



# CIVIL SERVICE COMMISSION CITY AND COUNTY OF SAN FRANCISCO

LONDON N. BREED  
MAYOR

*Sent Via Electronic Mail*

November 7, 2019

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## NOTICE OF CIVIL SERVICE COMMISSION MEETING

**SUBJECT: MUNICIPAL TRANSPORTATION AGENCY 2018  
WORKFORCE UTILIZATION ANALYSIS REPORT.**

The above matter will be considered by the Civil Service Commission at a meeting to be held on **November 18, 2019 at 2:00 p.m. in Room 400**, Fourth Floor, City Hall, 1 Dr. Carlton B. Goodlett Place.

This item will appear on the Regular Agenda. Please refer to the attached Notice for procedural and other information about Commission hearings.

Attendance by you or an authorized representative is welcome. Should you or your representative not attend, the Commission will rule on the information previously submitted and testimony provided at its meeting. All calendared items will be heard and resolved at this time unless good reasons are presented for a continuance.

SANDRA ENG  
ACTING EXECUTIVE OFFICER

*All non-privileged materials being considered by the Civil Service Commission for this item are available for public inspection and copying at the Civil Service Commission office Monday through Friday from 8:00 a.m. to 5:00 p.m.*

CIVIL SERVICE COMMISSION

  
SANDRA ENG  
Acting Executive Officer

Attachment

Cc: Commission File  
Commissioners' Binder  
Chron

THE OFFICE OF THE CLERK OF THE BOARD OF SUPERVISORS  
CALENDAR NUMBER 8



# STAFF REPORT





# CIVIL SERVICE COMMISSION CITY AND COUNTY OF SAN FRANCISCO

## CIVIL SERVICE COMMISSION REPORT TRANSMITTAL (FORM 22MTA) Applicable to Municipal Transportation Agency Service-Critical Classes

Refer to Civil Service Commission Procedure for Staff - Submission of  
Written Reports MTA for Instructions on completing and processing this Form

1. Civil Service Commission Register Number: \_\_\_\_\_ - \_\_\_\_\_ -
2. For Civil Service Commission Meeting of: November 18
3. Check One:           Ratification Agenda  
                              Consent Agenda  
                              Regular Agenda       X
4. Subject:           2018 EEO Report
5. Recommendation: .
6. Report prepared by: Virginia Harmon Telephone number: 415.557.4837
7. Notifications: **(Attach a list of the person(s) to be notified in the format described in IV. Commission Report Format -A**
8. Reviewed and approved for Civil Service Commission Agenda:

Municipal Transportation Agency Director:

Date:

11/4/2019

9. Submit the original time-stamped copy of this form and person(s) to be notified (see Item 7 above) along with the required copies of the report to:

**Executive Officer  
Civil Service Commission  
25 Van Ness Avenue, Suite 720  
San Francisco, CA 94102**

10. Receipt-stamp this form in the ACSC RECEIPT STAMP box to the right using the time-stamp in the CSC Office.

CSC RECEIPT STAMP

Attachment



**City and County of  
San Francisco Municipal Transportation  
Agency (SFMTA)**



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**2018 Equal Employment  
Opportunity (EEO)  
Report**

**Utilization Analysis and  
Assessment of  
Employment Practices**



## TABLE OF CONTENTS

TABLE OF CONTENTS.....	1
FIGURES.....	1
TABLES.....	1
ACRONYMS .....	2
BACKGROUND .....	3
PART II: UTILIZATION ANALYSIS .....	10
PART III. EMPLOYMENT PRACTICES .....	13
APPENDIX.....	21

## FIGURES

Figure 1. Bay Area Counties Where SFMTA Staff Reside.....	6
Figure 2. SFMTA 2018 Workforce .....	7
Figure 3. SFMTA 2018 Workforce by Race/Ethnicity and Gender.....	7
Figure 4. SFMTA Workforce, by Race/Ethnicity and Sex, 2013-2018.....	8
Figure 5. SFMTA Workforce, by Occupational Category, 2018 .....	9
Figure 6. Distribution of SFMTA Workforce, by Occupational Category and Gender, 2018.....	10
Figure 7. Distribution of SFMTA Workforce, by Occupational Category and Race, 2018 .....	10
Figure 8. SFMTA Applicants in 2017-2018 .....	13
Figure 9. 2018 SFMTA Hires, by Race and Gender .....	14
Figure 10. Disciplinary Action, by Occupational Category, Race and Gender .....	16
Figure 11. Terminations, by Occupational Category, Race and Gender.....	18
Figure 12. Promotions, by Occupational Category, Race and Gender .....	19

## TABLES

Table 1. EEO Occupation Categories.....	3
Table 2. Race/Ethnic Categories .....	4
Table 3. Utilization Analysis by Occupational Category .....	11
Table 4. Underutilization Findings .....	12
Table 5. Adverse Impact in Hiring.....	15
Table 6. Groups Disproportionately Terminated, by Occupational Category .....	17
Table 7. Adverse Impact in Promotions.....	19



## ACRONYMS

ACS	American Community Survey
CCSF	City and County of San Francisco
DHR	Department of Human Resources
EEO	Equal Employment Opportunity
EEOC	Employment Opportunity Commission
FTA	Federal Transit Administration
GAO	Government Accountability Office
SFMTA	San Francisco Municipal Transportation Agency
U.S.	United States

## BACKGROUND

This report presents employment utilization and employment practices in the San Francisco Municipal Transportation Agency (SFMTA) as required by Equal Employment Opportunity (EEO) Civil Service Commission Rule 103 and the Federal Transit Administration (FTA). The SFMTA, the nation's eighth largest public transit system, is responsible for the management of all ground transportation in the city as well as parking and traffic, bicycling, walking and the regulation of taxis.

FTA requires that agencies receiving federal funds like SFMTA develop and implement effective EEO Programs to prevent discrimination against employees or applicants. Moreover, FTA conducts a triennial review of agencies receiving federal grants to verify that recipients are complying with rules and regulations. Consequently, the SFMTA is required to submit a report to the FTA every three years. The last FTA Triennial Review of SFMTA was completed in May 2016. This report therefore presents information on SFMTA's compliance with EEO requirements between 2016 and 2019.

One of the objectives of this review is to analyze SFMTA workforce data and determine whether percentages of racial/ethnic groups and men and women in different occupational categories are similar to the percentages of those groups in the relevant job market workforce. Another objective is to assess employment practices to identify whether any patterns of discrimination or adverse impact exist.

Workforce data in this report reflect records obtained from SFMTA's Human Resources Division (HR), which provides support services such as recruitment, hiring, employment and labor relations, payroll, organizational development and training, employee wellness and workers' compensation.

## METHODOLOGY

The report consists of two sections, a section on utilization analysis and a section assessing employment practices. The utilization analysis is a comparison of SFMTA employment to labor market availability by race/ethnicity and gender in eight occupational categories. These occupational categories are defined by the U.S. Equal Employment Opportunity Commission (EEOC) and are shown in Table 1.

Table 1. EEO Occupation Categories<sup>1</sup>

1) Officials and Administrators	5) Paraprofessionals
2) Professionals	6) Office/Clerical
3) Technicians	7) Skilled Crafts
4) Protective Services	8) Service/Maintenance

---

<sup>1</sup> Data on apprentices is also presented but this is not an EEO category.

Utilization rates provide an indication of whether a particular racial/ethnic or gender group is represented in SFMTA at a level similar to the group's presence in the labor market. Utilization rates are useful because they help identify discrepancies between who SFMTA employs and recruits compared to labor market availability. For instance, when the percentage of employees in a group at SFMTA (e.g. Asian women) is less than the availability percentage for that group in the labor market, it is an indication of underutilization. However, a finding of underutilization does not necessarily signal discrimination. Rather, underutilization is an indicator that EEO planners can use in good faith efforts to increase future utilization of underrepresented groups in a workforce.

In addition to the utilization analysis, it is also essential to conduct an analysis of employment practices. This is because the principle behind EEO is that everyone should have the same access to opportunities. Utilization rates help identify problem areas in an agency but an employment practices analysis helps determine why problems exist and which practices may operate as barriers to equal employment. In this report, the assessment of employment practices focuses on processes such as hiring, discipline, promotions, and terminations.

Data Sources

Data on SFMTA's workforce presented in this report are from the SFMTA Human Resources database, as of July 2018. Pursuant to San Francisco Charter section 8A.104, subdivision (f), the SFMTA, a department of the City and County of San Francisco, is responsible for hiring and administering its own workforce, separately from the City and County of San Francisco's Department of Human Resources (DHR). Concomitantly, the CCSF and SFMTA compile separate workforce utilization reports.

Data on race/ethnicity and gender are based on self-identification. Racial/ethnic group identifications used by SFMTA are consistent with those used by the U.S. Census Bureau and Federal agencies. Table 2 lists the EEO racial/ethnic categories and corresponding SFMTA categories.

Table 2. Race/Ethnic Categories

EEO-Race/Ethnic Categories	SFMTA Race Categories
1. White (not Hispanic or Latino)	1. White
2. American Indian/Alaska Native (not Hispanic or Latino)	2. Native American
3. Black or African American (not Hispanic or Latino)	3. African American
4. Hispanic or Latino	4. Hispanic
5. Asian (not Hispanic or Latino)	5a. Asian
	5b. Filipino
6. Native Hawaiian/Other Pacific Islander (not Hispanic or Latino)	
7. Two or more races (not Hispanic or Latino)	6. Multi-Racial

As per California Government Code section 50087, data on Filipino employees is recorded separately from other Asians. In this report, to comply with FTA reporting guidelines, Filipinos are grouped with other Asians. The Multi-racial group consists of individuals with origins in more than one of the federally designated racial/ethnic categories.

Labor market availability data, i.e. the number of persons in the labor force who are employed or are seeking employment, are derived from the 2013-2017 American Community Survey (ACS) statistics for the state of California. SFMTA's workforce utilization analysis uses these labor market availability statistics because they are more representative of the agency's workforce. Another reason for using the California data is that there have been changes in local labor force demographics in northern California since 2013-2017 census and these changes have impacted the available labor pool. For instance, the Bay Area's African American population has been decreasing and the job market has been negatively impacted by lack of affordable housing and shortages in skilled labor.

