

**EQUAL EMPLOYMENT OPPORTUNITY  
AFFIRMATIVE ACTION (EEO/AA)  
PLAN  
JANUARY 1, 2020 TO DECEMBER 31, 2023**



Submitted by:

San Francisco Municipal Transportation Agency (SFMTA)  
1 South Van Ness Avenue  
San Francisco, CA 94103  
Telephone: (415) 701-2311  
[www.sfmta.com](http://www.sfmta.com)

**REVISED 2022**

**November 2022:** Updated to reflect that internal dissemination includes meeting with all employees and affinity groups to seek input on the program implementation (pg. 11)

**November 2022:** Updated to reflect that EEO Officer responsibilities include reporting at least semiannually with Director of Transportation (pg. 13)

**December 2022:** Inclusion of individuals with disabilities and veterans in statistical analysis charts (Exhibit O)

## TABLE OF CONTENTS

ACRONYMS .....	iv
EXECUTIVE SUMMARY .....	1
About the SFMTA .....	3
Introduction .....	3
Vision and Mission Statement.....	4
Statement of Purpose .....	4
Applicable Affirmative Action Laws and Regulations.....	4
Terminology .....	6
Description of Race/Ethnic Categories.....	6
EEO Program, Individuals With Disabilities and Veterans Employment Practices Reporting.....	7
Reliance on EEOC Guidelines .....	8
Reporting Period .....	8
Overview of SFMTA’s Workforce .....	8
CHAPTER 1: SFMTA EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT .....	10
CHAPTER 2: POLICY DISSEMINATION.....	11
Internal Dissemination .....	11
External Dissemination.....	11
CHAPTER 3: DESIGNATION OF PERSONNEL.....	11
Director of Transportation .....	12
EEO Officer.....	12
Managers and Supervisors .....	13
Agency Responsibilities.....	14
CHAPTER 4: UTILIZATION ANALYSIS.....	17
Description of EEOC Job Categories and SFMTA Occupations in the Categories .....	17
Determining Labor Market Availability .....	21
Steps in Utilization Analysis.....	21
CHAPTER 5: WORKFORCE GOALS .....	23
Goals Methodology - Whole Person Rule .....	23
Efforts to Achieve Goals and Reduce Underutilization .....	25
CHAPTER 6: ASSESSMENT OF EMPLOYMENT PRACTICES.....	26
Background.....	26
Analysis of Employment Practices .....	29
CHAPTER 7: MONITORING AND REPORTING.....	30
REFERENCES.....	33
EXHIBIT A: SUMMARY OF CHANGES IN SFMTA WORKFORCE .....	35
EXHIBIT B: WORKFORCE ANALYSIS .....	36
EXHIBIT C: GOALS FOR THE NEXT FOUR YEARS .....	37
EXHIBIT D- EEOC JOB CATEGORY SUMMARY.....	38
EXHIBIT E- EEOC JOB CATEGORY BY JOB TITLE .....	39
EXHIBIT F: WORKFORCE AVAILABILITY ANALYSIS.....	48
EXHIBIT G-1: WORKFORCE UTILIZATION AND GOALS BY JOB CATEGORY .....	50
EXHIBIT G-2: WORKFORCE GOALS BY JOB CATEGORY.....	52
EXHIBIT H: WORKFORCE PERFORMANCE TO GOALS.....	53

EXHIBIT I-1: WORKFORCE APPLICANTS FOR HIRES.....	54
EXHIBIT I-2: WORKFORCE APPLICANTS BY SEX AND RACE/ETHNICITY.....	55
EXHIBIT J-1: ACTIVITIES SUMMARY- NEW HIRES AND REHIRES .....	56
EXHIBIT J-2: PROMOTIONS AND DEMOTIONS.....	57
EXHIBIT J-3: TRANSFERS.....	58
EXHIBIT J-5: DISCIPLINARY ACTIONS.....	60
EXHIBIT J-6: TRAINING BY TYPE .....	61
EXHIBIT K: EEO HIRING POLICY .....	64
EXHIBIT L: GOAL ACHIEVEMENT ANALYSIS AND POWERPOINT PRESENTATION .....	66
EXHIBIT M: EQUAL EMPLOYMENT OPPORTUNITY (EEO) COMPLAINTS .....	78
EXHIBIT N: LIST OF SUBRECIPIENTS AND THIRD-PARTY CONTRACTORS .....	83
EXHIBIT O: Statistical Analysis of Veterans and Persons with Disabilities.....	83

## TABLES

Table 1: SFMTA Occupations in EEOC Category 1.....	17
Table 2: SFMTA Occupations in EEOC Category 2.....	18
Table 3: SFMTA Occupations in EEOC Category 3.....	18
Table 4: SFMTA Occupations in EEOC Category 4.....	18
Table 5: SFMTA Occupations in EEOC Category 5.....	19
Table 6: SFMTA Occupations in EEOC Category 6.....	19
Table 7: SFMTA Occupations in EEOC Category 7.....	20
Table 8: SFMTA Occupations in EEOC Category 8.....	21
Table 9: External Availability Data Sources.....	22

## FIGURES

Figure 1: SFMTA Workforce by Sex and Race/Ethnicity .....	8
Figure 2: SFMTA Workforce, by Occupational Category, Jan. 2020 .....	9
Figure 3: SFMTA Workforce by Department/Section .....	9
Figure 4: SFMTA Organization Chart.....	15

## ACRONYMS

AA	Affirmative Action
BoD	Board of Directors
BLS	Bureau of Labor Statistics
CCSF	City and County of San Francisco
CO	Communications
CPC	Capital Programs & Construction
CSUB	Central Subway
DHR	Department of Human Resources
ED	Executive Director
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
FIT	Finance & Information Technology
FTA	Federal Transit Administration
GA	Government Affairs
HRD	Human Resources Division
Muni	Municipal Railway
PCS	Permanent Civil Service
PEX	Permanent Exempt
SA	Safety
SFMTA	San Francisco Municipal Transportation Agency
SS	Sustainable Streets
TEX	Temporary Exempt
TS	Transit
TX	Taxi & Accessible Services
US	United States

## EXECUTIVE SUMMARY

The San Francisco Municipal Transportation Agency (SFMTA) is a department of the City and County of San Francisco responsible for the management of all ground transportation in the city as well as parking and traffic, bicycling, walking and the regulation of taxis. The agency is the nation's eighth largest public transit system and has oversight over the Municipal Railway (Muni) public transit, as well as bicycling, paratransit, parking, traffic, walking, and taxis. As the transportation agency for one of the most vibrant and progressive cities in the world, SFMTA has a strong commitment to the community we serve and our employees. The agency operates today's transportation system and works with partners to plan the transportation system of tomorrow.

This report presents employment utilization and employment practices in the SFMTA as required by Equal Employment Opportunity (EEO) Civil Service Commission Rule 103 and the Federal Transit Administration (FTA).

As required by FTA Circular 4704.1A EEO Requirements and Guidelines for FTA Recipients, the SFMTA Equal Employment Opportunity Affirmative Action (EEO/AA) Program contains the following seven elements:

1. Statement of Policy
2. Plan for dissemination both internally and externally
3. Designation of appropriate personnel responsible for carrying out the EEO Program, including the designation of an EEO Officer
4. Utilization Analysis
5. Goals and timetables to correct identified areas of underutilization or concentration
6. Assessment of an agency's employment practices
7. Plan for monitoring and reporting on the EEO Program

### Authorities

As stipulated by Federal Transit Law 49 U.S.C. § 5332, "A person may not be excluded from participating in, denied the benefits of, or discriminated against under, a project, program, or activity receiving financial assistance under this chapter because of race, color, religion, national origin, sex, disability, or age. (49 U.S.C. § 5332(b))". This provision applies to employment opportunities and supplements employment regulations/protections prohibiting employment discrimination found in Title VI of the 1964 Civil Rights Act (see 49 CFR § 21.5(c)—Nondiscrimination in Federally Assisted Programs of the Department of Transportation).<sup>1</sup>

---

<sup>1</sup> Federal Transit Administration, *Circular 4704.1A* (October 31, 2016, Rev. 1, April 20, 2017), p1-1, 1-2

In accordance with Title VI of the Civil Rights Act, as amended, 42 U.S.C. § 2000d, section 303 of the Age Discrimination Act of 1975, as amended, 42 U.S.C. § 6101 et seq., section 202 of the Americans with Disabilities Act of 1990, 42 U.S.C. § 12101, and Federal transit law at 49 U.S.C. § 5332, FTA is responsible for ensuring that its recipients do not engage in employment discrimination. Consequently, SFMTA needs to ensure that its applicants and employees do not experience discrimination because of race, color, and national origin, religion, disability, age and sex. In addition to the above-mentioned protections, FTA EEO Circular 4701 .1A refers to other guiding legislation for employers that hold federal contracts or subcontracts of more than \$10,000 and employ 15 or more peoples.

These include:

- Title VII of the Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act of 1972 and the Civil Rights Act of 1991, prohibiting discrimination on the basis of race, color, religion, national origin, or sex.<sup>2</sup>
- Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA), prohibiting discrimination on the bases of genetic information (genetic tests or family medical history).
- Age Discrimination in Employment Act of 1967, prohibiting discrimination against employees aged 40 and older.
- The Americans with Disabilities Act of 1990, Section 503 of the Rehabilitation Act of 1973, as amended by the Rehabilitation Act of 1993, and Section 504 of the Rehabilitation Act of 1973, prohibiting discrimination based on an individuals' disability.
- The Equal Pay Act of 1963—amended in 1972—requiring equal pay for men and women who perform substantially the same work.
- Uniformed Services Employment and Re-employment Rights Act of 1994, protecting military veterans' employment and reemployment rights.

The Circular further states that these laws “also prohibit retaliation against an individual who files a charge or complaint of discrimination, participates in an employment discrimination proceeding (such as an investigation or lawsuit), or otherwise engages in protected activity.”

---

<sup>2</sup> Federal Transit Administration, *Circular 4704.1A* (October 31, 2016, Rev. 1, April 20, 2017), p1-3

## ABOUT THE SFMTA

The San Francisco Municipal Transportation Agency (SFMTA) is a department of the City and County of San Francisco responsible for the management of all ground transportation in the city. Established by voter mandate in 1999, SFMTA oversees the Municipal Railway (Muni) public transit, as well as bicycling, paratransit, parking, traffic, walking, and taxis.<sup>3</sup>

SFMTA is, therefore, unlike any transportation agency in the country and connects San Francisco through a safe, equitable, and sustainable transportation system. The agency is also responsible for the planning, design, and management construction projects, supporting all elements of San Francisco's transportation infrastructure. By performing these multiple essential functions, the agency directly impacts San Francisco's quality of life and economic vitality, as well as regional efforts to achieve California's climate and sustainability goals

The SFMTA is governed by a seven-members Board of Directors (BoD) appointed by the Mayor and confirmed by the San Francisco Board of Supervisors. The BoD provides policy oversight, including budgetary approval, and changes of fares, fees, and fines, ensuring representation of the public interest.

## INTRODUCTION

This SFMTA Equal Employment Opportunity Affirmative Action (EEO/AA) report is for the January 1, 2020 – December 31, 2023 period, and addresses associated regulations from the U.S. Department of Transportation's Federal Transit Administration (FTA) Circular, FTAC 4704.1A. It conforms with, and relies upon, the Equal Employment Opportunity Commission's (EEOC) Affirmative Action Guidelines (44 Federal Register 4422, January 19, 1979). The purpose is to reaffirm SFMTA's continuing commitment to EEO principles and to set forth action being taken/to be taken by SFMTA concerning employment opportunities and affirmative action. This EEO/AA report does not constitute an admission by SFMTA that it has violated any of the provisions of Title VII of the Civil Rights Act or the nondiscrimination provisions of its various grant entitlements.

Data and information used to generate the new Placement Goals is from April 1, 2015 through December 31, 2019 and is prospective for the four-year period above. The 6,030 employees covered under this Plan are classified into the following EEO-4 categories: Officials and Administrators, Professionals, Technicians, Paraprofessionals, Administrative Support, Skilled Craft Workers, and Service-Maintenance.



---

<sup>3</sup> When it was created, the SFMTA aggregated multiple San Francisco city agencies, including Muni, the Department of Parking and Traffic, and since 2007, the Taxi Commission.

## VISION AND MISSION STATEMENT

On a typical weekday, the daytime population of San Francisco grows to over one million people and they rely on SFMTA to get around by taking transit, driving, biking, and/or walking. To this end, SFMTA's current vision statement has been refined from the last Strategic Plan to focus on the diverse transportation options available within the city. The mission statement has also been modified from the last plan to emphasize the agency's core purpose rather than a list of the specific job duties staff fulfil on a day-to-day basis.

---

**VISION:** Excellent transportation choices for San Francisco

**MISSION STATEMENT:** We connect San Francisco through a safe, equitable, and sustainable transportation system.

---

The intent and meaning of the agency's vision and its mission statement remain consistent with what was enunciated in the last plan and will continue to aid the agency in managing the city's transportation network. The vision and mission statement resonate with staff across the agency and are consistent with the expectations of stakeholders in fulfilling the agency's commitment to serving residents, workers, and visitors to San Francisco. Taken together, they set a path for the agency and guide this plan's goals and objectives.

## STATEMENT OF PURPOSE

The objective of SFMTA's EEO/AA plan is to ensure that women, members of minority groups, covered veterans, and persons with disabilities at all levels of its workforce are proportionate to their representation in the relevant labor market. Consequently, the EEO/AA plans can be aptly described as a results-oriented set of actions aimed at full utilization and equal treatment of all people. These actions include training programs, outreach efforts, and other positive steps.

SFMTA is subject to and must address a variety of state and federal laws and guidelines dealing with equal employment opportunity and affirmative action. The agency, through its employment practices and procedures recruits and employs qualified personnel for its diverse activities. It strives to provide equal opportunities before and during employment, without regard to race/ethnicity, sex, religion, national origin or ancestry, age or marital status. Concomitantly, SFMTA will continue to develop and maintain affirmative action programs to assure this commitment.

## APPLICABLE AFFIRMATIVE ACTION LAWS AND REGULATIONS

SFMTA is subject to the EEO/AA requirements of Circular 4704.1A, Equal Employment Opportunity (EEO) Program Guidelines for Grant Recipients, of the Federal Transit Administration (FTA). Since it meets the threshold requirements of 50 or more transit-



related employees and receives financial assistance from U.S. DOT, SFMTA is mandated to comply with FTA's EEO requirements.

As stipulated in the above-mentioned regulations, a prerequisite to the development of a satisfactory EEO/AA program is the evaluation of opportunities for the utilization of protected group members, as well as an identification and analysis of problem areas inherent in their employment. SFMTA complies with all relevant state and federal laws to ensure equitable treatment for all employees and applicants.

Box 1 describes the different protected groups covered by affirmative action laws and regulations.

A comprehensive EEO/AA plan details specific affirmative action steps to ensure equal employment opportunity whenever a statistical analysis of a workforce reveals a numeric underutilization of members of protected groups greater than would reasonably be expected by their availability in the labor market. For minorities and women, this includes the development of hiring and promotion goals to rectify underutilization where found. It is toward this end that this EEO/AA was developed.

It is important to underscore that the term "Affirmative Action" is not limited to the simple cessation of discriminatory practices. It also refers to any measure adopted by an employer to correct, to compensate for past or present discrimination, or to prevent discrimination from occurring in the future. This includes conducting outreach to underrepresented racial/ethnic groups and persons with a disability by targeting media, professional and support organizations for these protected groups.

### Box 1: Protected Groups

#### **Minority males/females recognized as belonging to or identifying with the following race or ethnic groups:**

Blacks/African Americans, Hispanics/Latinos, Asians, Native Hawaiian/Pacific Islanders, American Indians/Alaskan Natives, and two or more races.

#### **White females**

Women having origins in any of the original peoples of Europe, the Middle East, or North Africa.

#### **An individual with a Disability:**

(1) A person who has a physical or mental impairment that substantially limits one or more of his/her major life activities, (2) has a record of such impairment, or (3) is regarded as having such an impairment.

#### **Disabled Veteran:**

(1) Any veteran of the U.S. military, ground, naval, or air service who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Secretary of Veterans Affairs, or (2) a person who was discharged or released from active duty because of a service-connected disability.

#### **Recently Separated Veteran:**

Any veteran who served on active duty in the U.S. military, ground, naval, or air service during the one-year period beginning on the date of such veteran's discharge or release from active duty.

#### **Active Duty Wartime or Campaign Badge Veteran:**

Any veteran who served on active duty in the U.S. military, ground, naval, or air service during a war or in a campaign or expedition for which a campaign badge has been authorized, under the laws administered by the Department of Defense.

#### **Armed Forces Service Medal Veteran:**

Any veteran who, while serving on active duty in the U.S. military, ground, naval, or air service, participated in a United States military operation for which an Armed Forces service medal was awarded pursuant to Executive Order 12985 (61 FR 1209).

## TERMINOLOGY

The terms “underutilization,” “deficiency,” and “problem area” appearing in this EEO/AA plan are terms required by relevant governmental regulations. SFMTA uses these terms to abide by the regulations, but such use is not an admission of non-compliance with EEO laws, regulations, and objectives. It also does not signify that SFMTA agrees that these terms are properly applied to any particular factual situation.

The utilization analysis contained herein is required by the relevant government regulations to be based on certain statistical comparisons. Geographic areas and data sources used herein comply with relevant government regulations and the use of such geographic areas/data sources does not signal SFMTA’s agreement that the geographic areas are appropriate in all instances of use or that the data sources are the most relevant. Such statistics and geographic areas will be used, however, in total good faith with respect to this EEO/AA plan.

## DESCRIPTION OF RACE/ETHNIC CATEGORIES

Data on race/ethnicity are based on self-identification. Racial/ethnic group identifications used by SFMTA are consistent with those used by Federal agencies. The race/ethnic groups used in this EEO/AA plan are defined by the EEOC as follows:

- **Hispanic or Latinx:** A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race.
- **\*American Indian or Alaska Native (not Hispanic or Latinx):** A person having origins in any of the original peoples of North America and South America (including Central America), and who maintains tribal affiliation or community attachment.
- **\*Asian (not Hispanic or Latinx):** A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
- **\*Black or African American (not Hispanic or Latinx):** A person having origins in any of the Black racial groups of Africa.
- **\*Native Hawaiian or Other Pacific Islander (not Hispanic or Latinx):** A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- **\*White (not Hispanic or Latinx):** A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.
- **Two or More Races (not Hispanic or Latinx):** A person who identifies with more than one of the categories marked with an asterisk “\*” above.

## EEO PROGRAM, INDIVIDUALS WITH DISABILITIES AND VETERANS EMPLOYMENT PRACTICES REPORTING

SFMTA understands the need to collect and analyze data that reflects the agency's continued efforts to increase the diversity of its workforce. The agency is acutely aware that articles such as Section 503 of the 1973 Rehabilitation Act, as amended by the 1993 Rehabilitation Act, requires entities receiving Federal funds to take affirmative action to employ and advance in employment qualified individuals with disabilities. Moving forward, SFMTA will create reporting forms that will be used during the hiring and promotion processes which will allow applicants to voluntarily self-identify as individuals with disabilities or veterans. The forms will be completed separately from employment applications, applications for promotions, or documents that allow for promotions through reclassification. They will also be kept confidentially.

---

*FTA requires statistical data that show any potential impact of an agency's employment practices on persons with disabilities and veterans. This includes the number of applicants for employment and promotions in each job category and the number hired and promoted, cross-referenced by sex and race. Having this data will assist in measuring the effectiveness of outreach and recruitment efforts for persons with disabilities and veterans...[T]he agency is not required to conduct a four-fifth rule analysis. The agency can set its own specific aspirational goals, but FTA asks agencies to track raw numbers, for example, the number applied, number hired, number applied for promotion, and number promoted. (FTA, Circular 4704.1A: October 31, 2016, Rev. 1, April 20, 2017, 2-10)*

---

SFMTA will collect the following data for veterans and for persons with disabilities crossed referenced by sex and race:

1. Number of persons who applied
2. Number of persons hired
3. Number of persons who applied for promotion
4. Number of persons who were promoted
5. Number of persons who were eligible or applied for promotion through reclassification
6. Number of persons who were reclassified
7. Number of persons who requested reasonable accommodations (disability only)
8. Number of persons who received reasonable accommodations (disability only)

By disaggregating the data for individuals with disabilities and veterans, SFMTA can obtain a clearer picture of how its employment practices affect persons in those categories. SFMTA will use this information to establish a baseline for availability and track the utilization of veterans and persons with disabilities.

**Completed:** The agency has completed developing methodologies to capture demographic data regarding persons with disabilities and veterans and has attached required statistical analysis in Exhibit O.

## RELIANCE ON EEOC GUIDELINES

The agency is confident that no violation of Title VII of the Civil Rights Act exists at SFMTA but has developed this EEO/ AA plan in accordance with the EEOC's Guidelines on Affirmative Action, Title 29 Code of Federal Regulations, Part 1608.

## REPORTING PERIOD

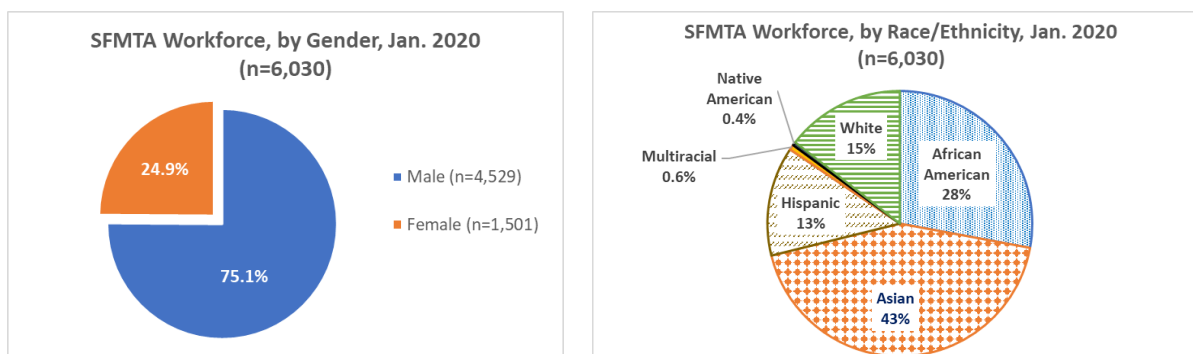
The prior Equal Opportunity/Affirmative Action Plan (EEO/AAP) was submitted to the FTA for approval on 4/3/2015. The time-period covered by the prior year EEO/AAP was from April 1, 2015 to December 31, 2017. The new plan covers the time period from January 1, 2020 to December 31, 2023.

## OVERVIEW OF SFMTA'S WORKFORCE

SFMTA is a diverse organization. The total number of SFMTA employees as of December 31, 2019 was 6,030, and three quarters of this population was male, and a quarter was female. Non-Whites accounted for approximately 84.1% of the employee population. This proportion was higher than the racial/ethnic makeup of San Francisco's total city workforce in 2019, which was 68 percent Non-White (CCSF DHR, 2019).

Figure 1 shows the composition of the SFMTA workforce by sex and race/ethnicity. It can be seen that the largest group among minorities were Asians (35.4%), followed by Black/African-American (27.9%), and Hispanics (13.1%).

Figure 1: SFMTA Workforce by Sex and Race/Ethnicity

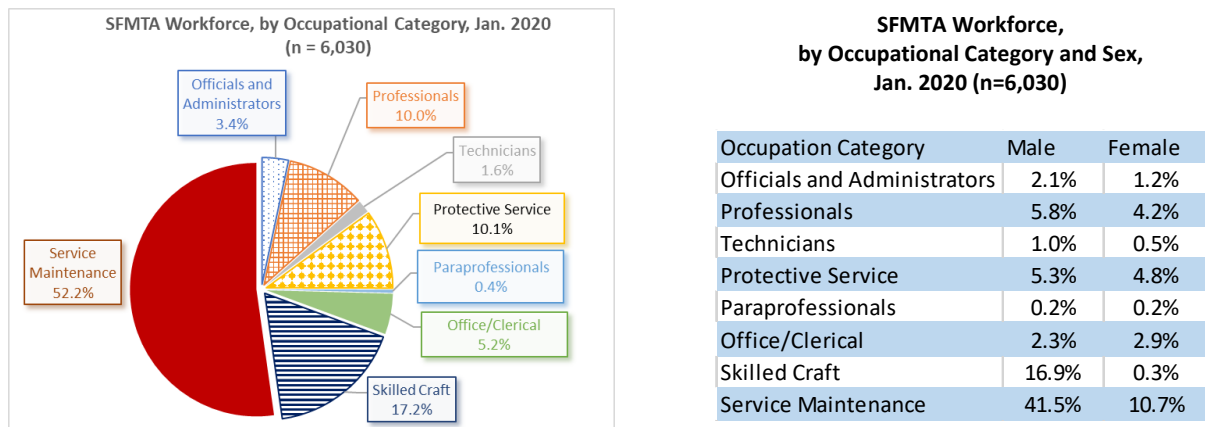


During the period between April 3, 2015 and December 31, 2019, SFMTA's workforce increased by eight percent (from 5,591 to 6,030 employees). In terms of the total workforce, the proportion of female workers decreased by 1.2% while the proportion of male workers increased by the same margin. Minority representation in the workforce increased by 1.1% overall. No employees were laid-off during the reporting period. A summary of changes in SFMTA's workforce can be found in Exhibit A.

### SFMTA Workforce by Occupational Categories

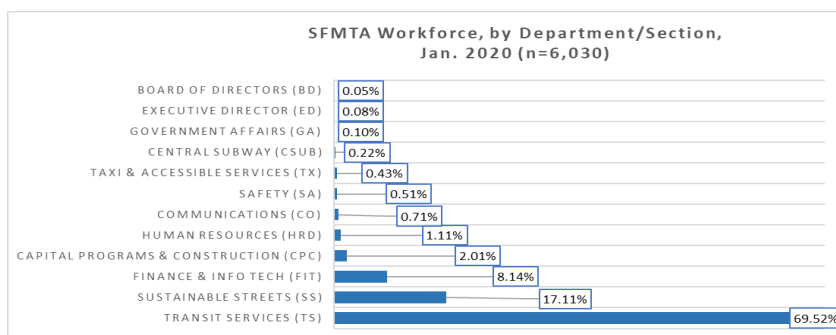
When the SFMTA workforce is divided into the eight (8) EEO-4 Categories, it can be seen that half of the employees (52.2 percent) work in the Service/Maintenance category followed by the Skilled Craft category (17.2 percent), the Professionals and Protective Services category (10 percent each), Office and Clerical category (5.2 percent) and the Officials and Administrators category (3.4 percent). The Technicians category was 1.6 percent of the workforce and 0.4 percent of all workers were in the Paraprofessional category. Figure 2 provides a visual representation of the distribution of this workforce in the different occupational categories, and the proportions of males and females. Men and women are almost evenly distributed in professional, protective service and clerical occupations but men are over-represented in Skilled Crafts and Service/Maintenance jobs.

Figure 2: SFMTA Workforce, by Occupational Category, Jan. 2020



SFMTA employees work in the following Divisions/Sections: Board of Directors (BoD); Executive Director (ED); Government Affairs (GA); Central Subway (CSUB); Taxi & Accessible Services (TX); Safety (SA); Communications (CO); Human Resources (HRD); Capital Programs & Construction (CPC); Finance & Information Technology (FIT); Sustainable Streets (SS); Transit (TS). As Figure 3 shows, nearly 70 percent of total employee population works for Transit Division, followed by our Sustainable Streets Division at approximately 17 percent and Finance and Information Technology Division (FIT) at 8.1 percent.

