

To: A&F Committee

Date: July 3, 2012

From: Janet Madrigal, Civil Rights Administrator

Reviewed by:

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**SUBJECT: Equal Employment Opportunity/Affirmative Action Program Update for 2012**

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Background: The CCCTA Board of Directors adopted its original Affirmative Action Plan on September 15, 1983. Subsequently, the Board adopted annual and triennial updates; and they were submitted to and approved by the Federal Transit Administration (FTA). On July 26, 1988, FTA issued Circular C4704.1 which details required components to be included in affirmative action plans and requires federal grant recipients to submit to FTA their updated plans on a triennial basis as a part of the grant approval process.

Summary  
of Issues:

As a recipient of federal financial assistance from FTA, CCCTA is required to submit to FTA its updated *Equal Employment Opportunity/Affirmative Action (EEO/AA) Program* by August 1, 2012. To that end, staff updated the *EEO/AA Program* for the four-year term beginning on January 1, 2012 and ending on December 31, 2015.

The *EEO/AA Program* sets forth CCCTA's commitment to full participation in its employment activities regardless of an individual's race, color, religious creed, national origin, ancestry, sex, age, physical or mental disability, medical condition, marital status, veteran's status, sexual orientation, gender identity or genetic information, consistent with federal and state laws. Pursuant to changes in state laws effective January 1, 2012, staff revised the protected classes to include "gender identity" and "genetic information".

The *EEO/AA Program* update for 2012 complies with laws and regulations mandated by FTA and other federal and state agencies. It includes the CCCTA EEO Policy and the EEO/AA Plan. The EEO/AA Plan contains a utilization analysis to identify job categories where there may be an underutilization and/or concentration of females or minorities in relation to their availability in the relevant labor market. Based on this utilization analysis, internal and external female and minority availability factors were calculated and goals and timetables were developed. At the end of 2011, CCCTA achieved parity with the minority and female availability factors established in the *EEO/AA Program* update for 2009.

## Financial

Implications: An approved *EEO/AA Program* for the term January 1, 2012 through December 31, 2015 will enable CCCTA to continue to be eligible for federal financial assistance.

Recommendation: Staff recommends that the A&F Committee approve the *EEO/AA Program* update for 2012 and the EEO/AA Program Policy and forward them to the Board for approval.

Options:

1. Approve the staff recommendation.
2. Decline to approve the staff recommendation.
3. Other action as determined by the A&F Committee.

## Action

Requested: Recommend the Board approve (a) EEO/AA Program Policy and (b) Resolution No. 2013-001 that will adopt the *EEO/AA Program* update for 2012 and authorize staff to forward it to FTA.

Attachments: EEO/AA Program Policy and *EEO/AA Program* update for 2012

SUBJECT: Equal Employment Opportunity/Affirmation Action Program

POLICY: It is the policy of the Central Contra Costa Transit Authority (CCCTA) to provide equal employment opportunity for all employees and applicants for employment without regard to their race, color, religious creed, national origin, ancestry, sex, age, physical or mental disability, medical condition, marital status, veteran's status, sexual orientation, gender identity or genetic information, consistent with federal and state laws.

This commitment to equal employment opportunity applies to all aspects of employment including recruitment, selection/hiring, rates of pay and other forms of compensation, benefits, training, promotion or upgrade, transfer, disciplinary actions, demotion, and layoff or termination.

To ensure maximum opportunity to participate in CCCTA's projects, programs and activities, the Board of Directors has adopted an Equal Employment Opportunity/Affirmative Action (EEO/AA) Program which incorporates the above philosophy. This EEO/AA Program is the result of CCCTA's commitment to full participation in its activities by persons regardless of race, color, religious creed, national origin, ancestry, sex, age, physical or mental disability, medical condition, marital status, veteran's status, sexual orientation, gender identity or genetic information.

DATE OF ADOPTION: September 15, 1983

DATE OF REVISION: September 15, 1994

July 19, 2012

(NOTE: This policy supersedes the policy titled "Affirmative Action Plan")

**DRAFT**

Central Contra Costa Transit Authority

EQUAL EMPLOYMENT OPPORTUNITY/  
AFFIRMATIVE ACTION PROGRAM

January 1, 2012  
through  
December 31, 2015

Approved by CCCTA Board of Directors  
Resolution No. 2013-\*\*\*  
Date: \*\*\*

Submitted to

U.S. Department of Transportation  
Federal Transit Administration  
San Francisco, California  
Date: \*\*\*

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## CENTRAL CONTRA COSTA TRANSIT AUTHORITY EQUAL EMPLOYMENT OPPORTUNITY POLICY

It is the policy of the Central Contra Costa Transit Authority (CCCTA) Board of Directors to provide equal employment opportunity for all employees and applicants for employment without regard to their race, color, religious creed, national origin, ancestry, sex, age, physical or mental disability, medical condition, marital status, veteran's status, sexual orientation, gender identity, or genetic information, consistent with federal and state laws.

This commitment to equal employment opportunity applies to all aspects of employment, including recruitment, selection/hiring, rates of pay and other forms of compensation, benefits, training, promotions or upgrades, transfers, disciplinary actions, demotions, and layoff or terminations.

To ensure maximum opportunity to participate in CCCTA's projects, programs and activities, the Board of Directors hereby sets forth its Equal Employment Opportunity/Affirmative Action (EEO/AA) Program, which incorporates the above philosophy. This Program is the result of CCCTA's commitment to full participation in its activities by persons regardless of race, color, religious creed, national origin, ancestry, sex, age, physical or mental disability, medical condition, marital status, veteran's status, sexual orientation, gender identity, or genetic information, consistent with federal and state laws.

In order to formalize that commitment, the CCCTA Board of Directors hereby approves its EEO/AA Plan as a guideline and reference tool for all its operations and for use by its management staff. CCCTA is fully committed to implementation of this Plan and to the goals and timetables set forth herein. Successful achievement of these goals will benefit CCCTA through full utilization and development of previously underutilized human resources.

Responsibility for implementation of this EEO/AA Program is assigned to Janet Madrigal, Civil Rights Administrator. All management personnel share in this responsibility, and they will be assigned specific tasks to ensure that compliance is achieved. Performance of managers and supervisors will be evaluated on the basis of success of CCCTA's EEO/AA Program and achievement of its goals in the same way their performance is measured in relation to achievement of other CCCTA goals.

Notices setting forth this EEO Policy are posted at CCCTA's office and its website, and they are available to employees, applicants for employment, and the general public. Questions regarding CCCTA's EEO/AA Program should be addressed to the Civil Rights Administrator. Applicants and employees have the right to file complaints alleging discrimination or harassment, and information will be provided to them regarding procedures for filing complaints internally and externally.

The EEO Policy is reaffirmed and approved effective July 19, 2012. The Central Contra Costa Transit Authority Board of Directors hereby adopts the administrative plan of its EEO/AA Program, which sets forth the goals, policies and procedures to attain them.

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Rick Ramacier  
CCCTA General Manager

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Amy R. Worth, Chair  
CCCTA Board of Directors

# CENTRAL CONTRA COSTA TRANSIT AUTHORITY

## EQUAL EMPLOYMENT OPPORTUNITY/ AFFIRMATIVE ACTION PLAN

### I. EXECUTIVE SUMMARY

The Central Contra Costa Transit Authority's Equal Employment Opportunity/Affirmative Action (EEO/AA) Plan serves as a management tool that sets forth the policies, practices and procedures by which staff will execute its EEO/AA Program and authorizes the implementation, where necessary and legally permissible, of results-oriented employment procedures and activities that are relevant to equal employment and affirmative action.

These employment procedures apply to recruitment, selection/hire, rates of pay and other forms of compensation, benefits, training, promotions or upgrades, transfers, disciplinary actions, demotions, layoffs, and terminations. Equal employment opportunity will be provided for all employees and applicants for employment without regard to their race, color, religious creed, national origin, ancestry, sex, age, physical or mental disability, medical condition, marital status, veteran's status, sexual orientation, gender identity, or genetic information, consistent with federal and state laws.

The EEO/AA Plan complies with laws and regulations mandated by the U.S. Department of Transportation (U.S. DOT), Federal Transit Administration (FTA) (formerly Urban Mass Transportation Administration or UMTA) and other federal and state agencies.

CCCTA's 1983 Affirmative Action Plan and subsequent annual updates were developed in accordance with UMTA Circular C1155.1 dated December 31, 1977. This Circular was superseded by UMTA Circular C4704.1, dated July 26, 1988, which details required components of equal employment opportunity programs. It requires CCCTA, as a U.S. DOT grant recipient, to submit to FTA its updated affirmative action plan on a triennial basis as a part of the grant approval process. In accordance with the provisions of this Circular, CCCTA submitted to FTA its 1991, 1994, 1997, 2000, 2003, 2006 and 2009 EEO/AA Programs. CCCTA is now required to submit, no later than July 31, 2012, its updated EEO/AA Program to FTA for approval.

The CCCTA Board of Directors adopted the original Affirmative Action Plan on September 15, 1983. The Board of Directors subsequently adopted annual and triennial updates, which were submitted to FTA. This EEO/AA Program will be updated on a triennial basis, or as major changes occur in the workforce or employment conditions, or as otherwise required by federal or state mandates. The EEO/AA Program is subject to compliance reviews.

During the past three years, from January 1, 2009 through December 31, 2011, CCCTA's workforce decreased 18.6% from 306 to 249 employees, or 57 employees, compared to the workforce on December 31, 2008. Overall, the minority workforce decreased by 37 employees (18.8%), from 197 to 160 employees; and the female workforce decreased by 18 employees (17%), from 106 to 88 employees.

The EEO/AA Plan contains a utilization analysis to identify job categories where there may be an underutilization and/or concentration of females or minorities in relation to their availability in the relevant labor market. Adherence to the EEO/AA Plan is measured by a standard of parity between the composition of CCCTA's workforce and that of the regional labor force from which CCCTA draws employees. It is CCCTA's objective to have its workforce reflect the racial/ethnic and gender balance in the labor force within Contra Costa County, California.



Based on this utilization analysis, internal and external female and minority availability figures were calculated using an eight-factor analysis method and goals and timetables were developed to help CCCTA meet its aforementioned objectives. CCCTA's workforce at the end of 2011 met or exceeded the availability factors established in the 2009 EEO/AA Plan update with the exception of the Management and Supervisory job category by one female and the Clerical and Administrative job category by one minority. Ongoing reviews were made of CCCTA's employment practices and procedures, and any necessary appropriate remedial actions were identified and implemented for achieving our annual and long-range goals.

Long-range minority and female goals were established in the 2009 EEO/AA Plan update for all job categories. These goals were projected based on anticipated job openings at the end of each calendar year 2009 through 2012. It was projected that CCCTA would have a total workforce of 262 employees as of December 31, 2012, a decrease of 44 employees (14.4%) over the workforce of 306 employees at the end of the 2008 calendar year. The projected decrease was less than expected, and CCCTA employed a total of 249 individuals at the end of 2011, or 13 employees (5%) less than anticipated on December 31, 2008.

At the end of 2011, the minority goal was set at 66.7% (166 employees based on our actual workforce of 249 employees) and the goal achieved was 64.3% (160 employees), for a difference of 6 employees. The female agency-wide goal was set at 37.2% (92 employees) and the goal achieved was 35.3% (88 employees) for a difference of 4 employees.

All of CCCTA's personnel programs, policies and practices reflect the principles of equal employment opportunity and affirmative action. CCCTA maintains a monitoring and reporting system whereby the Civil Rights Administrator assesses EEO/AA accomplishments on an ongoing basis to enable staff to take corrective action when required. This assessment includes identifying areas where a goal is not being achieved, developing new or revised policies/procedures, providing documentation and statistical reports to support recommended actions, and projecting future needs.

CCCTA is committed to addressing and eradicating discrimination and/or harassment in its work environment. Complaint resolution procedures are established whereby employees and applicants are apprised of their right to file complaints alleging discrimination and/or harassment based on their protected class(es). All complaints are investigated and appropriate remedial action is taken in accordance with CCCTA's Policy Regarding Unlawful Harassment.

## II. INTRODUCTION

CCCTA was established on March 27, 1980 under a Joint Exercise of Powers Agreement. The general purpose of CCCTA is to provide, either directly or through contract, public transportation services within certain geographical areas of its eleven Member Jurisdictions. CCCTA's service area includes the cities of Clayton, Concord, Lafayette, Martinez, Orinda, Pleasant Hill, San Ramon, and Walnut Creek, the towns of Danville and Moraga, and the unincorporated areas in Central Contra Costa County, California. CCCTA operates fixed-route services seven days a week and administers the delivery of paratransit services within its service area.

The operation of CCCTA is overseen by a Board of Directors comprised of eleven representatives, one representative from each of the ten incorporated Member Jurisdictions and one member representing unincorporated areas of Central Contra Costa County. The General Manager is responsible for the overall operation of CCCTA and for ensuring the policies of the Board are implemented.

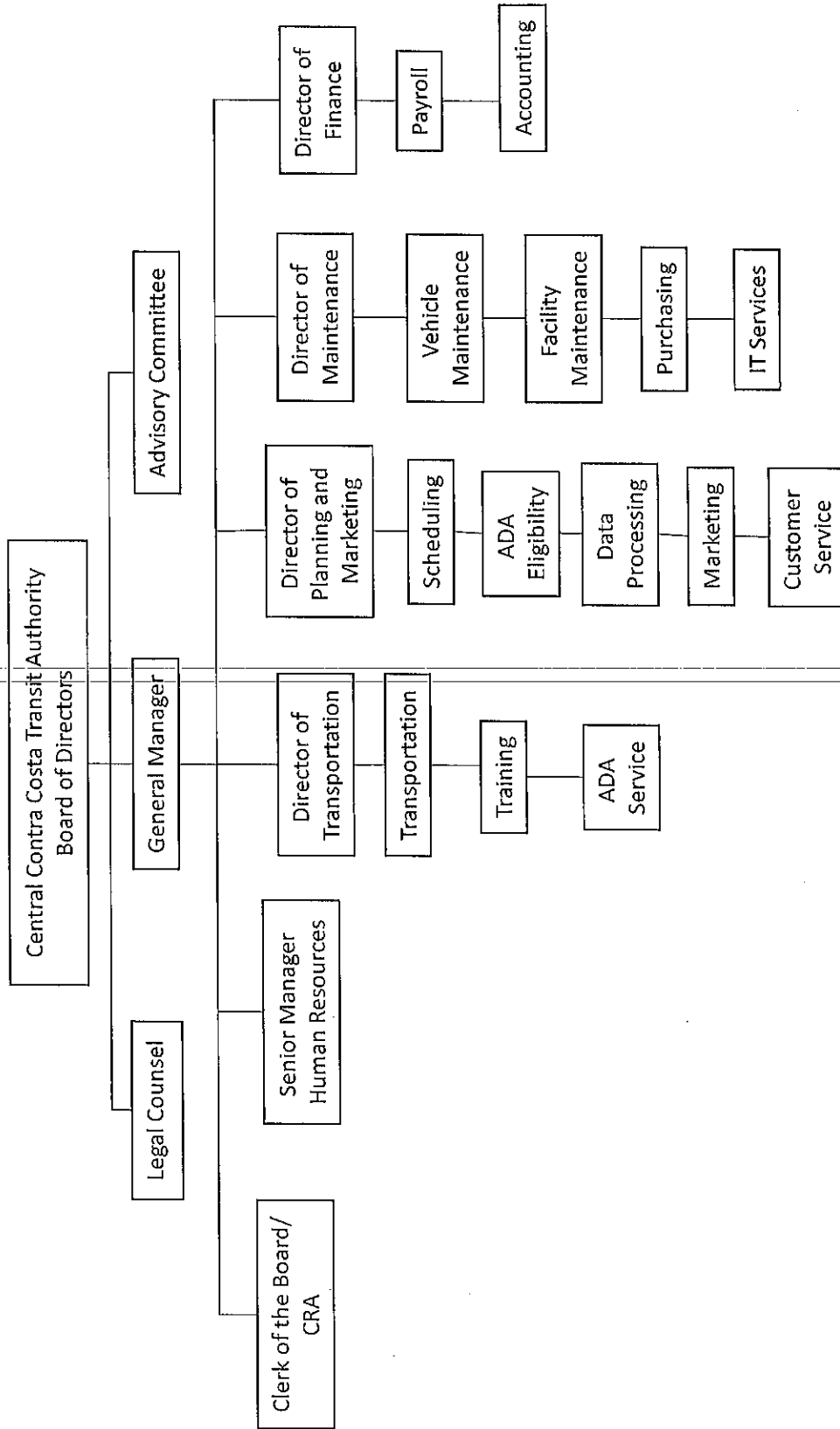
On December 31, 2011, CCCTA's workforce consisted of 249 employees. Of this amount, 27 employees are classified as Management and Supervisory, 26 as Clerical and Administrative, 31 as Maintenance and 165 as Operators. CCCTA's Organization Chart is shown on the following page.

Since its inception, CCCTA has practiced equal employment opportunity and affirmative action in its pursuit of the best-qualified individuals to fill available employment positions. CCCTA's Civil Rights Administrator sets forth the goals, policies and procedures to be taken to comply with the EEO Policy established by CCCTA's Board of Directors. The EEO/AA Program encompasses CCCTA's EEO policy statement and plan of action.

~~The EEO/AA Program complies with applicable rules, regulations and requirements mandated by the U.S. Department of Transportation, Federal Transit Administration. Federal and state laws, Executive Orders, regulations and court decisions provide guidelines for this EEO/AA Program.~~

CCCTA's first Affirmative Action Plan was submitted to the U.S. DOT, Urban Mass Transit Administration (UMTA) on September 15, 1983. This Plan and annual updates through 1988 were approved by UMTA. As required by UMTA Circular C4704.1, CCCTA submitted to FTA its triennial EEO/AA Programs for 1991, 1994, 1997, 2000, 2003, 2006 and 2009. FTA subsequently approved these EEO/AA Programs. At this time, CCCTA is required to submit to FTA for approval the triennial update of the EEO/AA Program, which covers the period from January 1, 2012 through December 31, 2015.

CCCTA ORGANIZATION CHART



### III. DESIGNATION OF RESPONSIBLE PERSONNEL

CCCTA's EEO/AA Program is an essential part of its overall strategic and operational plan. Ultimate responsibility for the Program's support, integration and overall implementation lies with the General Manager. Janet Madrigal, Civil Rights Administrator (hereinafter CRA), has been designated as the individual responsible for implementation and management of the EEO/AA Program. The CRA will be given top management support and necessary staff to execute the Program's responsibilities. The name of the CRA will be identified in all internal and external communications regarding CCCTA's EEO/AA Program. The CRA has been assigned the following duties and responsibilities.

- A. Develop and recommend EEO/AA policy statements, written EEO/AA programs and internal and external communication procedures.
- B. Assist management in collecting and analyzing employment data, identifying problem areas and arriving at solutions related to EEO/AA issues, setting goals and timetables, and developing programs to achieve goals.
- C. Design, implement and monitor internal audit and reporting systems to measure program effectiveness and to determine where progress was made and further actions are needed.
- D. Report periodically to the General Manager on progress of each department in relation to achieving CCCTA's goals and objectives.
- E. Serve as liaison between CCCTA and federal, state and local governments and regulatory agencies. Also, serve as liaison between CCCTA and community organizations and groups that promote employment opportunities for minorities, women and individuals with disabilities.
- F. Assure current legal information affecting equal employment opportunity and affirmative action is disseminated to responsible officials.
- G. Assist in recruiting applicants who are minorities, women and individuals with disabilities. Interface with local outreach sources and disseminate information pertaining to employment opportunities.
- H. Concur in new hires and promotions.
- I. Provide assistance, as needed, with processing employment discrimination complaints.
- J. Review and monitor all aspects of employment related to equal employment opportunity, including recruitment and hiring, compensation and benefits, reclassifications, promotions and transfers, training and other issues related to upward mobility, and disciplinary actions.

