

To: A&F Committee

Date: January 29, 2024

From: Kristina Martinez, Manager of Human Resources

Reviewed by: *WC.*

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**SUBJECT:** Equal Employment Opportunity (EEO) Program for Fiscal Years (FYs) 2024-2027

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**Summary:**

The Board of Directors adopted the original CCCTA Affirmative Action Plan on September 15, 1983. Subsequently, the Board adopted annual and triennial updates, which were submitted to FTA in accordance with the Urban Mass Transportation Act (UMTA) Circular C4704.1, dated July 26, 1988.

The Circular is now superseded by the FTA Circular C4704.1A, "Equal Employment Opportunity (EEO) Requirements and Guidelines for Federal Transit Administration Recipients", dated October 31, 2016, and revised April 20, 2017 (Circular). The Circular requires CCCTA, as a U.S. DOT recipient, to submit to FTA its updated EEO Program every four years or as major changes occur in the workforce or employment conditions, whichever comes first.

As established by the FTA, CCCTA submitted its updated EEO Program on February 26, 2020, and received concurrence on December 28, 2022. CCCTA will now submit the EEO Program for the four-year term beginning July 1, 2023, and ending on June 30, 2027, for approval no later than March 1, 2024.

CCCTA's Equal Employment Opportunity (EEO) Program includes the EEO policy and plan which serves as a management tool that sets forth the policies, practices and procedures by which staff will execute its EEO Program. The program applies to all employees and applicants for employment without regard to race, color, religion, national origin, ancestry, sex, gender, gender identity, gender expression, sexual orientation, marital status, taking or requesting statutorily protected leave, pregnancy, age, genetic information, disability, medical condition, military or veteran status, or other protected class, consistent with federal and state laws. The EEO Program complies with laws and regulations mandated by the U.S. Department of Transportation (U.S. DOT), Federal Transit Administration (FTA) and other federal and state agencies.

**Financial Implications:**

An approved EEO Program for the reporting period July 1, 2023, through June 30, 2027 will enable CCCTA to continue to be eligible for federal financial assistance.

**Staff Recommendation:**

Staff requests that the A&F Committee forward a recommendation to the Board of Directors to adopt the EEO Program update covering FY's 2024-2027 and authorize staff to forward the EEO Program to the FTA.

**Attachments:** CCCTA Equal Employment Opportunity (EEO) Program, FY 2024-2027.

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## CENTRAL CONTRA COSTA TRANSIT AUTHORITY

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### Equal Employment Opportunity (EEO) Program FY 2024-2027

Adopted by the  
CCCTA Board of Directors  
Date:  
Resolution No.

Submitted to the  
U.S. Department of Transportation  
Federal Transit Administration  
Date:

**CENTRAL CONTRA COSTA TRANSIT AUTHORITY**  
**EQUAL EMPLOYMENT OPPORTUNITY (EEO) PROGRAM**

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**CENTRAL CONTRA COSTA TRANSIT AUTHORITY**  
**EQUAL EMPLOYMENT OPPORTUNITY (EEO) PROGRAM**

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**Introduction**

The Central Contra Costa Transit Authority (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 (Board) 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.

CCCTA's Equal Employment Opportunity (EEO) Program serves as a management tool that sets forth the policies, practices and procedures by which staff will execute its EEO Program and authorizes the implementation, where necessary and legally permissible, of results-oriented employment procedures and activities that are relevant to equal employment opportunities.

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 opportunities will be provided for all employees and applicants for employment without regard to their race, color, religion, national origin, ancestry, sex, gender, gender identity, gender expression, sexual orientation, marital status, taking or requesting statutorily protected leave, pregnancy, age, genetic information, disability, medical condition, military or veteran status, or other protected class, consistent with federal and state laws. The EEO Program complies with laws and regulations mandated by the U.S. Department of Transportation (U.S. DOT), Federal Transit Administration (FTA) and other federal and state agencies.

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 in accordance with the Urban Mass Transportation Act (UMTA) Circular C4704.1, dated July 26, 1988. The Circular is now superseded by the FTA Circular C4704.1A, "Equal Employment Opportunity (EEO) Requirements and Guidelines for Federal Transit Administration Recipients," dated October 31, 2016 and revised April 20, 2017 (Circular). The Circular requires CCCTA, as a U.S. DOT recipient, to submit to FTA its updated EEO Program every four years or as major changes occur in the workforce or employment conditions, whichever comes first. As established by the FTA, CCCTA will now submit its updated EEO Program for approval no later than March 1, 2024.

## I. Statement of Policy

It is the policy of the Central Contra Costa Transit Authority (CCCTA) to provide equal employment opportunities for all employees and applicants for employment without regard to their race, color, religion, national origin, ancestry, sex, gender, gender identity, gender expression, sexual orientation, marital status, taking or requesting statutorily protected leave, pregnancy, age, genetic information, disability, medical condition, military or veteran status, or other protected class.

The commitment to equal employment opportunity (EEO) applies to all employment actions, including but not limited to, recruitment, hiring, selection for training, promotion, transfer, demotion, layoff, termination, rates of pay or other forms of compensation.

Ultimate responsibility for CCCTA's EEO Policy and Program lies with the General Manager. Responsibility, including day-to-day management, program preparation, monitoring, and complaint investigation is assigned to Kristina Martinez, Manager of Human Resources, 925-680-2031. The Manager of Human Resources will report directly to the General Manager and will act with the General Manager's authority with all levels of management, labor unions, and employees.

All CCCTA executives, management, and supervisory personnel also share in the responsibility for implementing and monitoring CCCTA's EEO Policy and Program within their respective areas and will be assigned specific tasks to ensure compliance is achieved. CCCTA will evaluate its managers' and supervisors' performance on their successful implementation of CCCTA's EEO Program in the same way their performance is measured in relation to the achievement of other CCCTA goals.

All applicants and employees have the right to file complaints alleging discrimination. Retaliation against an individual who files a charge or complaint of discrimination, participates in an employment discrimination proceeding (such as an investigation or lawsuit), or otherwise engages in protected activity is strictly prohibited and will not be tolerated.

CCCTA is committed to providing reasonable accommodations to applicants and employees who need them because of a disability or to practice or observe their religion, absent undue hardship.

CCCTA is committed to undertaking and developing a written nondiscrimination program that sets forth the policies, practices and procedures, with goals and timetables. Notices setting forth this EEO policy are posted at CCCTA's office and on its website, and they are available to employees, applicants for employment, and the general public.

As an equal opportunity employer, CCCTA has a strong commitment to its employees and the communities it serves. The Central Contra Costa Transit Authority Board of Directors hereby adopts the EEO Policy and Program.

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Bill Churchill  
CCCTA General Manager

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Don Tatzin, Chair  
CCCTA Board of Directors

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Date

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Date

## II. DISSEMINATION OF EEO PROGRAM

Formal communication mechanisms are established to publicize and disseminate CCCTA's EEO Program to its employees, applicants for employment, and the general public. These mechanisms include internal and external dissemination practices.

CCCTA will internally disseminate the EEO Program by:

1. Distributing 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.
2. Posting official EEO posters and CCCTA's policy statements on employee bulletin boards or in common areas.
3. Including information about the EEO Program and policy statements in CCCTA's employee handbooks and manuals.
4. Meeting periodically with employees and Management to discuss the EEO Program, its implementation and individual employee responsibilities; discussing the program during employee orientation and training sessions.
5. Conducting EEO training for all new Supervisors or Managers within 90 days of their appointment.

CCCTA will externally disseminate the EEO Program by:

1. Informing recruiting sources either verbally or in writing of CCCTA's EEO policy.
2. Advising 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.
3. Posting CCCTA's EEO policy statement on its website.
4. Communicating to prospective employees the existence of this EEO Program.
5. Advertising job recruitment announcements on CCCTA's website and in general circulation; including the statement, "Equal Opportunity Employer," in all employment advertisements.
6. Including notification of CCCTA's policy on equal employment opportunity in all CCCTA's formal contracts and requesting appropriate action by contractors and subcontractors.

### III. DESIGNATION OF RESPONSIBLE PERSONNEL

CCCTA's EEO Program is an essential part of its overall strategic and operational plan. Ultimate responsibility for the Program lies with the General Manager. Kristina Martinez, Manager of Human Resources (HR), has been designated as the agency's EEO Officer and is the individual responsible for management and oversight of the EEO Program. The Manager of Human Resources will be identified in all internal and external communications regarding CCCTA's EEO Program.

Independence and impartiality are hallmarks of a strong EEO function. Independence and integrity of the EEO process will be achieved and maintained for the investigation of EEO complaints by one of two ways: (1) HR personnel (including the EEO Officer) may conduct EEO investigations, however such personnel would not disclose the details of an ongoing investigation with any other Supervisor, Manager, or Director, and investigation files will be segregated from other HR files; or (2) CCCTA will refer EEO complaints to an outside third party investigator. EEO complaint investigations will be overseen by legal counsel as appropriate.

The role of the EEO Officer includes, but is not limited to, the following duties and responsibilities:

- A. Developing and recommending EEO policy statements, written EEO programs and internal and external communication procedures.
- B. Assisting management in collecting and analyzing employment data, identifying problem areas and arriving at solutions related to EEO issues, setting goals and timetables, and developing programs to achieve goals.
- C. Designing, implementing and monitoring internal audit and reporting systems to measure program effectiveness and to determine where progress was made, and further actions are needed.
- D. Reporting periodically to the General Manager on progress of each department in relation to achieving CCCTA's goals and objectives.
- E. Serving as liaison between CCCTA and federal, state and local governments and regulatory agencies. Serving as liaison between CCCTA and community organizations and groups that promote employment opportunities for minorities, women, veterans, and individuals with disabilities.
- F. Ensuring current legal information affecting equal employment opportunity is disseminated to responsible officials.
- G. Assisting in recruiting applicants who are minorities, women and individuals with disabilities. Interfacing with local outreach sources and disseminating information pertaining to employment opportunities.
- H. Concurring in new hires and promotions.
- I. Investigating and processing employment discrimination complaints, in accordance with the conflict of interest mitigation procedures set forth herein.

- J. Reviewing and monitoring all aspects of employment related to equal employment opportunity, including recruitment and hiring, compensation and benefits, reclassifications, promotions and transfers, training and disciplinary actions.
- K. Providing EEO training for employees and managers.
- L. Advising employees and applicants of available training programs and professional development opportunities and the entrance requirements.
- M. Auditing postings of the EEO policy statement to ensure compliance information is posted and up to date.

Although the Manager of Human Resources has the primary responsibility for administering the EEO Program, all managers and supervisors share the responsibility of ensuring that CCCTA's policies and procedures are implemented and are consistent with its EEO Program. Managers and supervisors have the following duties and responsibilities:

- A. Assisting in identifying EEO problem areas and recommending goals and objectives as they pertain to their areas of responsibility.
- B. Participating in periodic audits of all aspects of employment in order to identify and remove unnecessary impediments to the achievement of specified EEO goals and objectives.
- C. Conducting regular discussions with other managers, supervisors and employees to ensure CCCTA's EEO policies and procedures are being followed.
- D. Reviewing 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. Cooperating fully in the review and/or investigation of EEO complaints alleging discrimination and/or harassment. Identifying and preventing practices, procedures or employee behaviors contrary to CCCTA's non-harassment policies.
- F. Conducting employment/career counseling for employees within their workgroup to support the advancement of the EEO Program.
- G. Affording full opportunity and encouraging minority and women employees, veterans, and employees with disabilities to participate in CCCTA-sponsored education, training and recreational/social activities.
- H. In conjunction with the EEO Officer, maintaining and updating the personnel database for generating reports required for the nondiscrimination program.



## IV. UTILIZATION ANALYSIS

Federal guidelines 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 a workforce analysis and an availability analysis.

### Workforce Analysis

CCCTA's workforce analysis provides an overall employment profile by department, job category, job title, job classification, and salary range. The workforce analysis follows the Equal Employment Opportunity Commission's (EEOC) EEO-4 report for employment data as of June 30, 2023. 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 salary ranges from the highest paid to the lowest paid within each category. Please refer to Attachment B: CCCTA Utilization Analysis.

#### 1. Identification of Employees by Department

As of June 30, 2023, CCCTA employed 223 individuals (221 full-time, 2 part-time). The General Manager is responsible for carrying out policies of the Board of Directors and for the overall operation of CCCTA. The Assistant General Manager of Administration oversees Planning, Marketing, & Innovation, Human Resources, Information Technology, and Paratransit Transportation. Operations is overseen by the Chief Operations Officer (COO) and includes Transportation, Facility and Vehicle Maintenance, and Grants/Procurement. The Chief Financial Officer (CFO) oversees the CCCTA's Finance and Payroll functions. See Attachment A: CCCTA Organization Chart

#### 2. Identification of 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 the job categories defined by the EEOC in its EEO-4 Report.

##### 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. CCCTA positions include General Manager, Assistant General Manager, COO, CFO, and Directors.

The General Manager reports directly to the CCCTA Board of Directors, which determines the annual compensation package. Initial appointment rates for Directors, 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.

The annual salary ranged from \$105,795 for the first level of the lowest paid position to \$219,474 for the final level of the highest paid position, as set forth in the Fiscal Year (FY) 2023 annual pay scale for Administrative employees. Any adjustments made to non-represented Administrative employees' compensation each fiscal year must be evaluated and approved by the CCCTA Board of Directors.

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. CCCTA positions include: Managers and Facilities Superintendent. The annual salary ranged from \$82,918 for the first level of the lowest paid position to \$162,276 for the final level of the highest paid position.

c. Technicians (EEO Code 3)

Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. CCCTA positions include: Systems/Network Administrator, Developer, and Desktop Support Specialist. The annual salary ranged from \$63,779 for the first level of the lowest paid position to \$162,276 for the final level of the highest paid position.

d. 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. CCCTA positions include: Transit Supervisor, Training Coordinator, Assistant to the General Manager/Board Clerk, Customer Service & Outreach Coordinator, Chief Scheduler, Buyer, Assistant Facilities Superintendent, Planner/Assistant Scheduler, Payroll Supervisor, HR Specialist, and Senior Accounting Assistant.

The Paraprofessionals category includes both represented and non-represented Administrative employees. 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. The current MOU is effective October 1, 2023 through September 30, 2026. These employees receive salary increases based on an eight-step system provided the employee has satisfactory job performance and has not reached the final step of the pay range. On July 1, 2023, the hourly wage rate was \$34.30 at Step 1 and \$45.13 at Step 8—the final step.