Figure 3: SFMTA Workforce by Department/Section



## CHAPTER 1: SFMTA EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT

The San Francisco Municipal Transportation Agency (SFMTA) has a strong commitment to the community we serve and our employees. As an equal opportunity employer, we strive to have a workforce that reflects the community we serve. No person is unlawfully excluded from employment opportunities based on sex, race, age, religion, color, national origin, ancestry, physical disability, mental disability, medical condition (associated with cancer, a history of cancer, or genetic characteristics), HIV/AIDS status, genetic information, marital status, sexual orientation, gender, gender identity, gender expression, military and veteran status, or other protected category under the law.

The SFMTA Equal Employment Opportunity (EEO) policy applies to all employment actions, including but not limited to, recruitment, hiring, selection for training, promotion, transfer, demotion, layoff, termination, rates of pay or other forms of compensation. All applicants and employees have the right to file complaints alleging discrimination. Retaliation against an individual who files a charge or complaint of discrimination, participates in an employment discrimination proceeding (such as an investigation or lawsuit), or otherwise engages in protected activity is strictly prohibited and will not be tolerated. The SFMTA is committed to providing reasonable accommodations to applicants and employees who need them because of a disability or to practice or observe their religion, absent undue hardship.

As SFMTA's Director of Transportation, I maintain overall responsibility and accountability for the SFMTA's compliance with its EEO Policy and Program. To ensure day-to-day management, including program preparation and monitoring, I have appointed Virginia Harmon, [EEO@sfmta.com](mailto:EEO@sfmta.com) or 415.646.2309, as SFMTA's EEO Officer. Virginia Harmon will report directly to me and acts with my authority with all levels of management, labor unions and employees.

All SFMTA executives, management, and supervisory personnel, however, share in the responsibility for implementing and monitoring SFMTA's EEO Policy and Program within their respective areas and will be assigned specific tasks to ensure compliance is achieved. The SFMTA will evaluate its managers' and supervisors' performance on their successful implementation of SFMTA's policies and procedures, in the same way SFMTA assesses their performance regarding other agency's goals.

SFMTA is committed to undertaking and developing a written nondiscrimination program that sets forth the policies, practices and procedures, with goals and timetables, to which the agency is committed and make the EEO Program available for inspection by any employee or applicant for employment upon request. I am personally committed to a workplace that acts upon its daily responsibility to treat all applicants and employees with dignity and respect, as well as equitably under the guidelines of our EEO Policy and Program.



---

Jeffrey P. Tumlin  
Director of Transportation

December 20, 2019

---

Date

## **CHAPTER 2: POLICY DISSEMINATION**

### **INTERNAL DISSEMINATION**

The SFMTA EEO Policy Statement is published and disseminated annually by email by the Director of Transportation to all staff. It is also posted on the SFMTA intranet site. A copy of the statement is included in the handbook and policy materials are provided to all employees on initial appointment, promotion, transfer or reassignment. Employees are required to sign an acknowledgement of receipt of the handbook and policies.

Printed copies of the EEO Policy statement are posted on bulletin boards and in conspicuous locations at various SFMTA work areas, along with Federal and State labor law posters and information relating to reporting complaints of discrimination and harassment.

The Racial Equity Officer, the Director of Transportation and the EEO Officer engage in ongoing communication with affinity groups. They attend affinity meetings (as requested) to seek input on program implementation and engage the various groups in events and programs. Listening sessions have also been held. Input from affinity groups and the 2021 Listening sessions have helped shape Strategic Plan goals/metrics and the Employee Engagement survey.

The SFMTA Board of Directors, Director of Transportation and management staff also receive biennial EEO trainings and periodic briefings on EEO policies, programs, and complaint procedures and filings. The Agency's EEO Policy and discrimination, harassment and retaliation complaint procedures are presented and discussed during the Agency's New Employee Orientation program. New supervisors and managers are also required to undergo EEO training within 90 days of appointment. SFMTA employees also receive periodic training and reminders on the SFMTA EEO policies, programs, and complaint procedures.

### **EXTERNAL DISSEMINATION**

The EEO Policy Statement is posted on the SFMTA's public website. It is regularly referenced in recruitment material. All job announcements contain language referencing the agency's status as "an equal employment opportunity employer." The agency's vacancy announcements are regularly sent to a variety of recruitment sources including trade unions, transit associations, local and state governmental agencies, minority and women organizations and community-based organizations. Announcements are also sent to local print media sources, trade publications, and the City and County of San Francisco Job Opportunities website.

## **CHAPTER 3: DESIGNATION OF PERSONNEL**

As part of its efforts to ensure equal employment opportunity to all individuals, SFMTA has designated specific responsibilities to various staff to ensure that the EEO/AA plan focuses on all components of the employment system. To that end, the Director of Transportation and the EEO Officer assume the responsibilities described below.

## **DIRECTOR OF TRANSPORTATION**

The primary overall responsibility and accountability for implementing the EEO/AA rests with the Director of Transportation, through the EEO Officer. In that capacity, the Director of Transportation designates an executive level EEO Officer with the responsibility for developing, administering, implementing and monitoring SFMTA compliance with the EEO Program. The Director of Transportation ensures that the EEO Officer is given adequate authority to implement the program, along with an appropriate level of staffing and management support to successfully implement the program. The EEO Officer is ultimately responsible for adherence to SFMTA's policy of equal employment opportunity and affirmative action. The Director of Transportation's role includes, but is not limited to, the following:

- Designate appropriate personnel with the responsibility for overseeing, administering, implementing, and monitoring SFMTA's EEO/AAP. Ensure that these personnel are identified in writing by name and job title
- Ensure that those designated personnel responsible for all SFMTA EEO/AAP components are given the necessary authority and top management support and staffing to successfully implement their assigned responsibilities
- Impart the personal direction that assures total involvement and commitment to equal employment opportunity programs through SFMTA's EEO/AAP

## **EEO OFFICER**

Responsibility for the daily management of the EEO/AA rests with the EEO Officer who ensures adherence to all relevant EEO/AA policies and procedures through executive staff, department managers, and supervisors. The SFMTA EEO Officer is Virginia Harmon and she can be reached at [EEO@sfmta.com](mailto:EEO@sfmta.com) or 415-646-2309. She reports directly to the Director of Transportation. Successful implementation of this program is a basis for evaluating the EEO Officer's effective work performance. The EEO Officer's responsibilities include, but are not limited to, the following:

- Developing the EEO policy statement and a written EEO Program
- Assisting management in collecting and analyzing employment data, identifying problem areas, setting goals and timetables, and developing programs to achieve goals
- Designing, implementing, and monitoring internal audit and reporting systems to measure program effectiveness and to determine where progress has been made and where proactive action is needed
- Reviewing the agency's non-discrimination plan with all managers and supervisors to ensure that the policy is understood.



- Concurring in the hiring and promotion process
- In conjunction with human resources, periodically reviewing employment practices policies (e.g., hiring, promotions, training), complaint policies, performance evaluations, grievance procedures, and union agreements
- Meeting bi-weekly with the SFMTA Director of Transportation to discuss agency goals and vendor/contractor compliance issues and ensure that the agency is implementing EEO program requirements in accordance with regulations.
- Serving as liaison between the agency; Federal, state, county, and local governments; regulatory agencies; and community groups representing minorities, women, and persons with disabilities, and others
- Maintaining awareness of current EEO laws and regulations, and ensuring the laws and regulations affecting nondiscrimination are disseminated to responsible officials
- Investigating complaints of EEO discrimination
- Providing EEO training for employees and managers
- In conjunction with human resources, advising employees and applicants of available training programs and professional development opportunities
- Auditing postings of the EEO policy statement to ensure compliance information is posted and up to date
- Developing and recommending EEO/AA policies and procedures, including written EEO/AA internal and external communication procedures
- Assisting in recruiting minorities, women, persons with disabilities, and veterans, while suggesting outreach sources for use by hiring officials

### **MANAGERS AND SUPERVISORS**

In their direct day-to-day contact with SFMTA's employees, managers and supervisors have certain responsibilities to facilitate SFMTA's compliance with the effective implementation of the EEO/AA plan. These include, but are not limited to, the following:

- Assisting in identifying problem areas and establishing agency and unit goals and objectives
- Actively participating with organizations specifically serving the needs of protected groups as well as community organizations and community service programs designed

to promote EEO

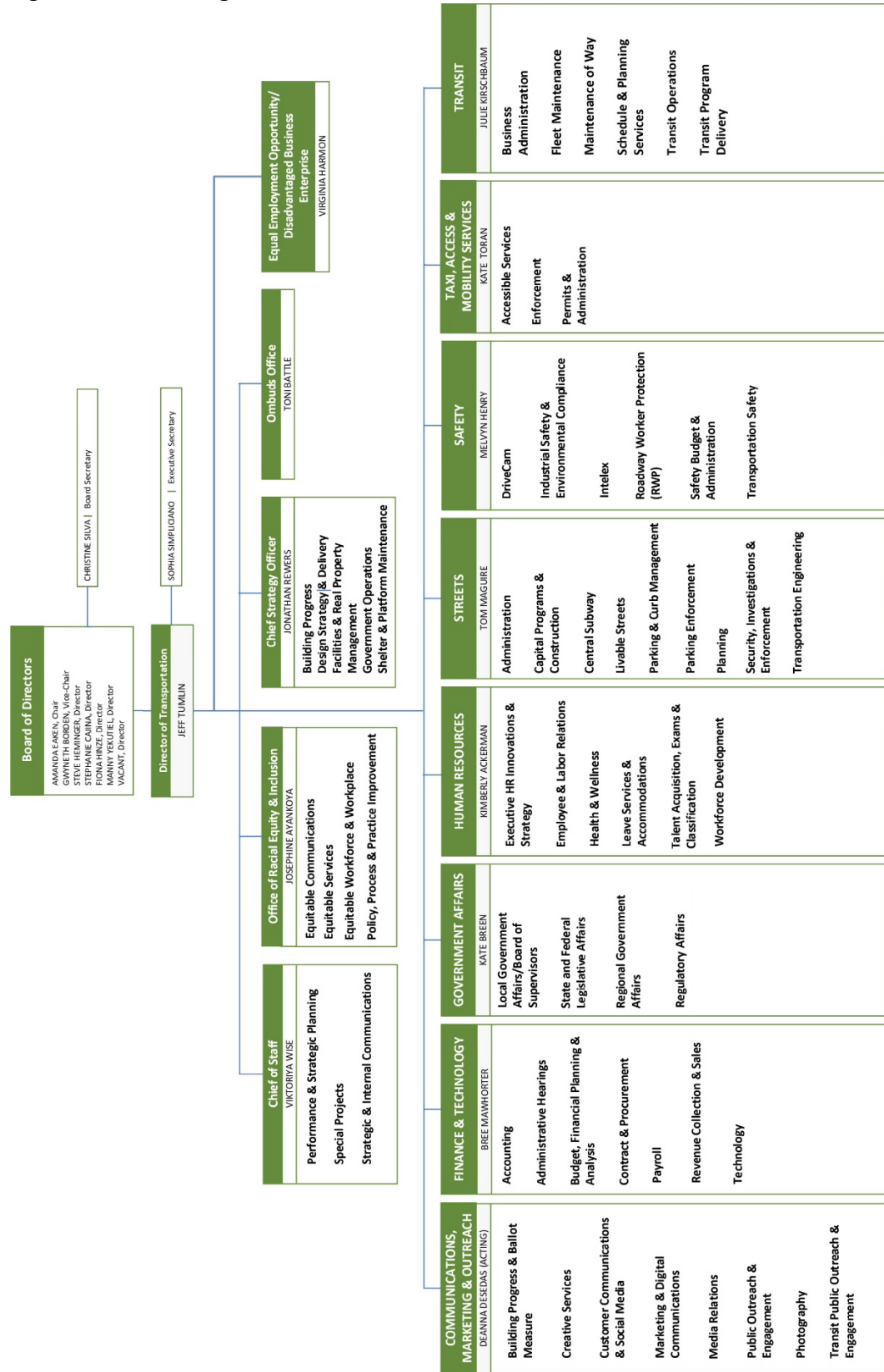
- Actively participating in periodic audits of all aspects of employment in order to identify and remove barriers obstructing the achievement of specified AA goals and objectives
- Holding regular discussions with other managers, supervisors, employees and affinity groups to ensure the agency's policies and procedures are being followed
- Reviewing the qualifications of all employees to ensure that minorities, persons 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 support career counseling for all employees
- Participating in periodic audits to ensure that each agency unit is in compliance (e.g., EEO posters are properly displayed on all employee bulletin boards)
- In conjunction with the EEO Officer, maintaining and updating the personnel database for generating reports required for the nondiscrimination program
- Cooperating with the EEO Officer in reviewing information and investigating complaints
- Encouraging employee participation to support the advancement of the EEO Program (e.g., professional development and career growth opportunities, posting promotional opportunities, shadowing, mentoring)

### **AGENCY RESPONSIBILITIES**

Pursuant to the EEO policy, all SFMTA executives, management and supervisory personnel, share in the responsibility for implementing and monitoring the EEO Policy and Program within their respective areas and are assigned specific tasks to ensure compliance is achieved. The Agency evaluates its managers' and supervisors' performance on their successful implementation of EEO policies, in the same way SFMTA assesses their performance regarding other agency goals.



Figure 4: SFMTA Organization Chart





## CHAPTER 4: UTILIZATION ANALYSIS

To guide the development of remedial steps needed to address areas where there might be disparities, several types of analyses were conducted, including Utilization Analysis and Labor Market Availability Analysis. The utilization analysis compares people that SFMTA has hired with the pool of persons in the labor force who are employed or are seeking employment in each occupational category, by race/ethnic group and sex. The goal is to identify job categories that have an underutilization or concentration of minorities and women in relation to their availability in the relevant labor market. The analysis also helps establish the framework for goals and timetables to correct employment practices that contributed to any identified underutilization or concentration.

The first step is to identify the total number of employees in each of the eight EEO-4 Job Category, cross referenced by race and sex. The occupational categories and the types of SFMTA workers in each category are shown below (Job Categories are in bold).

### DESCRIPTION OF EEOC JOB CATEGORIES AND SFMTA OCCUPATIONS IN THE CATEGORIES

1. **Officials and Administrators:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis. This does not include sworn administrators. Examples of relevant EEO-4 Category 1 workers are executives, middle management, plan managers, department managers, superintendents, salaried supervisors who are members of management.

Table 1: SFMTA Occupations in EEOC Category 1

114 Public Board Commissioner	9177 Manager III, Municipal Transportation Agency
7126 Mechanical Shop & Equip Superintendent	9179 Manager V, Municipal Transportation Agency
8167 Parking Hearing Examiner	9180 Manager VI, Municipal Transportation Agency
9140 Transit Manager I	9181 Manager VII, Municipal Transportation Agency
9141 Transit Manager II	9182 Manager VIII, Municipal Transportation Agency
9153 Transportation Controller	9183 Deputy Director I, MTA
9160 Transit Operations Specialist	9186 General Manager, Municipal Railway
9172 Manager II, MTA	9187 Deputy Director II, MTA
9174 Manager IV, MTA	9190 Board Secretary, MTA

2. **Professionals:** Occupations which require specialized and theoretical knowledge usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: Examples: Attorneys, accountants, auditors, airplane pilots, navigators, architects, artists, chemist, designers, dietitians, editors, engineers, librarians, mathematicians, natural scientists, registered professional nurses, personnel and labor relations workers, physical scientist, physicians, social scientist, and

teachers, research assistants, medical aides, child support worker, welfare service aides, library assistants and clerks, and ambulance attendants.

Table 2: SFMTA Occupations in EEOC Category 2

1042 IS Engineer-Journey	5201 Junior Engineer
1044 IS Engineer - Principal	5203 Assistant Engineer
1241 Human Resources Analyst	5207 Associate Engineer
1314 Public Relations Officer	5211 Senior Engineer
1654 Principal Accountant	5241 Engineer
1823 Senior Administrative Analyst	5277 Planner I/5288 Transit Planner II
1824 Principal Admin Analyst	5322 Graphic Artist
1950 Assistant Purchaser	9150 Train Controller

3. **Technicians:** Occupations which require a combination of basic scientific or technical k Occupations requiring a combination of basic scientific knowledge and manual skill which can be obtained through two years of post-high school education, such as may be obtained through a junior college, technical institute, or through equivalent on the job training. Examples: Computer programmers, computer operators, drafting aides, electricians, engineering aides, junior engineer, mathematical aides, licensed practical or vocational nurses, photographers, radio operators, scientific assistants, surveyors, technical illustrators, medical technicians, dental technicians, electronic technicians, and physical science technicians.

Table 3: SFMTA Occupations in EEOC Category 3

5380 Student Engineer Trainee I,Arch.,Engr., & Plan.	5381 Student Engineer Trainee II,Arch., Engr, & Plan.
5382 Student Engineer Trainee III,Arch., Engr., & Plan	6231 Senior Street Inspector
5330 City Planning Graphics Sprv	6235 Heat & Vent Inspector
5362 Engineer Assistant	6252 Line Inspector
5364 Engineering Associate 1	6318 Construction Inspector
5366 Engineering Associate 2	6319 Senior Construction Inspector
1770 Photographer	9152 Transportation Controller Trainee
1091 IT Operations Support Administrator I	

4. **Protective Service Workers:** Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police patrol officers, firefighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, game and fish wardens, park rangers (except maintenance), and kindred workers.

Table 4: SFMTA Occupations in EEOC Category 4

8121 Transit Fare Inspector Supervisor/Investigator	8214 Parking Control Officer
8201 School Crossing Guard	8216 Senior Parking Control Officer
8219 Parking Enforcement Admin	9132 Transit Fare Inspector
9144 Investigator, Taxi and Accessible Services	

5. **Paraprofessionals:** Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a "New Careers" concept. Included: research assistants, medical aides, child support workers, policy auxiliary welfare service aides, recreation assistants, homemaker aides, home health aides, library assistants and clerks, ambulance drivers and attendants, and kindred workers.

Table 5: SFMTA Occupations in EEOC Category 5

9910 Public Service Trainee
9914 Public Service Aide-Administration
9920 Public Service Aide-Asst to Professionals
9922 PS Aide to Prof

6. **Administrative Support (Including Clerical/Sales):** Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes: bookkeepers, messengers, clerk-typist, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, telephone operators, legal assistants, sales workers, cashiers, toll collectors, and kindred workers.

Table 6: SFMTA Occupations in EEOC Category 6

1202 Personnel Clerk	1634 Principal Account Clerk
1204 Senior Personnel Clerk	1704 Communications Dispatcher I
1220 Payroll and Personnel Clerk	1705 Communications Dispatcher 2
1222 Senior Payroll & Personnel Clerk	1708 Senior Telephone Operator
1224 Principal Payroll & Personnel Clerk	1929 Parts Storekeeper
1310 Public Relations Assistant	1931 Senior Parts Storekeeper
1404 Clerk	1934 Storekeeper
1406 Senior Clerk	1936 Senior Storekeeper
1408 Principal Clerk	1937 Supervising Parts Storekeeper
1410 Chief Clerk	5302 Traffic Survey Technician
1424 Clerk Typist	9122 Transit Information Clerk
1426 Senior Clerk Typist	9124 Senior Transit Information Clerk
1444 Secretary I	9126 Transit Traffic Checker
1446 Secretary II	9128 Senior Transit Traffic Checker
1450 Executive Secretary I	9131 Station Agent
1452 Executive Secretary II	9504 Permit and Citation Clerk
1454 Executive Secretary III	9506 Senior Permit and Citation Clerk
1632 Senior Account Clerk	9508 Principal Permit and Citation Clerk

7. **Skilled Craft Workers:** Manual workers who typically operate machine or processing equipment or perform other factory type duties of a skill level that can be mastered after an extensive period of training. Examples: Mechanics, repairers, skilled machine operators, typesetters, engravers, motion picture projectionists, stationary engineers, tailors, apprentices, delivery workers, motor operators, photographic process workers, truck and tractor drivers, welders, flame cutters, plumbers, bricklayers, carpenters, machinists, metalworkers, and auto attendants.

Table 7: SFMTA Occupations in EEOC Category 7

7205 Chief Stationary Engineer	7335 Senior Stationary Engineer
7226 Carpenter Supervisor	7340 Maintenance Controller
7228 Automotive Transit Shop Supervisor I	7342 Locksmith
7235 Transit Power Line Supervisor I	7344 Carpenter
7238 Electrician Supervisor I	7345 Electrician
7242 Painter Supervisor	7346 Painter
7243 Parking Meter Repairer Sprv 1	7347 Plumber
7244 Power Plant Supervisor I	7358 Patternmaker
7249 Auto Mechanic Supervisor I	7364 Powerhouse Operator
7253 Electrical Transit Mechanic Supervisor	7365 Senior Powerhouse Operator
7258 Maintenance Machinist Supervisor I	7366 Transit Power Line Worker
7262 Maintenance Planner	7371 Electrical Transit System Mechanic
7264 Auto Body & Fender Worker Supervisor I	7376 Sheet Metal Worker
7287 Supervising Electronic Maintenance Technician	7380 Electrical Transit Mechanic Assistant Supervisor
7305 Metal Fabricator	7381 Automotive Mechanic
7306 Automotive Body and Fender Worker	7382 Automotive Mechanic Assistant Supervisor
7309 Car & Auto Painter	7390 Welder
7310 Transit Power Cable Splicer	7408 Assistant Powerhouse Operator
7313 Automotive Machinist	7410 Automotive Service Worker
7315 Auto Machinist Asst Sprv	7412 Automotive Service Worker Assist Supervisor
7318 Electronic Maintenance Technician	7432 Electrical Line Helper
7319 Electric Motor Repairer	7444 Parking Meter Repairer
7322 Auto Body & Fender Worker Assistant Supervisor	7458 Switch Repairer
7326 Glazier	7472 Wire Rope Cable Maint Mechanic
7328 Operating Engineer	9145 Traffic Signal Electrician
7329 Electronic Maintenance Technician, Assistant Supv	7473 Wire Rope Cable Maintenance Mechanic, Trainee
7332 Maintenance Machinist	9147 Traffic Signal Electrician Supervisor I
7334 Stationary Engineer	9149 Traffic Signal Electrician Supervisor II



8. **Service-Maintenance:** Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundkeepers, refuse collectors, construction laborers, park rangers (maintenance), farm workers (except managers), craft apprentices/trainees/helpers, and kindred workers.

Table 8: SFMTA Occupations in EEOC Category 8

2708 Custodian	7510 Lighting Fixture Maintenance Worker
2716 Custodial Assistant Supervisor	7514 General Laborer
3417 Gardener	7540 Track Maintenance Worker
5303 Supv, Traffic & Signs	9102 Transit Car Cleaner
5306 Traffic Sign Manager	9104 Transit Car Cleaner, Assistant Supervisor
7216 Electrical Transit Shop Supervisor I	9110 Fare Collections Receiver
7219 Maintenance Estimator & Scheduler	9116 Senior Fare Collect Receiver
7251 Track Maintenance Worker Supervisor I	9117 Principal Fare Collect Receiver
7355 Truck Driver	9139 Transit Supervisor
7454 Traffic Signal Operator	9163 Transit Operator
7457 Sign Worker	

## DETERMINING LABOR MARKET AVAILABILITY

Labor market availability analysis is an estimate of the number of individuals in each protected group that are available and qualified for employment in a given occupational category in the relevant labor market. It is expressed as a percentage of all qualified individuals available for employment. Utilization analyses and goal setting depend on an accurate availability analysis. Such data make it possible to compare the percentages of those who could reasonably be expected to be employed versus current employment (from the workforce analysis), identify underutilization or areas of deficiency, and establish goals and timetables to correct any problems.

## STEPS IN UTILIZATION ANALYSIS

**Availability Factors:** Several factors need to be considered when developing availability estimates for each job category:

- Internal Factors: The percentage of minorities, women, individuals with disabilities, and veterans among those promotable, transferable, and trainable within the organization.
- External Factors: The percentage of minorities, women, individuals with disabilities, and veterans with the requisite skills in the reasonable recruitment area.

**Reasonable Recruitment Area (External):** This refers to geographic locations where SFMTA typically recruits or draws job applicants. This could be the whole United States, the State of California, or Northern California Bay Area counties. The reasonable recruitment areas were weighted according to SFMTA’s traditional recruitment practices.

**Local Labor Market:** Recruitment for some job categories is done locally, meaning Bay Area counties where SFMTA employees typically reside. These counties include San Francisco County, Alameda, Contra Costa, Marin, Napa, San Mateo, Santa Clara, Solano and Sonoma. Labor market availability data for these nine counties was tabulated by EEO-4 category as a basis of calculations used in this EEO/AA plan.

**Obtain Availability Data:** The data used to define the local labor market was obtained as follows:

- Reasonable Recruitment Area (External): Data from both the 2017 EEO-1 National Aggregate Report and 2015 EEO-4 State and Local Government Information National Employment Summary were used as follows:

Table 9: External Availability Data Sources

Job Category	Factor	Data Source
<b>Officials and Administrators</b>	Ext 1	2017 EEO-4 State and Local Govt Information National Employment - Summary by Job Category
	Ext 2	2017 EEO-4 United States Information National Employment - Summary by Job Category
<b>Professionals</b>	Ext 1	2017 EEO-4 State and Local Govt Information National Employment - Summary by Job Category
	Ext 2	2017 EEO-4 United States Information National Employment - Summary by Job Category
<b>Technicians</b>	Ext 1	2017 EEO-4 State and Local Govt Information National Employment - State Summary by Job Category
	Ext 2	
<b>Protective Services</b>	Ext 1	2017 EEO-4 State and Local Govt Information National Employment - State Summary by Job Category
	Ext 2	
<b>Paraprofessionals</b>	Ext 1	2017 EEO-4 State and Local Govt Information National Employment - State Summary by Job Category
	Ext 2	
<b>Office &amp; Clerical</b>	Ext 1	2017 EEO-4 State and Local Govt Information National Employment - State Summary by Job Category
	Ext 2	
<b>Skilled Craft Workers</b>	Ext 1	2017 EEO-4 State and Local Govt Information National Employment - State Summary by Job Category
	Ext 2	
<b>Service-Maintenance</b>	Ext 1	2017 EEO-4 State and Local Govt Information National Employment - State Summary by Job Category
	Ext 2	

Labor market availability was then compared to internal utilization of employees within each EEOC Job Category, cross-referenced by sex, race/ethnicity.

- Workforce analysis by EEOC Job Category (agency-wide). Please see Exhibit B.
- Job Category Summary by EEOC Job Category (agency-wide). Please see Exhibit D.
- Job Category Summary by Job Title (agency-wide). Please see Exhibit E.

- Workforce Availability Analysis, please see Exhibit F.

Any resulting underutilization of employees served as the basis for recommended goals. For Agency-wide Utilization Analysis and Goals, please see Exhibit G-1.

## **CHAPTER 5: WORKFORCE GOALS**

SFMTA has established goals for each EEO job category where underutilization has been identified (see Exhibit G-2). These goals consider the availability of qualified persons in the relevant labor market area and are to be attained through the implementation of action-oriented programs. In setting goals, the following criteria were taken into consideration.

1. Goals are objectives/targets that are reasonably attainable through “good faith efforts.”
2. Goals may not be rigid and inflexible quotas that must be met. Quotas, set-asides and preferences are illegal.
3. Goals do not require the hiring of persons when there are no vacancies.
4. Goals may not be used to supersede merit selection systems. Affirmative Action programs do not require an appointment of a person who lacks the qualifications to perform the job (“less qualified”), nor does it require preference be shown by hiring a less qualified person over a more qualified one.
5. Goals should have a timetable that allows progress to be tracked.
6. Goals and associated timetable(s) represent a guidepost against which SFMTA can measure progress in remedying identified deficiencies in SFMTA’s workforce.