Although the CRA has the primary responsibility for administering the EEO/AA Program, all managers and supervisors bear the responsibility of ensuring that CCCTA's policies and procedures are implemented and are consistent with its EEO/AA Program. CCCTA is meeting the requirements of UMTA Circular C4704.1 by apprising management employees of their responsibilities and by including EEO/AA performance standards and goals in their performance review process. Managers and supervisors have the following duties and responsibilities.

- A. Assist in identifying EEO/AA problem areas and recommending goals and objectives as they pertain to their areas of responsibility.
- B. Participate actively in periodic audits of all aspects of employment in order to identify and remove unnecessary impediments to the achievement of specified EEO/AA goals and objectives.
- C. Conduct regular discussions with other managers, supervisors and employees to ensure CCCTA's EEO/AA policies and procedures are being followed.
- D. Review the qualifications of employees to ensure minorities, women and individuals with disabilities are given full opportunities for transfers, promotions, training, salary increases and other forms of compensation.
- E. Cooperate fully in the review and/or investigation of EEO complaints alleging discrimination and/or harassment. Identify and prevent or remedy practices, procedures or employee behaviors contrary to CCCTA's nonharassment policies.
- F. Conduct and support employment/career counseling for employees within their workgroup.
- G. Participate in periodic audits to ensure that each work location for which they are responsible is in compliance with equal employment opportunity requirements, such as displaying the EEO poster and ensuring facilities and work areas are desegregated, comparable for all employees and accessible for employees with disabilities.
- H. Afford full opportunity and encourage minority and women employees and employees with disabilities to participate in CCCTA-sponsored education, training and recreational/social activities.

#### IV. DISSEMINATION OF EEO/AA PROGRAM

Formal communication mechanisms are established to publicize and disseminate CCCTA's EEO/AA Program to its employees, applicants for employment, and the general public. These mechanisms include internal and external dissemination practices. CCCTA shall internally disseminate the EEO/AA Program in the following manner:

- A. Distribute to employees policy statements and correspondence from the CCCTA Board of Directors and/or the General Manager that establish new or revised policies and/or reaffirm CCCTA's commitment to equal employment opportunity.
- B. Include information about the EEO/AA Program and policy statements in CCCTA's employee handbooks and *Supervisor's Manual*.
- C. Meet periodically with employees to discuss the EEO/AA Program, its implementation and individual employee responsibilities. Discuss the Program during employee orientation and training sessions. Provide information that will enable employees to be aware of and to avail themselves of its benefits.
- D. Meet with union officials, as necessary, to inform them of the EEO/AA Program and to request their cooperation. Include nondiscrimination clauses in union agreements and review collective bargaining and contractual provisions to ensure they are nondiscriminatory.
- E. Post official EEO posters and CCCTA's policy statements on employee bulletin boards.
- F. Include minority and nonminority men and women when employees are featured in advertising, employee newsletters, announcements, brochures, or similar publications.

External dissemination of the EEO/AA Program will be handled in the following manner:

- A. Inform recruiting sources either verbally or in writing of CCCTA's EEO policy and stipulate that these sources actively recruit and refer minorities and women to advertised positions.
- B. Advise minority and women's organizations, community agencies, schools and colleges, and other resource agencies that refer applicants of CCCTA's commitment to equal employment opportunity.
- C. Post CCCTA's EEO policy statement on its website.
- D. Communicate to prospective employees the existence of this EEO/AA Program and provide information that will enable them to be aware of and to avail themselves of its benefits.
- E. Advertise job recruitment announcements on CCCTA's website and in general circulation and minority-focus newspapers and other media likely to reach significant numbers of the minority community. Include the statement, "Equal Employment Opportunity Employer," in all employment advertisements.
- F. Include notification of CCCTA's policy on equal employment opportunity in all CCCTA's formal contracts, requesting appropriate action by contractors and subcontractors.

## V. ASSESSMENT OF PRESENT EMPLOYMENT PRACTICES AND PROGRAMS

Employment practices and programs instituted in conjunction with CCCTA's original Affirmative Action Plan in 1983, subsequent annual updates from 1984 through 1988, and the triennial updates from 1991 through 2009 have proved highly effective. There have been minor procedural changes; however, basic practices and programs remain substantially similar to those incorporated in the original Affirmative Action Plan. The following narrative highlights several key personnel procedures and practices.

### A. Recruitment and Employment Selection Procedures

CCCTA encourages women and minorities to apply for available positions. For most designated positions, internal job postings and external recruitment are conducted simultaneously. Some promotional and transfer positions above entry level are made available first to current employees through the job-posting process. Entry-level positions and positions not filled through the job-posting process are made available to external applicants. Job-opening announcements provide application instructions and brief position descriptions to prospective applicants. In-house career counseling is available to employees interested in applying for open positions.

#### 1. Recruitment Methods and Sources

When a vacancy occurs or a new position is created, the department manager originates a personnel requisition. This requisition is reviewed for budget and language requirements. If the position is not filled through a job posting, it is then released to various EEO/AA resource agencies. Available positions are published in local newspapers likely to reach large-minority-populations, and they are posted on CCCTA's website. A search is also made of the active application file for candidates who may be interested in the position.

Outreach organizations sent copies of recruitment notices include the California Employment Development Department, the Private Industry Council and other state and county employment development agencies, county social service agencies, colleges, community centers, libraries, minority and women recruitment/placement organizations, rehabilitation centers, veteran's organizations and the human resources departments of CCCTA's Member Jurisdictions. (Please see Appendix A, List of Resource and Recruitment Agencies.)

External recruitment advertisements are placed in the *Contra Costa Times/Hills Newspapers*, which distributes editions throughout Contra Costa County, including our service area in the central area of the County. Recruitment advertisements for key administrative or management positions may be placed also in *Passenger Transport*, published by the American Public Transportation Association, which is specific to the transit industry and has national distribution.

Additional recruitment advertisements may be placed in other local and Bay Area media sources and the Internet for selected open positions when the rate of response to other solicitation vehicles is anticipated to be low or when we are recruiting for specific positions where an underutilization of females or minorities was identified. These sources include *Jobs Available*, *careerbuilder.com*, *bayareahelpwanted.com* and the CalAct website, which have a large, diverse reader base and multi-county distribution. (Please refer to Appendix B for samples of CCCTA's recruitment advertisements.)

## 2. Applicant Flow Data and Application Forms

During the three-year period from January 1, 2009 through December 31, 2011, CCCTA received a total of 245 employment applications, of which 240 applications included the EEO Survey forms stating an applicant's statistical information. This represented a decrease of 661 (73%) applications received compared to 906 applications received for the prior three-year period ending in 2008.

Of the 240 applications received with the EEO Survey forms, 17.9% were submitted by nonminority male applicants, which represents an absolute difference of 3% below their workforce representation of 20.9% as of December 31, 2011, 32.1% were female applicants (3.2% below their 35.3% representation), and 73.8% were minority applicants (9.5% above their representation at 64.3%).

The three-year applicant flow for each job category was: 5% female and 45% minority for Management and Supervisory; 66.7% female and 74.4% minority for Clerical and Administrative; 7.4% female and 75.8% minority for Maintenance; and 36.2% female and 80.9% minority for Operators. It is noted that the total number of applications received for the Management and Supervisory category was 20, of which 1 was female and 9 were minorities. In addition, the number of applications received for the Operator job category was 47, of which 17 were females and 38 were minorities. The largest numbers of applications were received for the Clerical and Administrative category (78 applications) and the Maintenance category (95 applications). In most cases, applicant flow exceeded the 2000 civilian labor force in their respective employment categories. Notable exceptions were applicant flow for females in the categories of Management and Supervisory and Operators.

CCCTA received 5 applications, or 2% of the total applications received, where the EEO Survey form was not included or the information was not complete on the form. For the prior three-year period, 52 applications were received without a completed EEO Survey form. For the 5 applications received during the three years ending on December 31, 2011, 3 (60%) were from males and 2 (40%) were from females. Three years ago, similar percentages were received from males and females. CCCTA saw an increasing trend in applications without the EEO Survey form, from 0 in 2009 to 2 in 2010 and 3 in 2011. The percentage of EEO Survey forms received at the end of 2011 (2%) was less than the percentage received at the end of 2008 (5.8%). Table 1: Applicant Flow Data provides details on applicant flow.

## 3. Selection Procedures

Although the selection process varies somewhat for the individual position, there are certain elements that are common to all job categories.

### a. Application Processing

Each application is reviewed for completeness, job history, job stability, experience, training and education. Incomplete, inaccurate or illegible applications may disqualify the individual from consideration for hire, although CCCTA does try to obtain and/or clarify any missing or questionable information. Applications are kept in the active file for one year. Applicants whose applications are more than one year old or former employees who wish to reapply must complete and submit a new employment application. A copy of the application form used by CCCTA is included in Appendix C.



Table 1: APPLICANT FLOW DATA  
January 1, 2009 through December 31, 2011

Year	Job Category	Total Surveys	MALE				FEMALE								
			White	Black	Hispanic	Asian	NA	White	Black	Hispanic	Asian	NA			
2009	Mgmt. & Supervisory	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Clerical & Admin.	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Maintenance	2	2	0	2	2	0	0	0	0	0	0	0	0	0
	Operators	4	2	2	3	2	0	0	0	0	0	0	0	0	0
	Total	6	4	2	5	0	0	0	0	0	0	0	0	0	0
Percentage of Total		100.0%	66.7%	33.3%	83.3%	0.0%	0.0%	66.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
2010	Mgmt. & Supervisory	19	18	1	8	10	2	5	1	1	1	1	1	1	1
	Clerical & Admin.	5	3	2	2	2	1	1	1	1	1	1	1	1	1
	Maintenance	74	67	7	56	15	20	21	10	1	3	3	1	3	1
	Operators	7	5	2	6	1	1	2	1	1	1	1	1	1	1
	Total	105	93	12	72	28	24	28	12	1	5	5	2	0	0
Percentage of Total		100.0%	88.6%	11.4%	68.6%	26.7%	22.9%	26.7%	11.4%	11.4%	4.8%	4.8%	1.9%	0.0%	0.0%
2011	Mgmt. & Supervisory	1	1	0	1	1	1	1	1	1	1	1	1	1	1
	Clerical & Admin.	73	23	50	56	6	2	13	2	2	11	16	21	2	2
	Maintenance	19	19	0	14	5	4	7	2	1	3	9	1	1	1
	Operators	36	23	13	29	4	7	7	5	1	3	9	1	1	1
	Total	129	66	63	100	15	13	28	9	1	14	25	22	2	0
Percentage of Total		100.0%	51.2%	48.8%	77.5%	11.6%	10.1%	21.7%	7.0%	0.8%	10.9%	19.4%	17.1%	1.6%	0.0%
Three Years	Mgmt. & Supervisory	20	19	1	9	10	2	6	1	0	1	0	0	0	0
	Clerical & Admin.	78	26	52	58	8	3	13	2	0	12	17	21	2	0
	Maintenance	95	88	7	72	20	24	30	12	2	3	3	1	0	0
	Operators	47	30	17	38	5	8	11	6	0	4	11	2	0	0
	Total	240	163	77	177	43	37	60	21	2	20	31	24	2	0
Percentage of Total		100.0%	67.9%	32.1%	73.8%	17.9%	15.4%	25.0%	8.8%	0.8%	8.3%	12.9%	10.0%	0.8%	0.0%
UNKNOW SURVEYS		Total	Male	Female											
2009	Unknown Surveys	0													
2010	Unknown Surveys	2	2												
2011	Unknown Surveys	3	1	2											
	Total	5	3	2											
Percentage of Total		100.0%	60.0%	40.0%											
TOTAL APPLICANTS		Total	Male	Female											
2009	Total Applicants	6	4	2											
2010	Total Applicants	107	95	12											
2011	Total Applicants	132	67	65											
	Total	245	166	79											
Percentage of Total		100.0%	67.8%	32.2%											

2000 Civilian Labor Force		Female	Minority
Applicant Flow, 3 Years			
Known Surveys			
Total		32.1%	73.8%
Mgmt. & Supervisory		5.0%	45.0%
Clerical & Admin.		66.7%	74.4%
Maintenance		7.4%	75.8%
Operators		36.2%	80.9%

b. Screening Interview

Those individuals whose employment applications indicate they may be qualified for a particular vacancy are given a screening interview. The screening interview is general in nature and seeks to establish qualifications for the open position, to review and confirm the information on the application form, and to fill in any omitted information.

c. Departmental Interview

The person who would be the candidate's immediate supervisor if the individual is hired, promoted or transferred conducts the departmental interview. This interview is very technical and specific to the knowledge, experience, training, skills and abilities necessary to perform the job. In some cases, depending upon the level of the vacant position, an interview panel will be used. The next higher manager may sit on a departmental interview panel or may conduct an additional interview.

d. Reference Check

An employment verification and job reference check is conducted for each viable new-hire candidate. CCCTA attempts to confirm information provided by the candidate on the employment application and during the interview, such as experience, performance, attendance and job history for the previous five-year period. Reference checks for managerial and supervisory positions are conducted for ten years of job history.

4. Test Administration

a. Clerical and Administrative Applicants

Clerical and Administrative applicants whose positions require typing may be given a typing test to determine speed and accuracy. Tests for other skills may be given as needed, such as tests in grammar, arithmetic, and map reading. These tests do not automatically disqualify a candidate; they only measure a level of skill for a particular task taken under test conditions. Results of these tests are considered along with other information obtained during the selection process.

b. Maintenance Applicants

CCCTA administers tests for applicants applying for Mechanic positions. The first test measures basic mechanic skills. Applicants who pass that test and current maintenance employees applying for promotional opportunities are given a more comprehensive test that measures their skills for the specific position for which they are applying, such as Mechanic I, II, III or IV. These tests are progressively more difficult for the higher positions. The tests are not automatically disqualifiers, but they are considered with the information collected during the rest of the selection process. Mechanics and Service Workers must be able to obtain a valid California Class B driver's license, including the required endorsements and Medical Examiner's Certificate, within thirty days after their hire date.

c. Operator Applicants

Applicants for Operator positions who meet the selection criteria are invited for a screening interview. Those candidates who successfully complete the interview process must pass a physical examination, including a drug screen, at CCCTA's expense. In addition, they must obtain a Class B driver's license permit from the California

Department of Motor Vehicles before entering training. Successful candidates are employed initially as Transit Operator Trainees and then move to available part-time or full-time Transit Operator positions after they complete training.

#### 5. Final Selection Methods

Several of CCCTA's positions do not have specific educational prerequisites. We look, instead, at the knowledge, skills, and abilities required to perform the tasks associated with a position that may be gained through experience, training and/or education.

At the close of the selection process, the hiring manager will consider all elements collectively, including but not limited to: knowledge, skills, abilities, experience, job history and stability, test results (if applicable), references, and employment interviews. The candidate deemed best qualified for the open position will receive the job offer.

CCCTA verifies that a newly hired employee is either a U.S. citizen or authorized to work in the United States. An employee who has the required verification of eligibility to work will not be discriminated against with respect to hiring or discharging because of his or her national origin, citizenship status or future expiration date of verifying documents.

For the three-year period from January 1, 2009 through December 31, 2011, there were 31 new hires (129 for the prior three-year period). Of this amount, 5 (16.1%) were nonminority males (an absolute difference of 4.8%% below their workforce representation of 20.9%); 10 (32.3%) were females (3% below their representation of 35.3%), and 23 (74.2%) were minorities (9.9% above their representation of 64.3%). Results of the selection process for newly hired employees during the past three years are shown on Table 2: New Hires.

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#### 6. Promotions, Upgrades and Transfers

A promotion occurs when an employee is selected to move from one position to another position having greater duties, responsibilities and salary range. Transfers are a change from one department, section or classification to another, usually to a position at the same level. Transfers may be initiated by employee request or by management (voluntary or involuntary). Manager-initiated transfers may be for reasons of business necessity, economy, efficiency or disciplinary action.

CCCTA implemented a job-posting program to allow interested employees to apply for consideration for vacant positions. In most cases, employees with less than six months of service in their current position will not be considered for a posted position in another department. Interested employees must complete and submit the Job Posting Application by the stipulated deadline. Any necessary tests are conducted and, after interviews are held, the supervisor and department manager make the final selection. Selection decisions or promotions/transfers are based on the following criteria: past performance, skill, ability, experience, attitude, efficiency, disciplinary record, attendance record, and length of service.

A position upgrade occurs when a position is re-evaluated based on accountabilities, complexities, initiative, knowledge, contacts and supervisory responsibilities. An upgraded position is given a new title (i.e., Manager to Senior Manager) and/or a higher salary range. Periodically, CCCTA will conduct an internal evaluation of its positions and determine if it is appropriate to upgrade them based on current job duties and responsibilities of individuals who hold the positions compared to similar positions in the labor market.

Table 2: NEW HIRES  
January 1, 2009 through December 31, 2011

Year	Job Category	Total Hires	Male	Female	Minority	MALE				FEMALE									
						White	Black	Hispanic	Asian	NA	White	Black	Hispanic	Asian	NA				
2009	Mgmt. & Supervisor	0	0	0	0														
	Clerical & Admin.	0	0	0	0														
	Maintenance	0	0	0	0														
	Operators	0	0	0	0														
	Total	0	0	0	0														
	Percentage of Total	100.0%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
2010	Mgmt. & Supervisor	1	1	0	0	1													
	Clerical & Admin.	0	0	0	0														
	Maintenance	0	0	0	0														
	Operators	2	2	0	1	1	1												
	Total	3	3	0	1	2	1	0	0	0	0	0	0	0	0	0	0	0	0
	Percentage of Total	100.0%	100.0%	0.0%	33.3%	66.7%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
2011	Mgmt. & Supervisor	1	1	0	0	1													
	Clerical & Admin.	3	0	3	2														
	Maintenance	4	4	0	3	1	1	2											
	Operators	20	13	7	17	1	7	3	2										
	Total	28	18	10	22	3	8	5	2	0	0	0	0	0	0	0	0	0	0
	Percentage of Total	100.0%	64.3%	35.7%	78.6%	10.7%	28.6%	17.9%	7.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Three Years	Mgmt. & Supervisor	2	2	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	Clerical & Admin.	3	0	3	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Maintenance	4	4	0	3	1	1	2	0	0	0	0	0	0	0	0	0	0	0
	Operators	22	15	7	18	2	8	3	2	0	0	0	0	0	0	0	0	0	0
	Total	31	21	10	23	5	9	5	2	0	0	0	0	0	0	0	0	0	0
	Percentage of Total	100.0%	67.7%	32.3%	74.2%	16.1%	29.0%	16.1%	6.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Promotions and upgraded positions where there was a title and salary change are included in Table 3: Promotions by Job Category. There were a total of 5 promotions/upgrades during the three-year period ending December 31, 2011 compared to 19 promotions for the prior three-year term. Two females was promoted at a rate of 40% and 3 minorities were promoted at a rate of 60%. Two promotions were made in the Management & Supervisory category, two promotions were in the Clerical and Administrative category and 1 promotion was in the Maintenance category.

## B. Seniority Practices and Provisions

Administrative employees select vacation, floaters and other time off on the basis of seniority within their workgroup and the need to maintain adequate staffing for CCCTA's activities. Transit Supervisors, Maintenance employees and Operators bid for work assignments and time off on the basis of their seniority, as contained in their respective MOUs and outlined below.

### 1. Transit Supervisors

A departmental seniority list is maintained based on employees' hire dates or promotion dates as a Transit Supervisor. When more than one employee has the same employment date, an employee's seniority is determined by alphabetical order according to their last names.

### 2. Maintenance

An employee's date of hire determines that employee's position on the seniority list. When more than one employee is hired on the same day, dates and times on their employment applications determine their relative position on the seniority list. Employees who change classifications due to promotion or demotion are placed at the bottom of that classification seniority list for bidding of shifts.

### 3. Operators

Two separate seniority lists are maintained: one for full-time employees and one for part-time employees. The employee's position on the seniority list is determined by a random drawing of numbers after they successfully complete the Operator training class.

Part-time employees may elect to remain part-time or to convert to full-time employment when positions are available. When changing employment status, these employees go to the bottom of the full-time seniority list. Full-time employees who choose to convert to part-time status will be placed on the part-time seniority list according to their date of hire. In addition, a full-time employee may be rehired as a part-time employee after retiring from CCCTA; and that employee will be placed at the bottom of the part-time seniority list.