Some of the Administrative employees in this category receive salary increases under a merit system based upon performance, as measured by a performance evaluation. Other 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 annual salary ranged from \$63,779 for the first level of the lowest paid position to \$103,746 for the final level of the highest paid position.

e. 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. CCCTA positions include: ADA Specialist, Customer Service Representative, Senior Customer Service Representative, Administrative Assistant, Payroll Specialist, Maintenance Assistant, Transportation Assistant, and Storekeeper.

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 annual salary ranged from \$52,687 for the first level of the lowest paid position (Step 1) to \$92,443 for the final level of the highest paid position (Step 8).

The annual wage rates for the Storekeeper position 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. The most recent MOU is effective February 1, 2023 through January 31, 2026. The MOU establishes maximum rates of pay, starting at \$28.14 per hour. 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.

e. Skilled Craft Workers (EEO Code 7)

Occupations in which workers perform jobs that require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work, which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. CCCTA positions include: Mechanic I through Mechanic VI and Facility Specialist.

The annual wage rates for Mechanics 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. The most recent MOU is effective February 1, 2023 through January 31, 2026. The MOU establishes maximum rates of pay, starting at \$34.49 per hour for the lowest paid position (Mechanic I) up to \$45.75 per hour for the highest paid position (Mechanic VI).

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.

The Facility Specialist is a non-represented Administrative position. 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 annual salary ranged from \$63,779 (Step 1) to \$83,883 (Step 8) per the FY 2023 pay scale.

f. Service-Maintenance (EEO Code 8)

Occupations in which workers perform duties that 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. CCCTA positions include Custodian, Service Worker and Transit Operator.

The Custodian is a non-represented Administrative position. 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 annual salary ranged from \$39,545 for the first level of the lowest paid position to \$57,208 for the final level of the highest paid position (Lead Custodian).

The annual wage rates for Service Workers 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. The most recent MOU is effective February 1, 2023 through January 31, 2026. The MOU establishes maximum rates of pay, starting at \$28.14 per hour for the lowest paid position up to \$29.57 per hour for the highest paid position (Service Worker Lead). 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.

The annual wage rates for Transit Operators are set forth in the MOU between CCCTA and the Amalgamated Transit Union, Local 1605, AFL-CIO. The current MOU is effective February 1, 2023 through January 31, 2026. 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 steps until they reach Step E. The Step A wage rate during the review period for this EEO Program was set at \$20.42 per hour and the Step E wage rate was set at \$31.42 per hour.

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. CCCTA uses the race/ethnic categories as identified in the EEO-4 Report, which includes the following groups: White, American Indian/Alaska Native, Black

or African American, Hispanic or Latino, Asian, Native Hawaiian and Other Pacific Islander, and Two or More Races. Applicants and new hires may also elect to decline stating his or her race/ethnic identity.

#### 4. Assessment of Present Workforce

##### a. Overall Summary

Using statistics shown in Attachment B: CCCTA Utilization Analysis by Job Category, the following is an assessment of CCCTA's workforce as of June 30, 2023 when 223 regular full-time and part-time individuals were employed. Nonminority males accounted for 22.9% of the total workforce while nonminority females accounted for 6.7%. Total male representation was 66.8%, female representation was 33.2% and minority representation was 70.4%.

##### b. Minority Representation by Race/Ethnic Category

The breakdown of total minority representation is as follows:

###### Males

- American Indian/Alaska Native at 0%
- Black or African American at 17.5%
- Hispanic/Latino at 16.1%
- Asian males at 9%
- Native Hawaiian and Other Pacific Islander at 0.9%
- Two or More Races at 0.4%

###### Females

- American Indian/Alaska Native at 0%
- Black or African American at 16.6%
- Hispanic/Latino at 7.6%
- Asian at 1.3%
- Native Hawaiian and Other Pacific Islander at 0%
- Two or More Races at 0.9%

##### c. Minority Representation by Job Category

Total minority representation within the established job categories is broken down as follows:

- Officials & Administrators: 7 employees at 63.6%
- Professionals: 4 employees at 40%
- Technicians: 2 employees at 100%
- Paraprofessionals: 14 employees at 73.7%
- Administrative Support: 8 employees at 61.5%
- Skilled Craft: 10 employees at 52.6%
- Service/Maintenance: 112 employees at 75.2%

##### d. Female Representation by Job Category

Total female representation within the established job categories is broken down as follows:

- Officials & Administrators: 7 employees at 63.6%
- Professionals: 4 employees at 40%
- Technicians: 0 employees
- Paraprofessionals: 6 employees at 31.6%
- Administrative Support: 11 employees at 84.6%
- Skilled Craft: 0 employees
- Service/Maintenance: 46 employees at 30.9%

### Availability Analysis

An availability analysis determines the percentages of minorities and females available for employment in the area labor force 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 qualified to perform the work at hand in one of the defined job categories. Occupational data, 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 job category than would be expected by their availability in relevant labor markets.

#### 1. Review of Present Internal Availability Factors

CCCTA encourages the training and professional development of all employees moving from one job category to another. For most designated positions, internal job postings and external recruitment are conducted simultaneously, although on occasion, open positions may be posted internally only. Some promotional and transfer positions above entry level are made available first to current employees through the job-posting process.

CCCTA assesses the availability of current employees who may have the requisite knowledge, skills and abilities for the position or who can be trained in the requisite skills. CCCTA evaluates the degree of training that it is reasonably able to undertake as a means of making open positions available to qualified employees. Entry-level positions and positions not filled through the job-posting process are made available to external applicants.

#### 2. Review of Present External Availability Factors

External availability factors used to set CCCTA's workforce goals are based on the American Community Service (ACS) 5-year civil labor force data generated by the U.S. Census Bureau through an EEO tabulation. The EEO tabulation serves as a standard for comparing the race, ethnicity, and sex of an agency's workforce and the external labor market. More specifically, it provides the availability of state and local government job groups by sex and race/ethnicity. The job groups and race/ethnic categories closely mirror those that are identified in the EEO-4 report used by CCCTA (i.e. Officials/Administrators, Professionals, etc.) for submission to the EEOC. The

EEO tabulation used in providing availability data is sponsored by several federal agencies, including the EEOC. For purposes of this program, CCCTA's workforce goals will use the 2014-2018 5-year ACS dataset.

The labor market area for all job categories is Contra Costa County, although occasional regional, state and national recruitment efforts may be necessary for key administrative and management positions. An assessment of CCCTA's applicant flow for FY 2023 showed that 68% of individuals who applied for open positions resided within Contra Costa County. Additionally, an analysis based on zip code indicated that 77% of CCCTA's workforce also resided within Contra Costa County. 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 commute distances and time required from neighboring counties.

### Comparison of Workforce Analysis with Available Labor Market

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 job category than reasonably would be expected by their established availability based on their presence in the relevant labor force. The Utilization Analysis will also assist CCCTA in establishing a structure for setting both short term and long-term goals for review in the next EEO Program update. 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.

a. Officials & Administrators

The Officials & Administrators job category is comprised of 11 employees, of which 36.4% are male employees and 63.6% are female employees. Minority representation is 63.6%. The analysis identified no underutilization for this job category.

b. Professionals

The Professionals job category is comprised of 10 employees, of which 60% are male employees and 40% are female employees. Minority representation is 40%. Within this category, the analysis indicates there is an underutilization of one (1) Asian and one (1) White female.

c. Technicians

The Technicians job category is comprised of 2 employees, of which 100% are male and minority employees. The analysis indicated no underutilization for this job category.

d. Paraprofessional

For purposes of this Utilization Analysis, the Paraprofessionals job category, which identifies 19 CCCTA employees, is not included in this review. The U.S. Census Bureau has eliminated the Paraprofessionals job category from its ACS dataset and has provided an Occupation Code Crosswalk to Aggregated Occupations. For example, CCCTA's Transit Supervisor position would be remapped to the Skilled Trade job category and the Payroll Supervisor position would be re-categorized to Administrative Support. This does not accurately reflect CCCTA's workforce data (EEO-4 Report) in which CCCTA is required to submit to the EEOC, including the Paraprofessionals job category. This would also differ from the total workforce reflected

in the Employment Practices Chart used in this EEO review. As a result, CCCTA has not re-categorized these positions for use in the Utilization Analysis.

e. Administrative Support

The Administrative Support job category is comprised of 13 employees, of which 15.4% are male employees and 84.6% are female employees. Minority representation is 61.5%. Within this category, the analysis indicates there is an underutilization of one (1) Asian female.

f. Skilled Craft

The Skilled Craft job category is comprised of 19 employees, of which 100% are male employees. 52.6% of this category are minorities. The analysis indicates two (2) individuals are needed to reach parity in the Hispanic/Latino male category.

g. Service/Maintenance

The Service/Maintenance job category is the largest category at CCCTA, which includes 148 employees. 69.6% are male employees and 30.4% are female employees. Minority representation for this category is 75%. For males, the analysis indicated there is underutilization of 13 individuals in the Hispanic/Latino category. For females, there is an underutilization of 16 individuals in the White female category, 15 individuals in the Hispanic/Latino female category, and 10 individuals in the Asian female category.

### Consideration of External Factors in the Employment of Affected Classes

CCCTA strives to ensure there is adequate access to information about employment and our open positions. CCCTA's office, located in Concord, CA, is readily accessible by major highway systems. The Authority's use of recruitment resources as well as posting job openings on the CCCTA website and social media accounts seem to produce reasonable results. Applicants may apply online on the CCCTA website, complete an application in person, or they may also be mailed the employment application 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, four-year institutions within our service area, 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.

External factors have significantly deterred the employment of affected classes at CCCTA. Since late February 2020, CCCTA closely monitored the changes surrounding the COVID-19 pandemic at the federal, state, and local levels. In March 2020, a Stay-at-Home Order was issued in Contra Costa County, along with six (6) other Bay Area counties. While public transit remained an essential service to the public at large, CCCTA implemented a number of processes, procedures, and mitigation efforts to promote the safety and well-being of employees, passengers, and the community to prevent the spread of COVID-19. This included a temporary suspension from its recruitment activities.

Currently, job opportunities in Central Contra Costa County, where CCCTA is located, are on an upward trend. Competitive positions within other industries may discourage a significant movement in the number of positions offered by CCCTA. CCCTA's Transit Operator position is an ongoing recruitment that has become common amongst other transit agencies, even on a national level, as the economy continues to recover from the pandemic. For perspective, County Connection received 107 applications for the Transit Operator position in FY 2020, 31 applications in FY 2021, 62 applications in FY 2022 and 155



applications in FY 2023. Other critical job classifications include Mechanic and Service Worker positions. CCCTA continues to evaluate new methods to fill open positions, including a newly implemented employee referral pilot program.

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. Transportation and Maintenance personnel in public transit service hold nontraditional jobs. 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 the Transportation and Maintenance departments may begin work at 4:00 a.m., stop work at midnight and/or work on weekends. This is significant, since CCCTA competes with employers that may offer more attractive positions in the local economy.

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 working remotely or scheduling their hours on a flexible basis provided that departmental operations are covered. Transit Supervisors, Maintenance employees and Operators bid on their work assignments based on seniority, as specified in their respective MOUs and may have some flexibility in scheduling their hours.

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, pass three written exams, become skilled in driving transit coaches, master agency policies and procedures, and demonstrate good customer relations skills. Performance criteria policies are maintained to ensure public safety and to provide reliable and on-time transportation for CCCTA passengers.

## V. GOALS AND TIMETABLES

Goals and timetables are an integral part of CCCTA's EEO 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 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 CCCTA utilization analysis as of June 30, 2023, and form a guide for all employment activity projected to occur in the four fiscal years commencing July 1, 2023 and ending June 30, 2027. 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. The goals are stated in numerical objectives based on internal availability factors combined with any underutilization identified in the utilization analysis.

### A. Development of Goals and Timetables

In establishing the size of goals and length of timetables, CCCTA considered flexibility and reasonableness of achieving goals and meeting timetables using good faith efforts. 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 goals and timetables also take into account the number of employees in each job category. The number of individuals in the six other job categories is small compared to the Service/Maintenance job category. The Officials & Administrators job category has 11 employees, the Professionals job category has 10 employees, the Technicians job category has 2 employees, the Paraprofessionals job category has 19 employees, the Administrative Support job category has 13 employees, and the Skilled Craft job category has 19 employees. Combined, these categories make up less than half (33.3%) of CCCTA's total workforce. Thus, a gain/loss of one or two employees in a female or minority group in these six job categories can produce a remarkable statistical result. In contrast, the Service/Maintenance category has 148 employees (66.7%) as of June 30, 2023.

### D. Previous Goals and Timetables

CCCTA established short and long-term goals in its previous EEO Program update covering FY's 2020-2023. These goals were based on the utilization analysis as of June 30, 2019. CCCTA did not meet its short-term goals set for FY 2020, apart from Hispanic/Latino males in the Service/Maintenance job category in which 7 new hires were made.

CCCTA met its long-term goals in FY 2021 and FY 2023 for the Skilled Craft Category in which 1 Hispanic/Latino male was promoted and 1 was hired. CCCTA also met one of its goals for FY 2023 in the Service/Maintenance job category in which 5 Hispanic/Latino males were hired. CCCTA reviewed its additional short and long-term goals which fell short or those that were not met in subsequent years. CCCTA considered the external factors in the employment of affected classes as described in Section IV, including the COVID-19 pandemic and a temporary suspension in its recruitment activities. As the economy continues to recover, CCCTA will evaluate new methods to fill open positions.

## B. Specific Goals and Timetables

During fiscal years 2024 – 2027, it is estimated that 90 job openings will occur due to attrition and the workforce will expand by 3 employees. The expansion includes an increase or meeting full staffing needs in the smaller job categories. As in the past, most job openings will occur in the Service/Maintenance category for the Transit Operator position where turnover is greater than other job categories. These positions will be filled by all new hires.

## C. Short-Term Goals

Short-term goals are set for one-year periods based on anticipated job openings and the availability of females and minorities. Short-term goals are set in order to ensure 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.

CCCTA anticipates 6 job openings in the Skilled Craft job category with a short-term goal of hiring 2 Hispanic/Latino males by the end of FY 2025 in order to reach parity. One (1) job opening is anticipated in the Administrative Support category with a short-term goal of hiring 1 Asian female by the end of FY 2025.