SFMTA staff reside in the following northern California counties: San Francisco, Alameda, Contra Costa, Marin, Napa, Sonoma, Santa Clara, San Mateo, Solano, San Joaquin, Stanislaus and Sacramento. In 2017-2018, 43 percent of the agency's employees resided in San Francisco County, and the rest lived in the other eleven counties. Figure 1 on the following page is a map showing Bay Area counties where SFMTA staff reside.



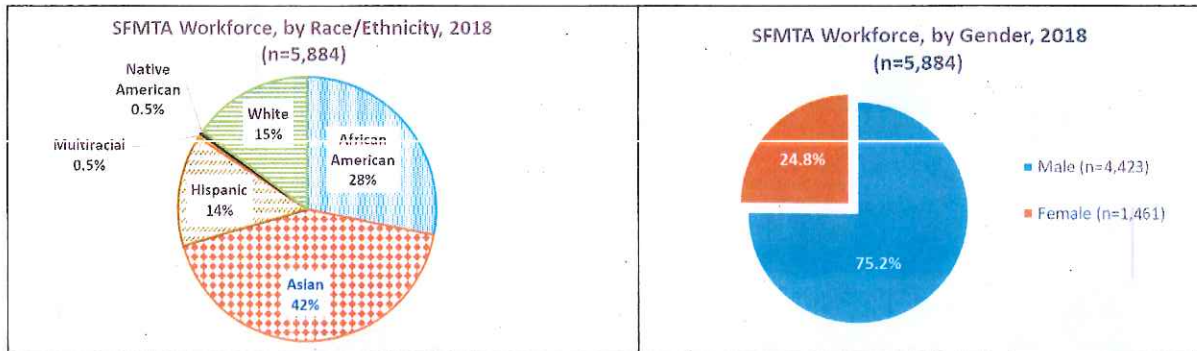
Figure 1. Bay Area Counties Where SFMTA Staff Reside



## PART I: SFMTA WORKFORCE

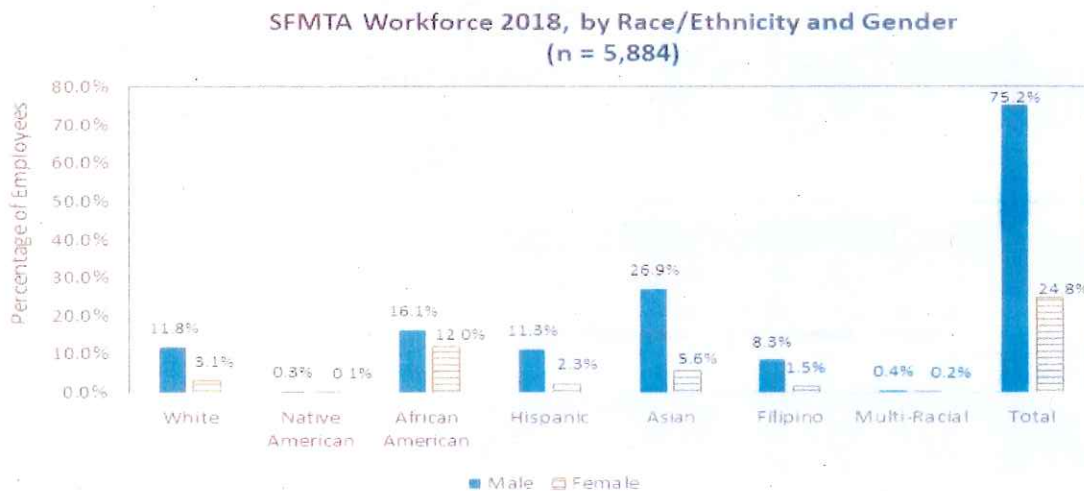
In 2018, SFMTA had 5,884 employees and, as Figure 2, shows 85 percent of this workforce was Non-White. This proportion was higher than the racial/ethnic makeup of San Francisco’s total city workforce in 2018, which was 68 percent Non-White (CCSF DHR, 2018).

Figure 2. SFMTA 2018 Workforce



As noted, Asians comprised the largest racial/ethnic group at 42 percent and African-Americans represented the next largest group at 28 percent. Whites and Hispanics were represented at similar percentages (14-15 percent) while groups like Native Americans and Multi-racial individuals made up less than one percent of the workforce. Figure 3, illustrates the composition of the workforce by race/ethnicity and gender.

Figure 3. SFMTA 2018 Workforce by Race/Ethnicity and Gender





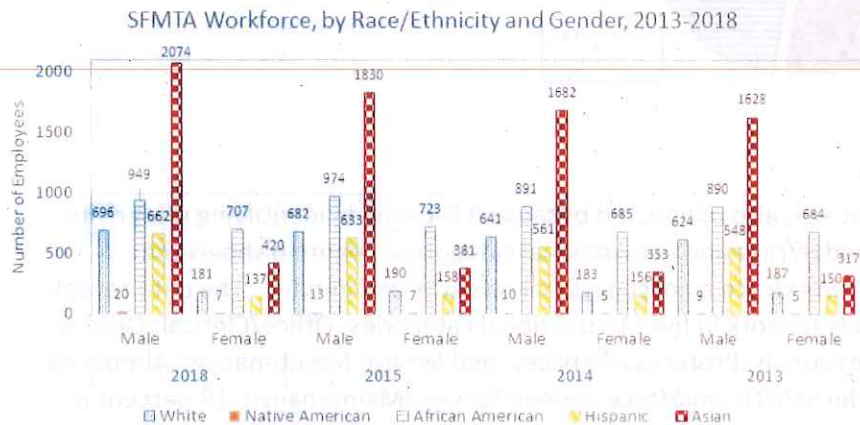
Three quarters of the 2018 SFMTA workforce was male. The largest group was Asian males who were almost 35 percent of the workforce and the next largest groups were African-American males, White males and Hispanic males, who were approximately 16 percent, 12 percent and 11 percent of the workforce respectively.

Women, on the other hand, represented only a quarter of the total workforce. The largest female group was African American women, who constituted 12 percent of the workforce, followed by Asian women who made up 7.1 percent of the workforce. White women were 3.1 percent of SFMTA workers and Hispanic women accounted for 2.3 percent of workers.

When comparing the SFMTA workforce to the total City and County of San Francisco (CCSF) workforce, it is relevant to note that whereas the proportions of Asians and Hispanics in the SFMTA and CCSF workforce were similar, there were almost twice as many Whites in CCSF and half as many African-Americans in CCSF than in SFMTA. For instance, whereas Whites were about 32 percent and African-Americans were 13 percent of the CCSF workforce in 2018, these two groups were 15 percent and 28 percent of the SFMTA workforce respectively.

Figure 4 shows the composition of the SFMTA workforce, by race/ethnicity and sex, during the past five years. Since 2015, the Asian male and female workforce has increased by 13 and 10 percent respectively, whereas the proportions of African-Americans males and females as well as White and Hispanic females have declined.

Figure 4. SFMTA Workforce, by Race/Ethnicity and Sex, 2013-2018



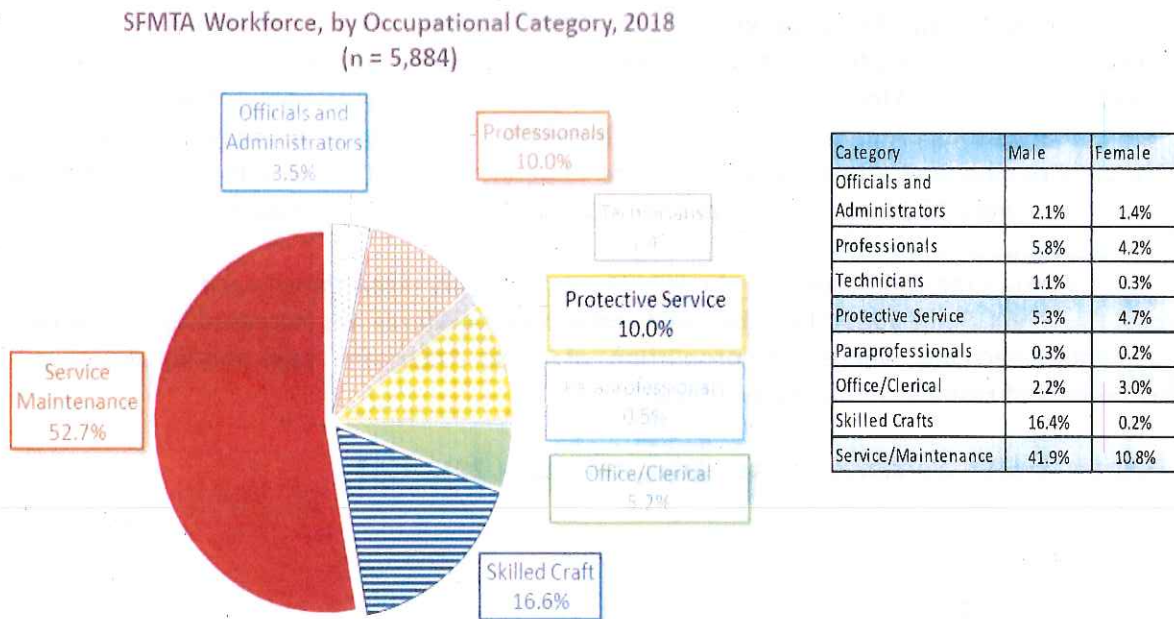
**SFMTA Workforce by Occupational Categories**

In 2018, slightly over half the SFMTA workforce (52.7 percent) was employed in the Service/Maintenance category followed by the Skilled Craft category (16.6 percent), the Professionals and Protective Services category (10 percent each), Office and Clerical category (5.2 percent) and the Officials and Administrators category (3.5 percent). The Technicians



category was 1.4 percent of the workforce and 0.5 percent of all workers were in the Paraprofessional category. Figure 5 shows the distribution of the SFMTA workforce in the different occupational categories, and the proportions of males and females. It can be seen that men and women are almost evenly distributed in managerial, professional, protective service and clerical occupations but men are over-represented in Skilled Crafts and Service/Maintenance jobs. In terms of the total workforce, there are four times as many men as women in Service/Maintenance and the ratio is 16 times in the Skilled Craft category.

