



EQUAL EMPLOYMENT OPPORTUNITY PROGRAM

MARCH 1, 2022 – FEBRUARY 28, 2026

Island Transit serves Whidbey and Camano Islands in Island County. The mission of Island Transit is to provide safe, accessible, convenient, and friendly public transportation services which enhance our Island quality of life.

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SECTION 1 – STATEMENT OF POLICY

Equal Employment Opportunity Policy Statement

Island Transit has a strong commitment to the community we serve and to our employees. As an equal opportunity employer, we strive to have a workforce that reflects the community we serve. No person is unlawfully excluded from employment opportunities based on race, color, religion, national origin, sex (including gender identity, sexual orientation, and pregnancy), age, genetic information, disability, veteran status, or other protected class.

Island Transit's Equal Employment Opportunity (EEO) Program applies to all employment actions, including but not limited to, recruitment advertising, hiring, upgrading, selection for training, promotion, transfer, demotion, layoff, termination, rates of pay or other forms of compensation, and treatment of employees.

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.

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


As Island Transit's Executive Director, I maintain overall responsibility and accountability for Island Transit's compliance with its EEO Policy and Program. To ensure day-to-day management, including program preparation, monitoring, and compliant investigation, I have appointed Robyn Goldring, Administrative & HR Manager as Island Transit's EEO Officer. Robyn Goldring will report directly to me and acts with my authority with all levels of management, labor unions and employees. The EEO Officer can be contacted by phone at (360) 678-9517, and by email at goldring@islandtransit.org.

All Island Transit executives, management, and supervisory personnel, however, share in the responsibility for implementing and monitoring Island Transit's EEO Policy and Program within their respective areas and will be assigned specific tasks to ensure compliance is achieved. Island Transit will evaluate its managers' and supervisors' performance on their successful

implementation of Island Transit’s policies and procedures, in the same way Island Transit assesses their performance regarding other agency’s goals.

Island Transit is committed to undertaking and developing a written nondiscrimination program that sets forth the policies, practices and procedures, with goals and timetables, to which the agency is committed, and make the EEO Program available for inspection by any employee or applicant for employment upon request.

I am personally committed to a workplace that acts upon its daily responsibility to treat all applicants and employees with dignity and respect, as well as equitably under the guidelines of our EEO Policy and Program.

Approved by: 
Todd E. Morrow, Executive Director

Effective March 1, 2022

SECTION 2 - DISSEMINATION OF EQUAL EMPLOYMENT OPPORTUNITY / AFFIRMATIVE ACTION PROGRAM

To effectively implement the Equal Employment Opportunity (EEO) Program, Island Transit has identified specific procedures to ensure that all employees, applicants or potential applicants for employment and others are aware that Island Transit is an Equal Employment Opportunity Employer, and to ensure that all employees are fully informed of the official policy on Equal Employment Opportunity. This information is made accessible via both internal and external dissemination methods, as described below.

2.1 INTERNAL DISSEMINATION

Island Transit fully informs all employees (including managers and supervisors) as well as applicants or potential applicants, about the EEO Program through actions which include, but are not limited to, the following:

- A.** Written communication from the Executive Director and/or the EEO Officer is posted on bulletin boards intended for general reading and information
- B.** Official EEO materials, including but not limited to Federal and state labor laws poster(s) and the policy statement set forth in Section 1 above, is also posted.
- C.** The Equal Employment Opportunity policy is included, or referred to, in Island Transit's personnel and operations manual and other internal publications and newsletters. Employees are required to sign and acknowledge receipt and understanding of these policies.
- D.** Meeting with managers semiannually to discuss the EEO Program and how it will be implemented, including review of managers responsibilities in supporting the Program and ensuring compliance.
- E.** Meeting with employees and affinity groups to seek input on the Program implementation.
- F.** Employees are advised that all aspects of employment, including job opportunity, training programs, and social events will be available to all employees without regard to any protected class status. Additionally, employees will be advised to contact department managers concerning problems that they have, including those of a discriminatory nature.
- G.** Island Transit will include a copy of the EEO policy statement with new employee orientation materials and training programs, including periodic management and employee meetings and training where employment matters are discussed.

- H. Offering periodic EEO training for all employees and managers, and ensuring new managers and supervisors receive EEO training within their first 90 days of their appointment.

2.2 EXTERNAL DISSEMINATION

Island Transit makes its EEO policy known to outreach, advertising and recruitment entities, such as:

- A. Public and private employment agencies, educational institutions, local jurisdictions, unions and agencies that work with Black people, Indigenous people, and/or People of Color (“BIPOC”)¹, women, persons with disabilities, and others that refer applicants.
- B. All employment advertising will include the statement: “Island Transit is an equal employment opportunity employer, or if abbreviated, in the form of “EEO”.
- C. Island Transit’s Equal Employment Opportunity policy statement is posted on Island Transit’s public website.
- D. Individuals of various protected classes are pictured in consumer, public relations, or recruitment advertising to show workforce diversity.

¹ Although FTA guidance on the subject of Equal Employment Opportunities uses the words “minority” or “minorities,” that term is becoming increasingly inaccurate as a reflection of global populations, and also has negative connotations and can appear to minimize the very concerns that EEO Programs are meant to address. While BIPOC is not universally endorsed and is an imperfect term, it is used in this Program in an effort to use more thoughtful language when referring, in the aggregate, to nonwhite people.

SECTION 3 – DESIGNATION OF PERSONNEL / EEO OFFICER

The overall responsibility and accountability for the implementation of the Equal Employment Opportunity Program rests with the Executive Director. The Administrative & Human Resources Manager, as designated by the Executive Director, serves as the Equal Employment Opportunity Officer (EEOO) for the organization. Island Transit does not consider it a conflict of interest for the Administrative & Human Resources Manager to serve as the EEOO; the agency is small and does not experience enough adverse EEO activities to support separate/additional staff members to administer the Equal Employment Opportunity Program. In practice, the agency has found that the Administrative & Human Resources Manager has adequate time and staff to act as the EEOO. The Administrative & Human Resources Manager, in conjunction with other managers and supervisors, performs employment-related duties in concurrence with the Equal Employment Opportunity Program, and the EEOO serves as a check and balance on employment practices.

The EEOO/Administrative & Human Resources Manager is responsible for classification, compensation, grievance resolution, and discipline monitoring; recruiting, evaluating, and referring applicants for employment, promotion, or transfer; maintaining liaison with organizations providing services to BIPOC communities, women, and the disabled; investigating internal complaints of discrimination and monitoring compliance with the goals of the Equal Employment Opportunity Program; as well as maintaining all personnel records and data necessary for monitoring and determining compliance with the Program as it pertains to employment or compensation/classification matters.

The EEOO/Administrative & Human Resources Manager is an executive who reports and is directly responsible to the agency's Executive Director, and to whom top management support is given. The EEOO is identified by name in all internal and external communications regarding the agency's Equal Employment Opportunity Program.

In the event of a conflict of interest regarding any Equal Employment Opportunity complaint, the complainant shall file their complaint directly with the Executive Director, and outside investigators will be used to ensure objective review and unbiased reporting to the Executive Director. The Executive Director bears overall responsibility for the actions of the EEOO. No conflicts of interest as described have arisen to date.

3.1 EEOO CRITERIA/RESPONSIBILITIES

A. Island Transit's Administrative & Human Resources Manager, acting as the EEOO, exhibits:

1. Sensitivity to, and an awareness of, the varied ways in which discrimination occurs.
2. Total commitment to the EEO goals and objectives.
3. Knowledge of civil rights laws, policies, rules, regulations, and guidelines.
4. Sufficient authority and ability to work and communicate with others to achieve Equal Employment Opportunity goals and objectives.

B. The EEO Officer's Program responsibilities include, but not limited to:

1. Developing and recommending the Equal Employment Opportunity policy statement and written Program, including internal and external communication.
2. Assisting management in collecting and analyzing employment data, identifying problem areas, setting goals and timetables, and developing programs to achieve goals.
3. Designing, implementing, and monitoring internal audit and reporting systems to measure Program effectiveness and to determine where progress has been made and where proactive action is needed.
4. Reviewing the agency's nondiscrimination Program with all managers and supervisors to ensure that the policy is understood.
5. Concurring in the hiring and promotion process, and reviewing employment documents to ensure the actions of the agency are not discriminatory.
6. Periodically reviewing employment practices and policies including hiring, promotions and training, complaint policies, reasonable accommodation policies, performance evaluations, grievance procedures, and union agreements.
7. Reporting regularly (at least semiannually) to the Executive Director on each department's progress toward meeting the agency's goals and on contractor and vendor compliance.
8. Serving as liaison between Island Transit; Federal, state, county and local governments; regulatory agencies; and community groups representing BIPOC groups, women, persons with disabilities, and others.
9. Maintaining awareness of current EEO laws and regulations, and ensuring the laws and regulations affecting nondiscrimination are disseminated to responsible officials.
10. Investigating complaints of EEO discrimination.
11. Providing EEO training for employees, managers and supervisors.
12. Advising employees and applicants of available training programs and professional development opportunities and the entrance requirements.
13. Auditing posting of the EEO policy statement to ensure compliance information is posted and up to date.

