

# Metropolitan Atlanta Rapid Transit Authority

2018

## Equal Employment Opportunity Plan



July 1, 2017 – June 30, 2021

## **Metropolitan Atlanta Rapid Transit Authority**

### **Equal Employment Opportunity Plan**

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**Plan Expiration Date:** June 30, 2021

Presented by:  Date: 11/09/2018  
Paula Nash  
Interim Executive Director Diversity and Inclusion

  
Approved by: \_\_\_\_\_ Date: 11/09/2018  
Jeffrey A. Parker  
GM and Chief Executive Officer

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## **PREFACE**

The Metropolitan Atlanta Rapid Transit Authority (MARTA) is fully committed to the concept, principles and practice of equal opportunity and affirmative action in all aspects of employment. Equal Employment Opportunity and engaging a highly qualified diverse workforce are central to MARTA's strategic goals, business objectives and core organizational values. The Authority's creation and execution of affirmative action plans satisfy regulatory compliance requirements and additionally assist with building and monitoring the progress of programs which enhance equity, sustain diversity and promote inclusion across all sectors of MARTA's workforce.

In preparation of MARTA's Equal Employment Opportunity/Affirmative Action Plan (EEOP/AAP), terminology used in Executive Order 11246 and its implementing regulations has been used as a guide. Therefore, the use of such terms as "underutilization," "deficiency," "affected class," "concentration", "goal", "problem area", etc., should not be construed as an admission by MARTA, in whole or in part, that, in fact, either women, minorities, veterans or individuals with disabilities have been, or are presently being, underutilized, concentrated or discriminated against in any way in violation of federal, state, or local fair employment practice laws. Further, nothing contained in this EEOP/AAP or its supporting data should be construed as an admission by MARTA, in whole or in part, that it has contravened such federal, state or local employment practice laws.

In developing and implementing this EEOP/AAP, MARTA has been guided by an established policy of providing Equal Employment Opportunity. Any placement goals that have been established herein are not intended as rigid, inflexible quotas that must be met, but rather as targets reasonably attainable by applying every good faith effort in implementing this EEOP/AAP. The use of placement goals is not intended, nor is the effect of such placement goals intended, to discriminate against an individual or group of individuals with the respect to any employment opportunities for which he, she, or they are qualified on the grounds that he, she, or they are not the beneficiaries of affirmative action themselves. Nothing herein is intended to sanction the discriminatory treatment of any person. Employment decisions at MARTA are made based on objective job-related criteria and implementation of this EEOP/AAP will comply with applicable local, state and federal laws, statutes and guidelines for non-discrimination in employment.

This Equal Employment Opportunity/Affirmative Action Plan has been developed in strict reliance with the guidelines on Affirmative Action issued by the Equal Employment Opportunity Commission (EEOC) (29 C.F.R. Part 1608), the Department of Transportation and the Federal Transit Agency.

## **EXECUTIVE SUMMARY**

The Metropolitan Atlanta Rapid Transit Authority (MARTA) is a transit agency that employs over 50 transit-related employees and receives Federal capital and operating assistance in excess of one million dollars. MARTA also receives planning assistance in excess of two hundred and fifty thousand dollars. Therefore, MARTA meets the Federal Transportation Administration (FTA) threshold and must submit an EEO/AA Plan Update to the FTA every four years. MARTA's Equal Employment Opportunity Plan (EEO/AA Plan) fulfills FTA regulatory compliance requirements for affirmative action planning applicable to federal fund recipients and further complies with Department of Transportation (DOT), Federal Transit Administration (FTA) Civil Rights requirements set forth in (FTA) Circular 4704.1 (July 26, 1988) and other federal, state, and local regulations and laws prohibiting discrimination. This EEO/AA Plan updates MARTA's 2010-2013 EEO/AA Plan consistent with (FTA) Circular 4704.1 and instructions from the FTA Regional Administrator.

The Office of Diversity and Inclusion has been assigned the responsibility of preparing MARTA's 2018 Equal Employment Opportunity/Affirmative Action Plan update. Under the direction of the General Manager and CEO, this office is charged with the development, implementation, coordination, and monitoring of all equal opportunity, affirmative action and civil rights programs required by Federal Regulations, Company and Board Policies.

MARTA's 2018 EEO/AA Plan formalizes the Authority's commitment to diversity and equal employment opportunity. It demonstrates MARTA's efforts to monitor the composition of its EEO occupational categories and its overall workforce by racial, ethnic, and gender classifications. In addition, the plan demonstrates MARTA's efforts to identify and correct areas of underutilization. MARTA takes specific steps to eliminate unlawful discrimination, as well as the effects and appearance of unlawful discrimination. The affirmative action steps taken by MARTA ensure that company policies, practices, and programs facilitate non-discriminatory efforts to establish and maintain a workforce that reflects the availability of minority and female individuals ready, willing and able to work. Additionally, the 2018 EEO/AA Plan will be utilized as management tool to build, improve, implement and monitor compliance and inclusion programs.

MARTA's statement and reaffirmation of Equal Employment Opportunity is issued by the General Manager and CEO, Jeffrey A. Parker annually and is found in Exhibit 1. In keeping with this policy, MARTA continues to recruit, hire, train and promote the most qualified persons in all job titles without regard to race, color, religious creed, gender, national origin, age (40 and over), disability, ancestry, medical condition, marital status, sexual orientation, gender identity, gender expression, genetic information, military or veteran status or any other basis protected by federal or state statute.

All personnel matters such as compensation, benefits, transfers, terminations and tuition assistance continue to be administered in accordance with MARTA's commitment to equal opportunity and non-discrimination. MARTA continues to base employment decisions on job-related criteria to ensure adherence to equal employment opportunity principles.

## **MARTA'S SERVICE PROFILE**

The **Metropolitan Atlanta Rapid Transit Authority (MARTA)** is the principal public transport operator in the Atlanta Metropolitan Area. Established in 1965 by the Georgia General Assembly as an independent single-purpose Authority, MARTA was designed to plan, construct, finance and operate public transit within the region. MARTA operates a network of bus routes linked to a rapid transit system consisting of 48 miles of rail track with 38 train stations, MARTA Mobility Para-transit and The Atlanta Streetcar light rail system. It is the eighth-largest rapid transit system in the United States by ridership.

MARTA's heavy rail rapid transit, light rail transit, and bus transit systems operate almost exclusively within the boundaries of Fulton, Clayton and DeKalb counties. In addition to Atlanta itself, the transit agency serves various suburbs within its service area, including Alpharetta, Avondale Estates, Brookhaven, Chamblee, Clarkston, College Park, Decatur, Doraville, Dunwoody, East Point, Ellenwood, Fairburn, Forest Park, Hapeville, Jonesboro, Lake City, Lovejoy, Lithonia, Morrow, Palmetto, Riverdale, Roswell, Sandy Springs, Stone Mountain, and Union City. MARTA also serves the airport via a station located next to the main terminal. Although Cobb County is not part of the MARTA system, the agency operates one bus route to the Cumberland Boulevard Transfer Center and another to Six Flags Over Georgia. MARTA also operates a separate paratransit service for disabled customers. As of the end of FY 2016, the average total daily ridership for the system (bus and rail) was 423,800 passengers.

The MARTA rapid heavy rail system extends 48 miles and operates 338 rail cars out of 38 rail stations located on four service lines: the Red Line (formerly the North-South Line), the Gold Line (formerly the Northeast-South Line), the Blue Line (formerly the East-West Line), and the Green Line (formerly the Proctor Creek Line). Tracks for this system are a combination of elevated, ground-level, and underground tracks. All rapid transit lines have an ultimate nexus at the Five Points station, located in downtown Atlanta. MARTA trains are operated using the Automatic Train Control system, with one human operator per train to make announcements, operate doors, and to operate the trains manually in case of a control system malfunction or an emergency.

MARTA's bus system serves a wider area than the rail system. As of June 30, 2016, MARTA's service covers 101 bus routes supported by a fleet of 570 buses operating over 25 million annual vehicle miles. Service for Clayton County became effective March 21, 2015. All MARTA bus lines feed into or intersect MARTA rail lines as well.

In compliance with the Americans with Disabilities Act (ADA), MARTA provides Mobility for those persons defined as disabled by the ADA. MARTA uses 211 special lift-equipped vehicles for this service, and can either deliver passengers to their final destination (curb-to-curb service) or can deliver the passenger to the closest accessible bus stop or rail station (feeder service). MARTA provides over 290,000 Mobility trips each fiscal year.

The Atlanta Streetcar, is MARTA's light rail service a modern streetcar route that is powered by overhead catenary and operates in mixed vehicle traffic. Operating on a 2.7-mile loop system in Downtown Atlanta, the system was constructed by the City of Atlanta and was integrated into MARTA operations on July 1, 2018.

In 2017, MARTA had 4,492 full and part-time employees, of whom 1,582 were bus drivers or train operators. Rail and bus operators, the station agents, the rail maintenance workers, and many other employees of MARTA are represented in negotiations by the Amalgamated Transit Union's Local 732.

MARTA has its own police department with 329 badge-wearing officers, making it the ninth-largest police department in Georgia.