Figure 5. SFMTA Workforce, by Occupational Category, 2018



A cross-tabulation analysis was also conducted because it is useful in identifying underlying relationships between gender/race and occupational categories. Figure 6 shows the distribution of the SFMTA workforce by occupational category and gender. The data reveals that women are more likely to work in five Occupational categories: Office/Clerical; Officials and Administrators; Professionals; Protective Services; and Service Maintenance. Almost 44 percent of all women in the SFMTA workforce were in Service/Maintenance, 19 percent in Protective Service, 17 percent in Professional and 12 percent in Office/Clerical, and 5.6 percent in the Officials and Administrators categories. There were few women working as Technicians (1.4 percent) or in Skilled Crafts (0.8 percent).

For the male workforce, 56 percent was employed in Service/Maintenance and 22 percent worked in the Skilled Craft category. Approximately eight percent of male employees worked in Protective Service and seven percent were in the Professional category.

Figure 6. Distribution of SFMTA Workforce, by Occupational Category and Gender, 2018

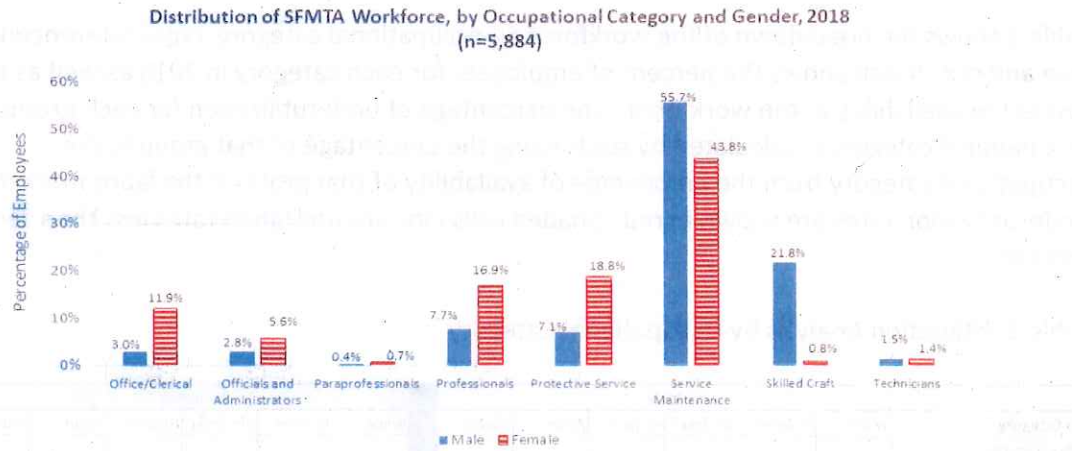
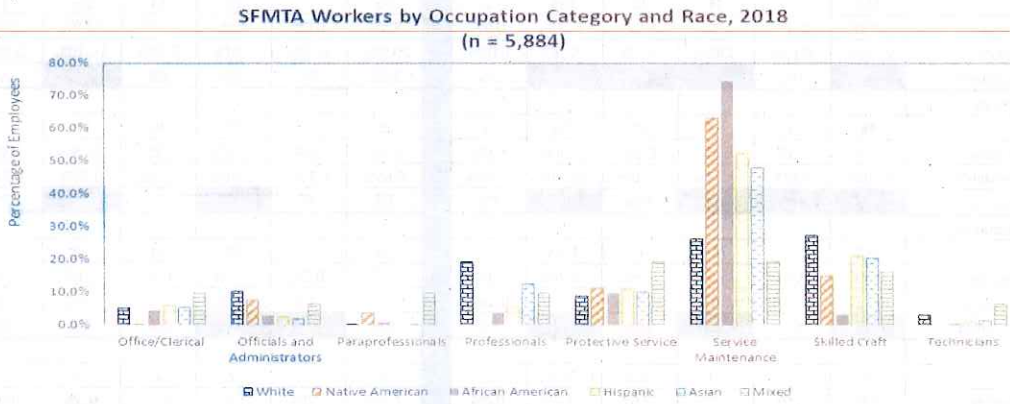


Figure 7 provides a snapshot of the racial composition of the workforce by occupational category. It shows that most African-Americans, Hispanics, Asians and Native Americans are in Service/Maintenance. Whites tend to be employed in the Professional, Skilled Craft and Officials and Administrators categories. The 2018 employee database also includes four apprentices, who were training to be Automotive Machinists and Maintenance Machinists. All four were male and none were African-American, Hispanic or Native American.

Figure 7. Distribution of SFMTA Workforce, by Occupational Category and Race, 2018



## PART II: UTILIZATION ANALYSIS

The utilization analysis compares people that SFMTA has hired with the pool of persons in the labor force who are employed or are seeking employment in each occupational category, by race/ethnic group and sex. The goal is to identify occupational categories where



underutilization and/or concentration of women or minorities exists in relation to their availability in the relevant labor market.

Table 3 shows the breakdown of the workforce by occupational category, cross referenced by race and sex. It also shows the percent of employees for each category in 2018 as well as the percent of availability in the workforce. The percentage of underutilization for each group in an occupational category is calculated by subtracting the percentage of that group in the occupational category from the percentage of availability of that group in the labor market. Underutilization rates are shown in red. Shaded cells indicate utilization rates less than zero percent.

Table 3. Utilization Analysis by Occupational Category

Job Category	Male						Female					
	White	N. Amer.	Afr. Amer.	Hispanic	Asian	Mixed	White	N. Amer.	Afr. Amer.	Hispanic	Asian	Mixed
<b>Office/Clerical</b>												
Workforce	31		18	25	57	2	15		58	22	78	1
Percent in Category	10.1%	0.0%	5.9%	8.1%	18.6%	0.0%	4.9%	0.0%	18.9%	7.2%	25.4%	0.0%
Percent of Availability	9.31%	0.08%	3.28%	6.65%	8.70%	0.02%	20.53%	0.41%	11.66%	22.10%	16.98%	0.09%
Percent Underutilized		0%				0%	16%	0%		15%		0%
<b>Officials &amp; Administrators</b>												
Workforce	52	1	27	14	30	1	36	1	19	6	19	1
Percent in Category	25.1%	0.5%	13.0%	6.8%	14.5%	0.0%	17.4%	0.5%	9.2%	2.9%	9.2%	0.0%
Percent of Availability	27.52%	0.50%	11.43%	7.98%	9.21%	0.04%	20.21%	0.11%	9.24%	6.62%	6.60%	0.03%
Percent Underutilized		0%		1%		0%	3%		0%	4%		0%
<b>Paraprofessionals</b>												
Workforce	2		8	4	1	2		1	7		1	1
Percent in Category	7.4%	0.0%	29.6%	14.8%	3.7%	0.0%	0.0%	3.7%	25.9%	0.0%	3.7%	0.0%
Percent of Availability	23.46%	0.42%	9.42%	29.51%	9.06%	0.10%	10.37%	0.15%	3.26%	9.13%	4.75%	0.04%
Percent Underutilized		0%		15%	5%	0%	10%			9%	1%	0%
<b>Professionals</b>												
Workforce	111		36	32	159	2	56		25	13	152	1
Percent in Category	18.9%	0.0%	6.1%	5.5%	27.1%	0.0%	9.5%	0.0%	4.3%	2.2%	25.9%	0.0%
Percent of Availability	21.68%	0.12%	3.91%	5.10%	18.38%	0.01%	20.92%	0.18%	5.87%	7.34%	16.10%	0.04%
Percent Underutilized		0%				0%	11%	0%	2%	5%		0%
<b>Protective Service</b>												
Workforce	48	3	57	48	156	3	29		105	40	98	3
Percent in Category	8.1%	0.5%	9.3%	8.1%	26.4%	0.0%	4.9%	0.0%	17.8%	6.8%	16.6%	0.0%
Percent of Availability	40.08%	0.38%	7.12%	23.36%	11.43%	0.06%	6.65%	0.11%	2.71%	7.16%	0.86%	0.01%
Percent Underutilized				15%		0%	2%	0%		0%		0%
<b>Service Maintenance</b>												
Workforce	198	12	747	367	1134	5	33	1	486	51	64	1
Percent in Category	6.4%	0.4%	24.1%	11.8%	36.5%	0.0%	1.1%	0.2%	15.7%	1.6%	2.1%	0.0%
Percent of Availability	20.12%	0.43%	16.03%	26.32%	13.78%	0.10%	4.55%	0.13%	9.40%	7.59%	2.22%	0.02%
Percent Underutilized		0%		15%		0%	3%			6%	0%	0%
<b>Skilled Craft</b>												
Workforce	232	4	51	166	504	5	6		2	2	3	
Percent in Category	23.8%	0.4%	5.2%	17.0%	51.7%	0.0%	0.6%	0.0%	0.2%	0.2%	0.3%	0.0%
Percent of Availability	43.97%	0.54%	6.04%	23.52%	21.63%	0.05%	1.81%	0.03%	0.65%	0.72%	0.94%	0.00%
Percent Underutilized		0%	1%	7%		0%	1%	0%	0%	1%	1%	0%
<b>Technicians</b>												
Workforce	20		5	6	32	1	6		5	3	5	1
Percent in Category	23.8%	0.0%	6.0%	7.1%	38.1%	0.0%	7.1%	0.0%	6.0%	3.6%	6.0%	0.0%
Percent of Availability	18.49%	2.10%	7.15%	11.13%	14.36%	0.04%	14.26%	0.30%	10.28%	14.20%	7.50%	0.06%
Percent Underutilized		2%	1%	4%		0%	7%	0%	4%	11%	2%	0%

Based on the available data, the utilization analysis identified the groups shown in Table 4 as underutilized in the eight occupational categories. Since the purpose of utilization analysis is also to establish the framework for goals, Table 4 includes a column, labelled "Need", showing the number of employees needed to reach parity.