3.2 AGENCY EEO RESPONSIBILITIES

While the EEO is primarily responsible for implementation of the EEO Program, all officials, executives, managers and supervisors are responsible for ensuring EEO Program implementation, must not discriminate based on a protected class, and must ensure the EEO Program policies are carried out. Supervisory personnel are responsible for carrying out the goals and objectives of the Program as an integral function of their jobs and as delegated to them by their department manager.

EEO Responsibilities for agency officials, executives, managers and supervisors include, but are not limited to:

1. Participating in periodic audits of all aspects of employment to identify and remove barriers obstructing the achievement of specified goals and objectives.
2. Holding regular discussions with other managers, supervisors, employees, and local organizations, groups and community service programs that work with BIPOC, women, and people with disabilities, to ensure achievement of specified goals and objectives.
3. In conjunction with the EEO Officer, maintaining and updating the personnel database for generating reports required for the nondiscrimination Program.
4. In conjunction with the EEO Officer, participates in the review of information and investigation of complaints.
5. Encouraging employee participation to support the advancement of the EEO Program, including professional development and career growth opportunities, posting promotional opportunities, shadowing, and mentoring.

SECTION 4 – WORKFORCE ANALYSIS

The Workforce Analysis (Attachment A) consists of a detailed breakdown of Island Transit’s workforce by department, job category, and job title, cross referenced by race and gender.

EQUAL EMPLOYMENT OPPORTUNITY - JOB CLASSIFICATION CATEGORIES MARCH 1, 2022

A. OFFICIALS AND ADMINISTRATORS

Executive Director
Administrative & Human Resources Manager
Operations Manager
Maintenance & Facilities Manager
Finance Manager

B. PROFESSIONALS

Marketing and Communications Officer
Payroll & Benefits Analyst
Program Coordinator (2)
Mobility Specialist
Assistant to the Executive Director/Clerk of the Board
Operations Supervisor (3)
Training and Safety Supervisor
Dispatch Supervisor (2)
Road Support (4)
Specialized Services Coordinator
Maintenance Supervisor
Facilities Maintenance Supervisor

C. TECHNICIANS

Information Systems Administrator (2)

D. PROTECTIVE SERVICE WORKERS

None

E. PARAPROFESSIONALS

None

F. ADMINISTRATIVE SUPPORT

Administrative Assistant (3)
Accounting Clerk
Payroll Clerk
Dispatcher (7) (ATU)

G. SKILLED CRAFT WORKERS

Journeyman Mechanic (6)

H. SERVICE MAINTENANCE

Coach Operator (56) (ATU)
Mechanic/Vehicle Technician I (1)
Parts Coordinator
Facilities Technician (5)
Facilities Maintenance (6)
Facilities Custodial

Wage rates and ranges for employees in the above referenced job classification are established as follows:

- For employees in the collective bargaining unit represented by the Amalgamated Transit Union (ATU), Local 1576, the wage rates and ranges are established by the collective bargaining agreement.
- The Executive Director's wage rate is established by action of the Island Transit Board of Directors.
- For all other employees (non-represented), the wage ranges are established by fixed ranges and progressive steps through the ranges in the respective positions.

SECTION 5 – UTILIZATION ANALYSIS AND GOALS

5.1 WORKFORCE COMPOSITION

As of February 15, 2022,² the work force composition consisted of a total of 114 employees. BIPOC employees made up 13 or 11.4% of that number, and 35 or 30.7% were women.

During the past four-year period, a total of 101 employees were hired into vacant or new positions. 28.71% (29 individuals) were women, and BIPOC applicants made up 9.90% of that total (10 individuals).

5.2 AVAILABILITY DATA

Attachment A reflects the workforce EEO-4 data as of February 15, 2022. Availability percentage data was obtained from the United States Census Bureau's Equal Employment Opportunity Tabulation Data Tools, which are available at the following link:

<https://www.census.gov/topics/employment/equal-employment-opportunity-tabulation/data/tools.html>

The data set used was from the ACS 5-Year Estimates Equal Employment Opportunity dataset for 2014-2018, the most recent data available (ACSEE05Y2018), and specifically from the EEO 6R. table, State and Local Government Job Groups by Sex, and Race/Ethnicity for Residence Geography, Total Population (EEO-ALL06R), for the geographical areas relevant to the job categories, as outlined below.

The great majority of Island Transit's operations and personnel are located within Whidbey Island, with a fairly small portion on Camano Island. Due to its unique geographical circumstances, Island County itself is the reasonable and appropriate recruitment area for most positions, and accordingly Island County data was used exclusively for availability purposes, except as specifically noted below.

A. METHODOLOGY FOR OFFICIALS/ADMINISTRATORS CATEGORY

Since the Officials/Administrators category carries a relatively higher salary range, there is some potential to attract candidates from outside the immediate Whidbey Island area. For example,

² Although this Program is effective for the period beginning March 1, 2022, for data purposes, employee information reflects the workforce as of February 15, 2022.

when the Executive Director position opens, Island Transit enlists a recruiting company that conducts a nationwide search; however, despite the theoretically nationwide scope of the search, the recent successful applicants have either already been based on Whidbey Island, or nearby within Western Washington. Accordingly, the availability percentages for the Officials/Administrators category were arrived at by averaging the Island County data with the data from Washington State as a whole, with Island County given twice as much weight as the statewide data.

B. METHODOLOGY FOR PROFESSIONALS, ADMINISTRATIVE SUPPORT, AND SERVICE-MAINTENANCE CATEGORIES

As noted above, most of Island Transit's operations and personnel are based on Whidbey Island. However, 22 of Island Transit's 114 total positions are based on Camano Island, in the following categories:

Professionals	2 (out of 19 total employees in this category)
Administrative Support	2 (out of 12 total employees in this category)
Service-Maintenance	18 (out of 70 total employees in this category)

Accordingly, the appropriate recruitment area for these Camano Island-based positions consists largely of Camano Island itself as well as western Skagit County. Appropriate availability data for these categories, therefore, was obtained by including Skagit County data, with greater weight given to Island County. Island County data was given 15 times the weight as Skagit County Data in the Professionals category, 9 times the weight for the Administrative Support category, and 6 times the weight for Service-Maintenance positions.

Island Transit believes the geographical areas and weighting as described above accurately represent the population from which it can realistically and competitively recruit in these employment categories. However, the agency encourages caution in concluding that *potential* underutilization identified by the mathematical formulae necessarily represents actual adverse impact under current conditions. This data from 2014-2018 is the most recent available, and should be viewed critically when considering not only the passage of time, but the significant impact of the Covid-19 pandemic on worker availability in general, and on the agency and community specifically.

In particular, the pandemic's disproportionate impact on women in the workplace has been widely discussed, and in this case anecdote is backed up by data. For example, on a national basis, the percentage of fathers actively working decreased 14.7% between March and April 2020, but

mothers' employment decline during this period was an even steeper 21.1%.³ While that picture has improved since the start of the pandemic, there were still 1.2 million more mothers unemployed in January 2021 compared to January 2020, and 210,000 more mothers on paid or unpaid leave.⁴

On an operational level, Island Transit had to make service reductions as a result of the pandemic. On both Whidbey Island and Camano Island, service hours were reduced by approximately an hour each day, and Saturday service was eliminated. Two routes serving the south end of Whidbey Island were eliminated, and the number of routes serving Oak Harbor were reduced from 11 to 5. Service on Camano Island has always consisted of a limited number of routes, and while no routes were eliminated, the number of runs was reduced, with evening runs eliminated. Island Transit ceased recruiting and tried to maintain staff levels during this time, but as a result of voluntary and involuntary terminations the total workforce was reduced from approximately 124 in 2019, to 112 in January 2021.

Ridership and service levels have increased from their mid-pandemic lows, but Island Transit has experienced and continues to experience significant and ongoing challenges in recruiting for vacant positions since that time.

5.3 DISCUSSION OF PRIOR GOALS AND TIMELINES

The goals and timelines established in Island Transit's previous EEO Program submitted in 2019 are set out in Attachment F. In order to provide the most meaningful context, the progress made and the challenges met by the agency in working toward those goals is discussed in Section 5.4 below, alongside the current utilization analysis for each relevant job category.

More generally, since submission of the prior EEO Program, Island Transit has continued its endeavors to cultivate a workforce that is both diverse and representative of the communities that it serves, including carrying out the following actions and policies:

- A. Island Transit has in the past and periodically continues to review job descriptions, employee specification, position titles, application forms, interview procedures, referral procedures and related selection techniques, such as selection criteria and procedures to

³*Moms, Work, and the Pandemic: Tracking Job Losses for Mothers of School-Age Children During a Health Crisis*, Misty L. Heggeness, Jason Fields, Yazmin A. García Trejo and Anthony Schulzetenberg, March 03, 2021, <https://www.census.gov/library/stories/2021/03/moms-work-and-the-pandemic.html>.

⁴Id.

ensure that they are reasonable and job related and do not create employment barriers for BIPOC applicants and women.

