction	Male				Female				Grand Total	Percent
	W	AA	H	Total	W	AA	AI	Total		
1st Miss-out	4	75		79	2	77	1	80	159	33%
2nd Miss-out	2	37		39	2	37		39	78	16%
1st A/O	1	22	1	24	1	25		26	49	10%
3rd Miss-out		21		21		17		17	38	8%
2nd A/O	1	9	1	11		17	1	18	29	6%
3rd A/O		7		7	1	8		9	16	3%
Preventable Accident		6		6		9		9	15	3%
Failure to attend training (wheel Chair)	1	6		7		7		7	14	3%
4th Miss-out		6		6		7		7	13	3%
Running Early		7		7		1		1	8	2%
5th Miss-out	1	4		5		3		3	8	2%
4th A/O		3		3		5		5	8	2%
5th A/O						5		5	5	1%
Reckless Driving		1		1	1	2		3	4	1%
Failure to make designated stops		3		3					3	1%
Conduct	1			1		2		2	3	1%
Talking on cell phone		1		1		1		1	2	0%
Offensive/profane language		1		1		1		1	2	0%
Violation of Time Clock	1	1		2					2	0%
6th Miss-out	1	1		2					2	0%
Assault/Fighting		1		1		1		1	2	0%
Suspended Drivers License		1		1		1		1	2	0%
1st violation cell phone		1		1					1	0%
Operating off route		1		1					1	0%
Attendance/Time clock violation		1		1					1	0%
1st violation of personal conduct		1		1					1	0%
Delayed service		1		1					1	0%
CDL Suspension		1		1					1	0%
Employee left the property		1		1					1	0%
Careless driving		1		1					1	0%
Failure to attend training (Fare Box)		1		1					1	0%
Possible Preventable accident		1		1					1	0%
Sub-Standard Work		1		1					1	0%
1st A/O no points in bank						1		1	1	0%
Act of violence in work place						1		1	1	0%
Running Late						1		1	1	0%
Unauthorized Break		1		1					1	0%
Using obscene language						1		1	1	0%
1st violation child on board						1		1	1	0%
Time clock violation		1		1					1	0%
Failure to complete a run						1		1	1	0%
Unauthorized use of vehicle						1		1	1	0%
1st violation of pass by policy						1		1	1	0%
Verbal altercation		1		1					1	0%
Fighting/unauthorized use of vehicle		1		1					1	0%
2nd Preventable accident		1		1					1	0%
Left scene of an accident						1		1	1	0%
TOTAL	13	229	2	244	7	235	2	244	488	
Percent	3%	47%	0%	50%	1%	48%	0%	50%		

Separations		Female			Male			Totals
		White	African American	Female Total	White	African American	Male Total	
EEO CLASSIFICATION								
Non-Voluntary	Service Maintenance	0	4	4	0	2	2	6
Non-Voluntary Total		0	4	4	0	2	2	6
Voluntary	Service Maintenance	2	6	8	2	14	16	24
	Skilled Craft Workers	0	0	0	3	1	4	4
	Professional	1	0	1	0	0	0	1
	Technician	1	1	2	0	0	0	2
	Administrative Support	0	1	1	0	0	0	1
Voluntary Total		4	8	12	5	15	20	32
Grand Total		4	12	16	5	17	22	38
Percent								
Non-Voluntary	Service Maintenance	0%	11%	11%	0%	5%	5%	16%
Non-Voluntary Total		0%	11%	11%	0%	6%	6%	16%
Voluntary	Service Maintenance	5%	16%	21%	5%	38%	44%	63%
	Skilled Craft Workers	0%	0%	0%	8%	3%	13%	11%
	Professional	3%	0%	3%	0%	0%	0%	3%
	Technician	3%	3%	5%	0%	0%	0%	5%
	Administrative Support	0%	3%	3%	0%	0%	0%	3%
Voluntary Total		11%	21%	32%	13%	39%	53%	84%
Grand Total		11%	32%	42%	13%	45%	58%	100%