Table 4. Underutilization Findings

Occupational Category	Underutilized Male Group	Need	Underutilized Female Group	Need
(1) Office/Clerical			White Females Native American Females Hispanic Females	48 1 45
(2) Officials and Administrators	Hispanic Males	2	White Females Hispanic Females	5 7
(3) Paraprofessionals	Hispanic Males Asian Males	3 1	White Females Hispanic Females	2 2
(4) Professionals			White Females Native American Females African-American Females Hispanic Females	66 1 9 30
(5) Protective Service	Hispanic Males	89	White Females Hispanic Females	10 2
(6) Service/Maintenance	Native American Males Hispanic Males Multi-racial Males	1 449 3	White Females Hispanic Females Asian Females	108 184 4
(7) Skilled Craft	Native American Males African-American Males Hispanic Males	1 7 63	White Females African-American Females Hispanic Females Asian Females	11 4 5 6
(8) Technicians	Native American Males African-American Males Hispanic Males	1 1 3	White Females African-American Females Hispanic Females Asian Females	5 3 8 1

The statistical analysis reveals that in all job categories, there is underutilization of women, especially in Service/Maintenance and historically male dominated job categories like Professionals and Skilled Craft. White and Hispanic females are underutilized in all occupation categories while African-American females are underutilized in the Professionals, Skilled Craft and Technicians categories. Asian females are underutilized in Service/Maintenance, Skilled Craft and Technicians categories while Native American females are underutilized in the Professionals and Office/Clerical categories.

Males who are underutilized tend to be Hispanic, African-American, Native American and Multi-racial and underutilization for men was concentrated in the areas of Officials and Administrators, Protective Service, Service/Maintenance, Skilled Craft and Technicians. There was no underutilization for men in the Office/Clerical or Professionals categories.



### PART III. EMPLOYMENT PRACTICES

A four-fifth analysis for applicant vs. hires, promotions, discipline and terminations was conducted for each job group, by race and gender, and this was used as rule of thumb for determining adverse impact. This type of analysis helps identify areas where there is a potential for adverse impact by highlighting differences in selection rates within each job group. According to the 1978 EEO Uniform Guidelines Section 4(D), a selection rate for any race, sex or ethnic group which is less than 80 percent (or four-fifth) of the rate for the group with the highest rate is regarded as evidence of adverse impact.

An Excel-based workbook developed by TSA was used to determine adverse impact. The tool uses the following procedure used to determine adverse impact:

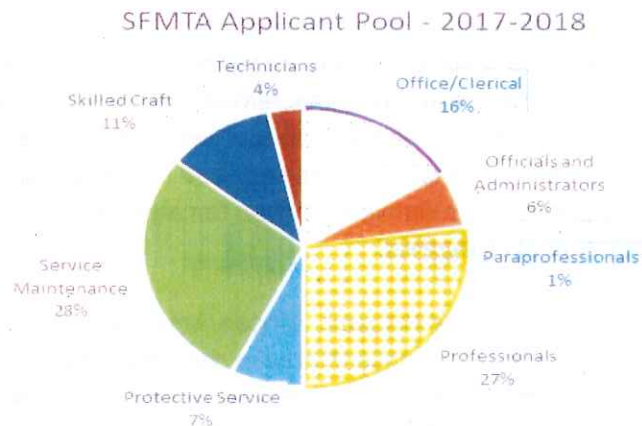
1. First, selection rates for different groups is calculated by dividing the number of persons selected from a group by the number of applicants from that group;
2. The group with the highest selection rate is then identified;
3. Impact ratios are calculated by dividing the selection rate of each group by the rate of the highest group;
4. If the impact ratio is less than 0.80, it is determined that there is adverse impact.

Adverse impact may occur in hiring, promotion, and even transfers. However, as the FTA C 4704.1A circular notes, “determining disparate impact is not a pure arithmetic exercise since other factors contribute to a proper analysis of employment practices” (FTA, 2017).

#### Applicants vs. Hired

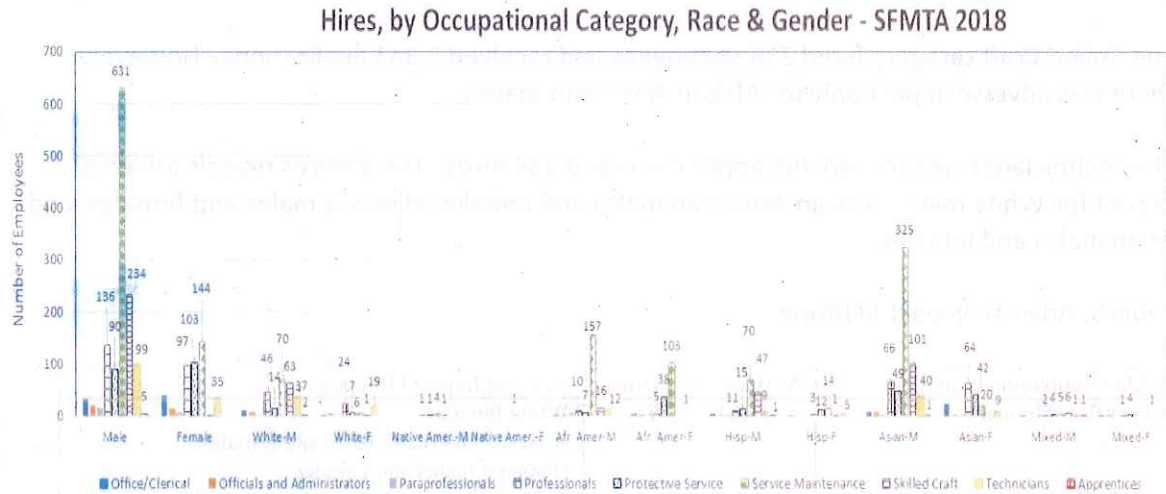
In 2017-2018, 23,533 persons applied for SFMTA positions, but 2,543 did not declare race/ethnicity, 397 did not disclose their sex and 194 records were missing information on occupation category. As a result, the following analysis focuses on 21,504 applicants who did not have missing values. Most SFMTA applicants expressed interest in Service/Maintenance (28 percent) positions, followed by Professional (27 percent), Office/Clerical (16 percent) and Skilled Craft (11 percent) posts.

Figure 8. SFMTA Applicants in 2017-2018



SFMTA strives to be fair and inclusive in its hiring practices. Figure 9 shows the number of applicants who were hired in 2018, by occupation category, race and gender.

Figure 9. 2018 SFMTA Hires, by Race and Gender



The findings from the statistical analysis, presented below and in Table 5, indicate disparate impacts in all occupation categories.

The Office/Clerical (Administrative Support) category received 3,481 applications but only hired 74 employees. There was adverse impact for White females, African-American males and females, Hispanic males and females, and Asian males.

The Officials and Administrators category received 1,387 applications and hired 34 individuals. There was adverse impact for White males, African-American males and females, Hispanic males and females, and Asian males and females.

The Paraprofessional category had 109 applicants and 23 individuals were hired. The data show adverse impact for White females, African-American males and females, Hispanic males and females, and Asian males and females.

The Professional category received 5,790 applications and had 233 hires. Available data show adverse impact for White males and females, African-American males and females, Hispanic males and females, and Asian males.

The Protective Service category hired 193 employees from 1,575 applicants. There was adverse impact for White males and females, African-American males and females, Hispanic males and females, and Asian males.

The Service/Maintenance category had 6,059 applicants and 775 hires. The analysis shows adverse impact for African-American males and females, Hispanic males and females, and Asian females.

The Skilled Craft category hired 236 employees and received 2,343 applications. However, there was adverse impact only for African-American males.

The Technicians category had 760 applications and 134 hires. The analysis reveals adverse impact for White males, African-American males and females, Hispanic males and females, and Asian males and females.

Table 5. Adverse Impact in Hiring

EEO Occupational Category	Applicants	Hires	Adverse Impact Group(s)
(1) Office/Clerical	3,481	74	White females African-American males and females Hispanic males and females Asian males
(2) Officials and Administrators	1,387	34	White males African-American males and females Hispanic males and females Asian males and females
(3) Paraprofessionals	109	23	White females African-American males and females Hispanic males and females Asian males and females
(4) Professional	5,790	233	White males and females African-American males and females Hispanic males and females Asian males
(5) Protective Service	1,575	193	White males and females African-American males and females Hispanic males and females Asian males
(6) Service/Maintenance	6,059	775	African-American males and females Hispanic males and females Asian females
(7) Skilled Craft	2,343	236	African-American males
(8) Technicians	760	134	White males African-American males and females Hispanic males and females Asian males and females
Total	21,504	1,702	



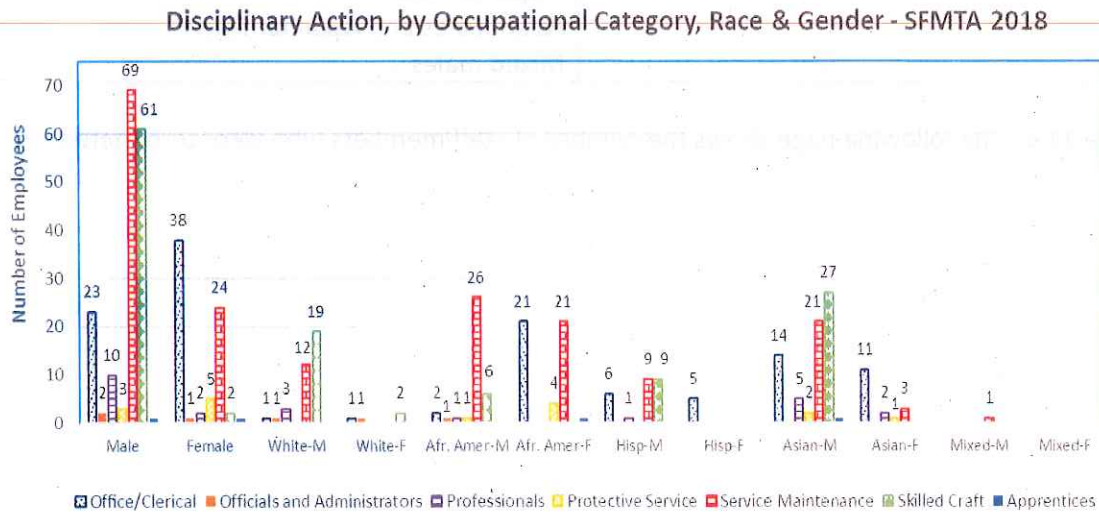
**Discipline**

SFMTA has a progressive discipline policy which provides employees with a clear sense of due process. Under its discipline policy, managers are required to give an employee a verbal warning, then a written warning, and then suspend or terminate an employee if needed. Employees therefore understand what to expect if they behave poorly.