## **MARTA's EXECUTIVE STAFF PROFILE**

MARTA is led by two groups of dedicated professionals, The Board of Directors and the Executive Management Team. The executive staff for the Metropolitan Atlanta Rapid Transit Authority consists of:



**Jeffrey A. Parker**  
**General Manager and Chief Executive Officer**

As a recognized national leader in transportation and transit, Jeffrey A. Parker has more than 30 years of experience in both the private and public sectors of the industry, heading operations and expansion programs in several multimodal transit agencies. Parker was named General Manager/CEO of the Metropolitan Atlanta Rapid Transit Authority (MARTA) in March 2018, joining the organization after serving as the vice president of the Georgia/Alabama/Tennessee District of HNTB Corporation, one of the country's leading architecture and engineering consulting firms.

Parker has held a wide range of leadership positions in transportation during his career, including being appointed as the Commissioner of the Connecticut Department of Transportation in 2010 by then Governor Jodi Rell after serving as Deputy Commissioner for two years. Parker joined the Connecticut Transportation Department after serving as MARTA's Senior Director, Transportation Operations, where he was the Senior Manager for Rail Bus and Paratransit Operations from 2005 to 2008.

Parker began his transportation career in 1985 with the Massachusetts Bay Transportation Authority where he rose from serving as an intern to the Chief, Operations Control Center and Training. After a stint with Parsons Corporation, Parker returned to the Massachusetts Bay Transportation Authority as the Director of Subway Operations and Rail Vehicle Engineering from 2000 to 2005.

Parker has served on the Board of Directors for several major transportation organizations including the American Association of State Highway and Transportation Officials, the Bradley International Airport and the I-95 Coalition. In Georgia, Parker has been a member of the board of directors of the Georgia Chamber of Commerce, the Georgia Transportation Alliance, Central Atlanta Progress and the Greater North Fulton Chamber of Commerce.



**Rob Troup**  
**Deputy General Manager**



**Gordon L. Hutchinson, CPA**  
**Chief Financial Officer**



**Elizabeth O'Neill**  
**Chief Counsel**

**Melissa Mullinax**  
**Chief of Staff**

**Wanda Dunham**  
**Chief of System Safety, Security and Emergency Management / Police Chief**

**Paula Nash**  
**Interim Executive Director Diversity and Inclusion / Chief Diversity Officer**

**Lashanda Dawkins**  
**Assistant General Manager Human Resources**

**MARTA is organized into sixteen departments under the following four divisions:**

<b>GM/CEO</b>	<b>Operations</b>	<b>Administration</b>	<b>Finance</b>
Legal Services	Bus Operations	Planning	Accounting
Internal Audit	Rail Operations	Technology	Grants
Diversity & Inclusion	Capital Programs &	Police Services	Contracts &
Human Resources	Development	Safety & Q.A.	Procurement
Communications &			
External Affairs			
TOD & Real Estate			

MARTA's Board of Directors

During the Plan Period, MARTA's Board of Directors was comprised of 15 members, from the City of Atlanta, Fulton County, DeKalb County, as well as representatives from Georgia Regional Transportation Authority and Georgia Department of Transportation. This Board includes three representatives each from the City of Atlanta and Fulton County, four representatives from DeKalb County and two from Clayton County. The Commissioner of the Georgia Department of Transportation (GDOT) and the Executive Director of the Georgia Regional Transportation Authority (GRTA) serve ex-officio on the Board. They meet regularly to address the latest issues of importance concerning ridership, safety, economics, new technology, government regulations and more.

The Board of Directors is comprised of four committees:

- Audit Committee
- Business Management Committee
- Operations and Safety Committee
- Planning and External Committee

Through their commitment to Equal Employment Opportunity (EEO), Affirmative Action (AA) and the Affirmative Action Plan and Program (AAP), the MARTA Board of Directors, the General Manager/CEO and the Executive Management Team set EEO standards and model Authority wide compliance expectations.

## **EQUAL EMPLOYMENT OPPORTUNITY PROGRAM**

The following information is intended to meet the EEO reporting requirements set forth in (FTA) Circular 4704.1 and is consistent with the instructions from the FTA Regional Administrator.

### **STATEMENT OF POLICY**

An essential component of MARTA'S EEO/AAP is a comprehensive policy and procedure prohibiting discrimination and harassment in the workplace on the basis of EEO protected status. MARTA'S CEO issues an Equal Employment Opportunity Statement regarding EEO policy affecting all employment practices. MARTA'S Office of Diversity and Inclusion is responsible for the implementation of this mandate. The Office of Diversity and Inclusion has made all MARTA employees aware of its commitment to EEO by posting the EEO statement of policy in all of the Authority's facilities. The EEO Statement of Policy is found in Exhibit 4.

### **DISSEMINATION**

An effective EEO Program requires that it be known and understood by persons responsible for its administration, employees, recruitment sources, subcontractors, vendors, suppliers, and the community-at-large. MARTA has established various channels of communication to ensure that employees and the community are aware of its commitment to EEO policies and procedures.

MARTA widely publicizes and disseminates its EEO Policy Statement and associated documents to employees, subcontractors, applicants, and potential applicants, both internally and externally. EEO materials are available in both print and electronic formats and can be found posted on bulletin boards throughout the workplace, as well as on the Authority's website.

#### **Internal Dissemination**

1. MARTA's EEO Policy Statement, signed by the GM/CEO, is disseminated throughout the Agency in both print and electronic formats.
2. The Authority's EEO Policy Statement, along with federal and state labor law notices, are prominently displayed on bulletin boards, in employee break rooms and other common workspaces throughout the Authority's facilities.
3. MARTA's EEO Policy Statement is included in the Authority's employee handbooks, and in various reports.
4. The Authority's EEO Policy Statement is available on MARTA's intranet and is posted on the Office of Diversity and Inclusion webpage.
5. The Executive Director of Diversity and Inclusion provides briefings to top management and the Board of Directors on the EEO Program.
6. All new employees receive EEO training and are informed of MARTA's EEO policies during new employee orientation sessions. All employees sign a form acknowledging that they have been informed of MARTA's EEO policies.
7. An electronic roster is kept for all employees in regard to their attendance at MARTA training sessions, including EEO training.

#### **External Dissemination**

1. MARTA ODI regularly partners with organizations such as the Atlanta Hispanic Chamber of Commerce, Disability Link, and the Georgia Diversity Council to promote the diversity of its workforce. When doing so, MARTA regularly disseminates its EEO policies to these organizations.
2. All recruitment advertisements, on all platforms from newspapers to on-line job postings, state that MARTA "is an equal opportunity employer."



## **DESIGNATION OF PERSONNEL**

Although the Office of Diversity and Equal Opportunity leads the development, coordination and effectuation of the Authority's Affirmative Plan, there are numerous departments that have collaborative and supportive EEO program responsibilities. This supports MARTA's belief that that Equal Employment is an organizational responsibility.

The importance MARTA places on the EEO Program and Affirmative Action Plan is demonstrated by MARTA GM/CEO Jeffrey A. Parker's affirmation in his EEO/AA Statement of Policy (Exhibit 1). This statement of policy is posted on the agency's intranet, internet and in conspicuous workplaces throughout the agency.

### **EEO/AA Program Responsibility and Accountability**

**General Manager & CEO – Jeffrey A. Parker**, has the ultimate responsibility for ensuring that Equal Employment Opportunity and Affirmative Action receive the highest level of priority. The GM/CEO responsibilities include, but are not limited to:

- a. Appointing the Executive Director Diversity and Inclusion as the Authority's Chief EEO Officer.
- b. Delegating the responsibility for overseeing, administering, implementing, and monitoring the EEO/Affirmative Action Program to designated personnel;
- c. Ensuring that adequate funding, staffing and resources are provided to the Office of Diversity and Inclusion to successfully implement, monitor and manage EEO/AA Plans and Programs as mandated by the FTA;
- d. Imparting direction to the Executive Management Team that assures total involvement and commitment to Equal Employment Opportunity and Affirmative Action. Reviewing EEO/AA Plan Goals with executive leaders and board members. Providing, supporting and enforcing EEO/AA Plan goals for each Division.
- e. Ensuring Board of Director alignment and support of EEO principles, plans and programming;
- f. Valuing and modeling the principles of Equal Employment Opportunities, Affirmative Action, Diversity and Inclusion by proactively promoting MARTA's EEO/AA plan and related programs. Leading equality and diversity related initiatives.

**Interim Executive Director Diversity & Inclusion/Chief Diversity Officer – Paula Nash**, has been appointed by the GM/CEO as the Authority's Chief Compliance/EEO Officer. MARTA's Chief Compliance/EEO Officer has the primary and direct leadership responsibility and authority to ensure full compliance with the provisions of Executive Order 11246, as amended, and it's implementing regulations. The responsibilities of the Chief Compliance/EEO Officer include, but are not limited to:

- a. Administering MARTA's EEO Policy, EEO program and internal and external communication procedures;
- b. Providing quarterly updates on Civil Rights Compliance and EEO/AA Program goals and progress for every business unit with the General Manager/CEO, executive management team and Board of Directors. Keeps CEO abreast of new developments in EEO that may require amendments to MARTA policies;
- c. Ensuring that Office of Diversity and Inclusion designated personnel responsible for EEO/AA Plans and Programs are provided with the staff and resources necessary to successfully implement, monitor and manage assigned responsibilities;
- d. Ensuring program effectiveness. Designing, implementing, and monitoring internal audit and reporting systems to measure program effectiveness;

- e. Serving as liaison between the Authority, Federal, State and local governments, regulatory agencies. Serving as the Authority's chief representative with diversity and community organizations;
- f. Assuring that current legal information affecting affirmative action is disseminated to responsible officials;
- g. Providing direction to the Human Resources Department regarding underrepresented groups and utilization goals. Advising the Human Resources Department's on diversity in employment practices. Ensuring the establishment of outreach sources. Concurring in all hires and promotions;
- h. Ensuring established investigations processes and management for EEO complaints.
- i. Designing and implementing an internal audit and reporting system that: 1) measures the effectiveness of the MARTA program; 2) determines the degree to which AAP Goals and Objectives are met; and 3) identifies the need for remedial action;
- j. The development of education and training programs to provide managers and supervisors with EEO information to assist them in their compliance efforts;
- k. Directs, interprets and enforces MARTA EEO policies, procedures and guidelines in compliance with state and federal law.