The following process was used to establish goals and timetables.

### **GOALS METHODOLOGY - WHOLE PERSON RULE**

Under the Whole Person method, underutilization is declared when the relevant available labor market percentage for a protected group within an EEO job category exceeds the current workforce percentage within that group by one or more persons. This rule is based on the premise that the employer cannot recruit less than a whole person.

- After establishing under-utilization, SFMTA established goals for each underutilized job category. This is a percentage placement rate, which is a target percentage that is used as a guideline, not a quota, in filling positions with people in underutilized categories.
- Goals were established for protected group in job categories where underutilization was identified.

- Actions plans were established for reaching the goals using the placement rates and anticipated employment opportunities. In identifying anticipated employment opportunities, SFMTA considered contraction in its workforce for coming years, as well as expected turnover.
- Job category size was another factor considered in formulating goals. This is because job categories with less than two incumbents rarely result in the assignment of goals. In addition, goals were not established where the difference between workforce utilization and parity was less than one whole person.
- Goals that would exclude protected groups were not set. Exhibit G-2 shows the number and percentage of representation of employees, the labor market availability percentage, and whether the job category has any underutilized protected groups. It also includes goals and the number of protected individuals needed to achieve parity within the job category.
- Goals were separated into two categories: long-term and short-term

#### **Long-term Goals (Four Years)**

- The key long-term SFMTA goal is to have a workforce where groups like minorities and women are represented in all job categories in numbers proportionate to their availability in the overall San Francisco labor marketplace within the next four-year time period.
- While we are making efforts to reach parity for all underrepresented groups, achieving a representative workforce is dependent on the commitment and good faith efforts of SFMTA management to foster and promote EEO principles.

See Exhibit G-1 Workforce Utilization and Goals by Job Category and G-2 Workforce Goals by Job Category for long term goals.

#### **Short-term Goals (Annual)**

The short-term goal of the SFMTA is to attain annual progress that is measurable and consistent with our long-term employment goals. Under the direction of our EEO Officer, and in coordination with the Director of Human Resources and our Division Managers, annual short-term goals are established for occupational categories and specific job classifications. Short-term goal achievement and any shortfalls will be analyzed annually.

## **Measuring Goal Progress**

As part of this EEO/AA plan, goals established for prior fiscal years were reviewed in terms of filled vacancies. Goal progress pertaining to minorities and women is measured by occupational category on an aggregate agency wide basis. See Exhibit H for a Performance to goals analysis.

While the SFMTA is committed to achieving parity through identified short and long-term goals, it has faced ongoing challenges in hiring to address underutilization/overconcentration in EEO-4 categories. In October 2018, San Francisco Mayor London Breed appointed an Ombudsperson to provide recommendations that will contribute to ensuring that SFMTA continues to be a workplace free of discrimination and harassment. Fifteen months later, the ombudsperson recommended, inter alia, additional EEO-related trainings for managers and supervisors and ensuring that exempt appointments are made transparent and consistent with EEO principles.

## **EFFORTS TO ACHIEVE GOALS AND REDUCE UNDERUTILIZATION**

- SFMTA has worked to improve recruitment efforts by attending job fairs where underrepresented groups are likely to attend. It has also created apprenticeship and internship programs to provide on-the-job training to underrepresented individuals.
- SFMTA has reviewed and revised its hiring processes to promote awareness of areas of workforce underutilization, fairness and transparency in the selection process, requiring diversity on selection panels and online bias training for panelists prior to selection interviews.
- SFMTA has also required two-day Implicit Bias training for its managers and supervisors in an effort to reduce the detrimental impacts of unconscious preconceived attitudes/stereotypes on employment practices.

## **Ongoing Challenges to Reaching Workforce Parity**

- A key challenge is that SFMTA is recruiting and attracting candidates from a smaller labor pool. San Francisco has faced multiple years of extremely low levels of unemployment. For instance, in 2015, San Francisco's unemployment rate was 3.7 percent and, since then, it has declined even further. In the summer of 2019, the unemployment rate in the Bay Area fell to 2.9 percent, and by December it was at 2.2 percent (U.S. BLS).
- Another factor making it difficult to recruit and attract employees is that the dramatic increase in the cost of living in San Francisco has surpassed wage increases for many people, making it difficult to recruit and attract employees. According to the Bureau of Labor statistics, the Consumer Price index has increased by 63.3 percent over the past two decades and this makes it difficult to recruit and attract employees. The high cost of living, and the fact that wage increases have not kept up, has also caused an out-

migration of underrepresented residents. For instance, San Francisco has experienced a tremendous decline in African American residents, from a high of 13.4 percent in the 1970s to below 5 percent today.

- Like most agencies in the Transit industry, SFMTA continues to experience challenges in hiring females in Skilled Crafts and Service Maintenance positions. A longer time period is needed to correct imbalances in categories requiring specialized training and skills. SFMTA continues to pursue apprenticeship programs, and targeted recruitment of women from non-profit organization working to place underrepresented individuals in the trades.

While SFMTA's effort to achieve parity in workforce utilization have not been fully successful, the agency will continue to look to creative practices to recruit diverse pools of applicants, providing transparency and fairness in our hiring selection processes in an effort to achieve our hiring goals while reducing underutilization and overconcentration in our workforce.

## **CHAPTER 6: ASSESSMENT OF EMPLOYMENT PRACTICES**

### **BACKGROUND**

#### **1. Recruitment**

SFMTA's Human Resources Division (HRD) is responsible for recruitment efforts. Given that the agency is a City Department (Department of Transportation), HRD works in conjunction with the City's Department of Human Resources (DHR) on the recruitment, applications, hiring, and related processes.

As such, HRD initiates recruitment efforts for MTA positions. EEO and HRD often collaborate on their targeted recruitment efforts.

Enclosed are the following attachments (please see page 29 in "EEO Report\_2018 Utilization and Assessment of Employment Practices" report):

- a list of organizations, agencies, companies HRD contacts
- recruitment schedule since FY 2016-2017

#### **2. The Civil Service Hiring Process and Appointment Types**

Hiring at SFMTA is done pursuant to a merit-based selection process. The Charter of the City and County of San Francisco states "All employees of the City and County shall be appointed through competitive examination. Unless exempted by the Charter". Permanent Civil Service (PCS) positions at SFMTA may be full or part time. The benefits to permanent civil service employment include membership in the retirement system, health insurance beginning the first pay period following employment, and salary step increases based on union contract.

Applicants for PCS positions must file an application to take a permanent civil service examination, show they meet the minimum qualifications as defined by the examination announcement, and compete in an examination process.

Permanent Exempt (PEX) positions, such as department heads and high-level managers, do not require appointment via the civil service process. Temporary Exempt (TEX) appointments are also allowed for short-term assignments not to exceed 1040 hours in duration, and for positions attached to special projects. Exempt employees may be displaced or laid-off in favor of a permanent employee.

The SFMTA Human Resources Division posts all vacant positions internally through email notifications for reassignment and promotional opportunities, and externally through the City and County of San Francisco Department of Human Resources website.

### **3. EEO Hiring Review**

The SFMTA EEO Office reviews and concurs in all hiring decisions, including permanent, exempt, provisional and temporary employees. Pursuant to our EEO Hiring Policy (attached as Exhibit K), EEO staff concurs in an effort to ensure that our hiring practices are not discriminatory by reviewing job announcements, posting periods, job descriptions, minimum and desirable qualifications, applicant pool, compensation, interview process, including candidate selection and questions, panelists and selection of the best qualified candidate.

### **4. Transfers and Promotion Policies**

- a. Transfers – It is SFMTA policy to afford current employees the opportunities for transfers and promotions without regard to race, color, religion, sex, national origin, age, disability, or military status. Individuals interested in transfers are required to complete a SFMTA application for currently open positions. These candidates bypass testing and are directly certified for interviews. They must however be selected through a competitive interview process. Selection is determined by work performance, expected potential, and qualifications for the new job.
- b. Promotions – SFMTA makes every effort to promote from within and provide employees with developmental opportunities to qualify them for promotional opportunities. Developmental programs include training and tuition reimbursement.

### **5. Training and Educational Opportunities**

SFMTA seeks to employ competent employees who complete their job assignments appropriately and in an acceptable manner. As part of its commitment to maintain a highly qualified workforce, SFMTA provides opportunities for employee training to enhance job performance. Employees may also participate in seminars, conferences, and trainings.

- a. Training – Training is provided on topics such as safety and compliance, sexual or other forms of harassment, violence in the workplace, drug and alcohol, Title VI and Title VII

of the Civil Rights Act, customer service, succession planning, and computer software.

- b. Education - Employees are encouraged to utilize SFMTA's Educational/Professional Development Program which includes tuition reimbursement towards degrees, certificates, or professional development. Employees are also encouraged to borrow materials from SFMTA's Employee Resource Center which houses a wide variety of professional and personal development books, videos, and periodicals.

## **6. Compensation and Benefits**

SFMTA complies with the Equal Pay Act which requires that males or females in the same or similar jobs be given equal pay for equal work. It also complies with Title VII which makes it illegal to discriminate based on sex in pay or benefits. Except for the Director of Transportation, all employees are compensated pursuant to Collective Bargaining agreements

## **7. Disciplinary and Termination Practices**

The Director of Transportation and department executive staff or their designees hire, evaluate, discipline and discharge employees.

Employee job performance is evaluated by department executive staff, managers and supervisors on an ongoing basis. When an employee's conduct or job performance falls below acceptable standards, they may be disciplined to improve job performance and/or for failure to adhere by SFMTA policies and procedures and/or applicable negotiated labor agreements. Generally, disciplinary action goes through a progressive sequence as follows:

- Step 1. Verbal Warning
- Step 2. Written Warning
- Step 3. Suspension
- Step 4. Discharge

The purpose of progressive discipline is to ensure that an employee is informed of any performance deficiencies which may exist and provide the employee with an opportunity to correct such deficiencies. Employees are provided an opportunity to respond to any intended disciplinary action on the part of the supervisor either orally or in writing. For represented employees, collective bargaining agreements provide further guidance and also follow a progressive sequence under most circumstances, except for particularly egregious policy violations or based in practice.

SFMTA Management, with approval by Executive Management, may elect to begin the discipline process at any stage if, in their opinion, the problem cannot be corrected by a less severe form of disciplinary action.

SFMTA Management may elect to begin the discipline process at any stage if they conclude the problem cannot be corrected by a less severe form of disciplinary action.



## 8. External Factors Contributing to Underutilization of Affected Classes

SFMTA recognizes the need to better promote its future job postings with external agencies that specifically train or recruit females and minorities in these areas.

## 9. Impact of SFMTA's Employment Practices on Applicants and Current Employees

Statistical data on the effects of SFMTA's employment practices were analyzed as indicated in Exhibit J-1. There are no known practices or processes that explicitly or implicitly prohibit or exclude any member of a class from the recruitment, application, hiring, or promotional process.

### ANALYSIS OF EMPLOYMENT PRACTICES

The SFMTA issues an annual report containing its utilization analysis and assessment of employment practices annually. See Attached report issued in 2019, entitled "EEO Report\_2018 Utilization and Assessment of Employment Practices".

In addition, SFMTA has prepared tables assessing employment actions from April 1, 2015 through December 31, 2019 as follows:

- a. **Hires:** Hires by job category were tabulated for SFMTA with further breakdown by division, sex, race/ethnicity, disability status, and veteran status. Please see Exhibit J-1
- b. **Rehires:** Rehires by job category were tabulated for SFMTA with further breakdown by division, sex, race/ethnicity, disability status, and veteran status. Please see Exhibit J-1
- c. **Promotions:** Promotions by job category were calculated for SFMTA with further breakdown by division, sex, race/ethnicity, disability status, and veteran status. Please see Exhibit J-2
- d. **Demotions:** Demotions by job category were calculated for SFMTA with further breakdown by division, sex, and race/ethnicity, disability status, and veteran status. Please see Exhibit J-2
- e. **Transfers:** Transfers by job category between Divisions were calculated for SFMTA with further breakdown by division, sex, race/ethnicity, disability status, and veteran status. Please see Exhibit J-3
- f. **Separations:** Voluntary and involuntary separations were calculated for SFMTA by job category with further breakdown by division, reason for separation, sex, race/ethnicity, disability status, and veteran status. Please see Exhibit J-4.
- g. **Disciplinary Actions:** Disciplinary actions were calculated for SFMTA by action taken with further breakdown by sex and race/ethnicity. Please see Exhibit J-5.

h. **Training:** Formal and informal types of training were calculated for SFMTA by EEO-4 job category with further breakdown by division, training type, sex, race/ethnicity, disability status, and veteran status. Please see Exhibit J-6.

## CHAPTER 7: MONITORING AND REPORTING

The SFMTA monitoring and reporting system measures the degree to which EEO/AA program goals and objectives are being achieved. It also allows for ongoing monitoring of recruitment activities and early interventions if necessary.

- EEO progress is reviewed monthly in meetings with the Director of Transportation and the Director of Human Resources on topics including, but not limited to, hiring, promotions, discipline and status of EEO complaints.
- The EEO Officer prepares and presents overviews of EEO/AA plan compliance on various topics including EEO complaint overview, utilization analysis, goal setting and achievement and the assessment of employment practices to the Executive team and Senior Management staff. Issues encountered are identified, corrective actions are recommended and implemented, and progress is achieved in resolving any deficiencies. The EEO Officer will consult with management who will play an important role in this review and implementation of any corrective action, if necessary.
- In conjunction with Human Resources, the EEO Officer will continually evaluate procedures for applicant tracking, employment record-keeping, and other critical components of the EEO/AAP. All open positions are emailed internally, posted at all SFMTA's work locations and posted online. The postings include the job description and job qualifications. All postings state that SFMTA is an "Equal Opportunity Employer". An online application tool contains information regarding applicant's date of application, name, referral source, position applied for, interview status, race/ethnicity and sex, and disposition. The following records will also be kept hiring, separation, disciplinary actions, and promotions.
- The EEO Officer will obtain feedback on the EEO/AA program through follow-up meetings with managers, communications with employees and evaluations of SFMTA records and reports involving enforcement of EEO/AA policies and practices. Employees are encouraged to file an EEO complaint if they believe that their rights under the SFMTA EEO/AA policy have been violated.
- The EEO section will annually disseminate the EEO policy statement and EEO poster to senior management staff with the request that it be posted in common workspaces throughout the organization. The EEO office will periodically audit work sites to ensure

that the most recent version is properly posted.

- The agency issues a Utilization Analysis and Assessment of Employment Practices annually in an effort to identify, prevent and remove barriers to employment and discrimination in employment. Using data from Peoplesoft, HRDB and County census data, the agency prepares and issues its Utilization Analysis and Assessment of Employment Practices through its Executive Management team. To address any gaps in utilization, all open positions are emailed internally and physically posted in SFMTA Human Resources. Postings are also placed the City and County of San Francisco website, through social media websites, and sent to non-profit minority, women, veteran and disabled employment assistance agencies. All postings state that SFMTA is an “Equal Opportunity Employer.” SFMTA also issues its Underutilization findings and Adverse Impact in Hiring charts as well as its EEO-4 Occupational Categories key through Division Hiring Representatives, Human Resources staff and EEO. Where our Employment Practices assessment shows that there is underutilization and adverse impact in hiring, the agency practices targeted recruitment and the use of a panelist from any underutilized category.
- The agency works to address workforce underutilization through goal setting. Progress towards long-and short-term goal achievement is assessed annually. To the extent SFMTA fails to achieve our hiring goals, good faith efforts are documented. See Goal Achievement Analysis and Shortfall Memorandum and PowerPoint presentation attached as Exhibit L.
- SFMTA EEO complaints are investigated by the City’s Department of Human Resources EEO section. Exhibit M contains the SFMTA complaint policy, that provides information to employees on where and how to file EEO complaints. DHR EEO issues quarterly and annual reports of SFMTA complaints. All EEO complaints alleging discrimination or harassment based on race, color, national origin, religion, age, sex, and disability are recorded and tracked upon receipt. The following information is recorded: Name of complainant, division, name of respondent, basis of complaint, protected category, issue, date of contact, date of resolution, resolution and name of investigator.
- SFMTA tracks its EEO complaint filings annually and triennially by division and section, basis, issue and status, as well as duration of the process for the purpose of identifying patterns or areas of concern. Resulting information is used to identify areas where further training may be needed or where corrective measures may be needed to prevent discrimination from occurring. See Exhibit M
- Contractors and subcontractors are required to comply with laws, regulations, and SFMTA policy relative to EEO and prohibiting discrimination. SFMTA subrecipients and third party contractors are monitored through submission of their EEO/AA plan as

appropriate and periodic site visits. At this time, there is one contractor and one subrecipient. Transdev, our Paratransit provider has submitted its EEO/AA plan and been subjected to a site visit in its four facilities. Our sole subrecipient, the Metropolitan Transportation Commission (MTC) does not meet the threshold requirements for EEO oversight. For a list of Subrecipients and Third-party contractors, see Exhibit N

- In conjunction with Human Resources, the agency annually reviews its labor contracts for potential disparate impact.

The EEO/AA plan is reviewed and updated every four years. The EEO Officer formally reports to senior management on the program's effectiveness and submits recommendations to improve any unsatisfactory performance. During the EEO/ AAP review process, emphasis is placed on the results of the various records previously described. Consideration is also given to new and relevant laws, guidelines, regulations, and court decisions. Availability data is reviewed and updated when possible. Midway through the plan period, goals, long range goals, and placement rates may be reviewed and updated, as necessary

## REFERENCES

City and County of San Francisco Department of Human Resources [CCSF DHR] (2019)  
<https://sfdhr.org/reports>

U.S. Bureau of Labor Statistics [U.S. BLS] (2020). Economy at a Glance. Data Extracted February 21, 2020. [https://www.bls.gov/eag/eag.ca\\_sanfrancisco\\_msa.htm](https://www.bls.gov/eag/eag.ca_sanfrancisco_msa.htm)

# **EQUAL EMPLOYMENT OPPORTUNITY AFFIRMATIVE ACTION PLAN**

**JANUARY 1, 2020 TO DECEMBER 31, 2023**



**Exhibits**

## EXHIBIT A: SUMMARY OF CHANGES IN SFMTA WORKFORCE

April 1, 2015 to December 31, 2019

Description:	4/3/2015 Total Employees	1/1/2020 Total Employees	4/3/2015 % of Total	1/1/2020 % of Total	1/1/2020 # of Hires	1/1/2020 # of Terminations	# Increase Decrease	% Increase Decrease
<b>Total Employees</b>	<b>5591</b>	<b>6030</b>			<b>2243</b>	<b>965</b>	<b>439</b>	<b>7.85%</b>
Male	4132	4529	73.90%	75.11%	1624	660	397	1.20%
Female	1459	1501	26.10%	24.89%	619	305	42	-1.20%
Non-Minority	879	874	15.72%	14.49%	410	202	-5	-1.23%
Minority	4719	5156	84.40%	85.51%	1833	763	437	1.10%
<b>EEOC Job Category:</b>								
<b>Official &amp; Administrators</b>	<b>180</b>	<b>203</b>		<b>3.37%</b>	<b>47</b>	<b>33</b>	<b>23</b>	<b>12.78%</b>
Minority	89	121	49.44%	59.61%	30	17	32	35.96%
Female	72	74	40.00%	36.45%	17	14	2	2.78%
<b>Professionals</b>	<b>494</b>	<b>604</b>		<b>10.02%</b>	<b>258</b>	<b>91</b>	<b>110</b>	<b>22.27%</b>
Minority	354	440	71.66%	72.85%	178	65	86	24.29%
Female	202	255	40.89%	42.22%	113	42	53	26.24%
<b>Technicians</b>	<b>56</b>	<b>96</b>		<b>1.59%</b>	<b>171</b>	<b>125</b>	<b>40</b>	<b>71.43%</b>
Minority	27	71	48.21%	73.96%	105	67	44	162.96%
Female	17	33	30.36%	34.38%	53	43	16	94.12%
<b>Protective Service</b>	<b>576</b>	<b>607</b>		<b>10.07%</b>	<b>253</b>	<b>83</b>	<b>31</b>	<b>5.38%</b>
Minority	492	529	85.42%	87.15%	225	75	37	7.52%
Female	279	287	48.44%	47.28%	140	40	8	2.87%
<b>Paraprofessionals</b>	<b>0</b>	<b>24</b>		<b>0.40%</b>	<b>31</b>	<b>37</b>	<b>24</b>	<b>100.00%</b>
Minority	0	24	0.00%	100.00%	29	34	24	100.00%
Female	0	13	0.00%	54.17%	13	11	13	100.00%
<b>Office/Clerical</b>	<b>333</b>	<b>312</b>		<b>5.17%</b>	<b>87</b>	<b>42</b>	<b>-21</b>	<b>-6.31%</b>
Minority	285	269	85.59%	86.22%	72	38	-16	-5.61%
Female	203	175	60.96%	56.09%	48	20	-28	-13.79%
<b>Skilled Craft</b>	<b>935</b>	<b>1035</b>		<b>17.16%</b>	<b>325</b>	<b>96</b>	<b>100</b>	<b>10.70%</b>
Minority	681	791	72.83%	76.43%	243	69	110	16.15%
Female	11	17	1.18%	1.64%	10	4	6	54.55%
<b>Service Maintenance</b>	<b>3017</b>	<b>3149</b>		<b>52.22%</b>	<b>1071</b>	<b>458</b>	<b>132</b>	<b>4.38%</b>
Minority	2791	2911	92.51%	92.44%	951	398	120	4.30%
Female	675	647	22.37%	20.55%	225	123	-28	-4.15%

### Exhibit A - Summary of Changes in SFMTA Workforce

This Summary of Changes report compares SFMTA workforce demographics in the last Affirmative Action Plan year as of April 1, 2015 to the new Affirmative Action Plan demographics as of December 20, 2019. The top portion of the chart compares Males to Females and Non-Minorities to Minorities on an agency-wide basis. The lower portion of the chart compares changes in Minority and Female populations on an agency-wide basis by EEO-4 job category.

## EXHIBIT B: WORKFORCE ANALYSIS

Workforce Analysis Chart  
Agency-Wide 31-Dec-19

EEO-4 Category	Employees			Female								Male								Current				Availability		Underutilization		Goals	
	Total	Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	MIN	%	FEM	%	MIN	FEM	MIN	FEM	MIN	FEM		
Officials and Administrators	203	74	129	1	9	18	6	6	1	33	1	28	33	13	7	1	49	121	59.61%	74	36.45%	58.48%	42.14%	1.13%	-5.69%	N	11		
Professionals	604	255	349	0	135	21	17	20	1	61	0	142	37	33	29	5	103	440	72.85%	255	42.22%	58.95%	49.73%	13.90%	-7.51%	N	45		
Technicians	96	33	63	0	15	3	3	1	2	9	0	22	5	5	0	1	14	57	59.38%	33	34.38%	68.36%	45.51%	-8.98%	11.14%	<1	10		
Protective Service	607	287	320	0	95	116	35	11	4	26	1	115	62	51	36	3	51	529	87.15%	287	47.28%	55.65%	17.49%	31.50%	29.80%	N	N/A		
Paraprofessionals	24	13	11	1	0	11	0	0	1	0	0	1	6	3	0	1	0	24	100.00%	13	54.17%	68.97%	72.31%	31.03%	18.14%	N	4		
Office/Clerical	312	175	137	0	51	56	28	26	0	14	0	42	17	24	23	2	29	269	86.22%	175	56.09%	71.85%	70.96%	14.37%	14.87%	N	46		
Skilled Craft	1035	17	1018	0	1	2	6	1	0	7	4	491	51	161	0	3	230	720	69.57%	17	1.64%	57.42%	4.22%	12.14%	-2.58%	N	26		
Service Maintenance	3149	647	2502	5	57	489	48	15	2	31	14	930	755	354	237	5	207	2911	92.44%	647	20.55%	14.74%	26.26%	14.74%	-5.71%	N	179		
Total Representation	6030	1501	4529	7	363	716	143	80	11	181	20	1771	966	644	332	21	683	5071	84.10%	1501	24.89%								

AMI = American Indian/Alaskan	BLK = Black or African-American	NHI = Native Hawaiian/Pacific Islander	WHT = White	N = No Goal
ASN = Asian	HSP = Hispanic or Latino	TWO = Two or more races		

### Exhibit B - Workforce Analysis

This workforce analysis identifies all employees at SFMTA on an agency-wide basis by sex and race/ethnicity in each EEO-4 Job Category as of December 31, 2019. Each EEO-4 Job Category has been displayed in terms of: the total number of employees, the number of male and female employees, the total number of minority employees, the male and female minority employees, the total number of White, Black, Hispanic, Asian, Native Hawaiian or Pacific Islander, American Indian or Alaskan Native employees, and employees with two or more races. Goals based on underutilization by more than a whole person are highlighted in pink.



## EXHIBIT C: GOALS FOR THE NEXT FOUR YEARS

San Francisco Municipal Transit Agency Workforce Goals for the Next Four Years  
Agency-Wide 31-Dec-19

EEO-4 Category	Goal		Projected % Representation							
			12 Months		24 Months		36 Months		48 Months	
	MI N	FE M	MI N	FE M	MI N	FE M	MI N	FE M	MI N	FE M
Officials and Administrators		11		1.42%		1.42%		1.42%		1.42%
Professionals		45		1.88%		1.88%		1.88%		1.88%
Technicians	<1	10	2.25%	2.79%	2.25%	2.79%	2.25%	2.79%	2.25%	2.79%
Protective Service										
Paraprofessionals		4		4.54%		4.54%		4.54%		4.54%
Office/Clerical		46		3.72%		3.72%		3.72%		3.72%
Skilled Craft		26		0.65%		0.65%		0.65%		0.65%
Service Maintenance		179		1.43%		1.43%		1.43%		1.43%

### Exhibit C - Goals for the Next Four Years:

SFMTA has established goals for each EEO-4 Job Category where underutilization has been identified in the workforce for females or minorities as of December 31, 2019. The goals are expressed as a placement rate, which is a target percentage that is used as a guideline, not a quota, in filling positions in underutilized categories. For interpretive purposes, the AAP goals have also been expressed as estimated headcount shortfalls.

**Note:** The prior AAP Goals were established using EEO-1 job categories. Effective January 1, 2018 EEO-4 job categories are utilized to establish goals going forward.

## EXHIBIT D- EEOC JOB CATEGORY SUMMARY

Agency-Wide 31-Dec-19

EEO-4 Category	Total Employees	Total		Female							Male							Total Minorities
		Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	
Officials and Administrators	203	74	129	1	9	18	6	6	1	33	1	28	30	13	7	1	49	121
Professionals	604	255	349	0	135	21	17	20	1	61	0	142	37	33	29	5	103	440
Technicians	96	33	63	0	15	3	3	1	2	9	0	22	5	5	0	1	14	57
Protective Service	607	287	320	0	95	116	35	11	4	26	1	115	62	51	36	3	52	529
Paraprofessionals	24	13	11	1	0	11	0	0	1	0	0	1	6	3	0	1	0	24
Office/Clerical	312	175	137	0	51	56	28	26	0	14	0	42	17	24	23	2	29	269
Skilled Craft	1035	17	1018	0	1	2	6	1	0	7	4	491	51	161	0	3	230	720
Service Maintenance	3149	647	2502	5	57	489	48	15	2	31	14	930	755	354	237	5	207	2911
<b>Total Representation</b>	<b>6030</b>	<b>1501</b>	<b>4529</b>	<b>7</b>	<b>363</b>	<b>716</b>	<b>143</b>	<b>80</b>	<b>11</b>	<b>181</b>	<b>20</b>	<b>1771</b>	<b>963</b>	<b>644</b>	<b>332</b>	<b>21</b>	<b>684</b>	<b>5071</b>
		24.89%	75.11%	0.12%	6.02%	11.87%	2.37%	1.33%	0.18%	3.00%	0.33%	29.37%	15.97%	10.68%	5.51%	0.35%	11.34%	84.10%

### Exhibit D - Job Category Summary

In this Job Category Summary, each EEO-4 Job Category has been displayed on an agency-wide basis as of December 31, 2019 in terms of the total number of employees, the number of male and female employees, the total number of minority employees, the male and female minority employees, the total number of White, Black, Hispanic, Asian, Native Hawaiian or Pacific Islander, American Indian or Alaskan Native employees, and employees with two or more races.