However, in addition to good faith efforts to implement a fair disciplinary policy, it is also imperative to ascertain whether it has been consistently applied by investigating patterns indicating that employees are treated disparately. This is because decades of research show that certain employees tend to be disciplined or penalized more severely than others based on characteristics such as race/ethnicity, gender, disability, age or sexual orientation. The issue of which groups are disproportionately disciplined and why is complex. However, the consensus is that implicit bias — stereotypes or unconscious association about people— often leads supervisory staff to judge behaviors differently, especially based on the individuals’ race and sex.

The 2018 SFMTA data reveals that Service/Maintenance, Office/Clerical and Skilled Craft are the occupational categories with the highest number of disciplinary offenses and certain groups within these categories are over-represented among workers receiving disciplinary action. Figure 10 is a visual presentation of Disciplinary Action, by Occupational Category, Race and Gender.

Figure 10. Disciplinary Action, by Occupational Category, Race and Gender



To determine whether racial/gender disproportionality exists in disciplinary action requires comparing one group to a comparison group. The FTA Excel tool for calculating adverse impact first identifies disciplinary rates (the number of workers belonging to a group divided by the

group's population, multiplied by 100) and then compares this rate to the group with the lowest rate. Using this methodology, the analysis finds that African American females, Hispanic males and females, and Asian males were disproportionately disciplined.

To identify potential inequities in discipline practices, separate analyses for certain disciplinary actions are useful. For instance, in addition to examining who is being disciplined, it is also useful to look at who is receiving written warnings, who is being dismissed and who is being suspended. The analysis did not reveal that any particular group was disproportionately disciplined in terms of written warnings, dismissals and suspensions but this could be due to the fact that the number of documented cases was relatively small to draw meaningful conclusions.

Terminations

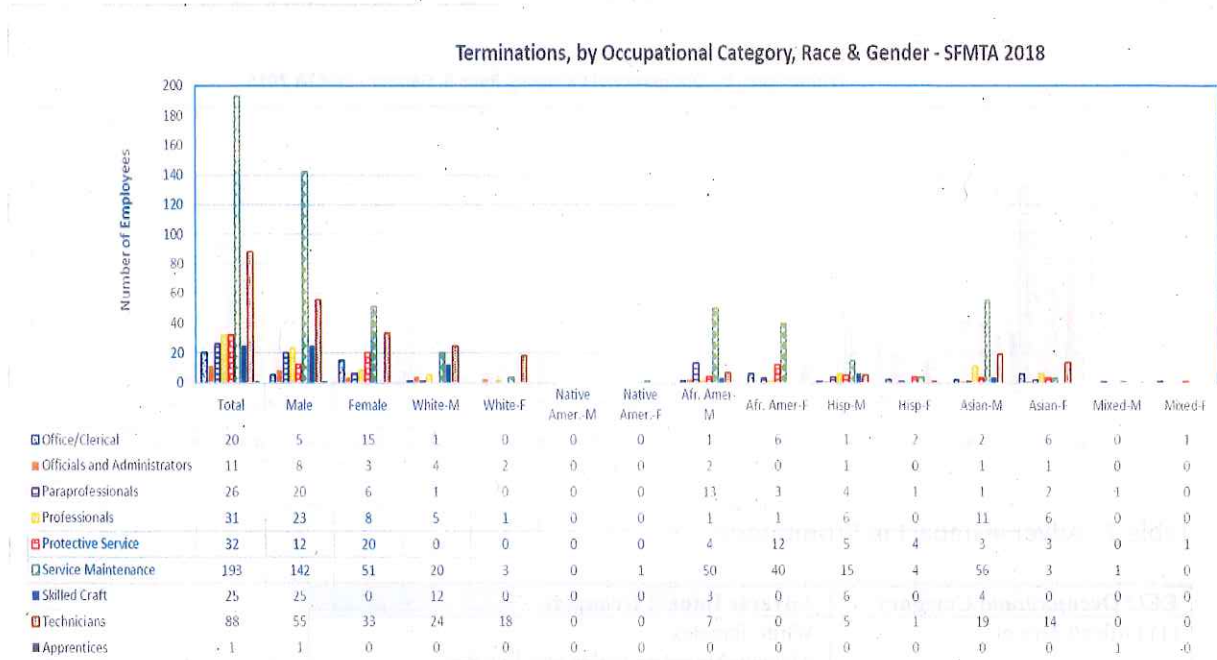
Concerning terminations, the analysis found adverse impact in two categories, Technicians and Paraprofessionals. The groups that were adversely impacted are shown in Table 6.

Table 6. Groups Disproportionately Terminated, by Occupational Category

EEO Category	Groups Adversely Impacted
Technicians	White males and White females African American males Hispanic males and Hispanic females Asian males and Asian females
Paraprofessionals	White males African American males and African American females Hispanic males Asian males and Asian females Mixed males

Figure 11 on the following page shows the number of staff members who were terminated.

Figure 11. Terminations, by Occupational Category, Race and Gender



**Promotion**

When it comes to promotions, data from 2018 show that more males than females were promoted. For instance, more than twice as many males than females were promoted (511 males versus 203 females). However, this does not take into account the fact that there are significantly more men than women in the SFMTA workforce.

Monitoring the number of staff members who are promoted does not by itself provide information on problem areas that could inform an intervention decision. Consequently, an adverse impact analysis was conducted comparing the number of promotions given to a particular group to the total population of that group in the relevant workforce category. The findings showing groups that are adversely impacted are presented in Table 7.

Figure 12. Promotions, by Occupational Category, Race and Gender

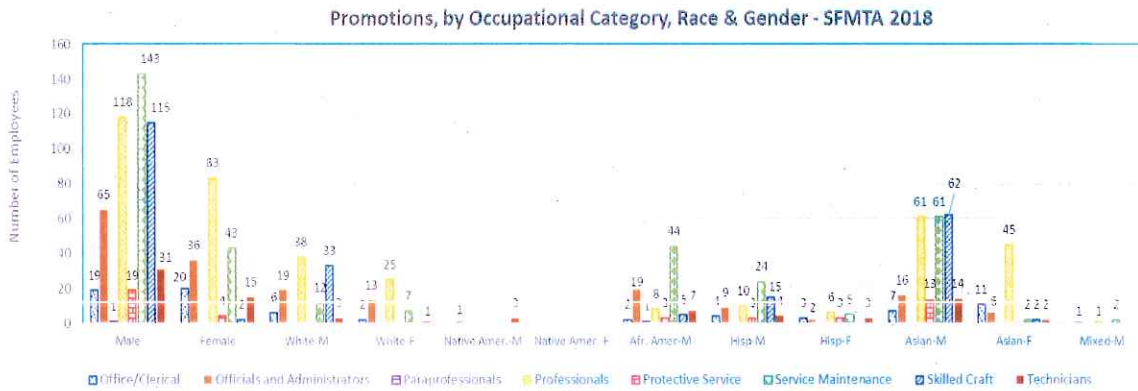


Table 7. Adverse Impact in Promotions

EEO Occupational Category	Adverse Impact Group(s)
(1) Office/Clerical	White females African-American males and females Hispanic females Asian males and females
(2) Officials and Administrators	White males and females Hispanic females Asian males and females
(3) Paraprofessionals	White males Native American females African-American females Hispanic males Asian males and females
(4) Professional	White males African-American males and females Hispanic males Asian females
(5) Protective Service	White males and females African-American males and females Hispanic males Asian males
(6) Service/Maintenance	Asian females
(7) Skilled Craft	African-American males Hispanic males
(8) Technicians	White males and females African-American males Hispanic males and females Asian males and females



## CONCLUSION

The SFMTA is committed to working towards eliminating underutilization in its workforce and will strive to eliminate nefarious employment practices, if they exist. To address utilization gaps, we are committed to reviewing the utilization analysis with management staff, identifying gaps, reviewing vacancy projections, staffing needs and recruitment/selection strategies with Human Resources prior to setting hiring goals and timetables towards the goal of having a talented and skilled workforce that reflects the diversity of the communities served.

In addition, the results of this report with respect to our employment practices are highly instructive in identifying areas where we can refocus our efforts to ensure that our personnel policies and practices are consistently and fairly applied across the employees of our workforce.

Diversity and inclusion is a strategic objective in SFMTA's FY2019-2020 Strategic Plan, the agency's road map for the next two years. In addition to promoting equity in the agency's hiring processes, the plan seeks to establish employment practices that foster a more diverse and inclusive workplace. For instance, a standard hiring practice currently in use at SFMTA is to require gender/ethnic diversity in interview panels.

To promote awareness on how implicit bias can unconsciously impact behaviors and attitudes, 313 SFMTA managers and other senior staff participated in implicit bias trainings offered by CCSF DHR in 2017 and 2018. Employees have also participated in online and in-person trainings on cross-cultural communication, accommodations for people with disabilities and fairness in hiring.

Targeted recruitment efforts, career fairs and apprenticeships also help create inclusive workplaces that reflect the available labor market. A list of recruitment activities conducted during the past two years can be found in the Appendix. The apprenticeships provide paid on-the-job trainings to various job-seekers, including under-represented and disadvantaged groups.