The Service/Maintenance job category represents the largest category within CCCTA's workforce as of June 30, 2023. Underutilization in this category was identified within the most racial/ethnic groups compared to all other job categories. For groups that were identified in the analysis as underutilized, CCCTA has established a short-term goal of hiring 6 Hispanic/Latino males, 8 White females, 7 Hispanic/Latino females, and 4 Asian females by the end of FY 2025. Longer-term goals will be set to reach parity in these groups by the end of FY 2027.

## D. Long-Term Goals

Long-term goals are stated in numbers of representations of minorities and females within specific fiscal years for the review 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-term goals for the Service/Maintenance positions will be a continuation of the short-term goals set in the first two fiscal years of this EEO Program. The following goals have been set to reach parity based on the established availability factors:

- FY ending 2026: Increase of 3 Hispanic/Latino males, 4 White females, 4 Hispanic/Latino females, 3 Asian females
- FY ending 2027: 4 Hispanic/Latino males, 4 White females, 4 Hispanic/Latino females, 3 Asian females

CCCTA anticipates only 1 job opening in the Professionals job category with a long-term goal of hiring 1 White or 1 Asian female in order to reach parity in these groups by the end of FY 2027.

CCCTA will strive to meet these goals through the continuation of its recruitment and selection procedures that have proved successful in the past. CCCTA works with agencies such as the California Employment Development Department, the Workforce Development Board of Contra Costa County, and local schools/community groups in our recruitment outreach efforts. A few applicants were hired following their referral from organizations promoting the employment of females and minorities. CCCTA has had some success with employment of workers recruited through local employment agencies.

CCCTA has 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 may be considered for other job openings. 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 a network list, consisting of community resource centers, recruitment agencies for traditionally underutilized groups, and special outreach programs, for use in recruitment outreach efforts. These organizations include county social service agencies, state and county employment development agencies, colleges, community centers, recruitment/placement organizations, and veteran's organizations.
2. 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.
3. Encourage employees to refer minority and female applicants for available positions.
4. Post external recruitment notices on the CCCTA website and social media platforms. Advertise them in other targeted recruitment websites and local newspapers when appropriate.
5. Participate at community events, including job fairs and career day activities, when appropriate, based on the number and type of open positions. Include outreach to local colleges, universities, and technical school geared towards the trades/crafts may also assist in generating awareness of CCCTA job opportunities.

## VI. ASSESSMENT OF EMPLOYMENT PRACTICES

CCCTA employment practices have proven to be effective. There have been minor procedural changes; however, basic practices and programs remain substantially similar. 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. Internal 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. Available positions are published in various recruitment sources online, are posted on CCCTA's website, and may also be published in local newspapers. A search is also made of the active application file for candidates who may be interested in the position.

External recruitment advertisements may be placed in the local newspapers distributed 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. Other transit specific sources include the California Association for Coordinated Transportation (CalAct) and California Transit Association (CTA), and Transit Talent.

Additional recruitment advertisements may be placed in other local and Bay Area media sources and recruitment websites 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, Government Jobs, and CalJOBS, which have a large, diverse base and multi-county distribution. Large employment search engines such as Indeed, Monster, Zip Recruiter, and Craigslist may also be used. Please refer to Attachment C for a sample of CCCTA's recruitment advertisements.

#### 2. Applicant Flow Data and Application Forms

During the four-year fiscal period from July 1, 2019, through June 30, 2023, CCCTA received a total of 1,065 applications. Of this amount, 33.1% of females and 65.5% of minorities applied for open positions at CCCTA.

CCCTA obtains the race/ethnic identity of employees and applicants from the Equal Employment Opportunity Survey and/or Voluntary Self-Identification forms completed by applicants and new

hires. This self-identification form is separate from the employment application and uses the race/ethnic categories as identified in the EEO-4 Report, which includes the following groups: White, American Indian/Alaska Native, Black or African American, Hispanic or Latino, Asian, Native Hawaiian and Other Pacific Islander, and Two or More Races. Applicants and new hires may also elect to decline stating his or her race/ethnic identity. During this review period, 9.5% of the total applications received by CCCTA did not include the EEO survey form or the information was not completed on the form.

The largest numbers of applications were received for the Transit Operator position since CCCTA is continuously recruiting for such positions. CCCTA has found that accepting employment applications on an on-going basis lead to many viable minority and female candidates.

### 3. Selection Procedures

Although CCCTA's selection process may vary 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. Applicants may complete an online employment application through CCCTA's website. Applicants may also request to complete a hard copy.

#### b. Screening Interview

Individuals whose employment applications indicate they are qualified for a vacancy may be 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. 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.

#### 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 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 may be utilized. The next higher manager may sit on a departmental interview panel or may conduct an additional interview.

#### d. Reference Check

An employment verification may be 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.

#### 4. Test Administration

##### a. Administrative Applicants

Administrative applicants whose positions entail certain skills such as word processing may be required to submit a typing test certificate administered by an external agency which determines speed and accuracy. Exercises for other skills may be given as needed in map reading or use of/familiarity with software applications such as Microsoft Excel. These exercises do not automatically disqualify a candidate; rather, they measure a level of skill for a task. Results of these exercises are considered along with other information obtained during the selection process.

##### b. Maintenance Applicants

CCCTA may administer tests for applicants applying for Mechanic positions, which measure basic mechanic skills or more comprehensive skills for higher level positions. Should testing be administered, CCCTA will assess the non-discriminatory impact as it relates to this job category. The tests will not be automatic disqualifiers, rather 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.

##### c. Operator Applicants

Applicants for Operator positions who meet the selection criteria are invited for an 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 upon completion of training.

#### 5. Final Selection Methods

Several of CCCTA's positions do not have specific educational prerequisites. CCCTA looks, 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.

All employment offers are contingent upon passing a background check and pre-employment drug screening. CCCTA also 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.

CCCTA had a total of 112 new hires during the period starting July 1, 2019 and ending June 30, 2023. The Service/Maintenance job category had the highest number of hires because CCCTA continuously recruits for the Transit Operator position, receiving applications on an on-going basis within this category. Other open positions and hires within this category included Service Workers and Custodian.

During this EEO review period, CCCTA also had open positions in all other job categories. For the Officials & Administrators category, 2 positions were filled. Two (2) new hires were made in the Professionals job category, 1 new hire was made in the Technicians category, 2 new hires were made in the Paraprofessional category, 7 new hires were made in the Administrative Support category, and 3 new hires were made in the Skilled Trades category. CCCTA New Hires for FY 2020-2023 have been included in Attachment D.

It is important to note that the final number of hires within the Service/Maintenance job category for the Transit Operator position may not reflect CCCTA's initial selection methods. As described above, applicants who successfully complete the interview for the Transit Operator position must be able to pass a physical examination, including a drug screening, at CCCTA's expense. In addition to this, applicants must have the ability to obtain a Class B Commercial Driver's permit with proper endorsements. This requires the applicant to pass a written examination which is administered by the California Department of Motor Vehicles (DMV). Applicants who do not meet any of these requirements are ineligible to begin training at CCCTA.

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.

CCCTA New Hires for FY 2020-2023 have been included in Attachment D.

#### 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.

There were a total of 20 promotions during the four-year period ending June 30, 2023, compared to 13 promotions for the prior program submission. Two (2) promotions were made in the Officials & Administrators category, 4 promotions were made in the Professionals category, 1 promotion was made in the Technician category, 8 promotions were made in the Paraprofessional category,



1 promotion was made in the Administrative Support category, and 4 promotions were made in the Skilled Craft category. CCCTA Promotions and Transfers for FY 2020-2023 have been included in Attachment E.

CCCTA implemented a job-posting program to allow interested employees to apply 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 an internal employment application by the stipulated deadline. Upon interviews being held, the supervisor and department manager make the final selection. Selection decisions or promotions/transfers may be based on the following criteria: past performance, skill, ability, experience, attitude, efficiency, disciplinary record, attendance record, and length of service.

CCCTA encourages the training and professional development of all employees interested in moving from one job category to another. For most designated positions, internal job postings and external recruitment are conducted simultaneously, although on occasion, open positions may be posted internally only. Some promotional and transfer positions above entry level are made available first to current employees through the job-posting process. CCCTA has recently implemented a Continuing Education Program that provides financial assistance for those employees interested in opportunities for professional development. It is anticipated that participation in this program, along with additional training opportunities, will increase over the next review period for all job categories in order to increase and promote advancement within CCCTA.

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.

## 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, Transit Operators, and Maintenance employees bid for work assignments and time off on the basis of their seniority, as contained in their respective MOUs as 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. Transit 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.

### 3. 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.

## 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, Americans with Disabilities Act (ADA) awareness and procedures, sexual harassment awareness and prevention, fare structure and recording procedures, safe driving skills, brake testing procedures, first aid training, and terrorist activity awareness and mitigation. In addition, Maintenance employees have periodic meetings where specific and general safety topics and maintenance procedures are discussed. Transit Operators are also required to attend eight (8) hours of training annually in order to maintain the proper documentation for their Commercial License.

### 1. Operator Training Program

CCCTA developed an in-house Operator training program 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 \$1.75 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 \$3.25 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. Verification of Transit Training (VTT)

CCCTA Transit Operators are required to maintain the proper licensing and documentation when operating CCCTA vehicles. Along with a valid Department of Transportation (DOT) Medical Certificate, Transit Operators must possess a valid California Class B Driver's License and a Verification of Transit Training (VTT) Certificate. In accordance with California Vehicle Code Section 12804.6(a) and California Education Code Section 40085.5, in order to maintain the VTT certificate, Operators must successfully complete eight (8) hours of training annually (annually is defined from birth date to birth date).

CCCTA provides VTT training in monthly segments at various times of the day and days of the week to provide classes at times that do not conflict with most work assignments. In rare cases when an assignment conflicts with all scheduled classes, an Operator may request the time off to attend training.

## 3. Continuing Education Program

As the budget allows, CCCTA may provide staff with the financial assistance and opportunity for higher education and/or external training opportunities to enhance their professional development with respect to their careers at CCCTA. Professional developmental training programs may include courses such as 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. Higher education programs may include those courses taken at a community college, University, or accredited institution which may be part of a multi-year program. Programs must directly tie into an employee's professional development at CCCTA for approval to participate.

### Analysis of Training Impact on Promotion Opportunities

During this EEO review period (FY 2020 – FY 2023), training was provided to all Transit Operators in the Service/Maintenance category as it is required in order to maintain the proper documentation for his/her California Class B driver's license. Without a valid VTT certificate, Transit Operators are not permitted to operate a CCCTA vehicle. No potential adverse impact on promotion opportunities was identified in this job category.

A potential adverse impact on promotion opportunities was identified in previous fiscal years when CCCTA compared training of transit operators to training provided to the total workforce. For example, only 2 female employees in the Paraprofessional category were trained during FY 2021. Training is not

mandatory for any job categories other than the Service/Maintenance category, although there may be periodic meetings for other job categories where training topics such as safety are discussed.

To address this potential adverse impact on promotion opportunities, CCCTA has implemented a Continuing Education Program, which is a voluntary program available to all employees who are interested in enhancing or expanding their knowledge and skills within their current job or for promotional opportunities. Managers and Supervisors may also elect to recommend training to their staff. Topics are selected based on need, timeliness and applicability to performance of employees' duties. It is anticipated that the growth of this program, along with additional training opportunities, will increase over the next review period for all job categories in order to increase and promote advancement within CCCTA. However, the Continuing Education Program is evaluated on an annual basis for approval and continuation with respect to CCCTA's budget for that fiscal year. The training analysis for FY 2020 – FY 2023 has been provided in Attachment F.

#### D. 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

Positions 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 EEOC. The EEO codes, wage rates, and salary levels assigned to the appropriate job category have been included in Section IV: Utilization Analysis.

##### 3. Benefits

An analysis of CCCTA's compensation and benefit practices did not show a disparate impact on any protected class. The following benefits are available to employees, as outlined in their respective Employee Handbook and/or applicable MOU: vacation, sick leave, bereavement leave, disability leave, family care leave, holidays and floating holidays, jury duty leave, medical leave, military leave, personal leave, pregnancy disability leave, and paternal leave for school visits.

Employees 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 their 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.

In January 2013, changes to PERS retirement and health benefits took place through the California Public Employees' Pension Reform Act (PEPRA). This included changes to classification of members who were established prior or after January 1, 2013 ("new" versus "classic" members), members who had a break in membership, or members who are not eligible for reciprocity with a similar California public retirement system.

The employee's portion of the PERS contribution is 8.25% of gross salary. If the employee is considered a classic member of PERS, the employee contributes half and CCCTA contributes the other half 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. If considered a new member to PERS, the employee's portion of the contribution is the full 8.25%. The employer's contribution rate may be adjusted annually as determined by PERS.

CCCTA provides confidential professional counseling services through its Employee Assistance Program (EAP). 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 offers a voluntary Wellness Program and encourages all employees to participate in the planned activities. Components of the Wellness Program include nutrition education, monthly and annual screenings, health challenges, and access to an on-site or off-site gym.

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 or other benefits. Provision of health and welfare insurance coverage depends upon the employee's job category, as outlined below.

a. Administration & Transit Supervisors

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. 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 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 Director or Manager of Human Resources concerning any complaint they feel may involve issues of discrimination or harassment on the basis of race, color, religion, national origin, sex (including gender identity, sexual orientation, and pregnancy), age, genetic information, disability, veteran status, or other protected class.

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 Statement of 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.

#### G. Disciplinary Procedures & Termination Practices

New hires and employees who are transferred, promoted or demoted serve a probationary period. Full-time Administrative employees have a 180-day probationary period. 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 progressive 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, suspension and if deemed appropriate, to termination. 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.

There were a total of 33 involuntary terminations during the period starting July 1, 2019 and ending June 30, 2023. Three job categories (Skilled Craft, Administrative Support, and Service/Maintenance) identified potential adverse impact between FY 2020-2023 in the Asian male and Black male and female categories. The total number of employees within the Skilled Craft and Administrative Support are amongst the lowest in relation to the Service/Maintenance category. Involuntary terminations at CCCTA for FY 2020-2023 can be found in Attachment G.

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.

Transit Operators (Service/Maintenance Category) receive the majority of verbal and written warnings, suspensions and terminations, as shown in Attachment H. 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. Strict attendance and performance criteria policies are maintained to ensure public safety and to provide reliable and on-time transportation for our passengers.

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.