## C. Training

It is the policy of CCCTA to encourage employees to participate in on-the-job training, in-house training, and cross-training opportunities and to take advantage of external training to enhance performance of their present duties and to develop skills for future growth. CCCTA provides in-house training for employees throughout the year as needs arise. Topics are selected based on need, timeliness and applicability to performance of employees' duties. Topics covered in the past included interpersonal communication and passenger relations skills, leadership and management skills, substance abuse awareness, preventing violence in the workplace, ADA awareness and procedures, sexual harassment awareness and prevention, fare structure and recording procedures, safe driving skills, brake testing procedures, first aide training, and

Table 3: PROMOTIONS BY JOB CATEGORY  
January 1, 2009 through December 31, 2011

Year	Job Category	Total Promotions	Male		Female		MALE					FEMALE				
			#DIV/0!	%	#DIV/0!	%	White	Black	Hispanic	Asian	NA	White	Black	Hispanic	Asian	NA
2009	Mgmt. & Supervisory	0	0	0	0											
	Clerical & Admin.	0	0	0	0											
	Maintenance	0	0	0	0											
	Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Percentage of Total	100.0%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
2010	Mgmt. & Supervisory	2	1	1	1											
	Clerical & Admin.	0	0	0	0											
	Maintenance	0	0	0	0											
	Total	2	1	1	1	0	0	1	0	0	1	0	0	0	0	0
	Percentage of Total	100.0%	50.0%	50.0%	50.0%	0.0%	0.0%	50.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%
2011	Mgmt. & Supervisory	0	0	0	0											
	Clerical & Admin.	2	1	1	1	1										
	Maintenance	1	1	0	1											
	Total	3	2	1	2	1	0	1	0	0	1	0	0	0	0	0
	Percentage of Total	100.0%	66.7%	33.3%	66.7%	33.3%	0.0%	33.3%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Three Years	Mgmt. & Supervisory	2	1	1	1	0	0	1	0	0	1	0	0	0	0	0
	Percent of Category		50.0%	50.0%	50.0%											
	Clerical & Admin.	2	1	1	1	1	0	0	0	0	1	0	0	0	0	0
	Percent of Category		50.0%	50.0%	50.0%											
	Maintenance	1	1	0	1	0	0	1	0	0	0	0	0	0	0	0
Percent of Category		100.0%	0.0%	100.0%												
Total	5	3	2	3	1	0	2	0	0	1	1	0	0	0	0	
Percentage of Total	100.0%	60.0%	40.0%	60.0%	20.0%	0.0%	40.0%	0.0%	0.0%	20.0%	20.0%	0.0%	0.0%	0.0%	0.0%	

terrorist activity awareness and mitigation. In addition, Maintenance employees have periodic meetings where specific and general safety topics and maintenance procedures are discussed.

As the budget allows, CCCTA also provides staff with the opportunity to attend external professional developmental training programs, including supervisor/management training and development, computer programs/applications, interpersonal communications, customer service skills, and other relevant conferences/workshops geared to the employee's job responsibilities.

#### 1. Operator Training Program

CCCTA developed in-house Operator training programs using Line Instructors and Operator Trainers selected from our pool of Operators. These trainers assist our full-time training staff, on an as-needed basis, to provide annual and refresher training for all Operators as well as classroom and behind-the-wheel training for Operator Trainees.

Line Instructors must apply and are selected based on the following qualifications: (a) excellent driving skills; (b) satisfactory attendance; and (c) satisfactory record of compliance with company policies and rules. Operators meeting minimum qualifications must then pass the current Line Instructors course work and tests. The salary for Line Instructors is set at their current rate of pay plus \$1.50 per hour while they are serving in that capacity.

Line Instructors wishing to become Operator Trainers may apply to the Training Department. After passing an in-person interview and completing and passing the course work and road skills testing required by CCCTA and the U.S. DOT Trainer program, a Line Instructor is certified as a U.S. DOT-certified Operator Trainer. While serving as Operator Trainers, they are paid \$3.00 per hour in addition to their regular rate of pay.

Experience gained by Line Instructors and Operator Trainers helps to develop their training, supervisory and organizational skills. It also provides them with an avenue for promotion to available, related positions within CCCTA.

#### 2. Tuition Reimbursement Program

From 1989 through early 1992, CCCTA participated in the Tuition Reimbursement Program administered by the Regional Transit Coordinating Council's Ad Hoc Committee for Career Development and funded by a grant from FTA. Employees at all levels participated in this Program to pursue their educational goals and/or to attend work-related training courses and seminars/workshops.

Under this Program, employees were reimbursed for 100% of their costs for tuition and required textbooks, up to a maximum of \$1,000 per employee per fiscal year, providing they met the established educational/training parameters. All employees were encouraged to participate in the Program and no preferences were made based on the employee's race/ethnicity, gender or job classification. Employees submitted applications to participate in the program and they were accepted and processed in the order received by the CRA who was CCCTA's Committee representative.

An evaluation of the program made in May 1992 showed that a total of \$12,603 was expended on training seminars and tuition reimbursement (including textbooks). Nine employees (32.1%) participated in college courses and 19 employees (67.9%) attended seminars and training sessions. Of the 28 employees who completed the Program, there were 21 (75%) nonminorities and 7 (25%) minorities. Participation was almost equally divided between males (13 at 46.4%) and females (15 at 53.6%).

To determine the long-range benefits of this Program, an analysis was made of employees who completed the Program and their status as of December 31, 2011. Of the 28 employees who participated, 5 (17.9%) promoted employees (4 females, 1 male and 2 minorities) were currently employed, and 23 (82.1%) separated from employment (11 females, 12 males and 5 minorities). Eleven employees (39.2%) were promoted after completing the Program, including 8 (28.6%) females, 3 (10.7%) males and 3 (10.7%) minorities.

### 3. Total Quality Management

Due to changes in the environment in which transit operates, increasing pressures to accomplish our mission to provide public transportation and to comply with new regulatory mandates, and decreasing public resources to implement new programs, CCCTA officials recognized the need to become more responsible, creative and innovative in solving problems. To meet this need, staff continues to use a team-oriented focus by implementing the principles of total quality management.

Beginning in December 1992, employees attended consultant-facilitated training and development sessions to assist them in working effectively within self-managed teams. In-house training courses on management and supervisory development included such topics as leadership styles, creative problem solving, communication skills, conflict resolution, meeting effectiveness, group dynamics, managing diversity, motivation and performance, coaching skills, and time management. Union representatives received in-house training on communication skills, group dynamics and leadership skills. External training was provided on facilitation methods/skills and self-managed work teams.

Three different consulting firms facilitated complementary team building and leadership training sessions in 2000, 2002, 2005 and 2007. These training sessions were conducted with key Transportation Department employees to help foster better working relationships and to improve the effectiveness of the Department.

CCCTA continues to use various teams and committees to solve issues common to one or more work groups or to work on agency-wide projects and events. Membership on these teams includes representatives from work groups affected by the team's decisions. Staff members continue to facilitate these teams and committees.

## D. Wages, Salary Levels and Other Forms of Compensation and Benefits

### 1. Position Descriptions

Each position description contains specifications that generally describe the position and outline the job duties and responsibilities. Minimum job requirements were developed to ensure there will be a reasonable standard for classifying jobs and that the screening process will be consistent and free of bias for all internal and external candidates. This procedure facilitates the placement of individuals who have the requisite knowledge, skills and abilities to perform the job duties. Position descriptions include the following elements: position title; purpose; reporting relationship; essential duties and responsibilities; license requirements (if any); qualifications, such as education, experience, skills and abilities; physical demands; and the work environment.



## 2. Job Classifications, Wages and Salary Levels

The following job categories are identified by job classification codes. Positions included in each job classification have similar content, wage rates and opportunities. Certain duties and responsibilities, salary levels and step progressions apply generally to all positions within their respective job categories. Each job classification is assigned an EEO Code corresponding with guidelines set forth by the Equal Employment Opportunity Commission.

### a. Management and Supervisory

Management and supervisory positions are assigned EEO Code 1. The General Manager reports directly to the CCCTA Board of Directors, which determines the annual compensation package. Initial appointment rates for Directors, Senior Managers, Managers, Assistant Managers and Supervisors are usually set at the first level in the established pay range. Managers and some supervisory positions receive salary increases under a merit system. Annual merit increases are based upon performance, as measured by a performance evaluation. Their monthly pay ranged from \$2,162 for the first level of the lowest paid position to \$5,385 for the final level of the highest paid position, as set forth in the FY2009 annual pay scale. It is noted that salaries were frozen at that level and did not change prior to December 31, 2011.

Transit Supervisors formed a union and signed a Memorandum of Understanding (MOU) between CCCTA and the Teamsters Union, Local 856, AFL-CIO, for the term of February 17, 2000 through September 30, 2002. Their current MOU is effective October 1, 2008 through September 30, 2011. The MOU was extended for a one-year term effective October 1, 2011 with the same terms and conditions. These employees receive salary increases based on an eight-step system providing the employee has satisfactory job performance and has not reached the final step of the pay range. On October 1, 2011, the hourly wage rate was \$25.29 at Step 1 and \$33.28 at Step 8.

### b. Clerical and Administrative

For positions in this job classification, EEO Codes range from 2 through 6. Individuals in these positions have an eight-step pay range. Most new employees are hired at the first step of their respective position. Annual advancement to each subsequent step is based on performance, as determined by a performance evaluation. The FY2009 monthly pay scale identified a range from \$1,018 for Step 1 of the lowest paid position to \$2,619 at Step 8 for the highest paid position. Salaries in this job category were frozen at the FY2009 levels.

### c. Maintenance

Individuals working in these positions are assigned EEO Codes 7 and 8. Their annual wage rates are set forth in the MOU between CCCTA and Machinists Automotive Trades, District Lodge No. 190 of Northern California, for and on behalf of Automotive Machinists Lodge No. 1173, International Association of Machinists and Aerospace Workers. Their previous MOU was effective February 1, 2006 for a three-year term and expired on February 1, 2009. The MOU was subsequently extended for one-year terms with the same terms and conditions effective February 1, 2009, and the most recent extension was effective on February 1, 2012.

The MOU in effect during the review period for this EEO/AA Update established the maximum rates of pay, starting at \$19.75 per hour for the lowest paid position through \$30.00 per hour for the highest paid position. Beginning rates of pay for newly hired employees are either 85% or 90% of the maximum rate for that position. After satisfactory service for the prescribed number of days, an employee is eligible for an additional 5% and annual increases thereafter until 100% of the maximum rate is achieved. A Lead Mechanic is paid an additional 10% above the applicable rate. In addition, a pay differential of \$1.00 per hour is given for work performed after 5:00 p.m. and before 12:30 a.m. and \$1.05 per hour is paid for work performed after 12:30 a.m. and before 8:00 a.m.

d. Operators

Full-time and part-time Operators are given EEO Code 8. The basic wage rates for Operators are set forth in the MOU between CCCTA and the Amalgamated Transit Union, Local 1605, AFL-CIO. The current MOU became effective on February 1, 2007 and expired on January 31, 2011. It was extended for a two-year term with the same terms and conditions effective February 1, 2011. The MOU established the basic Step E wage rate at \$23.14 per hour effective January 24, 2010. The extension agreement froze wage rates at that level

During training, Operators are paid at the training rate, which is 65% of Step E (the highest step). Following training, employees become part-time or full-time Operators and advance to Step A, which is paid at 80% of Step E. After reaching the specified minimum number of hours worked, Operators proceed along their remaining three steps until they reach Step E. Advancement to a higher step results in a wage increase of 5%.

3. Benefits

The following benefits are available to employees, as outlined in their respective *Employee Handbook* and/or applicable MOU: bereavement leave, disability leave, family care leave, leave for kin care, holidays and floating holidays, jury duty leave, medical leave, military leave, personal leave, pregnancy disability leave, paternal leave for school visits and vacation.

Employees also receive free transportation while riding CCCTA buses and are eligible to join a local credit union. Employees are entitled to workers' compensation benefits if injured on the job or if they become ill as a result of contact with hazardous materials associated with their employment. CCCTA pays 100% of the premium for workers' compensation coverage.

Employees receive short-term disability insurance coverage through the State of California Employment Development Department. The employee contribution to State Disability Insurance (SDI) is a specified percentage of gross pay subject to a wage limit.

For retirement benefits, all full-time employees are eligible for membership in the California Public Employees' Retirement System (PERS) from date of hire. Part-time employees who were qualified PERS members through prior public employment or whose position averages a minimum of twenty (20) hours during a calendar week are eligible for PERS membership from the date of hire. Other part-time employees will be eligible for PERS membership when they work more than 1,000 hours in a fiscal year. Part-time employees not yet qualified for PERS are covered by Social Security and the applicable tax is withheld.

The employee's portion of the PERS contribution is 7% of gross salary. The employee contributes half (3.5%) of the 7% and CCCTA contributes the other half (3.5%) in the employee's name. CCCTA also contributes an additional percentage of the employee's gross pay, which is referred to as the employer's contribution. The employer's contribution rate may be adjusted annually as determined by PERS.

CCCTA provides confidential professional counseling services through its Employee Assistance Program. These services are furnished by a private contractor and offer assistance in solving problems that affect employees' personal lives and/or their employment situation. Services consist of assistance in resolving family and financial problems, chemical dependency, legal questions, retirement issues, childcare or eldercare issues, life crisis issues, or other personal problems or concerns. There is no charge to the employee, including immediate family members and dependents, for up to three counseling sessions per calendar year. CCCTA also offers a Wellness Program and encourages all employees to participate in the planned activities.

As set forth in their respective Employee Handbook or MOU, employees participate in a Cafeteria Plan that can be used to reduce their share of the cost of their medical premium or as a credit for additional vacation time. Vacation hours not taken by the end of the calendar year are paid to the employee. Provision of health and welfare insurance coverage depends upon the employee's job category, as outlined below.

a. Management/Supervisory and Clerical/Administrative

Regular, full-time employees are eligible for health insurance, dental insurance, and group term life insurance that includes accidental death and dismemberment insurance. ~~The basic life insurance benefit amounts to one and one-half times the employee's annual salary, up to \$65,000.~~ Transit Supervisors also have vision insurance, as specified in their MOU.

Health insurance coverage is administered by PERS. The type of coverage and cost depends upon the provider chosen by the employee and the number of covered dependents. CCCTA pays 100% of the premium for dental coverage. Group term life insurance coverage is paid 100% by CCCTA. CCCTA also pays 50% of the premium for vision insurance for the Transit Supervisors.

b. Maintenance

Maintenance employees are eligible for health, life, dental, vision, orthodontics and prescription drug benefits set forth in documents identified as Automotive Industries Health and Welfare Agreements. Their MOU lists the amount of payment CCCTA contributes per employee and the amount of the employee's co-payment.

c. Operators

Operators, after certification, are eligible to participate in all health and welfare benefits, including medical, dental, life insurance and vision coverage. Contributions made by CCCTA and the employee for the health and welfare benefits are set forth in their MOU.

#### E. Layoff and Recall

Employees may be laid off due to a change in duties or organization, abolishment of the position, shortage of funds, or completion of a temporary work assignment. A layoff is considered an involuntary separation and is not subject to appeal. Generally, layoffs will occur when CCCTA is faced with financial concerns that require a reduction in staff. In most cases, they will take place in inverse seniority order within a job classification.

Layoff and recall provisions are outlined for Transit Supervisors, Maintenance employees and Operators in their respective MOUs. As described in their MOUs, employees affected by a layoff may be able to exercise their seniority to displace junior employees in any classification in any position covered by the MOU for which the senior employee is qualified. Employees on layoff will be recalled to work in the order of their seniority. Employees recalled within the designated time periods will retain all benefits accrued in prior service. However, benefits will not accrue during the layoff period.

#### F. Problem Resolution

It is CCCTA's policy to encourage its employees to seek advice, assistance and help from their supervisors and/or managers in resolving any work-related problems. Additionally, employees may consult with the Senior Manager of Human Resources concerning any complaint they feel may involve issues of discrimination or harassment on the basis of their race, color, religious creed, national origin, ancestry, sex, age, physical or mental disability, medical condition, marital status, veterans status, sexual orientation, gender identity, genetic information or any other protected class consistent with federal, state and local laws or Executive Orders.

Such information will be held in confidence until the person filing the complaint agrees on a course of action or unless disclosure is otherwise required by law. At all times, confidentiality and discretion will be used and retaliation will not be permitted when allegations of a violation of CCCTA's EEO Policy or Policy Regarding Unlawful Harassment are reported or investigated.

Any person who believes that he or she, individually or as a member of any specific class of persons, has been subjected to discrimination or harassment on the basis of issues named above may file an internal complaint with CCCTA and/or may file an external complaint with state or federal agencies. For further information, refer to Appendix D: Equal Employment Opportunity Complaint Procedures.

#### G. Disciplinary Procedures

New hires and employees who are transferred, promoted or demoted serve a probationary period. Full-time Administrative employees have a 180-day probationary period and part-time employees have a probationary period of 1,040 hours of work. Their probationary period may be extended if additional time is needed to determine suitability for the position. The length of the probationary period for Transit Supervisors, Maintenance employees and Operators is negotiated with their respective employee organizations. New Transit Supervisors and newly hired Operators have a probationary period of six months. Newly hired full-time Maintenance employees are on probation for 160 calendar days and part-time employees are on probation for the first 960 hours of work.

In most cases, CCCTA employs a progressively more severe penalty procedure for addressing performance and disciplinary problems. However, if the seriousness of the infraction warrants, discipline may begin at any step of the process. Generally, discipline starts with a counseling session or a verbal warning and then moves to a written warning and, eventually, to termination. A short-term suspension is invoked in some instances, depending upon the

infraction and the surrounding circumstances. When appropriate, an employee may be demoted. All post-probationary employees are provided due process before serious disciplinary action, including termination, is applied. Grievance procedures are described in the applicable MOUs for the Transit Supervisors, Maintenance employees and Operators.

CCCTA may terminate an employee for poor job performance, poor attendance, lack of a valid driver's license with proper medical certification (when required for the job), insubordination, violation of CCCTA's rules/policies, drug or alcohol use in violation of CCCTA's Substance Abuse Program, dishonest or fraudulent act, disregard of CCCTA's interest, violation of laws or regulations, inability to acquire necessary skills to perform the job, other cause, or for no cause if the employee is on probation.

Operators receive the majority of the verbal and written warnings, suspensions and terminations. Infractions that lead to verbal or written warnings may result in suspension and/or termination. Employees who received disciplinary actions are those who were unable to acquire the necessary skills to operate the bus, no longer had a valid driver's license, violated CCCTA safety, operational or attendance policies, or had unresolved personal, family or transportation problems.

## VI. AFFIRMATIVE ACTION IN PREVIOUSLY IDENTIFIED PROBLEM AREAS

Employment practices and programs instituted in conjunction with CCCTA's earlier EEO/AA Plans have proved effective. CCCTA's 2009 EEO/AA Plan update included short-term and long-range goals from January 1, 2009 through December 31, 2012. Employment practices, including an analysis of our workforce and goal achievement, were reviewed every six months and annual goals were adjusted, if applicable, to ensure the long-range goals were met. Goals were based on 2000 civilian labor force Census information and were calculated using the eight-factor availability analysis.

According to the 2010 Census, the total population of Contra Costa County increased by 10.6% to 1,049,025 residents during the past ten years. The female population increased by an absolute difference of .1% and the male population decreased by the same amount. All of the racial/ethnic groups increased in population with the exception of Caucasians which decreased by an absolute difference of 6.5%. A review of the civilian workforce in Contra Costa County indicates that the percentages of females and minorities increased between 1990 and 2000, and similar increases are expected when the 2010 Census civilian workforce data is available at the end of this year. During that ten-year period, the female civilian workforce increased by 13.1% (from 194,528 to 219,987 employees) and the minority workforce increased by 52.8% (from 119,351 to 182,425 employees).