- B. Transfer and promotion policies are reviewed to ensure they do not discriminate against women or BIPOC employees. Transfers and promotions are based on ability, fitness and length of service, without regard to race, age, color, national origin, sex, religion, disability or veteran's status. All factors affecting eligibility for transfer or promotion arise out of job related qualifications of the individual.
- C. Island Transit seeks to promote internally when qualified employees submit their interest for an opening. This practice promotes and supports a culture of professional growth and opportunity for the internal workforce.
- D. All Island Transit facilities and Island Transit-sponsored recreational and social events are non-segregated and available to all, including employees who are women, BIPOC, covered veterans and individuals with disabilities, on an equal basis.
- E. All apprenticeship-type or trainee programs are offered equally to all employees.
- F. All training programs are offered equally to all applicable employees.
- G. An informal on-the-job training program is available within most departments.
- H. EEO posters and the EEO Policy are displayed on bulletin boards. Applications are retained for a three-year period after the applications are filed. In addition, EEO priorities are mentioned in Island Transit contracts and Bid Specification documents.

5.4 UTILIZATION ANALYSIS AND IDENTIFICATION OF POTENTIAL PROBLEM AREAS

A. PROFESSIONALS CATEGORY

The 2019 analysis showed a slight underutilization of White women in the “Professionals” category, with one additional person needed to achieve parity. Since that time, Island Transit has added three (3) positions to this category, increasing the total employees in the “Professionals” from 16 to 19, and all three additional positions were filled by either women or BIPOC applicants. Despite having met the benchmark identified in 2019 and further increasing diversity in the Professionals category, the same measure of underutilization (one additional White woman needed to achieve parity) is identified by the 2014-2018 availability data. At the present time, Island Transit has assembled a gender-balanced and diverse slate of Professionals, including ten women and three BIPOC individuals, and believes that the current makeup does not represent an overall underutilization of women. In light of this, along with relatively slow turnover in this category and the fact that Professionals represent a comparatively small portion of the total workforce, formal goals and rigid timetables are not necessary. As vacancies or new positions in the “Professionals” category become available, Island Transit will continue to recruit candidates to

meet the overarching goal of a diverse and gender-balanced staff of Professionals, continuing its advertising/outreach/recruitment efforts to reach women and BIPOC candidates, as further detailed in Subsection 6.5.

B. ADMINISTRATIVE SUPPORT CATEGORY

The availability data identifies a potential underutilization of White women in the Administrative Support category, with two individuals needed to reach parity. This category represents a total of 12 positions (or 10.5% of total workforce), and it is important to note that there has been substantial turnover in this category during the reporting period. While there are three fewer positions held by White women than in 2019, the current staff includes five BIPOC employees (compared to two in 2019).

Just as the inclusion of more women and people from historically marginalized groups in traditionally male-dominated fields is not a loss for White men, an increase in BIPOC employees holding Administrative Support roles should not be seen as being at the expense of White women. We note that the availability/share of White women in this category was 60.6% as recently as the 2006-2010 dataset, but that figure declined rapidly to 51.89% in the 2014-2018 time period. We believe that these factors, as well as the impact of the COVID-19 pandemic (as discussed in more detail in Section 5.3(B) above) and the relatively small share of the workforce represented by this category, are important to consider the context of the calculations, and Island Transit does not believe that a specific goal to increase the number of White women in this category is necessary.

C. SERVICE-MAINTENANCE CATEGORY

This is Island Transit's largest category (with 70 out of 114 total employees), and the one where the most effort will be made to achieve greater diversity. Based on hiring alone during the reporting period, the prior goals for utilization of White and Black women (and for women overall) would have been met.⁵ However, the impact of the pandemic—including increased turnover and a temporary freeze in recruitment as discussed in Section 5.2(B)—prevented the agency from making the hoped-for progress in recruitment of Hispanic/Latinx men and women and Asian and Multiracial women, and from retaining worked-for progress after successfully recruiting a Black woman.⁶

The current Utilization Analysis spreadsheet (Attachment A) shows underutilization of Hispanic/Latino and Multiracial men, as well as underutilization of White, Black, Hispanic/Latina, Asian, and Multiracial women. Because Island Transit provides on-the-job training for most

⁵See Attachment B, Hiring.

⁶ Attachment A shows no current underutilization of Black women, based on the most recent availability data.

positions that become available in this category, we continue to believe that greater diversity is attainable, and that diversity will be achieved, as availability normalizes, through a series of specific goals (as discussed in more detail below).

5.5 CURRENT AND FUTURE GOALS AND TIMELINES

In addition to moving toward a more diverse staff in the Professionals and Administrative Support categories, Island Transit has set specific goals for increasing representation and diversity in the Service-Maintenance category over the next four years, as set forth in Attachment A. Attachment A requires that the goals be expressed as percentages and rounded to the nearest whole number, but in practical terms Island Transit will be aiming to add the following individuals in Years 1 through 4:

Year	M		W				
	H/L	M	W	B	H/L	A	Multi
1	1	1	2				
2	1		1	1		1	
3	1		2		1		1
4	1		2			1	
% Increase	1.4%/yr	1.4%	7%	1.4%	1.4%	2.8%	1.4%
% of Total	6.8%	1.4%	29.9%	1.4%	2.8%	4.2%	1.4%

These specific timelines/goals are based on Island Transit's typical turnover of about eleven openings per year in this job category, although recent years have been anything but typical.⁷

Meeting these goals will involve a long-range strategy and implementing programs, as well as some actions that can be taken immediately. Island Transit will undertake the outreach efforts as set forth in Section 6.1, as well taking the following steps:

- A. Reviewing lateral and/or vertical movement of BIPOC and female employees to ensure they do not occur at a lesser rate than that of White and male employees.
- B. Reviewing the selection process and the hiring rates by job groups to ensure that they do not eliminate a significantly higher percentage of BIPOC applicants and women than White applicants and men.
- C. Reviewing application forms and related pre-employment forms to ensure they are in compliance with federal regulations.
- D. Reviewing position descriptions to ensure they are accurate in relation to actual functions and duties.

⁷Some portion of the turnover will naturally represent positions currently filled by women; please note that 19 White women were hired in this category during the reporting period, but high turnover rates (due in part to the Covid-19 pandemic) prevented net, long-term gains. See Attachment B, Hiring.

- E.** Reviewing tests and other selection techniques to ensure they are valid in accordance with employee selection guidelines.
- F.** Reviewing test forms to ensure they are valid in accordance with employee selection guidelines.
- G.** Reviewing the referral ratio of BIPOC applicants and women to the hiring department manager to ensure they do not indicate a significantly higher percentage are being rejected as compared to White applicants and men.
- H.** Reviewing all Island Transit-sponsored activities or programs to ensure that women and BIPOC employees are not excluded from participating.
- I.** Ensuring that de facto segregation does not exist at any facility, within any department, or job level.
- J.** Reviewing length of service provisions to ensure they do not contribute to overt or inadvertent discrimination.
- K.** Ensuring that all department managers, designated supervisory personnel, and employees strictly adhere to Island Transit's EEO Policy.
- L.** Reviewing all training or career development programs to ensure that women and BIPOC employees are appropriately represented.
- M.** Establishing formal progress reporting and auditing procedures to evaluate the effectiveness of EEO programs.
- N.** Conducting a review of the access to suitable housing that may inhibit recruitment and employment efforts to attract qualified BIPOC applicants.
- O.** Conducting a review of transportation systems to the workplace that may inhibit employment of BIPOC candidates.
- P.** Ensuring that all purchase orders contain an appropriate EEO clause.
- Q.** Ensuring that EEO posters are appropriately displayed.

SECTION 6 – EMPLOYMENT PRACTICES

6.1 ISLAND TRANSIT’S PRACTICES WITH REGARD TO HIRING, TRAINING, AND DISCIPLINE

Statistical data regarding hiring, promotions, terminations and discipline are laid out in the Employment Practices Chart included as Attachment B.

A. HIRING

Testing

Assessment testing is required for all bus operator applicants. Island Transit uses the START Transit Operator Test, a video test designed by Ergometrics & Applied Personnel Research, Inc., that is used by many other transit agencies (including Ben Franklin Transit, Clallam Transit, Everett Transit, Intercity Transit, Link Transit, Mason Transit, Pierce Transit, Skagit Transit and Whatcom Transportation Authority). Ergometrics’ validation processes are discussed at: <https://www.ergometrics.org/validation.cfm>. Ergometrics has recently completed an update of the START Test; Island Transit participated in the development and production of the updated test beginning in the fall of 2019, and it became available in the winter of 2021. Island Transit will begin using it in 2022. Information regarding the fairness of Ergometrics’ testing methodology in minimizing adverse impacts and assessing applicants from diverse backgrounds can be reviewed at <https://www.ergometrics.org/fairness.cfm>.

Operator applicants are also required to perform a physical agility test following the interview to demonstrate they can physically perform the functions of the job safely.