During this review period, 81 employees voluntarily separated. Over the last several years, CCCTA has experienced an upward trend of retirements through the COVID-19 pandemic and anticipates continuing to see this through the next review period. There is no mandatory retirement age at CCCTA, and the agency has found that employees choose to continue to work beyond their normal retirement age. Other separations have been due to resignations as CCCTA continues to compete with other industries that may provide more favorable working conditions, wages, and/or benefits. As these jobs become available, it is inevitable that CCCTA employees will seek and obtain these positions.

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## VII. MONITORING AND REPORTING

CCCTA continues to monitor its employment practices and to take appropriate remedial actions, when necessary, to ensure that all employees are treated fairly. The Manager of Human Resources (HR) monitors employment decisions as changes occur. Reports are compiled using the Employment Practices Charts for each fiscal year for all changes in employment status, including applications received, new hires, rehires, promotions, transfers, reclassifications, training, disciplinary actions, and separations.

Analysis of employment decisions are made during the year, including hires, promotions, training, terminations, and disciplinary actions to determine if there has been any disparate impact and monitor CCCTA's achievement toward reaching the established goals for that fiscal year. The Manager of HR will continue to meet and consult with the Management team to review employment goals and progress.

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. Execution & Monitoring of EEO Program

CCCTA will continue to support employees and applicants for employment, as well as 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 Program to recruitment sources and organizations promoting employment opportunities for minorities and females.
3. Dissemination of 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 managers and individuals on an employee selection interview panel to promote nondiscriminatory practices in CCCTA's interview process.
5. Consultation with the Director of Human Resources on EEO language and information included in union contracts prior to or during the negotiations process.
6. Dissemination of CCCTA's EEO Policy statement on its website, employee bulletin boards, and in employee handbooks.
6. Collection and evaluation of EEO Programs of CCCTA contractors or subrecipients that cross the EEO Program threshold to ensure compliance, including proper posting of EEO Policy Statement and review of program elements.
8. Maintaining a log of all discrimination complaints filed internally with CCCTA or with external agencies, which include the date of the complaint, complainant, investigator, investigation findings, resolutions, and any final reports.

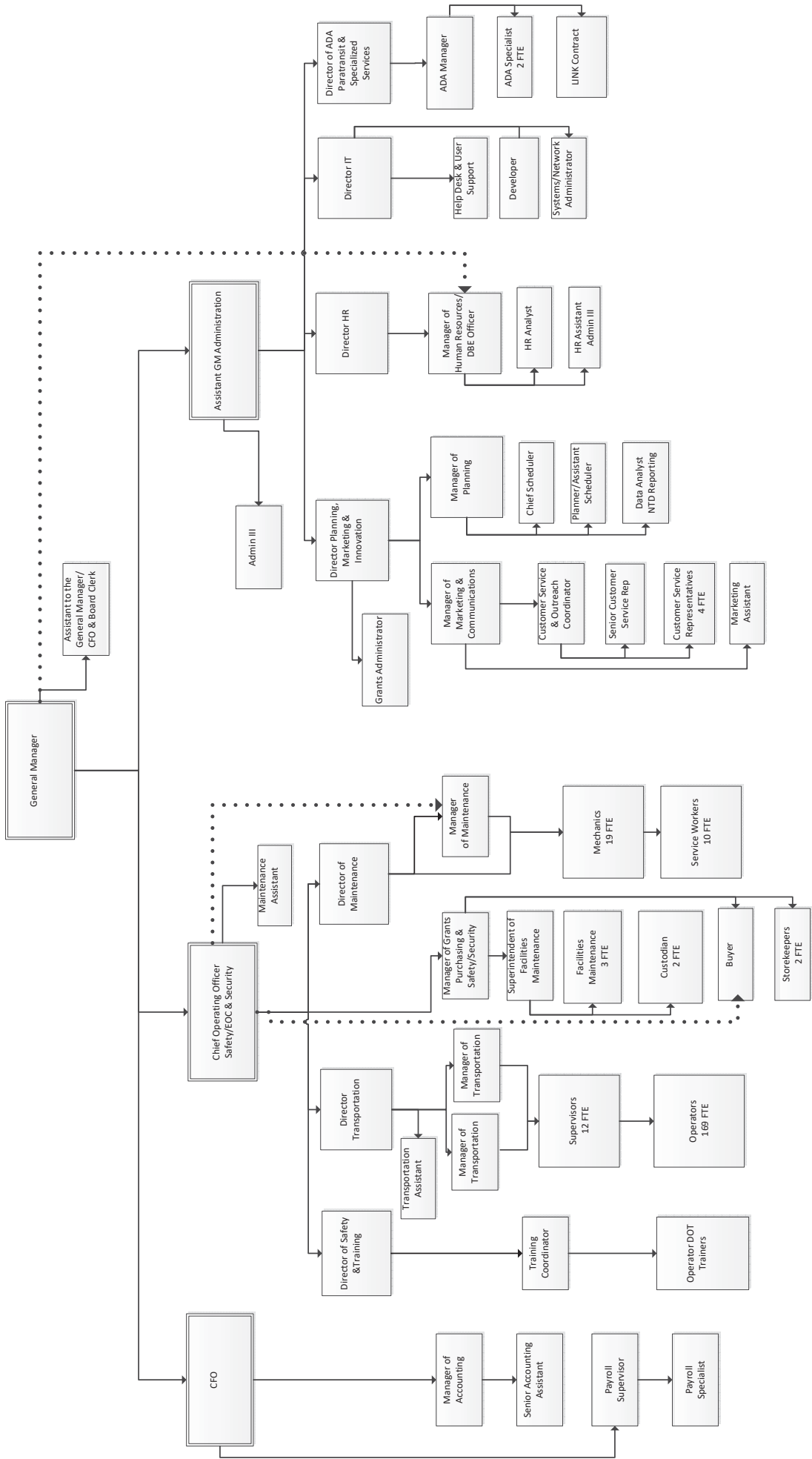
## B. Reporting

CCCTA's reporting system includes regular meetings between the Manager of HR and the General Manager to discuss the progress of CCCTA's EEO Program and the results of the monitoring, which includes information on hiring, promotions, training, terminations, disciplinary actions, and any EEO complaints filed internally or with external agencies.

CCCTA holds regular meetings between the General Manager and senior staff, which include Executive Management, Directors, and Managers. The Director and Manager of HR will continue to utilize such meetings to discuss the progress of the EEO Program and the results of the monitoring. Topics may also include EEO training, policy review, or the investigative process. The Manager of HR will continue to work with the Director of HR with any hiring to ensure appropriate review has been conducted on the position description, to review EEO goals, and to review employment practices during the recruitment process.

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Attachment A: CCCTA Organization Chart









## JOB OPENING

Opens: 9/25/2023

Closes: 10/16/2023

TITLE: **HUMAN RESOURCES ANALYST**

SALARY RANGE: \$80,133 - \$108,933 Annually

(Salary commensurate with background and experience of the individual selected. Initial appointments typically made no higher than the mid-point.)

REPORTS TO: Director of Human Resources

### **DUTIES/RESPONSIBILITIES:**

The Human Resources (HR) Analyst will perform a full range of journey level HR functions, including recruitment and selection, employee benefits, leave administration, classification and compensation, and diversity, equity, and inclusion activities. Duties include, but are not limited, to:

- Coordinating the recruitment and selection process, including scheduling outreach, panelists, and candidate interviews.
- Preparing job postings/advertisements and interview questions. Assisting with preparing, extending, and negotiating employment offers.
- Coordinating and monitoring pre-employment activities, including background and reference checks, drug screenings, and physical exams.
- Conducting new employee orientations and exit interviews.
- Administering employee benefits, including explaining and interpreting insurance programs and options for employees and dependents. Maintaining eligibility for employee benefits program.
- Assisting with conducting organizational and positional classification studies. Preparing new or modified class specifications. Assisting in conducting surveys regarding compensation or other HR programs. Providing compensation and benefits information to other organizations.
- Assisting with leave tracking and leave/time balances. Providing information to employees, supervisors, and management concerning leave of absences and compliance with Family and Medical Leave Act (FMLA), California Family Rights Act (CFRA), or other statutory leaves.
- Assisting with employee relations activities, including negotiations, appeals, and grievances.
- Working with Third Party Administrator to manage Worker's Compensation claims. Maintaining communication and tracking with other departments to manage risk. Assisting with the tracking and gathering of claims information, including accident reports, police reports, etc.
- Managing Unemployment Insurance and State Disability Insurance (SDI) claims. Providing employment verifications as required.
- Maintaining the department's document management system, including Memorandums of Understanding (MOU's), employee handbooks, wage information, benefits, job descriptions, etc.
- Assisting in the development and implementation of County Connection's Equal Employment (EEO) Program. Gathering and analyzing data and assisting in the preparation of reports.
- Providing training to staff as needed. Coordinating the delivery of training programs through external vendors.

## **REQUIREMENTS:**

- Education equivalent to a Bachelor's degree from a four-year college or university, with major course work in human resources, public administration, behavioral sciences or business administration.
- Two (2) years of progressively responsible experience in human resources.
- Related experience or training that demonstrates substantial knowledge and abilities pertinent to specific job functions may qualify for substitution of the education requirement.
- Comprehensive knowledge and experience in one or more of the following areas: recruitment; benefits and leave administration, including FMLA and Pregnancy Disability Leave (PDL); Worker's Compensation; and classification and compensation.
- Knowledge of principles and practices of human resources program administration, including public sector administration.

## **SKILLS & ABILITIES:**

- Knowledge of applicable federal, state, and local laws, including employment and personnel regulations.
- Skills in conflict resolution, mediation, negotiation, counseling, and coaching.
- Ability to read, analyze, and interpret general business periodicals, technical procedures, or governmental regulations.
- Ability to write reports, business correspondence, and procedure manuals.
- Ability to effectively present information and respond to requests for information from employees, clients, and the general public.
- Working knowledge of Microsoft Office, including Word, Excel, PowerPoint, and Outlook.

## **BENEFITS:**

County Connection offers a number of benefits to employees, which include the following:

- Health Benefits – California Public Employee' Retirement System (CalPERS) health insurance for both active employees and eligible retirees. Employee has a contribution towards the total premium based on the plan selected.
- Dental – County Connection contributes 100% of premium for active employees and dependents.
- CalPERS Retirement Program
  - Classic Member: 2% at 60 plan with 7% of gross pay employee contribution paid fully by County Connection.
  - New Member: 2% at 62 plan with 8.25% of gross pay employee contribution paid by employee.
- Supplemental Retirement – Mission Square 457 supplemental retirement and ROTH plans.
- Life Insurance – County Connection contributes premium for employee.
- Paid Time-Off: Vacation and sick leave accrual, 6 holidays per year, 6 floating holidays per year.
- Additional: Vision, AFLAC Supplemental Insurance, Credit Union, Employee Assistance Program, Employee Wellness Program, On-site Fitness Rooms.

## **TO APPLY:**

Please visit [www.countyconnection.com/jobs](http://www.countyconnection.com/jobs) to access and complete the online application. To be considered for this opportunity, please include a cover letter, resume, and 3 professional references. References will only be contacted for finalists in this process, and applicants will be advised in advance.

Internal candidates may access their employee ADP account or request an internal application to apply. You must have a minimum of six (6) months in your position to transfer to another department.

The closing date for this recruitment is 11:59 PM on **Monday, October 16, 2023**. County Connection will invite only those candidates whose qualifications most closely match the position requirements to continue in the selection process.

Please contact Kristina Martinez at 925-680-2031 or [kmartinez@cccta.org](mailto:kmartinez@cccta.org) if you have any questions or need assistance.



**Attachment D: CCCTA Adverse Impact Analysis by Job Category**

**FY 2020**

**Hires**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M		
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
<b>1 - Officials &amp; Administrators</b>																	
Number Applied	1	-			-	-			-	-	-	1		-	-	-	-
Total Hires	-	-			-	-			-	-	-			-	-	-	-
Selection Rate	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No	N/A	N/A	N/A	N/A	N/A
<b>2 - Professionals</b>																	
Number Applied	12	11	8	8			1	1	1			2	1				1
Total Hires	-	-															
Selection Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	N/A	N/A	N/A	0.0%
Ratio to Highest Rate	NA	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	N/A	No	No	No	N/A	N/A	N/A	No
<b>3 - Technicians</b>																	
Number Applied	39	5	12	3			5		5			13	2				4
Total Hires	1	-										1					
Selection Rate	2.6%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	N/A	7.7%	0.0%	N/A	N/A	0.0%	N/A
Ratio to Highest Rate	100.0%	NA	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	N/A	100.0%	0.0%	N/A	N/A	0.0%	N/A
Potential Adverse Impact (Yes/No)	No	No	Yes	Yes	N/A	N/A	Yes	N/A	Yes	N/A	No	Yes	Yes	N/A	N/A	Yes	N/A
<b>4 - Protective Service</b>																	
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Hires	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>5 - Paraprofessional</b>																	
Number Applied	30	23	13	7			1	7	6	3		7	2				3
Total Hires	-	-															
Selection Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%	0.0%	0.0%	N/A	0.0%	0.0%	N/A	N/A	0.0%	0.0%
Ratio to Highest Rate	NA	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	N/A	No	No	No	No	No	No	N/A	N/A	No	No
<b>6 - Administrative Support</b>																	
Number Applied	22	36	10	10			3	10	4	7		4	6				1
Total Hires	-	2								2							
Selection Rate	0.0%	5.6%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	28.6%	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%
Ratio to Highest Rate	NA	100.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%
Potential Adverse Impact (Yes/No)	No	No	Yes	Yes	N/A	N/A	Yes	Yes	Yes	No	Yes	Yes	Yes	N/A	N/A	N/A	Yes
<b>7 - Skilled Craft</b>																	
Number Applied	4	1	2						1			1	1				
Total Hires	-	-															
Selection Rate	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	N/A	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Highest Rate	NA	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A	No	N/A	No	No	N/A	N/A	N/A	N/A
<b>8 - Service-Maintenance</b>																	
Number Applied	96	40	15	3			37	26	25	4		12	2				7
Total Hires	23	7	3				9	6	7			1					3
Selection Rate	24.0%	17.5%	20.0%	0.0%	N/A	N/A	24.3%	23.1%	28.0%	0.0%	8.3%	N/A	N/A	N/A	N/A	42.9%	0.0%
Ratio to Highest Rate	100.0%	73.0%	46.7%	0.0%	N/A	N/A	56.8%	53.8%	65.3%	0.0%	19.4%	N/A	N/A	N/A	N/A	100.0%	0.0%