The ever-increasing number of minorities and females in the civilian workforce entails a special challenge for CCCTA. We will meet this challenge by continuing to project our goals based on anticipated job openings and at realistic rates expected to reach parity in all job categories. Based on the upward curve in applications received from minorities and projected increases in the minority population and civilian workforce within Contra Costa County, emphasis was placed on establishing availability factors for the next four years that take this trend into consideration. The following internal and external factors will continue to work in combination to resist efforts to realize established goals for minorities and females.

First, CCCTA experienced substantial shortfalls in its budget due to decreased revenue received in FY2009 through FY2012. As a result, CCCTA decreased its workforce by 18.6%, or 57 employees during this three-year period because we found it necessary to reduce the level of fixed-route service by 23%, close the Walnut Creek Transit Center, and make corresponding workforce reductions throughout the agency. In 2009, there were 39 layoffs, and there were 2 layoffs each in 2010 and 2011. The remaining reduction in workforce was due to attrition when open positions were not filled.

The largest number of layoffs (37) was in the Operator job category with 6 layoffs in the Clerical and Administrative job category. As openings occurred in the Operator job category, some Operators were brought back from lay off (2 employees in 2010 and 20 employees in 2011). Operators were laid off based on their seniority, as specified in their MOU, and Administrative employees were laid off when their positions were eliminated. It is anticipated at this time that funding will not be augmented to the extent necessary to allow us to recall all the laid off employees or to reinstate previous levels of fixed-route service. It is also anticipated that there will be a leveling off or further constriction of our workforce during the next three years while the economy stabilizes and reverses its downward trend.

Second, the current downturn in the economy, the high unemployment rate and CCCTA's aging workforce work in tandem to influence the turnover rate, which is expected to continue to decrease from its high of 19.5% in 2009 as we move toward a more stable workforce. The highest number of employee separations was in the Operator category where there were 43 separations (25.6% turnover) in 2009, 6 separations (3.7% turnover) in 2010 and 18 separations (10.9% turnover) in 2011. The highest turnover rate in the Management and Supervisory category occurred in 2009 at

8% and 2010 at 7.7% when 2 employees separated in each year. The Clerical and Administrative category in 2011 had its highest turnover rate of 19.2% (5 employees separated). For the Maintenance category, the highest turnover rate was 10.7% (3 employees separated) in 2010.

The total annual overall turnover rates ranged from 19.5% (50 employees) in 2009 to 5.7% (14 employees) in 2010 and 9.2% (23 employees) in 2011. Agency-wide, annual turnover rates for females were 18% (16 employees) in 2009, 4.7% (4 employees) in 2010 and 8% (7 employees) in 2011. The annual turnover rates for minorities were 23.9% (38 employees) in 2009, 3.9% (6 employees) in 2010, and 9.4% (15 employees) in 2011. Please refer to Table 4: Turnover Rates.

Third, as in the past, the number of applications from females for Management & Supervisory and Operator positions is not expected to reach parity with their corresponding civilian labor force representations. The female applicant flow for the Clerical & Administrative category (66.7%) almost met parity with its labor force representation (68.2%). As noted previously, CCCTA received 245 applications during the three-year period ending in 2011, which was 73% lower than the applicant flow for the prior three-year period when 906 applications were received.

One major reason for the decline in applicant flow is because most positions were frozen and only a few open positions were available for interested applicants. CCCTA had no new hires in 2009, 3 new hires/rehires in 2010 and 28 new hires/rehires in 2011. Of the total 31 new hires, 22 were Operators who were on lay off and were rehired as openings occurred in that job category. As the economy continues to remain unstable and unemployment rates are at an all-time high in our area, CCCTA competes with other employers for qualified applicants. Some potential applicants are not seeking employment at CCCTA due to the instability of the economy and the perceived likelihood that their position may be eliminated. Our cumulative applicant flow for females was 79 (32.2%) individuals compared to their workforce representation of 35.3% individuals at the end of December 2011 and 233 (27.3%) applications received for the prior three-year period. We received 177 (73.8%) applications from minorities, compared to their 64.3% workforce representation and 613 (71.8%) applications for the previous three-year period. The percentages of female and minority applicants are on the increase compared to the prior three-year period.

We have noticed a continuing trend over the past three years where applicants did not self-identify their race/ethnicity. This nondisclosure may be due to a desire by applicants not to declare this information or they may have submitted a resume in lieu of a complete application packet. We received a total of 5 unknown surveys, or 2% of the total applications received. During the prior three years, 52 unknown surveys were received, which equated to 5.7% of the total applications. The number of unknown surveys for female applicants was 2 (40%) with 3 (60%) from male applicants. The percentages were similar for the previous three years when there were 21 (40.4%) unknown surveys from female applicants and 31 (59.6%) from male applicants.

Three-year, cumulative applicant flow for the Management and Supervisory category consisted of 20 applicants: 1 was female at 5% compared to 43.6% civilian workforce, and 9 were minorities at 45% compared to 25% civilian workforce. The Clerical and Administrative category had a total of 78 applicants, which was comprised of 52 females (66.7% compared to 68.2% civilian workforce) and 58 minorities (74.4% compared to 35.7% civilian workforce). For the Maintenance category, there was a total of 95 applicants; of which 7 (7.4%) were female (.9% civilian workforce) and 72 (75.8%) were minorities (27.6% civilian workforce). In the Operator category, we received a total of 47 applications; 17 (36.2%) were from females (52.6% civilian workforce) and 38 (80.9%) were from minorities (54.5% civilian workforce).

**Table 4: TURNOVER RATES**  
 January 1, 2009 through December 31, 2011

Year	Job Category	Separations				Workforce				Turnover Rates			
		Total	Male	Female	Minority	Total	Male	Female	Minority	Total	Male	Female	Minority
2009	Mgmt. & Supervisory	2	2	0	1	25	15	10	9	8.0%	13.3%	0.0%	11.1%
	Clerical & Admin.	4	3	1	3	32	9	23	15	12.5%	33.3%	4.3%	20.0%
	Maintenance	1	1	0	1	31	29	2	18	3.2%	3.4%	0.0%	5.6%
	Operators	43	28	15	33	168	114	54	117	25.6%	24.6%	27.8%	28.2%
	Total	50	34	16	38	256	167	89	159	19.5%	20.4%	18.0%	23.9%
	Percentage of Total	100.0%	68.0%	32.0%	76.0%	100.0%	65.2%	34.8%	62.1%				
2010	Mgmt. & Supervisory	2	1	1		26	16	10	10	7.7%	6.3%	10.0%	0.0%
	Clerical & Admin.	3	3	3	1	29	9	20	14	10.3%	0.0%	15.0%	7.1%
	Maintenance	3	3		2	28	26	2	16	10.7%	11.5%	0.0%	12.5%
	Operators	6	6		3	162	109	53	114	3.7%	5.5%	0.0%	2.6%
	Total	14	10	4	6	245	160	85	154	5.7%	6.3%	4.7%	3.9%
	Percentage of Total	100.0%	71.4%	28.6%	42.9%	100.0%	65.3%	34.7%	62.9%				
2011	Mgmt. & Supervisory	0				27	17	10	10	0.0%	0.0%	0.0%	0.0%
	Clerical & Admin.	5	1	4	3	26	7	19	12	19.2%	14.3%	21.1%	25.0%
	Maintenance	0				31	29	2	18	0.0%	0.0%	0.0%	0.0%
	Operators	18	15	3	12	165	108	57	120	10.9%	13.9%	5.3%	10.0%
	Total	23	16	7	15	249	161	88	160	9.2%	9.9%	8.0%	9.4%
	Percentage of Total	100.0%	69.6%	30.4%	65.2%	100.0%	64.7%	35.3%	64.3%				
Three Years	Mgmt. & Supervisory	4	3	1	1	78	48	30	29	5.1%	6.3%	3.3%	3.4%
	Clerical & Admin.	12	4	8	7	87	25	62	41	13.8%	16.0%	12.9%	17.1%
	Maintenance	4	4	0	3	90	84	6	52	4.4%	4.8%	0.0%	5.8%
	Operators	67	49	18	48	495	331	164	351	13.5%	14.8%	11.0%	13.7%
	Total	87	60	27	59	750	488	262	473	11.6%	12.3%	10.3%	12.5%
	Percentage of Total	100.0%	69.0%	31.0%	67.8%	100.0%	65.1%	34.9%	63.1%				



As noted previously, the largest number of applications was received in the Clerical and Administrative category and the Maintenance category because CCCTA was recruiting for open positions. For the Clerical and Administrative category, 5 positions were filled, 2 of which were promotions and 3 were new hires (4 females and 3 minorities). For the Maintenance category, CCCTA filled 5 positions with 1 promotion and 4 new hires (4 minorities). For the Management and Supervisory category, 4 positions were filled, 2 of which were promotions and 2 were new hires (1 female and 1 minority). For these three job categories, there were only 9 new hires, of which 3 (33.3%) were females and 5 (55.6%) were minorities. The Operator category had 22 rehires, consisting of 7 (31.8%) females and 18 (81.8%) minorities.

Fourth, applicants may be eliminated during the screening process or they may decide at a later date that they are no longer interested in the position. Applications are rejected when they are incomplete or the applicant does not meet the minimum requirements for the position. An applicant's decision not to continue as a viable candidate may be based on a job offer elsewhere, a reluctance to leave a current position that may offer more stability or other benefits, the nature of the position, hours or other working conditions, lack of childcare or eldercare arrangements, lack of reliable transportation, and/or long commute distances.

The selection process also poses challenges for realizing our goals to hire minorities or females. Individuals who submitted viable applications may have been eliminated during the screening process if they indicated they were not available to work the required days or hours, they could not read, write, speak or understand English, or they did not have a stable and verifiable employment history. Applicants for Management/Supervisory, Clerical/Administrative and Maintenance positions may have been eliminated if they did not have the requisite experience, knowledge, skills or abilities to qualify for the recruited position. Applicants for positions that require a Class B driver's license may have been eliminated if they were unable to pass the California Department of Transportation medical examination or to obtain a Class B driving license permit.

Fifth, changes in the economy, adherence to high performance standards to ensure public safety and service reliability, and our aging workforce will continue to influence decisions related to separations. CCCTA competes with other industries that may provide better working conditions, wages and/or benefits. As the economy improves and more favorable jobs become available with other employers, it is inevitable that CCCTA employees will seek and obtain these positions. There is no mandatory retirement age at CCCTA and we find that some of our employees choose to continue to work beyond their normal retirement age.

The majority of the separations (67 of 87 or 77%) during the past three years were in the Operator category. There were 4 (4.6%) separations for the Management and Supervisory category. The Clerical and Administrative category had 12 separations (13.7%) and the Maintenance category had 4 separations (4.6%). The Operator category represents 66.3% (165 employees) of our total workforce of 249 employees. In comparison, the Management/Supervisory category represents 10.8% (27 employees), the Clerical/Administrative category represents 10.4% (26 employees) and the Maintenance category represents 12.4% (31 employees) of the total workforce.

Of the 87 total separations during the past three years, there were 53 (61%) terminations and 34 (39%) resignations. Agency-wide, termination rates were 34% (18 employees) for females and 77.4% (41 employees) for minorities during this three-year period. The majority of the terminations (43 of 53 or 81.1%) were in the Operator category, and the majority of these terminations (37 employees) were due to layoff. Operators are terminated for several reasons, including poor attendance, failing the California Department of Transportation physical exam, failure to obtain or maintain a Class B driving license, unsatisfactory driving skills, poor passenger relations skills, unsatisfactory classroom or behind-the-wheel performance during training, violation of CCCTA policies and procedures, job abandonment and lay off due to a reduction of fixed-route service.

Strictly enforced attendance requirements and a demanding training program make it inevitable that the Operator job category will have a high attrition rate. CCCTA's in-house, comprehensive training program for Operator Trainees is rigorous. A Trainee must pass the required California Department of Transportation physical exam, become skilled in driving 40-foot transit coaches, master agency policies and procedures, and demonstrate good customer relations skills. Strict attendance and performance criteria policies are maintained to ensure public safety and to provide reliable and on-time transportation for our passengers.

CCCTA continues to monitor our employment practices and to take appropriate remedial actions, when necessary, to ensure that all employees are treated fairly. The CRA monitors employment decisions on a daily basis as changes occur. Logs are compiled for all changes in employment status, including job postings, new hires, rehires, promotions, transfers, reclassifications, and separations. In addition, the CRA prepares spreadsheets of the entire workforce as of June 30 and December 31 each year and compares the workforce with the availability factors established in the most current EEO/AA Program and our achievement toward reaching the established annual goals for that year. The CRA also analyzes employment decisions made during the year, including selections, promotions and terminations, to determine if there has been any disparate impact.

CCCTA developed a remedial plan, which includes the following activities, to ensure that future goals are realized. Attention will continue to be focused on our recruitment/selection process and retention factors.

**A. Development and Execution of Action-Oriented Programs**

CCCTA will continue to support employees and applicants for employment, as well as local, state and national action-oriented programs designed to improve the employment opportunities of minorities and females, through the following activities.

1. Evaluation of job postings and recruitment advertisements to ensure they accurately reflect functions of the position and qualification requirements.
2. Dissemination of information regarding CCCTA's EEO/AA Program to recruitment sources and organizations promoting the employment opportunities for minorities and females.
3. Dissemination of approved position descriptions and job specifications to interested internal and external applicants and to members of management involved in the recruiting, screening, selection and promotion process.
4. Consultation with hiring officials and individuals on an employee selection interview panel to promote nondiscriminatory practices in CCCTA's interview process.
5. Discussions with union officials to inform them of CCCTA's EEO/AA Program and commitment to equal employment opportunity and to request their continued cooperation and support.
6. Dissemination of CCCTA's EEO Policy statement on its website, employee bulletin boards, and in employee handbooks.

**B. Techniques to Ensure an Adequate Applicant Pool**

The following techniques will continue to be used to improve recruitment and to increase the flow of minority and female applicants.

1. Compile and maintain an affirmative action mailing list, consisting of community resource centers, recruitment agencies for traditionally underutilized groups, and special outreach programs, for use in recruitment outreach efforts. The EEO/AA mailing list includes agencies sent copies of external recruitment notices. These organizations include county social service agencies, state and county employment development agencies, colleges, community centers, libraries, recruitment/placement organizations, and veteran's organizations (see Appendix A: List of Resource and Recruitment Agencies).
2. Utilize recruiting programs at various institutions and community organizations that represent protected classes, and forward copies of job announcements to employment recruitment sources for external recruitment purposes.
3. Post internal and external recruitment notices on CCCTA employee bulletin boards and encourage employees to apply for promotional or lateral job openings. Provide copies of the approved position description and job specifications to interested internal and external applicants.
4. Encourage employees to refer minority and female applicants for available positions.
5. Post external recruitment notices on the CCCTA website. Advertise them in local newspapers where significant minority populations reside and in minority-focused newspapers, when appropriate, for available positions that have an under-representation of minorities.
6. Participate at community events, including job fairs and career day activities, when appropriate, based on the number and type of open positions.

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The following describes results achieved by CCCTA in its efforts to attain parity in job categories where there was identified underutilization of minorities and/or females.

We have found that accepting employment applications on an on-going basis leads to many viable minority and female candidates. All applications are kept on file for one year and reviewed when job openings occur. CCCTA received the largest response to notices of open positions posted on our website and advertisements placed in the *Contra Costa Times*, a local, general-circulation newspaper that reaches the minority communities within our service area. We received some applications from individuals who responded to recruitment notices sent to resource agencies on the EEO/AA mailing list. CCCTA works with the California Employment Development Department in our recruitment outreach efforts.

A few applicants were hired following their referral from organizations promoting the employment of females and minorities. We have had some success with employment of workers recruited through local employment agencies. Some of our applicants indicated relatives and friends working for CCCTA referred them when positions were available. While several contacts were made at job fairs and career day activities in the past, most attendees did not have the required five years of driving experience for the Operator position or did not meet the requisite requirements for other open positions.

## VII. UTILIZATION ANALYSIS

Federal guidelines (UMTA Circular C47004.1) provide that the representation of women and minorities in CCCTA's workforce should reflect that of the relevant labor market.

The purpose of the utilization analysis is to identify those job categories where there is an underutilization and/or concentration of minorities and females in relation to their availability in the relevant labor market. The numerical difference between the actual workforce and the relevant labor market indicates whether a particular group of employees is over-represented or under-represented. It is one of the indicators used in setting goals and taking corrective affirmative action regarding employment practices that may have contributed to any identified absence, underutilization, or concentration of a particular group.

CCCTA's utilization analysis consists of three sections: an availability analysis, a workforce analysis, and a comparison of the workforce analysis with the available civilian labor force. The workforce analysis also includes an assessment of the changes in CCCTA's workforce since its EEO/AA Plan was updated in 2009.

### A. Availability Analysis

An availability analysis determines the percentages of minorities and females available for employment in the area labor force for employment in each identified job category. Availability is defined as the percentage of minorities or females who have the skills required for entry into a specific group, or who are capable of acquiring them. The purpose of the availability determination is to establish a benchmark against which the demographic composition of CCCTA's incumbent workforce can be compared in order to determine whether barriers to equal employment opportunity may exist within particular job categories.

Persons defined as available are those who are interested and who are qualified to perform the work at hand. Occupational data, in addition to general population and unemployment information, along with training and promotional opportunities were considered when determining availability. Availability percentages were compared with actual employment percentages to identify underutilization of minorities and females. Underutilization is defined as having fewer minorities or females in a particular job category than would be expected by their availability in relevant labor markets.

Recruitment for the four job categories (Management and Supervisory, Clerical and Administrative, Maintenance, and Operators) is primarily from Contra Costa County although occasional regional, state and national recruitment efforts may be necessary for key administrative and management positions. CCCTA's decision to recruit primarily within the County where it provides service to the public is based on several factors: the high diversity of cultural and ethnic groups represented; the range of skills, experience, knowledge and educational backgrounds available; and the extensive commute distances and time required from neighboring counties. A review of CCCTA's workforce indicates the majority of its employees reside within Contra Costa County.

#### 1. Determination of Availability

To determine internal and external female and minority availability for each job category, CCCTA used the following set of eight factors.

- Factor 1(a): Percentage of minorities in the Contra Costa County population. Evaluates the minority population of the labor area where CCCTA provides service.
- Factor 1(b): Percentage of women among those seeking employment in the labor area comprising CCCTA's service area. Looks at the availability of females seeking employment in the recruitment area.
- Factor 2: Percentage of minorities and females among the unemployed. Reviews the size of the minority and female unemployed workforce.
- Factor 3: Percentage of minorities and females in the total workforce. Considers the total civilian labor force within Contra Costa County.
- Factor 4: Percentage of minorities and females among those having requisite skills for the job category. Factors in the civilian labor force for the job category.
- Factor 5: Percentage of minorities and females among those having requisite skills within a reasonable recruitment area. Weighs the availability of minorities and females based on applicant flow data.
- Factor 6: Percentage of minorities and females among those promotable or transferable within CCCTA. Assesses the availability of current employees who may have the requisite knowledge, skills and abilities for the position.
- Factor 7: Percentage of minorities and females at institutions providing training in requisite skills. Considers the existence of training institutions capable of training persons for available positions.
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- Factor 8: Percentage of minorities and women among those at CCCTA who can be trained in the requisite skills. Evaluates the degree of training that CCCTA reasonably is able to undertake as a means of making open positions available to qualified minorities and females.

Factors 1, 2, 3, 4, 5 and 7 measure external (outside CCCTA) availability. Factors 6 and 8 measure internal availability and address movements among and between job categories. The distinction between the Factor 1 calculation for minorities and females reflects the fact that it is assumed that not all females in the population are available for employment, only those "seeking" employment.

## 2. Review of Present External Availability Factors

External availability factors used to set CCCTA's workforce goals in the 2009 EEO/AA Plan were based on the 2000 U.S. Census. For purposes of this EEO/AA Program, the labor force area is considered to be Contra Costa County for all job categories. Using 2000 data generated by the U.S. Census Bureau, Contra Costa County has a total civilian labor force of 46.4% females (compared to 45.5% in 1990) and 38.5% minorities (compared to 27.9% in 1990).