Equal Employment Opportunity Program

Promotions	Female		Male			Total
	African American	Female Totals	White	African American	Male Total	
EEO CLASSIFICATION						
Technician	1	1	0	2	2	3
Administrative Support	1	1	0	0	0	1
Professional	1	1	3	0	3	4
Skilled Craft Workers	0	0	1	0	1	1
Grand Total	3	3	4	2	6	9
Percent						
Technician	11%	11%	0%	22%	22%	33%
Administrative Support	11%	11%	0%	0%	0%	11%
Professional	11%	11%	33%	0%	33%	44%
Skilled Craft Workers	0%	0%	11%	0%	11%	11%
Grand Total	33%	33%	44%	22%	66%	100%

Hires	Female			Male				Total
	African American	American Indian	Female Total	White	African American	Hispanic	Male Total	
EEO CLASSIFICATION								
Service Maintenance	12	1	13	2	6	2	10	23
Professional	0	0		1	1	0	2	2
Grand Total	12	1	13	3	7	2	12	25
Percent								
Service Maintenance	48%	4%	52%	8%	24%	8%	40%	92%
Professional	0%	0%	0%	4%	4%	0%	8%	8%
Grand Total	48%	4%	52%	12%	28%	8%	48%	100%

Utilization Dashboard

Table 11 Utilization Dashboard 2009

1-Jul-09										
		Female				Minorities				
EEO Job Classification	Total # Emp.	Available %	Available #	Actual #	Variance #	Available %	Available #	Actual #	Variance #	
Officials & GM, DGM, Directors	7	39%	3	2	-1	16%	1	0	-1	
Professor Managers, Support Staff	71	49%	35	31	-4	21%	15	32	17	
Techniclar Supervisors	56	57%	32	24	-8	21%	12	39	27	
Administr. Clerical, Secretary	51	77%	39	45	6	23%	12	38	26	
Skilled CrzMechanic	121	6%	7	0	-7	16%	20	64	44	
Service M:Operator, CSA	618	61%	380	298	-82	28%	173	548	375	
AL EMPLOYEES	924		495	400	-95		232	721	489	

		Black Female				Black Male				
EEO Job Classification	Total # Emp.	Available %	Available #	Actual #	Variance #	Available %	Available #	Actual #	Variance #	
Officials & GM, DGM, Directors	7	7%	0	0	0	5%	0	0	0	
Professor Managers, Support Staff	71	8%	5	16	11	4%	3	10	7	
Techniclar Supervisors	56	12%	7	20	13	4%	2	19	17	
Administr. Clerical, Secretary	51	14%	7	30	23	4%	2	5	3	
Skilled CrzMechanic	121	1%	1	0	-1	10%	12	60	48	
Service M:Operator, CSA	618	13%	79	275	196	9%	54	269	215	
AL EMPLOYEES	924		101	341	240		74	363	289	

		White Female				White Male				
EEO Job Classification	Total # Emp.	Available %	Available #	Actual #	Variance #	Available %	Available #	Actual #	Variance #	
Officials & GM, DGM, Directors	7	31%	2	2	0	53%	4	5	1	
Professor Managers, Support Staff	71	37%	27	14	-13	41%	29	25	-4	
Techniclar Supervisors	56	42%	23	4	-19	36%	20	13	-7	
Administr. Clerical, Secretary	51	59%	30	13	-17	17%	9	0	-9	
Skilled CrzMechanic	121	4%	5	0	-5	79%	95	57	-38	
Service M:Operator, CSA	618	44%	275	21	-254	26%	164	49	-115	
AL EMPLOYEES	924		362	54	-308		321	149	-172	