**Attachment D: CCCTA Adverse Impact Analysis by Job Category  
FY 2020  
Hires**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Potential Adverse Impact (Yes/No)	No	Yes	Yes	Yes	N/A	N/A	Yes	Yes	Yes	Yes	Yes	N/A	N/A	N/A	No	Yes

Persons with Disabilities	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Number Applied	7	1	2				4	1			1					
Total Hires	-	-														
Selection Rate	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%	0.0%	N/A	N/A	0.0%	N/A	N/A	N/A	N/A	N/A
Veterans	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Number Applied	13	1	6				3		1		2				1	1
Total Hires	2	-					2									
Selection Rate	15.4%	0.0%	0.0%	N/A	N/A	N/A	66.7%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	0.0%

Notes:

**Attachment D: CCCTA Adverse Impact Analysis by Job Category**

**FY 2021**

**New Hires**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>1 - Officials &amp; Administrators</b>																
Number Applied	6	-	2				1				3					
Total Hires	1	-					1									
Selection Rate	16.7%	N/A	0.0%	N/A	N/A	N/A	100.0%	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	100.0%	N/A	0.0%	N/A	N/A	N/A	100.0%	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	N/A	Yes	N/A	N/A	N/A	No	N/A	N/A	N/A	Yes	N/A	N/A	N/A	N/A	N/A
<b>2 - Professionals</b>																
Number Applied	9	5	2	2			3	1		2	2				2	
Total Hires	-	-														
Selection Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	N/A	0.0%	0.0%	N/A	N/A	N/A	0.0%	N/A
Ratio to Highest Rate	NA	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	N/A	No	No	N/A	N/A	N/A	No	N/A
<b>3 - Technicians</b>																
Number Applied	-	-														
Total Hires	-	-														
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>4 - Protective Service</b>																
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Hires	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>5 - Paraprofessional</b>																
Number Applied	-	1								1						
Total Hires	1	-									1					
Selection Rate	N/A	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	#DIV/0!	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	#DIV/0!	N/A	N/A	N/A	N/A	N/A	N/A
<b>6 - Administrative Support</b>																
Number Applied	30	26	11	7			2	4	8	5	8	6			1	4
Total Hires	-	1						1								
Selection Rate	0.0%	3.8%	0.0%	0.0%	N/A	N/A	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%
Ratio to Highest Rate	NA	100.0%	0.0%	0.0%	N/A	N/A	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%
Potential Adverse Impact (Yes/No)	No	No	Yes	Yes	N/A	N/A	Yes	No	Yes	Yes	Yes	Yes	N/A	N/A	N/A	Yes
<b>7 - Skilled Craft</b>																
Number Applied	16	-	7				2		5		1				1	
Total Hires	-	-														
Selection Rate	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A
Ratio to Highest Rate	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	N/A	No	N/A	N/A	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A	No	N/A
<b>8 - Service-Maintenance</b>																
Number Applied	38	11	7				14	8	12	1	4				1	2
Total Hires	2	-	1						1							
Selection Rate	5.3%	0.0%	14.3%	N/A	N/A	N/A	0.0%	0.0%	8.3%	0.0%	0.0%	N/A	N/A	N/A	0.0%	0.0%
Ratio to Highest Rate	100.0%	NA	100.0%	N/A	N/A	N/A	0.0%	0.0%	58.3%	0.0%	0.0%	N/A	N/A	N/A	0.0%	0.0%

**Attachment D: CCCTA Adverse Impact Analysis by Job Category  
FY 2021  
New Hires**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Potential Adverse Impact (Yes/No)	No	No	No	N/A	N/A	N/A	Yes	Yes	Yes	Yes	Yes	N/A	N/A	N/A	Yes	Yes

Notes:

	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>Persons with Disabilities</b>																
Number Applied	2	-							2							-
Total Hires	-	-														-
Selection Rate	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Total		W		AI/AN		B		H/L		A		NHOPI		M	
<b>Veterans</b>	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Number Applied	6	-	1				4		1							
Total Hires	2	-					2								-	-
Selection Rate	33.3%	N/A	0.0%	N/A	N/A	N/A	50.0%	N/A	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Notes:

**Attachment D: CCCTA Adverse Impact Analysis by Job Category**

**FY 2022**

**New Hires**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>1 - Officials &amp; Administrators</b>																
Number Applied	4	3		1			1		1		2	1				1
Total Hires	-	1		1												
Selection Rate	0.0%	33.3%	N/A	100.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	0.0%	N/A	N/A	N/A	0.0%
Ratio to Highest Rate	NA	100.0%	N/A	100.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	0.0%	N/A	N/A	N/A	0.0%
Potential Adverse Impact (Yes/No)	No	No	N/A	No	N/A	N/A	Yes	N/A	Yes	N/A	Yes	Yes	N/A	N/A	N/A	Yes
<b>2 - Professionals</b>																
Number Applied	19	21	9	9			3	2	3	3	2	4	1		1	3
Total Hires	-	1								1						
Selection Rate	0.0%	4.8%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	N/A	0.0%	0.0%
Ratio to Highest Rate	NA	100.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	N/A	0.0%	0.0%
Potential Adverse Impact (Yes/No)	No	No	Yes	Yes	N/A	N/A	Yes	Yes	Yes	No	Yes	Yes	Yes	N/A	Yes	Yes
<b>3 - Technicians</b>																
Number Applied	-	-														-
Total Hires	-	-														-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>4 - Protective Service</b>																
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Hires	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>5 - Paraprofessional</b>																
Number Applied	13	3	7				3	1	2	1		1	1			
Total Hires	-	-														
Selection Rate	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	0.0%	0.0%	N/A	N/A	N/A
Ratio to Highest Rate	NA	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	N/A	N/A	N/A	No	No	No	No	N/A	No	No	N/A	N/A	N/A
<b>6 - Administrative Support</b>																
Number Applied	2	12		3			1	2	1	1		4		1		1
Total Hires	2	1	1				1			1						
Selection Rate	100.0%	8.3%	N/A	0.0%	N/A	N/A	100.0%	0.0%	0.0%	100.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%
Ratio to Highest Rate	100.0%	8.3%	N/A	0.0%	N/A	N/A	100.0%	0.0%	0.0%	100.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%
Potential Adverse Impact (Yes/No)	No	Yes	N/A	Yes	N/A	N/A	No	Yes	Yes	No	N/A	Yes	N/A	Yes	N/A	Yes
<b>7 - Skilled Craft</b>																
Number Applied	10	1	3	1			1		4		2					
Total Hires	2	-	2													
Selection Rate	20.0%	0.0%	66.7%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	100.0%	NA	100.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	Yes	N/A	N/A	Yes	N/A	Yes	N/A	Yes	N/A	N/A	N/A	N/A	N/A
<b>8 - Service-Maintenance</b>																
Number Applied	53	25	8	2			21	14	7	3	10	3			7	3
Total Hires	25	8	5				12	7	4	1	4					
Selection Rate	47.2%	32.0%	62.5%	0.0%	N/A	N/A	57.1%	50.0%	57.1%	33.3%	40.0%	0.0%	N/A	N/A	0.0%	0.0%
Ratio to Highest Rate	100.0%	67.8%	100.0%	0.0%	N/A	N/A	91.4%	80.0%	91.4%	53.3%	64.0%	0.0%	N/A	N/A	0.0%	0.0%

**Attachment D: CCCTA Adverse Impact Analysis by Job Category  
FY 2022  
New Hires**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Potential Adverse Impact (Yes/No)	No	Yes	No	Yes	N/A	N/A	No	No	No	Yes	Yes	Yes	N/A	N/A	Yes	Yes

Notes:

Persons with Disabilities	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Number Applied	1	1	1					1								-
Total Hires	-	1						1								-
Selection Rate	0.0%	100.0%	0.0%	N/A	N/A	N/A	N/A	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Veterans	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Number Applied	5	-	2				2								1	
Total Hires	1	-					1									
Selection Rate	20.0%	N/A	0.0%	N/A	N/A	N/A	50.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	N/A

Notes:

**Attachment D: CCCTA Adverse Impact Analysis by Job Category**

**FY 2023**

**Hires**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>1 - Officials &amp; Administrators</b>																
Number Applied	-	-														
Total Hires	-	-														
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>2 - Professionals</b>																
Number Applied	2	4	2	1				1				1				1
Total Hires	1	-	1													
Selection Rate	50.0%	0.0%	50.0%	0.0%	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	0.0%
Ratio to Highest Rate	100.0%	NA	100.0%	0.0%	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	0.0%
Potential Adverse Impact (Yes/No)	No	No	No	Yes	N/A	N/A	N/A	Yes	N/A	N/A	N/A	Yes	N/A	N/A	N/A	Yes
<b>3 - Technicians</b>																
Number Applied	-	-														-
Total Hires	-	-														-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>4 - Protective Service</b>																
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Hires	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>5 - Paraprofessional</b>																
Number Applied	6	-	2				1		2		1					
Total Hires	-	1									1					
Selection Rate	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	NA	N/A	#DIV/0!	N/A	N/A	N/A	#DIV/0!	N/A	#DIV/0!	N/A	#DIV/0!	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	N/A	#DIV/0!	N/A	N/A	N/A	#DIV/0!	N/A	#DIV/0!	N/A	#DIV/0!	N/A	N/A	N/A	N/A	N/A
<b>6 - Administrative Support</b>																
Number Applied	28	45	6	15	1		6	13	6	9	7	7	2			1
Total Hires	-	1		1												
Selection Rate	0.0%	2.2%	0.0%	6.7%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A
Ratio to Highest Rate	NA	100.0%	0.0%	100.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	Yes	No	N/A	N/A	Yes	Yes	Yes	Yes	Yes	Yes	Yes	N/A	N/A	N/A
<b>7 - Skilled Craft</b>																
Number Applied	49	3	16		2		12	1	13	2	2		2		2	
Total Hires	2	-	1						1							
Selection Rate	4.1%	0.0%	6.3%	N/A	0.0%	N/A	0.0%	N/A	7.7%	0.0%	0.0%	N/A	0.0%	N/A	0.0%	N/A
Ratio to Highest Rate	100.0%	NA	81.3%	N/A	0.0%	N/A	0.0%	N/A	100.0%	0.0%	0.0%	N/A	0.0%	N/A	0.0%	N/A
Potential Adverse Impact (Yes/No)	No	No	No	N/A	Yes	N/A	Yes	N/A	No	Yes	Yes	N/A	Yes	N/A	Yes	N/A
<b>8 - Service-Maintenance</b>																
Number Applied	110	52	17	2	1		39	43	32	3	14	3	4		3	1
Total Hires	22	8	3	1			10	6	5	1	3		1			
Selection Rate	20.0%	15.4%	17.6%	N/A	N/A	N/A	25.6%	14.0%	15.6%	N/A	21.4%	N/A	25.0%	N/A	N/A	N/A
Ratio to Highest Rate	100.0%	76.9%	68.8%	N/A	N/A	N/A	100.0%	54.4%	60.9%	N/A	83.6%	N/A	97.5%	N/A	N/A	N/A

**Attachment D: CCCTA Adverse Impact Analysis by Job Category  
FY 2023  
Hires**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Potential Adverse Impact (Yes/No)	No	Yes	Yes	N/A	N/A	N/A	No	Yes	Yes	N/A	No	N/A	No	N/A	N/A	N/A

Notes:

Persons with Disabilities	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Number Applied	-	4		1				2								1
Total Hires	-	-														
Selection Rate	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%
Veterans	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Number Applied	6	-	2				2		1				1			
Total Hires	1	-											1			
Selection Rate	16.7%	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	100.0%	N/A	N/A	N/A

Notes:



**Attachment E: CCCTA Adverse Impact Analysis by Job Category**

**FY 2020**

**Promotions**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>1 - Officials &amp; Administrators</b>																
Number Applied	1	-			-	-			-	-	-	1		-	-	-
Total Promotions	-	-							-	-	-	-		-	-	-
Selection Rate	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	#DIV/0!	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	#DIV/0!	N/A	N/A	N/A	N/A	N/A
<b>2 - Professionals</b>																
Number Applied	12	11	8	8			1	1	1		2	1				1
Total Promotions	1	1	1									1				
Selection Rate	8.3%	9.1%	12.5%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	N/A	0.0%	100.0%	N/A	N/A	N/A	0.0%
Ratio to Highest Rate	91.7%	100.0%	12.5%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	N/A	0.0%	100.0%	N/A	N/A	N/A	0.0%
Potential Adverse Impact (Yes/No)	No	No	Yes	Yes	N/A	N/A	Yes	Yes	Yes	N/A	Yes	No	N/A	N/A	N/A	Yes
<b>3 - Technicians</b>																
Number Applied	39	5	12	3			5		5		13	2			4	
Total Promotions	1	-									1					
Selection Rate	2.6%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	7.7%	0.0%	N/A	N/A	0.0%	N/A
Ratio to Highest Rate	100.0%	NA	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	100.0%	0.0%	N/A	N/A	0.0%	N/A
Potential Adverse Impact (Yes/No)	No	No	Yes	Yes	N/A	N/A	Yes	N/A	Yes	N/A	No	Yes	N/A	N/A	Yes	N/A
<b>4 - Protective Service</b>																
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>5 - Paraprofessional</b>																
Number Applied	30	23	13	7			1	7	6	3	7	2			3	4
Total Promotions	2	2		2			1		1							
Selection Rate	6.7%	8.7%	0.0%	28.6%	N/A	N/A	N/A	0.0%	16.7%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%
Ratio to Highest Rate	76.7%	100.0%	0.0%	100.0%	N/A	N/A	N/A	0.0%	58.3%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%
Potential Adverse Impact (Yes/No)	Yes	No	Yes	No	N/A	N/A	N/A	Yes	Yes	Yes	Yes	Yes	N/A	N/A	Yes	Yes
<b>6 - Administrative Support</b>																
Number Applied	22	36	10	10			3	10	4	7	4	6			1	3
Total Promotions	-	1								1						
Selection Rate	0.0%	2.8%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	N/A	N/A	N/A	0.0%
Ratio to Highest Rate	NA	100.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%
Potential Adverse Impact (Yes/No)	No	No	Yes	Yes	N/A	N/A	Yes	Yes	Yes	No	Yes	Yes	N/A	N/A	N/A	Yes
<b>7 - Skilled Craft</b>																
Number Applied	4	1	2						1		1	1				
Total Promotions	-	-														
Selection Rate	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	0.0%	N/A	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Highest Rate	NA	NA	#DIV/0!	N/A	N/A	N/A	N/A	N/A	#DIV/0!	N/A	#DIV/0!	#DIV/0!	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	#DIV/0!	N/A	N/A	N/A	N/A	N/A	#DIV/0!	N/A	#DIV/0!	#DIV/0!	N/A	N/A	N/A	N/A
<b>8 - Service-Maintenance</b>																
Number Applied	96	40	15	3			37	26	25	4	12	2			7	5
Total Promotions	-	-														
Selection Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%	0.0%
Ratio to Highest Rate	NA	NA	#DIV/0!	#DIV/0!	N/A	N/A	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	N/A	N/A	N/A	#DIV/0!	#DIV/0!