The U.S. Census Bureau data for 2010 shows the total population in Contra Costa County is 1,049,025 residents. This represents a 10.6% increase in population since the 2000 Census. Racial/ethnic groups include 58.6% White, 9.3% Black, 14.4% Asian, 1% American Indian/Alaska Native/Hawaiian Native, 10.7% some other race, and 5.9% two or more races. The population for Hispanic/Latino (any race) is 24.4% and non-Hispanic/Latino is 75.6%. The 2010 civilian labor force information will not be available

until the end of 2012. Table 5: Population and Labor Force Information, Contra Costa County, shows data on 2010 total population, 2000 civilian labor force (including unemployed), and 2000 comparable civilian occupations found in CCCTA's workforce by gender and race/ethnicity.

### 3. Availability Factor Computation Method

Availability was calculated using the following three-step method: (a) Quantified data (raw statistics) were collected for each factor considered for the identified job categories; (b) Factors were weighted according to their importance and proportional contribution to the overall job category; and (c) Raw statistics data and value weights were then multiplied, the collective product of which was added together to provide the final estimate of availability for each job category. The following describes the factors used for each job category and lists them in order of the assigned weights. The Availability Factor Computation Forms for all job categories are included in Appendix E.

#### (a) Management and Supervisory

Factor 1: Population, Factor 2: Unemployed in Labor Area, Factor 3: Total Workforce in immediate Labor Area, and Factor 7: Training Institutions, were not applicable for this job category as CCCTA requires individuals in these job classifications to have technical background knowledge and related experience in managerial skills related to the transit industry. Factor 6: Promotable or Transferable within CCCTA, was ranked first as many of the promotions during the past three years were within the Management and Supervisory job category and some anticipated new openings are expected to be promotions.

Factor 4: Requisite Skills in Immediate Labor Area, considers the comparable civilian labor force in Contra Costa County for occupations classified as "Officials and Managers". Factor 5: Requisite Skills in Reasonable Recruitment Area, uses applicant flow data for the past three years. These two factors were ranked second as CCCTA recruits mainly from these groups for its managerial positions and because applicants must have the required knowledge, skills and abilities for the open position. The lowest weight was given to Factor 8: Training in Requisite Skills, as only a few openings are anticipated in positions where CCCTA has traditionally promoted employees, and the applicable percentages represent only 2 promotions during the past three years. Availability for this job category was set at 37.3% for minorities and 32% for females.

#### (b) Clerical and Administrative

Factors 1 and 2: Population and Unemployment Labor Force, and Factor 7: Training Institutions, were not applicable for this job category as CCCTA requires individuals to have special skills or abilities, including technical background knowledge and experience. Factor 6: Promotable or Transferable, was given the highest weight. It uses information on CCCTA's Clerical and Administrative workforce as most individuals are promoted within their job category. Factor 4: Requisite Skills in Immediate Labor Area, which uses civilian labor force data in Contra Costa County for occupations classified as "Administrative Support" was given the next highest weight because new hires must have the required requisite skills.



The third-place rank was assigned to Factors 3 and 5. Factor 3: Total Workforce in Immediate Labor Area, uses the overall civilian labor force data for Contra Cost County. Factor 5: Requisite Skills in Reasonable Recruitment Area, considers applicant flow for the past three years for this job category. Factor 8: Training in Requisite Skills, considers job-posting applicants. This factor was ranked last because most positions require requisite skills or experience and there were one 2 promotions in this job category during the past three years. Availability figures assigned were 46.3% for minorities and 67.7% for females in this job category.

(c) Maintenance

Factors 1 and 2: Population and Unemployed Labor Force, Factor 3: Total Workforce in Immediate Area, and Factor 7: Training Institutions, were not applicable for this job category as CCCTA requires individuals to have special skills, abilities, knowledge and experience. Ranked first was Factor 6: Promotable or Transferable, which considers CCCTA's Maintenance workforce since promotions, traditionally, have been made from the current workforce in this job category.

The next highest rank was assigned to Factor 5: Requisite Skills in Reasonable Recruitment Area because it considers our applicant flow for occupations in this job category. Factor 4: Requisite Skills in Immediate Area, was ranked third. It uses the Contra Costa County civilian labor force data for occupations classified as "Bus, Truck Mechanics" as most new hires had requisite skills and reside within the County. Factor 8: Training in Requisite Skills considers promotional data. It was ranked last because requisite skills and experience are required, there was only one promotion during the past three years, and the number of future job openings is anticipated to be small. Availability was established at 57.9% for minorities and 5% for females.

(d) Operators

Factors 1 and 2: Population and Unemployed Labor Force, Factor 7: Training Institutions, and Factor 8: Training in Requisite Skills, were not applicable for this job category. We require applicants to have five years of driving experience and the ability to obtain a California Class B driver's license prior to entering the CCCTA Operator training class.

Ranked first was Factor 6: Promotable or Transferable, which considers CCCTA's Operators who are reclassified into full-time positions when openings are available. The next highest weight was assigned to Factor 5: Requisite Skills in Reasonable Recruitment Area, which considers our three-year applicant flow for this position. Ranked third was Factor 4: Requisite Skills in Immediate Labor Area, which uses the civilian labor force for occupations classified as "Bus Drivers." Factor 3: Workforce in Immediate Labor Area uses data from the Contra Costa civilian labor force and it was assigned the lowest weight. Availability for this job category was determined to be 71.6% for minorities and 37.4% for females.

B. Workforce Analysis

CCCTA's workforce analysis provides an overall employment profile and forms the basis for determining the existence of possible systemic discrimination. It profiles the composition of CCCTA's workforce as of December 31, 2011 by department, job category, job title, job classification, and salary range. Each of these categories is cross-referenced by race/ethnicity and gender. This analysis is structured along lines of progression by departmental units to ensure that promotional opportunities are considered. It provides a listing of all individual job



titles and salary ranges from the highest paid to the lowest paid within each department. Table 6: Workforce Analysis by Department, provides this profile.

1. Identification of Employees by Department

As of December 31, 2011, CCCTA employed 249 individuals at its Concord facility. CCCTA divides its workforce into three departments—Administration, Maintenance and Transportation. The Administration Department is responsible for carrying out policies of the Board of Directors and for the overall operation of CCCTA. It includes the General Manager's Office, Accessible Services, Finance, Human Resources, Information Technology, Marketing and Customer Service, and Planning and Scheduling. The Maintenance Department includes Facility and Vehicle Maintenance, Grants/Procurement and Stores. The Transportation Department includes Fixed-Route and Paratransit Transportation, and Safety and Training.

2. Identification of Major Job Categories

A job category is a grouping of jobs that may cut across departmental lines. The job category is the basic unit for successive analyses built upon it, including an availability analysis, and any employment goals that may be established thereafter. CCCTA made an analysis of its positions and grouped them according to similar content and level of responsibilities. The job categories were made sufficiently large so that meaningful statistical analyses could be made.

As a result, CCCTA's employees were grouped into four job categories: Management and Supervisory (27 employees), Clerical and Administrative (26 employees), Maintenance (31 employees) and Operators (165 employees) for a total of 249 employees at the end of December 2011. Table 7: Summary of Authorized and Filled Positions by Job Category, lists all authorized and filled positions as of December 31, 2011. Shown below are relevant job categories as defined by the Equal Employment Opportunity Commission.

a. Officials and Administrators (EEO Code 1)

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. These individuals have supervisory responsibilities for two or more employees. Positions include: General Manager, Directors, Managers, Supervisors and Facilities Superintendent.

b. Professionals (EEO Code 2)

Occupations that require specialized and theoretical knowledge, which is usually acquired through college training or through work experience and other training that provides comparable knowledge. Positions include: Buyer, Civil Rights Administrator, Senior Accounting Assistant and Training Coordinator.

c. Paraprofessionals (EEO Code 5)

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. Positions include: Chief Service Scheduler, Help Desk and User Support, Payroll Supervisor and Storekeeper.



**Table 6: WORKFORCE ANALYSIS BY DEPARTMENT  
MAINTENANCE DEPARTMENT  
As of December 31, 2011**

Job Title	Job Class.	Salary Range*	Total s	Total Male	Total Female	Total Minority	MALE				FEMALE			
							White	Black	Hispanic	Asian	NA	White	Black	Hispanic
<b>Management &amp; Supervisory</b>														
Director of Maintenance	375	2999-5385	1	1	0	0	1							
Sr. Manager, Maintenance	445	2729-3820	2	2	0	0	2							
Manager, Grants & Procure.	492	2349-3288	1	1	0	0	1							
Facilities Superintendent	620	2162-2940	1	1	0	0	1							
Total Mgmt & Supervisory			5	5	0	0	5	0	0	0	0	0	0	0
Percentage of Total			100.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Clerical &amp; Administrative</b>														
Buyer	710	1990-2619	1	1	0	0	1							
Executive Secretary	930	1643-2162	1	0	1	0					1			
Storekeeper	1270	21.72	2	2	0	1	1				1			
Total Clerical & Admin.			4	3	1	1	2	0	0	1	1	0	0	0
Percentage of Total			100.0%	75.0%	25.0%	25.0%	50.0%	0.0%	0.0%	25.0%	25.0%	0.0%	0.0%	0.0%
<b>Maintenance</b>														
Custodian	1010	1121-1475	1	1	0	1								
Lead Custodian	1015	1231-1620	1	1	0	1					1			
Senior Facility Worker	1022	1357-1786	1	1	0	0	1							
Assn't Facility Super.	1030	1990-2619	1	0	1	0								1
Mechanic V	1200	30.00	4	4	0	1	3	1						
Mechanic IV	1210	28.19	3	3	0	2	1	1	1					
Mechanic III	1220	26.54	6	5	1	2	3		1	1				
Mechanic II	1230	25.34	3	3	0	1	2			1				
Mechanic I	1240	24.18	2	2	0	2		1		1				
Service Worker	1250	19.75	9	9	0	8	1		3	5				
Total Maintenance			31	29	2	18	11	3	5	10	0	0	0	0
Percentage of Total			100.0%	93.5%	6.5%	58.1%	35.5%	9.7%	16.1%	32.3%	0.0%	0.0%	0.0%	0.0%
<b>Total Employees</b>			40	37	3	19	18	3	5	11	0	0	0	0
Percentage of Total			100.0%	92.5%	7.5%	47.5%	45.0%	7.5%	12.5%	27.5%	0.0%	0.0%	0.0%	0.0%

\*Salary ranges are per month or per hour



**Table 7: SUMMARY OF AUTHORIZED AND FILLED POSITIONS BY JOB CATEGORY**  
As of December 31, 2011

Job Title	EEO Code	Job Classification	Number of Employees
<b>Management &amp; Supervisory</b>			
General Manager	1	110	1
Director of Maintenance	1	375	1
Director of Finance	1	377	1
Director of Transportation	1	385	1
Director of Planning and Marketing	1	392	1
Senior Manager, Accounting	1	421	1
Senior Manager, Human Resources	1	426	1
Senior Manager, Maintenance	1	445	2
Senior Manager, Marketing	1	455	1
Manager, Safety and Training	1	458	1
Manager, Transportation	1	470	1
Manager of Planning	1	483	1
Manager, Grants and Procurement	1	492	1
Senior Manager, Information Technology	1	497	1
Senior Customer Service Supervisor	1	610	1
Facilities Superintendent	1	620	1
Transit Supervisor	1	660	10
<b>Total Management and Supervisory Positions</b>			<b>27</b>
<b>Clerical &amp; Administrative</b>			
Buyer	2	710	1
Chief Service Scheduler	5	720	1
Admin. Services Officer/Civil Rights Admin/Clerk to Board	2	735	1
Training Coordinator	2	750	1
Senior Accounting Assistant, Accounts Payable	2	760	1
Assistant to the General Manager	6	805	1
Help Desk & User Support	5	877	1
ADA Specialist	6	908	2
Customer Service Representative, Part Time	6	915	4
Senior Customer Service Representative	6	920	1
Office Administrator Customer Service	6	922	1
Administrative Assistant II	6	928	2
Administrative Assistant III	6	929	1
Executive Secretary	6	930	1
Payroll Supervisor	5	971	1
Payroll Specialist	6	972	1
Data Processing Specialist	6	985	1
Lead Data Processing Specialist	6	987	1
Service Representative/Schedule Distribution Clerk	6	992	1
Storekeeper	5	1270	2
<b>Total Clerical and Administrative Positions</b>			<b>26</b>
<b>Maintenance</b>			
Custodian	8	1010	1
Lead Custodian	8	1015	1
Senior Facility Worker	8	1022	1
Assistant Facility Superintendent	8	1030	1
Mechanic V	7	1200	4
Mechanic IV	7	1210	3
Mechanic III	7	1220	6
Mechanic II	7	1230	3
Mechanic I	7	1240	2
Service Worker	8	1250	9
<b>Total Maintenance Positions</b>			<b>31</b>
<b>Operators</b>			
Operator, Full-Time	8	1310	155
Operator, Part-Time	8	1330	9
Operator, Trainee	8	1350	1
<b>Total Operator Positions</b>			<b>165</b>
<b>Total Authorized and Filled Positions</b>			<b>249</b>

d. Administrative Support (EEO Code 6)

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. Positions include: ADA Specialist, Administrative Assistant, Assistant to the General Manager, Customer Service Representative, Data Processing Specialist, Executive Secretary, Lead Data Processing Specialist, Office Administrator Customer Service, Payroll Specialist, Senior Customer Service Representative and Service Representative/Schedule Distribution Clerk.

e. Skilled Craft Workers (EEO Code 7)

Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is required through on-the-job training and experience or through apprenticeship or other formal training programs. Positions include: Mechanic I through Mechanic V.

f. Service-Maintenance (EEO Code 8)

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. Positions include: Assistant Facility Superintendent, Custodian, Lead Custodian, Senior Facility Worker, Service Worker and Transit Operator.

3. Race/Ethnic Identification

CCCTA obtains the race/ethnic identity of employees from the Equal Employment Opportunity Survey Forms completed by applicants and new hires or from post-employment records. For purposes of this EEO/AA Program, an employee may be included in the group to which he or she should belong, identifies with, or is regarded in a community as belonging. No person is counted in more than one race/ethnic group. CCCTA uses the race/ethnic categories as identified in UMTA Circular C4704.1. They include White, Black, Hispanic, Asian or Pacific Islander, and American Indian or Alaskan Native (Native American).

4. Assessment of Present Workforce

a. Overall Summary

Using statistics shown in Table 8: Workforce Analysis by Job Category, the following is an assessment of CCCTA's workforce as of December 31, 2011 when 249 regular full-time and part-time individuals were employed. Nonminority males accounted for 20.9% of the total workforce while nonminority females accounted for 14.9%. Total male representation was 64.7%, female representation was 35.3% and minority representation was 64.3%.

b. Minority Representation by Race/Ethnic Category

The breakdown of total minority representation (160 employees at 64.3%) is as follows: Black males at 15.3%, Hispanic males at 14.1%, Asian males at 14.1%, and Native American males at .4%; Black females at 14, 1% Hispanic females at 4.8%, Asian females at 1.2%, and Native American females at .4%.

**Table 8: WORKFORCE ANALYSIS BY JOB CATEGORY  
AGENCY-WIDE SUMMARY  
As of December 31, 2011**

Job Category	Total Employees	Total Male	Total Female	Total Minority	MALE				FEMALE						
					White	Black	Hispanic	Asian	NA	White	Black	Hispanic	Asian	NA	
Management & Supervisory Percentage of Total	27 100.0%	17 63.0%	10 37.0%	10 37.0%	12 44.4%	1 3.7%	2 7.4%	2 7.4%	2 7.4%	0.0%	5 18.5%	3 11.1%	2 7.4%	0.0%	0.0%
Clerical & Administrative Percentage of Total	26 100.0%	7 26.9%	19 73.1%	12 46.2%	3 11.5%	0.0%	1 3.8%	3 11.5%	3 11.5%	0.0%	11 42.3%	4 15.4%	2 7.7%	2 7.7%	1 3.8%
Maintenance Percentage of Total	31 100.0%	29 93.5%	2 6.5%	18 58.1%	11 35.5%	3 9.7%	6 19.4%	9 29.0%	9 29.0%	0.0%	2 6.5%	0.0%	0.0%	0.0%	0.0%
Operators Percentage of Total	165 100.0%	108 65.5%	57 34.5%	120 72.7%	26 15.8%	34 20.6%	26 15.8%	21 12.7%	21 12.7%	0.6%	19 11.5%	28 17.0%	8 4.8%	2 1.2%	0.0%
Total Employees Percentage of Total	249 100.0%	161 64.7%	88 35.3%	160 64.3%	52 20.9%	38 15.3%	35 14.1%	35 14.1%	35 14.1%	0.4%	37 14.9%	35 14.1%	12 4.8%	3 1.2%	1 0.4%
<b>Comparison of Workforce with Availability Factors Established in the 2009 EEO/AA Program</b>															
Job Category	Workforce		Availability Factor		Utilization		No. of Employees								
	Female	Minority	Female	Minority	Female	Minority	Female	Minority							
Management & Supervisory	37.0%	37.0%	41.9%	37.2%	-4.9%	-0.2%	-1.3	0.0							
Clerical & Administrative	73.1%	46.2%	63.3%	51.4%	9.8%	-5.2%	2.5	-1.4							
Maintenance	6.5%	58.1%	4.6%	51.8%	1.9%	6.3%	0.6	1.9							
Operators	34.5%	72.7%	33.8%	69.0%	0.7%	3.7%	1.2	6.2							
<b>Total Workforce by Race/Ethnicity and Gender</b>															
White	89	35.7%	89	35.7%											
Black	73	29.3%	73	29.3%											
Hispanic	47	18.9%	47	18.9%											
Asian	38	15.3%	38	15.3%											
Native American	2	0.8%	2	0.8%											
Total	249	100.0%	249	100.0%											
Nonminorities	89	35.7%	89	35.7%											
Minorities	160	64.3%	160	64.3%											
Total	249	100.0%	249	100.0%											
Male	161	64.7%	161	64.7%											
Female	88	35.3%	88	35.3%											
Total	249	100.0%	249	100.0%											

Note: M&S job category includes employees who supervise two or more individuals, including Transit Supervisors.

c. Minority Representation by Job Category

Total minority representation within the established job categories is broken down as follows: Management and Supervisory, 10 employees at 37%; Clerical and Administrative, 12 employees at 46.2%; Maintenance, 18 employees at 58.1%; and Operators, 120 employees at 72.7%.

d. Female Representation by Job Category

The total representation of females (88 employees at 35.3%) within the established job categories is as follows: Management and Supervisory, 10 employees at 37%; Clerical and Administrative, 19 employees at 73.1%; Maintenance, 2 employees at 6.5%; and Operators, 57 employees at 34.5%.

5. Assessment of Workforce During the Past Three Years

a. Overall Summary

CCCTA's total number of full-time and part-time employees decreased by 57 individuals, from 306 (as of December 31, 2008) to 249 (as of December 31, 2011). This represented an 18.6% decrease during the three-year period. In contrast, there was an increase of 24 employees (8.5%) from 282 to 306 employees over the previous three-year period. CCCTA's workforce at the end of 2011 was 33 employees less than it was at the end of 2005. Details on these results are provided in Table 9: Summary of Workforce Representation.

During the most recent three-year period, there were decreases in the number of male employees by 39 individuals (19.5%), female employees by 18 individuals (17%) and minority employees by 37 individuals (18.8%). Most racial/ethnic groups decreased, as shown by the following rates: 20 nonminority employees (18.3%), 19 Black employees (20.7%), 14 Hispanic employees (23%), and 4 Asian employees (9.5%). There was no change in the number of Native American employees (2 employees at .8%).

b. New Hires

A total of 31 employees were hired by CCCTA during this three-year period ending in December 2011, compared to 129 new hires during the previous three-year term. There were no new hires in 2009 when CCCTA found it necessary to cut back service and lay off employees due to a downturn in the economy and resulting decrease of funding. We were able to rehire some of the Operators in 2010 (2 of 3 new hires) and 2011 (20 of 28 new hires) as other Operators left the workforce.