***Assistant General Manager Human Resources – LaShanda Dawkins.*** The Assistant General Manager for Human Resources is charged with supporting EEO/AA Plans, programs and policies established by the Office of Diversity and Inclusion. Primary supporting responsibilities include:

- a. Ensuring the establishment and ongoing effectiveness of employment programs and practices that accomplish the goals and objectives of MARTA's EEO/AA Plan for both applicants and MARTA employees.
- b. Ensure the Authority's Human Resources Information Systems captures EEO related information for all individuals in MARTA's employment life cycle (applicant, hire, compensation, transfer, promotion, disciplinary, demotion and termination data).

***Manager Diversity and Inclusion – Niki Hester.*** The Manager Diversity and Inclusion is responsible for leading the day to day management and execution of Civil Rights compliance and MARTA's EEO Programs, as follows:

- a. Manages the development, preparation and update of MARTA's EEO/Affirmative Action Plan. Sets goals and develops programs to achieve goals;
- b. Has direct oversight of MARTA's EEO complaint and investigation processes. Approves case determinations concerning any allegations of discrimination, both internally and in connection with regulatory agencies;
- c. Identifies and conveys problem areas along with recommended solutions, to the Executive Director Diversity and Inclusion and key organizational leaders;
- d. Assists with development, establishment and enforcement of MARTA goals and objectives;
- e. Guides and counsels MARTA leaders and employees on EEO related matters; and
- f. Manages routine internal EEO audits to ensure MARTA's compliance with Title VII of the Civil Rights Act of 1964, and to ensure the Authority is positioned to execute an effective EEO Program.

***Workforce Planning Administrator – Vacant.*** The Workforce Planning Administrator replaces the Affirmative Action Administrator position present in MARTA's organizational structure during the preceding

plan period. This position is responsible for developing and updating and monitoring the Equal Employment Opportunity/Affirmative Action Plan, monitoring the related program and reporting progress to management. The position implements all components of the EEO/AA Program and:

- a. Developing policy statements, new programs, supporting automated systems and communication channels for EEO initiatives including the EEO/AA Plan;
- b. Perform data and predictive analytics. Assists management in identifying problem areas;
- c. Assists employees with discrimination complaints. Initiate and conduct investigations;
- d. Assist and guide MARTA leaders in their management of EEO related matters;
- e. Assist in the development and facilitation of training programs to provide managers, supervisors, and employees with Equal Employment Opportunity/Affirmative Action information to assist them in their compliance efforts and daily workplace conduct;
- f. Ensure the proper display of EEO posters and policies; and
- g. Assist the Manager Diversity and Inclusion with EEO/AA Program enhancements.

***Managers and Supervisors*** – MARTA employees, at all managerial and supervisory levels, are responsible for ensuring that subtle and overt forms of discrimination are eliminated within their respective work areas by:

- a. Providing equal opportunity for promotions, transfers, and training to all qualified employees regardless of sex, including sexual orientation, race, color, ancestry, religious creed, national origin, physical disability (including HIV and AIDS), mental disability, medical condition, age (40 & over), marital status, veteran status or any other status protected by federal or state laws;
- b. Initiating, guiding, and taking necessary actions to implement equal employment opportunities at all grade levels;
- c. Ensuring nondiscrimination in any employment practice including, but not limited to, recruitment, selection, assignment, transfer, promotion, discipline, layoff, termination, compensation, benefits, social and recreational programs, training and commendation;
- d. Supporting MARTA's EEO policies by understanding the intent and goals of the EEO program, participating in EEO training, and assisting EEO staff in monitoring the progress of the EEO Policy/Affirmative Action Plan; and
- e. Attending specific training on diversity, affirmative action and the prevention of sexual harassment.
- f. Performing the following responsibilities to comply with the MARTA EEO Program:
  - 1. Identify problem areas that could prevent compliance with EEO goals and objectives;
  - 2. Cooperate with local minority organizations, women's and disability organizations, and community programs to promote equal employment opportunities;
  - 3. Participate in periodic audits of all aspects of employment to identify and remove barriers obstructing the achievement of specified goals and objectives;
  - 4. Hold regular discussions with other managers, supervisors and employees to ensure that MARTA EEO policies and procedures are followed;

5. Review the qualifications of all employees to ensure that minorities, individuals with disabilities and women are given full opportunities for transfers, promotions, training, salary increases and other forms of compensation;
6. Participate in the review and investigation of complaints alleging discrimination;
7. Conduct and support career counseling for all employees; and
8. Participate in audits to ensure compliance with EEO policies and AA Plan.

### **EEO Program and Affirmative Action Plan Compliance**

In tandem with the above, MARTA's Office of Diversity and Inclusion is charged with the development, implementation, coordination, and monitoring of all civil rights programs required by Board policies and federal regulations, including Title VI. The Office ensures that MARTA effectuates an equitable distribution of transit services and benefits, while clearly exhibiting a non-discriminatory impact on the Authority's decisions and activities. This dictates that the Office must continually design, update, modify and implement Title VI/ Environmental Justice programs which facilitate the efficient and effective review, monitoring, and measuring of equal access, equitable transit services and the equitable distribution of transit amenities.

Job descriptions for MARTA's EEO staff are found in Exhibit 6.

## **WORKFORCE AND UTILIZATION ANALYSIS**

The purpose of the Utilization Analysis is to identify those job categories where there is underutilization and/or overconcentration of certain demographic groups within MARTA's workforce, in comparison to their availability in the relevant labor market. It is also used to establish a set of goals and timetables to address any underutilization and/or overconcentration.

The Utilization Analysis consists of a workforce analysis and an availability analysis. The workforce analysis provides a statistical breakdown of MARTA's workforce by EEO-4 job categories, cross-referenced by gender and race/ethnicity. The availability analysis draws from US Census Bureau statistics on the demographics of the available workforce, primarily in the metropolitan Atlanta area, but also in the state of Georgia and the United States as a whole, for certain job categories.

Based on a comparison between the demographic profile of MARTA's workforce and the demographic profile of the available workforce, this analysis identified areas of underutilization and overconcentration. These figures were used as a baseline from which goals and timetables were developed.

### **Description of Data Sources**

#### **Workforce Data**

Workforce data is derived from MARTA's 2017 EEO-4 report (Exhibit 14), which accounts for a snapshot of the workforce on 6/30/2017. All full-time, part-time, permanent, and temporary MARTA employees are captured in the dataset for this Utilization Analysis. Contractors are not included in the data.

MARTA assigns similar or related job titles to job groups that mirror the EEO-4 job categories. As MARTA only categorized four employees as Paraprofessionals, data on these employees have been incorporated into the Administrative Support job category for the purposes of this analysis.

#### **Availability Data**

MARTA obtained availability data from the U.S. Census Bureau's 2006-2010 American Community Survey. This analysis employs the EEO6w State and Local Government Job Groups by Gender, and Race/Ethnicity for Worksite Geography data tables. This is the most recent source of EEO tabulation data by State and Local Government job groups.

This analysis uses the same geographic areas as MARTA's 2014 EEO Program Report. The Authority elected to use the entire United States as the appropriate labor market for the Officials and Administrators job category. MARTA sources candidates from throughout the U.S. for its executive management positions, due to the relatively small pool of people qualified to take on these senior management roles. For the Protective Service Workers job category, the Authority selected the entire state of Georgia as the supply area. Based on historical talent acquisition data, MARTA widens its search parameters to recruit enough candidates for this category. For the remaining job categories, this analysis uses the Atlanta-Sandy Springs-Marietta Metro Area as the appropriate labor market. The Authority has historically been able to meet its hiring needs for these job categories by recruiting from the 2.4 Million population of the Greater Atlanta Metro Area's labor force.

## **Findings**

### **Total Workforce & Availability Analysis**

MARTA's total workforce, on June 30, 2017, comprised 4492 individuals. This figure includes all full time, part time, permanent, and temporary employees. Of the total workforce, 2861 employees were male, composing 63.7% of MARTA's workforce. 1631 employees were female, representing 36.3% of the workforce. 4084 employees were minorities, composing 90.9% of the workforce. 408 employees were Caucasian, representing 9.1% of the workforce (Figure 1).