## EXHIBIT E- EEOC JOB CATEGORY BY JOB TITLE

### Officials and Administrators 31-Dec-19

In this Job Category Summary by Job Title, each EEO-4 Job Category was examined by job title on an agency-wide basis as of December 31, 2019 in terms of the total number of employees, the number of male and female employees, the total number of minority employees, the male and female minority employees, the total number of White, Black, Hispanic, Asian, Native Hawaiian or Pacific Islander, American Indian or Alaskan Native employees, and employees with two or more races.

Officials and Administrators Job Title	Total Employees	Total		Female							Male							Total Minorities
		Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	
7126 Mechanical Shop & Equip Superintendent	3	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	2	1
8167 Parking Hearing Examiner	12	3	9	0	1	0	0	0	0	2	0	1	2	2	0	0	4	6
9140 Transit Manager I	4	2	2	0	0	2	0	0	0	0	0	0	2	0	0	0	0	4
9141 Transit Manager II	4	0	4	0	0	0	0	0	0	0	0	1	0	1	0	0	2	2
9153 Transportation Controller	16	4	12	0	0	3	0	0	0	1	1	2	5	0	1	0	3	12
9160 Transit Operations Specialist	27	6	21	0	0	6	0	0	0	0	0	5	8	4	1	0	3	24
9172 Manager II, MTA	32	17	15	0	4	2	2	1	1	7	0	5	4	0	1	0	5	20
9174 Manager IV, MTA	28	12	16	0	2	2	1	4	0	3	0	3	4	1	2	0	6	19
9177 Manager III, MTA	10	3	7	0	1	0	0	0	0	2	0	1	2	0	0	0	4	4
9179 Manager V, MTA	25	9	16	0	0	1	1	1	0	6	0	3	0	1	1	1	10	9
9180 Manager VI, MTA	18	6	12	1	0	2	2	0	0	1	0	4	2	1	1	0	4	13
9181 Manager VII, MTA	3	2	1	0	0	0	0	0	0	2	0	1	0	0	0	0	0	1
9182 Manager VIII, MTA	10	4	6	0	0	0	0	0	0	4	0	1	1	1	0	0	3	3
9183 Deputy Director I, MTA	5	3	2	0	0	0	0	0	0	3	0	1	0	1	0	0	0	2
9186 General Manager, Public Transportation Dept.	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
9187 Deputy Director II, MTA	4	2	2	0	1	0	0	0	0	1	0	0	0	0	0	0	2	1
9190 Board Secretary, MTA	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
<b>Total Representation</b>	<b>203</b>	<b>74</b>	<b>129</b>	<b>1</b>	<b>9</b>	<b>18</b>	<b>6</b>	<b>6</b>	<b>1</b>	<b>33</b>	<b>1</b>	<b>28</b>	<b>30</b>	<b>13</b>	<b>7</b>	<b>1</b>	<b>49</b>	<b>121</b>
		36.45%	63.55%	0.49%	4.43%	8.87%	2.96%	2.96%	0.49%	16.26%	0.49%	13.79%	14.78%	6.40%	0.00%	0.49%	24.14%	59.61%

Professionals  
31-Dec-19

Professionals Job Title	Total Employees	Total		Female							Male							Total Minorities
		Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	
1033 IS Trainer-Senior	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	
1041 IS Engineer-Assistant	2	0	2	0	0	0	0	0	0	0	0	0	1	0	0	1	0	
1042 IS Engineer-Journey	4	0	4	0	0	0	0	0	0	0	0	2	1	0	0	1	0	
1043 IS Engineer-Senior	5	2	3	0	0	0	0	0	0	2	0	3	0	0	0	0	3	
1044 IS Engineer - Principal	17	2	15	0	0	0	1	0	0	1	0	4	4	0	1	0	10	
1051 IS Business Analyst - Assistant	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	
1052 IS Business Analyst	5	1	4	0	1	0	0	0	0	0	0	1	0	0	0	0	3	
1053 IS Business Analyst - Senior	7	5	2	0	2	0	1	1	0	1	0	0	0	1	1	0	6	
1054 IS Business Analyst - Principal	1	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	
1070 IS Project Director	2	0	2	0	0	0	0	0	0	0	0	2	0	0	0	0	2	
1093 IT Operations Support Administrator III	2	1	1	0	0	0	0	0	0	1	0	0	1	0	0	0	1	
1094 IT Operations Support Administrator IV	5	0	5	0	0	0	0	0	0	0	0	2	0	0	2	0	4	
1231 Assistant Manager, EEO Programs	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	
1241 Human Resources Analyst	19	12	7	0	5	4	0	1	0	2	0	2	0	1	1	0	14	
1244 Senior Human Resources Analyst	10	7	3	0	5	1	0	1	0	0	0	0	0	1	0	0	8	
1246 Principal Human Resources Analyst	2	2	0	0	2	0	0	0	0	0	0	0	0	0	0	0	2	
1312 Public Information Officer	10	8	2	0	1	4	1	0	0	2	0	0	0	1	0	0	7	
1314 Public Relations Officer	5	2	3	0	0	0	0	0	0	2	0	1	0	1	0	0	2	
1649 Accountant Intern	6	4	2	0	4	0	0	0	0	0	0	2	0	0	0	0	6	
1652 Senior Accountant	3	2	1	0	1	0	0	1	0	0	0	1	0	0	0	0	3	
1654 Principal Accountant	17	10	7	0	8	1	0	1	0	0	0	1	3	1	1	0	16	
1657 Accountant IV	8	5	3	0	4	0	0	1	0	0	0	3	0	0	0	0	8	
1670 Financial Systems Supervisor	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	
1820 Junior Administrative Analyst	8	3	5	0	1	0	0	0	0	2	0	3	1	0	0	1	6	
1822 Administrative Analyst	20	10	10	0	8	1	1	0	0	0	0	5	1	0	0	0	16	
1823 Senior Administrative Analyst	34	20	14	0	12	1	1	2	0	4	0	6	4	0	0	0	26	
1824 Principal Admin Analyst	43	25	18	0	16	1	0	2	0	6	0	7	1	4	1	0	32	
1840 Junior Management Assistant	20	13	7	0	10	1	0	1	0	1	0	5	1	1	0	0	19	
1842 Management Assistant	12	5	7	0	5	0	0	0	0	0	0	2	0	1	3	0	11	
1844 Senior Management Assistant	13	6	7	0	3	1	0	0	0	2	0	5	2	0	0	0	11	
1942 Assistant Materials Coordinator	5	0	5	0	0	0	0	0	0	0	0	0	2	0	2	0	4	
1950 Assistant Purchaser	9	5	4	0	2	1	0	2	0	0	0	0	0	1	3	0	9	
Professionals Job Title	Total Employees	Total		Female							Male							Total Minorities
		Female	Male	AMI	Total Minorities	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	

2978 Contract Compliance Officer II  
 2992 Contract Compliance Officer I  
 3554 Associate Museum Registrar  
     3630 Librarian 1  
     5177 Safety Officer  
     5201 Junior Engineer  
     5203 Assistant Engineer  
     5207 Associate Engineer  
     5211 Senior Engineer  
     5212 Principal Engineer  
         5241 Engineer  
         5277 Planner I  
         5283 Planner V  
     5288 Transit Planner II  
     5289 Transit Planner III  
     5290 Transit Planner IV  
         5293 Planner IV  
 5298 Planner 3-Environmental Review  
     5320 Illustrator and Art Designer  
 5408 Coord of Citizen Involvement  
     5502 Project Manager I  
     5504 Project Manager II  
     5506 Project Manager III  
     6130 Safety Analyst  
     6138 Industrial Hygienist  
     9150 Train Controller  
     9195 LRV Equipment Engineer  
 9520 Transportation Safety Specialist  
     9976 Technology Expert 1

3	1	2	0	0	0	0	0	0	1	0	0	1	1	0	0	0	0	3
1	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
1	0	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1
16	4	12	0	0	1	2	0	0	1	0	6	0	2	1	0	3	12	12
39	16	23	0	11	0	1	1	0	3	0	8	3	3	3	0	6	30	30
49	9	40	0	5	0	0	3	0	1	0	22	3	2	4	0	9	39	39
23	4	19	0	3	0	0	0	0	1	0	11	0	2	2	0	4	18	18
5	2	3	0	1	0	0	0	0	1	0	0	0	1	0	1	1	3	3
39	11	28	0	8	0	1	2	0	0	0	14	2	2	2	0	8	31	31
12	5	7	0	2	0	1	0	0	2	0	2	0	0	1	1	3	7	7
1	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	1
18	8	10	0	2	0	0	0	0	6	0	3	0	0	0	0	7	5	5
32	15	17	0	6	1	3	0	0	5	0	2	0	2	0	0	13	14	14
17	7	10	0	0	0	2	0	0	5	0	3	1	0	0	0	6	6	6
1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0
1	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	1
2	0	2	0	0	0	0	0	0	0	0	1	0	0	0	0	1	1	1
1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
11	5	6	0	1	0	2	0	0	2	0	4	0	0	0	0	2	7	7
6	3	3	0	1	0	0	0	0	2	0	2	0	1	0	0	0	4	4
5	3	2	0	1	0	0	0	0	2	0	1	0	1	0	0	0	3	3
4	2	2	0	1	0	0	0	0	1	0	0	1	0	0	0	1	2	2
1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
3	0	3	0	0	0	0	0	0	0	0	1	1	1	0	0	0	3	3
1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
11	2	9	0	0	1	0	0	0	1	0	4	2	3	0	0	0	10	10
1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
604	255	349	0	135	21	17	20	1	61	0	142	37	33	29	5	103	440	440
Total Representation	42.22%	57.78%	0.00%	22.35%	4.77%	2.81%	0.00%	0.17%	10.10%	0.00%	23.51%	6.13%	5.46%	0.00%	0.00%	17.05%	72.85%	72.85%

Technicians  
31-Dec-19

Technicians Job Title	Total Employees	Total		Female							Male							Total Minorities
		Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	
1091 IT Operations Support Administrator I	1	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
1770 Photographer	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
5330 City Planning Graphics Sprv	1	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
5362 Engineer Assistant	1	0	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1
5364 Engineering Associate 1	2	1	1	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1
5366 Engineering Associate 2	4	2	2	0	1	1	0	0	0	0	0	1	0	0	1	0	0	4
5380 Student Engineer Trainee I,Arch.,Engr., & Plan.	15	9	6	0	6	0	2	0	1	0	0	2	0	3	0	0	1	14
5381 Student Engineer Trainee II,Arch., Engr., & Plan.	17	5	12	0	2	0	1	0	0	2	0	3	2	0	1	1	5	10
5382 Student Engineer Trainee III,Arch., Engr., & Plan.	17	9	8	0	5	0	0	0	0	4	0	4	0	1	0	0	3	10
6231 Senior Street Inspector	2	0	2	0	0	0	0	0	0	0	0	1	0	0	1	0	0	2
6235 Heat & Vent Inspector	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
6252 Line Inspector	2	0	2	0	0	0	0	0	0	0	0	0	0	1	0	1	1	1
6318 Construction Inspector	9	1	8	0	1	0	0	0	0	0	0	2	0	2	1	0	3	6
6319 Senior Construction Inspector	5	1	4	0	0	0	0	0	0	1	0	2	0	2	0	0	0	4
9152 Transportation Controller Trainee	18	5	13	0	0	2	0	1	1	1	0	3	6	2	0	1	1	16
<b>Total Representation</b>	<b>96</b>	<b>33</b>	<b>63</b>	<b>0</b>	<b>15</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>9</b>	<b>0</b>	<b>20</b>	<b>8</b>	<b>10</b>	<b>7</b>	<b>2</b>	<b>16</b>	<b>71</b>
		34.38%	65.63%	0.00%	15.63%	3.13%	3.13%	0.00%	2.08%	9.38%	0.00%	20.83%	8.33%	#####	0.00%	2.08%	16.67%	73.96%

Protective Services  
31-Dec-19

Protective Services Job Title	Total Employees	Total		Female							Male							Total Minorities
		Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	
8121 Transit Fare Inspector Supervisor/Investigator	9	3	6	0	0	2	0	0	0	1	0	1	1	2	0	0	2	6
8201 School Crossing Guard	191	127	64	0	81	23	14	2	1	6	0	36	8	5	5	0	10	175
8214 Parking Control Officer	326	131	195	0	10	78	13	9	2	19	0	64	45	30	27	2	27	280
8216 Senior Parking Control Officer	30	10	20	0	1	5	4	0	0	0	1	7	4	3	2	0	3	27
8219 Parking Enforcement Admin	2	2	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	2
9132 Transit Fare Inspector	42	14	28	0	2	8	3	0	1	0	0	5	4	10	2	1	6	36
9144 Investigator, Taxi and Accessible Services	7	0	7	0	0	0	0	0	0	0	0	2	0	1	0	0	4	3
<b>Total Representation</b>	<b>607</b>	<b>287</b>	<b>320</b>	<b>0.00%</b>	<b>15.65%</b>	<b>19.11%</b>	<b>5.77%</b>	<b>0.00%</b>	<b>0.66%</b>	<b>4.28%</b>	<b>0.34%</b>	<b>18.95%</b>	<b>10.21%</b>	<b>8.40%</b>	<b>5.93%</b>	<b>0.49%</b>	<b>8.57%</b>	<b>87.15%</b>

Paraprofessionals  
31-Dec-19

Paraprofessionals Job Title	Total Employees	Total		Female							Male							Total Minorities
		Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	
9910 Public Service Trainee	17	10	7	0	0	9	0	0	1	0	0	1	3	3	0	0	0	17
9914 Public Service Aide-Administration	2	1	1	0	0	1	0		0	0	0	0	1	0	0	0	0	2
9916 Public Service Aide -Public Works	2	0	2	0	0	0	0	0	0	0	0	0	2	0	0	0	0	2
9920 Publ Svc Aide-Asst to Prof	3	2	1	1	0	1	0	0	0	0	0	0	0	0	0	1	0	3
<b>Total Representation</b>	<b>24</b>	<b>13</b>	<b>11</b>	<b>4.17%</b>	<b>0.00%</b>	<b>45.83%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>4.17%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>4.17%</b>	<b>25.00%</b>	<b>12.50%</b>	<b>0.00%</b>	<b>4.17%</b>	<b>0.00%</b>	<b>100.00%</b>

Office and Clerical  
31-Dec-19

Office/Clerical Job Title	Total Employees	Total		Female							Male							Total Minorities
		Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	
1202 Personnel Clerk	6	4	2	0	0	1	0	3	0	0	0	1	0	0	0	0	6	
1204 Senior Personnel Clerk	6	6	0	0	1	2	2	1	0	0	0	0	0	0	0	0	6	
1222 Senior Payroll & Personnel Clerk	16	14	2	0	12	0	1	0	0	1	0	0	0	2	0	0	15	
1224 Principal Payroll & Personnel Clerk	2	2	0	0	2	0	0	0	0	0	0	0	0	0	0	0	2	
1310 Public Relations Assistant	6	3	3	0	1	0	2	0	0	0	0	1	0	0	0	2	4	
1402 Junior Clerk	1	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1	
1404 Clerk	8	6	2	0	0	4	2	0	0	0	0	1	0	0	0	0	8	
1406 Senior Clerk	19	12	7	0	0	9	0	2	0	1	0	3	2	0	2	0	18	
1408 Principal Clerk	6	5	1	0	1	1	0	3	0	0	0	0	0	0	0	1	5	
1410 Chief Clerk	2	2	0	0	1	0	0	1	0	0	0	0	0	0	0	0	2	
1424 Clerk Typist	3	2	1	0	1	0	1	0	0	0	0	1	0	0	0	0	3	
1426 Senior Clerk Typist	6	4	2	0	0	0	1	2	0	1	0	0	0	2	0	0	5	
1444 Secretary I	1	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1	
1446 Secretary II	5	5	0	0	1	3	1	0	0	0	0	0	0	0	0	0	5	
1450 Executive Secretary I	5	5	0	0	1	3	1	0	0	0	0	0	0	0	0	0	5	
1452 Executive Secretary II	7	6	1	0	4	0	1	1	0	0	0	0	0	0	0	1	6	
1454 Executive Secretary III	1	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	
1632 Senior Account Clerk	11	9	2	0	8	0	1	0	0	0	0	0	0	1	1	0	11	
1634 Principal Account Clerk	10	8	2	0	3	1	1	2	0	1	0	2	0	0	0	0	9	
1704 Communications Dispatcher I	12	8	4	0	2	5	0	1	0	0	0	1	0	1	0	1	11	
1705 Communications Dispatcher 2	6	4	2	0	0	3	0	0	0	1	0	0	0	1	0	0	4	
1708 Senior Telephone Operator	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	
1929 Parts Storekeeper	38	4	34	0	1	1	0	0	0	2	0	11	3	5	6	1	28	
1931 Senior Parts Storekeeper	7	2	5	0	0	1	0	0	0	1	0	1	0	3	0	0	5	
1934 Storekeeper	2	0	2	0	0	0	0	0	0	0	0	1	0	0	1	0	2	
1936 Senior Storekeeper	2	0	2	0	0	0	0	0	0	0	0	0	1	1	0	0	2	
1937 Supervising Parts Storekeeper	1	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	1	
5302 Traffic Survey Technician	14	2	12	0	0	0	1	0	0	1	0	1	0	2	1	0	5	
9122 Transit Information Clerk	3	2	1	0	0	1	0	1	0	0	0	0	0	1	0	0	3	
9124 Senior Transit Information Clerk	4	3	1	0	1	1	1	0	0	0	0	0	1	0	0	0	4	
9126 Transit Traffic Checker	3	1	2	0	0	1	0	0	0	0	0	2	0	0	0	0	3	
9128 Senior Transit Traffic Checker	1	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	1	
9131 Station Agent	51	23	28	0	2	14	4	0	0	3	0	8	7	5	5	0	45	
9504 Permit and Citation Clerk	19	11	8	0	4	1	3	2	0	1	0	4	0	1	1	0	16	
9506 Senior Permit and Citation Clerk	20	13	7	0	3	3	3	4	0	0	0	4	1	0	1	0	19	
9508 Principal Permit and Citation Clerk	7	5	2	0	2	0	0	2	0	1	0	0	0	1	1	0	6	
<b>Total Representation</b>	<b>312</b>	<b>175</b>	<b>137</b>	<b>0.00%</b>	<b>51</b>	<b>56</b>	<b>28</b>	<b>26</b>	<b>0</b>	<b>14</b>	<b>0.00%</b>	<b>42</b>	<b>17</b>	<b>24</b>	<b>23</b>	<b>2</b>	<b>29</b>	<b>269</b>
		56.09%	43.91%	0.00%	16.35%	17.95%	8.97%	0.00%	0.00%	4.49%	0.00%	13.46%	5.45%	7.69%	0.00%	0.64%	9.29%	86.22%



**Skilled Craft Workers  
31-Dec-19**

Skilled Craft Job Title	Total Employees	Total		Female							Male							Total Minorities
		Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	
7205 Chief Stationary Engineer	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
7226 Carpenter Supervisor	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
7228 Automotive Transit Shop Supervisor I	5	0	5	0	0	0	0	0	0	0	0	0	1	0	1	0	3	2
7235 Transit Power Line Supervisor I	6	0	6	0	0	0	0	0	0	0	0	0	0	0	0	0	6	0
7238 Electrician Supervisor I	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
7242 Painter Supervisor	3	0	3	0	0	0	0	0	0	0	0	0	0	1	0	2	1	1
7243 Parking Meter Repairer Sprv 1	4	1	3	0	1	0	0	0	0	0	0	1	0	2	0	0	0	4
7244 Power Plant Supervisor I	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
7249 Auto Mechanic Supervisor I	8	0	8	0	0	0	0	0	0	0	0	3	1	0	0	0	4	4
7253 Electrical Transit Mechanic Supervisor I	7	0	7	0	0	0	0	0	0	0	0	2	2	0	0	0	3	4
7258 Maintenance Machinist Supervisor I	4	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	4	0
7262 Maintenance Planner	4	1	3	0	0	0	1	0	0	0	0	0	0	2	0	0	1	3
7264 Auto Body & Fender Worker Supervisor I	1	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
7274 Transit Power Line Worker Supervisor II	1	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1
7286 Wire Rope Cable Maintenance Supervisor	1	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
7287 Supervising Electronic Maintenance Technician	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0
7305 Metal Fabricator	1	0	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1
7306 Automotive Body and Fender Worker	33	0	33	0	0	0	0	0	0	0	0	2	0	14	1	0	16	17
7309 Car & Auto Painter	16	0	16	0	0	0	0	0	0	0	0	2	0	8	1	0	5	11
7310 Transit Power Cable Splicer	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
7313 Automotive Machinist	14	0	14	0	0	0	0	0	0	0	0	4	0	2	0	0	8	6
7315 Auto Machinist Asst Sprv	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
7318 Electronic Maintenance Technician	124	1	123	0	0	0	0	0	0	1	0	66	2	9	27	0	19	104
7319 Electric Motor Repairer	6	0	6	0	0	0	0	0	0	0	0	2	0	2	1	0	1	5
7320 Apprentice Automotive Machinist 1	2	0	2	0	0	0	0	0	0	0	0	1	0	0	0	0	1	1
7322 Auto Body & Fender Worker Assistant Supervisor	3	0	3	0	0	0	0	0	0	0	0	1	0	1	0	0	1	2
7326 Glazier	7	0	7	0	0	0	0	0	0	0	0	0	0	2	0	1	4	3
7327 Apprentice Maintenance Machinist 1	2	1	1	0	0	0	0	0	0	1	0	1	0	0	0	0	0	1
7328 Operating Engineer	2	1	1	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0
7329 Electronic Maintenance Technician, Assistant Supv	11	0	11	0	0	0	0	0	0	0	0	5	0	0	2	0	4	7
7332 Maintenance Machinist	26	0	26	0	0	0	0	0	0	0	0	4	2	5	3	0	12	14
7334 Stationary Engineer	18	1	17	0	0	0	0	0	0	1	1	2	0	5	6	0	3	14
7335 Senior Stationary Engineer	1	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
7340 Maintenance Controller	8	0	8	0	0	0	0	0	0	0	0	2	0	3	1	0	2	6
7342 Locksmith	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
7344 Carpenter	11	0	11	0	0	0	0	0	0	0	0	2	1	1	0	0	7	4
7345 Electrician	3	0	3	0	0	0	0	0	0	0	0	0	1	0	0	0	2	1
7346 Painter	33	1	32	0	0	0	0	0	0	1	0	0	5	11	2	0	14	18
7347 Plumber	2	0	2	0	0	0	0	0	0	0	0	1	0	0	0	0	1	1
7358 Patternmaker	1	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
7364 Powerhouse Operator	4	0	4	0	0	0	0	0	0	0	0	0	0	0	2	0	2	2

7365 Senior Powerhouse Operator	7	0	7	0	0	0	0	0	0	0	0	2	2	0	1	0	2	5
7366 Transit Power Line Worker	19	0	19	0	0	0	0	0	0	0	0	2	1	4	1	1	10	9
7371 Electrical Transit System Mechanic	236	0	236	0	0	0	0	0	0	0	0	136	6	22	54	1	17	219
7376 Sheet Metal Worker	2	0	2	0	0	0	0	0	0	0	0	1	0	1	0	0	0	2
7380 Electrical Transit Mechanic Assistant Supervisor	36	0	36	0	0	0	0	0	0	0	0	16	3	5	5	0	7	29
7381 Automotive Mechanic	134	0	134	0	0	0	0	0	0	0	1	61	5	26	17	1	23	111
7382 Automotive Mechanic Assistant Supervisor	14	0	14	0	0	0	0	0	0	0	0	4	0	3	2	0	5	9
7390 Welder	10	1	9	0	0	0	0	1	0	0	0	0	0	6	0	0	3	7
7408 Assistant Powerhouse Operator	2	0	2	0	0	0	0	0	0	0	0	1	0	1	0	0	0	2
7410 Automotive Service Worker	105	1	104	0	0	1	0	0	0	0	0	44	11	15	19	2	13	92
7412 Automotive Service Worker Assist Supervisor	2	0	2	0	0	0	0	0	0	0	0	0	0	1	1	0	0	2
7432 Electrical Line Helper	13	0	13	0	0	0	0	0	0	0	1	1	2	5	1	0	3	10
7444 Parking Meter Repairer	16	0	16	0	0	0	0	0	0	0	0	6	2	2	2	0	4	12
7458 Switch Repairer	8	0	8	0	0	0	0	0	0	0	0	1	2	4	0	0	1	7
7472 Wire Rope Cable Maint Mechanic	8	0	8	0	0	0	0	0	0	0	0	2	1	2	0	0	3	5
7473 Wire Rope Cable Maintenance Mechanic, Trainee	2	0	2	0	0	0	0	0	0	0	0	1	1	0	0	0	0	2
9145 Traffic Signal Electrician	23	3	20	0	0	1	0	0	0	2	0	4	1	3	0	1	11	10
9147 Traffic Signal Electrician Supervisor I	4	1	3	0	0	0	1	0	0	0	0	2	0	0	0	0	1	3
9149 Traffic Signal Electrician Supervisor II	2	0	2	0	0	0	0	0	0	0	0	1	0	0	1	0	0	2
9940 Pre-Apprentice Automotive Mechanic	10	4	6	0	0	0	4	0	0	0	0	1	0	2	2	1	0	10
<b>Total Representation</b>	<b>1035</b>	<b>17</b>	<b>1018</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>6</b>	<b>1</b>	<b>0</b>	<b>7</b>	<b>3</b>	<b>391</b>	<b>53</b>	<b>172</b>	<b>154</b>	<b>8</b>	<b>237</b>	<b>791</b>
		1.36%	98.64%	0.00%	0.31%	0.21%	0.28%	0.00%	0.00%	0.63%	0.42%	51.52%	5.35%	16.89%	0.00%	0.31%	24.47%	75.24%