Island Transit requires applicants for operations supervisory positions to complete an essay exercise prior to being invited to interview for the position. The written exercise requires applicants to provide written responses to a series of scenarios to demonstrate their ability to respond to typical situations and challenges experienced in this position. The essay questions are reviewed by the Operations Manager and the Administrative & Human Resources Manager during recruitment for every operations supervisor position.

Island Transit requires applicants for Journeyman Mechanic positions to take a written test following their interview. The test consists of ninety multiple-choice questions broken into sections relevant to functions of the job including; Miscellaneous, Air Intake/Exhaust Systems, Diesel Gasoline Engines, Electrical, Cooling, Air Brakes, Steering/Suspension, and Rear Axle/Drive Shaft. The test questions are reviewed on an annual basis by the Maintenance & Facilities

Manager and Maintenance Supervisor to ensure the questions relate to the job requirements and technology changes.

Administrative position applicants are required to perform a computer skills test immediately following their interview. Applicants are seated at a typical workstation and given a specific period of time to follow instructions to complete a Microsoft Word and Excel exercise. Results of the test are evaluated and considered as part of the interview evaluation and selection process.

Screening/Qualification

Following a conditional offer of employment, individuals who will be performing a job classified as safety sensitive will undergo a pre-employment drug test. Certain positions will require a pre-employment medical examination to determine if the individual can perform the essential job functions safely. Island Transit will also conduct background checks during the selection process. Such checks are required under RCW 43.43.830 if a prospective employee will or may have unsupervised access to children under sixteen years of age or developmentally disabled persons or vulnerable adults during the course of employment.

Positions requiring operation of a transit bus require applicants to be at least 21, have a valid Washington State driver's license, and meet Island Transit's driving record requirement (which includes not having any moving violations in the prior five years). To complete their training and become permanent employees, individuals must obtain the relevant Commercial Driver's License (CDL) following the CDL training and testing provided by Island Transit.

B. TRAINING

New employees are provided with an orientation, and receive on-the-job training specific to their position within their department. Driver trainees receive eight weeks of extensive on-the-job training from experienced trainers and operators during the initial period of their employment. Throughout employment, employees may be required to attend mandatory periodic informational and training programs, with program topics and frequency based upon position responsibilities and requirements. Training rates are not currently being tracked, and accordingly this portion of the Attachment B/Employment Practices Chart has been omitted.

All new and current employees (including supervisors and managers with hiring responsibilities) receive respectful workplace training. "How Was Your Day?" video training is used to illustrate how the agency builds and maintains a diverse and inclusive culture and supports a workplace free

of bias, discrimination, inequity and disrespect, where opportunities for employment and promotion are available to everyone.

C. SENIORITY/PROMOTIONS AND TRANSFERS/COMPENSATION

Seniority Practices

Non-represented seniority is based upon the original date of hire for employees who have worked continuously without breaks in service. Union-represented seniority is based upon the date the employee's application was received. Layoffs for represented employees are based on seniority, with the employee within the relevant department with the least amount of service laid off first. The union labor contract also provides a process for bus operators to bid for specific work assignments, based on seniority.

Transfers and Promotions

Island Transit's job announcement opportunities are posted internally, and employees complete a Job Transfer/Promotion Application Form (See Attachment C). Applicants are interviewed by a panel and selected based on experience, qualifications and skills.

In order to foster promotion potential, each department budget includes funds for training opportunities for current employees to improve their current skills, or learn new skills for professional development. For example:

- On-the-job training opportunities are available to Operators, who are encouraged to voluntarily apply to be trained as "Associate Dispatchers," and fill in to perform dispatch duties when needed. Associates are trained to perform all the functions of this dispatch position.
- Facilities Maintenance employees are given on-the-job training opportunities to learn to perform Facilities Technician duties in order to fill in during Facilities Technician absences.
- Mechanics and Vehicle Technicians receive on the job training and also have off-site training opportunities, such as engine repair/replacement to learn to perform the duties of Journeyman Mechanic.

Operators and Facilities Maintenance employees who have completed such training are given a favorable ranking if they apply for promotion when Dispatcher or Facilities Technician positions become available. Mechanics or Vehicle Technicians who have been sufficiently trained as

determined by the department manager have the opportunity to be promoted to Journeyman Mechanic.

The training and eligibility for promotion are available to all employees in the relevant categories.

Compensation and Benefits

Island Transit's wage grid establishes a salary range for each position/classification level, with pay step increases within that range. New employees typically start at Step A for their classification level, unless their experience, training or capability warrant a higher step. Prevailing market conditions may also require a starting rate higher than the minimum. Pay step increases are contingent upon satisfactory performance. Employees may also receive cost of living adjustments.

Island Transit participates in the Public Employees' Retirement System (PERS). Island Transit employees do not contribute to social security. Employees are eligible to participate in retirement and health insurance plans, with shared premiums between Island Transit and the employee. The percentage of premium paid by Island Transit is determined annually through the budget process.

D. DISCIPLINE

Island Transit has a consistent policy of progressive corrective action procedures to ensure fair and non-discriminatory treatment and to help employees perform at their best. Supervisors and Managers have discretion and authority to impose disciplinary action at the appropriate level of severity based on the specific circumstances, and that action may include moving directly to more severe levels of discipline such as suspension and termination.

Preliminary/Informal Corrective Procedures

In addition to the employment practices shown on Attachment B, Island Transit uses 'Employee First Contact,' to identify a concern regarding an employee's behavior or performance that needs to be addressed. This is a coaching session between the employee and their direct supervisor on the subject of the employee's conduct and performance, or his/her failure to observe a policy, regulation, or administrative instruction. These informal/preliminary actions are intended to increase an employee's efficiency and value to Island Transit by changing the employee's conduct, attitude, habits, or work methods.

An Employee First Contact notice documenting oral coaching is maintained in the Supervisor's working file and is not considered for the purpose of progressive disciplinary purposes. If the

reason for the informal coaching session is unsuccessful, the process of progressive disciplinary action is taken in accordance with the labor contract. These actions are included in the employment practices assessment charts.

Further Corrective Action Procedures

In addition to the informal Employee First Contact procedure, the following progressive discipline steps are described as follows, and are analyzed in the employment practices assessment charts.

Documented Counselling

A formal corrective action for misconduct, inadequate performance, or repeated lesser infractions is handled by counseling the employee and is documented in a written notice given to the employee.

Oral Documented Warning

A formal corrective action for a second infraction of continued misconduct or inadequate performance is handled by providing an oral warning to the employee, which is also documented in a written notice to the employee.

Written Warning

A formal corrective action for a third infraction of continued misconduct or inadequate performance is documented in a written notice to the employee.

In each case of documented counseling, oral documented warning, or written warning, the original notice documenting the action is given to the employee and a copy is placed in the employee's personnel file.

Decision-Making Leave

A temporary, paid absence from duty for an assigned period, which enables the employee to decide whether or not he/she is able to continue working for the organization. Continued employment is contingent on the employee returning from leave with a written statement, acceptable to Island Transit, stating that he/she will follow rules and improve performance. Decision making leave is an extremely serious step that will result in consequences up to and including termination if the performance does not improve.

Termination

Termination is the last step in corrective action for minor infractions and will usually only be used after previous steps have been exhausted. Termination may be used for major infractions without preliminary or other corrective procedures, as determined by Island Transit. Major infractions will

result in termination unless Island Transit determines there are unusual circumstances which cause suspension to be appropriate. A formal notice of termination is documented by a written notice, with the original given to the employee and a copy placed in the employee's personnel file.

6.2 STATISTICAL ANALYSIS OF EMPLOYMENT PRACTICES

Statistical data regarding hiring, promotions, terminations and discipline are laid out in the Employment Practices Chart included as Attachment B.

A. HIRING

Since the Technicians category had only one opening, the statistical possibility of a *potential* adverse impact does not necessarily indicate an *actual* adverse impact on any group, particularly when the Utilization Analysis (Attachment A) does not reflect underutilization. Likewise, we do not believe lower selection rates among White men in the Service-Maintenance category translates into actual adverse impact.

Selection rates in the Officials/Administrators category show a potential adverse impact on White women, but it is important to note that there were only two openings in this category. The employment practices data also reveals an unexpectedly high ratio of White male applicants in this category – the availability data suggests that White men make up only 46.3% of qualified individuals in the applicable geographical area, but they represented **89.6%** of applicants, demonstrating an opportunity for increased outreach to women in this category (as further detailed below).

In the Professionals category, the data shows potential adverse impact in hiring on White men and women, and on Black and Multiracial men, but this should be viewed in the context of the small number of available positions, as well as the diversity gains described in Section 5.4(A).

Selection rates for the Administrative Support category show potential adverse impact on White men (which likely does not represent actual adverse impact, based on utilization data), and on White women, Hispanic/Latina women, and Asian men. However, based on availability data, as noted by the utilization analysis discussed Section 5.4(B), there does not appear to be actual underutilization except, potentially, in regard to White women.

In the Service-Maintenance Category, selection rates show a potential adverse impact on men overall, and specifically on Black, Hispanic/Latino, and Multiracial men. It should be noted that the

analysis contained in Attachment A shows no current underutilization of Black men, or males as a group, based on the most recent availability data. Increasing utilization of Hispanic/Latino men is a significant goal in the coming years, and reviewing outreach and hiring *will* be a priority.