# Discipline

Job Category (Use EEO-4)	Total		W		AI/AN		B		HL		A		NH/PI		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	125	82	52	36	1	1	27	19	14	6	30	19				1
Disciplinary Action	2	1	1	1			1									
Discipline Rate	1.6%	1.2%	1.9%	2.8%	N/A	N/A	3.7%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	76.2%	100.0%	0.0%	0.0%	N/A	N/A	0.0%	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
Written Warning																
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
Dismissal																
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
Probation Extended																
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
Sick Leave Restriction																
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
<Enter Discipline Type>																
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>2 - Professionals</b>																
Total Workforce	340	247	111	56			36	25	32	13	159	152				2
Disciplinary Action	10	2	3				1		1		5	2				1
Discipline Rate	2.9%	0.8%	2.7%	0.0%	N/A	N/A	2.8%	0.0%	3.1%	0.0%	3.1%	1.3%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	27.5%	100.0%	0.0%	100.0%	N/A	N/A	0.0%	100.0%	0.0%	100.0%	0.0%	0.0%	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
Written Warning	1		1													
Discipline Rate	0.3%	0.0%	0.9%	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	0.0%	100.0%	0.0%	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
Dismissal																
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
Probation Extended	1	1									1	1				
Discipline Rate	0.3%	0.4%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.6%	0.7%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	72.6%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%	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
Sick Leave Restriction	1										1					
Discipline Rate	0.3%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.6%	0.0%	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%	100.0%	100.0%	0.0%	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
<Enter Discipline Type>																
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



3 - Technicians														
Total Workforce	64	20	20	6			5	5	6	3	32	5		1
Disciplinary Action														
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
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
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A
Written Warning														
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
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
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A
Dismissal														
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
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
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A
Probation Extended														
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
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
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A
Sick Leave Restriction														
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
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
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A
<Enter Discipline Type>														
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
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
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A
4 - Protective Service														
Total Workforce	315	275	48	29	3		57	105	48	40	156	35		3
Disciplinary Action	3	5					1	4			2	1		3
Discipline Rate	1.0%	1.8%	0.0%	0.0%	N/A	N/A	1.8%	3.8%	0.0%	0.0%	1.3%	1.0%	N/A	N/A
Ratio to Lowest Rate	100.0%	52.4%	100.0%	100.0%	N/A	N/A	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	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
Written Warning														
Discipline Rate	0.3%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.6%	0.0%	N/A	N/A
Ratio to Lowest Rate	0.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	0.0%	100.0%	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
Dismissal														
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
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
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A
Probation Extended														
Discipline Rate	0.0%	0.4%	0.0%	0.0%	N/A	N/A	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	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%	100.0%	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
Sick Leave Restriction														
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
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
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A
<Enter Discipline Type>														
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
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
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A

5 - Paraprofessional																
Total Workforce	17	10	2			1	8	7	4		1	1		2	1	
<b>Disciplinary Action</b>																
Discipline Rate	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	0.0%	0.0%	N/A	N/A	0.0%	0.0%
Ratio to Lowest Rate	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	100.0%	100.0%	N/A	N/A	100.0%	100.0%
Potential Adverse Impact (Yes/No)	No	No	No	N/A	N/A	No	No	No	No	N/A	No	No	N/A	N/A	No	No
<b>Written Warning</b>																
Discipline Rate	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	0.0%	0.0%	N/A	N/A	0.0%	0.0%
Ratio to Lowest Rate	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	100.0%	100.0%	N/A	N/A	100.0%	100.0%
Potential Adverse Impact (Yes/No)	No	No	No	N/A	N/A	No	No	No	No	N/A	No	No	N/A	N/A	No	No
<b>Dismissal</b>																
Discipline Rate	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	0.0%	0.0%	N/A	N/A	0.0%	0.0%
Ratio to Lowest Rate	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	100.0%	100.0%	N/A	N/A	100.0%	100.0%
Potential Adverse Impact (Yes/No)	No	No	No	N/A	N/A	No	No	No	No	N/A	No	No	N/A	N/A	No	No
<b>Probation Extended</b>																
Discipline Rate	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	0.0%	0.0%	N/A	N/A	0.0%	0.0%
Ratio to Lowest Rate	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	100.0%	100.0%	N/A	N/A	100.0%	100.0%
Potential Adverse Impact (Yes/No)	No	No	No	N/A	N/A	No	No	No	No	N/A	No	No	N/A	N/A	No	No
<b>Sick Leave Restriction</b>																
Discipline Rate	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	0.0%	0.0%	N/A	N/A	0.0%	0.0%
Ratio to Lowest Rate	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	100.0%	100.0%	N/A	N/A	100.0%	100.0%
Potential Adverse Impact (Yes/No)	No	No	No	N/A	N/A	No	No	No	No	N/A	No	No	N/A	N/A	No	No
<b>&lt;Enter Discipline Type&gt;</b>																
Discipline Rate	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	0.0%	0.0%	N/A	N/A	0.0%	0.0%
Ratio to Lowest Rate	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	100.0%	100.0%	N/A	N/A	100.0%	100.0%
Potential Adverse Impact (Yes/No)	No	No	No	N/A	N/A	No	No	No	No	N/A	No	No	N/A	N/A	No	No
6 - Administrative Support																
Total Workforce	133	174	31	15		18	58	25	22	57	78			2	1	
<b>Disciplinary Action</b>																
Discipline Rate	17.3%	21.8%	3.2%	6.7%	N/A	N/A	11.1%	36.2%	24.0%	22.7%	24.6%	14.1%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	79.2%	100.0%	48.4%	N/A	N/A	29.0%	8.9%	13.4%	14.2%	13.1%	22.9%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	Yes	Yes	Yes	Yes	No	N/A	N/A	N/A	N/A
<b>Written Warning</b>																
Discipline Rate	6.0%	5.7%	0.0%	0.0%	N/A	N/A	0.0%	6.9%	8.0%	9.1%	10.5%	5.1%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	95.5%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	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>Dismissal</b>																
Discipline Rate	0.0%	0.6%	0.0%	0.0%	N/A	N/A	0.0%	1.7%	0.0%	0.0%	0.0%	0.0%	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%	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>Probation Extended</b>																
Discipline Rate	0.8%	6.3%	0.0%	0.0%	N/A	N/A	0.0%	15.5%	0.0%	4.5%	1.8%	1.3%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	11.9%	100.0%	100.0%	N/A	N/A	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	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>Sick Leave Restriction</b>																
Discipline Rate	4.5%	1.7%	0.0%	0.0%	N/A	N/A	0.0%	1.7%	8.0%	0.0%	7.0%	2.6%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	38.2%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	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



7 - Skilled Craft													
Total Workforce	962	13	232	0	4	51	2	166	27	504			
Disciplinary Action	61	2	19	2		6		9		27			
Discipline Rate	6.3%	15.4%	8.2%	N/A	N/A	N/A	11.8%	N/A	5.4%	N/A	5.4%	N/A	N/A
Ratio to Lowest Rate	100.0%	41.2%	66.4%	N/A	N/A	N/A	45.5%	N/A	98.8%	N/A	100.0%	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	N/A	N/A	N/A	No	N/A	No	N/A	No	N/A	N/A
Written Warning	20		3					5		12			
Discipline Rate	2.1%	0.0%	1.3%	N/A	N/A	N/A	0.0%	N/A	3.0%	N/A	2.4%	N/A	N/A
Ratio to Lowest Rate	0.0%	100.0%	0.0%	N/A	N/A	N/A	100.0%	N/A	0.0%	N/A	0.0%	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	N/A	N/A	N/A	No	N/A	No	N/A	No	N/A	N/A
Dismissal	5		3					1		1			
Discipline Rate	0.5%	0.0%	1.3%	N/A	N/A	N/A	0.0%	N/A	0.6%	N/A	0.2%	N/A	N/A
Ratio to Lowest Rate	0.0%	100.0%	0.0%	N/A	N/A	N/A	100.0%	N/A	0.0%	N/A	0.0%	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	N/A	N/A	N/A	No	N/A	No	N/A	No	N/A	N/A
Probation Extended	15	1	5	1		4				6			
Discipline Rate	1.6%	7.7%	2.2%	N/A	N/A	N/A	7.8%	N/A	0.0%	N/A	1.2%	N/A	N/A
Ratio to Lowest Rate	100.0%	20.3%	0.0%	N/A	N/A	N/A	0.0%	N/A	100.0%	N/A	0.0%	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	N/A	N/A	N/A	No	N/A	No	N/A	No	N/A	N/A
Sick Leave Restriction													
Discipline Rate	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	N/A	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	N/A	N/A	N/A	No	N/A	No	N/A	No	N/A	N/A
<Enter Discipline Type>													
Discipline Rate	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	N/A	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	N/A	N/A	N/A	No	N/A	No	N/A	No	N/A	N/A
8 - Service/Maintenance													
Total Workforce	2,463	640	198	33	12	5	747	486	307	51	1,134	64	
Disciplinary Action	69	24	12				26	21	9		51	3	1
Discipline Rate	2.8%	3.8%	6.1%	N/A	N/A	N/A	3.5%	4.3%	2.5%	N/A	1.9%	4.7%	N/A
Ratio to Lowest Rate	100.0%	74.7%	30.6%	N/A	N/A	N/A	53.2%	42.9%	76.5%	N/A	100.0%	39.6%	N/A
Potential Adverse Impact (Yes/No)	No	No	No	N/A	N/A	N/A	No	No	No	N/A	No	No	N/A
Written Warning	8	3	3				4	2	1			1	
Discipline Rate	0.3%	0.5%	1.5%	N/A	N/A	N/A	0.5%	0.4%	0.3%	N/A	0.0%	1.6%	N/A
Ratio to Lowest Rate	100.0%	69.3%	0.0%	N/A	N/A	N/A	0.0%	0.0%	0.0%	N/A	100.0%	0.0%	N/A
Potential Adverse Impact (Yes/No)	No	No	No	N/A	N/A	N/A	No	No	No	N/A	No	No	N/A
Dismissal	11	7	2				4	7	1		4		
Discipline Rate	0.4%	1.1%	1.0%	N/A	N/A	N/A	0.5%	1.4%	0.3%	N/A	0.4%	0.0%	N/A
Ratio to Lowest Rate	100.0%	40.8%	0.0%	N/A	N/A	N/A	0.0%	0.0%	0.0%	N/A	0.0%	100.0%	N/A
Potential Adverse Impact (Yes/No)	No	No	No	N/A	N/A	N/A	No	No	No	N/A	No	No	N/A
Probation Extended	15	2	2				4	2	3		6		
Discipline Rate	0.6%	0.3%	1.0%	N/A	N/A	N/A	0.5%	0.4%	0.8%	N/A	0.5%	0.0%	N/A
Ratio to Lowest Rate	51.3%	100.0%	0.0%	N/A	N/A	N/A	0.0%	0.0%	0.0%	N/A	0.0%	100.0%	N/A
Potential Adverse Impact (Yes/No)	No	No	No	N/A	N/A	N/A	No	No	No	N/A	No	No	N/A
Sick Leave Restriction	10	8	3				4	6			3	2	
Discipline Rate	0.4%	1.3%	1.5%	N/A	N/A	N/A	0.5%	1.2%	0.0%	N/A	0.3%	3.1%	N/A
Ratio to Lowest Rate	100.0%	32.5%	0.0%	N/A	N/A	N/A	0.0%	0.0%	100.0%	N/A	0.0%	0.0%	N/A
Potential Adverse Impact (Yes/No)	No	No	No	N/A	N/A	N/A	No	No	No	N/A	No	No	N/A
<Enter Discipline Type>													
Discipline Rate	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
Ratio to Lowest Rate	100.0%	100.0%	100.0%	N/A	N/A	N/A	100.0%	100.0%	100.0%	N/A	100.0%	100.0%	N/A
Potential Adverse Impact (Yes/No)	No	No	No	N/A	N/A	N/A	No	No	No	N/A	No	No	N/A