Service-Maintenance  
31-Dec-19

Service Maintenance Job Title	Total	Total		Female							Male							Total
	Employees	Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	Minorities
2708 Custodian	44	16	28	0	14	1	0	1	0	0	0	14	7	3	1	0	3	41
2716 Custodial Assistant Supervisor	4	0	4	0	0	0	0	0	0	0	0	3	0	1	0	0	0	4
2719 Janitorial Services Assistant Supervisor	1	0	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1
3417 Gardener	3	0	3	0	0	0	0	0	0	0	0	0	1	2	0	0	0	3
5303 Supv, Traffic & Signs	3	0	3	0	0	0	0	0	0	0	0	0	0	1	0	0	2	1
5306 Traffic Sign Manager	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
7120 Building & Grounds Maintenance Superintendent	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
7216 Electrical Transit Shop Supervisor I	4	0	4	0	0	0	0	0	0	0	0	2	1	0	0	0	1	3
7219 Maintenance Estimator & Scheduler	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1
7251 Track Maintenance Worker Supervisor I	9	0	9	0	0	0	0	0	0	0	0	4	0	3	0	1	1	8
7355 Truck Driver	3	0	3	0	0	0	0	0	0	0	1	0	0	0	0	0	2	1
7454 Traffic Signal Operator	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1
7457 Sign Worker	27	1	26	0	0	0	0	0	0	1	1	2	3	6	1	1	12	14
7510 Lighting Fixture Maintenance Worker	2	0	2	0	0	0	0	0	0	0	0	0	1	0	0	0	1	1
7514 General Laborer	11	0	11	0	0	0	0	0	0	0	0	1	5	1	2	0	2	9
7540 Track Maintenance Worker	47	1	46	0	0	0	0	0	0	1	0	6	10	22	0	3	5	41
9102 Transit Car Cleaner	111	33	78	0	4	26	2	1	0	0	1	9	45	13	6	0	4	107
9104 Transit Car Cleaner, Assistant Supervisor	12	2	10	0	0	2	0	0	0	0	0	1	4	3	0	0	2	10
9110 Fare Collections Receiver	46	20	26	0	8	9	1	2	0	0	0	18	1	0	3	0	4	42
9116 Senior Fare Collect Receiver	12	2	10	0	1	1	0	0	0	0	0	4	1	0	5	0	0	12
9117 Principal Fare Collect Receiver	3	2	1	0	1	0	1	0	0	0	0	1	0	0	0	0	0	3
9139 Transit Supervisor	216	48	168	0	2	36	3	1	0	6	1	61	47	28	15	0	16	194
9163 Transit Operator	2587	519	2068	5	27	412	41	10	2	22	10	804	629	270	204	0	151	2414
Total Representation	3149	647	2502	5	57	489	48	15	2	31	14	930	755	354	237	5	207	2911
		20.55%	79.45%	0.16%	1.81%	15.53%	1.52%	0.48%	0.06%	0.98%	0.44%	29.53%	23.98%	11.24%	7.53%	0.16%	6.57%	92.44%

## EXHIBIT F: WORKFORCE AVAILABILITY ANALYSIS

### Agency-Wide

Officials and Administrators	Weighting	Total		Female							Male							Total Minority
		Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	
Internal Factor	75%	37.69%	62.31%	0.00%	6.92%	12.31%	2.31%	0.00%	0.00%	16.15%	0.77%	13.08%	19.23%	6.92%	0.00%	0.77%	21.54%	62.31%
External Factor 1	20%	57.92%	42.08%	0.28%	9.77%	6.97%	13.16%	0.37%	1.68%	25.68%	0.21%	6.38%	3.16%	8.57%	0.23%	1.02%	22.52%	51.80%
External Factor 2	5%	45.81%	54.19%	0.30%	2.59%	6.97%	4.61%	0.11%	0.49%	30.73%	0.39%	2.38%	4.96%	4.45%	0.10%	0.42%	41.48%	27.79%
<b>Final Availability</b>		<b>42.14%</b>	<b>57.86%</b>	<b>0.07%</b>	<b>7.28%</b>	<b>10.97%</b>	<b>4.59%</b>	<b>0.08%</b>	<b>0.36%</b>	<b>18.79%</b>	<b>0.64%</b>	<b>11.20%</b>	<b>15.30%</b>	<b>7.13%</b>	<b>0.05%</b>	<b>0.80%</b>	<b>22.73%</b>	<b>58.48%</b>
Professionals	Weighting	Total		Female							Male							Total Minority
		Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	
Internal Factor	46%	41.30%	58.70%	0.00%	21.20%	3.80%	3.26%	0.00%	0.00%	13.04%	0.00%	29.89%	4.35%	3.80%	0.00%	0.54%	20.11%	66.85%
External Factor 1	44%	56.52%	43.48%	0.27%	13.40%	6.17%	12.60%	0.38%	1.00%	22.71%	0.24%	10.04%	3.25%	7.74%	0.28%	0.91%	21.03%	56.26%
External Factor 2	10%	58.57%	41.43%	0.36%	3.84%	11.74%	5.60%	0.14%	0.43%	36.47%	0.44%	2.93%	4.76%	3.74%	0.10%	0.35%	29.11%	34.42%
<b>Final Availability</b>		<b>49.73%</b>	<b>50.27%</b>	<b>0.15%</b>	<b>16.03%</b>	<b>5.64%</b>	<b>7.61%</b>	<b>0.18%</b>	<b>0.48%</b>	<b>19.64%</b>	<b>0.15%</b>	<b>18.46%</b>	<b>3.91%</b>	<b>5.53%</b>	<b>0.13%</b>	<b>0.68%</b>	<b>21.41%</b>	<b>58.95%</b>
Technicians	Weighting	Total		Female							Male							Total Minority
		Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	
Internal Factor 1	28%	33.33%	66.67%	0.00%	4.44%	20.00%	6.67%	0.00%	0.00%	2.22%	6.67%	28.89%	15.56%	8.89%	0.00%	0.00%	6.67%	91.11%
External Factor 1	72%	50.25%	49.75%	0.27%	8.57%	5.56%	16.87%	0.41%	0.95%	17.63%	0.34%	9.33%	3.76%	12.40%	0.34%	0.71%	22.86%	59.51%
External Factor 2	0%																	
<b>Final Availability</b>		<b>45.51%</b>	<b>54.49%</b>	<b>0.19%</b>	<b>7.41%</b>	<b>9.60%</b>	<b>14.01%</b>	<b>0.29%</b>	<b>0.68%</b>	<b>13.32%</b>	<b>2.11%</b>	<b>14.81%</b>	<b>7.07%</b>	<b>11.42%</b>	<b>0.24%</b>	<b>0.51%</b>	<b>18.33%</b>	<b>68.36%</b>
Protective Service	Weighting	Total		Female							Male							Total Minority
		Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	
Internal Factor	10%	19.05%	80.95%	0.00%	0.00%	4.76%	14.29%	0.00%	0.00%	0.00%	0.00%	57.14%	14.29%	9.52%	0.00%	0.00%	0.00%	100.00%
External Factor 1	90%	17.31%	82.69%	0.10%	0.94%	2.21%	7.03%	0.06%	0.19%	6.78%	0.46%	6.17%	5.82%	26.46%	0.40%	0.88%	42.50%	50.72%
External Factor 2	0%																	
<b>Final Availability</b>		<b>17.49%</b>	<b>82.51%</b>	<b>0.09%</b>	<b>0.85%</b>	<b>2.47%</b>	<b>7.75%</b>	<b>0.05%</b>	<b>0.17%</b>	<b>6.10%</b>	<b>0.41%</b>	<b>11.27%</b>	<b>6.67%</b>	<b>24.77%</b>	<b>0.36%</b>	<b>0.79%</b>	<b>38.25%</b>	<b>55.65%</b>
Para-Professionals	Weighting	Total		Female							Male							Total Minority
		Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	
Internal Factor	0%																	
External Factor 1	100%	72.31%	27.69%	0.41%	9.69%	9.32%	30.09%	0.32%	0.64%	21.82%	0.29%	4.86%	3.17%	9.71%	0.17%	0.28%	9.21%	68.97%
External Factor 2	0%																	
<b>Final Availability</b>		<b>72.31%</b>	<b>27.69%</b>	<b>0.41%</b>	<b>9.69%</b>	<b>9.32%</b>	<b>30.09%</b>	<b>0.32%</b>	<b>0.64%</b>	<b>21.82%</b>	<b>0.29%</b>	<b>4.86%</b>	<b>3.17%</b>	<b>9.71%</b>	<b>0.17%</b>	<b>0.28%</b>	<b>9.21%</b>	<b>68.97%</b>
Office & Clerical	Weighting	Total		Female							Male							Total Minority
		Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	
Internal Factor	35%	52.63%	47.37%	0.00%	28.95%	10.53%	7.89%	0.00%	0.00%	5.26%	0.00%	18.42%	5.26%	7.89%	0.00%	0.00%	15.79%	78.95%
External Factor 1	65%	80.83%	19.17%	0.53%	9.97%	11.47%	30.74%	0.60%	1.24%	26.28%	0.22%	3.57%	2.30%	6.77%	0.18%	0.42%	5.70%	68.02%
External Factor 2	0%																	
<b>Final Availability</b>		<b>70.96%</b>	<b>29.04%</b>	<b>0.35%</b>	<b>16.61%</b>	<b>11.14%</b>	<b>22.75%</b>	<b>0.39%</b>	<b>0.81%</b>	<b>18.92%</b>	<b>0.14%</b>	<b>8.77%</b>	<b>3.34%</b>	<b>7.16%</b>	<b>0.12%</b>	<b>0.27%</b>	<b>9.23%</b>	<b>71.85%</b>

Skilled Craft Workers	Weighting	Total		Female							Male							Total Minority
		Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	
Internal Factor	30%	2.08%	97.92%	0.00%	2.08%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	52.08%	4.17%	13.54%	0.00%	0.00%	28.13%	71.88%
External Factor 1	70%	5.14%	94.86%	0.04%	0.37%	0.89%	1.71%	0.02%	0.10%	2.01%	0.81%	8.21%	7.17%	30.22%	0.44%	1.24%	46.76%	51.23%
External Factor 2	0%																	
<b>Final Availability</b>		4.22%	95.78%	0.03%	0.89%	0.62%	1.19%	0.02%	0.07%	1.41%	0.57%	21.37%	6.27%	25.22%	0.31%	0.87%	41.17%	57.42%
Service Maintenance	Weighting	Total		Female							Male							Total Minority
		Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	
Internal Factor 1	20%	22.78%	77.22%	0.00%	1.11%	15.00%	2.78%	0.00%	0.00%	3.89%	0.00%	32.78%	23.33%	13.33%	0.00%	1.11%	6.67%	89.44%
External Factor 1	80%	27.13%	72.87%	0.19%	2.97%	8.52%	10.23%	0.09%	0.37%	4.76%	0.51%	7.71%	13.54%	29.40%	0.45%	0.79%	20.47%	74.77%
External Factor 2	0%																	
<b>Final Availability</b>		26.26%	73.74%	0.15%	2.60%	9.81%	8.74%	0.07%	0.29%	4.58%	0.41%	12.73%	15.50%	26.18%	0.36%	0.85%	17.71%	77.71%

### Exhibit F - Availability Analysis

This Availability Analysis is an estimate of each sex and race/ethnic group available and qualified for employment at SFMTA for a given EEO-4 category. The availability estimate is developed by combining the internal SFMTA EEO-4 Job Category feeder groups and populations in relevant labor markets as provided in the 2015 EEO-1 and EEO-4 Aggregate files. Availability indicates the approximate percentage each race/ethnic and sex group could reasonably be expected to be represented in an EEO-4 Job Category.

# EXHIBIT G-1: WORKFORCE UTILIZATION AND GOALS BY JOB CATEGORY

31-Dec-2019

EEO-4 Category	Total Employees	Total		Female							Male							Total Minority
		Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	
<b>Officials and Administrators</b>	<b>203</b>	<b>74</b>	<b>129</b>	<b>1</b>	<b>9</b>	<b>18</b>	<b>6</b>	<b>6</b>	<b>1</b>	<b>33</b>	<b>1</b>	<b>28</b>	<b>33</b>	<b>13</b>	<b>7</b>	<b>7</b>	<b>49</b>	<b>121</b>
%		36.45%	63.55%	0.49%	4.43%	8.87%	2.96%	2.96%	0.49%	16.26%	0.49%	13.79%	16.26%	6.40%	3.45%	3.45%	24.14%	59.61%
Availability		42.14%	57.86%	0.07%	7.28%	10.97%	4.59%	0.08%	0.36%	18.79%	0.64%	11.20%	15.30%	7.13%	0.05%	0.80%	22.73%	58.48%
Parity/Below Parity		-5.69%	5.69%	0.42%	-2.84%	-2.11%	-1.64%	2.88%	0.13%	-2.53%	-0.15%	2.59%	0.95%	-0.72%	3.40%	2.65%	1.41%	1.13%
Number Needed to Reach Parity		11	-	-	5	4	3	-	-	5	<1	-	-	1	-	-	-	-
<b>Professionals</b>	<b>604</b>	<b>255</b>	<b>349</b>	<b>0</b>	<b>135</b>	<b>21</b>	<b>17</b>	<b>20</b>	<b>1</b>	<b>61</b>	<b>0</b>	<b>142</b>	<b>37</b>	<b>33</b>	<b>29</b>	<b>5</b>	<b>103</b>	<b>440</b>
%		42.22%	57.78%	0.00%	22.35%	3.48%	2.81%	3.31%	0.17%	10.10%	0.00%	23.51%	6.13%	5.46%	4.80%	0.83%	17.05%	72.85%
Availability		49.73%	50.27%	0.15%	16.03%	5.64%	7.61%	0.18%	0.48%	19.64%	0.15%	18.46%	3.91%	5.53%	0.13%	0.68%	21.41%	58.95%
Parity/Below Parity		-7.51%	7.51%	-0.15%	6.32%	-2.16%	-4.79%	3.13%	-0.32%	-9.54%	-0.15%	5.05%	2.22%	-0.07%	4.67%	0.14%	-4.36%	13.90%
Number Needed to Reach Parity		45	-	<1	-	13	28	-	-	57	<1	-	-	-	-	-	-	26
<b>Technicians</b>	<b>96</b>	<b>33</b>	<b>63</b>	<b>0</b>	<b>15</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>9</b>	<b>0</b>	<b>22</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>1</b>	<b>14</b>	<b>57</b>
%		34.38%	65.63%	0.00%	15.63%	3.13%	3.13%	1.04%	2.08%	9.38%	0.00%	22.92%	5.21%	5.21%	0.00%	1.04%	14.58%	59.38%
Availability		45.51%	54.49%	0.19%	7.41%	9.60%	14.01%	0.29%	0.68%	13.32%	2.11%	14.81%	7.07%	11.42%	0.24%	0.51%	18.33%	68.36%
Parity/Below Parity		-11.14%	11.14%	-0.19%	8.21%	-6.48%	10.89%	0.75%	1.40%	-3.94%	-2.11%	8.11%	-1.86%	-6.21%	-0.24%	0.53%	-3.75%	-8.98%
Number Needed to Reach Parity		10	-	<1	-	6	10	-	-	3	2	-	1	5	<1	-	3	-
<b>Protective Service</b>	<b>607</b>	<b>287</b>	<b>320</b>	<b>0</b>	<b>95</b>	<b>116</b>	<b>35</b>	<b>11</b>	<b>4</b>	<b>26</b>	<b>1</b>	<b>115</b>	<b>62</b>	<b>51</b>	<b>36</b>	<b>3</b>	<b>51</b>	<b>529</b>
%		47.28%	52.72%	0.00%	15.65%	19.11%	5.77%	1.81%	0.66%	4.28%	0.16%	18.95%	10.21%	8.40%	5.93%	0.49%	8.40%	87.15%
Availability		17.49%	82.51%	0.09%	0.85%	2.47%	7.75%	0.05%	0.17%	6.10%	0.41%	11.27%	6.67%	24.77%	0.36%	0.79%	38.25%	55.65%
Parity/Below Parity		29.80%	29.80%	-0.09%	14.80%	16.64%	-1.99%	1.76%	0.49%	-1.82%	-0.25%	7.68%	3.55%	-16.36%	5.57%	-0.30%	-29.84%	31.50%
Number Needed to Reach Parity		-	180	<1	-	-	12	-	-	11	1	-	-	99	-	-	181	-
<b>Paraprofessionals</b>	<b>24</b>	<b>13</b>	<b>11</b>	<b>1</b>	<b>0</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>6</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>24</b>
%		54.17%	45.83%	4.17%	0.00%	45.83%	0.00%	0.00%	4.17%	0.00%	0.00%	4.17%	25.00%	12.50%	0.00%	4.17%	0.00%	100.00%
Availability		72.31%	27.69%	0.41%	9.69%	9.32%	30.09%	0.32%	0.64%	21.82%	0.29%	4.86%	3.17%	9.71%	0.17%	0.28%	9.21%	68.97%
Parity/Below Parity		-18.14%	18.14%	3.75%	-9.69%	36.51%	30.09%	-0.32%	3.53%	-21.82%	-0.29%	-0.69%	21.83%	2.79%	-0.17%	3.88%	-9.21%	31.03%
Number Needed to Reach Parity		4	-	-	2	-	7	<1	-	5	<1	<1	-	-	<1	-	2	-
<b>Administrative Support</b>	<b>312</b>	<b>175</b>	<b>137</b>	<b>0</b>	<b>51</b>	<b>56</b>	<b>28</b>	<b>26</b>	<b>0</b>	<b>14</b>	<b>0</b>	<b>42</b>	<b>17</b>	<b>24</b>	<b>23</b>	<b>2</b>	<b>29</b>	<b>269</b>
%		56.09%	43.91%	0.00%	16.35%	17.95%	8.97%	8.33%	0.00%	4.49%	0.00%	13.46%	5.45%	7.69%	7.37%	0.64%	9.29%	86.22%
Availability		70.96%	29.04%	0.35%	16.61%	11.14%	22.75%	0.39%	0.81%	18.92%	0.14%	8.77%	3.34%	7.16%	0.12%	0.27%	9.23%	71.85%
Parity/Below Parity		-14.87%	14.87%	-0.35%	-0.26%	6.81%	13.77%	7.94%	-0.81%	-14.44%	-0.14%	4.69%	2.11%	0.53%	7.25%	0.37%	0.07%	14.37%
Number Needed to Reach Parity		46	-	1	<1	-	42	-	2	45	<1	-	-	-	-	-	-	-
<b>Skilled Craft Workers</b>	<b>1035</b>	<b>17</b>	<b>1018</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>6</b>	<b>1</b>	<b>0</b>	<b>7</b>	<b>4</b>	<b>491</b>	<b>51</b>	<b>161</b>	<b>0</b>	<b>3</b>	<b>230</b>	<b>720</b>
%		1.64%	98.36%	0.00%	0.10%	0.19%	0.58%	0.10%	0.00%	0.68%	0.39%	47.44%	4.93%	15.56%	0.00%	0.29%	22.22%	69.57%
Availability		4.22%	95.78%	0.03%	0.89%	0.62%	1.19%	0.02%	0.07%	1.41%	0.57%	21.37%	6.27%	25.22%	0.31%	0.87%	41.17%	57.42%
Parity/Below Parity		-2.58%	2.58%	-0.03%	-0.79%	-0.43%	-0.61%	0.08%	-0.07%	-0.73%	-0.18%	26.07%	-1.34%	-9.66%	-0.31%	-0.58%	-18.95%	12.14%
Number Needed to Reach Parity		26	-	<1	8	4	6	-	<1	7	1	-	13	100	3	-	196	-
<b>Service Maintenance</b>	<b>3149</b>	<b>647</b>	<b>2502</b>	<b>5</b>	<b>57</b>	<b>489</b>	<b>48</b>	<b>15</b>	<b>2</b>	<b>31</b>	<b>14</b>	<b>960</b>	<b>755</b>	<b>354</b>	<b>237</b>	<b>5</b>	<b>207</b>	<b>2911</b>
%		20.55%	79.45%	0.16%	1.81%	15.53%	1.52%	0.48%	0.06%	0.98%	0.44%	30.49%	23.98%	11.24%	7.53%	0.16%	6.57%	92.44%

Availability		26.26%	73.74%	0.15%	2.60%	9.81%	8.74%	0.07%	0.29%	4.58%	0.41%	12.73%	15.50%	26.18%	0.36%	0.85%	17.71%	77.71%
Parity/Below Parity		-5.71%	5.71%	0.01%	-0.79%	5.71%	-7.22%	0.40%	-0.23%	-3.60%	0.04%	17.76%	8.47%	-14.94%	7.17%	-0.70%	-11.14%	14.74%
Number Needed to Reach Parity		179	-	-	24	-	227	-	-	113	-	-	-	470	-	21	350	
<b>Total Representation</b>	<b>6030</b>	<b>1501</b>	<b>4529</b>	<b>7</b>	<b>363</b>	<b>716</b>	<b>143</b>	<b>80</b>	<b>11</b>	<b>181</b>	<b>20</b>	<b>1801</b>	<b>966</b>	<b>644</b>	<b>332</b>	<b>27</b>	<b>683</b>	<b>5071</b>
		24.85%	75.15%	0.12%	7.10%	12.07%	2.34%	0.00%	0.16%	3.07%	0.33%	35.12%	16.38%	11.27%	0.00%	0.29%	11.74%	85.19%

**Exhibit G-1**

A Utilization Analysis was conducted that compared market availability to internal utilization of employees on an agency-wide basis by EEO-4 Job Category as of December 31, 2019. Underutilization is established where the percentage of minorities or females is less than would be expected by their availability in the relevant labor force. Goals based on underutilization by more than a whole person are highlighted in pink.

## EXHIBIT G-2: WORKFORCE GOALS BY JOB CATEGORY

Agency-Wide  
31-Dec-2019

Job Group	Total Employees	Female					Minority				
		Employees	Availability	Utilization	Under	Shortfall	Employees	Availability	Utilization	Under	Shortfall
Officials and Administrators	203	74	42.14%	36.45%	Yes	11	121	58.48%	59.61%	No	N/A
Professionals	604	255	49.76%	42.22%	Yes	45	440	58.95%	72.85%	No	N/A
Technicians	96	33	45.51%	34.38%	Yes	10	57	68.36%	59.38%	Yes	<1
Protective Service	607	287	17.49%	47.28%	No	N/A	529	55.65%	87.15%	No	N/A
Paraprofessionals	24	13	72.31%	54.17%	No	4	24	68.97%	100.00%	No	N/A
Administrative Support	312	175	70.96%	56.09%	Yes	46	269	71.85%	86.22%	No	N/A
Skilled Craft Workers	1035	17	4.22%	1.64%	Yes	26	720	57.42%	69.57%	No	N/A
Service Maintenance	3149	647	26.26%	20.55%	Yes	179	2911	77.71%	92.44%	No	N/A

### Exhibit G-2

SFMTA has established goals for each EEO-4 Job Category where underutilization by more than a whole person has been identified in the workforce for females or minorities as of December 31, 2019. The goals are expressed as a placement rate, which is a target percentage that is used as a guideline, not a quota, in filling positions in underutilized categories. For interpretive purposes, the AAP goals have also been expressed as estimated headcount shortfalls. There will be good faith efforts established for each goal area highlighted in pink in the chart above.



## EXHIBIT H: WORKFORCE PERFORMANCE TO GOALS

Agency-Wide  
31-Dec-2019

EEO-1 Category	Female					Minority				
	Prior Goal	Total Placed	Female Placed	Rate	Achieved	Prior Goal	Total Placed	Female Placed	Rate	Achieved
Officials and Administrators	43.0%	32	8	25.0%	No	No Prior AAP Goal				
Professionals	50.3%	133	111	83.5%	Yes	No Prior AAP Goal				
Technicians	44.1%	64	25	39.1%	No	No Prior AAP Goal				
Protective Service	No Prior AAP Goal					No Prior AAP Goal				
Office/Clerical	No Prior AAP Goal					No Prior AAP Goal				
Skilled Craft	6.8%	151	9	6.0%	No	No Prior AAP Goal				
Service Maintenance	42.7%	361	98	27.1%	No	No Prior AAP Goal				

### Exhibit H - Performance to Goals

This performance to goals analysis calculated the progress made towards goals established in the prior Affirmative Action Plan (April 1, 2015) through analysis of hires and promotions made during the period April 1, 2015 through December 31, 2019.

**EXHIBIT I-1: WORKFORCE APPLICANTS FOR HIRES**

Agency-Wide  
4/1/2015 to 12/31/2019

EEO-4 Category	Total Employees		AMI	ASN	BLK	HSP	NHI	TWO	OTH	WHT	Total	Total Minority
Office/Clerical	6458	Female	0	1053	1355	453	38	1	221	253	3374	5370
		Male	0	1321	630	472	19	0	163	427	3032	
		Unknown	0	12	10	6	0	0	0	15	9	
Officials and Administrators	3699	Female	1	292	317	101	19	13	87	276	1106	2203
		Male	3	586	544	248	53	14	223	878	2549	
		Unknown	0	8	3	1	0	0	0	19	13	
Paraprofessionals	243	Female	0	31	71	7	2	0	4	10	125	220
		Male	0	44	38	23	2	0	1	8	116	
		Unknown	0	1	1	0	0	0	0	0	0	
Professionals	12767	Female	3	2430	618	448	103	27	331	1135	5095	8290
		Male	6	3036	765	650	111	34	648	2266	7516	
		Unknown	0	42	6	10	1	0	0	71	26	
Protective Service	4625	Female	4	358	999	232	51	19	104	85	1852	4064
		Male	5	1155	698	401	94	19	117	249	2738	
		Unknown	0	17	8	4	0	0	0	6	0	
Service Maintenance	16002	Female	9	710	2886	423	69	31	201	158	4487	14483
		Male	28	3953	3551	1812	359	580	72	1048	11403	
		Unknown	0	19	40	11	2	0	0	32	8	
Skilled Craft	5978	Female	0	35	50	37	4	5	9	25	165	4550
		Male	19	2483	600	1047	213	35	308	1064	5769	
		Unknown	0	11	0	11	0	0	0	14	8	
Technicians	1735	Female	1	84	202	41	5	1	31	81	446	1252
		Male	0	397	313	185	15	1	94	263	1268	
		Unknown	0	3	2	2	0	0	0	6	8	
Total Representation	51507	Female	18	4993	6498	1742	291	97	988	2023	16650	40432 78.50%
			0.03%	9.69%	12.62%	3.38%	0.56%	0.19%	1.92%	3.93%	32.33%	
		Male	61	12975	7139	4838	866	683	1626	6203	34391	
			0.12%	25.19%	13.86%	9.39%	1.68%	1.33%	3.16%	12.04%	66.77%	
		Unknown	0	113	70	45	3	0	163	72	466	
			0.00%	0.22%	0.14%	0.09%	0.01%	0.00%	0.32%	0.14%	0.90%	

**Exhibit I-1 - Applicants for Hires**

The Applicants for Hires report is an agency-wide summary of applicants for hire selections by EEO-4 Job Category and sex and race/ethnicity for a three-year period, April 1, 2015 through December 31, 2019.

## EXHIBIT I-2: WORKFORCE APPLICANTS BY SEX AND RACE/ETHNICITY

Agency-Wide  
4/1/2015 to 12/31/2019

Summary	#	%
Total Applicants	51507	
<b>Female</b>	16650	33.00%
<b>Male</b>	34391	65.98%
<b>Unkown</b>	466	1.02%
<b>American Indian/Alaskan Native</b>		
<b>Asian</b>	18081	38.20%
<b>Black</b>	13707	25.47%
<b>Decline to Provide</b>	3285	6.53%
<b>Hispanic</b>	6625	12.71%
<b>Native Hawaiian/Pacific Islander</b>	1160	2.38%
<b>Two or More Races</b>	272	1.81%
<b>White</b>	8298	16.51%
Total Applicants	51507	

### Exhibit I-2 - Applicants by Sex and Race/Ethnicity

The Applicants for Hires report is an agency-wide summary of applicants for hire selections by sex and race/ethnicity for a three-year period, April 1, 2015 through December 31, 2019.