Composing a total of 83.7% of MARTA's workforce, African Americans were highly represented in the Authority. In comparison, African American workforce representation in Metro Atlanta is 28.8%. Neither male nor female African Americans were underutilized in any workforce category. African Americans were most highly represented in the Service-Maintenance (94.1%), Administrative Support (85.3%), and Protective Service (78.1%) categories.

91 Hispanic/Latino males and 45 Hispanic/Latino females worked at MARTA on June 30, 2017. Combined, Hispanic/Latinos made up 3.0% of the Authority's workforce. This figure is considerably smaller than the 9.2% availability of Hispanic/Latinos in the overall workforce in Metro Atlanta. Hispanic/Latino males were underutilized in four job categories. These were Skilled Craft (16.8% underutilized), Service/Maintenance (11.5% underutilized), Officials and Administrators (4.4% underutilized), and Administrative Support (0.4% underutilized). Hispanic/Latino females were also underutilized in four job categories. These were Service-Maintenance (5.5% underutilized), Officials and Administrators (1.7% underutilized), Skilled Craft (0.7% underutilized), and Professionals (0.5% underutilized).

88 Asian males and 19 Asian females were employed at MARTA on the reporting date. Combined, Asians represented 2.4% of the workforce. This percentage is less than the 4.6% availability figures for Asians in Metro Atlanta. Asian males were underutilized in three job categories. These were Service/Maintenance (1.9% underutilized), Technicians (1.6% underutilized), and Administrative Support (1.1% underutilized). Asian females were underutilized in four job categories. These were Service-Maintenance (2.4% underutilized), Professionals (2.1% underutilized), Skilled Craft (0.5%) underutilized, and Administrative Support (0.4% underutilized).

American Indians or Alaskan Natives represented 0.42% of MARTA's workforce. Native Hawaiians or Other Pacific Islanders composed 0.09% of the workforce. individuals of Two or More Races represented 1.29% of the workforce. Since these groups make up a very small percentage of the available workforce in the Atlanta metropolitan area, none of these groups were underrepresented in MARTA's workforce (Figure 3).

The largest deficiencies amongst all demographic groups, and across most EEO-4 job categories, were Caucasian females. Caucasian females made up only 1.4% of the MARTA workforce, whereas they compose 25.4% of the workforce in Metro Atlanta. Caucasian females were underutilized in six job categories. These were Professionals (31.2% underutilized), Administrative Support (30.9% underutilized), Officials and Administrators (20.2% underutilized), Service-Maintenance (16.8% underutilized), Protective Service (7.1% underutilized), and Skilled Craft (2.7% underutilized).



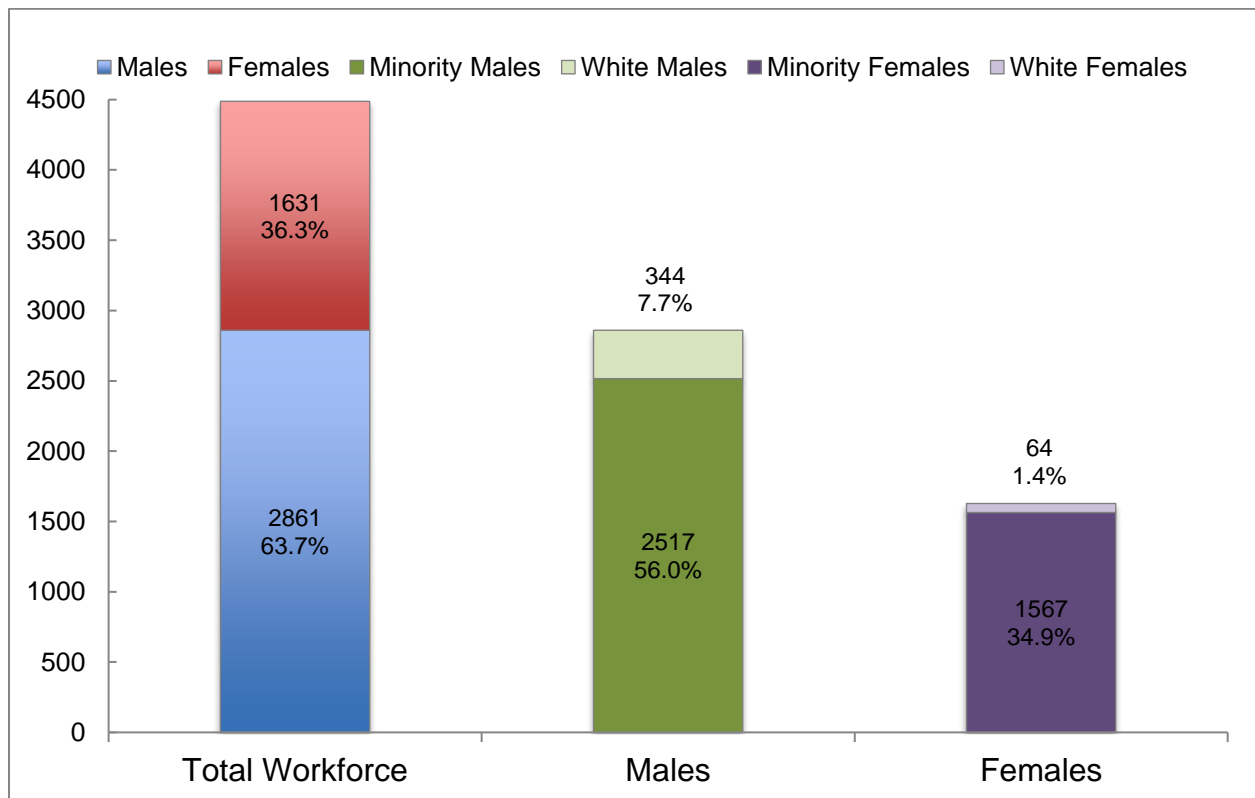


Fig. 1 - MARTA Workforce Snapshot  
6/30/2017

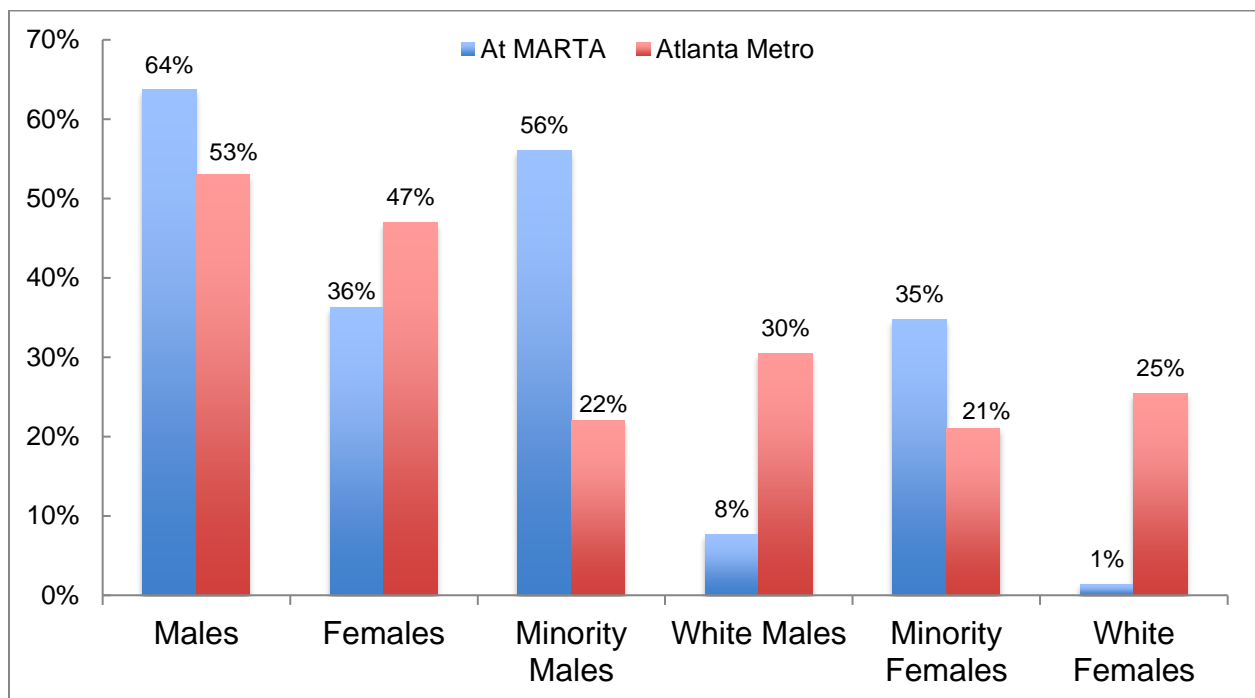


Fig. 2 - MARTA Workforce in Comparison to Workforce Availability in Metro Atlanta  
By Gender and Minority Status