# Promotions

Four-Fifths Adverse Impact Analysis by Job Category  
Promotions

Job Category (Use EEO-4)	Total		W		A/AN		B		HL		A		NH/PI		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	125	82	52	36	1	1	27	19	14	6	30	19			1	1
Total Promotions	65	36	19	13	1		19	15	9	2	16	6			1	
Selection Rate	52.0%	43.9%	36.5%	36.1%	N/A	N/A	70.4%	78.9%	64.3%	33.3%	53.3%	31.6%	N/A	N/A	N/A	N/A
Ratio to Highest Rate	100.0%	84.4%	46.3%	45.7%	N/A	N/A	89.1%	100.0%	81.4%	42.2%	67.6%	40.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	Yes	Yes	N/A	N/A	No	No	No	Yes	Yes	Yes	N/A	N/A	N/A	N/A
<b>2 - Professionals</b>																
Number Applied	340	247	111	56			36	25	32	13	159	152			2	1
Total Promotions	116	83	38	25			8	7	10	6	61	45			1	
Selection Rate	34.7%	33.6%	34.2%	44.6%	N/A	N/A	22.2%	28.0%	31.3%	46.2%	38.4%	29.6%	N/A	N/A	N/A	N/A
Ratio to Highest Rate	100.0%	96.8%	74.2%	96.7%	N/A	N/A	48.1%	60.7%	67.7%	100.0%	83.1%	64.1%	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	Yes	N/A	N/A	N/A	N/A
<b>3 - Technicians</b>																
Number Applied	64	20	20	6			5	5	6	3	32	5			1	1
Total Promotions	31	15	3	1	3		7	9	4	3	14	2				
Selection Rate	48.4%	75.0%	15.0%	16.7%	N/A	N/A	140.0%	180.0%	66.7%	100.0%	43.8%	40.0%	N/A	N/A	N/A	N/A
Ratio to Highest Rate	64.6%	100.0%	8.3%	9.3%	N/A	N/A	77.8%	100.0%	37.0%	55.6%	24.3%	22.2%	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	Yes	Yes	N/A	N/A	N/A	N/A
<b>4 - Protective Service</b>																
Number Applied	315	275	48	29	3		57	105	48	40	156	98			3	3
Total Promotions	19	4					3	1	3		13					
Selection Rate	6.0%	1.5%	0.0%	0.0%	N/A	N/A	5.3%	1.0%	6.3%	7.5%	8.3%	0.0%	N/A	N/A	N/A	N/A
Ratio to Highest Rate	100.0%	24.1%	0.0%	0.0%	N/A	N/A	63.2%	11.4%	75.0%	90.0%	100.0%	0.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	Yes	Yes	N/A	N/A	Yes	Yes	Yes	No	Yes	Yes	N/A	N/A	N/A	N/A
<b>5 - Paraprofessional</b>																
Number Applied	17	10	2				8	7			1	1			2	1
Total Promotions	1						1									
Selection Rate	5.9%	0.0%	0.0%	N/A	N/A	N/A	12.5%	0.0%	0.0%	N/A	0.0%	0.0%	N/A	N/A	0.0%	0.0%
Ratio to Highest Rate	100.0%	NA	0.0%	N/A	N/A	N/A	100.0%	0.0%	0.0%	N/A	0.0%	0.0%	N/A	N/A	0.0%	0.0%
Potential Adverse Impact (Yes/No)	No	No	Yes	N/A	N/A	N/A	Yes	No	Yes	Yes	Yes	Yes	N/A	N/A	Yes	Yes
<b>6 - Administrative Support</b>																
Number Applied	133	174	31	15			18	58	25	22	57	76			2	1
Total Promotions	19	20	6	2			2	4	4	3	7	11				
Selection Rate	14.3%	11.5%	19.4%	13.3%	N/A	N/A	11.1%	6.9%	16.0%	13.6%	12.3%	14.1%	N/A	N/A	N/A	N/A
Ratio to Highest Rate	100.0%	80.5%	100.0%	89.5%	N/A	N/A	57.4%	35.6%	82.7%	70.5%	63.5%	72.9%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	Yes	N/A	N/A	Yes	Yes	No	Yes	Yes	Yes	N/A	N/A	N/A	N/A
<b>7 - Skilled Craft</b>																
Number Applied	962	13	232	6	4		51	2	166	2	504	3			5	
Total Promotions	115	2	33				5		15		62	2				
Selection Rate	12.0%	15.4%	14.2%	N/A	N/A	N/A	9.8%	N/A	9.0%	N/A	12.3%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	77.7%	100.0%	100.0%	N/A	N/A	N/A	68.3%	N/A	63.5%	N/A	86.5%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	Yes	No	No	N/A	N/A	N/A	Yes	N/A	Yes	N/A	No	N/A	N/A	N/A	N/A	N/A
<b>8 - Service-Maintenance</b>																
Number Applied	2,463	640	198	33	12	5	747	486	367	51	1,134	64			5	1
Total Promotions	143	43	12	7			44	29	24	5	61	2			2	
Selection Rate	5.8%	6.7%	6.1%	N/A	N/A	N/A	5.9%	6.0%	6.5%	N/A	5.4%	3.1%	N/A	N/A	N/A	N/A
Ratio to Highest Rate	86.4%	100.0%	92.7%	N/A	N/A	N/A	90.1%	91.2%	100.0%	N/A	82.3%	47.8%	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	N/A	No	Yes	N/A	N/A	N/A	N/A

Notes: Instead of number of applicants applied, SFMTA used total number of employees. This is because the promotion process does not always involve applications. Staff can take exams to qualify for promotions.