## EXHIBIT J-1: ACTIVITIES SUMMARY- NEW HIRES AND REHIRES

### NEW HIRES 4/1/2015 TO 12/31/2019

EEO-4 Category	Total	Total		Female							Male							Total Minorities
	Employees	Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	
Office/Clerical	85	46	39	0	28	6	5	1	2	4	0	10	5	9	2	2	11	67
Officials and Administrators	45	16	29	0	3	4	0	0	1	8	0	11	8	1	0	0	9	28
Paraprofessionals	29	12	17	0	2	10	0	0	0	0	0	1	8	3	0	3	2	27
Professionals	263	116	147	0	71	8	8	0	1	28	1	67	11	10	3	2	53	179
Protective Service	239	130	109	1	60	46	11	1	4	7	1	49	13	18	3	5	20	207
Service Maintenance	1019	210	809	1	29	145	20	4	1	10	7	379	192	98	24	6	103	877
Skilled Craft	347	10	337	0	0	2	6	0	0	2	2	141	22	65	12	11	84	249
Technicians	191	58	133	1	23	1	8	0	1	24	0	54	16	13	1	1	48	117
<b>Total Representation</b>	<b>2218</b>	<b>598</b>	<b>1620</b>	<b>3</b>	<b>216</b>	<b>222</b>	<b>58</b>	<b>6</b>	<b>10</b>	<b>83</b>	<b>11</b>	<b>712</b>	<b>275</b>	<b>217</b>	<b>45</b>	<b>30</b>	<b>330</b>	<b>1751</b>
		26.96%	73.04%	0.14%	9.74%	10.01%	2.61%	0.27%	0.45%	3.74%	0.50%	32.10%	12.40%	9.78%	0.00%	1.35%	14.88%	78.94%

**New Hires:** A New Hires summary by Executive Office, Division and Section was tabulated for SFMTA with further breakdown by sex and race/ethnicity for the time period, April 1, 2015 through December 31, 2019.

### Rehires 4/1/2015 to 12/31/2019

EEO-4 Category	Total	Total		Female							Male							Total Minorities
	Employees	Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	
Office/Clerical	4	3	1	0	2	1	0	0	0	0	0	0	0	0	0	0	1	3
Officials and Administrators	2	1	1	0	1	0	0	0	0	0	0	0	0	1	0	0	0	2
Paraprofessionals	2	1	1	0	0	1	0	0	0	0	0	0	1	0	0	0	0	2
Professionals	15	4	11	0	3	0	0	0	0	1	0	6	0	2	0	0	3	11
Protective Service	20	12	8	0	0	7	3	0	1	1	0	5	1	1	0	0	1	18
Service Maintenance	85	24	61	1	1	20	0	0	0	2	0	18	27	6	0	1	9	73
Skilled Craft	4	0	4	0	0	0	0	0	0	0	0	3	1	0	0	0	0	4
Technicians	3	1	2	0	0	0	0	0	0	1	0	0	0	1	0	0	1	1
<b>Total Representation</b>	<b>135</b>	<b>46</b>	<b>89</b>	<b>1</b>	<b>7</b>	<b>29</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>5</b>	<b>0</b>	<b>32</b>	<b>30</b>	<b>11</b>	<b>0</b>	<b>1</b>	<b>15</b>	<b>114</b>
		34.07%	65.93%	0.74%	5.19%	21.48%	2.22%	0.00%	0.74%	3.70%	0.00%	23.70%	22.22%	8.15%	0.00%	0.74%	11.11%	84.44%

**Rehires:** A Rehires summary by Executive Office, Division and Section was tabulated for SFMTA with further breakdown by sex and race/ethnicity for the time period, April 1, 2015 through December 31, 2019.

## EXHIBIT J-2: PROMOTIONS AND DEMOTIONS

### Promotions 4/1/2015 to 12/31/2019

EEO-4 Category	Total	Total		Female							Male							Total
	Employees	Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	Minorities
Office/Clerical	63	34	29	0	19	5	5	2	0	3	0	13	2	6	1	0	7	51
Officials and Administrators	120	41	79	0	7	17	2	0	0	15	0	18	22	11	1	1	26	79
Professionals	290	116	174	0	65	9	9	2	0	31	0	89	14	14	5	1	51	206
Protective Service	33	4	29	0	0	1	3	0	0	0	0	17	4	7	0	0	1	32
Service Maintenance	218	51	167	0	3	34	6	0	0	8	0	69	49	31	0	2	16	194
Skilled Craft	158	3	155	0	2	0	0	0	0	1	0	80	7	21	6	0	41	116
Technicians	50	16	34	0	2	9	3	0	0	2	0	15	7	4	3	0	5	43
Total Representation	932	265	667	0	98	75	28	4	0	60	0	301	105	94	16	4	147	721
		28.43%	71.57%	0.00%	10.52%	8.05%	3.00%	0.00%	0.00%	6.44%	0.60%	32.30%	11.27%	10.09%	1.72%	0.43%	15.77%	77.36%

**Promotions:** A Promotions summary by Executive Office, Division and Section was tabulated for SFMTA with further breakdown by sex and race/ethnicity for the this, April 1, 2015 through December 31, 2019.

### Demotions 4/1/2015 to 12/31/2019

EEO-4 Category	Total Employees	Total		Female							Male							Total Minority
		Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	
Office/Clerical	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
Officials and Administrators	2	0	2	0	0	0	0	0	0	0	0	2	0	0	0	0	0	2
Professionals	18	4	14	0	0	4	0	0	0	0	0	2	7	2	0	0	3	15
Protective Service	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
Grand Total	22	5	17	0	0	4	0	0	0	1	0	4	7	2	0	0	4	17
		22.73%	77.27%	0.00%	0.00%	18.18%	0.00%	0.00%	0.00%	4.55%	0.00%	18.18%	31.82%	9.09%	0.00%	0.00%	18.18%	77.27%

**Demotions:** A Demotions summary by Executive Office, Division and Section was tabulated for SFMTA with further breakdown by sex and race/ethnicity for the this, April 1, 2015 through December 31, 2019.

## EXHIBIT J-3: TRANSFERS

### TRANSFERS 4/1/2015 TO 12/31/2019

Row Labels	Total Employees	Total		Female							Male							Total Minority
		Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	
Office/Clerical	7	5	2	0	1	2	0	1	1	0	0	1	1	0	0	0	0	7
Professionals	22	15	7	0	8	2	1	3	0	1	0	4	2	1	0	0	0	21
Protective Services	2	1	1	0	0	1	0	0	0	0	0	0	0	1	0	0	0	2
Service Maintenance	7	2	5	0	0	1	0	0	0	1	0	0	3	1	1	0	0	6
Skilled Craft	5	0	5	0	0	0	0	0	0	0	0	2	0	1	1	0	1	4
Total Representation	43	23	20	0	9	6	1	4	1	2	0	7	6	4	2	0	1	40
		53.49%	46.51%	0.00%	20.93%	13.95%	2.33%	9.30%	2.33%	4.65%	0.00%	16.28%	13.95%	9.30%	4.65%	0.00%	2.33%	93.02%

**Exhibit J-3 – Transfers:** A Transfers summary by Executive Office, Division and Section was tabulated for SFMTA with further breakdown by sex and race/ethnicity for the this, April 1, 2015 through December 31, 2019.

**EXHIBIT J-4: SEPARATIONS BY EEO-4 CATEGORY AND REASON**

4/1/2015 to 12/31/2019

EEO-Category	Total Employees	Total		Female							Male							Total Minority
		Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	
Office/Clerical	42	28	14	0	10	11	2	2	2	1	0	4	2	3	2	0	3	38
Officials and Administrators	33	14	19	0	2	2	0	3	0	7	0	2	5	2	0	1	9	17
Paraprofessionals	37	11	26	0	3	5	2	1	0	0	0	26	1	4	0	2	3	44
Professionals	91	42	49	0	23	6	2	2	1	8	1	11	12	8	4	1	6	71
Protective Service	50	20	30	0	5	7	4	1	1	2	1	7	8	3	4	1	6	42
Service Maintenance	458	123	335	1	7	95	12	1	0	7	1	88	114	47	30	2	53	398
Skilled Craft	96	4	92	0	0	1	1	0	2	0	2	22	8	17	10	6	27	69
Technicians	125	43	82	0	18	0	1	1	0	23	0	29	8	7	2	1	35	67
<b>Total Representation</b>	<b>932</b>	<b>285</b>	<b>647</b>	<b>1</b>	<b>68</b>	<b>127</b>	<b>24</b>	<b>11</b>	<b>6</b>	<b>48</b>	<b>5</b>	<b>189</b>	<b>158</b>	<b>91</b>	<b>52</b>	<b>14</b>	<b>142</b>	<b>746</b>
		30.58%	69.42%	0.11%	7.30%	13.63%	2.58%	1.18%	0.64%	5.15%	0.54%	20.28%	16.95%	9.76%	5.58%	1.50%	15.24%	80.04%

Termination Reason	Total Employees	Total		Female							Male							Total Minorities
		Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	
Accept CS Position	22	13	9	0	3	3	2	3	2	0	0	4	0	0	2	0	3	19
Accept Temp Appt-CS	13	7	6	0	5	1	0	0	0	1	0	1	0	0	0	2	3	9
Death	5	1	4	0	0	1	0	0	0	0	0	2	1	0	1	0	0	5
Disability Transfer-CS	2	0	2	0	0	0	0	0	0	0	0	0	1	1	0	0	0	2
Dismissal/Term	52	12	40	0	1	9	0	1	0	1	0	8	16	6	0	1	9	42
Involuntary Leave	2	2	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	2
Medical Release	37	14	23	0	0	13	1	0	0	0	0	3	9	7	1	0	3	34
Never Reported Work	9	2	7	0	1	0	1	0	0	0	0	0	2	1	1	1	2	7
Released-D	15	6	9	0	0	4	1	0	0	1	0	2	2	1	0	0	4	10
Released-ND	226	59	167	1	8	41	4	1	0	4	1	56	46	17	6	2	39	183
Release-NCS/TPV/EX	124	53	71	0	13	19	9	2	4	6	2	18	26	12	0	2	11	107
Satisfactory Resignation	156	55	101	0	12	28	2	2	1	10	1	18	23	13	15	3	28	118
Services Retirement	168	37	131	0	6	18	6	2	0	5	0	34	27	29	22	0	19	144
Temp Emp Limit	129	43	86	0	20	1	2	0	0	20	0	30	12	8	2	2	32	77
Unsatisfactory Resign	5	1	4	0	0	1	0	0	0	0	0	0	2	0	1	0	1	4
<b>Total Representation</b>	<b>965</b>	<b>305</b>	<b>660</b>	<b>1</b>	<b>71</b>	<b>139</b>	<b>28</b>	<b>11</b>	<b>7</b>	<b>48</b>	<b>4</b>	<b>176</b>	<b>167</b>	<b>95</b>	<b>51</b>	<b>13</b>	<b>154</b>	<b>763</b>
		31.61%	68.39%	0.10%	7.36%	14.40%	2.90%	1.14%	0.73%	4.97%	0.41%	18.24%	17.31%	9.84%	5.28%	1.35%	15.96%	79.07%

**Exhibit J-4 - Separations by Division and Reason:** A Summary of voluntary and involuntary separations was calculated for SFMTA by Executive Office, Division and Section and reason for separation, sex and race/ethnicity for the time period, April 1, 2015 through December 31, 2019.

## EXHIBIT J-5: DISCIPLINARY ACTIONS

4/1/2015 to 12/31/2019

Termination Reason	Total Employees	Total		Female							Male							Total Minorities
		Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	
Dismissal	26	8	18	0	0	8	0	0	0	0	0	4	4	2	2	0	6	20
Future employment restrictions	1	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1
Notice of Unsatisfactory Resignation	3	0	3	0	0	0	0	0	0	0	0	1	1	1	0	0	0	3
Paid Admin Leave	3	1	2	0	0	1	0	0	0	0	0	2	0	0	0	0	0	3
Probation Extended	49	17	32	0	1	14	1	0	0	1	0	10	8	3	4	0	7	41
Probationary Release	37	8	29	0	1	7	0	0	0	0	0	7	6	5	2	1	8	29
Reinstatement	1	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
Relocation	1	0	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1
Restraining Order	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1
Settlement Separation	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
Sick Leave Restrictions	29	11	18	0	4	7	0	0	0	0	0	6	4	2	3	0	3	26
Suspension	39	12	27	0	5	4	2	0	0	1	0	3	9	3	6	0	6	32
Verbal Warning	2	1	1	0	0	0	0	0	0	1	0	1	0	0	0	0	0	1
Written Warning	49	13	36	0	3	6	2	2	0	0	0	15	4	8	3	0	6	43
<b>Total Representation</b>	<b>242</b>	<b>73</b>	<b>169</b>	<b>0</b>	<b>14</b>	<b>48</b>	<b>5</b>	<b>2</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>50</b>	<b>37</b>	<b>25</b>	<b>20</b>	<b>1</b>	<b>36</b>	<b>202</b>
		<b>30.17%</b>	<b>69.83%</b>	<b>0.00%</b>	<b>5.79%</b>	<b>19.83%</b>	<b>2.07%</b>	<b>0.83%</b>	<b>0.00%</b>	<b>1.65%</b>	<b>0.00%</b>	<b>20.66%</b>	<b>15.29%</b>	<b>10.33%</b>	<b>8.26%</b>	<b>0.41%</b>	<b>14.88%</b>	<b>83.47%</b>

**Exhibit J-5 - Disciplinary Actions:** A summary of Disciplinary Actions was tabulated for SFMTA by action taken for the time period, April 1, 2015 through December 31, 2019.



## EXHIBIT J-6: TRAINING BY TYPE

A summary of formal and informal types of training was tabulated for SFMTA by type of training, EEO-4 Job Category with further breakdown by sex and race/ethnicity for the time period, April 1, 2015 through December 31, 2019.

### AGENCY-WIDE 4/1/2015 TO 12/31/2019

Termination Reason	Total Employees	Total		Female							Male							Total Minorities
		Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	
2017 Mandatory for All: Accident Prevention and Safety Measures (including Fall Prevention)	2	1	1	0	0	1	0	0	0	0	0	0	0	1	0	0	0	2
2017 Mandatory for All: Annual Compliance Training	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1
2017 Mandatory for All: Confidentiality of Resident Information / HIPAA (Annual Privacy and Data Security)	2	1	1	0	0	1	0	0	0	0	0	0	0	1	0	0	0	2
2017 Mandatory for All: Disaster Preparedness	12	8	4	0	4	4	0	0	0	0	0	2	0	2	0	0	0	12
2017 Mandatory for All: Interpersonal Relationship and Communication Skills (Team Building, Accountability & Professionalism, Recognizing a Hostile Environment)	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1
2017 Mandatory for All: Prevention and Control of Infection	1	0	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1
2017 Mandatory for All: Residents' Rights & Civil Rights (Including Abuse Prevention)	1	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
24 Plus Enhanced for Supervisors and Managers	378	134	244	0	37	31	14	14	0	38	0	76	36	28	17	2	85	255
7 Habits for Managers	28	15	13	0	3	3	3	3	0	3	0	1	3	2	2	0	5	20
Asset Acquisition	4	3	1	0	2	1	0	0	0	0	0	0	0	0	1	0	0	4
Asset Adjustment Accounting	4	3	1	0	2	1	0	0	0	0	0	0	0	1	0	0	0	4
Asset Depreciation & Asset Attributes	4	3	1	0	2	1	0	0	0	0	0	0	0	1	0	0	0	4
Asset Management Processing	12	10	2	0	7	1	0	2	0	0	0	0	0	2	0	0	0	12
Award Setup	47	28	19	0	19	3	0	5	0	1	0	8	3	4	2	0	2	44
Bank Statement Reconciliation	34	24	10	0	15	3	1	3	0	2	0	5	3	2	0	0	0	32
Basic PeopleSoft Navigation	9	7	2	0	4	1	0	1	0	1	0	0	0	0	0	0	2	6
Budget Journals and Budget Overview	79	57	22	0	41	3	1	11	0	1	0	12	4	2	2	0	2	76
CCSF and MEA Leadership Development Program	21	11	10	0	0	1	1	2	0	7	0	2	4	0	0	0	4	10
CCSF Employee Driver Training	1	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
Citywide Vehicle Use Policy(VUP) and Business Use Declaration	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
Coaching for Execution	19	10	9	0	0	2	1	0	1	6	0	1	1	2	0	0	5	8
Coaching the Coach	20	5	15	0	0	4	0	1	0	0	1	3	5	3	0	0	3	17
Communicating Across Cultures	41	24	17	0	3	6	5	9	0	1	0	7	1	1	2	0	6	34
Core Interactive Ethics and Sunshine	63	37	26	0	19	7	2	4	0	5	0	3	5	7	1	0	10	48
Create and Process Journals	81	57	24	0	40	3	1	11	0	2	0	13	4	3	2	0	2	77
Create Contract Bills	46	28	18	0	19	3	0	5	0	1	0	7	2	4	2	0	3	42
Create Manual Bill	57	39	18	0	28	3	1	6	0	1	0	9	2	3	2	0	2	54
Create Proposal	24	14	10	0	11	1	0	2	0	0	0	4	1	2	1	0	2	22
Creating & Managing Classes	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1
Creating a Sourcing Event	3	2	1	0	2	0	0	0	0	0	0	0	1	0	0	0	0	3
Creating a Supplier Contract	5	5	0	0	3	0	1	0	0	1	0	0	0	0	0	0	0	4
Creating Purchase Orders	6	5	1	0	2	3	0	0	0	0	0	0	0	0	0	0	1	5
Creating Requisitions	6	3	3	0	2	1	0	0	0	0	0	2	0	0	0	0	1	5
Creating Vouchers	2	1	1	0	1	0	0	0	0	0	0	0	0	0	1	0	0	2
Crucial Conversations	68	23	45	0	7	6	4	3	0	3	0	8	17	9	1	0	10	55
Customer-Focused Communication in the Public Sector	66	36	30	0	6	8	3	6	2	11	0	4	6	11	5	0	4	51
Defensive Driving Review	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1
Deposit and Payment Processing	61	40	21	0	29	3	1	4	0	3	0	11	3	3	2	0	2	56

DiSC for Teams	31	11	20	0	2	5		1	1	2	0	7	3	7	2	0	1	28
eContract Service Order Initiator Training	2	2	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	2
ELM Introduction	7	3	4	0	1	1	0	0	0	1	1	2	0	0	0	1	0	6
Emerging City Leaders	1	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
eModification Initiator Training	3	3	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	3
Enter and Process Vouchers	55	36	19	0	27	3	1	4	0	1	0	11	2	3	2	0	1	53
Entering New Hires and Rehires	1	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1
Facilitation Skills: A Leader's Tool Kit	18	11	7	0	3	2	0	1	0	5	0	1	0	1	0	0	5	8
FY 2016-17 Safety Management and Response Techniques [reflecting on Trauma Informed System (TIS) concepts]	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1
General Ledger Budget Inquiry and Reports	77	55	22	0	38	3	1	11	0	2	0	12	3	3	2	0	2	73
How to Set Up a Grant	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
How to Submit Employee Expense Report (Reimbursements)	6	5	1	0	1	3	1	0	0	0	0	0	1	0	0	0	0	6
HR Academy	42	26	16	0	14	8	0	2	0	2	0	6	0	4	0	0	6	34
HR Essentials	109	72	37	0	42	11	3	7	1	8	0	7	14	3	3	0	10	91
HRD Test Item	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
Inclusive Environment: Introduction to Managing Implicit Bias	177	99	78	1	22	19	7	7	0	43	0	20	12	9	3	1	33	101
Introduction to Accounts Payable	288	123	165	1	53	13	8	15	0	33	0	44	19	17	10	1	74	181
Introduction to Accounts Receivable	62	43	19	0	31	4	1	5	0	2	0	10	2	3	2	0	2	58
Introduction to Asset Management	5	3	2	0	2	1	0	0	0	0	0	1	0	0	1	0	0	5
Introduction to Billing	58	39	19	0	28	3	1	6	0	1	0	9	3	3	2	0	2	55
Introduction to Cash Management	32	23	9	0	15	3	1	3	0	1	0	5	2	2	0	0	0	31
Introduction to General Ledger	89	60	29	0	43	4	1	11	0	1	0	16	6	3	2	0	2	86
Introduction to Grants Management	61	34	27	0	24	3		6	0	1	0	12	3	5	3	0	4	56
Introduction to Inventory	54	15	39	0	7	5		2	0	1	0	13	4	5	7	1	9	44
Introduction to Project Costing	115	77	38	0	50	4	2	16	0	5	0	21	7	4	2	0	4	106
Introduction to Purchasing	179	83	96	0	44	11	3	12	0	13	0	35	9	17	14	1	20	146
Introduction to Strategic Sourcing for City Staff	195	92	103	0	49	14	4	10	0	15	0	38	11	17	13	1	23	157
Introduction to Supplier Contracts	37	24	13	0	15	1	0	6	0	2	0	4	3	1	3	0	2	33
Lead to Succeed	272	48	224	0	2	31	3	4	0	8	2	74	58	35	16	0	39	225
Leading Across Generations	1	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
Learner Tasks	2	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0	1	1
Learning Environments and Learner Groups	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1
Maintain Vouchers	36	21	15	0	16	2	0	3	0	0	0	9	1	3	1	0	1	35
Maintaining Assets	4	3	1	0	2	1	0	0	0	0	0	0	0	0	1	0	0	4
Manage Cash	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
Manage Inventory Putaway	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
Manage Purchase Order	52	31	21	0	16	4	0	8	0	3	0	5	5	6	5	0	0	49
Manage Receipt	82	29	53	0	15	5	1	2	0	6	0	19	4	8	8	1	13	63
Manage Replenishment (UPK)	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
Managing Employee Data	12	8	4	0	1	3	0	2	0	2	0	0	0	0	0	0	4	6
Managing Expenses for Employees - for Financial Staff	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1
Managing Learning Resources	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1
Managing Positions	2	2	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	2
Managing Programs	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1
Managing Supplemental Learning	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1
Managing Time for Division Time Keepers	13	4	9	0	2	1	1	0	0	0	0	2	0	2	1	0	4	9
Navigation	2	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0	1	1
PeopleSoft Fundamentals	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
PO Admin Training	13	8	5	0	6	0	0	2	0	0	0	0	1	1	3	0	0	13
PPAR Part 1: The Performance Plan	11	5	6	0	3	2	0	0	0	0	0	1	1	1	0	0	3	8
PPAR Part 2: The Performance Appraisal	12	6	6	0	3	2	0	0	0	1	0	1	2	1	0	0	2	9
Practice Makes Perfect: Improving Your Presentations	5	5	0	0	0	0	0	0	0	5	0	0	0	0	0	0	0	0
Prepaid Customer Contract	45	28	17	0	19	3	0	5	0	1	0	7	2	3	2	0	3	41
Presenting to Boards and Commissions	3	2	1	0	0	1	0	0	0	1	0	0	0	0	0	0	1	1
Process 1099 Vendor Withholdings	1	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
Process Accounting	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
Process Accounting and Reconciliation	34	25	9	0	16	3	1	3	0	2	0	5	2	2	0	0	0	32

Process Counting Events	1	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Process Fulfillment (UPK)	10	6	4	0	3	0	0	2	0	1	0	2	0	0	1	0	1	8
Process Journals and Allocations	80	57	23	0	41	3	1	11	0	1	0	13	3	3	2	0	2	77
Process Open Items	41	25	16	0	19	2		3	0	1	0	8	1	3	2	0	2	38
Process Payments	46	31	15	0	24	2	1	4	0	0	0	9	1	3	1	0	1	45
Procure to Pay	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
Project Costing (UPK)	39	27	12	0	21	1	0	5	0	0	0	6	0	2	2	0	2	37
Project Management Essentials for the Unofficial Project Manager	34	13	21	0	6	2	1	1	0	3	0	6	0	4	0	0	11	20
PSF640 - Introduction to Financials and SCM (offering 1)	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
PSF642 - General Ledger	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
PSF646 - Billing/Accounts Receivable	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
PSF649 Grants and PSF651 Contracts	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
PSF650 - Project Costing	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
PSF652 - Commitment Control	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
PSF655 - Query for Financials (offering 2)	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
PSF663 - Purchasing and PSF664 - eProcurement	2	2	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	2
Punch Time	13	4	9	0	2	1	1	0	0	0	0	2	0	2	1	0	4	9
Purchase Order Receiving - Goods and Services (video)	106	42	64	0	22	6	1	6	0	7	0	26	4	11	9	1	13	86
Purchase Orders	113	47	66	0	25	7	1	7	0	7	0	22	8	12	10	1	13	93
Quality Assurance / Performance Improvement	1	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1
Reporting	2	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0	1	1
Requisition	125	52	73	0	25	7	3	6	0	11	0	28	6	12	10	1	16	98
Self Service Time Entry	16	9	7	0	2	2	1	1	0	3	0		1			0	6	7
Self-Service Time Approval	45	21	24	0	9	3	5	1	0	3	0	6	2	6	3	0	7	35
SFPrepared - Disaster Service Worker Refresher	2	0	2	0	0	0	0	0	0	0	0	1	0	1	0	0	0	2
SFPrepared - DOC Finance and Admin Section	24	12	12	0	6	0	0	5	0	1	0	9	1	1	0	0	1	22
SFPrepared - IS-100B Intro to ICS	2	0	2	0	0	0	0	0	0	0	0	1	0	1	0	0	0	2
SFPrepared - IS-700A National Incident Management System (NIMS)	3	0	3	0	0	0	0	0	0	0	0	2	0	1	0	0	0	3
SFPrepared - Personal Preparedness Refresher	2	0	2	0	0	0	0	0	0	0	0	1	0	1	0	0	0	2
Sourcing Event or Sourcing Plan (UPK)	76	44	32	0	23	6	2	6	0	7	0	12	6	6	5	0	3	66
Supplier Contracts (UPK)	39	25	14	0	17	1		5	0	2	0	5	3	1	3	0	2	35
Supplier Maintenance	19	13	6	0	9	2	1		0	1	0	4		1	1	0	0	18
Supplier Payment Validation	1	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
The 5 Choices™ to Extraordinary Productivity	15	5	10	0	1	2	0	0	0	2	0	3	1	2	0	0	4	9
Using the Reports & Analytics System (Basic)	13	9	4	0	8	0	0	1	0	0	0	2	1	0	1	0	0	13
<b>Total Representation</b>	<b>4409</b>	<b>2273</b>	<b>2136</b>	<b>2</b>	<b>1206</b>	<b>344</b>	<b>97</b>	<b>313</b>	<b>6</b>	<b>305</b>	<b>4</b>	<b>747</b>	<b>319</b>	<b>333</b>	<b>207</b>	<b>12</b>	<b>514</b>	<b>3590</b>
		<b>51.55</b>	<b>48.45</b>	<b>0.05</b>	<b>27.35</b>	<b>7.80</b>	<b>2.20</b>	<b>7.10</b>	<b>0.14</b>	<b>6.92</b>	<b>0.09</b>	<b>16.94</b>	<b>7.24</b>	<b>7.55</b>	<b>4.69</b>	<b>0.27</b>	<b>11.66</b>	<b>81.42%</b>
		<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>

## EXHIBIT K: EEO HIRING POLICY

### EQUAL EMPLOYMENT OPPORTUNITY POLICY AND PROCEDURES FOR ALL HIRES AND PROMOTIONS, INCLUDING EXEMPT, PROVISIONAL, AND PERMANENT

#### I. POLICY

It is the policy of the SFMTA to provide equal employment opportunity. Consistent with this policy, the SFMTA Equal Employment Opportunity Office (EEO Office) shall monitor the hiring process to ensure that all applicants for employment or promotion are provided the same opportunity to present their qualifications. SFMTA Human Resources (SFMTA HR) will only hire or promote individuals with documentation of the EEO Office concurrence with the selection process and outcome.

#### II. PROCEDURES

##### **Step 1. Advertising/Recruitment/Outreach**

To develop a pool of interested candidates for all exempt and provisional positions, public advertisement must occur consistent with Civil Service Rules and/or for a minimum of five business days. SFMTA HR shall develop a robust recruitment plan in conjunction with the EEO Office to ensure that there is diversity in the pool of prospective candidates for all exempt and provisional positions.