		Hispanic Female				Hispanic Male				
EEO Job Classification	Total # Emp.	Available %	Available #	Actual #	Variance #	Available %	Available #	Actual #	Variance #	
Officials & GM, DGM, Directors	7	1%	0	0	0	1%	0	0	0	
Professor Managers, Support Staff	71	1%	1	0	-1	1%	1	1	0	
Techniclar Supervisors	56	1%	1	0	-1	1%	0	0	0	
Administr. Clerical, Secretary	51	1%	1	2	1	0%	0	0	0	
Skilled CrzMechanic	121	0%	0	0	0	3%	4	2	-2	
Service M:Operator, CSA	618	2%	9	1	-8	1%	7	1	-6	
AL EMPLOYEES	924		12	3	-9		12	4	-8	

		Asian Female				Asian Male				
EEO Job Classification	Total # Emp.	Available %	Available #	Actual #	Variance #	Available %	Available #	Actual #	Variance #	
Officials & GM, DGM, Directors	7	1%	0	0	0	2%	0	0	0	
Professor Managers, Support Staff	71	4%	3	0	-3	2%	2	4	2	
Techniclar Supervisors	56	1%	1	0	-1	2%	1	0	-1	
Administr. Clerical, Secretary	51	0%	0	0	0	1%	0	1	1	
Skilled CrzMechanic	121	1%	1	0	-1	0%	0	1	1	
Service M:Operator, CSA	618	1%	6	0	-6	1%	7	0	-7	
AL EMPLOYEES	924		11	0	-11		10	6	-4	

		American Indian Female				American Indian Male				
EEO Job Classification	Total # Emp.	Available %	Available #	Actual #	Variance #	Available %	Available #	Actual #	Variance #	
Officials & GM, DGM, Directors	7	0%	0	0	0	0%	0	0	0	
Professor Managers, Support Staff	71	0%	0	1	1	0%	0	0	0	
Techniclar Supervisors	56	0%	0	0	0	0%	0	0	0	
Administr. Clerical, Secretary	51	0%	0	0	0	0%	0	0	0	
Skilled CrzMechanic	121	0%	0	0	0	0%	1	1	0	
Service M:Operator, CSA	618	0%	1	1	0	0%	1	0	-1	
AL EMPLOYEES	924		2	2	0		2	1	-1	

		Hawaiian Female				Hawaiian Male				
EEO Job Classification	Total # Emp.	Available %	Available #	Actual #	Variance #	Available %	Available #	Actual #	Variance #	
Officials & GM, DGM, Directors	7	0%	0	0	0	0%	0	0	0	
Professor Managers, Support Staff	71	0%	0	0	0	0%	0	0	0	
Techniclar Supervisors	56	0%	0	0	0	0%	0	0	0	
Administr. Clerical, Secretary	51	0%	0	0	0	0%	0	0	0	
Skilled CrzMechanic	121	0%	0	0	0	0%	0	0	0	
Service M:Operator, CSA	618	0%	0	0	0	0%	0	1	1	
AL EMPLOYEES	924		0	0	0		0	1	1	

		Multi Female				Multi Male				
EEO Job Classification	Total # Emp.	Available %	Available #	Actual #	Variance #	Available %	Available #	Actual #	Variance #	
Officials & GM, DGM, Directors	7	0%	0	0	0	0%	0	0	0	
Professor Managers, Support Staff	71	0%	0	0	0	0%	0	0	0	
Techniclar Supervisors	56	0%	0	0	0	0%	0	0	0	
Administr. Clerical, Secretary	51	0%	0	0	0	0%	0	0	0	
Skilled CrzMechanic	121	0%	0	0	0	1%	1	0	-1	
Service M:Operator, CSA	618	1%	4	0	-4	1%	3	0	-3	
AL EMPLOYEES	924		4	0	-4		5	0	-5	