# Hires

Attachment 2-3

## Four-Fifths Adverse Impact Analysis by Job Category Hires

Job Category (Use EEO-4)	Total		W		A/A/N		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	968	419	432	138	7	1	190	111	111	42	228	127				
Total Hires	20	14	7	6			4	3	2		7	4				1
Selection Rate	2.1%	3.3%	1.6%	4.3%	N/A	N/A	2.1%	2.7%	1.8%	0.0%	3.1%	3.1%	N/A	N/A	N/A	N/A
Ratio to Highest Rate	61.8%	100.0%	37.3%	100.0%	N/A	N/A	48.4%	62.2%	41.4%	0.0%	70.6%	72.4%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	Yes	No	Yes	No	N/A	N/A	Yes	Yes	Yes	Yes	Yes	Yes	N/A	N/A	N/A	N/A
<b>2 - Professionals</b>																
Number Applied	3,547	2,243	1,182	584	18	5	366	280	374	211	1,607	1,163				
Total Hires	136	97	46	24	1		10	5	11	3	66	64			2	1
Selection Rate	3.8%	4.3%	3.9%	4.1%	N/A	N/A	2.7%	1.8%	2.9%	1.4%	4.1%	5.5%	N/A	N/A	N/A	N/A
Ratio to Highest Rate	88.7%	100.0%	70.7%	74.7%	N/A	N/A	49.6%	32.4%	53.4%	25.8%	74.6%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	Yes	Yes	N/A	N/A	Yes	Yes	Yes	Yes	Yes	No	N/A	N/A	N/A	N/A
<b>3 - Technicians</b>																
Number Applied	563	197	179	55	3	2	118	76	87	28	176	36				
Total Hires	99	35	37	19			12	9	5	5	40	9			1	1
Selection Rate	17.6%	17.8%	20.7%	34.5%	N/A	N/A	10.2%	1.3%	10.3%	17.9%	22.7%	25.0%	N/A	N/A	N/A	N/A
Ratio to Highest Rate	61.1%	100.0%	59.8%	100.0%	N/A	N/A	29.4%	3.8%	29.9%	51.7%	65.8%	72.4%	N/A	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	N/A	N/A	N/A	N/A
<b>4 - Protective Service</b>																
Number Applied	527	545	57	35	4	7	227	323	194	59	423	177				
Total Hires	90	103	14	7	1		7	38	15	12	48	42			4	4
Selection Rate	9.7%	15.9%	14.4%	18.4%	N/A	N/A	2.7%	11.6%	10.4%	12.1%	11.5%	23.7%	N/A	N/A	N/A	N/A
Ratio to Highest Rate	61.1%	100.0%	60.8%	77.6%	N/A	N/A	11.5%	49.0%	43.9%	51.1%	48.6%	100.0%	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	Yes	No	N/A	N/A	N/A	N/A
<b>5 - Paraprofessional</b>																
Number Applied	56	53	3	5	2		17	33	15	3	19	12				
Total Hires	16	7	2	1			7	5	3		1	2				3
Selection Rate	28.6%	13.2%	66.7%	0.0%	N/A	N/A	41.2%	15.2%	20.0%	0.0%	5.3%	16.7%	N/A	N/A	N/A	N/A
Ratio to Highest Rate	100.0%	46.2%	100.0%	0.0%	N/A	N/A	61.8%	22.7%	30.0%	0.0%	7.9%	25.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	Yes	No	Yes	N/A	N/A	Yes	Yes	Yes	Yes	Yes	Yes	N/A	N/A	N/A	N/A
<b>6 - Administrative Support</b>																
Number Applied	1,593	1,880	279	187	13	14	343	737	278	306	680	644				
Total Hires	33	41	11	3			4	6	6	4	10	26			2	2
Selection Rate	2.1%	2.2%	3.9%	1.6%	N/A	N/A	1.2%	0.8%	2.2%	1.3%	1.5%	4.0%	N/A	N/A	N/A	N/A
Ratio to Highest Rate	95.4%	100.0%	97.7%	39.7%	N/A	N/A	28.9%	20.2%	53.5%	32.4%	36.4%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	Yes	N/A	N/A	Yes	Yes	Yes	Yes	Yes	No	N/A	N/A	N/A	N/A
<b>7 - Skilled Craft</b>																
Number Applied	2,283	60	535	14	22	1	232	13	446	13	1,048	19				
Total Hires	234	2	63	1	1		16		47	1	101				6	
Selection Rate	10.2%	3.3%	11.8%	N/A	N/A	N/A	6.9%	N/A	10.5%	N/A	9.6%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	100.0%	32.5%	100.0%	N/A	N/A	N/A	58.6%	N/A	89.5%	N/A	81.8%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	Yes	No	N/A	N/A	N/A	Yes	N/A	No	N/A	No	N/A	N/A	N/A	N/A	N/A
<b>8 - Service-Maintenance</b>																
Number Applied	4,273	1,786	433	69	16	18	1,420	1,091	702	191	1,702	417				
Total Hires	631	144	70	5	4	1	157	103	70	14	325	20			5	
Selection Rate	14.8%	8.1%	16.2%	N/A	N/A	N/A	11.1%	9.4%	10.0%	7.3%	19.1%	4.8%	N/A	N/A	N/A	N/A
Ratio to Highest Rate	100.0%	54.6%	94.7%	N/A	N/A	N/A	57.9%	49.4%	52.2%	38.4%	100.0%	25.1%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	Yes	No	N/A	N/A	N/A	Yes	Yes	Yes	Yes	No	Yes	N/A	N/A	N/A	N/A

Notes:

# Terminations

Four-Fifths Adverse Impact Analysis by Job Category  
Terminations

Job Category (Use EEO-4)	Total		W		A/A/N		B		H/L		A		NHQPI		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	125	82	52	36	1	1	27	19	14	6	30	19			1	1
Total Involuntary Terminations	8	3	4	2			2	1	1	1	1	1				
Involuntary Termination Rate	6.4%	3.7%	7.7%	5.6%	N/A	N/A	7.4%	5.3%	7.1%	16.7%	3.3%	5.3%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	57.2%	100.0%	0.0%	0.0%	N/A	N/A	0.0%	100.0%	0.0%	100.0%	0.0%	0.0%	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>2 - Professionals</b>																
Total Workforce	340	247	111	56			36	25	32	13	159	152			2	1
Total Involuntary Terminations	23	8	5	1			1	1	6	1	11	6				
Involuntary Termination Rate	6.8%	3.2%	4.5%	1.8%	N/A	N/A	2.8%	4.0%	18.8%	7.7%	6.9%	3.9%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	47.9%	100.0%	0.0%	0.0%	N/A	N/A	0.0%	100.0%	0.0%	100.0%	0.0%	0.0%	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>3 - Technicians</b>																
Total Workforce	64	20	20	6			5	5	6	3	32	5			1	1
Total Involuntary Terminations	55	33	24	18			7	5	5	1	19	14				
Involuntary Termination Rate	85.9%	165.0%	120.0%	300.0%	N/A	N/A	140.0%	100.0%	83.3%	33.3%	59.4%	280.0%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	52.1%	100.0%	100.0%	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	Yes	Yes	Yes	N/A	N/A	Yes	No	Yes	Yes	Yes	Yes	N/A	N/A	N/A	N/A
<b>4 - Protective Service</b>																
Total Workforce	315	275	48	29	3		57	105	48	40	156	98			3	3
Total Involuntary Terminations	12	20					4	12	5	4	3	3				1
Involuntary Termination Rate	3.8%	7.3%	0.0%	0.0%	N/A	N/A	7.0%	11.4%	10.4%	10.0%	1.9%	3.1%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	52.4%	100.0%	100.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A
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>5 - Paraprofessional</b>																
Total Workforce	17	10	2			1	8	7	4		1	1			2	1
Total Involuntary Terminations	20	6					13	3	4		1	2			1	
Involuntary Termination Rate	117.6%	60.0%	50.0%	N/A	N/A	0.0%	162.5%	42.9%	100.0%	N/A	100.0%	200.0%	N/A	N/A	50.0%	0.0%
Ratio to Lowest Rate	51.0%	100.0%	0.0%	N/A	N/A	100.0%	0.0%	0.0%	0.0%	N/A	0.0%	0.0%	N/A	N/A	0.0%	100.0%
Potential Adverse Impact (Yes/No)	Yes	No	Yes	N/A	N/A	No	Yes	Yes	Yes	N/A	Yes	Yes	N/A	N/A	Yes	No
<b>6 - Administrative Support</b>																
Total Workforce	133	174	31	15			18	58	25	22	57	78			2	1
Total Involuntary Terminations	5	15	1				1	6	1	2	2	6				1
Involuntary Termination Rate	3.8%	8.6%	3.2%	0.0%	N/A	N/A	5.6%	10.3%	4.0%	9.1%	3.5%	7.7%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	43.6%	0.0%	100.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A
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>7 - Skilled Craft</b>																
Total Workforce	962	13	232	6	4		51	2	166	2	504	3			5	
Total Involuntary Terminations	25		12				3		6		4					
Involuntary Termination Rate	2.6%	0.0%	5.2%	N/A	N/A	N/A	5.9%	N/A	3.6%	N/A	0.8%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	0.0%	100.0%	15.3%	N/A	N/A	N/A	13.5%	N/A	22.0%	N/A	100.0%	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	N/A	No	N/A	No	N/A	N/A	N/A	N/A	N/A
<b>8 - Service-Maintenance</b>																
Total Workforce	2,463	640	198	33	12	5	747	486	367	51	1,134	64			5	1
Total Involuntary Terminations	142	51	20	3		1	50	40	15	4	56	3			1	
Involuntary Termination Rate	5.8%	8.0%	10.1%	N/A	N/A	N/A	6.7%	8.2%	4.1%	N/A	4.9%	4.7%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	72.3%	40.5%	N/A	N/A	N/A	61.1%	49.7%	100.0%	N/A	82.8%	87.2%	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	N/A	No	No	N/A	N/A	N/A	N/A



**List of Event**

Event Date	Org	Event Name
8/17/2017	Hiring Heros	Honor A Hero - Hire a Veteran!
9/19/2017	CCSF	CCSF Veterans Hiring Day
11/14/2017	CCSF	CCSF Holiday Job Fair
1/9/2017	Society of Women Engineers College Chapters: CSEB, UCB, UCSF, Stanford, Santa Clara	2018 Smmer Student Intern Programs
2/6/2018	US Chamber of Commerce	Veterans Transition Career Fair
3/13/2018	Skyline College - Automotive Technology Program	Hiring Day @ Skyline College
5/9/2018	Unions / SFGov - OEWD	Apprenticeship Career Fair
6/13/2018	US Chamber of Commerce	Hiring Our Heroes
6/28/2018	Human Services Agency	Meeting to discuss partnership with JobsNow and Crossing Guard Prog.
7/12/2018	SF Community Living Campaign	Meeting to discuss outreach collaboration & partnerships
7/27/2018	SFUSD	SFUSD Summer Fellowship Celebration
9/25/2018	SF Fleet Week Association	2018 Veterans Resource Fair - Fleet Week
10/3/2018	LinkedIn	Crafting an Impactful Talent Brand Workshop
10/19/2018	City's Apprenticeship Program	City & County of San Francisco and San Francisco City College Pre-Apprenticeship Program Completion Ceremony.
12/12/2018	City Hall	Opportunities for All Partner Engagement
1/10/2019	One Treasure Island	Presentation to Commercial B trainees
1/11/2019	SFUSD	Career pathway Partnership & Networking
1/12/2019	SF Rec & Parks	City Job / Community Fairs
1/16/2019	OEWD / Chariot	Chariot / SFMTA Event
1/17/2019	Success Center & SF Boys & Girls Club	Job Fair/Spotlight Event
1/22/2019	Goodwill	Goodwill Employer spotlight
1/23/2019	HRC - City Hall	Opportunities for All
1/26/2019	SF Rec & Parks	City Job / Community Fairs
1/28/2019	Goodwill	Goodwill Employer spotlight
1/30/2019	SFUSD	SFUSD Showcase
3/21/2019	SFUSD - SFMTA Sustainable Streets	SFUSD - SFMTA Site Visit
4/8/2019	City of SF	Spring Career Fair - Apprenticeships
4/18/2019	CCSF	Spring Job Fair - Mission Campus