It is important to note that the privacy procedure for self-identifying information can result in some underreporting or the potential appearance of an adverse impact that may not result in actual adverse impact. Island Transit includes a separate voluntary self-identification form (see Attachment D) with the application package. When Island Transit receives an application, the documents are reviewed and the self-identification form is removed and put into a separate file in a separate cabinet. Once the position closes, the Administrative & Human Resources Manager collects the file and will record the ethnicity, gender, veteran and disability status in a hiring monitoring document. The separate sheets for the position are put in a file and maintained in a separate file cabinet in the Administrative & Human Resources Manager's office.

B. PROMOTIONS

The data on promotions suggests a potential adverse impact on White women in the Professionals category, and on Native Hawaiian/Other Pacific Islander women in the Administrative Support category, as well as Asian men in the Service/Maintenance category. The data also suggests a possible impact on White men in the Administrative Support category, but the agency does not believe this represents *actual* adverse impact. Island Transit will continue to focus on its internal promotion policies (as further detailed in Subsection 6.5 below).

C. DISCIPLINE

The employment practices data suggests potential adverse impact, depending on job category, on White and Black men *and* women with regard to discipline related to Attendance. Employee Attendance will always be an important factor in providing transit services; it was the most significant disciplinary issue during the prior reporting period, and significant improvement would not be expected in the midst of pandemic pressures.

With regard to Performance-related discipline, potential adverse impact is shown for White women and Black men in the Administrative Support category, and on White women in the Service-Maintenance category.⁸

⁸Data also suggests a potential adverse impact on White women in the Technician category, but since that category includes only one woman and four total workers, actual adverse impact may not exist.

It is important to note that the disciplinary data reflected on Attachment B documents separate incidences of disciplinary action rather than the number of individual employees subject to such action. In many instances, multiple disciplinary actions – both in Attendance and other categories -- relate to a single employee, resulting in statistics that can appear to indicate a *potential* adverse impact greater than the *actual* impact.

While the data also shows a higher rate of discipline for Preventable Accidents for White men, this is consistent with historical patterns and Island Transit does not believe that adverse impact exists in this area.

D. TERMINATION

The employment practices data shows a higher rate of involuntary termination among White women in the Technicians category, Native Hawaiian/Other Pacific Islander women in the Administrative Support category, and Black men in Service-Maintenance. These terminations relate primarily to individuals with multiple disciplinary instances, as described in Section 6.2(C) above.

6.3 POLICIES ALREADY IN PLACE

Island Transit has already adopted and will continue to implement the following policies with regard to employment practices:

- A. Position descriptions will be reviewed periodically to ensure they accurately reflect position responsibility, essential duties, desirable knowledge skills and abilities; qualifications, special requirements and physical requirements of the position. As job duties and responsibilities change, the new position descriptions will be appropriately updated as needed.
- B. All position descriptions have appropriately addressed academic, experience and skill criteria reflecting requirements of each specific job description in a manner that does not inadvertently discriminate.
- C. Position descriptions are made available to recruiting sources and members of management involved in the recruiting, screening, selection, and promotion process.
- D. The selection process is evaluated to ensure that it is free from any bias and will aid in the attainment of EEO goals and objectives.

- E. Reviewing job applications and other pre-employment forms to ensure information requested is job related.
- F. All individuals involved in recruitment, screening, selection, promotion, and discipline, and related processes receive training to ensure their actions are free from any bias.
- G. Training personnel and management staff on proper interview techniques.
- H. Selection techniques and tests are reviewed to ensure they do not discriminate against women and BIPOC applicants.

6.4 ADDITIONAL POLICIES TO ADDRESS POTENTIAL ADVERSE IMPACTS/PROBLEM AREAS

In addition to the policies outlined in Subsection 6.3, and the outreach efforts and internal promotion guidelines described in Subsections 6.5 and 6.6 below, Island Transit continues to work to identify and implement new policies and procedures to specifically address potential adverse impacts, including those identified by the statistical analysis of employment practices. For example, the Harassment Prevention Policy was updated in March 2020, and Island Transit conducts periodic wage and benefits surveys to ensure each position is being compensated appropriately, and reviews wages annually to determine whether a cost of living adjustment is recommended.

Attendance-related discipline continues to be the most significant adverse impact, particularly on women. Since some causes of absenteeism (such as needing to care for sick children or other family members that are ill or disabled) have a greater statistical impact on women,⁹ Island Transit will examine the specific causes of absenteeism going forward, and will educate the workforce regarding the Family and Medical Leave Act (FMLA) and the proper procedures to be followed when a situation falls under the FMLA or other applicable programs or benefits.

6.5 OUTREACH EFFORTS

Island Transit is making the following efforts to increase the flow of qualified BIPOC applicants and women:

⁹The estimated percentage of adults in the United States who had provided unpaid care to an adult or a child in the prior 12 months rose from between 17.3% and 19.1% in 2015, to between 20.4% and 22.2% in 2020, and the proportional number of those caregivers who were women remained high, at **sixty-one percent (61%)**, according to “Caregiving in the U.S.: 2020 Research Report” (2020, National Alliance for Caregiving and the AARP), available at <https://www.aarp.org/content/dam/aarp/ppi/2020/05/full-report-caregiving-in-the-united-states.doi.10.26419-2Fppi.00103.001.pdf>. Since these estimates were based on data compiled before the impact of the Covid-19 pandemic, it is reasonable to assume that the number of people providing care (particularly women) is now even higher.

- A. Includes the phrase “Equal Opportunity Employer” in employment advertisements.
- B. Actively recruits through job fairs at military bases for veterans, secondary schools, colleges,¹⁰ and specialized employment agencies such as WorkSource. Requests employment agencies refer qualified BIPOC candidates and women.
- C. Announces all open jobs to the public through the agency’s website and social media accounts.
- D. Advertising options will be studied to ensure job openings are made known to more diverse communities, including exploring a wider variety of publications.¹¹
- E. Job openings will be posted in a broader variety of locations, including Island County government offices, community centers, and religious community organizations.
- F. Accepting and encouraging applications from BIPOC and female applicants.
- G. Make BIPOC and female employees available for participation in Career Days, and related activities in the community.
- H. Use part-time and internship employment to increase the flow of women and BIPOC employees into Island Transit positions.
- I. Undertake special employment programs whenever possible.¹²As appropriate, placing job opportunities to organizations representing BIPOC communities and women. For example, openings (particularly in the Officials-Administrators and Professionals categories) will be communicated to the Whidbey Island chapter of the American Association of University Women.

6.6 INTERNAL PROMOTION OF BIPOC AND FEMALE EMPLOYEES

- A. Posting position/promotional opportunities.
- B. Conduct regular audit of the company’s compensation practices.
- C. Maintaining a record of current BIPOC and female employees.
- D. Providing necessary remedial, job training, and work-study programs.
- E. Maintaining a formal employee evaluation program.
- F. Ensuring that job descriptions are valid based upon job performance related criteria.
- G. Requiring department managers and designated supervisory personnel to submit justification when apparently qualified BIPOC or female employees are passed over for promotion.

¹⁰Including Skagit Valley College, which has a Whidbey Island Satellite and also hosts multi-cultural student groups at its main campus.

¹¹For example, Sound Publishing publishes a Spanish-language newsletter (*La Raza del Noroeste*) which is distributed at locations in King, Pierce, Skagit, and Snohomish counties (including Mukiteo).

¹² For example, Island Transit worked collaboratively in November 2021 with Island County Human Services to hire a Custodial employee under the ‘Supported Employment Program,’ in which an individual who requires long-term support due to developmental or other significant intellectual disability is provided with job coaching services). We appreciated the opportunity to work with Island County, and to fill this position in January 2022.

- H. When appropriate, providing formal career counseling programs, which include development, education aid, job rotation buddy system and similar subjects, designed to enhance opportunities for BIPOC employees and women.
- I. Hiring practices are reviewed to ensure they are nondiscriminatory and do not have a discriminatory effect.

SECTION 7 – MONITORING AND REPORTING PLAN

Island Transit’s EEO Officer monitors and reports on affirmative action, and monitors for effectiveness and compliance with the policies and action of the plan. Monitoring includes, but is not limited to the following:

- A. Ensuring the Affirmative Action Program is being disseminated as provided in Section 2.
- B. Documenting personnel activities to evaluate the Program during the year and taking any necessary corrective action regarding development and execution of programs or goals.
- C. Reviewing all testing, selection, promotion, and training procedures to ensure they are nondiscriminatory. Maintaining and monitoring records of all applicants, promotions, transfers, and terminations by race and sex to be certain all employees are treated on a fair and equitable basis.
- D. Studying the utilization analysis for women and BIPOC employees and establishing goals for all job groups showing underutilization.
- E. Reviewing the progress of the action plan and the timeframe/progress on established goals, identifying barriers and making necessary adjustments to correct potential deficiencies.
- F. Monitoring, measuring, and evaluating individual department implementation outcomes on a quarterly basis to be certain there is no discrimination.
- G. Informing the Executive Director on a regular basis about the effectiveness of the Program and recommendations for improvement, if necessary.