The pool of candidates for permanent civil service positions shall be derived from the eligible lists for the job classification and associated certification rule. SFMTA HR shall develop a robust outreach plan in conjunction with the EEO Office to ensure that there is diversity in the pool of prospective candidates on the eligible lists.

##### **STEP 2. SCREENING APPLICANTS**

All applicants must be provided the same opportunity to present their qualifications. To determine the best qualified candidates for participation in the selection process, the applicants' qualifications shall be evaluated on a predetermined set of criteria derived from the rules of the eligible list, job duties and/or minimum qualifications of the position.

##### **STEP 3. SELECTION PROCESS**

SFMTA HR and the hiring division will develop the selection process, which can be oral, written and/or skill based, and can consist of single or multiple phases. All phases of the selection process must be identified and approved by the EEO Office prior to the interviews.

The candidates' performance in the selection process will be evaluated by a qualified selection panel. The panel should reflect the diversity of San Francisco and the public we serve. A brief summary of the ethnicity, gender, expertise, employer and job title of the panelists must be provided to the EEO Office for approval. Division staff who develop the selection process in consultation with SFMTA HR may not sit on the selection panel and score the candidates, but may work with the panel to explain the skills and technical expertise needed, as appropriate. Selection panels must include at least one panelist from outside the hiring division and every effort should be made to include a panelist from outside the SFMTA. A subordinate employee may not sit on a

panel with his/her/their manager or supervisor.

**STEP 4. SELECTION PROCESS APPROVAL**

SFMTA HR must provide the EEO Office the job announcement, the list of all applicants, the selection criteria for determining which candidates will participate in the selection process, the selection process and the identity of panel prior to scheduling interviews.

The EEO office shall approve the selection process and panel within one business day absent the need for additional information. Upon approval of the selection process, the interviews may be scheduled.

**STEP 5. SELECTION OF THE BEST QUALIFIED CANDIDATE(S)**

All candidates must be provided the same opportunity to present their qualifications. The candidates' responses during the selection process must be evaluated on the same set of criteria. Follow up questions of clarification are permissible but care should be taken to ensure that all candidates are provided the same opportunity to present their qualifications within the same allotted time frame.

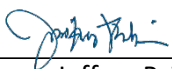
Each panel member shall numerically score the performance of the candidates based on their own expertise and the previously determined set of selection criteria. Discussion amongst panel members is permissible. Panelists may discuss the relative strengths and weaknesses of the candidates but should only discuss information coming from the interviews.

The top ranked candidate(s) shall be recommended for hire absent a compelling, non-discriminatory reason for not following the results of the selection process. In the event the panelists' scores result in a numerical tie, SFMTA HR and the hiring division shall develop and submit a tiebreaker process to the EEO Office for approval.

**STEP 6. POST SELECTION PROCESS**

At the conclusion of the interviews, the hiring division shall forward a summary of the selection process and a copy of the score sheets to the EEO Office.

- a. The summary shall include confirmation that all the candidates were evaluated based on the pre-approved selection process. It shall also contain a summary table of the ratings by each panelist.
- b. The selected candidate must be identified. In the event the top-ranked candidate is not selected, the hiring division must provide a written explanation.
- c. The EEO Office shall approve the hiring process and candidate selection within two business days, absent the need for additional information.
- d. The EEO Office shall maintain a record of the selection process and results, including EEO Office concurrence.



\_\_\_\_\_  
Jeffrey P. Tumlin  
Director of Transportation

December 20, 2019

\_\_\_\_\_  
Date

## EXHIBIT L: GOAL ACHIEVEMENT ANALYSIS AND POWERPOINT PRESENTATION

### Goal Achievement Analysis and Shortfall Memorandum

The tables below provide the basis to assess SFMTA's efforts to achieve its overall goal of hiring to workforce availability. Table A identifies the hiring goals and hires completed to reduce gaps between availability and utilization of women and minorities employees. Table B shows the shortfall in goals set in 2015 and 2018 to address workforce gaps.

**Table A: Hiring**

EEO-4 Category	2015 Goals		Total Hires 2016	
	Min	Fem	Min	Fem
Officials & Administrators	3	6	21	14
Professionals	N	47	N	90
Technicians	N	8	N	29
Protective Service	N	N	N	N
Paraprofessionals	N	N	N	N
Administrative Support	N	N	N	40
Skilled Craft Workers	N	53	N	2
Service Maintenance	N	613	N	135

Since 2016, SFMTA has hired nearly 500 additional employees. While SFMTA has made progress with respect to hiring minority and female employees by EEO-4 Category, achieving the established 2015 goal for minorities in the Officials and Administrators EEO-4 category, and all the 2015 goals for females except in the EEO-4 Categories for Skilled Craft Workers and Service Maintenance, the below three year Gap comparison reveals that hiring to goals has had little impact in reducing the gaps between labor market availability and SFMTA workforce availability.

**Table B: Three Year Gap Comparison**

EEO-4 Category	Shortfall 2015 Fem	Shortfall 2018 Fem
Officials & Administrators	6	6
Professionals	47	45
Technicians	8	15
Protective Service	N	N
Paraprofessionals	N	N
Administrative Support	N	46
Skilled Craft Workers	53	26
Service Maintenance	613	103

The SFMTA is committed to achieving parity through identified short and long-term goals but has faced ongoing challenges in hiring to address underutilization/overconcentration in EEO-4 categories.

### **EFFORTS TO ACHIEVE GOALS AND REDUCE UNDERUTILIZATION:**

- SFMTA has worked to improve recruitment efforts by attending job fairs where underrepresented groups are likely to attend. It has also created Apprenticeship and Internship programs to provide on-the-job training to underrepresented individuals.
- SFMTA has reviewed and revised its hiring processes to promote awareness of areas of workforce underutilization, fairness and transparency in the selection process, requiring diversity on selection committees and online bias training for panelists prior to interviews.
- SFMTA has also required two-day Implicit Bias training for its managers and supervisors, in an effort to reduce the impact of implicit bias in its employment practices.

### **ONGOING CHALLENGES TO REACHING WORKFORCE PARITY**

- San Francisco has faced multiple years of extremely low levels of unemployment . While San Francisco's unemployment rate was 3.7 percent in 2015, it has more recently fallen much further. In summer 2019, for example, San Francisco unemployment rate has fallen to 2.4%, while neighboring San Mateo County's rate is 2.3%. SFMTA is challenged to recruit and attract candidates from a smaller labor pool.
- The cost of living in San Francisco has increased dramatically, surpassing wage increases, making it difficult to recruit and attract employees. According to the Bureau of Labor statistics, the Consumer Price index has increased by 63.25% over the previous 20 years. Wage increases have not kept up, making it difficult to recruit and attract employees. The high cost of living has also had the impact of causing an out-migration of underrepresented residents. San Francisco has experienced a tremendous decline in African American residents, for example, from a high of 13.4% in the 1970's to below 5% today .
- Like most agencies in Transit industry, SFMTA continues to experience challenges in hiring females in Skilled Crafts and Service Maintenance positions. A longer time period is needed to correct imbalances in categories requiring specialized training and skills. SFMTA continues to pursue apprenticeship programs, and targeted recruitment of women from non-profit organizations working to place underrepresented individuals in the trades. While SFMTA's efforts to achieve parity in workforce utilization have not been fully successful, the agency will continue to look to creative practices to recruit diverse pools of applicants, providing transparency and fairness in our hiring selection processes in an effort to achieve our hiring goals while reducing underutilization and overconcentration in our workforce.

# San Francisco Municipal Transportation Agency



## PowerPoint Presentation

**EEO Program**  
**23 January 2019**



## Summary of Changes

April 3, 2015 - April 3, 2018

Description:	4/3/2015 Total Employees	4/3/2018 Total Employees	4/3/2015 % of Total	4/3/2018 % of Total	4/3/2018 # of Hires	4/3/2018 # of Terminations	# Increase Decrease	% Increase Decrease
<b>Total Employees</b>	<b>5591</b>	<b>5774</b>			<b>1597</b>	<b>428</b>	<b>183</b>	<b>3.27%</b>
Male	4132	4339	73.90%	75.15%	1179	292	207	1.24%
Female	1459	1435	26.10%	24.85%	418	136	-24	-1.24%
Non-Minority	879	855	15.72%	14.81%	295	91	-24	-0.91%
Minority	4719	4919	84.40%	85.19%	1302	337	200	0.79%
<b>EEOC Job Category:</b>								
<b>Official &amp; Administrators</b>	<b>180</b>	<b>207</b>			<b>34</b>	<b>11</b>	<b>27</b>	<b>15.00%</b>
Minority	89	119	49.44%	57.49%	21	5	30	33.71%
Female	72	88	40.00%	42.51%	14	3	16	22.22%
<b>Professionals</b>	<b>494</b>	<b>594</b>			<b>213</b>	<b>31</b>	<b>100</b>	<b>20.24%</b>
Minority	354	430	71.66%	72.39%	148	25	76	21.47%
Female	202	250	40.89%	42.09%	90	8	48	23.76%
<b>Technicians</b>	<b>56</b>	<b>59</b>			<b>111</b>	<b>88</b>	<b>3</b>	<b>5.36%</b>
Minority	27	41	48.21%	69.49%	63	46	14	51.85%
Female	17	12	30.36%	20.34%	29	33	-5	-29.41%
<b>Protective Service</b>	<b>576</b>	<b>583</b>			<b>187</b>	<b>33</b>	<b>7</b>	<b>1.22%</b>
Minority	492	507	85.42%	86.96%	167	33	15	3.05%
Female	279	273	48.44%	46.83%	101	20	-6	-2.15%
<b>Paraprofessionals</b>	<b>0</b>	<b>24</b>			<b>23</b>	<b>26</b>	<b>24</b>	<b>100.00%</b>
Minority	0	22	0.00%	91.67%	21	25	22	100.00%
Female	0	9	0.00%	37.50%	7	6	9	100.00%
<b>Office/Clerical</b>	<b>333</b>	<b>305</b>			<b>72</b>	<b>20</b>	<b>-28</b>	<b>-8.41%</b>
Minority	285	206	85.59%	67.54%	59	19	-79	-27.72%
Female	203	173	60.96%	56.72%	40	15	-30	-14.78%
<b>Skilled Craft</b>	<b>935</b>	<b>953</b>			<b>215</b>	<b>26</b>	<b>18</b>	<b>1.93%</b>
Minority	681	717	72.83%	75.24%	153	14	36	5.29%
Female	11	13	1.18%	1.36%	2	0	2	18.18%
<b>Service Maintenance</b>	<b>3017</b>	<b>3073</b>			<b>742</b>	<b>193</b>	<b>56</b>	<b>1.86%</b>
Minority	2791	2845	92.51%	92.58%	670	170	54	1.93%
Female	675	632	22.37%	20.57%	135	51	-43	-6.37%

# Workforce Analysis

Department	Total Employees	Total		Female							Male							Total Minority
		Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	
BD	9	6	3	0	0	2	1	0	0	3	0	1	0	1	0	0	1	5
		66.7%	33.3%	0.0%	0.0%	22.2%	11.1%	0.0%	0.0%	33.3%	0.0%	11.1%	0.0%	11.1%	0.0%	0.0%	11.1%	55.6%
CO	40	24	16	0	6	6	3	0	0	9	0	6	1	1	0	0	8	23
		60.0%	40.0%	0.0%	15.0%	15.0%	7.5%	0.0%	0.0%	22.5%	0.0%	15.0%	2.5%	2.5%	0.0%	0.0%	20.0%	57.5%
CPC	106	35	71	0	26	0	2	0	0	7	0	39	5	9	0	0	18	81
		33.0%	67.0%	0.0%	24.5%	0.0%	1.9%	0.0%	0.0%	6.6%	0.0%	36.8%	4.7%	8.5%	0.0%	0.0%	17.0%	76.4%
CSUB	14	4	10	0	3	0	0	0	0	1	0	8	0	1	0	0	1	12
		28.6%	71.4%	0.0%	21.4%	0.0%	0.0%	0.0%	0.0%	7.1%	0.0%	57.1%	0.0%	7.1%	0.0%	0.0%	7.1%	85.7%
ED	3	2	1	0	1	0	1	0	0	0	0	0	0	0	0	0	1	2
		66.7%	33.3%	0.0%	33.3%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	66.7%
FIT	390	184	206	1	111	32	12	0	0	28	0	113	23	20	0	1	49	312
		47.2%	52.8%	0.3%	28.5%	8.2%	3.1%	0.0%	0.0%	7.2%	0.0%	29.0%	5.9%	5.1%	0.0%	0.3%	12.6%	80.3%
GA	5	4	1	0	0	0	0	0	0	4	0	1	0	0	0	0	0	1
		80.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	80.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%
HR	150	76	74	0	34	29	3	0	1	9	0	23	23	9	0	0	19	122
		50.7%	49.3%	0.0%	22.7%	19.3%	2.0%	0.0%	0.7%	6.0%	0.0%	15.3%	15.3%	6.0%	0.0%	0.0%	12.7%	81.3%
SA	22	8	14	0	3	2	0	0	0	3	0	5	2	4	0	0	3	16
		36.4%	63.6%	0.0%	13.6%	9.1%	0.0%	0.0%	0.0%	13.6%	0.0%	22.7%	9.1%	18.2%	0.0%	0.0%	13.6%	72.7%
SS	964	382	582	0	141	129	48	0	4	60	3	232	83	91	0	8	165	731
		39.6%	60.4%	0.0%	14.6%	13.4%	5.0%	0.0%	0.4%	6.2%	0.3%	24.1%	8.6%	9.4%	0.0%	0.8%	17.1%	76.7%
TS	4047	698	3349	6	81	495	65	0	4	47	16	1595	809	513	0	8	408	3584
		17.2%	82.8%	0.1%	2.0%	12.2%	1.6%	0.0%	0.1%	1.2%	0.4%	39.4%	20.0%	12.7%	0.0%	0.2%	10.1%	88.8%
TX	24	12	12	0	4	2	0	0	0	6	0	5	0	2	0	0	5	13
		50.0%	50.0%	0.0%	16.7%	8.3%	0.0%	0.0%	0.0%	25.0%	0.0%	20.8%	0.0%	8.3%	0.0%	0.0%	20.8%	54.2%
Total Representation	5774	1435	4339	7	410	697	135	0	9	177	19	2028	946	651	0	17	678	4919
		24.9%	75.1%	0.1%	7.1%	12.1%	2.3%	0.0%	0.2%	3.1%	0.3%	35.1%	16.4%	11.3%	0.0%	0.3%	11.7%	85.2%

## Workforce Analysis by Department

Department	Total Employees	Total		Female							Male							Total Minority
		Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	
BD	9	6	3	0	0	2	1	0	0	3	0	1	0	1	0	0	1	5
		66.7%	33.3%	0.0%	0.0%	22.2%	11.1%	0.0%	0.0%	33.3%	0.0%	11.1%	0.0%	11.1%	0.0%	0.0%	11.1%	55.6%
CO	40	24	16	0	6	6	3	0	0	9	0	6	1	1	0	0	8	23
		60.0%	40.0%	0.0%	15.0%	15.0%	7.5%	0.0%	0.0%	22.5%	0.0%	15.0%	2.5%	2.5%	0.0%	0.0%	20.0%	57.5%
CPC	106	35	71	0	26	0	2	0	0	7	0	39	5	9	0	0	18	81
		33.0%	67.0%	0.0%	24.5%	0.0%	1.9%	0.0%	0.0%	6.6%	0.0%	36.8%	4.7%	8.5%	0.0%	0.0%	17.0%	76.4%
CSUB	14	4	10	0	3	0	0	0	0	1	0	8	0	1	0	0	1	12
		28.6%	71.4%	0.0%	21.4%	0.0%	0.0%	0.0%	0.0%	7.1%	0.0%	57.1%	0.0%	7.1%	0.0%	0.0%	7.1%	85.7%
ED	3	2	1	0	1	0	1	0	0	0	0	0	0	0	0	0	1	2
		66.7%	33.3%	0.0%	33.3%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	66.7%
FIT	390	184	206	1	111	32	12	0	0	28	0	113	23	20	0	1	49	312
		47.2%	52.8%	0.3%	28.5%	8.2%	3.1%	0.0%	0.0%	7.2%	0.0%	29.0%	5.9%	5.1%	0.0%	0.3%	12.6%	80.3%
GA	5	4	1	0	0	0	0	0	0	4	0	1	0	0	0	0	0	1
		80.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	80.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%
HR	150	76	74	0	34	29	3	0	1	9	0	23	23	9	0	0	19	122
		50.7%	49.3%	0.0%	22.7%	19.3%	2.0%	0.0%	0.7%	6.0%	0.0%	15.3%	15.3%	6.0%	0.0%	0.0%	12.7%	81.3%
SA	22	8	14	0	3	2	0	0	0	3	0	5	2	4	0	0	3	16
		36.4%	63.6%	0.0%	13.6%	9.1%	0.0%	0.0%	0.0%	13.6%	0.0%	22.7%	9.1%	18.2%	0.0%	0.0%	13.6%	72.7%
SS	964	382	582	0	141	129	48	0	4	60	3	232	83	91	0	8	165	731
		39.6%	60.4%	0.0%	14.6%	13.4%	5.0%	0.0%	0.4%	6.2%	0.3%	24.1%	8.6%	9.4%	0.0%	0.8%	17.1%	76.7%
TS	4047	698	3349	6	81	495	65	0	4	47	16	1595	809	513	0	8	408	3584
		17.2%	82.8%	0.1%	2.0%	12.2%	1.6%	0.0%	0.1%	1.2%	0.4%	39.4%	20.0%	12.7%	0.0%	0.2%	10.1%	88.8%
TX	24	12	12	0	4	2	0	0	0	6	0	5	0	2	0	0	5	13
		50.0%	50.0%	0.0%	16.7%	8.3%	0.0%	0.0%	0.0%	25.0%	0.0%	20.8%	0.0%	8.3%	0.0%	0.0%	20.8%	54.2%
Total Representation	5774	1435	4339	7	410	697	135	0	9	177	19	2028	946	651	0	17	678	4919
		24.9%	75.1%	0.1%	7.1%	12.1%	2.3%	0.0%	0.2%	3.1%	0.3%	35.1%	16.4%	11.3%	0.0%	0.3%	11.7%	85.2%

## Utilization Analysis

EEO-4 Category	Employees			Female								Male								Current				Availability		Underutilization		Goals	
	Total	Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	MIN	%	FEM	%	MIN	FEM	MIN	FEM	MIN	FEM		
Officials and Administrators	207	82	125	1	19	19	6	0	1	36	1	30	27	14	0	1	52	119	57.49%	82	39.61%	58.98%	42.56%	-1.50%	-2.94%	3	6		
Professionals	567	240	327	0	146	25	13	0	1	55	0	153	35	32	0	0	107	405	71.43%	240	42.33%	67.25%	46.67%	14.03%	-8.21%	N	46		
Technicians	59	12	47	0	3	3	1	0	1	4	0	22	5	5	0	1	14	41	69.49%	12	20.34%	53.27%	17.52%	2.24%	-26.33%	N	15		
Protective Service	583	273	310	0	97	104	40	0	3	29	2	153	57	48	0	3	47	507	86.96%	273	46.83%	66.17%	27.77%	33.69%	29.31%	N	N		
Paraprofessionals	27	10	17	1	1	7	0	0	1	0	0	1	8	4	0	2	2	25	92.59%	10	37.04%	57.40%	50.53%	26.43%	9.27%	N	N		
Office/Clerical	305	173	132	0	78	58	22	0	1	14	0	57	18	24	0	2	31	260	85.25%	173	56.72%	70.16%	71.92%	15.09%	-15.20%	N	46		
Skilled Craft	953	13	940	0	3	2	2	0	0	6	4	491	51	161	0	3	230	717	75.24%	13	1.36%	54.23%	4.15%	21.01%	-2.79%	N	26		
Service Maintenance	3073	632	2441	5	63	479	51	0	1	33	12	1121	745	363	0	5	195	2845	92.58%	632	20.57%	75.33%	23.94%	17.25%	-3.38%	N	103		
<b>Total Representation</b>	<b>5774</b>	<b>1435</b>	<b>4339</b>	<b>7</b>	<b>410</b>	<b>697</b>	<b>135</b>	<b>0</b>	<b>9</b>	<b>177</b>	<b>19</b>	<b>2028</b>	<b>946</b>	<b>651</b>	<b>0</b>	<b>17</b>	<b>678</b>	<b>4919</b>	<b>85.19%</b>	<b>1435</b>	<b>24.85%</b>								

## Labor Market Availability – 2015 EEOC EEO-4 Civilian Labor Force – California Counties

Race/Ethnicity	Female	Male
White	18.7	25.1
Black	6.7	4.9
Hispanic	14.4	14
Asian	8.1	7.3
American Indian	0.3	0.3
Native Hawaiian	0.06	0.05
Two or More	1.3	0.08

The following table shows the external labor market availability for California Counties by race/ethnicity and gender

## Agency-Wide Utilization

EEO-4 Category	Total Employees	Total		Female							Male							Total Minorities
		Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	
<b>Officials and Administrators</b>	<b>207</b>	<b>82</b>	<b>125</b>	<b>1</b>	<b>19</b>	<b>19</b>	<b>6</b>	<b>0</b>	<b>1</b>	<b>36</b>	<b>1</b>	<b>30</b>	<b>27</b>	<b>14</b>	<b>0</b>	<b>1</b>	<b>52</b>	<b>119</b>
%		39.61%	60.39%	0.48%	9.18%	9.18%	2.90%	0.00%	0.48%	17.39%	0.48%	14.49%	13.04%	6.76%	0.00%	0.48%	25.12%	57.49%
Availability		42.56%	62.44%	0.07%	6.97%	11.09%	4.84%	0.02%	0.03%	19.54%	0.65%	11.34%	15.55%	7.78%	0.02%	0.62%	26.48%	58.98%
Parity/Below Parity		-2.94%	-2.06%	0.41%	2.21%	-1.92%	-1.94%	-0.02%	0.45%	-2.15%	-0.16%	3.15%	-2.51%	-1.02%	-0.02%	-0.14%	-1.36%	-1.50%
<b>Professionals</b>	<b>567</b>	<b>240</b>	<b>327</b>	<b>0</b>	<b>146</b>	<b>25</b>	<b>13</b>	<b>0</b>	<b>1</b>	<b>55</b>	<b>0</b>	<b>153</b>	<b>35</b>	<b>32</b>	<b>0</b>	<b>0</b>	<b>107</b>	<b>405</b>
%		42.33%	57.67%	0.00%	25.75%	4.41%	2.29%	0.00%	0.18%	9.70%	0.00%	26.98%	6.17%	5.64%	0.00%	0.00%	18.87%	71.43%
Availability		50.53%	49.47%	0.18%	16.10%	5.87%	7.34%	0.04%	0.08%	20.52%	0.12%	18.38%	3.91%	5.10%	0.01%	0.27%	21.68%	57.40%
Parity/Below Parity		-8.21%	8.21%	-0.18%	9.65%	-1.46%	-5.05%	-0.04%	0.10%	-11.22%	-0.12%	8.60%	2.27%	0.54%	-0.01%	-0.27%	-2.81%	14.03%
<b>Technicians</b>	<b>59</b>	<b>12</b>	<b>47</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>22</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>1</b>	<b>14</b>	<b>41</b>
%		20.34%	79.66%	0.00%	5.08%	5.08%	1.69%	0.00%	1.69%	6.78%	0.00%	37.29%	8.47%	8.47%	0.00%	1.69%	23.73%	69.49%
Availability		46.67%	53.33%	0.30%	7.50%	10.28%	14.20%	0.06%	0.08%	14.26%	2.10%	14.36%	7.15%	11.13%	0.04%	0.06%	18.49%	67.25%
Parity/Below Parity		-26.33%	26.33%	-0.30%	-2.41%	-5.19%	-12.51%	-0.06%	1.62%	-7.48%	-2.10%	22.92%	1.33%	-2.65%	-0.04%	1.63%	5.24%	2.24%
<b>Protective Service</b>	<b>583</b>	<b>273</b>	<b>310</b>	<b>0</b>	<b>97</b>	<b>104</b>	<b>40</b>	<b>0</b>	<b>3</b>	<b>29</b>	<b>2</b>	<b>153</b>	<b>57</b>	<b>48</b>	<b>0</b>	<b>3</b>	<b>47</b>	<b>507</b>
%		46.83%	53.17%	0.00%	16.64%	17.84%	6.86%	0.00%	0.51%	4.97%	0.34%	26.24%	9.78%	8.23%	0.00%	0.51%	8.06%	86.96%
Availability		17.52%	82.48%	0.11%	0.86%	2.71%	7.16%	0.01%	0.02%	6.65%	0.38%	11.43%	7.12%	23.36%	0.06%	0.06%	40.08%	53.27%
Parity/Below Parity		29.31%	-29.31%	-0.11%	15.78%	15.13%	-0.30%	-0.01%	0.49%	-1.67%	-0.03%	14.82%	2.65%	-15.12%	-0.06%	0.45%	-32.02%	33.69%
<b>Paraprofessionals</b>	<b>27</b>	<b>10</b>	<b>17</b>	<b>1</b>	<b>1</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>8</b>	<b>4</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>25</b>
%		37.04%	62.96%	3.70%	3.70%	25.93%	0.00%	0.00%	3.70%	0.00%	0.00%	3.70%	29.63%	14.81%	0.00%	7.41%	7.41%	92.59%
Availability		27.77%	72.23%	0.15%	4.75%	3.26%	9.13%	0.04%	0.07%	10.37%	0.42%	9.06%	9.42%	29.51%	0.10%	0.25%	23.46%	66.17%
Parity/Below Parity		9.27%	-9.27%	3.55%	-1.04%	22.66%	-9.13%	-0.04%	3.63%	-10.37%	-0.42%	-5.36%	20.21%	-14.69%	-0.10%	7.15%	-16.05%	26.43%
<b>Administrative Support</b>	<b>305</b>	<b>173</b>	<b>132</b>	<b>0</b>	<b>78</b>	<b>58</b>	<b>22</b>	<b>0</b>	<b>1</b>	<b>14</b>	<b>0</b>	<b>57</b>	<b>18</b>	<b>24</b>	<b>0</b>	<b>2</b>	<b>31</b>	<b>260</b>
%		56.72%	43.28%	0.00%	25.57%	19.02%	7.21%	0.00%	0.33%	4.59%	0.00%	18.69%	5.90%	7.87%	0.00%	0.66%	10.16%	85.25%
Availability		71.92%	28.08%	0.41%	16.98%	11.66%	22.10%	0.09%	0.15%	20.53%	0.08%	8.70%	3.28%	6.65%	0.02%	0.03%	9.31%	70.16%
Parity/Below Parity		-15.20%	15.20%	-0.41%	8.59%	7.36%	-14.85%	-0.09%	0.17%	-15.94%	-0.08%	9.99%	2.62%	1.21%	-0.02%	0.62%	0.85%	15.09%
<b>Skilled Craft Workers</b>	<b>953</b>	<b>13</b>	<b>940</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>4</b>	<b>491</b>	<b>51</b>	<b>161</b>	<b>0</b>	<b>3</b>	<b>230</b>	<b>717</b>
%		1.36%	98.64%	0.00%	0.31%	0.21%	0.21%	0.00%	0.00%	0.63%	0.42%	51.52%	5.35%	16.89%	0.00%	0.31%	24.13%	75.24%
Availability		4.15%	95.85%	0.03%	0.94%	0.65%	0.72%	0.00%	0.01%	1.81%	0.54%	21.63%	6.04%	23.52%	0.05%	0.10%	43.97%	54.23%
Parity/Below Parity		-2.79%	2.79%	-0.03%	-0.62%	-0.44%	-0.51%	0.00%	-0.01%	-1.18%	-0.12%	29.89%	-0.69%	-6.62%	-0.05%	0.22%	-19.83%	21.01%
<b>Service Maintenance</b>	<b>3073</b>	<b>632</b>	<b>2441</b>	<b>5</b>	<b>63</b>	<b>479</b>	<b>51</b>	<b>0</b>	<b>1</b>	<b>33</b>	<b>12</b>	<b>1121</b>	<b>745</b>	<b>363</b>	<b>0</b>	<b>5</b>	<b>195</b>	<b>2845</b>
%		20.57%	79.43%	0.16%	2.05%	15.59%	1.66%	0.00%	0.03%	1.07%	0.39%	36.48%	24.24%	11.81%	0.00%	0.16%	6.35%	92.58%
Availability		23.94%	76.06%	0.13%	2.22%	9.40%	7.59%	0.02%	0.03%	4.55%	0.43%	12.78%	16.03%	26.32%	0.10%	0.28%	20.12%	75.33%
Parity/Below Parity		-3.38%	3.38%	0.03%	-0.17%	6.19%	-5.93%	-0.02%	0.00%	-3.48%	-0.04%	23.70%	8.21%	-14.51%	-0.10%	-0.11%	-13.77%	17.25%
<b>Total Representation</b>	<b>5774</b>	<b>1435</b>	<b>4339</b>	<b>7</b>	<b>410</b>	<b>697</b>	<b>135</b>	<b>0</b>	<b>9</b>	<b>177</b>	<b>19</b>	<b>2028</b>	<b>946</b>	<b>651</b>	<b>0</b>	<b>17</b>	<b>678</b>	<b>4919</b>
		24.85%	75.15%	0.12%	7.10%	12.07%	2.34%	0.00%	0.16%	3.07%	0.33%	35.12%	16.38%	11.27%	0.00%	0.29%	11.74%	85.19%