**Attachment E: CCCTA Adverse Impact Analysis by Job Category  
FY 2020  
Promotions**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Potential Adverse Impact (Yes/No)	No	No	#DIV/0!	#DIV/0!	N/A	N/A	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	N/A	N/A	N/A	#DIV/0!	#DIV/0!

Notes:

Persons with Disabilities	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Veterans	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Notes:

**Attachment E: CCCTA Adverse Impact Analysis by Job Category  
FY 2021  
Promotions**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>1 - Officials &amp; Administrators</b>																
Number Applied	6	-	2				1				3					
Total Promotions	1	-					-	-	-	-	1	-	-	-	-	-
Selection Rate	16.7%	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	33.3%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	100.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	N/A	Yes	N/A	N/A	N/A	Yes	N/A	N/A	N/A	No	N/A	N/A	N/A	N/A	N/A
<b>2 - Professionals</b>																
Number Applied	9	5	2	2			3	1		2	2				2	
Total Promotions	-	-														
Selection Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	N/A	0.0%	0.0%	N/A	N/A	N/A	0.0%	N/A
Ratio to Highest Rate	NA	NA	#DIV/0!	#DIV/0!	N/A	N/A	#DIV/0!	#DIV/0!	N/A	#DIV/0!	#DIV/0!	N/A	N/A	N/A	#DIV/0!	N/A
Potential Adverse Impact (Yes/No)	No	No	#DIV/0!	#DIV/0!	N/A	N/A	#DIV/0!	#DIV/0!	N/A	#DIV/0!	#DIV/0!	N/A	N/A	N/A	#DIV/0!	N/A
<b>3 - Technicians</b>																
Number Applied	-	-														
Total Promotions	-	-														
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>4 - Protective Service</b>																
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>5 - Paraprofessional</b>																
Number Applied	-	1								1						
Total Promotions	-	1	-	-	-	-	-	-	-	1	-	-	-	-	-	-
Selection Rate	N/A	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100.0%	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No	N/A	N/A	N/A	N/A	N/A	N/A
<b>6 - Administrative Support</b>																
Number Applied	30	26	11	7			2	4	8	5	8	6			1	4
Total Promotions	-	-														
Selection Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%
Ratio to Highest Rate	NA	NA	#DIV/0!	#DIV/0!	N/A	N/A	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	N/A	N/A	N/A	#DIV/0!
Potential Adverse Impact (Yes/No)	No	No	#DIV/0!	#DIV/0!	N/A	N/A	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	N/A	N/A	N/A	#DIV/0!
<b>7 - Skilled Craft</b>																
Number Applied	16	-	7				2		5		1				1	
Total Promotions	2	-	1						1							
Selection Rate	12.5%	N/A	14.3%	N/A	N/A	N/A	0.0%	N/A	20.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A
Ratio to Highest Rate	100.0%	N/A	71.4%	N/A	N/A	N/A	0.0%	N/A	100.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A
Potential Adverse Impact (Yes/No)	No	N/A	Yes	N/A	N/A	N/A	Yes	N/A	No	N/A	Yes	N/A	N/A	N/A	Yes	N/A
<b>8 - Service-Maintenance</b>																
Number Applied	38	11	7				14	8	12	1	4				1	2
Total Promotions	-	-														
Selection Rate	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%	0.0%
Ratio to Highest Rate	NA	NA	#DIV/0!	N/A	N/A	N/A	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	N/A	N/A	N/A	#DIV/0!	#DIV/0!

**Attachment E: CCCTA Adverse Impact Analysis by Job Category  
FY 2021  
Promotions**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Potential Adverse Impact (Yes/No)	No	No	#DIV/0!	N/A	N/A	N/A	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	N/A	N/A	N/A	#DIV/0!	#DIV/0!

Notes:

Persons with Disabilities	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Veterans	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Notes:

**Attachment E: CCCTA Adverse Impact Analysis by Job Category**

**FY 2022**

**Promotions**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>1 - Officials &amp; Administrators</b>																
Number Applied	4	3		1			1		1		2	1				1
Total Promotions	-	1				-		-		-		1		-		-
Selection Rate	0.0%	33.3%	N/A	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	100.0%	N/A	N/A	N/A	0.0%
Ratio to Highest Rate	NA	100.0%	N/A	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	100.0%	N/A	N/A	N/A	0.0%
Potential Adverse Impact (Yes/No)	No	No	N/A	Yes	N/A	N/A	Yes	N/A	Yes	N/A	Yes	No	N/A	N/A	N/A	Yes
<b>2 - Professionals</b>																
Number Applied	19	21	9	9			3	2	3	3	2	4	1		1	3
Total Promotions	1	1		-		-		-		1	1			-		-
Selection Rate	5.3%	4.8%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	33.3%	50.0%	0.0%	0.0%	N/A	0.0%	0.0%
Ratio to Highest Rate	100.0%	90.5%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	66.7%	100.0%	0.0%	0.0%	N/A	0.0%	0.0%
Potential Adverse Impact (Yes/No)	No	No	Yes	Yes	N/A	N/A	Yes	Yes	Yes	Yes	No	Yes	Yes	N/A	Yes	Yes
<b>3 - Technicians</b>																
Number Applied	-	-														
Total Promotions	-	-														
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>4 - Protective Service</b>																
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>5 - Paraprofessional</b>																
Number Applied	13	3	7				3	1	2	1		1	1			
Total Promotions	1	-	-	-	-	-	1					-	-	-	-	-
Selection Rate	7.7%	0.0%	0.0%	N/A	N/A	N/A	33.3%	0.0%	0.0%	0.0%	N/A	0.0%	0.0%	N/A	N/A	N/A
Ratio to Highest Rate	100.0%	NA	0.0%	N/A	N/A	N/A	100.0%	0.0%	0.0%	0.0%	N/A	0.0%	0.0%	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	Yes	N/A	N/A	N/A	No	Yes	Yes	Yes	N/A	Yes	Yes	N/A	N/A	N/A
<b>6 - Administrative Support</b>																
Number Applied	2	12		3			1	2	1	1		4		1		1
Total Promotions	-	-	-		-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	0.0%	0.0%	N/A	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%
Ratio to Highest Rate	NA	NA	N/A	#DIV/0!	N/A	N/A	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	N/A	#DIV/0!	N/A	#DIV/0!	N/A	#DIV/0!
Potential Adverse Impact (Yes/No)	No	No	N/A	#DIV/0!	N/A	N/A	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	N/A	#DIV/0!	N/A	#DIV/0!	N/A	#DIV/0!
<b>7 - Skilled Craft</b>																
Number Applied	10	1	3	1			1		4		2					
Total Promotions	-	-														
Selection Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	NA	NA	#DIV/0!	#DIV/0!	N/A	N/A	#DIV/0!	N/A	#DIV/0!	N/A	#DIV/0!	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	#DIV/0!	#DIV/0!	N/A	N/A	#DIV/0!	N/A	#DIV/0!	N/A	#DIV/0!	N/A	N/A	N/A	N/A	N/A
<b>8 - Service-Maintenance</b>																
Number Applied	53	25	8	2			21	14	7	3	10	3			7	3
Total Promotions	-	-														
Selection Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%
Ratio to Highest Rate	NA	NA	#DIV/0!	#DIV/0!	N/A	N/A	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	N/A	N/A	#DIV/0!	#DIV/0!

**Attachment E: CCCTA Adverse Impact Analysis by Job Category  
FY 2022  
Promotions**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Potential Adverse Impact (Yes/No)	No	No	#DIV/0!	#DIV/0!	N/A	N/A	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	N/A	N/A	#DIV/0!	#DIV/0!

Notes:

Persons with Disabilities	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Number Applied	1	1	1					1								-
Total Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Veterans	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Number Applied	5	-	2				2								1	
Total Promotions	-	-													-	-
Selection Rate	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	N/A

Notes:

**Attachment E: CCCTA Adverse Impact Analysis by Job Category  
FY 2023  
Promotions**

Job Category (Use EEO-4)	Total		W		A/I/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>1 - Officials &amp; Administrators</b>																
Number Applied	-	-														
Total Promotions	-	-														
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>2 - Professionals</b>																
Number Applied	2	4	2	1				1				1				1
Total Promotions	-	-														
Selection Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	0.0%
Ratio to Highest Rate	NA	NA	#DIV/0!	#DIV/0!	N/A	N/A	N/A	#DIV/0!	N/A	N/A	N/A	#DIV/0!	N/A	N/A	N/A	#DIV/0!
Potential Adverse Impact (Yes/No)	No	No	#DIV/0!	#DIV/0!	N/A	N/A	N/A	#DIV/0!	N/A	N/A	N/A	#DIV/0!	N/A	N/A	N/A	#DIV/0!
<b>3 - Technicians</b>																
Number Applied	-	-														
Total Promotions	-	-														
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>4 - Protective Service</b>																
Number Applied	-	-														
Total Promotions	-	-														
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>5 - Paraprofessional</b>																
Number Applied	7	-	3				1		2		1					
Total Promotions	2	-	1								1					
Selection Rate	28.6%	N/A	33.3%	N/A	N/A	N/A	0.0%	N/A	0.0%	N/A	100.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	100.0%	N/A	33.3%	N/A	N/A	N/A	0.0%	N/A	0.0%	N/A	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	N/A	Yes	N/A	N/A	N/A	Yes	N/A	Yes	N/A	No	N/A	N/A	N/A	N/A	N/A
<b>6 - Administrative Support</b>																
Number Applied	28	45	6	15	1		6	13	6	9	7	7	2			1
Total Promotions	-	-														
Selection Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A
Ratio to Highest Rate	NA	NA	#DIV/0!	#DIV/0!	N/A	N/A	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	#DIV/0!	#DIV/0!	N/A	N/A	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	N/A	N/A	N/A
<b>7 - Skilled Craft</b>																
Number Applied	49	3	16		2		12	1	13	2	2		2		2	
Total Promotions	2	-					1				1					
Selection Rate	4.1%	0.0%	0.0%	N/A	0.0%	N/A	8.3%	N/A	0.0%	0.0%	50.0%	N/A	0.0%	N/A	0.0%	N/A
Ratio to Highest Rate	100.0%	NA	0.0%	N/A	0.0%	N/A	16.7%	N/A	0.0%	0.0%	100.0%	N/A	0.0%	N/A	0.0%	N/A
Potential Adverse Impact (Yes/No)	No	No	Yes	N/A	Yes	N/A	Yes	N/A	Yes	Yes	No	N/A	Yes	N/A	Yes	N/A
<b>8 - Service-Maintenance</b>																
Number Applied	110	52	17	2	1		39	43	32	3	14	3	4		3	1
Total Promotions	-	-														
Selection Rate	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%	0.0%	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A
Ratio to Highest Rate	NA	NA	#DIV/0!	N/A	N/A	N/A	#DIV/0!	#DIV/0!	#DIV/0!	N/A	#DIV/0!	N/A	#DIV/0!	N/A	N/A	N/A

**Attachment E: CCCTA Adverse Impact Analysis by Job Category  
FY 2023  
Promotions**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Potential Adverse Impact (Yes/No)	No	No	#DIV/0!	N/A	N/A	N/A	#DIV/0!	#DIV/0!	#DIV/0!	N/A	#DIV/0!	N/A	#DIV/0!	N/A	N/A	N/A

Notes:

Persons with Disabilities	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Number Applied	-	-														
Total Promotions	-	-														
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Veterans	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Number Applied	-	-														
Total Promotions	-	-														
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Notes:





**Attachment F: CCCTA Adverse Impact Analysis by Job Category  
 FY 2020  
 Training**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A

Notes:

**Attachment F: CCCTA Adverse Impact Analysis by Job Category  
FY 2021  
Training**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>1 - Officials &amp; Administrators</b>																
Total Workforce	6	4	3	1			1	1		1	2			-	-	1
Total Trained	-	-														
Training Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	N/A	0.0%	0.0%	N/A	N/A	N/A	N/A	0.0%
Ratio to Highest Rate	NA	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	N/A	No	No	N/A	N/A	N/A	N/A	No
<b>2 - Professionals</b>																
Total Workforce	4	4	3	2				1	1			1			-	-
Total Trained	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Training Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%	0.0%	N/A	N/A	0.0%	N/A	N/A	N/A	N/A
Ratio to Highest Rate	NA	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	N/A	No	No	N/A	N/A	No	N/A	N/A	N/A	N/A
<b>3 - Technicians</b>																
Total Workforce	2	-					-	-	-	-	2	-	-	-	-	-
Total Trained	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Training Rate	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	N/A
Ratio to Highest Rate	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No	N/A	N/A	N/A	N/A
<b>4 - Protective Service</b>																
Total Workforce	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Trained	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Training Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>5 - Paraprofessional</b>																
Total Workforce	11	10	3	3			2	4	4	2	2	1				-
Total Trained	-	2						2							-	-
Training Rate	0.0%	20.0%	0.0%	0.0%	N/A	N/A	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Highest Rate	NA	100.0%	0.0%	0.0%	N/A	N/A	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	Yes	Yes	N/A	N/A	Yes	No	Yes	Yes	Yes	Yes	N/A	N/A	N/A	N/A
<b>6 - Administrative Support</b>																
Total Workforce	2	9		3				2	1	4	1					-
Total Trained	2	8		3				1	1	4	1					-
Training Rate	100.0%	88.9%	N/A	100.0%	N/A	N/A	N/A	50.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	100.0%	88.9%	N/A	100.0%	N/A	N/A	N/A	50.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	N/A	No	N/A	N/A	N/A	Yes	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>7 - Skilled Craft</b>																
Total Workforce	15	2	6	2			2		3		2		2			-
Total Trained	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Training Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A
Ratio to Highest Rate	NA	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A
<b>8 - Service-Maintenance</b>																
Total Workforce	105	49	33	10			30	29	28	9	13	1			1	
Total Trained	95	49	30	10			28	29	25	9	11	1			1	
Training Rate	90.5%	100.0%	90.9%	100.0%	N/A	N/A	93.3%	100.0%	89.3%	100.0%	84.6%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	90.5%	100.0%	90.9%	100.0%	N/A	N/A	93.3%	100.0%	89.3%	100.0%	84.6%	N/A	N/A	N/A	N/A	N/A