Island Transit has no subrecipients that meet the threshold requirements for an EEO Program or monitoring, and accordingly the monitoring and reporting plan does not include contractors/subrecipients.

7.1 REVIEWING UNION CONTRACTS

During the negotiations process, the articles of union labor contracts are reviewed by the Executive Director and the EEO Officer/Administrative & Human Resources Manager to ensure there is not a disparate impact. Additionally, after ratification of the contract, legal counsel is consulted to review interpretation and application of the contract provisions. When considering disciplinary or promotional actions covered by the contract, the management team considers the consistency of application to ensure decisions are free from any bias or discrimination.

7.2 MONITORING COMPLAINTS

Upon receipt of any concern/complaint submitted by an employee who feels they have been treated in a discriminatory fashion, the EEO Officer conducts an investigation and provides the results to the Executive Director within 30 days. The Executive Director will then respond to the complaint within 30 days. Applicants and employees also have other legal rights, established by law, for investigation of any discriminatory allegations through the Washington Human Rights Commission, the Federal Office of Equal Employment Opportunity, the U.S. Department of Transportation, and/or the Office of Federal Contract Compliance Programs. On an overall basis, the EEO Officer tracks claims to determine and identify any trends, and to ensure that the investigation and resolution process is timely and fair.

7.3 AGENCY REPORTING

The EEO Officer/Administrative & Human Resources Manager schedules a quarterly meeting with the Executive Director to review and discuss the progress of the EEO Program and results of the monitoring, including but not limited to hiring, promotions, and status of EEO complaints. The EEO Officer provides a review of the executive meeting at a subsequent Executive Team Meeting.

The EEO Officer reviews and approves the EEO training for supervisors. The training includes Anti-Discrimination and Harassment training as well as Diversity and Inclusion. Training also includes hiring, promotion and training procedures.

The EEO Officer/Administrative & Human Resources Manager meets annually with Managers to review the goals and statistics on employment practices and policies. All new job descriptions are reviewed by the EEO Officer to ensure the position requirements are legitimate and do not cause a disparate impact. All changes and revisions of personnel policies are reviewed by the EEO Officer to ensure compliance to EEO regulations and that the policy supports Island Transit EEO Program goals.

ATTACHMENT A – ISLAND TRANSIT WORKFORCE ANALYSIS

Job Category Use EEO-4	Salary Range (\$XX,000-XX,000)	Total Workforce					Male						Female							
		All	WM	MM	WF	MF	W	AI/AN	B	H/L	A	NHOPI	Multi	W	AI/AN	B	H/L	A	NHOPI	Multi
1 - Officials & Administrators																				
Current Workforce	(\$99,000 - \$140,000)	5	3	1	1	0	3	-	1	-	-	-	-	1	-	-	-	-	-	-
Percent in Category	^Entry		60.0%	20.0%	20.0%		60.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent of Availability							46.30%	0.52%	1.10%	2.79%	2.95%	0.29%	1.21%	37.49%	0.14%	2.23%	2.39%	1.59%	0.05%	1.04%
Percent Underutilized													17%							
Underutilized (Yes/No)							No	No	No	No	No	No	No	No	No	No	No	No	No	No
Number Needed to Reach Parity							-	-	-	-	-	-	-	-	-	-	-	-	-	-
2 - Professionals																				
Current Workforce	(\$55,000 - \$85,000)	19	8	1	8	2	8	-	-	1	-	-	-	8	-	1	1	-	-	-
Percent in Category	^Entry		42.1%	5.3%	42.1%	10.5%	42.1%	0.0%	0.0%	5.3%	0.0%	0.0%	0.0%	42.1%	0.0%	5.3%	5.3%	0.0%	0.0%	0.0%
Percent of Availability							36.81%	0.60%	0.73%	1.58%	0.35%	0.15%	1.12%	50.00%	0.18%	0.83%	2.02%	3.64%	0.00%	1.92%
Percent Underutilized													8%							
Underutilized (Yes/No)							No	No	No	No	No	No	Yes	No	No	No	No	No	No	No
Number Needed to Reach Parity							-	-	-	-	-	-	1	-	-	-	-	-	-	-
3 - Technicians																				
Current Workforce	(\$66,000 - \$82,000)	2	2	0	0	0	2	-	-	-	-	-	-	-	-	-	-	-	-	-
Percent in Category	^Entry		100.0%				100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent of Availability							39.62%	0.00%	3.93%	5.35%	4.09%	0.94%	2.99%	32.86%	0.13%	0.94%	2.99%	5.19%	0.00%	1.10%
Percent Underutilized																				
Underutilized (Yes/No)							No	No	No	No	No	No	No	No	No	No	No	No	No	No
Number Needed to Reach Parity							-	-	-	-	-	-	-	-	-	-	-	-	-	-
4 - Protective Service																				
Current Workforce		0	0	0	0	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5 - Paraprofessional																				
Current Workforce		0	0	0	0	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6 - Administrative Support																				
Current Workforce	(\$42,000 - \$60,000)	12	3	2	4	3	3	-	2	-	-	-	-	4	-	-	1	1	1	-
Percent in Category	^Entry		25.0%	16.7%	33.3%	25.0%	25.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	8.3%	8.3%	8.3%	0.0%
Percent of Availability							29.32%	0.51%	0.82%	1.57%	1.10%	0.27%	0.60%	51.89%	0.27%	0.05%	5.73%	4.35%	0.13%	3.23%
Percent Underutilized													19%							
Underutilized (Yes/No)							No	No	No	No	No	No	Yes	No	No	No	No	No	No	No
Number Needed to Reach Parity							-	-	-	-	-	-	2	-	-	-	-	-	-	-
7 - Skilled Craft																				
Current Workforce	(\$60,000 - \$75,000)	6	5	1	0	0	5	1	-	-	-	-	-	-	-	-	-	-	-	-
Percent in Category	^Entry		83.3%	16.7%			83.3%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent of Availability							72.58%	1.72%	5.43%	4.64%	1.85%	0.26%	3.84%	7.42%	0.26%	0.00%	0.26%	0.66%	0.00%	0.93%
Percent Underutilized																				
Underutilized (Yes/No)							No	No	No	No	No	No	No	No	No	No	No	No	No	No
Number Needed to Reach Parity							-	-	-	-	-	-	-	-	-	-	-	-	-	-
8 - Service-Maintenance																				
Current Workforce	(\$42,000 - \$60,000)	70	46	7	16	1	46	-	2	1	4	-	-	16	-	-	1	-	-	-
Percent in Category	^Entry		65.7%	10.0%	22.9%	1.4%	65.7%	0.0%	2.9%	1.4%	5.7%	0.0%	0.0%	22.9%	0.0%	0.0%	1.4%	0.0%	0.0%	0.0%
Percent of Availability							39.60%	0.60%	1.20%	8.08%	2.72%	0.16%	1.62%	33.78%	0.77%	1.83%	3.67%	3.25%	0.33%	2.45%
Percent Underutilized										7%			2%	11%		2%	2%	3%		2%
Underutilized (Yes/No)							No	No	Yes	No	No	Yes	Yes	No	Yes	Yes	Yes	No	Yes	Yes
Number Needed to Reach Parity							-	-	4	-	-	1	7	-	1	1	2	-	1	1
Planned percent increase Year 1										1.4%			1.4%	2.8%						
Planned percent increase Year 2										1.4%			1.4%		1.4%		1.4%			
Planned percent increase Year 3										1.4%			2.8%			1.4%				1.4%
Planned percent increase Year 4										1.4%			2.8%			1.4%				1.4%