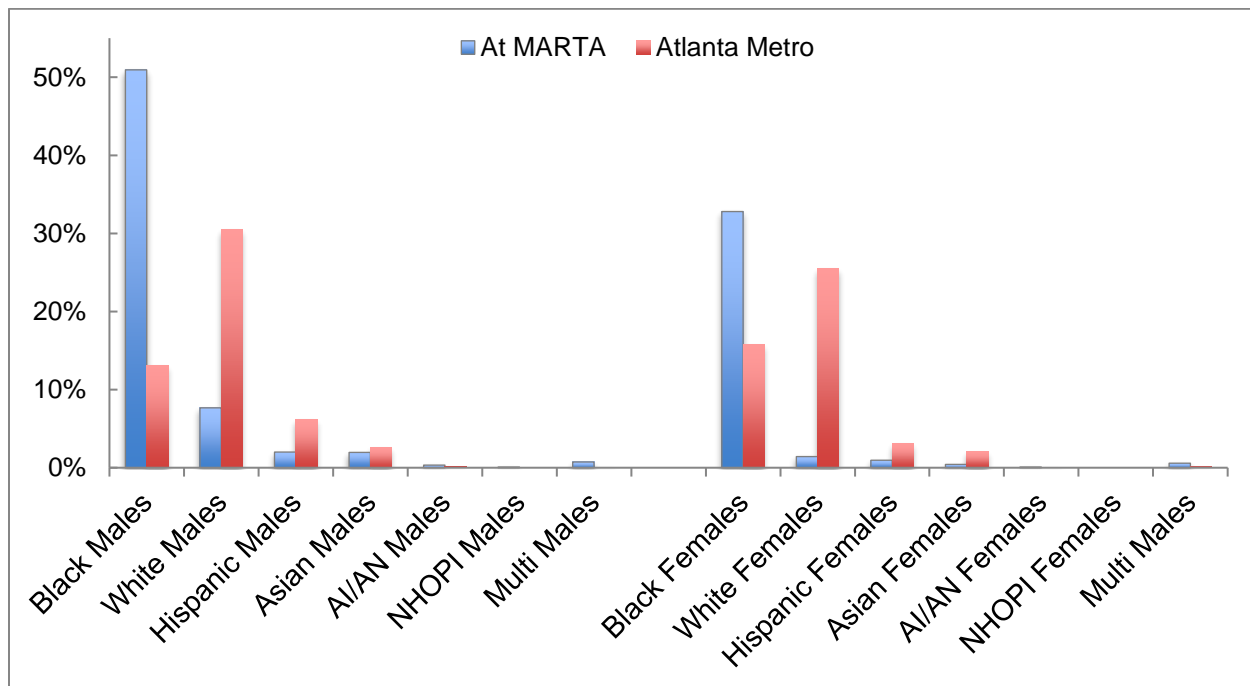


Fig. 3 - MARTA Workforce in Comparison to Workforce Availability in Metro Atlanta By Demographic Group

### Officials and Administrators

The Officials and Administrators job category contained 60 MARTA employees, with annual salaries ranging from approximately \$81,000 to \$381,000. Of these 60 employees, 34 (56.7%) were male, and 26 (43.3%) were female. 37 (61.7%) were minorities, and 23 (38.3%) were Caucasian.

Three protected class groups were underutilized in the Officials and Administrators job category. These include Caucasian females, Hispanic/Latino females, and Hispanic/Latino males.

Demographic	Underutilization
Caucasian Females	20.2%
Hispanic/Latino Females	1.7%
Hispanic/Latino Males	4.4%

### Professionals

972 MARTA employees were classified in the Professionals job category, with annual salaries ranging from approximately \$25,000 to \$220,000. Of these 972 employees, 646 (66.5%) were male, while 326 (33.5%) were female. 807 (83.0%) were minorities, and 165 (17.0%) were Caucasian.

Three protected class groups were underutilized in the Professionals job category. These include Caucasian females, Hispanic/Latino females, and Asian females.

Demographic	Underutilization
Caucasian Females	31.2%
Hispanic/Latino Females	0.5%
Asian Females	1.9%

## Technicians

The Technicians job category included 100 MARTA employees, with annual salaries ranging from approximately \$29,000 to \$84,000. Of these 100 employees, 72 (72.0%) were male, while 28 (28.0%) were female. 80 (80.0%) were minorities, and 20 (20.0%) were Caucasian.

Only one protected class group was underutilized in the Technicians job category, Asian males.

Demographic	Underutilization
Asian Males	1.6%

## Protective Service

329 MARTA employees were counted in the Protective Service job category, with annual salaries ranging from approximately \$33,000 to \$60,000. Of these 329 employees, 231 (70.2%) were male, while 98 (29.8%) were female. 290 (88.1%) were minorities, and 39 (11.9%) were Caucasian.

Only one protected class group was underutilized in the Protective Service job category, Caucasian females.

Demographic	Underutilization
Caucasian Females	7.1%

## Paraprofessionals

MARTA placed only four employees in the Paraprofessional job category. As this number is too small to be statistically significant, for the purposes of this analysis, these four employees have been grouped into the Administrative Support job category.

## Administrative Support

407 MARTA employees (including the 4 included from the Paraprofessionals job category) were classified in the Administrative Support job category, with annual salaries ranging from approximately \$19,000 to \$86,000. Of these 407 employees, 127 (31.2%) were male, while 280 (68.8%) were female. 383 (94.1%) were minorities, and 24 (5.9%) were Caucasian.

Four protected class groups were underutilized in the Administrative Support job category. These include Caucasian females, Asian males, Asian females, and Hispanic/Latino males.

Demographic	Underutilization
Caucasian Females	30.9%
Asian Males	1.1%
Asian Females	0.4%
Hispanic/Latino Males	0.4%

## Skilled Craft

The Skilled Craft workers job category included 544 MARTA employees, with annual salaries ranging from approximately \$38,000 to \$49,000. Of these 544 employees, 524 (96.3%) were male, while 20 (3.7%) were female. 446 (82.0%) were minorities and 98 (18.0%) were Caucasian.

Four protected class groups were underutilized in the Skilled Craft job category. These include Hispanic/Latino males, Caucasian females, Hispanic/Latino females, and Asian females.

<b>Demographic</b>	<b>Underutilization</b>
Hispanic/Latino Males	16.8%
Caucasian Females	2.7%
Hispanic/Latino Females	0.7%
Asian Females	0.5%

## Service-Maintenance

2080 MARTA employees were counted in the Service-Maintenance job category, with annual salaries ranging from approximately \$20,000 to \$49,000. Of these 2080 employees, 1227 (59.0%) were male, while 853 (41.0%) were female. 2041 (98.1%) were minorities and 37 (1.9%) were Caucasian.

Six protected class groups were underutilized in the Service-Maintenance category. These include Caucasian females, Hispanic/Latino males, Hispanic/Latino females, Asian females, Asian males, and American Indian and Alaskan Native females.

<b>Demographic</b>	<b>Underutilization</b>
Caucasian Females	16.8%
Hispanic/Latino Males	11.5%
Hispanic/Latino Females	6%
Asian Females	2.4%
Asian Males	1.9%
American Indian/Alaskan Native Females	0.1%

Refer to Exhibit 16 for MARTA's Utilization Analysis by Job Category.

## **GOALS AND TIMETABLES**

MARTA'S EEO/Affirmative Action efforts are directed toward achieving gender and minority representation in all job groups that is equivalent to availability. Goals and timetables are excellent management tools that assist in the optimum utilization of human capital. Specific and detailed percentages and numerical goals with timetables must be set to correct any underutilization of specific affected classes of persons identified in the utilization analysis.

In establishing placement goals, MARTA applied the following principles:

1. When the percentage of minorities or women employed in a job group was less than would reasonably be expected given their availability percentage in that job group, MARTA established a percentage placement goal using statistically significant methods (the whole person rule). These goals consider the availability of qualified persons in the local labor market and the anticipated employment opportunities with MARTA.
2. Placement goals are not quotas that must be met, nor are they to be considered as either a ceiling or a floor for the employment of particular groups. The placement goals are guideposts that may be used as a measure of MARTA's progress in remedying areas of underutilization in our workforce.
3. In all employment decisions, MARTA makes selections in a nondiscriminatory manner. Placement goals do not provide a justification to extend a preference to any individual, select an individual, or adversely affect an individual's employment status, based on that individual's race, color, religion, sex, age, disability, veteran status, or national origin.
4. Placement goals do not create set asides for specific groups, nor are they intended to achieve proportional representation or equal results.
5. Placement goals are not used to supersede merit selection principles, nor do these placement goals require the Company to hire a person who lacks qualifications to perform the job successfully or hire a less qualified person in preference to a more qualified one. MARTA believes that by making a good faith effort to making all aspects of our EEO/AAP plan work, we will achieve our placement goals. MARTA's placement goals are attainable with continued outreach and recruitment efforts targeted towards increasing a diverse pool of qualified applicants and with the implementation of action-oriented programs.

### **2014 EEO/AA Plan Progress Against Goals**

There was no appreciable change in the gender breakdown of the MARTA workforce between 2013 and 2017.

<b>MARTA Workforce Overview</b>			
<b>Year</b>	<b>Total Workforce</b>	<b>Males</b>	<b>Females</b>
<b>2013</b>	4377	63.7%	36.3%
<b>2017</b>	4492	63.7%	36.3%

Between 2013 and 2017 MARTA saw minimal demographic change within its workforce. The percentage of both African Americans and Caucasians fell by 0.5%. The largest increase in representation occurred in the "Two or More Races" category. Representation in all other categories remained consistent throughout the reporting period.