Nonminority males were hired at the rate of 16.1%, which represents an absolute difference of 4.8% below their 20.9% representation in CCCTA's workforce as of December 31, 2011. Females were hired at the rate of 32.3% for a decrease of 3% based on their representation of 35.3%. Minorities were hired at the rate of 74.2%, which equates to an increase of 9.9% above their representation at 64.3%. Table 2: New Hires, provides details on these results.



**Table 9: SUMMARY OF WORKFORCE REPRESENTATION**  
December 31, 2008 through December 31, 2011

Description of Workforce	As of December 31, 2008		As of December 31, 2009		As of December 31, 2010		As of December 31, 2011		Difference between 12/08 and 12/11	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
White	109	35.6%	97	37.9%	91	37.1%	89	35.7%	(20)	-18.3%
Black	92	30.1%	71	27.7%	69	28.2%	73	29.3%	(19)	-20.7%
Hispanic	61	19.9%	46	18.0%	43	17.6%	47	18.9%	(14)	-23.0%
Asian	42	13.7%	40	15.6%	40	16.3%	38	15.3%	(4)	-9.5%
Native American	2	0.7%	2	0.8%	2	0.8%	2	0.8%	0	0.0%
Total Employees	306	100.0%	256	100.0%	245	100.0%	249	100.0%	(57)	-18.6%
Nonminorities	109	35.6%	97	37.9%	91	37.1%	89	35.7%	(20)	-18.3%
Minorities	197	64.4%	159	62.1%	154	62.9%	160	64.3%	(37)	-18.8%
Total Employees	306	100.0%	256	100.0%	245	100.0%	249	100.0%	(57)	-18.6%
Male	200	65.4%	167	65.2%	160	65.3%	161	64.7%	(39)	-19.5%
Female	106	34.6%	89	34.8%	85	34.7%	88	35.3%	(18)	-17.0%
Total Employees	306	100.0%	256	100.0%	245	100.0%	249	100.0%	(57)	-18.6%

c. Separations

Over this same three-year term, there were a total of 87 separations, compared to 109 separations for the prior three-year period. The number of separations was 50 in 2009, 14 in 2010 and 23 in 2011. Nonminority males separated at the rate of 19.5%, females at 31%, and minorities at 67.8%. For comparison purposes, their respective workforce representations were 20.9% for nonminority males (an absolute difference of 1.4% below their workforce representation), 35.3% for females (a decrease of 4.3%), and 64.3% for minorities (an increase of 3.5%). Table 10: Separations, provides details on these figures.

(1) Resignations

A total of 34 employees resigned from CCCTA during this three-year time span. As a comparison, 53 employees resigned during the previous three-year term. The highest number of resignations occurred in 2011 (16 employees) with 9 resignations, each, occurring in 2009 and 2010. The rates of resignations and workforce representations by group are: nonminority males, 32.4% rate with 20.9% representation; females, 26.5% rate with 35.3% representation; and minorities, 52.9% rate with 64.3% representation. Table 11: Resignations, contains the relevant statistics.

(2) Terminations

During this three-year timeframe, 53 individuals were terminated from employment, compared to 56 during the previous three-year term. The largest number of terminations occurred in 2009 (41 employees) with 7 employees in 2011 and 5 employees in 2010. The majority of the terminations (43) were due to lay off when CCCTA found it necessary to cut back on service and close the Walnut Creek Transit Center due to a downturn in the economy and the subsequent reduction in funding. In 2009, 37 Operators and 2 Clerical and Administrative employees were laid off. Two employees, each, were laid off in 2010 and 2011 in the Clerical and Administrative category. Employees were also terminated for the following reasons: attendance (1 employee), job performance (1 employee), violation of company policies (6 employees), and licensing requirements (2 employees).

Nonminority males were terminated at a rate of 11.3%, or an absolute difference of 9.6% below their 20.9% workforce representation. Female employees were terminated at a rate of 34%, or 1.3% below their 35.3% representation. Minorities were terminated at the rate of 77.4%, or 13.1% above their 64.3% representation.

As discussed earlier in this report, the Operator category, including Operator Trainees, received the highest number of terminations (43 of 53). CCCTA maintains a strict attendance and performance criteria policy to ensure reliable and safe public transportation is provided. The need to lay off 43 employees also significantly affected the Operator category when 37 Operators were terminated. For the Clerical and Administrative category, 6 employees were laid off. These positions were eliminated due to reductions in service and funding. Please see Table 12: Terminations, for details.

Table 10: SEPARATIONS  
January 1, 2009 through December 31, 2011

Year	Job Category	Total Separations	Male	Female	Minority	MALE				FEMALE								
						White	Black	Hispanic	Asian	NA	White	Black	Hispanic	Asian	NA			
2009	Mgmt. & Supervisory	2	2	0	1	1	1											
	Clerical & Admin.	4	3	1	3	1		2				1						
	Maintenance	1	1	0	1			1										
	Operators	43	28	15	33	6	11	8	3			4	8	3				
	Total	50	34	16	38	8	12	11	3	0		4	8	4	0	0		
	Percentage of Total	100.0%	68.0%	32.0%	76.0%	16.0%	24.0%	22.0%	6.0%	0.0%	8.0%	16.0%	8.0%	0.0%	0.0%			
2010	Mgmt. & Supervisory	2	1	1	0	1												
	Clerical & Admin.	3	0	3	1									1				
	Maintenance	3	3	0	2	1	1	1										
	Operators	6	6	0	3	3	2	1										
	Total	14	10	4	6	5	3	2	0	0		3	0	1	0	0		
	Percentage of Total	100.0%	71.4%	28.6%	42.9%	35.7%	21.4%	14.3%	0.0%	0.0%	21.4%	0.0%	7.1%	0.0%	0.0%			
2011	Mgmt. & Supervisory	0	0	0	0													
	Clerical & Admin.	5	1	4	3				1				1					
	Maintenance	0	0	0	0													
	Operators	18	15	3	12	4	7	1	3			2	1					
	Total	23	16	7	15	4	7	1	4	0		4	2	1	0	0		
	Percentage of Total	100.0%	69.6%	30.4%	65.2%	17.4%	30.4%	4.3%	17.4%	0.0%	17.4%	8.7%	4.3%	0.0%	0.0%			
Three Years	Mgmt. & Supervisory	4	3	1	1	2	1	0	0	0	1	0	0	0	0			
	Clerical & Admin.	12	4	8	7	1	0	2	1	0	4	1	3	0	0			
	Maintenance	4	4	0	3	1	1	2	0	0	0	0	0	0	0			
	Operators	67	49	18	48	13	20	10	6	0	6	9	3	0	0			
	Total	87	60	27	59	17	22	14	7	0	11	10	6	0	0			
	Percentage of Total	100.0%	69.0%	31.0%	67.8%	19.5%	25.3%	16.1%	8.0%	0.0%	12.6%	11.5%	6.9%	0.0%	0.0%			

**Table 11: RESIGNATIONS**  
**January 1, 2009 through December 31, 2011**

Year	Job Category	Total Resignations	Male	Female	Minority	MALE				FEMALE									
						White	Black	Hispanic	Asian	NA	White	Black	Hispanic	Asian	NA				
2009	Mgmt. & Supervisory	2	2	0	1	1	1												
	Clerical & Admin.	2	2	0	1	1		1											
	Maintenance	0	0	0	0														
	Operators	5	3	2	4	1		1	1										
	<b>Total</b>	<b>9</b>	<b>7</b>	<b>2</b>	<b>6</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Percentage of Total</b>	<b>100.0%</b>	<b>77.8%</b>	<b>22.2%</b>	<b>66.7%</b>	<b>33.3%</b>	<b>11.1%</b>	<b>22.2%</b>	<b>11.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
2010	Mgmt. & Supervisory	2	1	1	0	1													
	Clerical & Admin.	1	0	1	0														
	Maintenance	1	1	0	1	1		1											
	Operators	5	5	0	2	3	2												
	<b>Total</b>	<b>9</b>	<b>7</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Percentage of Total</b>	<b>100.0%</b>	<b>77.8%</b>	<b>22.2%</b>	<b>33.3%</b>	<b>44.4%</b>	<b>33.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
2011	Mgmt. & Supervisory	0	0	0	0														
	Clerical & Admin.	2	0	2	1														
	Maintenance	0	0	0	0														
	Operators	14	11	3	8	4	4	1	2										
	<b>Total</b>	<b>16</b>	<b>11</b>	<b>5</b>	<b>9</b>	<b>4</b>	<b>4</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Percentage of Total</b>	<b>100.0%</b>	<b>68.8%</b>	<b>31.3%</b>	<b>56.3%</b>	<b>25.0%</b>	<b>25.0%</b>	<b>6.3%</b>	<b>12.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
Three Years	Mgmt. & Supervisory	4	3	1	1	2	1	0	0	0	0	0	0	0	0	0	0	0	0
	Clerical & Admin.	5	2	3	2	1	0	1	0	0	0	0	0	0	0	0	0	0	0
	Maintenance	1	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
	Operators	24	19	5	14	8	6	2	3	0	0	0	0	0	0	0	0	0	0
	<b>Total</b>	<b>34</b>	<b>25</b>	<b>9</b>	<b>18</b>	<b>11</b>	<b>8</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Percentage of Total</b>	<b>100.0%</b>	<b>73.5%</b>	<b>26.5%</b>	<b>52.9%</b>	<b>32.4%</b>	<b>23.5%</b>	<b>8.8%</b>	<b>8.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

Table 12: TERMINATIONS  
January 1, 2009 through December 31, 2011

Year	Job Category	Total Terminations	Male	Female	Minority	MALE				FEMALE								
						White	Black	Hispanic	Asian	NA	White	Black	Hispanic	Asian	NA			
2009	Mgmt. & Supervisory	0	0	0	0													
	Clerical & Admin.	2	1	1	2		1				1							
	Maintenance	1	1	0	1		1											
	Operators	38	25	13	29		5	11	7	2		4	6	3				
	Total	41	27	14	32		5	11	9	2	0	4	6	4	0	0		
	Percentage of Total	100.0%	65.9%	34.1%	78.0%	12.2%	26.8%	22.0%	4.9%	0.0%	9.8%	14.6%	9.8%	0.0%	0.0%			
2010	Mgmt. & Supervisory	0	0	0	0													
	Clerical & Admin.	2	0	2	1						1							
	Maintenance	2	2	0	1		1											
	Operators	1	1	0	1													
	Total	5	3	2	3		1	0	2	0	0	1	0	1	0	0		
	Percentage of Total	100.0%	60.0%	40.0%	60.0%	20.0%	0.0%	40.0%	0.0%	0.0%	20.0%	0.0%	20.0%	0.0%	0.0%			
2011	Mgmt. & Supervisory	0	0	0	0													
	Clerical & Admin.	3	1	2	2						1							
	Maintenance	0	0	0	0													
	Operators	4	4	0	4			3		1								
	Total	7	5	2	6		0	3	0	2	0	1	0	1	0	0		
	Percentage of Total	100.0%	71.4%	28.6%	85.7%	0.0%	42.9%	0.0%	28.6%	0.0%	14.3%	0.0%	14.3%	0.0%	0.0%			
Three Years	Mgmt. & Supervisory	0	0	0	0		0	0	0	0	0	0	0	0	0	0	0	0
	Clerical & Admin.	7	2	5	5		0	0	1	1	2	0	3	0	0	0	0	0
	Maintenance	3	3	0	2		1	0	2	0	0	0	0	0	0	0	0	0
	Operators	43	30	13	34		5	14	8	3	0	4	6	3	0	0	0	0
	Total	53	35	18	41		6	14	11	4	0	6	6	6	0	0	0	0
	Percentage of Total	100.0%	66.0%	34.0%	77.4%	11.3%	26.4%	20.8%	7.5%	0.0%	11.3%	11.3%	11.3%	0.0%	0.0%			

### C. Comparison of Workforce Analysis with Available Civilian Labor Force

Availability percentages were compared with actual employment percentages to identify any underutilization of minorities and females. Underutilization is defined as having fewer minorities or females in a particular job category than reasonably would be expected by their established availability based on their presence in the relevant labor force. In order to apply meaningful affirmative action techniques to meet availability factors and workforce goals, such factors and goals must be realistic and achievable. CCCTA will continue to make every effort possible to recruit and select qualified minority and female applicants for all job categories when there are job openings.

For the Management/Supervisor, Clerical/Administrative and Maintenance job categories, their low turnover rates (5.1%, 13.8% and 4.4% respectively) for the three years ending in 2011 and limited number of new positions, have contributed to making it difficult to reach parity for females or minorities. Using the availability factors established in this EEO/AA Plan update, it is worth noting that all three job categories meet or exceed parity for females and minorities. The Operator job category was above parity for minorities by one individual and below parity for females by 4 individuals. These results are shown in Table 13: Workforce Analysis and Goals by Job Title and Group, Agency-Wide Summary.

Although CCCTA's total female workforce (35.3%) does not match Contra Costa County's 2000 female civilian labor force (45.4%), three job categories met or exceeded their respective availability based on the eight-factor analysis method. Noted achievements include Management and Supervisory by an absolute difference of 5% (1 individual), Clerical and Administrative by 5.4% (1 individual), and Maintenance by 1.5% (less than 1 individual). CCCTA continues to experience difficulty in achieving parity with the female external availability factor for the Operator job category. Current workforce representation for female Operators is 34.5% as compared to 33.2% in 2008 and the availability factor of 37.4% for this job category using 2000 Census data. This represents an underutilization of 2.9%, which equates to 4 individuals based on 165 employees in this job category at the end of 2011.

The Operator job category availability factor was calculated using the eight-factor analysis method, which considers several different areas, including the availability of qualified females "seeking" employment in the female civilian labor force (46.4%) and the Bus Drivers occupational group (52.6%). The rate of applications filed by females (36.2%) for the Operator job category during the past three years was slightly more than their workforce representation (34.5%) at the end of 2011. The number of female Operator new hires/rehires was 7 individuals during this three-year term; whereas, 18 employees separated. This due to the large number of Operators who were laid off in 2009 and the low number of individuals who returned from lay off as openings occurred in that job category.

Agency-wide, CCCTA's minority employment at 64.3% (compared to 64.4% for the prior three-year period) is two-thirds more than the proportion of minorities (38.5%) in the 2000 total civilian labor force in Contra Costa County.

For the Management and Supervisory job category, minority availability was calculated to be 37.3% or .3% higher than the workforce at 37%, which equates to less than one individual. The Clerical and Administrative job category had an availability factor of 46.3% compared to 46.2% workforce representation (less than one individual). The Maintenance job category exceeded parity for minorities. The minority workforce representation was 58.1%, which is .2% above the availability factor of 57.9%, or less than one individual. Among Operators, minority workforce representation (72.7%) exceeded the corresponding availability factor of 71.6% by an absolute difference of 1.1%, or one individual.

**Table 13: WORKFORCE ANALYSIS AND GOALS BY JOB TITLE AND GROUP  
AGENCY-WIDE SUMMARY**

Management & Supervisory	Clerical and Administrative	Maintenance	Operators	Agency-Wide Summary				
1	2 through 6	7 and 8	8	Total	EEO Code			
17	7	29	108	161	Male	All Employees	Current Period as of 12/31/2011	
10	19	2	57	88	Female			
27	26	31	165	249	Total			
1		3	34	38	Black	Male		Total Minority Employee
2	1	6	26	35	Hispanic			
2	3	9	21	35	Asian			
			1	1	NA	Female		
3	4		28	35	Black			
2	2		8	12	Hispanic			
	1		2	3	Asian			
	1			1	NA			
37.0%	46.2%	58.1%	72.7%	64.3%	Minority	12/31/11 Workforce		
37.0%	73.1%	6.5%	34.5%	35.3%	Female	Current Percent		
37.3%	46.3%	57.9%	71.6%		Minority	2012-2015		
32.0%	67.7%	5.0%	37.4%		Female	Availability Factor		
-0.3%	-0.1%	0.2%	1.1%		Minority	Percent of		
5.0%	5.4%	1.5%	-2.9%		Female	Over/Under Utilization		
(0.07)	(0.04)	0.05	1.86		Minority	Number of Individuals		
1.36	1.40	0.45	(4.71)		Female	Over/Under Utilization		
3	2	4	38	47	Attrition	Anticipated Job Openings	Future Period from 1/1/2012 to 12/31/2015	
1	1		4	6	Expansion			
4	3	4	42	53	Total			
3	3	3	38	47	Recruit.	Job Openings to be Filled by		
				0	Training			
1		1		2	Promotion			
			4	4	Rehire			
4	3		42	49	Total			
			7	7	Male	Total	Numeric Goals for Program Years 2012-2015	
	1		2	3	Female			
					Minority			
				0	Male	Total		
1				1	Female			
				0	Male	Minority		
				0	Female			
1	1	0	2	4	Minority	Total		
0	0	0	7	7	Female			
25.0%	33.3%	#VALUE!	4.8%	8.2%	Minority	Percent Rate of Addition		
0.0%	0.0%	#VALUE!	16.7%	14.3%	Female			
28	27	31	169	255	Amount Workforce as of 12/31/15			
37.0%	44.4%	58.1%	72.2%	63.8%	Minority	2012	Projected Percentage of Representation for Future Periods	
37.0%	70.4%	6.5%	34.9%	35.4%	Female	(1 Year)		
35.7%	48.1%	58.1%	72.2%	63.9%	Minority	2013		
35.7%	70.4%	6.5%	36.1%	36.1%	Female	(2 Years)		
39.3%	48.1%	58.1%	72.2%	64.3%	Minority	2014		
35.7%	70.4%	6.5%	36.7%	36.5%	Female	(3 Years)		
39.3%	48.1%	58.1%	72.2%	64.3%	Minority	2015		
35.7%	70.4%	6.5%	37.9%	37.3%	Female	(4 Years)		

**Table 13: WORKFORCE ANALYSIS AND GOALS BY JOB TITLE AND GROUP  
ADMINISTRATION DEPARTMENT**

Management & Supervisory	Clerical and Administrative	Maintenance	Operators	Administration Department				
1	2 through 6	7 and 8	8	Total	EEO Code			
4	4			8	Male	All Employees		Current Period as of 12/31/2011
5	16			21	Female			
9	20	0	0	29	Total			
1	1			0	Black	Male	Total Minority Employee	
	2			1	Hispanic			
				3	Asian			
				0	NA			
1	4			4	Black	Female		
	2			3	Hispanic			
	1			1	Asian			
	1			1	NA			
22.2%	46.8%			44.8%	Minority	12/31/2011 Workforce		
55.6%	65.8%			72.4%	Female	Current Percent		
37.3%	46.3%				Minority	2012-2015		
32.0%	67.7%				Female	Availability Factor		
-15.1%	0.7%				Minority	Percent of		
23.6%	-1.9%				Female	Over/Under Utilization		
(4.22)	0.18				Minority	Number of Individuals		
6.36	(0.49)				Female	Over/Under Utilization		
2	2			4	Attrition	Anticipated Job Openings	Future Period from 1/1/2012 to 12/31/2015	
1	1			2	Expansion			
3	3			6	Total			
3	3			6	Recruit.	Job Openings to be Filled by		
				0	Training			
				0	Promotion			
				0	Rehire			
3	3			6	Total			
				0	Male	Total	Numeric Goals for Program Years 2012-2015	
	1			0	Female			
				1	Minority	New Hires		
				0	Male			
				0	Female	Total		
				0	Male			
				0	Female	Minority		
	1			1	Minority			
				0	Female	Total		
#VALUE!	33.3%			16.7%	Minority	Percent Rate of Addition		
#VALUE!	#VALUE!			0.0%	Female			
10	21			31	Amount Workforce as of 12/31/15			
22.2%	52.4%			43.3%	Minority	2012	Projected Percentage of Representation for Future Periods	
55.6%	76.2%			70.0%	Female	(1 Year)		
20.0%	57.1%			45.2%	Minority	2013		
50.0%	76.2%			67.7%	Female	(2 Years)		
20.0%	57.1%			45.2%	Minority	2014		
50.0%	76.2%			67.7%	Female	(3 Years)		
20.0%	57.1%			45.2%	Minority	2015		
50.0%	76.2%			67.7%	Female	(4 Years)		