ATTACHMENT B – EMPLOYMENT PRACTICES ANALYSIS CHARTS

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
1 - Officials & Administrators																
Number Applied	26	3	26	3	-	-	-	-	-	-	-	-	-	-	-	-
Total Hires	2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	7.7%	0.0%	7.7%	0.0%	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	100.0%	NA	100.0%	0.0%	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	Yes	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2 - Professionals																
Number Applied	17	8	12	7	-	-	2	-	1	1	-	-	-	-	2	-
Total Hires	3	1	2	-	-	-	-	-	1	1	-	-	-	-	-	-
Selection Rate	17.6%	12.5%	16.7%	0.0%	N/A	N/A	0.0%	N/A	100.0%	100.0%	N/A	N/A	N/A	N/A	0.0%	N/A
Ratio to Highest Rate	100.0%	70.8%	16.7%	0.0%	N/A	N/A	0.0%	N/A	100.0%	100.0%	N/A	N/A	N/A	N/A	0.0%	N/A
Potential Adverse Impact (Yes/No)	No	Yes	Yes	Yes	N/A	N/A	Yes	N/A	No	No	N/A	N/A	N/A	N/A	Yes	N/A
3 - Technicians																
Number Applied	12	5	9	4	1	1	-	-	2	-	-	-	-	-	-	-
Total Hires	1	1	1	1	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	8.3%	20.0%	11.1%	25.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	41.7%	100.0%	44.4%	100.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	Yes	No	Yes	No	Yes	Yes	N/A	N/A	Yes	N/A	N/A	N/A	N/A	N/A	N/A	N/A
4 - Protective Service - NA																
5 - Paraprofessional - NA																
6 - Administrative Support																
Number Applied	64	98	50	80	2	2	4	2	3	7	4	3	-	2	1	2
Total Hires	4	7	2	5	-	-	2	-	-	1	-	1	-	-	-	-
Selection Rate	6.3%	7.1%	4.0%	6.3%	N/A	N/A	50.0%	N/A	N/A	14.3%	0.0%	33.3%	N/A	N/A	N/A	N/A
Ratio to Highest Rate	87.5%	100.0%	8.0%	12.5%	N/A	N/A	100.0%	N/A	N/A	28.6%	0.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	Yes	Yes	N/A	N/A	No	N/A	N/A	Yes	Yes	N/A	N/A	N/A	N/A	N/A
7 - Skilled Craft																
Number Applied	4	-	2	-	2	-	-	-	-	-	-	-	-	-	-	-
Total Hires	2	-	1	-	1	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	50.0%	N/A	50.0%	N/A	50.0%	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	100.0%	N/A	100.0%	N/A	100.0%	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	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
8 - Service-Maintenance																
Number Applied	257	74	212	64	2	3	9	1	9	2	8	2	5	2	12	-
Total Hires	60	23	55	19	-	-	1	1	1	1	2	-	-	2	1	-
Selection Rate	23.3%	31.1%	25.9%	29.7%	N/A	N/A	11.1%	N/A	11.1%	N/A	25.0%	N/A	N/A	N/A	8.3%	N/A
Ratio to Highest Rate	75.1%	100.0%	87.4%	100.0%	N/A	N/A	37.4%	N/A	37.4%	N/A	84.2%	N/A	N/A	N/A	28.1%	N/A
Potential Adverse Impact (Yes/No)	Yes	No	No	No	N/A	N/A	Yes	N/A	Yes	N/A	No	N/A	N/A	N/A	Yes	N/A

Notes:

ATTACHMENT B – HIRES (Continued)

	Total		W		AI/AN		B		H/L		A		NHOPI		M	
Persons with Disabilities	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Number Applied	32	2	28	-	1		-		2	2					1	
Total Hires	2	-	2													
Selection Rate	6.3%	0.0%	7.1%	N/A	0.0%	N/A	N/A	N/A	0.0%	0.0%	N/A	N/A	N/A	N/A	0.0%	N/A
	Total		W		AI/AN		B		H/L		A		NHOPI		M	
Veterans	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Number Applied	100	7	86	4	2		4		4	3	1				3	
Total Hires	6	1	5	1	1											
Selection Rate	6.0%	14.3%	5.8%	25.0%	N/A	N/A	0.0%	N/A	0.0%	0.0%	N/A	N/A	N/A	N/A	0.0%	N/A

ATTACHMENT B – EMPLOYMENT PRACTICES ANALYSIS CHARTS

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
1 - Officials & Administrators																
Number Applied - N/A	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2 - Professionals																
Number Applied	25	9	25	9												
Total Promotions	7	1	5	1	-	-	-	-	2	-	-	-	-	-	-	-
Selection Rate	28.0%	11.1%	20.0%	11.1%	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	100.0%	39.7%	100.0%	55.6%	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	Yes	No	Yes	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
3 - Technicians																
Number Applied - N/A	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4 - Protective Service																
Not Applicable	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5 - Paraprofessional																
Not Applicable	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6 - Administrative Support																
Number Applied	6	8	6	7												
Total Promotions	1	3	1	3	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	16.7%	37.5%	16.7%	42.9%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	N/A	N/A
Ratio to Highest Rate	44.4%	100.0%	38.9%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	N/A	N/A
Potential Adverse Impact (Yes/No)	Yes	No	Yes	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes	N/A	N/A
7 - Skilled Craft																
Number Applied	2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Promotions	2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	100.0%	N/A	100.0%	N/A	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	100.0%	N/A	100.0%	N/A	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	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
8 -Service-Maintenance																
Number Applied	3	-	2	-												
Total Promotions	2	-	2	-												
Selection Rate	66.7%	N/A	100.0%	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
Ratio to Highest Rate	100.0%	N/A	100.0%	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
Potential Adverse Impact (Yes/No)	No	N/A	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes	N/A	N/A	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	
Number Applied	2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	0.0%	N/A	0.0%	N/A	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 B – EMPLOYMENT PRACTICES ANALYSIS CHARTS

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
1 - Officials & Administrators																
Total Workforce	6	1	5	1	-	-	1	-	-	-	-	-	-	-	-	-
Total Involuntary Terminations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Involuntary Termination Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	N/A	N/A	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%	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	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2 - Professionals																
Total Workforce	13	11	12	9	-	-	-	1	1	1	-	-	-	-	-	-
Total Involuntary Terminations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Involuntary Termination Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	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	N/A	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	N/A	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
3 - Technicians																
Total Workforce	3	1	3	1	-	-	-	-	-	-	-	-	-	-	-	-
Total Involuntary Terminations	-	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-
Involuntary Termination Rate	0.0%	100.0%	0.0%	100.0%	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 Lowest Rate	100.0%	0.0%	100.0%	0.0%	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	Yes	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
4 - Protective Service																
Not Applicable	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5 - Paraprofessional																
Not Applicable	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6 - Administrative Support																
Total Workforce	8	16	6	10	-	1	2	1	-	1	-	1	-	2	-	-
Total Involuntary Terminations	-	2	-	1	-	-	-	-	-	-	-	-	-	1	-	-
Involuntary Termination Rate	0.0%	12.5%	0.0%	10.0%	N/A	0.0%	0.0%	0.0%	N/A	0.0%	N/A	0.0%	N/A	50.0%	N/A	N/A
Ratio to Lowest Rate	100.0%	0.0%	100.0%	0.0%	N/A	100.0%	100.0%	100.0%	N/A	100.0%	N/A	100.0%	N/A	0.0%	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	No	No	No	N/A	No	N/A	No	N/A	Yes	N/A	N/A
7 - Skilled Craft																
Total Workforce	11	-	10	-	1	-	-	-	-	-	-	-	-	-	-	-
Total Involuntary Terminations	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-
Involuntary Termination Rate	9.1%	N/A	10.0%	N/A	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	N/A	0.0%	N/A	100.0%	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	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
8 - Service-Maintenance																
Total Workforce	116	38	103	35	1	-	6	1	2	1	4	1	-	-	-	-
Total Involuntary Terminations	10	6	8	5	-	-	2	1	-	-	-	-	-	-	-	-
Involuntary Termination Rate	8.6%	15.8%	7.8%	14.3%	N/A	N/A	33.3%	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	54.6%	0.0%	0.0%	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	No	No	No	N/A	N/A	Yes	N/A	N/A	N/A	No	N/A	N/A	N/A	N/A	N/A

Notes: Total Workforce includes all individuals in workforce during reporting period (including current and terminated individuals)



ATTACHMENT B – EMPLOYMENT PRACTICES ANALYSIS CHARTS

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
1 - Officials & Administrators																
Total Workforce	6	1	5	1	-	-	1	-	-	-	-	-	-	-	-	-
Not Applicable	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2 - Professionals																
Total Workforce	13	11	12	9	-	-	1	1	1	-	-	-	-	-	-	-
Performance (Cat C)	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	7.7%	0.0%	8.3%	0.0%	N/A	N/A	N/A	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%	0.0%	100.0%	N/A	N/A	N/A	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	N/A	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
3 - Technicians																
Total Workforce	3	1	3	1	-	-	-	-	-	-	-	-	-	-	-	-
Performance	-	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	9.1%	0.0%	100.0%	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 Lowest Rate	100.0%	0.0%	100.0%	0.0%	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	Yes	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
4 - Protective Service																
Not Applicable	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5 - Paraprofessional																
Not Applicable	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6 - Administrative Support																
Total Workforce	8	16	6	10	1	1	2	1	1	1	1	1	2	-	-	-
Attendance	1	9	-	8	-	-	1	1	-	-	-	-	-	-	-	-
Discipline Rate	12.5%	56.3%	0.0%	80.0%	N/A	0.0%	50.0%	100.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A
Ratio to Lowest Rate	100.0%	22.2%	100.0%	0.0%	N/A	100.0%	0.0%	0.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A
Potential Adverse Impact (Yes/No)	No	Yes	No	Yes	N/A	No	Yes	Yes	N/A	No	N/A	No	N/A	No	N/A	N/A
Performance (Cat. B/C)	5	7	-	7	-	-	5	-	-	-	-	-	-	-	-	-
Discipline Rate	62.5%	43.8%	0.0%	70.0%	N/A	0.0%	250.0%	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A
Ratio to Lowest Rate	70.0%	100.0%	100.0%	0.0%	N/A	100.0%	0.0%	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A
Potential Adverse Impact (Yes/No)	Yes	No	No	Yes	N/A	No	Yes	No	N/A	No	N/A	No	N/A	No	N/A	N/A
7 - Skilled Craft																
Total Workforce	11	-	10	-	1	-	-	-	-	-	-	-	-	-	-	-
Attendance	4	-	4	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	36.4%	N/A	40.0%	N/A	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	N/A	0.0%	N/A	100.0%	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	Yes	N/A	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Preventable Accident	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	N/A	100.0%	N/A	100.0%	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	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Performance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	N/A	100.0%	N/A	100.0%	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	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Voluntary Termination of performance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	N/A	100.0%	N/A	100.0%	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	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A