Equal Employment Opportunity Program

Table 12 Utilization Dashboard 2010

1-Jul-10									
		Female				Minorities			
EEO Job Classification	Total # Emp.	Available %	Available #	Actual #	Variance #	Available %	Available #	Actual #	Variance #
Officials & GM, DGM, Directors	8	39%	3	2	-1	16%	1	0	-1
Professor Managers, Support Staff	61	49%	30	27	-3	21%	13	26	13
Technician Supervisors	57	57%	32	28	-4	21%	12	40	28
Administrative Clerical, Secretary	49	77%	38	39	1	23%	11	34	23
Skilled Craft Mechanic	118	6%	7	0	-7	16%	19	61	42
Service Motor Operator, CSA	614	61%	377	290	-87	28%	172	550	378
ALL EMPLOYEES	907		487	386	-101		228	711	483

		Black Female				Black Male			
EEO Job Classification	Total # Emp.	Available %	Available #	Actual #	Variance #	Available %	Available #	Actual #	Variance #
Officials & GM, DGM, Directors	8	7%	1	0	-1	5%	0	0	0
Professor Managers, Support Staff	61	8%	5	12	7	4%	3	6	3
Technician Supervisors	57	12%	7	25	18	4%	2	15	13
Administrative Clerical, Secretary	49	14%	7	26	19	4%	2	6	4
Skilled Craft Mechanic	118	1%	1	0	-1	10%	12	58	46
Service Motor Operator, CSA	614	13%	79	268	189	9%	54	277	223
ALL EMPLOYEES	907		99	331	232		73	362	289

		White Female				White Male			
EEO Job Classification	Total # Emp.	Available %	Available #	Actual #	Variance #	Available %	Available #	Actual #	Variance #
Officials & GM, DGM, Directors	8	31%	2	2	0	53%	4	6	2
Professor Managers, Support Staff	61	37%	23	12	-11	41%	25	23	-2
Technician Supervisors	57	42%	24	3	-21	36%	21	14	-7
Administrative Clerical, Secretary	49	59%	29	12	-17	17%	8	3	-5
Skilled Craft Mechanic	118	4%	5	0	-5	79%	93	57	-36
Service Motor Operator, CSA	614	44%	273	20	-253	26%	163	44	-119
ALL EMPLOYEES	907		356	49	-307		314	147	-167

		Hispanic Female				Hispanic Male			
EEO Job Classification	Total # Emp.	Available %	Available #	Actual #	Variance #	Available %	Available #	Actual #	Variance #
Officials & GM, DGM, Directors	8	1%	0	0	0	1%	0	0	0
Professor Managers, Support Staff	61	1%	0	1	1	1%	1	1	0
Technician Supervisors	57	1%	1	0	-1	1%	0	0	0
Administrative Clerical, Secretary	49	1%	1	1	0	0%	0	0	0
Skilled Craft Mechanic	118	0%	0	0	0	3%	4	2	-2
Service Motor Operator, CSA	614	2%	9	1	-8	1%	7	1	-6
ALL EMPLOYEES	907		11	3	-8		12	4	-8

		Asian Female				Asian Male			
EEO Job Classification	Total # Emp.	Available %	Available #	Actual #	Variance #	Available %	Available #	Actual #	Variance #
Officials & GM, DGM, Directors	8	1%	0	0	0	2%	0	0	0
Professor Managers, Support Staff	61	4%	2	0	-2	2%	1	4	3
Technician Supervisors	57	1%	1	0	-1	2%	1	0	-1
Administrative Clerical, Secretary	49	0%	0	0	0	1%	0	1	1
Skilled Craft Mechanic	118	1%	1	0	-1	0%	0	1	1
Service Motor Operator, CSA	614	1%	6	0	-6	1%	7	0	-7
ALL EMPLOYEES	907		10	0	-10		10	6	-4