**Table 13: WORKFORCE ANALYSIS AND GOALS BY JOB TITLE AND GROUP  
MAINTENANCE DEPARTMENT**

Management & Supervisory	Clerical and Administrative	Maintenance	Operators	Maintenance Department				
1	2 through 6	7 and 8	8	Total	EEO Code			
5	3	29		37	Male	All Employees		Current Period as of 12/31/2011
	1	2		3	Female			
5	4	31	0	40	Total			
		3		3	Black	Male	Total Minority Employee	
		5		5	Hispanic			
	1	10		11	Asian			
				0	NA	Female		
				0	Black			
				0	Hispanic			
				0	Asian			
				0	NA			
0.0%	25.0%	58.1%		47.5%	Minority	12/31/11 Workforce		
0.0%	25.0%	6.5%		7.5%	Female	Current Percent		
37.3%	46.3%	57.9%			Minority	2012-2015		
32.0%	67.7%	5.0%			Female	Availability Factor		
-37.3%	-21.3%	0.2%			Minority	Percent of		
-32.0%	-42.7%	1.5%			Female	Over/Under Utilization		
(10.07)	(5.54)	0.05			Minority	Number of Individuals		
(8.64)	(11.10)	0.45			Female	Over/Under Utilization		
		4		4	Attrition	Anticipated Job Openings		Future Period from 1/12/2012 to 12/31/2015
				0	Expansion			
0	0	4		4	Total			
		3		3	Recruit.	Job Openings to be Filled by		
				0	Training			
		1		1	Promotion			
				0	Rehire			
0	0	4		4	Total			
				0	Male	Total	New Hires	Numeric Goals for Program Years 2012-2015
				0	Female			
				0	Minority	Total	Promotions	
				0	Male			
				0	Female	Minority		
				0	Male			
				0	Female	Total		
				0	Minority			
				0	Female			
0.0%	0.0%	0.0%		0.0%	Minority	Percent Rate of Addition		
0.0%	0.0%	0.0%		0.0%	Female			
5	4	31		40	Amount Workforce as of 12/31/15			
0.0%	25.0%	58.1%		47.5%	Minority	2012	Projected Percentage of Representation for Future Periods	
0.0%	25.0%	6.5%		7.5%	Female	(1 Year)		
0.0%	25.0%	58.1%		47.5%	Minority	2013		
0.0%	25.0%	6.5%		7.5%	Female	(2 Years)		
0.0%	25.0%	58.1%		47.5%	Minority	2014		
0.0%	25.0%	6.5%		7.5%	Female	(3 Years)		
0.0%	25.0%	58.1%		47.5%	Minority	2015		
0.0%	25.0%	6.3%		7.5%	Female	(4 Years)		

**Table 13: WORKFORCE ANALYSIS AND GOALS BY JOB TITLE AND GROUP  
TRANSPORTATION DEPARTMENT**

Management & Supervisory	Clerical and Administrative	Maintenance	Operators	Transportation Department				
1	2 through 6	7 and 8	8	Total	EEO Code			
8			108	116	Male	All Employees		Current Period as of 12/31/2011
5	2		57	64	Female			
13	2	0	165	180	Total			
1			34	35	Black	Male	Total Minority Employee	
2			26	28	Hispanic			
1			21	22	Asian			
			1	1	NA	Female		
3			28	31	Black			
1			8	9	Hispanic			
			2	2	Asian			
				0	NA			
61.5%	0.0%		72.7%	71.1%	Minority	12/31/11 Workforce		
38.5%	100.0%		34.5%	35.6%	Female	Current Percent		
37.3%	46.3%		71.6%		Minority	2012-2015		
32.0%	67.7%		37.4%		Female	Availability Factor		
24.2%	-46.3%		1.1%		Minority	Percent of		
6.5%	32.3%		-2.9%		Female	Over/Under Utilization		
6.54	(12.04)		1.86		Minority	Number of Individuals		
1.74	8.40		(4.71)		Female	Over/Under Utilization		
1			38	39	Attrition	Anticipated Job Openings		Future Period from 1/1/2011 to 12/31/2015
			4	4	Expansion			
1	0		42	43	Total			
			38	38	Recruit.	Job Openings to be Filled by		
				0	Training			
1				1	Promotion			
			4	4	Rehire			
1	0		42	43	Total			
				0	Male	Total	New Hire	Numeric Goals for Program Years 2012-2015
			7	7	Female			
			2	2	Minority	Total	Pro-motions	
				0	Male			
1				1	Female	Minority	Total	
				0	Male			
1			2	3	Minority			
			7	7	Female			
100.0%	0.0%		4.8%	7.0%	Minority	Percent Rate		
#VALUE!	0.0%		16.7%	16.3%	Female	of Addition		
13	2		169	184	Amount Workforce as of 12/31/15			
61.5%	0.0%		72.2%	70.7%	Minority	2012	Projected Percentage of Representation for Future Periods	
38.5%	100.0%		34.9%	35.9%	Female	(1 Year)		
61.5%	0.0%		72.2%	70.7%	Minority	2013		
38.5%	100.0%		36.1%	37.0%	Female	(2 Years)		
69.2%	0.0%		72.2%	71.2%	Minority	2014		
38.5%	100.0%		36.7%	37.5%	Female	(3 Years)		
69.2%	0.0%		72.2%	71.2%	Minority	2015		
38.5%	100.0%		37.9%	38.6%	Female	(4 Years)		

## VIII. CONSIDERATION OF EXTERNAL FACTORS IN THE EMPLOYMENT OF AFFECTED CLASSES OF PERSONS

External factors have had some significance as a deterrent to the employment at CCCTA of particular classes of persons. CCCTA's Concord facility, located in the northern area of the City, is readily accessible by major highway systems. CCCTA provides free bus service to this facility for employees who travel on our buses within our service area. CCCTA strives to ensure there is adequate access to information about employment and our open positions. Our widespread use of media advertising and a network of recruitment resources as well as posting job openings on our website seem to produce reasonable results. Applicants may apply for positions at the Administrative Office in Concord and applications will be mailed upon request.

Central Contra Costa County contains numerous public high schools, most of which rank among the top in California. The County also contains three community colleges, which charge average tuition fees. Four-year institutions within our service area include a branch of the California State University, East Bay, in Concord, California and other private colleges/universities. Housing costs in the San Francisco Bay Area are among the highest in the nation and mirror the high cost of housing within the County.

Job opportunities in Central Contra Costa County, where CCCTA is located, are on a downward trend as the economy experiences a contraction in commercial activities, including the housing market. As in the past, an adequate number of qualified candidates was found within the County for most positions. Competitive positions within other industries discourage a significant movement into the limited number of positions offered by CCCTA, and this is reflected by the downward trend for applicant flow. At the same time, economic factors encourage those seeking employment, especially jobs with benefits, to apply for new positions or retain their current positions at CCCTA.

External and internal factors combine to make it difficult for females and minorities considering employment at CCCTA. For all job categories, flextime work schedules, day-care arrangements, and/or attractive wages/benefits are three powerful inducements offered by other employers in this competition for female and minority workers. Female Operators and Maintenance personnel in public transit service hold nontraditional jobs. This is significant, since CCCTA competes with employers that offer more attractive "pink-collar" positions in the local economy.

CCCTA provides a comprehensive and exhaustive Operator training program, which leads to part-time and full-time jobs with varying hours. Lacking adequate and affordable day-care facilities or other arrangements, many females do not apply for these positions. Day-care facilities are available but their rates are generally high and operating hours are limited, making their value questionable for Operators and Maintenance personnel. Area day-care facilities are oriented toward parents who work the traditional 8:00 a.m. to 5:00 p.m. hours, Monday through Friday. Employees in these two job categories may begin work at 4:00 a.m., stop work at midnight or 1:30 a.m., and/or work on weekends. Single parents are particularly vulnerable when childcare is expensive and limited to traditional hours. In our culture, the single parent caring for a child is more likely to be a woman; and she is virtually precluded from seeking employment at CCCTA unless she can procure dependable childcare services at a reasonable cost.

CCCTA tries to accommodate employees with young or school-age children or those who have academic pursuits, difficult commute situations, eldercare responsibilities, or other endeavors requiring a flexible work schedule. For example, some Administrative employees have the option of scheduling their hours on a flexible basis providing departmental operations are covered. Transit Supervisors, Maintenance employees and Operators bid on their work assignments based on seniority, as specified in their respective MOUs, so they have some flexibility in scheduling their hours.

## IX. GOALS AND TIMETABLES

Goals and timetables are an integral part of CCCTA's EEO/AA Program. Goals are used to measure progress toward achieving equal employment opportunity, and they serve as objectives or targets reasonably attainable by means of applying good faith efforts to make all aspects of the EEO/AA Program work. To achieve these goals, CCCTA engages in outreach and other efforts to broaden the pool of qualified candidates to include minorities and women.

Goals are based on the workforce analysis as of December 31, 2011 and form a guide for all employment activity projected to occur in the four calendar years commencing January 1, 2012 and ending December 31, 2015. The goals are stated in numerical and percentage objectives, and they are based on the availability of qualified persons in the relevant job categories as developed by the eight-factor availability analysis.

Progress in overcoming underutilization of females and minorities is monitored and measured through the use of goals and timetables, which are designed to correct any identified deficiencies. CCCTA's determination that a goal is required constitutes neither a finding nor an admission of discrimination. Goals and timetables for the placement of females and minorities in CCCTA's workforce are set forth in Table 13: Workforce Analysis and Goals by Job Title and Group.

### A. Development of Goals and Timetables

When establishing the size of goals and the length of timetables, CCCTA considered results that were flexible and reasonably could be expected using good faith efforts to make the overall EEO/AA Program work. Goals were set that are significant, measurable, and believed to be attainable and they include timetables specific for planned results. Goals are not considered as either a ceiling or a floor for the employment of particular groups. Consideration was given to anticipated attrition, expansion, contraction, turnover, and availability of persons with required knowledge, skills and abilities.

The number of individuals in three job categories is small. The Management/Supervisory category has 27 employees, the Clerical/Administrative category has 26 employees, and the Maintenance category has 31 employees. Thus, a gain/loss of one or two employees in a female or minority group in these three job categories can produce a remarkable statistical result. In contrast, the Operator category has 165 employees as of December 31, 2011.

### B. Specific Goals and Timetables

During the calendar years 2012-2015, it is projected that 47 job openings will occur due to attrition and the workforce will expand by 6 employees. The expansion includes Operators who were laid off in March 2009 due to a reduction in fixed-route service. It is anticipated some of the laid off Operators will be called back to work when other Operators separate. Of the 53 total job openings that are expected to be filled, it is projected that 2 positions will be filled by promotion of existing employees, 47 will be filled by new hires, and 4 will be filled by rehires of laid off Operators.

A breakdown of this projected activity within each department is set forth in Table 13 for that department. For the Administration Department, CCCTA anticipates 4 job openings will occur due to attrition and 2 job openings due to expansion during the next four years. It is projected that all 6 job openings will be filled by new hires. The Maintenance Department is projected to have 4 job openings due to attrition, and all 4 positions are expected to be filled by new hires. Turnover within these two Departments occurs very infrequently, and there are limited opportunities to expand the number of employees.

For the Transportation Department, it is anticipated there will be 39 job openings due to attrition and an expansion of 4 job openings. It is projected that 1 position will be filled by promotion of an existing employee, 38 positions will be filled by new hires, and 4 positions will be filled by rehires of laid off Operators. As in the past, most job openings will occur in the Operator category where turnover is greater than other job categories.

### C. Short-Term Goals

Short-term goals are stated in numerical and percentage projections and are set for one-year periods based on anticipated job openings and availability of females and minorities. Short-term goals are set in order to assure accomplishment of long-range goals. They represent the net increase in female and/or minority employment in their respective job categories. A monitoring system was established to review progress toward short-term goals. This system allows for the revision of short-term and long-range goals as progress is made.

As of December 31, 2011, our achievement in reaching parity with the availability factors established in the 2009 EEO/AA Program was as follows: Management and Supervisory, female (less than 1 individual) and minorities (met parity), Clerical and Administrative, females (more than 2 individuals) and minorities (less than 1 individual), Maintenance, females (met parity) and minorities (more than 1 individual) and Operators, females (more than 1 individual) and minorities (more than 6 individuals).

It is also worth noting that CCCTA achieved the following goals as of December 31, 2011 that were established in the 2009 EEO/AA Plan: Management and Supervisory for minorities, Clerical and Administrative for females and Maintenance for females and minorities. The Management and Supervisory job category failed to meet the female goal by one individual, the Clerical and Administrative job category by one minority, and the Operator job category by 2 females and 4 minorities. This was due to a larger contraction of the workforce than was anticipated.

As mentioned earlier, CCCTA anticipates its workforce will expand by 6 employees over the next four years. The downturn in the economy and the resulting decrease in sales tax revenue as well as additional decreases in STA funds will not make it possible for CCCTA to increase its service on the street to former levels. Based on a total anticipated workforce of 255 employees as of December 31, 2015, it is projected that CCCTA will increase its minority representation from 160 employees (64.3%) at the end of 2011 to 162 employees (63.8%) at the end of 2012. It is further projected that CCCTA will increase its female representation from 88 employees (35.3%) at the end of 2011 to 90 employees (35.4%) at the end of 2012. Annual projections for outlying years are: 2013, 163 minorities and 92 females; 2014, 164 minorities and 93 females; and 2015, 164 minorities and 95 females.

### D. Long-Range Goals

Long-range goals are stated in percentages of representations of minorities and females within specific calendar years for a four-year period. Such goals and timetables include consideration that availability and parity for traditionally underutilized or underemployed groups is not constant. Like short-term goals, long-range goals have been projected on anticipated job openings at a realistic rate toward reaching parity in all job categories in all departments.

Long-range goal projections indicate that CCCTA will increase the number of minority employees from 160 in 2011 to 164 in 2015. The minority percentage will increase from 63.8% in 2012 to 64.3% in 2015. Likewise, the female representation will increase from 88 employees in 2011 to 95 employees in 2015 while the female percentages increase from 35.4% in 2012 to 37.3% in 2015. These figures are based on a projected workforce of 255 employees as of December 31, 2015.

To achieve these projections and to reach parity with the established availability factors, CCCTA set the following short-term and long-term goals: Management and Supervisory job category, the addition of one minority in 2014; Clerical and Administrative job category, the addition of one minority in 2013, and Operator job category, the addition of 2 minorities in 2012 and the addition of 2 females in 2012, 2013 and 2015, each, and the addition of one female in 2014.


CCCTA will strive to meet these goals through the continuation of its recruitment and selection procedures that have proved successful in the past, including posting internal and external job announcements on employee bulletin boards, posting external job announcements on the CCCTA website, advertising open positions in local newspapers and other publications, and distributing job announcements to our EEO/AA resource agencies. CCCTA will continue to accept job applications on an ongoing basis and refer viable job candidates to hiring department personnel when positions are open.

**APPENDIX A: Resource and Recruitment Agencies**

Alameda County Social Service Agency	Richmond Public Library, Job Information Center
Calif. Employment Development Department	Rubicon Programs Incorporated, Employment Services
Contra Costa Community College District	San Francisco Dept. on the Status of Women, Job Library
Contra Costa County Office of Education	Santa Cruz Metropolitan Transit District
Contra Costa County Social Service Agency	Veteran's Outreach Center
Diablo Valley College, Job Placement Services	West Contra Costa USD School -to-Career Services
EASTBAY Job Works	Worldwide Educational Services
Ella Hill Hutch Community Center	Human Resources Departments for City of Clayton
Familias Unidas Counseling Center	City of Concord
Family Stress Center	Contra Costa County
Glide Job Skills and Development Program	Town of Danville
Heald Business College Career Center	City of Lafayette
Los Medanos College, Job Placement Office	City of Martinez
Michael Haag Associates	City of Orinda
Northern California Family Center	City of Pleasant Hill
Northern California Community Development Institute for Success	City of San Ramon
Pleasant Hill Public Library, Job Information Center	City of Walnut Creek
Private Industry Council	
Private Industry Council of Contra Costa County	
Rehabilitation Services of Northern California, Job Placement	

APPENDIX B: Recruitment Advertisements

Contra Costa Times

**MAINTENANCE:** 

**County Connection is seeking qualified, team players to fill the following position in its Maintenance Department**

**Service Worker** - up to \$19.75 requires knowledge of fleet vehicle servicing procedures, ability to keep written records and work cooperatively with others. Fuels, services and cleans buses

Must be able to pass DOT physical exam, drug screen & have a valid CA Driver's license. Current DMV print-out must be submitted with application. Must get Class B license within 30 days of hire.

Apply at 24777 Arnold Industrial Way, Concord or call (925) 676-1976. Drug-Free Workplace, EOE/AA.

THE VETERAN JOURNAL

*The County Connection*

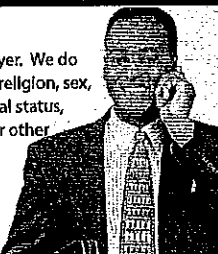
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*Saluting America's Veterans*

Central Contra Costa Transit is an Equal Opportunity Employer. We do not discriminate in employment on the basis of race, color, religion, sex, national origin, political affiliation, sexual orientation, marital status, disability, age, membership in an employee organization, or other non-merit factor.

[www.cccta.org](http://www.cccta.org)

2477 Arnold Industrial Way, Concord, CA 94520





APPENDIX C: Employment Application Form

# Employment Application

Central Contra Costa Transit Authority is an Equal Opportunity Employer

PLEASE READ CAREFULLY

This is a confidential employment application. Please answer all questions as completely and accurately as possible. Failure to complete this form thoroughly may result in disqualification of your application. If a question does not apply, put N/A (not applicable) in place of an answer.

PLEASE PRINT IN INK OR TYPE

Name (first, middle, last)			Social Security Number	Date
Street Address			I am available to work: (check applicable boxes)	
City	State	Zip	<input type="checkbox"/> Full-time	
Home Telephone	Message Telephone		<input type="checkbox"/> Part-time--Days/hours available: _____	
If hired, can you furnish:			<input type="checkbox"/> Either full-time or part-time	
(a) Proof of age over 17? <input type="checkbox"/> Yes <input type="checkbox"/> No			<input type="checkbox"/> Regular	
(b) Proof of U.S. Citizenship or authorization to work in the U.S.? <input type="checkbox"/> Yes <input type="checkbox"/> No			<input type="checkbox"/> Temporary--For how long? _____	
Position(s) applied for:			<input type="checkbox"/> Either regular or temporary	
Salary required:	Date available to work:		Days available to work:	
			<input type="checkbox"/> Monday	<input type="checkbox"/> Wednesday
			<input type="checkbox"/> Friday	<input type="checkbox"/> Sunday
			<input type="checkbox"/> Tuesday	<input type="checkbox"/> Thursday
			<input type="checkbox"/> Saturday	
CCCTA is required by Federal mandate to perform drug and alcohol tests on all employees performing safety sensitive functions. This includes random selection testing;			Shift(s) available to work:	
			<input type="checkbox"/> Day	<input type="checkbox"/> Swing
			<input type="checkbox"/> Grave	
The hiring process may involve interview(s), timed written test(s) and job demonstration(s). Please advise Human Resource personnel prior to the interview or test if you need a reasonable accommodation for this process.			Available for overtime? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Have you ever applied to CCCTA previously? <input type="checkbox"/> Yes <input type="checkbox"/> No			CCCTA policy generally restricts concurrent employment of immediate family members of employees, consultants or board members. Immediate family includes spouse, children, parents, grandparents, brother, sister, or legal guardian, and the children, parents, grandparents, brother, sister, or legal guardian of the spouse.	
If yes, when? _____			Does CCCTA currently employ any of your immediate family as defined here? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Have you ever been convicted of a felony, or, within the last ten (10) years, a misdemeanor? <input type="checkbox"/> Yes <input type="checkbox"/> No			Have you ever worked here? <input type="checkbox"/> Yes <input type="checkbox"/> No	
(If yes, please provide details ON AN ATTACHED SHEET).			If yes, when? _____	
			Where did you hear about this position?	
			<input type="checkbox"/> Employee	<input type="checkbox"/> Friend
			<input type="checkbox"/> Relative	<input type="checkbox"/> Unemployment
			<input type="checkbox"/> Newspaper _____	(Which one)
			<input type="checkbox"/> Other _____	(Please state)

Rev: 9/96

### EMPLOYMENT HISTORY

List your employment experiences for the past ten (10) years starting with the most recent. **ACCOUNT FOR ALL PERIODS OF EMPLOYMENT AND UNEMPLOYMENT.** Include any significant volunteer experience, military service and education. Complete this section even if you attach a resume.