ATTACHMENT B – DISCIPLINE (Continued)

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
8 -Service-Maintenance																
Total Workforce	116	38	103	35	1		6	1	2	1	4	1			-	-
Attendance	60	38	50	38			8				2				-	-
Discipline Rate	51.7%	100.0%	48.5%	108.6%	N/A	N/A	133.3%	N/A	N/A	N/A	50.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	51.7%	100.0%	44.7%	N/A	N/A	36.4%	N/A	N/A	N/A	97.1%	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	N/A	N/A	No	N/A	N/A	N/A	N/A	N/A
Preventable Accident	24	7	24	7												
Discipline Rate	20.7%	18.4%	23.3%	20.0%	N/A	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	89.0%	100.0%	0.0%	0.0%	N/A	N/A	100.0%	N/A	N/A	N/A	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	Yes	No	N/A	N/A	No	N/A	N/A	N/A	No	N/A	N/A	N/A	N/A	N/A
Performance	15	9	15	9												-
Discipline Rate	12.9%	23.7%	14.6%	25.7%	N/A	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	54.6%	0.0%	0.0%	N/A	N/A	100.0%	N/A	N/A	N/A	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	Yes	N/A	N/A	No	N/A	N/A	N/A	No	N/A	N/A	N/A	N/A	N/A
Probationary Termination for perfo	-	-	-	-												-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	N/A	N/A	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%	N/A	N/A	N/A	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	N/A	N/A	N/A	No	N/A	N/A	N/A	N/A	N/A

Notes: Total Workforce includes all individuals in workforce during reporting period (including current and terminated individuals)

ATTACHMENT C – TRANSFER/PROMOTION APPLICATION FORM



Job Transfer / Promotion Application Form

POSITION APPLYING FOR

Title: _____ Reports to: _____

EMPLOYEE INFORMATION	
Name:	Date Applied:
Cell Phone:	Home Phone:
Email:	

CURRENT POSTION	
Current Job Title:	Reports to:
Date of Hire:	

SKILLS / EXPERIENCE
Describe your skills and work experience as it relates to this position:

Why are you interested in this positon?

Signature

Date

RETURN THE COMPLETED FORM TO
ROBYN GOLDRING, ADMINISTRATIVE & HUMAN RESOURCES MANAGER

Island Transit serves Whidbey and Camano Islands in Island County. The mission of Island Transit is to provide safe, accessible, convenient, and friendly public transportation services which enhance our Island quality of life.



ATTACHMENT D - Voluntary Self Identification Form

As a recipient of federal funds, Island Transit must compile statistical data for The Equal Employment Opportunity Commission (EEOC) and complete an EEO-1 report each year and must invite employees to self-identify gender and race for this report.

Completion of this form is voluntary and will not affect your opportunity for employment, or the terms or conditions of your employment. This form will be used for EEO-1 reporting purposes only and will be kept separate from all other personnel records only accessed by the Human Resources department. If you choose not to self-identify your race/ethnicity at this time, the federal government requires Island Transit to determine this information by visual survey and/or other available information.

Position Applied For: _____

Applicant Name: _____

Date of Application: _____

GENDER:

(Please check one of the options) Male Female

RACE / ETHNICITY:

(Please check one of the descriptions below corresponding to the ethnic group with which you identify.)

Hispanic or Latino: A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race.

White (Not Hispanic or Latino): A person having origins in the original peoples of Europe, the Middle East or North Africa.

Black or African American (Not Hispanic or Latino): A person having origins in any of the black racial groups of Africa.

Native Hawaiian or Pacific Islander (Not Hispanic or Latino): A person having origins in any of the peoples of Hawaii, Guam, Samoa or other Pacific Islands.

Asian (Not Hispanic or Latino): A person having origins in any of the original peoples of the Far East, Southeast Asia or the Indian Subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand and Vietnam.

Native American or Alaska Native (Not Hispanic or Latino): A person having origins in any of the original peoples of North and South America (including Central America) and who maintains tribal affiliation or community attachment.

Two or more races (Not Hispanic or Latino): Persons who identify with more than one of the above five races.

I do not wish to disclose.

Are you a Veteran Yes No

Are you Disabled Yes No

HOW DID YOU LEARN ABOUT THIS POSITION FOR WHICH YOU ARE APPLYING?

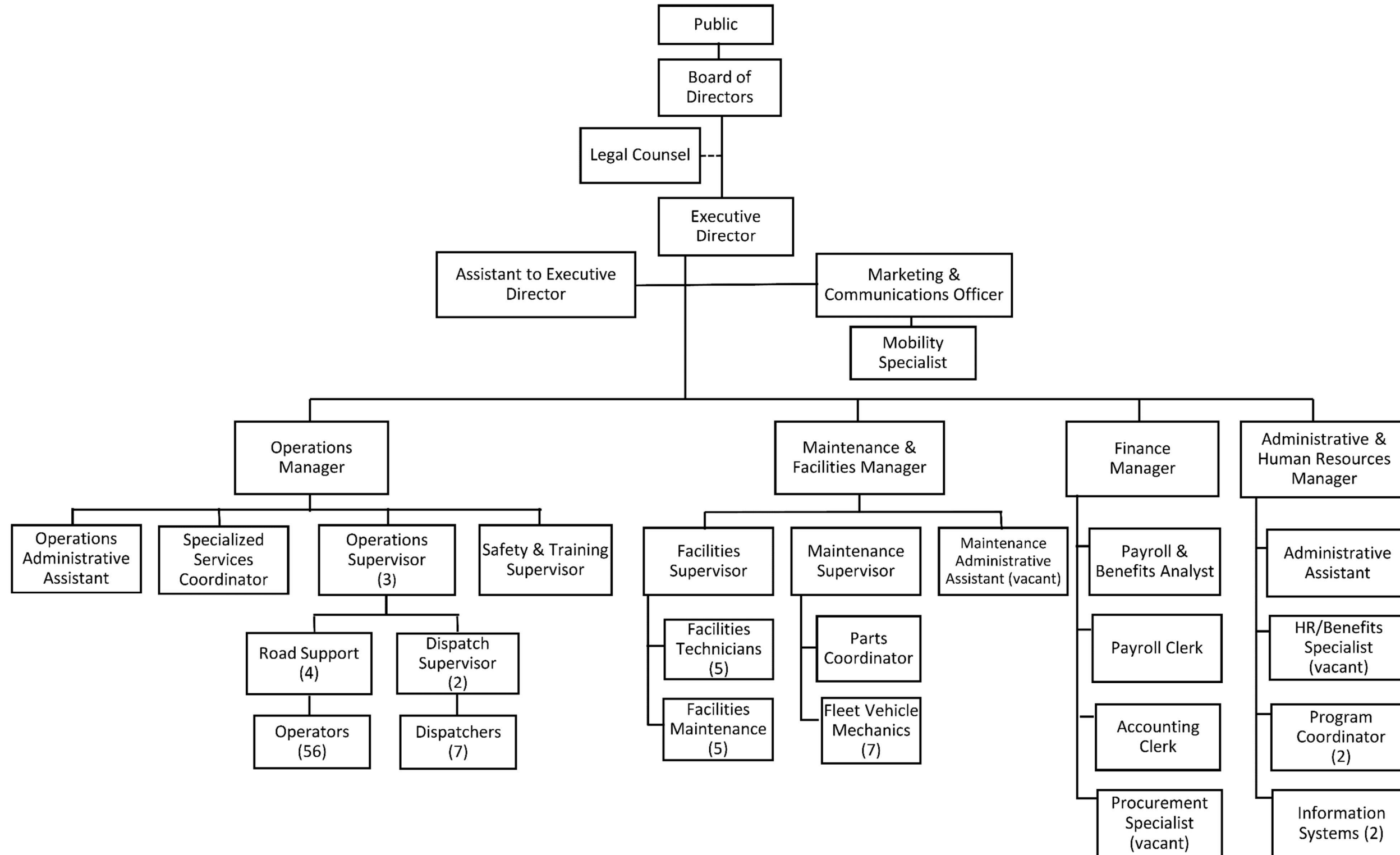
Website _____ Social Media _____ Radio _____

Referral _____ Signage _____ Other _____

ATTACHMENT E



Organizational Chart - 2022



ATTACHMENT F – PRIOR GOALS AND TIMELINES

Island Transit identified the following goals/timelines for the Service-Maintenance category in the prior EEO Program submitted in 2019:

Year	M	W				
	H/L	W	B	H/L	A	Multi
1	1	3		1	1	
2	1	3	1			1
3	1	4			1	
4	1	4		1	1	