<b>MARTA Workforce by Race and Ethnicity</b>		
	<b>2013</b>	<b>2017</b>
<b>African American</b>	84.2%	83.7%
<b>Caucasian</b>	9.6%	9.1%
<b>Hispanic and Latino</b>	3.0%	3.0%
<b>Asian</b>	2.2%	2.4%
<b>Native American</b>	0.5%	0.4%
<b>Native Hawaiian and Other Pacific Islanders</b>	0.1%	0.1%
<b>Two or MORE Races</b>	0.4%	1.3%

## 2014 EEO/AA Plan Established Goals

The 2014 EEO Program Report set goals for fourteen demographic groups across six job categories. The Authority made some progress in six of the fourteen categories and experienced a slight decline in utilization across eight. A summary of progress against goals established in the 2014 report is captured in Figure 1.

2014 EEO/AA Plan Goals endeavored to address and close the entire variance in all underrepresented categories, with a well-intended objective of reaching full parity between MARTA's workforce and the labor market within a four-year period. Full parity is the long-range objective. However, considering the representation percentages, it could not be reached within four years. Reaching these goals within a four-year period would have required MARTA to replace or augment our total workforce by more than 50% within the plan period.

Figure 1

<b>Progress Against Goals 2013 – 2017</b>			
<b>By Job Category</b>			
	<b>2013 Actual</b>	<b>2017 Goal</b>	<b>2017 Actual</b>
<b>Officials &amp; Administrators</b>			
▪ Asian	4.17%	5.38%	3.33%
▪ Hispanic/Latino	2.08%	6.85%	1.67%
<b>Professionals</b>			
▪ Female	34.32%	55.1%	33.54%
▪ Asian	4.56%	6.91%	5.35%
▪ Hispanic/Latino	3.08%	3.44%	3.09%
<b>Technicians</b>			
▪ Female	28.3%	52.5%	28.0%
▪ Asian	4.72%	6.91%	3.0%
<b>Administrative Support</b>			
▪ Asian	1.98%	2.7%	2.21%
▪ Hispanic/Latino	4.2%	4.8%	4.67%
<b>Skilled Craft Workers</b>			
▪ Female	4.47%	5.4%	3.68%
▪ Hispanic	3.76%	22.8%	4.60%
<b>Service/ Maintenance</b>			
▪ Female	40.29%	59%	41.01%
▪ Asian	0.81%	5.3%	0.43%
▪ Hispanic	2.28%	14%	1.83%



## Utilization Goals 2018-2022

MARTA believes that by making a good faith effort to making all aspects of our EEO/AAP plan work, we will achieve our placement goals. MARTA's placement goals are attainable with continued execution of workforce strategies that include outreach and recruitment efforts targeted towards increasing a diverse pool of qualified applicants and with the implementation of action-oriented programs.

### Long Term Placement Goals

MARTA's Long Term Placement Goals are established to correct areas of underutilization in our EEO categories. According to currently underutilized areas, specific goals have been established for Caucasian Females, Hispanic and Latino Males, and Hispanic and Latino Females. These long-term goals are established for achievement in a four-year period:

- **Caucasian Female Professionals.** Increase by 98.
- **Caucasian Female Administrative Support.** Increase by 30.
- **Caucasian Female Officials and Administrators.** Increase by 12.
- **Caucasian Female Service Maintenance.** Increase by 123.
- **Caucasian Female Protective Service.** Increase by 13.
- **Caucasian Female Skilled Craft.** Increase by 14.
- **Hispanic and Latino Male Skilled Craft.** Increase by 32.
- **Hispanic and Latino Male Service Maintenance.** Increase by 80.
- **Hispanic and Latina Female Service Maintenance.** Increase by 76 females.

In no job category were Asian males or females underutilized by more than 2%. Asian Males represent 1.96% of MARTA's workforce compared to 2.59% of the Atlanta Region's available labor market. Asian Females represent 0.4% of MARTA's workforce compared to 2.1% of the Atlanta Region's available labor market.

### Caucasian Females

Caucasian females are the most underutilized demographic group within MARTA's workforce. On 6/30/2017, there were only 64 Caucasian females employed at MARTA, representing 1.4% of the workforce, whereas in the Metropolitan Atlanta region, Caucasian females made up 25.4% of the workforce. MARTA has set job category specific goals to increase the percentage of Caucasian females within its workforce over the next four years, and as follows:

#### **Professionals**

Caucasian females were underutilized by 31% in the Professionals Category. An addition of 303 Caucasian females would be needed to reach parity with the supply in MARTA Atlanta. MARTA has set the goal of decreasing this underutilization rate by 10% over the next four years (a 2% increase over the next two years, and a 3% increase in the following two years), resulting in the addition of 98 Caucasian females in this period. To reach full parity with the available supply in the region over four years would be unrealistic, due to the large total numbers of Caucasian females that would have to be added to the Authority's workforce. MARTA has deemed a 10% increase to be attainable given hiring and turnover rates, and the availability of Caucasian females with professional skills in the Atlanta area.

#### **Administrative Support**

Caucasian females were underutilized by 31% in the Administrative Support Category. An addition of 125 Caucasian females would be needed to reach parity with the supply in MARTA Atlanta. MARTA has set the

goal of decreasing this underutilization rate by 10% over the next four years (a 2% increase over the next two years, and a 3% increase in the following two years), resulting in the addition of 30 Caucasian females in this period. To reach full parity with the available supply in the region over four years would be unrealistic, due to the large total numbers of Caucasian females that would have to be added to the Authority's workforce. MARTA has deemed a 10% increase to be attainable given hiring and turnover rates, and the availability of Caucasian females with administrative support skills in the Atlanta area.

### **Officials and Administrators**

Caucasian females were underutilized by 20% in the Officials and Administrators category. An addition of 12 Caucasian females would be needed to reach parity with national levels. MARTA has set a goal to decrease the underutilization rate in this category by 8% over the next four years (a 2% increase over the next four years), resulting in the addition of 5 Caucasian females in this period.

### **Service-Maintenance**

Caucasian females were underutilized by 17% in the Service-Maintenance category. An addition of 348 Caucasian females would be needed to reach parity with the supply in MARTA Atlanta. MARTA has set a goal to decrease the underutilization rate in this category by 6% over the next four years (a 1% increase over the next two years, and a 2% increase in the following two years), resulting in the addition of 123 Caucasian females in this period. To reach full parity with the available supply in the region over four years would be unrealistic, due to the large total numbers of Caucasian females that would have to be added to the Authority's workforce. MARTA has deemed a 6% increase to be attainable given hiring and turnover rates, and the availability of Caucasian females with service-maintenance skills in the Atlanta area.

### **Protective Service**

Caucasian females were underutilized by 7% in the Protective Service category. An addition of 23 Caucasian females would be needed to reach parity with the supply in the state of Georgia. MARTA has set a goal to decrease the underutilization rate in this category by 4% over the next four years (a 1% increase over the next four years), resulting in the addition of 13 Caucasian females in this period.

### **Skilled Craft**

Caucasian females were underutilized by 3% in the Protective Service category. An addition of 14 Caucasian females would be needed to reach parity with the supply in MARTA Atlanta. MARTA has set a goal to close the underutilization rate in this category (a 1% increase over the next three years), resulting in the addition of 14 Caucasian females in this period.

## **Hispanic/Latino Males**

The second most underutilized demographic group within MARTA's workforce were Hispanic/Latino males. On 6/30/2017, there were 91 Hispanic/Latino males employed at MARTA, representing 2.0% of the workforce, whereas in the Metropolitan Atlanta region, Hispanic/Latino males made up 6.2% of the workforce. MARTA has set the following goals to increase the percentage of Hispanic males within its workforce over the next four years.

### **Skilled Craft**

Hispanic/Latino males were underutilized by 17% in the Skilled Craft category. An addition of 91 Hispanic/Latino males would be needed to reach parity with the supply in MARTA Atlanta. MARTA has set

a goal to decrease the underutilization rate in this category by 6% over the next four years (a 1% increase over the next two years, and a 2% increase in the following two years), resulting in the addition of 32 Hispanic/Latino males during this period.

### **Service-Maintenance**

Hispanic/Latino males were underutilized by 12% in the Service-Maintenance category. An addition of 240 Hispanic/Latino males would be needed to reach parity with the supply in MARTA Atlanta. MARTA has set a goal to decrease the underutilization rate in this category by 4% over the next four years (a 1% increase for each of the next four years), resulting in the addition of 80 Hispanic/Latino males during this period.

### **Officials and Administrators**

Hispanic/Latino males were underutilized by 4% in the Officials and Administrators category. There are no male Hispanic/Latino Officials and Administrators at MARTA, and an addition of 2 Hispanic/Latino males would be needed to reach parity with the national average. MARTA has set a goal to close the gap in the utilization rate, and to hire 2 male Hispanic/Latino Officials and Administrators over the next two years.

### **Hispanic/Latino Females**

The third most underutilized demographic group within MARTA's workforce were Hispanic/Latino females. On 6/30/2017, there were 45 Hispanic/Latino females employed at MARTA, representing 1.0% of the workforce, whereas in the Metropolitan Atlanta region, Hispanic/Latino females made up 3.0% of the workforce.

### **Service-Maintenance**

Hispanic/Latino females were underutilized by 6% in the Service-Maintenance category. An addition of 114 Hispanic/Latino females would be needed to reach parity with the supply in MARTA Atlanta. MARTA has set a goal to decrease the underutilization rate in this category by 4% over the next four years (a 1% increase over each of the next four years), resulting in the addition of 76 Hispanic/Latino females in this period.