		American Indian Female				American Indian Male			
EEO Job Classification	Total # Emp.	Available %	Available #	Actual #	Variance #	Available %	Available #	Actual #	Variance #
Officials & GM, DGM, Directors	8	0%	0	0	0	0%	0	0	0
Professor Managers, Support Staff	61	0%	0	1	1	0%	0	0	0
Technician Supervisors	57	0%	0	0	0	0%	0	0	0
Administrative Clerical, Secretary	49	0%	0	0	0	0%	0	0	0
Skilled Craft Mechanic	118	0%	0	0	0	0%	1	0	-1
Service Motor Operator, CSA	614	0%	1	1	0	0%	1	0	-1
ALL EMPLOYEES	907		2	2	0		2	0	-2

		Hawaiian Female				Hawaiian Male			
EEO Job Classification	Total # Emp.	Available %	Available #	Actual #	Variance #	Available %	Available #	Actual #	Variance #
Officials & GM, DGM, Directors	8	0%	0	0	0	0%	0	0	0
Professor Managers, Support Staff	61	0%	0	1	1	0%	0	0	0
Technician Supervisors	57	0%	0	0	0	0%	0	0	0
Administrative Clerical, Secretary	49	0%	0	0	0	0%	0	0	0
Skilled Craft Mechanic	118	0%	0	0	0	0%	0	0	0
Service Motor Operator, CSA	614	0%	0	0	0	0%	0	0	0
ALL EMPLOYEES	907		0	1	1		0	0	0

		Multi Female				Multi Male			
EEO Job Classification	Total # Emp.	Available %	Available #	Actual #	Variance #	Available %	Available #	Actual #	Variance #
Officials & GM, DGM, Directors	8	0%	0	0	0	0%	0	0	0
Professor Managers, Support Staff	61	0%	0	0	0	0%	0	0	0
Technician Supervisors	57	0%	0	0	0	0%	0	0	0
Administrative Clerical, Secretary	49	0%	0	0	0	0%	0	0	0
Skilled Craft Mechanic	118	0%	0	0	0	1%	1	0	-1
Service Motor Operator, CSA	614	1%	3	0	-3	1%	3	2	-1



Equal Employment Opportunity Program

Table 13 Utilization Dashboard 2011

1-Jul-11										
EEO Job Classification	Total # Emp.	Female				Minorities				
		Available %	Available #	Actual #	Variance	Available %	Available #	Actual #	Variance	
Officials & GM, DGM, etc	6	39%	2	1	-1	16%	1	0	-1	
Professor Managers,	61	49%	30	27	-3	21%	13	23	10	
Technician Supervisor	56	57%	32	27	-5	21%	12	39	27	
Administrative Clerical, Se	50	77%	39	41	3	23%	11	35	24	
Skilled Cr/Mechanic	112	6%	6	0	-6	16%	18	60	42	
Service M/Operator, C	636	61%	391	307	-84	28%	178	575	397	
AL EMPLOYEES	921		500	403	-97		233	732	499	

EEO Job Classification	Total # Emp.	Black Female				Black Male			
		Available %	Available #	Actual #	Variance	Available %	Available #	Actual #	Variance
Officials & GM, DGM, etc	6	7%	0	0	0	5%	0	0	0
Professor Managers,	61	8%	5	11	6	4%	3	4	1
Technician Supervisor	56	12%	7	24	17	4%	2	15	13
Administrative Clerical, Se	50	14%	7	29	22	4%	2	5	3
Skilled Cr/Mechanic	112	1%	1	0	-1	10%	11	57	46
Service M/Operator, C	636	13%	82	285	203	9%	56	281	225
AL EMPLOYEES	921		102	349	247		74	362	288

EEO Job Classification	Total # Emp.	White Female				White Male			
		Available %	Available #	Actual #	Variance	Available %	Available #	Actual #	Variance
Officials & GM, DGM, etc	6	31%	2	1	-1	53%	3	5	2
Professor Managers,	61	37%	23	13	-10	41%	25	25	0
Technician Supervisor	56	42%	23	3	-20	36%	20	14	-6
Administrative Clerical, Se	50	59%	30	12	-18	17%	9	3	-6
Skilled Cr/Mechanic	112	4%	4	0	-4	79%	88	52	-36
Service M/Operator, C	636	44%	283	20	-263	26%	168	41	-127
AL EMPLOYEES	921		365	49	-316		314	140	-174