**Attachment F: CCCTA Adverse Impact Analysis by Job Category  
FY 2021  
Training**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A

Notes:

**Attachment F: CCCTA Adverse Impact Analysis by Job Category  
FY 2022  
Training**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>1 - Officials &amp; Administrators</b>																
Total Workforce	4	7	2	2			1	2		1	1	1		-	-	1
Total Trained	-	-														
Training Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	N/A	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%
Ratio to Highest Rate	NA	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	N/A	No	No	No	N/A	N/A	N/A	No
<b>2 - Professionals</b>																
Total Workforce	5	4	3	2					1	2	1			-	-	-
Total Trained	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Training Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	NA	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	N/A	N/A	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>3 - Technicians</b>																
Total Workforce	2	-					-	-	-	-	2	-	-	-	-	-
Total Trained	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Training Rate	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No	N/A	N/A	N/A	N/A	N/A
<b>4 - Protective Service</b>																
Total Workforce	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Trained	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Training Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>5 - Paraprofessional</b>																
Total Workforce	11	8	3	2			3	4	4	1	1	1		-	-	-
Total Trained	1	1					1	1	1		1			-	-	-
Training Rate	9.1%	12.5%	0.0%	0.0%	N/A	N/A	0.0%	25.0%	0.0%	0.0%	100.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Highest Rate	72.7%	100.0%	0.0%	0.0%	N/A	N/A	0.0%	25.0%	0.0%	0.0%	100.0%	0.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	Yes	No	Yes	Yes	N/A	N/A	Yes	Yes	Yes	Yes	No	Yes	N/A	N/A	N/A	N/A
<b>6 - Administrative Support</b>																
Total Workforce	4	9	1	3			1	1	1	5	1		-	-	-	-
Total Trained	2	4	-	2				1	1	1	1		-	-	-	-
Training Rate	50.0%	44.4%	0.0%	66.7%	N/A	N/A	0.0%	100.0%	100.0%	20.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	100.0%	88.9%	0.0%	66.7%	N/A	N/A	0.0%	100.0%	100.0%	20.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	Yes	Yes	N/A	N/A	Yes	No	No	Yes	No	N/A	N/A	N/A	N/A	N/A
<b>7 - Skilled Craft</b>																
Total Workforce	16	2	7	2			2		4		2		1	-	-	-
Total Trained	16	2	7	2	-	-	2	-	4	-	2	-	1	-	-	-
Training Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A
Ratio to Highest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A
<b>8 - Service-Maintenance</b>																
Total Workforce	102	46	33	6			33	30	22	9	13				1	1
Total Trained	87	45	30	6			25	29	19	9	12				1	1
Training Rate	85.3%	97.8%	90.9%	100.0%	N/A	N/A	75.8%	96.7%	86.4%	100.0%	92.3%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	87.2%	100.0%	90.9%	100.0%	N/A	N/A	75.8%	96.7%	86.4%	100.0%	92.3%	N/A	N/A	N/A	N/A	N/A

**Attachment F: CCCTA Adverse Impact Analysis by Job Category  
FY 2022  
Training**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	Yes	No	No	No	No	N/A	N/A	N/A	N/A	N/A

Notes:

**Attachment F: CCCTA Adverse Impact Analysis by Job Category  
FY 2023  
Training**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>1 - Officials &amp; Administrators</b>																
Total Workforce	4	7	2	2			1	2		1	1	1				1
Total Trained	-	-														
Training Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	N/A	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%
Ratio to Highest Rate	NA	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	N/A	No	No	No	N/A	N/A	N/A	No
<b>2 - Professionals</b>																
Total Workforce	6	4	4	2					1	2	1					
Total Trained	1	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-
Training Rate	16.7%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	0.0%	0.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	100.0%	NA	0.0%	0.0%	N/A	N/A	N/A	N/A	0.0%	0.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	Yes	Yes	N/A	N/A	N/A	N/A	Yes	Yes	No	N/A	N/A	N/A	N/A	N/A
<b>3 - Technicians</b>																
Total Workforce	2	-					-	-	-	-	2	-	-	-	-	-
Total Trained	-	-														
Training Rate	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No	N/A	N/A	N/A	N/A	N/A
<b>4 - Protective Service</b>																
Total Workforce	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Trained	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Training Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>5 - Paraprofessional</b>																
Total Workforce	13	6	4	1			3	3	4		2	2				
Total Trained	-	-														
Training Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	N/A	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Highest Rate	NA	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	N/A	No	No	N/A	N/A	N/A	N/A
<b>6 - Administrative Support</b>																
Total Workforce	2	11		5				1	1	5	1					
Total Trained	2	4	-	1					1	3	1	-	-	-	-	-
Training Rate	100.0%	36.4%	N/A	20.0%	N/A	N/A	N/A	0.0%	100.0%	60.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	100.0%	36.4%	N/A	20.0%	N/A	N/A	N/A	0.0%	100.0%	60.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	Yes	N/A	Yes	N/A	N/A	N/A	Yes	No	Yes	No	N/A	N/A	N/A	N/A	N/A
<b>7 - Skilled Craft</b>																
Total Workforce	19	-	9				2		6		1			1		
Total Trained	19	-	9				2		6		1			1		
Training Rate	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A
Ratio to Highest Rate	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	N/A	No	N/A	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A
<b>8 - Service-Maintenance</b>																
Total Workforce	103	46	32	5			33	31	23	9	13			1		1
Total Trained	93	46	30	5			28	31	22	9	11			1		1
Training Rate	90.3%	100.0%	93.8%	100.0%	N/A	N/A	84.8%	100.0%	95.7%	100.0%	84.6%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	90.3%	100.0%	93.8%	100.0%	N/A	N/A	84.8%	100.0%	95.7%	100.0%	84.6%	N/A	N/A	N/A	N/A	N/A

**Attachment F: CCCTA Adverse Impact Analysis by Job Category  
FY 2023  
Training**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A

Notes:





**Attachment G: CCCTA Adverse Impact Analysis by Job Category  
FY 2020  
Terminations**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>5 - Paraprofessional</b>																
Total Workforce	11	10	4	4			2	4	4	1	1	1				
Total Involuntary Terminations	-	-														
Involuntary Termination Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A
<b>6 - Administrative Support</b>																
Total Workforce	3	10		3				1	2	6	1					
Total Involuntary Terminations	-	-														
Involuntary Termination Rate	0.0%	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	N/A	No	N/A	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>7 - Skilled Craft</b>																
Total Workforce	17	2	6	2			2		3		4			2		
Total Involuntary Terminations	-	-														
Involuntary Termination Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A
<b>8 - Service-Maintenance</b>																
Total Workforce	112	51	35	10			34	31	28	9	14	1			1	
Total Involuntary Terminations	6	3	1				1	3	1		1				2	
Involuntary Termination Rate	5.4%	5.9%	2.9%	0.0%	N/A	N/A	2.9%	9.7%	3.6%	0.0%	7.1%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	91.1%	0.0%	100.0%	N/A	N/A	0.0%	0.0%	0.0%	100.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A

Notes:



**Attachment G: CCCTA Adverse Impact Analysis by Job Category**

**FY 2021**

**Terminations**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>5 - Paraprofessional</b>																
Total Workforce	11	10	3	3			2	4	4	2	2	1				-
Total Involuntary Terminations	-	-					-	-	-	-	-	-	-	-	-	-
Involuntary Termination Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A
<b>6 - Administrative Support</b>																
Total Workforce	2	9		3				2	1	4	1					-
Total Involuntary Terminations	-	-													-	-
Involuntary Termination Rate	0.0%	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	N/A	No	N/A	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>7 - Skilled Craft</b>																
Total Workforce	15	2	6	2			2		3		2		2			-
Total Involuntary Terminations	1	-									1					-
Involuntary Termination Rate	6.7%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	50.0%	N/A	0.0%	N/A	N/A	N/A
Ratio to Lowest Rate	0.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	0.0%	N/A	100.0%	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	Yes	N/A	No	N/A	N/A	N/A
<b>8 - Service-Maintenance</b>																
Total Workforce	105	49	33	10			30	29	28	9	13	1			1	
Total Involuntary Terminations	2	1					1	1	1							
Involuntary Termination Rate	1.9%	2.0%	0.0%	0.0%	N/A	N/A	3.3%	3.4%	3.6%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	93.3%	100.0%	100.0%	N/A	N/A	0.0%	0.0%	0.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A

Notes:



**Attachment G: CCCTA Adverse Impact Analysis by Job Category  
FY 2022  
Terminations**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>5 - Paraprofessional</b>																
Total Workforce	11	8	3	2			3	4	4	1	1	1		-	-	-
Total Involuntary Terminations	-	-												-	-	-
Involuntary Termination Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A
<b>6 - Administrative Support</b>																
Total Workforce	4	9	1	3			1	1	1	5	1	-	-	-	-	-
Total Involuntary Terminations	-	1						1								-
Involuntary Termination Rate	0.0%	11.1%	0.0%	0.0%	N/A	N/A	0.0%	100.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	0.0%	100.0%	100.0%	N/A	N/A	100.0%	0.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	Yes	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>7 - Skilled Craft</b>																
Total Workforce	16	2	7	2			2		4		2		1	-	-	-
Total Involuntary Terminations	-	-														-
Involuntary Termination Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A
<b>8 - Service-Maintenance</b>																
Total Workforce	102	46	33	6			33	30	22	9	13				1	1
Total Involuntary Terminations	5	2	1				3	2	1							
Involuntary Termination Rate	4.9%	4.3%	3.0%	0.0%	N/A	N/A	9.1%	6.7%	4.5%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	88.7%	100.0%	0.0%	100.0%	N/A	N/A	0.0%	0.0%	0.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A

Notes:



**Attachment G: CCCTA Adverse Impact Analysis by Job Category  
FY 2023  
Terminations**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>5 - Paraprofessional</b>																
Total Workforce	13	6	4	1			3	3	4		2	2				
Total Involuntary Terminations	-	-														
Involuntary Termination Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	N/A	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	N/A	100.0%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	N/A	No	No	N/A	N/A	N/A	N/A
<b>6 - Administrative Support</b>																
Total Workforce	2	11		5				1	1	5	1					
Total Involuntary Terminations	-	-														
Involuntary Termination Rate	0.0%	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	N/A	No	N/A	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>7 - Skilled Craft</b>																
Total Workforce	19	-	9				2		6		1		1			
Total Involuntary Terminations	-	-														
Involuntary Termination Rate	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	N/A	No	N/A	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A
<b>8 - Service-Maintenance</b>																
Total Workforce	103	46	32	5			33	31	23	9	13		1		1	1
Total Involuntary Terminations	9	3	2	1			7	2								
Involuntary Termination Rate	8.7%	6.5%	6.3%	20.0%	N/A	N/A	21.2%	6.5%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	74.6%	100.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	Yes	No	No	No	No	N/A	N/A	N/A	N/A	N/A

Notes:







**Attachment H: CCCTA Adverse Impact Analysis by Job Category**  
**FY 2020**  
**Discipline**

Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A
<b>Terminations</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A
<b>6 - Administrative Support</b>																
Total Workforce	3	10		3			1	2	6	1						
<b>Written Warnings</b>	1	-						1								
Discipline Rate	33.3%	0.0%	N/A	0.0%	N/A	N/A	N/A	50.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	0.0%	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	0.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	Yes	No	N/A	No	N/A	N/A	N/A	No	Yes	No	No	N/A	N/A	N/A	N/A	N/A
<b>Suspensions</b>	1	-						1								
Discipline Rate	33.3%	0.0%	N/A	0.0%	N/A	N/A	N/A	50.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	0.0%	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	0.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	Yes	No	N/A	No	N/A	N/A	N/A	No	Yes	No	No	N/A	N/A	N/A	N/A	N/A
<b>Terminations</b>	-	-														
Discipline Rate	0.0%	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	N/A	No	N/A	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-														
Discipline Rate	0.0%	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	N/A	No	N/A	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-														
Discipline Rate	0.0%	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	N/A	No	N/A	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>7 - Skilled Craft</b>																
Total Workforce	17	2	6	2			2	3		4			2			
<b>Written Warnings</b>	-	-														
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A
<b>Suspensions</b>	-	-														
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A
<b>Terminations</b>	-	-														
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A

**Attachment H: CCCTA Adverse Impact Analysis by Job Category  
FY 2020  
Discipline**

Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A
<b>8 - Service-Maintenance</b>																
Total Workforce	112	51	35	10			34	31	28	9	14	1			1	
<b>Written Warnings</b>	65	36	18	6			22	23	16	6	8	1			1	
Discipline Rate	58.0%	70.6%	51.4%	60.0%	N/A	N/A	64.7%	74.2%	57.1%	66.7%	57.1%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	82.2%	100.0%	85.7%	N/A	N/A	79.5%	69.3%	90.0%	77.1%	90.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	Yes	Yes	No	Yes	No	N/A	N/A	N/A	N/A	N/A
<b>Suspensions</b>	1	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-
Discipline Rate	0.9%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	3.6%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	0.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	0.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>Terminations</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A

Notes:





**Attachment H: CCCTA Adverse Impact Analysis by Job Category**  
**FY 2021**  
**Discipline**

Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A
<b>Terminations</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A
<b>6 - Administrative Support</b>																
Total Workforce	2	9		3			2	1	4	1						
<b>Written Warnings</b>	1	1						1	1							
Discipline Rate	50.0%	11.1%	N/A	0.0%	N/A	N/A	N/A	0.0%	100.0%	25.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	22.2%	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	0.0%	0.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	Yes	No	N/A	No	N/A	N/A	N/A	No	Yes	Yes	No	N/A	N/A	N/A	N/A	N/A
<b>Suspensions</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	N/A	No	N/A	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>Terminations</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	N/A	No	N/A	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	N/A	No	N/A	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	N/A	No	N/A	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>7 - Skilled Craft</b>																
Total Workforce	15	2	6	2			2		3		2			2		
<b>Written Warnings</b>	2	-	1				1		-		-			-		
Discipline Rate	13.3%	0.0%	16.7%	0.0%	N/A	N/A	50.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A
Ratio to Lowest Rate	0.0%	100.0%	0.0%	100.0%	N/A	N/A	0.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	Yes	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A
<b>Suspensions</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A
<b>Terminations</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A