### **Short Term Placement Goals**

MARTA's Short Term Placement Goals are established to address the immediate actions required to achieve our Long-Term Placement Goals. The Short-Term Goals are set in increments of one (1) year and aligned with MARTA's fiscal year objective setting process. These objectives include but are not limited to the following:

- Internal in-depth organizational review and assessment of all company policies, programs, practices, processes and systems to identify potential impediments to a highly effective EEO Program and identification of root cause issues and solutions.
- Building a Culture Transformation Initiative that assists the organization in optimally shifting the diversity representation in the present workforce.
- Identifying and implementing systems and processes that support sustainable plans and change.

MARTA has established short term and long-term efforts to correct the areas of individual gender, racial and ethnic underutilization in our EEO categories and additionally increase diversity in our applicant pool. Our commitment to EEO efforts is continuous.

## **Employment Practices – Statistical Summary**

### **Data Sources and Methodology**

All tables used for the Employment Practices analyses are based on the sample charts provided by the FTA. While some minor changes have been made to the labeling and formatting of the sample charts, all formulas and calculations provided in the sample charts have been left intact.

The Promotions, Training, Terminations, and Discipline (Demotions) tables use Total Workforce figures as a baseline for this analysis. The data in the Total Workforce row captures a snapshot of the MARTA workforce on 7/1/2013 plus all hires between 7/1/2013 and 6/30/2017. In other words, the Total Workforce figures account for all employees who worked at MARTA at any time during the reporting period, from 7/1/2013 and 6/30/2017.

For all tables, a selection rate for each demographic group is determined by dividing the number of people selected (promoted, trained, etc.) by a total pool of applicants or employees. For all tables, an impact ratio is determined by comparing the selection rate for each group with that of the highest group (by dividing the selection rate for a group by the selection rate for the highest group). Potential adverse impact is flagged for any group that has a selection rate that is less than 80% of the selection rate for the highest group.

As there were only four employees that MARTA categorized as paraprofessionals on 6/30/2017, data on paraprofessionals are reflected in the Administrative Support category for this analysis.

In accordance with FTA regulations, which state that analysis for any demographic groups constituting less than two percent of the applicable workforce is not required, selection rates, ratios to highest rate, and potential adverse impacts are not calculated in the tables for groups that constitute less than two percent of the applicable job category. In all tables, calculated fields for these small groups are indicated as N/A.

For Hires and Promotions, the total number of applicants and selected employees who self-identified as veterans are included in the calculations. The hire and promotion rates for self-identified veterans are summarized by gender and ethnicity, but not broken down by individual employment categories.

Statistical data on employees and applicants who self-identified as having a disability are unavailable. This analysis excludes all data on persons with disabilities.

### **Hires**

The hires table (Exhibit 17) accounts for all applicants for all positions (full time, part time, permanent, and temporary) at MARTA and all new hires for these positions during the reporting period of 7/1/2013 to 6/30/2017. The Number Applied row captures all individual applicants for positions at MARTA during the reporting period, and the Total Hires row captures all individual new hires at MARTA during the reporting period.

Refer to Figures 1 through 3 (on pages 24 and 25) for the Hiring Rates for All Job Categories by demographic group

### **Training**

Statistical data on employee training (Exhibit 17) is reliably and consistently tracked at MARTA. Data in the Total Trained Row captures the total number of MARTA employees who received training that fosters promotion at any time during the reporting period. Two hundred and Fourteen (214) MARTA training

courses are deemed as having the potential to foster promotion. The training rate is derived by dividing the Total Trained row by the Total Workforce row.

Refer to Figure 4 for the Training rates for all job categories by demographic group.

### **Promotions**

Statistical data on the number of applicants for promotion among existing employees at MARTA is unavailable. Instead, Total Workforce data is used as the baseline figure in the Promotions table (Exhibit 17). Data in the Total Promotions row captures all job actions that MARTA deemed as promotions during the reporting period. These job actions include promotions, progressions, and temporary to full-time status changes.

Statistical data on the number of applicants for transfers among existing employees at MARTA is unavailable. MARTA deems a wide variety of job actions as transfers, including position changes, bump and rolls, shop postings, part-time to full-time transfers, and full-time to part-time transfers. A statistical table on transfers is not included in this analysis, as data is not available on which transfer-related job actions were voluntary and/or desired by the employee.

### **Discipline (Demotions)**

MARTA currently only consistently and reliably tracks data on demotions (Exhibit 17). Data on other disciplinary actions is unavailable. The Demotions row captures all employees demoted during the reporting period. The Discipline rate is derived by dividing the Demotions row by the Total Workforce row. As per the FTA sample tables, Potential Adverse Impact is flagged only if substantial disparities are shown in both the Discipline rate and the Not Disciplined Rate.

### **Terminations**

The total number of employees involuntarily terminated during the reporting period are captured in the Total Involuntary Terminations row (refer to Exhibit 17) . The Involuntary Termination rate is derived by dividing the Total Involuntary Terminations row by the Total Workforce row. As per the FTA sample tables, Potential Adverse Impact is flagged only if substantial disparities are shown in both the Retention Rate and Involuntary Termination Rate.

Refer to Figures 5 and 6 for the Termination Rates for all job categories by demographic group.

## **Findings**

### **Hires**

A total of 21,052 males, and 23,003 females applied for positions at MARTA during the reporting period of 7/1/2013 through 6/30/2017. 1,587 males and 1,284 females were hired at MARTA during this period, representing a 7.5% hiring rate for males and a 5.6% hiring rate for females.

MARTA hired 153 (7.0%) out of 2,187 Caucasian male applicants, and 38 (5.0%) out of 762 Caucasian female applicants. The Authority hired 1,434 (9.2%) out of 15,633 minority male applicants, and 1,246 (6.4%) out of 19,579 minority female applicants.