EEO Job Classification	Total # Emp.	Hispanic Female				Hispanic Male			
		Available %	Available #	Actual #	Variance	Available %	Available #	Actual #	Variance
Officials & GM, DGM, etc	6	1%	0	0	0	1%	0	0	0
Professor Managers,	61	1%	0	0	0	1%	1	1	0
Technician Supervisor	56	1%	1	0	-1	1%	0	0	0
Administrative Clerical, Se	50	1%	1	0	-1	0%	0	0	0
Skilled Cr/Mechanic	112	0%	0	0	0	3%	3	2	-1
Service M/Operator, C	636	2%	10	1	-9	1%	7	5	-2
AL EMPLOYEES	921		12	1	-11		12	8	-4

EEO Job Classification	Total # Emp.	Asian Female				Asian Male			
		Available %	Available #	Actual #	Variance	Available %	Available #	Actual #	Variance
Officials & GM, DGM, etc	6	1%	0	0	0	2%	0	0	0
Professor Managers,	61	4%	2	0	-2	2%	1	3	2
Technician Supervisor	56	1%	1	0	-1	2%	1	0	-1
Administrative Clerical, Se	50	0%	0	0	0	1%	0	1	1
Skilled Cr/Mechanic	112	1%	1	0	-1	0%	0	1	1
Service M/Operator, C	636	1%	6	1	-5	1%	7	0	-7
AL EMPLOYEES	921		10	1	-9		10	5	-5

EEO Job Classification	Total # Emp.	American Indian Female				American Indian Male			
		Available %	Available #	Actual #	Variance	Available %	Available #	Actual #	Variance
Officials & GM, DGM, etc	6	0%	0	0	0	0%	0	0	0
Professor Managers,	61	0%	0	1	1	0%	0	0	0
Technician Supervisor	56	0%	0	0	0	0%	0	0	0
Administrative Clerical, Se	50	0%	0	0	0	0%	0	0	0
Skilled Cr/Mechanic	112	0%	0	0	0	0%	0	0	0
Service M/Operator, C	636	0%	1	1	0	0%	1	1	0
AL EMPLOYEES	921		2	2	0		2	1	-1

EEO Job Classification	Total # Emp.	Hawaiian Female				Hawaiian Male			
		Available %	Available #	Actual #	Variance	Available %	Available #	Actual #	Variance
Officials & GM, DGM, etc	6	0%	0	0	0	0%	0	0	0
Professor Managers,	61	0%	0	1	1	0%	0	1	1
Technician Supervisor	56	0%	0	0	0	0%	0	0	0
Administrative Clerical, Se	50	0%	0	0	0	0%	0	0	0
Skilled Cr/Mechanic	112	0%	0	0	0	0%	0	0	0
Service M/Operator, C	636	0%	0	0	0	0%	0	0	0
AL EMPLOYEES	921		0	1	1		0	1	1

EEO Job Classification	Total # Emp.	Multi Female				Multi Male			
		Available %	Available #	Actual #	Variance	Available %	Available #	Actual #	Variance
Officials & GM, DGM, etc	6	0%	0	0	0	0%	0	0	0
Professor Managers,	61	0%	0	0	0	0%	0	0	0
Technician Supervisor	56	0%	0	0	0	0%	0	0	0
Administrative Clerical, Se	50	0%	0	0	0	0%	0	0	0
Skilled Cr/Mechanic	112	0%	0	0	0	1%	1	0	-1
Service M/Operator, C	636	1%	4	0	-4	1%	3	1	-2
AL EMPLOYEES	921		4	0	-4		5	1	-4

Appendix D UMTA CIRCULAR 4704.7