**Attachment H: CCCTA Adverse Impact Analysis by Job Category  
FY 2021  
Discipline**

Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A	N/A		
<Enter Discipline Type>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	<--Entry
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	N/A		
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A	N/A		
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A	N/A		
<Enter Discipline Type>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	<--Entry
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	N/A		
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A	N/A		
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A	N/A		
<Enter Discipline Type>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	<--Entry
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	N/A		
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A	N/A		
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A	N/A		
<b>8 -Service-Maintenance</b>																			
Total Workforce	105	49	33	10			30	29	28	9	13	1					1		<--Entry
Written Warnings	64	-	17				26		15		5						1		<--Entry
Discipline Rate	61.0%	0.0%	51.5%	0.0%	N/A	N/A	86.7%	0.0%	53.6%	0.0%	38.5%	N/A	N/A	N/A	N/A	N/A	N/A		
Ratio to Lowest Rate	0.0%	100.0%	0.0%	100.0%	N/A	N/A	0.0%	100.0%	0.0%	100.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A		
Potential Adverse Impact (Yes/No)	Yes	No	Yes	No	N/A	N/A	Yes	No	Yes	No	Yes	N/A	N/A	N/A	N/A	N/A	N/A		
Suspensions	2	-					2												<--Entry
Discipline Rate	1.9%	0.0%	0.0%	0.0%	N/A	N/A	6.7%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A		
Ratio to Lowest Rate	0.0%	100.0%	100.0%	100.0%	N/A	N/A	0.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A		
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A		
Terminations	1	-					1												<--Entry
Discipline Rate	1.0%	0.0%	0.0%	0.0%	N/A	N/A	3.3%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A		
Ratio to Lowest Rate	0.0%	100.0%	100.0%	100.0%	N/A	N/A	0.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A		
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A		
<Enter Discipline Type>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	<--Entry
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A		
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A		
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A		
<Enter Discipline Type>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	<--Entry
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A		
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A		
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A		

Notes:



**Attachment H: CCCTA Adverse Impact Analysis by Job Category  
FY 2022  
Discipline**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>1 - Officials &amp; Administrators</b>																
Total Workforce	4	7	2	2			1	2			1	1				
Written Warnings	-	-														
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	N/A	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	N/A	100.0%	100.0%	100.0%	N/A	N/A	N/A	100.0%
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	N/A	No	No	No	N/A	N/A	N/A	No
Suspensions	-	-														
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	N/A	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	N/A	100.0%	100.0%	100.0%	N/A	N/A	N/A	100.0%
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	N/A	No	No	No	N/A	N/A	N/A	No
Terminations	-	-														
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	N/A	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	N/A	100.0%	100.0%	100.0%	N/A	N/A	N/A	100.0%
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	N/A	No	No	No	N/A	N/A	N/A	No
<Enter Discipline Type>	-	-														
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	N/A	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	N/A	100.0%	100.0%	100.0%	N/A	N/A	N/A	100.0%
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	N/A	No	No	No	N/A	N/A	N/A	No
<Enter Discipline Type>	-	-														
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	N/A	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	N/A	100.0%	100.0%	100.0%	N/A	N/A	N/A	100.0%
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	N/A	No	No	No	N/A	N/A	N/A	No
<b>2 - Professionals</b>																
Total Workforce	5	4	3	2					1	2	1					
Written Warnings	-	-														
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	N/A	N/A	No	No	No	N/A	N/A	N/A	N/A	N/A
Suspensions	-	-														
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	N/A	N/A	No	No	No	N/A	N/A	N/A	N/A	N/A
Terminations	-	-														
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	N/A	N/A	No	No	No	N/A	N/A	N/A	N/A	N/A
<Enter Discipline Type>	-	-														
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	N/A	N/A	No	No	No	N/A	N/A	N/A	N/A	N/A
<Enter Discipline Type>	-	-														
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	N/A	N/A	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>3 - Technicians</b>																
Total Workforce	2	-									2					
Written Warnings	-	-														

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**Attachment H: CCCTA Adverse Impact Analysis by Job Category**  
**FY 2022**  
**Discipline**

Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A
<b>Terminations</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A
<b>6 - Administrative Support</b>																
Total Workforce	4	9	1	3			1	1	1	5	1	-	-	-	-	-
<b>Written Warnings</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>Suspensions</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>Terminations</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>7 - Skilled Craft</b>																
Total Workforce	16	2	7	2			2		4		2		1	-	-	-
<b>Written Warnings</b>	2	-	-	-	-	-	-	-	2	-	-	-	-	-	-	-
Discipline Rate	12.5%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	50.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A
Ratio to Lowest Rate	0.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	0.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	Yes	N/A	No	N/A	No	N/A	N/A	N/A
<b>Suspensions</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A
<b>Terminations</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A

**Attachment H: CCCTA Adverse Impact Analysis by Job Category  
FY 2022  
Discipline**

Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A		
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	<--Entry
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A		
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A		
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A		
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	<--Entry
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A		
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A		
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A		
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	<--Entry
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A		
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A		
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A		
<b>8 -Service-Maintenance</b>																		
Total Workforce	102	46	33	6			33	30	22	9	13					1	1	<--Entry
<b>Written Warnings</b>	69	28	22	3			21	20	18	5	7					1		<--Entry
Discipline Rate	67.6%	60.9%	66.7%	50.0%	N/A	N/A	63.6%	66.7%	81.8%	55.6%	53.8%	N/A	N/A	N/A	N/A	N/A		
Ratio to Lowest Rate	90.0%	100.0%	75.0%	100.0%	N/A	N/A	78.6%	75.0%	61.1%	90.0%	92.9%	N/A	N/A	N/A	N/A	N/A		
Potential Adverse Impact (Yes/No)	No	No	Yes	No	N/A	N/A	Yes	Yes	Yes	No	No	N/A	N/A	N/A	N/A	N/A		
<b>Suspensions</b>	-	1						1										<--Entry
Discipline Rate	0.0%	2.2%	0.0%	0.0%	N/A	N/A	0.0%	3.3%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A		
Ratio to Lowest Rate	100.0%	0.0%	100.0%	100.0%	N/A	N/A	100.0%	0.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A		
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A		
<b>Terminations</b>	-	-																<--Entry
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A		
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A		
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A		
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	<--Entry
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A		
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A		
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A		
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	<--Entry
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A		
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A		
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A		

Notes:







**Attachment H: CCCTA Adverse Impact Analysis by Job Category  
FY 2023  
Discipline**

Potential Adverse Impact (Yes/No)	No	N/A	No	N/A	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A	N/A	<--Entry
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	N/A	<--Entry
Ratio to Lowest Rate	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A	N/A	<--Entry
Potential Adverse Impact (Yes/No)	No	N/A	No	N/A	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A	N/A	<--Entry
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	N/A	<--Entry
Ratio to Lowest Rate	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A	N/A	<--Entry
Potential Adverse Impact (Yes/No)	No	N/A	No	N/A	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A	N/A	<--Entry
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	N/A	<--Entry
Ratio to Lowest Rate	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A	N/A	<--Entry
Potential Adverse Impact (Yes/No)	No	N/A	No	N/A	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A	N/A	<--Entry
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>8 -Service-Maintenance</b>																		
Total Workforce	103	46	32	5			33	31	23	9	13		1		1	1	1	<--Entry
<b>Written Warnings</b>	80	36	27	4			30	24	14	7	9						1	<--Entry
Discipline Rate	77.7%	78.3%	84.4%	80.0%	N/A	N/A	90.9%	77.4%	60.9%	77.8%	69.2%	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry
Ratio to Lowest Rate	100.0%	99.2%	72.1%	76.1%	N/A	N/A	67.0%	78.6%	100.0%	78.3%	87.9%	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry
Potential Adverse Impact (Yes/No)	No	No	Yes	Yes	N/A	N/A	Yes	Yes	No	Yes	No	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry
<b>Suspensions</b>	5	1	1				2	1			2							<--Entry
Discipline Rate	4.9%	2.2%	3.1%	0.0%	N/A	N/A	6.1%	3.2%	0.0%	0.0%	15.4%	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry
Ratio to Lowest Rate	44.8%	100.0%	0.0%	100.0%	N/A	N/A	0.0%	0.0%	100.0%	100.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry
<b>Terminations</b>	4	2	1	1			3	1										<--Entry
Discipline Rate	3.9%	4.3%	3.1%	20.0%	N/A	N/A	9.1%	3.2%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry
Ratio to Lowest Rate	100.0%	89.3%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Notes:



## V. GOALS AND TIMETABLES

Goals and timetables are an integral part of CCCTA's EEO 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 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 CCCTA utilization analysis as of June 30, 2019 and form a guide for all employment activity projected to occur in the four fiscal years commencing July 1, 2020 and ending June 30, 2023. 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. The goals are stated in numerical and percentage objectives based on internal availability factors combined with any underutilization identified in the utilization analysis.

### 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 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 six job categories is small compared to the Service/Maintenance job category. The Officials & Administrators job category has (11) employees, the Professionals job category has (9) employees, the Technicians job category has (3) employees, the Paraprofessionals, job category has (21) employees, the Administrative Support job category has (15) employees, and the Skilled Craft job category has (21) employees. Combined, these categories make up less than half (32.4%) of CCCTA's total workforce. 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 Service/Maintenance category has 167 employees (67.6%) as of June 30, 2019.

### B. Specific Goals and Timetables

During fiscal years 2020 – 2023, it is projected that (60) job openings will occur due to attrition and the workforce will expand by 3 employees. The expansion includes an increase or meeting full staffing needs in the smaller job categories. Of the 60 total job openings that are expected to be filled, it is projected that (6) positions will be filled by promotion of existing employees and (54) will be filled by new hires. As in the past, most job openings will occur in the Service/Maintenance category for the Transit Operator position where turnover is greater than other job categories. These positions will be filled by all new hires.

### C. Short-Term Goals

Short-term goals are set for one-year periods based on anticipated job openings and the 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.

CCCTA anticipates (3) job openings within the Administrative Support category and has established a goal to fill at minimum (1) of the openings with an Asian female by the end of FY 2020 in order to reach parity. (4) job openings are anticipated in the Skilled Craft job category with a short-term goal of hiring (1) Hispanic/Latino male by the end of FY 2020. A long-term goal will be established to reach parity for this group.

The Service/Maintenance job category represents the largest category within CCCTA's workforce as of June 30, 2019. Underutilization in this category was identified within the most racial/ethnic groups compared to all other job categories. For groups that were identified in the analysis as underutilized, CCCTA has established a short-term goal of hiring (2) Hispanic/Latino males, (3) White females, (2) Hispanic/Latino females, and (2) Asian females by the end of FY 2020. Longer-term goals will be set to reach parity in these groups by the end of FY 2023.

#### D. Long-Term Goals

Long-term goals are stated in numbers of representations of minorities and females within specific fiscal years for the review 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-term goals for the Skilled Craft and Service/Maintenance positions will be a continuation of the short-term goals set in the first year of this EEO Program. To reach parity, CCCTA has established hiring (1) Hispanic/Latino male employee (5%) within the Skilled Craft category in each subsequent year by the end of 2023 to reach parity with the established availability factors. For the Service/Maintenance category, the following goals have been set to reach parity based on the established availability factors:

- FY ending 2021: Increase of (5) Hispanic/Latino males, (3) White females, (2) Hispanic/Latino females, (3) Asian females
- FY ending 2022: Increase of (5) Hispanic/Latino males, (3) White females, (6) Hispanic/Latino females
- FY ending 2023: (5) Hispanic/Latino males, (3) White females, (7) Hispanic/Latino females, (3) Asian females

CCCTA will strive to meet these goals through the continuation of its recruitment and selection procedures that have proved successful in the past. CCCTA works with agencies such as the California Employment Development Department and the Workforce Development Board of Contra Costa County in our recruitment outreach efforts. A few applicants were hired following their referral from organizations promoting the employment of females and minorities. CCCTA has had some success with employment of workers recruited through local employment agencies.

CCCTA has 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. 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 a network list, consisting of community resource centers, recruitment agencies for traditionally underutilized groups, and special outreach programs, for use in recruitment outreach efforts. These organizations include county social service agencies, state and county employment development agencies, colleges, community centers, libraries, recruitment/placement organizations, and veteran's organizations.
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 and social media platforms. Advertise them in local newspapers when appropriate.
6. Participate at community events, including job fairs and career day activities, when appropriate, based on the number and type of open positions. Include outreach to local colleges, universities, and technical school geared towards the trades/crafts may also assist in generating awareness of CCCTA job opportunities.

## Attachment J: List of CCCTA Subrecipients and Contractors

### CENTRAL CONTRA COSTA TRANSIT AUTHORITY

#### Subrecipients and Contractors

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<b>Contractor/Subrecipient</b>	<b>Services Provided</b>
Transdev Services, Inc.	ADA Paratransit and Associated Services

Attachment K: Sample CCCTA Subrecipient and Contractor EEO Review

**CENTRAL CONTRA COSTA TRANSIT AUTHORITY**  
**Equal Employment Opportunity (EEO) Program Review**

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**Date:** 2/18/2022

**Agency/Contractor:** Transdev Services, Inc.

**Program Type:** Abbreviated

EEO Program Element	Requirement Addressed	Requirement Not Addressed	Comments
<b>Statement of Policy</b>	x		Signed by Johanna Duran, General Manager 6/8/2021
<b>Dissemination Plan</b>	x		
Internal	x		
External	x		
<b>Designation of Personnel Responsibility</b>	x		Ronisha Gaines, HR Manager/EEO Officer
EEO Officer Responsibilities	x		
Agency Responsibilities	x		
<b>Assessment of Employment Practices</b>	x		
Recruitment and Selection	x		
Impact of Employment Practices on Minorities and Women	x		
Individuals with Disabilities and Veterans	x		
<b>Monitoring and Reporting Plan</b>	x		
Agency Monitoring	x		
Agency Reporting	x		
<b>Attachments Provided</b>			Organization chart, employment practices chart, EEO-1 report, utilization analysis, employee handbook, union extension