## AAP Utilizations and Goals

As of April 3, 2018

Job Group	Total Employees	Female					Minority				
		Employees	Availability	Utilization	Under	Shortfall	Employees	Availability	Utilization	Under	Shortfall
Officials and Administrators	207	82	42.86%	39.61%	Yes	6	119	52.27%	57.49%	No	N/A
Professionals	567	240	50.53%	42.33%	Yes	46	405	57.40%	71.43%	No	N/A
Technicians	59	12	46.67%	20.34%	Yes	15	41	67.25%	69.49%	No	N/A
Protective Service	583	273	17.52%	46.83%	No	N/A	507	53.27%	86.96%	No	N/A
Paraprofessionals	27	10	27.77%	37.04%	No	N/A	25	66.17%	92.59%	No	N/A
Administrative Support	305	173	71.92%	56.72%	Yes	46	260	70.16%	85.25%	No	N/A
Skilled Craft Workers	953	13	4.15%	1.36%	Yes	26	717	54.23%	75.24%	No	N/A
Service Maintenance	3073	632	23.94%	20.57%	Yes	103	2845	75.33%	92.58%	No	N/A

As of April 3, 2015

Job Group	Total Employees	Female					Minority				
		Employees	Availability	Utilization	Under	Shortfall	Employees	Availability	Utilization	Under	Shortfall
Officials and Administrators	108	72	43.00%	3.00%	Yes	6	89	35.00%	0.00%	No	N/A
Professionals	494	202	50.30%	9.40%	Yes	47	354	37.90%	0.00%	No	N/A
Technicians	56	17	44.10%	13.70%	Yes	8	27	47.70%	0.00%	No	N/A
Protective Service	576	279	21.60%	0.00%	No	N/A	492	55.30%	0.00%	No	N/A
Administrative Support	333	203	57.90%	0.00%	No	N/A	285	50.70%	0.00%	No	N/A
Skilled Craft Workers	935	11	6.80%	5.70%	Yes	53	681	58.10%	0.00%	No	N/A
Service Maintenance	3017	675	42.70%	20.30%	Yes	613	2791	69.80%	0.00%	No	N/A

**Goals Snapshot by EEO-4 Category**

EEO-4 Category	Goals	
	MIN	FEM
Officials and Administrators	3	6
Professionals	N	46
Technicians	N	15
Protective Service	N	N
Paraprofessionals	N	N
Administrative Support	N	46
Skilled Craft Workers	N	26
Service Maintenance	N	103

## Full Availability

Officials and Administrators	Weighting	Total		Female							Male							Total Minority
		Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	
Internal Factor	75%	37.69%	62.31%	0.00%	6.92%	12.31%	2.31%	0.00%	0.00%	16.15%	0.77%	13.08%	19.23%	6.92%	0.00%	0.77%	21.54%	62.31%
External Factor 1	25%	48.63%	51.37%	0.23%	6.81%	6.10%	11.77%	0.06%	0.11%	23.55%	0.22%	5.72%	3.42%	9.63%	0.08%	0.15%	32.15%	44.30%
External Factor 2	5%	42.62%	57.38%	0.24%	1.51%	6.77%	3.29%	0.01%	0.05%	30.75%	0.30%	2.00%	5.49%	3.72%	0.02%	0.14%	45.71%	23.54%
<b>Final Availability</b>		<b>42.56%</b>	<b>62.44%</b>	<b>0.07%</b>	<b>6.97%</b>	<b>11.09%</b>	<b>4.84%</b>	<b>0.02%</b>	<b>0.03%</b>	<b>19.54%</b>	<b>0.65%</b>	<b>11.34%</b>	<b>15.55%</b>	<b>7.78%</b>	<b>0.02%</b>	<b>0.62%</b>	<b>26.48%</b>	<b>58.98%</b>
Professionals	Weighting	Total		Female							Male							Total Minority
		Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	
Internal Factor	46%	41.30%	58.70%	0.00%	21.20%	3.80%	3.26%	0.00%	0.00%	13.04%	0.00%	29.89%	4.35%	3.80%	0.00%	0.54%	20.11%	66.85%
External Factor 1	44%	58.25%	41.75%	0.32%	13.52%	6.70%	12.05%	0.08%	0.18%	25.40%	0.21%	9.84%	3.24%	6.89%	0.02%	0.03%	21.52%	53.07%
External Factor 2	10%	59.03%	40.97%	0.38%	4.03%	11.75%	5.39%	0.02%	0.01%	37.45%	0.25%	3.02%	4.81%	3.22%	0.02%	0.05%	29.61%	32.94%
<b>Final Availability</b>		<b>50.53%</b>	<b>49.47%</b>	<b>0.18%</b>	<b>16.10%</b>	<b>5.87%</b>	<b>7.34%</b>	<b>0.04%</b>	<b>0.08%</b>	<b>20.92%</b>	<b>0.12%</b>	<b>18.38%</b>	<b>3.91%</b>	<b>5.10%</b>	<b>0.01%</b>	<b>0.27%</b>	<b>21.68%</b>	<b>57.40%</b>
Technicians	Weighting	Total		Female							Male							Total Minority
		Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	
Internal Factor 1	28%	33.33%	66.67%	0.00%	4.44%	20.00%	6.67%	0.00%	0.00%	2.22%	6.67%	28.89%	15.56%	8.89%	0.00%	0.00%	6.67%	91.11%
External Factor 1	72%	51.86%	48.14%	0.41%	8.68%	6.49%	17.13%	0.08%	0.10%	18.94%	0.32%	8.72%	3.88%	12.00%	0.06%	0.08%	23.09%	57.97%
External Factor 2	0%																	
<b>Final Availability</b>		<b>46.67%</b>	<b>53.33%</b>	<b>0.30%</b>	<b>7.50%</b>	<b>10.28%</b>	<b>14.20%</b>	<b>0.06%</b>	<b>0.08%</b>	<b>14.26%</b>	<b>2.10%</b>	<b>14.36%</b>	<b>7.15%</b>	<b>11.13%</b>	<b>0.04%</b>	<b>0.06%</b>	<b>18.49%</b>	<b>67.25%</b>
Protective Service	Weighting	Total		Female							Male							Total Minority
		Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	
Internal Factor	10%	19.05%	80.95%	0.00%	0.00%	4.76%	14.29%	0.00%	0.00%	0.00%	0.00%	57.14%	14.29%	9.52%	0.00%	0.00%	0.00%	100.00%
External Factor 1	90%	17.35%	82.65%	0.12%	0.96%	2.49%	6.37%	0.01%	0.02%	7.38%	0.42%	6.35%	6.33%	24.89%	0.06%	0.07%	44.53%	48.08%
External Factor 2	0%																	
<b>Final Availability</b>		<b>17.52%</b>	<b>82.48%</b>	<b>0.11%</b>	<b>0.86%</b>	<b>2.71%</b>	<b>7.16%</b>	<b>0.01%</b>	<b>0.02%</b>	<b>6.65%</b>	<b>0.38%</b>	<b>11.43%</b>	<b>7.12%</b>	<b>23.36%</b>	<b>0.06%</b>	<b>0.06%</b>	<b>40.08%</b>	<b>53.27%</b>
Para-Professionals	Weighting	Total		Female							Male							Total Minority
		Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	
Internal Factor	0%																	
External Factor 1	100%	27.77%	72.23%	0.15%	4.75%	3.26%	9.13%	0.04%	0.07%	10.37%	0.42%	9.06%	9.42%	29.51%	0.10%	0.25%	23.46%	66.17%
External Factor 2	0%																	
<b>Final Availability</b>		<b>27.77%</b>	<b>72.23%</b>	<b>0.15%</b>	<b>4.75%</b>	<b>3.26%</b>	<b>9.13%</b>	<b>0.04%</b>	<b>0.07%</b>	<b>10.37%</b>	<b>0.42%</b>	<b>9.06%</b>	<b>9.42%</b>	<b>29.51%</b>	<b>0.10%</b>	<b>0.25%</b>	<b>23.46%</b>	<b>66.17%</b>
Office & Clerical	Weighting	Total		Female							Male							Total Minority
		Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	
Internal Factor	35%	52.63%	47.37%	0.00%	28.95%	10.53%	7.89%	0.00%	0.00%	5.26%	0.00%	18.42%	5.26%	7.89%	0.00%	0.00%	15.79%	78.95%
External Factor 1	65%	82.31%	17.69%	0.63%	10.54%	12.27%	29.75%	0.13%	0.24%	28.75%	0.12%	3.47%	2.21%	5.99%	0.04%	0.05%	5.82%	65.42%
External Factor 2	0%																	
<b>Final Availability</b>		<b>71.92%</b>	<b>28.08%</b>	<b>0.41%</b>	<b>16.98%</b>	<b>11.66%</b>	<b>22.10%</b>	<b>0.09%</b>	<b>0.15%</b>	<b>20.53%</b>	<b>0.08%</b>	<b>8.70%</b>	<b>3.28%</b>	<b>6.65%</b>	<b>0.02%</b>	<b>0.03%</b>	<b>9.31%</b>	<b>70.16%</b>
Skilled Craft Workers	Weighting	Total		Female							Male							Total Minority
		Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	
Internal Factor	30%	2.08%	97.92%	0.00%	2.08%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	52.08%	4.17%	13.54%	0.00%	0.00%	28.13%	71.88%
External Factor 1	70%	5.04%	94.96%	0.04%	0.45%	0.93%	1.03%	0.00%	0.01%	2.58%	0.77%	8.59%	6.85%	27.79%	0.07%	0.14%	50.76%	46.66%
External Factor 2	0%																	
<b>Final Availability</b>		<b>4.15%</b>	<b>95.85%</b>	<b>0.03%</b>	<b>0.94%</b>	<b>0.65%</b>	<b>0.72%</b>	<b>0.00%</b>	<b>0.01%</b>	<b>1.81%</b>	<b>0.54%</b>	<b>21.63%</b>	<b>6.04%</b>	<b>23.52%</b>	<b>0.05%</b>	<b>0.10%</b>	<b>43.97%</b>	<b>54.23%</b>
Service Maintenance	Weighting	Total		Female							Male							Total Minority
		Female	Male	AMI	ASN	BLK	HSP	NHI	TWO	WHT	AMI	ASN	BLK	HSP	NHI	TWO	WHT	
Internal Factor 1	20%	22.78%	77.22%	0.00%	1.11%	15.00%	2.78%	0.00%	0.00%	3.89%	0.00%	32.78%	23.33%	13.33%	0.00%	1.11%	6.67%	89.44%
External Factor 1	80%	24.23%	75.77%	0.17%	2.50%	8.00%	8.79%	0.02%	0.04%	4.72%	0.54%	7.78%	14.21%	29.57%	0.12%	0.07%	23.48%	71.80%
External Factor 2	0%																	
<b>Final Availability</b>		<b>23.94%</b>	<b>76.06%</b>	<b>0.13%</b>	<b>2.22%</b>	<b>9.40%</b>	<b>7.59%</b>	<b>0.02%</b>	<b>0.03%</b>	<b>4.55%</b>	<b>0.43%</b>	<b>12.78%</b>	<b>16.03%</b>	<b>26.32%</b>	<b>0.10%</b>	<b>0.28%</b>	<b>20.12%</b>	<b>75.33%</b>



## Methodology

Internal and External Feeders were used in order to compare market availability to internal utilization of employees

### External Feeders

Job Category	Factor	Data Source
Officials and Administrators	Ext 1 Ext 2	2015 EEO-4 State and Local Govt Information National Employment - Summary by Job Category 2015 EEO-4 United States Information National Employment - Summary by Job Category
Professionals	Ext 1 Ext 2	2015 EEO-4 State and Local Govt Information National Employment - Summary by Job Category 2015 EEO-4 United States Information National Employment - Summary by Job Category
Technicians	Ext 1 Ext 2	2015 EEO-4 State and Local Govt Information National Employment - State Summary by Job Category
Protective Services	Ext 1 Ext 2	2015 EEO-4 State and Local Govt Information National Employment - State Summary by Job Category
Paraprofessionals	Ext 1	2015 EEO-4 State and Local Govt Information National Employment - State Summary by Job Category
Office & Clerical	Ext 1 Ext 2	2015 EEO-4 State and Local Govt Information National Employment - State Summary by Job Category
Skilled Craft Workers	Ext 1 Ext 2	2015 EEO-4 State and Local Govt Information National Employment - State Summary by Job Category
Service-Maintenance	Ext 1 Ext 2	2015 EEO-4 State and Local Govt Information National Employment - State Summary by Job Category

### Internal Feeders

Job Category	Internal Feeder
Officials and Administrators	Officials and Administrators, Professionals, Service Maintenance, Technicians, Craftworkers, Office & Clerical, Protective Services
Professionals	Professionals, Office & Clerical, Service Maintenance, Technicians, Paraprofessionals, Protective Services
Technicians	Technicians, Service Maintenance, Professionals, Skilled Craft
Protective Services	Protective Service, Service Maintenance, Office & Clerical
Paraprofessionals	
Office & Clerical	Office & Clerical, Service Maintenance, Paraprofessionals Protective Service, Professionals
Skilled Craft Workers	Skilled Craft, Service Maintenance, Protective Service
Service-Maintenance	Service Maintenance, Office and Clerical, Protective Service, Skilled Craft, Officials and Administrators

## EXHIBIT M: EQUAL EMPLOYMENT OPPORTUNITY (EEO) COMPLAINTS

# Harassment or Discrimination in Employment

## BECAUSE OF

Age	Height and Weight
AIDS/HIV Status	Marital Status
Ancestry	Medical Condition
Color	Military & Veteran Status
Creed	National Origin
Disability	Parental Status
Domestic Partner Status	
Ethnicity	Political Affiliation
Gender	Race
Gender Expression	Religion
Gender Identity	Sex
Genetic Information	Sexual Orientation
Other Non-Merit Factors (including Nepotism/Favoritism)	

## IS PROHIBITED BY LAW

Retaliation for participating in an employment discrimination investigation as a witness or complainant is strictly prohibited.

To file a complaint, an employee or applicant for employment may contact:

- DHR EEO, One South Van Ness Avenue, 8th Floor – Room 8109, San Francisco, CA 94103 or 415.646.2880;
- DHR Harassment Helpline at 415.557.4900 or 415.557.4810 (TTY);
- SFMTA EEO Officer Virginia Harmon at EEO@sfmta.com or at 415.646.2875;
- Your supervisor or any SFMTA manager;
- Your union under the employee grievance procedure;
- California Department of Fair Employment and Housing (DFEH) at 800.884.1684; or
- Federal Equal Employment Opportunity Commission (EEOC) at 800.669.4000.

SFMTA managers or supervisors who becomes aware of potential discrimination, harassment or retaliation must immediately report it to:

- DHR EEO, One South Van Ness Avenue, 8th Floor – Room 8109, San Francisco, CA 94103 or 415.646.2880;
- SFMTA EEO Officer Virginia Harmon at EEO@sfmta.com or at 415.646.2875;



**SFMTA**

# Memorandum to the Board of Directors

## Equal Employment Opportunity Complaints



TO: SFMTA Board of Directors  
Malcolm Heinicke, Chair  
Gwyneth Borden, Vice Chair  
Cheryl Brinkman, Director  
Amanda Eaken, Director  
Steven Heminger, Director  
Cristina Rubke, Director  
Art Torres, Director

Through: Tom Maguire, *Tom Maguire* Interim Director of Transportation

From: Virginia Harmon, *Virginia Harmon* Equal Employment Opportunity Officer

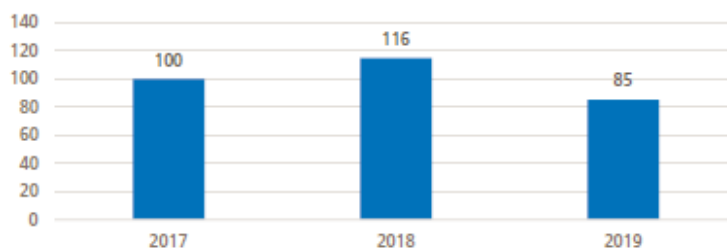
Date: September 23, 2019

Re: Three-Year Overview of EEO Complaints

The San Francisco Municipal Transportation Agency (SFMTA) has the obligation to review, investigate and resolve complaints of employment discrimination pursuant to Federal Transit Administration (FTA) Circular 4704.1A and San Francisco Charter, Article VIII A, Section 8A.104F. SFMTA complaints of discrimination, harassment and retaliation are handled by the San Francisco Department of Human Resources EEO section (DHR EEO) through a work order. This report includes data on EEO complaints filed during the prior three fiscal years, 2017, 2018 and 2019, and consistent with the FTA Triennial Review period.

In order to capture any trends requiring corrective action, total complaints received are compared annually. In 2017, SFMTA received 100 complaints, 82 filed internally with DHR EEO and 18 filed externally with either the state Department of Fair Employment and Housing (DFEH) or the federal Equal Employment Opportunity Commission (EEOC). A total of 116 complaints were filed in 2018; 102 internally and 14 with external agencies. In 2019, SFMTA received 85 complaints of discrimination, 80 internally and 5 externally. See below chart.

### Total EEO Complaints 2017-2019



# Memorandum to the Board of Directors

## Equal Employment Opportunity Complaints



While it is hopeful that the total number of EEO complaints received appears to be declining, SFMTA needs to redouble its efforts to ensure a discrimination free workplace to continue this trend.

To review whether or not EEO complaints are filed proportionately in the Agency's various divisions, complaints received are also broken down by division and then in comparison to workforce percentages.

Division	Complaint Count	Complaint Percentage	Workforce Percentage
Transit	179	60%	70%
SSD	67	22%	17%
FIT	26	9%	7%
HR	7	2%	3%
CPC	9	3%	1.5%
All others*	5	2%	1.5%
None	8	3%	NA

\* Includes Executive team, Board, Communications, Central Subway, Government Affairs, System Safety and Taxis and Accessible Services.

While Transit received the highest number of EEO complaints (179) over the three year period, on a per employee basis it received fewer complaints than any other division. Sustainable Streets, Finance & Information Technology and Capital Programs & Construction received a slightly higher number of complaints on a per employee basis when size of workforce is considered.

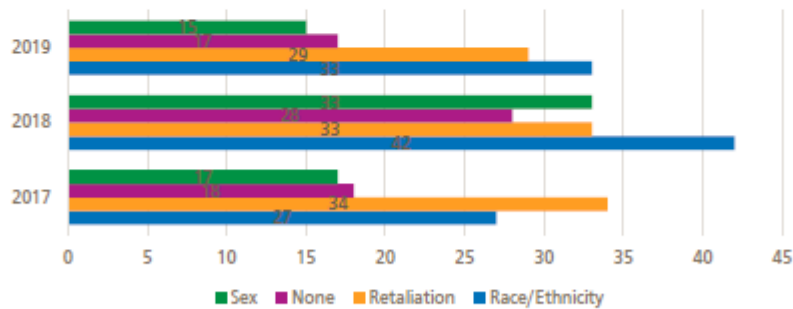
To identify areas where additional training may improve outcomes, complaints are also reviewed based on the EEO Basis/Protected Category identified in the complaint. The top four protected categories include: Race/Ethnicity, Retaliation, None identified and Sex.

# Memorandum to the Board of Directors

## Equal Employment Opportunity Complaints

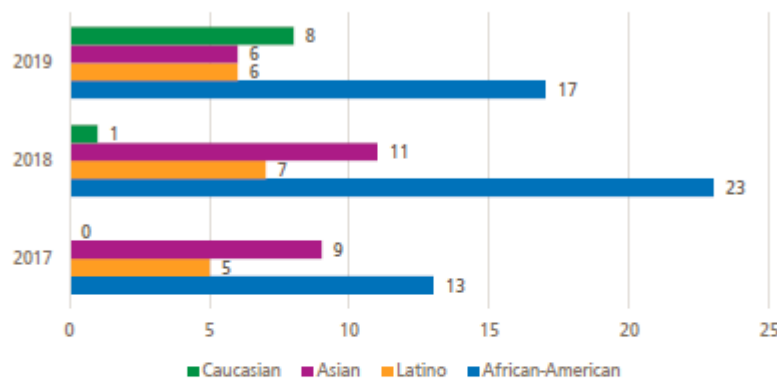


**Complaints by EEO Basis/Protected Category  
Top 4 Categories 2017-2019**



As Race/Ethnicity is our most frequently claimed basis, it is further broken down to provide greater insight into the race based complaints received at SFMTA. Over the three-year period, approximately half of the discrimination complaints based on race have been filed by African American employees.

**Complaints by Race/Ethnicity 2017-2019**



Over the past several years, the SFMTA has worked to address racial equity concerns. We have partnered with the San Francisco Human Rights Commission and the Government Alliance on Racial Equity to receive trainings on Racial Equity. SFMTA management has participated in mandatory Implicit Bias training. Our new Ombudsperson is providing a series of presentations and trainings on the roots of institutional racism. SFMTA is also actively engaged in developing a

# Memorandum to the Board of Directors

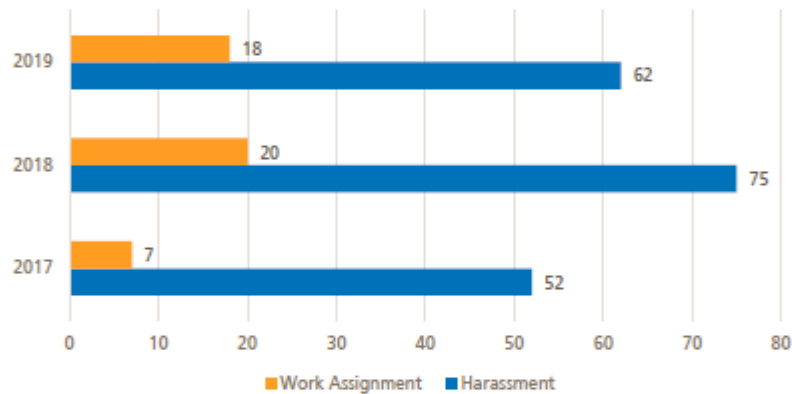
## Equal Employment Opportunity Complaints



Racial Equity Action Plan, as required by newly enacted legislation to create a Citywide Office of Racial Equity. It is hoped that these efforts to educate the SFMTA workforce on systemic racism, will result in a reduction of incidents of bias and racism, resulting in fewer EEO complaints based on race.

Finally, EEO complaints have been broken down by the issue complained of, or adverse action taken. See chart below identifying SFMTA's top two issues during the time period 2017-2019.

**Complaints by Issue 2017-2019**



SFMTA employees complain of harassment more frequently than any other issue, followed by work assignment. Over the previous year, managers and supervisors have attended training on Respect, with a focus towards implementing the City's policy that employees are to treat each other and members of the public with courtesy and respect. It is hoped that implementation of this policy will improve SFMTA's work environment and stop harassment at the lowest possible level prior to it becoming actionable as an EEO complaint.

SFMTA management is fully committed to ongoing efforts to improve its work environment and to address workplace discrimination for its employees, including through training, more thorough implementation of existing policies, and ongoing efforts to identify and correct racial equity issues.

We appreciate the patience and support of the SFMTA Board of Directors. If you have any questions, please contact Virginia Harmon, SFMTA EEO Officer at (415) 701-4404 or [Virginia.Harmon@SFMTA.com](mailto:Virginia.Harmon@SFMTA.com).

## EXHIBIT N: LIST OF SUBRECIPIENTS AND THIRD-PARTY CONTRACTORS

### SFMTA Subrecipients and Third-party contractors

Name	Role	EEO Monitoring
Metropolitan Transportation Commission (MTC)	Subrecipient	No. MTC does not meet the employee criteria for EEO monitoring
Transdev	Third party contractor- Paratransit provider	Yes.

## EXHIBIT O: Statistical Analysis of Veterans and Persons with Disabilities

### Hires

	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>Persons with Disabilities</b>																
Number Applied	71	81	10	9	2	4	21	50	33	6	5	11				1
Total Hires	2	6	2	1				3		1						1
Selection Rate	2.8%	7.4%	20.0%	11.1%	N/A	0.0%	0.0%	6.0%	0.0%	16.7%	0.0%	0.0%	N/A	N/A	N/A	N/A
<b>Veterans</b>																
Number Applied	500	100	110	3	10		183	74	73	4	114	12	4	3	6	4
Total Hires	40	12	11		1		18	10	3		7	1				1
Selection Rate	8.0%	12.0%	10.0%	N/A	N/A	N/A	9.8%	13.5%	4.1%	N/A	6.1%	8.3%	N/A	N/A	N/A	N/A

Notes: Identifying applicants with disability is difficult because the 1990 ADA prohibits employers from asking disability related questions prior to offer of employment and many applicants don't self-identify as disabled when they apply

### Promotions

	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>Persons with Disabilities</b>																
Number Applied	71	81	10	9	2	4	21	50	33	6	5	11				1
Total Promotions	3	4	1	1	-	-	-	2	2	-	-	1	-	-	-	-
Selection Rate	4.2%	4.9%	10.0%	11.1%	N/A	0.0%	0.0%	4.0%	6.1%	0.0%	0.0%	9.1%	N/A	N/A	N/A	N/A
<b>Veterans</b>																
Number Applied	500	100	110	3	10		183	74	73	4	114	12	4	3	6	4
Total Promotions	15	1	5	-	-	-	3	1	2	-	5	-	-	-	-	-
Selection Rate	3.0%	1.0%	4.5%	N/A	N/A	N/A	1.6%	1.4%	2.7%	N/A	4.4%	0.0%	N/A	N/A	N/A	N/A

Notes: Identifying applicants with disability is difficult because the 1990 ADA prohibits employers from asking disability related questions prior to offer of employment and many applicants don't self-identify as disabled when they apply