In order to verify employment experience, may we contact your current employer?  Yes  No

<b>1</b>	Name of Company	Telephone Number	Mo/Yr Hired	Mo/Yr Left	Starting Salary	Ending Salary
Street Address			Title of your starting position		Title of your last position	
City		State	Zip	Description of duties of your last position		
Your name while there						
Name of Supervisor		Supervisor's Telephone Number				
Reason for leaving						
<b>2</b>	Name of Company	Telephone Number	Mo/Yr Hired	Mo/Yr Left	Starting Salary	Ending Salary
Street Address			Title of your starting position		Title of your last position	
City		State	Zip	Description of duties of your last position		
Your name while there						
Name of Supervisor		Supervisor's Telephone Number				
Reason for leaving						
<b>3</b>	Name of Company	Telephone Number	Mo/Yr Hired	Mo/Yr Left	Starting Salary	Ending Salary
Street Address			Title of your starting position		Title of your last position	
City		State	Zip	Description of duties of your last position		
Your name while there						
Name of Supervisor		Supervisor's Telephone Number				
Reason for leaving						
<b>4</b>	Name of Company	Telephone Number	Mo/Yr Hired	Mo/Yr Left	Starting Salary	Ending Salary
Street Address			Title of your starting position		Title of your last position	
City		State	Zip	Description of duties of your last position		
Your name while there						
Name of Supervisor		Supervisor's Telephone Number				
Reason for leaving						

**IF YOU HAVE HAD MORE THAN FOUR (4) EMPLOYERS IN THE LAST TEN (10) YEARS, PLEASE REQUEST AN ADDITIONAL PAGE.**

If any periods of time are not covered by the information above, please provide dates and details:	Have you ever been involuntarily separated (fired)? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please provide details:

**SKILLS/KNOWLEDGE/EDUCATION**

PLEASE COMPLETE THOSE SECTIONS WHICH APPLY TO THE POSITION(S) YOU DESIRE

CLERICAL POSITIONS ONLY	
Indicate your skills, equipment knowledge or education. (CHECK AS MANY AS APPLY.)	
<input type="checkbox"/> Typing _____ WPM	<input type="checkbox"/> Word Processor--Please state brands: _____
<input type="checkbox"/> Shorthand _____ WPM	_____
<input type="checkbox"/> Dictaphone	_____
<input type="checkbox"/> Clerical classroom training--School (name & address): _____	
Dates--From: _____ To: _____ Certificate received? <input type="checkbox"/> Yes <input type="checkbox"/> No Type: _____	
<input type="checkbox"/> Other (please describe): _____	

DRIVER/MECHANIC/SERVICE WORKER POSITIONS ONLY	
The California Department of Motor Vehicles requires that applicants for the Class B driver's license have successfully completed the Federal Department of Transportation Medical Examination. Would you consent to this exam at CCCTA's expense? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Have you ever had a job that involved driving? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, what type of vehicle?	Has your driving license ever been revoked or suspended? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please explain: _____
Number of years of employed driving experience: _____	
Do you have a valid California driving license? <input type="checkbox"/> Yes <input type="checkbox"/> No License Number: _____ Expiration Date: _____ Class C <input type="checkbox"/> Class B <input type="checkbox"/> Class A <input type="checkbox"/>	Are there any restrictions on your driving license? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please state restriction(s): _____
How many moving violations have you received in the last five years? _____	How many traffic accidents have you been involved in during the last five years? _____

MECHANIC/SERVICE WORKER POSITIONS	
Have you ever had a job that involved mechanical repair of a diesel vehicle? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, what type of vehicle(s)? _____	Do you have your own tools? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, which types? _____
Have you taken mechanics vocational training? <input type="checkbox"/> Yes <input type="checkbox"/> No Name of course: _____	School (name & address): _____
Certificate received? <input type="checkbox"/> Yes <input type="checkbox"/> No What type? _____	Dates--From: _____ To: _____

GENERAL INFORMATION
Please indicate below any other information which you feel may qualify you for the type of work desired.   

**PLEASE READ CAREFULLY BEFORE SIGNING**

I certify that the information given by me in this application is true and complete. I understand and agree that any false information, misrepresentation, omission, or concealment of fact is sufficient grounds for either my immediate discharge without recourse or refusal of employment by CCCTA. I fully understand that if I am not bondable by a surety company, CCCTA may be unable to offer employment.

I understand and agree that all information furnished in this application may be verified by CCCTA. I hereby authorize all individuals and organizations named or referred to in this application and any law enforcement organization to give CCCTA all information relative to my employment, work habits and character and hereby release such individuals, organizations and CCCTA from any liability for any claim or damage which may result.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

CENTRAL CONTRA COSTA TRANSIT AUTHORITY  
APPLICANT EQUAL EMPLOYMENT OPPORTUNITY SURVEY  
\*\*CONFIDENTIAL\*\*

Please complete this survey form and submit it with your application for employment form. Federal and state agencies require that we collect the data which is requested below for statistical reporting purposes in connection with our affirmative action efforts. Your completed survey form will be detached from your application for employment and kept separate and confidential in the Authority's Affirmative Action Office. The information requested here will not be used in any discriminatory manner. You are not required to complete this form to be considered for employment. However, the information you provide will be most helpful and appreciated.

Position: \_\_\_\_\_

Name: \_\_\_\_\_

Date of Birth: \_\_\_\_\_ Male: \_\_\_\_\_ Female: \_\_\_\_\_

DISABILITY and MILITARY SERVICE (Please complete if applicable)

Are you disabled? Yes \_\_\_\_\_ No \_\_\_\_\_

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

Are you a Vietnam-Era Veteran? Yes \_\_\_\_\_ No \_\_\_\_\_

If yes, indicate dates of service: From \_\_\_\_\_ To \_\_\_\_\_

ETHNIC BACKGROUND (Please check only one)

\_\_\_\_\_ AMERICAN INDIAN OR ALASKAN NATIVE: All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.

\_\_\_\_\_ ASIAN OR PACIFIC ISLANDER: All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands.

\_\_\_\_\_ BLACK (not of Hispanic origin): All persons having origins in any of the Black racial groups of Africa.

\_\_\_\_\_ HISPANIC: All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

\_\_\_\_\_ WHITE (not of Hispanic origin): All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.

\_\_\_\_\_ DECLINE TO STATE

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

CCCTA031293

## APPENDIX D: EEO Complaint Procedures

It is CCCTA's policy to encourage employees to seek advice, assistance, and help from their supervisors and/or managers in resolving any work-related problems. Additionally, applicants and employees of CCCTA, including union and nonunion employees, may consult with the Senior Manager of Human Resources concerning any complaint which the applicant or employee feels may involve issues of discrimination or harassment on the basis of race, color, religious creed, national origin, ancestry, sex, age, physical or mental disability, medical condition, marital status, veteran's status, sexual orientation, gender identity, or genetic information, consistent with federal and state laws.

Such information will be held in confidence until the person filing the complaint (the complainant) agrees on a course of action with the Senior Manager of Human Resources or unless disclosure is otherwise required by law. At all times, confidentiality and discretion will be used and retaliation will not be permitted when allegations of a violation of CCCTA's Equal Employment Opportunity Policy or Policy Regarding Unlawful Harassment are reported or investigated.

Any person who believes that he or she, individually or as a member of any specific class of persons, has been subjected to discrimination or harassment on the basis of issues named above may file an internal complaint with CCCTA and/or may file an external complaint with state or federal agencies. The Senior Manager of Human Resources will provide information regarding the procedures for filing an internal or external complaint.

### A. General Provisions for Complaint Resolution Procedures

1. The timelines specified herein for an internal resolution of the complaint may be extended due to the absence of one or more parties essential to the complaint or for any other reasonable grounds. The complainant will be advised when it becomes necessary to extend the timelines.
2. If, prior to filing an internal complaint or while an internal complaint proceeding is in progress, a complainant seeks resolution of the matter in any other forum, whether administrative or judicial, CCCTA shall continue to proceed with the matter pursuant to its internal complaint procedure unless the complainant requests in writing that CCCTA's investigation end.
3. Retaliatory action of any kind, taken by any employee of CCCTA against any witness or any other employee as a result of the filing of a complaint under these procedures, is prohibited and shall be regarded as a separate and distinct cause for complaint under these procedures.

### B. Internal Resolution Procedures for Discrimination Complaints

The resolution of internal discrimination complaints will be conducted in accordance with either, or both, of the following resolution procedures.

#### 1. Informal Resolution Procedure

The Senior Manager of Human Resources will conduct an investigation concerning any verbal complaint which a complainant feels may involve issues of discrimination or harassment on the basis of race, color, religious creed, national origin, ancestry, sex, age, physical or mental disability, medical condition, marital status, veteran's status, sexual orientation, gender identity, or genetic information.

- a. The Senior Manager of Human Resources will attempt to mediate and resolve the complaint through discussion(s) with the person who has been accused (the respondent) and/or appropriate managerial staff.
- b. At the conclusion of the informal procedure, the Senior Manager of Human Resources will submit to the General Manager a verbal or written report setting forth all factual findings and rationales for disposition of the complaint. This report may include a recommendation for an appropriate resolution. Generally, the report will be submitted within twenty (20) working days of when information regarding the alleged discriminatory act was brought to the attention of the Senior Manager of Human Resources.
- c. The General Manager will make a determination as to what further remedial action(s), if any, will be made to address issues brought forth in the complaint. This determination will be made within ten (10) working days after receipt of the written report from the Senior Manager of Human Resources. The complainant, respondent, Senior Manager of Human Resources, and any other appropriate managerial staff will be informed, in writing, of the General Manager's decision. The complainant and respondent will also be advised of steps that may be taken if an appeal of the decision reached under the informal procedure is desired.

## 2. Formal Resolution Procedure

A formal complaint may be filed where the complainant or the Senior Manager of Human Resources feels the nature of the alleged discriminatory act requires a formal resolution.

A formal complaint must be presented to the Senior Manager of Human Resources in writing. The written statement should provide a complete description of the action(s) that occurred, stating names and contact information of any witnesses to the alleged discriminatory act. The statement may include a description of the remedial action desired by the complainant. The formal complaint must be signed and dated by the complainant.

- a. Following receipt of the written complaint, the Senior Manager of Human Resources will meet with the complainant to review the allegations outlined in the complaint to ensure that the charges are accurately stated and fully understood. During this initial conference, the basis of the complaint shall be clearly defined. If appropriate, a proposed course of action for an expedient resolution of the complaint will be jointly developed by the Senior Manager of Human Resources and the complainant.
- b. The Senior Manager of Human Resources will conduct a thorough investigation of the complaint in consultation with and following directives and advice from Legal Counsel.
- c. The formal investigation will include interviews with all parties named by the complainant as witnesses or as wholly or partially responsible for the alleged discriminatory act(s). The investigation process will also include a review/analysis of relevant personnel records and employee statistics.
- d. The investigation process and submittal of written findings will be conducted in an expedient manner, taking into consideration the availability of the complainant, respondent, witnesses and any other key individuals deemed necessary to provide required information and/or testimony. The investigative process will be concluded within fifteen (15) working days, if possible.

- e. Upon completion of the investigation, the Senior Manager of Human Resources shall present a written report to the General Manager setting forth all factual findings and rationales for disposition of the complaint. This report may include a recommendation for an appropriate resolution. Generally, it will be submitted to the General Manager within twenty (20) working days of when the Senior Manager of Human Resources received the written complaint.
- f. Within ten (10) working days of receipt of the report from the Senior Manager of Human Resources, the General Manager will take one of the following actions.
  - (1) If it is determined that there are no issues of discrimination or harassment on the basis of protected classes named previously, the General Manager will so inform the complainant in writing and the complaint will be dismissed.
  - (2) If the complainant is an administrative employee, he/she will be referred to the Senior Manager of Human Resources for guidance on following the administrative grievance procedures to bring about a resolution of the issue.
  - (3) If an employee organization represents the complainant, he/she will be referred to the appropriate union representative regarding the grievance procedures that may be invoked under the employee's relevant union contract.
  - (4) If it is determined that the alleged discriminatory act(s) occurred, the General Manager will make a determination as to what remedial action(s), if any, will be made to address issues brought forth in the complaint. The complainant, respondent, Senior Manager of Human Resources and appropriate managerial staff will be informed, in writing, of the General Manager's decision. The complainant and respondent will also be advised of steps that may be taken if an appeal of this decision is desired.

### **C. Appeal Process**

1. An appeal of an internal complaint determination may be made to the General Manager by the complainant or respondent, in writing, by filing a request for reconsideration within five (5) working days following receipt of the General Manager's determination.
2. Within fifteen (15) working days of receipt of the request for reconsideration, the General Manager shall issue a final determination based upon an independent investigation and/or review of the complaint. This review will include all information submitted by the complainant and/or respondent in his/her request for reconsideration. The determination of the General Manager will be final and binding on all persons concerned. Such determination may include a directive to take corrective action.
3. The complainant, respondent, Senior Manager of Human Resources, and any other persons essential to the disposition of the complaint will be provided a confidential written copy of the General Manager's final determination of the request for reconsideration.

**D. External Resolution Procedures for Discrimination Complaints**

If the complainant is dissatisfied with the determination reached during the internal resolution process by CCCTA, or the case is not being resolved in a timely manner, the same complaint may be submitted to the following state or federal agencies.

1. The Federal Transit Administration (FTA), U.S. Department of Transportation (DOT), is the agency that receives complaints of discrimination filed by applicants or employees of FTA grant recipients. When U.S. DOT lacks jurisdiction, it will refer the complaint to another federal or state agency.
2. The Equal Employment Opportunity Commission (EEOC) receives discrimination complaints on behalf of the federal government.
3. The California Department of Fair Employment and Housing (DFEH) is the agency that receives discrimination complaints on behalf of the State of California.



**APPENDIX E: Availability Factor Computation Form**  
**Job Category: Management and Supervisory**

Availability Factor Computation Form

Factor	Raw Statistics		Value Weight	Weighted Factor		Reason for Value Weight
	Total Minority	Total Female		Total Minority	Total Female	
1A Percentage of minorities in population of labor area surrounding facility						Not Applicable
1B Percentage of women among those seeking employment in labor or recruitment area						Not Applicable
2 Percentage of minorities and women among unemployed in labor area surrounding facility						Not Applicable
3 Percentage of minorities and women in total workforce in immediate labor area						Not Applicable
4 Percentage of minorities and women among those having requisite skills in immediate labor area	25.0%	43.6%	25	6.3	10.9	Civilian Labor Force, Officials & Managers
5 Percentage of minorities and women among those having requisite skills in reasonable recruitment area	45.0%	5.0%	25	11.3	1.3	Applicant Flow, M&S, 3 Years
6 Percentage of minorities and women among those promotable or transferable within facility	37.0%	37.0%	40	14.8	14.8	M&S Workforce, 12/31/11
7 Percentage of minorities and women at institutions providing training in requisite skills						Not Applicable
8 Percentage of minorities and women among those at facility whom contractor can train in requisite skills	50.0%	50.0%	10	5.0	5.0	Promotions, M&S, 3 Years
Job Category: Mgmt. & Supervisory			100	37.3	32.0	Final Availability (Percentage)

**APPENDIX E: Availability Factor Computation Form**  
**Job Category: Clerical and Administrative**

Availability Factor Computation Form

Factor	Raw Statistics		Value Weight	Weighted Factor		Reason for Value Weight
	Total Minority	Total Female		Total Minority	Total Female	
1A Percentage of minorities in population of labor area surrounding facility						Not Applicable
1B Percentage of women among those seeking employment in labor or recruitment area						Not Applicable
2 Percentage of minorities and women among unemployed in labor area surrounding facility						Not Applicable
3 Percentage of minorities and women in total workforce in immediate labor area	38.5%	46.4%	10	3.9	4.6	Civilian Labor Force, CC County
4 Percentage of minorities and women among those having requisite skills in immediate labor area	35.7%	68.2%	20	7.1	13.6	Civilian Labor Force, Administrative Support
5 Percentage of minorities and women among those having requisite skills in reasonable recruitment area	74.4%	66.7%	10	7.4	6.7	Applicant Flow, C&A, 3 Years
6 Percentage of minorities and women among those promotable or transferable within facility	46.2%	73.1%	55	25.4	40.2	C&A Workforce, 12/31/11
7 Percentage of minorities and women at institutions providing training in requisite skills						Not Applicable
8 Percentage of minorities and women among those at facility whom contractor can train in requisite skills	50.0%	50.0%	5	2.5	2.5	Promotions, C&A, 3 Years
<b>Job Category: Clerical &amp; Administrative</b>			<b>100</b>	<b>46.3</b>	<b>67.7</b>	<b>Final Availability (Percentage)</b>

**APPENDIX E: Availability Factor Computation Form**  
**Job Category: Maintenance**

Availability Factor Computation Form

Factor	Raw Statistics		Value Weight	Weighted Factor		Reason for Value Weight
	Total Minority	Total Female		Total Minority	Total Female	
1A Percentage of minorities in population of labor area surrounding facility						Not Applicable
1B Percentage of women among those seeking employment in labor or recruitment area						Not Applicable
2 Percentage of minorities and women among unemployed in labor area surrounding facility						Not Applicable
3 Percentage of minorities and women in total workforce in immediate labor area						Not Applicable
4 Percentage of minorities and women among those having requisite skills in immediate labor area	27.6%	0.9%	25	6.9	0.2	Civilian Labor Force, Bus/Truck Mechanics
5 Percentage of minorities and women among those having requisite skills in reasonable recruitment area	75.8%	7.4%	30	22.7	2.2	Applicant Flow, Maintenance, 3 Years
6 Percentage of minorities and women among those promotable or transferable within facility	58.1%	6.3%	40	23.2	2.5	Maintenance Workforce, 12/31/11
7 Percentage of minorities and women at institutions providing training in requisite skills						Not Applicable
8 Percentage of minorities and women among those at facility whom contractor can train in requisite skills	100.0%	0.0%	5	5.0	0.0	Promotions, Maintenance, 3 Years
Job Category: Maintenance			100	57.9	5.0	Final Availability (Percentage)

**APPENDIX E: Availability Factor Computation Form**  
**Job Category: Operators**

**Availability Factor Computation Form**

Factor	Raw Statistics		Value Weight	Weighted Factor		Reason for Value Weight
	Total Minority	Total Female		Total Minority	Total Female	
1A Percentage of minorities in population of labor area surrounding facility						Not Applicable
1B Percentage of women among those seeking employment in labor or recruitment area						Not Applicable
2 Percentage of minorities and women among unemployed in labor area surrounding facility						Not Applicable
3 Percentage of minorities and women in total workforce in immediate labor area	38.5%	46.4%	5	1.9	2.3	Civilian Labor Force, CC County, 2000
4 Percentage of minorities and women among those having requisite skills in immediate labor area	54.5%	52.6%	10	5.5	5.3	Civilian Labor Force, Bus Drivers, 2000
5 Percentage of minorities and women among those having requisite skills in reasonable recruitment area	80.9%	36.2%	30	24.3	10.9	Applicant Flow, Operators, 3 Years
6 Percentage of minorities and women among those promotable or transferable within facility	72.7%	34.5%	55	40.0	19.0	Operator Workforce, 12/31/11
7 Percentage of minorities and women at institutions providing training in requisite skills						Not Applicable
8 Percentage of minorities and women among those at facility whom contractor can train in requisite skills						Not Applicable
Job Category: Operators			100	71.6	37.4	Final Availability (Percentage)