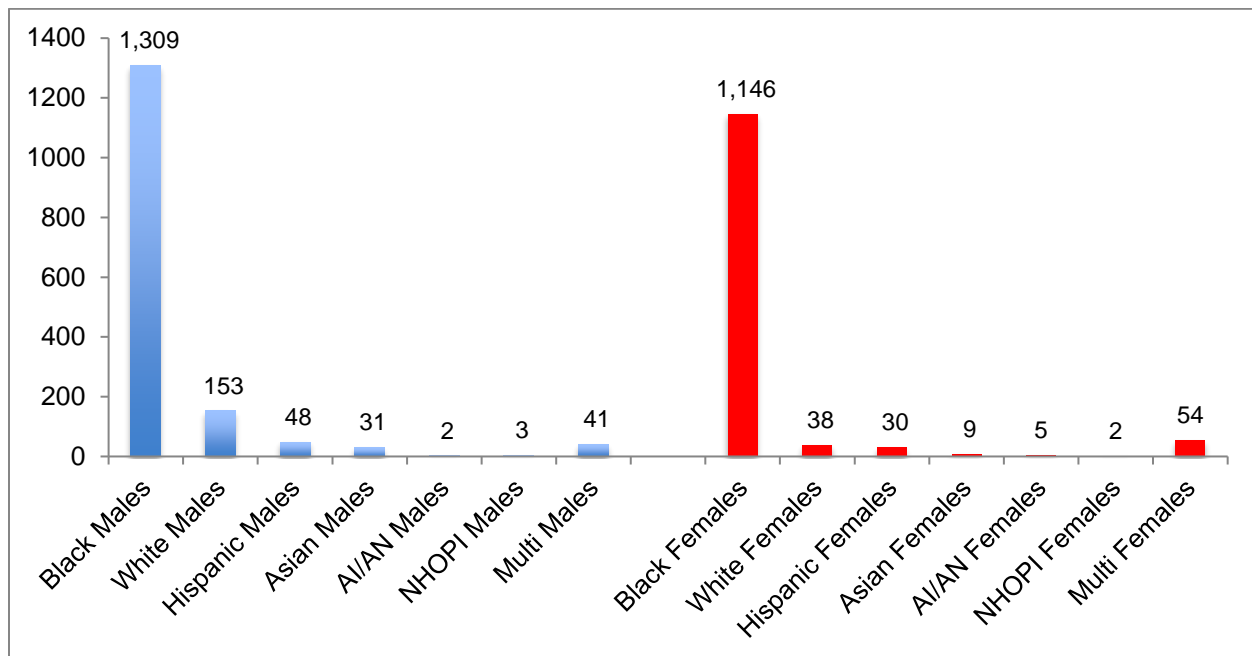


Fig. 1 – MARTA Hires, 7/1/2013 - 6/30/2017. Totals by Demographic Group

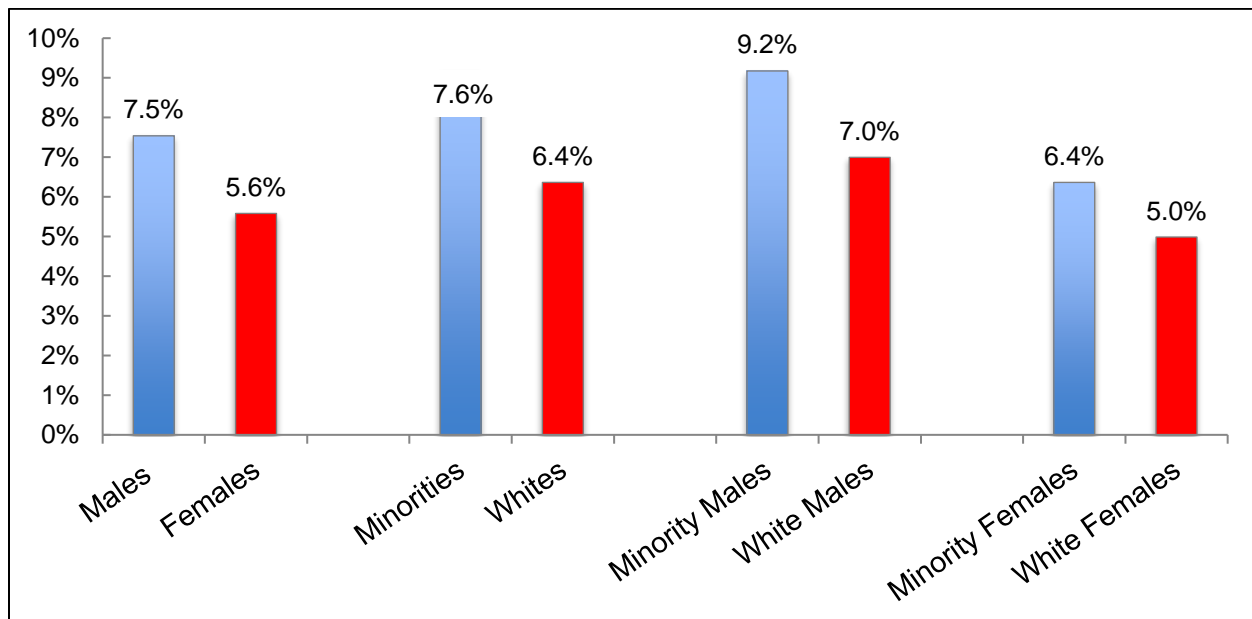


Fig.2 – MARTA Hiring Rates: All Job Categories, 7/1/2013 - 6/30/2017  
Applicant to Hire Ratio by Gender and Minority Status

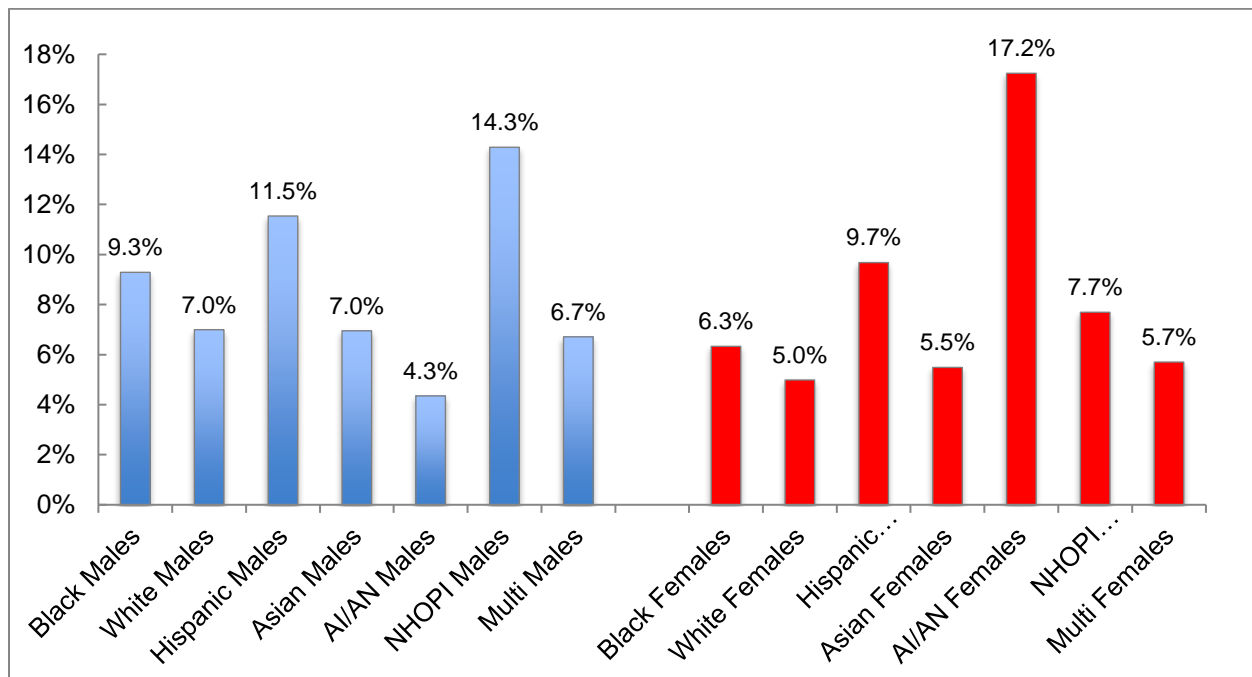


Fig. 3– MARTA Hiring Rates: All Job Categories, 7/1/2013 – 6/30/2017

### Officials and Administrators

For the Officials and Administrators job category, MARTA hired 21 (1.8%) out of 1,200 male applicants, and 12 (1.8%) out of 660 female applicants. No potential adverse impacts were flagged for males or females for this job category.

In the Officials and Administrators job category, the demographic group that was hired at the highest rate was Caucasian females (3.3%). Considering this figure, calculations show potential adverse impact for six demographic groups. These included Caucasian males (2.4%), Multiracial males (2.4%), Black females (1.8%), Black males (1.5%), Hispanic/Latino males (0%), and Asian males (0%).

### Professionals

For the Professionals job category, MARTA hired 282 (5.3%) out of 5,336 male applicants, and 148 (2.9%) out of 5,102 female applicants. There may be a potential adverse impact against females in this job category, as the hiring rate of females was only at 54.9% of the hiring rate for males.

In the Professionals job category, the demographic group that was hired at the highest rate was Asian males (6.9%). Considering this figure, calculations show potential adverse impact for four demographic groups. These include Black males (5.1%), Caucasian females (3.7%), Black females (2.8%), and Multiracial females (2.6%).

### Technicians

For the Technicians job category, MARTA hired 14 (4.2%) out of 332 male applicants, and 5 (1.9%) out of 268 female applicants. There may be a potential adverse impact against females in this job category, as the hiring rate of females was only at 44.2% of the hiring rate for males.

In the Technicians job category, the demographic group that was hired at the highest rate was Caucasian males (8.5%). Considering this statistic, calculations show potential adverse impact for three demographic groups. These include Black males (3.4%), Black females (2.1%), and Caucasian females (0%).

### **Protective Services**

For the Protective Service job category, MARTA hired 162 (4.5%) out of 3,580 male applicants, and 79 (2.9%) out of 2,729 female applicants. There may be a potential adverse impact against females in this job category, as the hiring rate of females was only at 64% of the hiring rate for males.

In the Protective Service job category, the demographic group that was hired at the highest rate was Hispanic/Latino males (8.7%). Considering this figure, calculations show potential adverse impact for three demographic groups. These include Black males (4.0%), Black females (2.8%), and Multiracial females (0.7%).

### **Administrative Support**

For the Administrative Support job category, MARTA hired 111 (3.4%) out of 3,266 male applicants, and 213 (2.5%) out of 8,511 female applicants. There may be a potential adverse impact against females in this job category, as the hiring rate of females was only at 73.6% of the hiring rate for males.

In the Administrative Support job category, the demographic group that was hired at the highest rate was Black males (3.1%). Considering this figure, calculations show potential adverse impact for one demographic group, Black females (2.2%).

### **Skilled Craft**

For the Skilled Craft job category, MARTA hired 187 (8.6%) out of 2,164 male applicants, and 5 (1.3%) out of 387 female applicants. There may be a potential adverse impact against females in this job category, as the hiring rate for females was only 15% of the hiring rate for males.

In the Skilled Craft job category, the demographic group that was hired at the highest rate was Caucasian males (19%). Considering this figure, calculations show potential adverse impact for three demographic groups. These include Black males (7.8%), Black females (1.1%), and Multiracial males (2.3%).

### **Service-Maintenance**

For the Service-Maintenance job category, MARTA hired 810 (15.7%) out of 5,174 male applicants, and 822 (15.4%) out of 5,346 female applicants. No potential adverse impacts were flagged for males or females for this job category.

In the Service-Maintenance job category, the demographic group that was hired at the highest rate was Black males (15.8%). Calculations show no potential adverse impact for any demographic group.

### **Veterans**

509 self-declared male veterans applied for positions at MARTA during the reporting period, and 267 of these applicants were hired, yielding a 52.5% selection rate for male veterans. 243 self-declared female veterans applied for positions at MARTA during the reporting period, and 35 of these applicants were hired, yielding a 14.4% selection rate for female veterans.



For veteran applicants, the demographic group that was hired at the highest rate was Caucasian males (63.9%). In comparison, the hiring rate was 53.5% for Black male veterans, 44.4% for Multiracial male veterans, and 15.2% for Black female veterans.

## **Training**

A total of 4,295 males and 2,820 females were employed at MARTA during the reporting period of 7/1/2013 through 6/30/2017. 2,870 males and 1,660 females received training that fosters promotion at MARTA during this period, representing a 66.8% training rate for males and a 58.9% training rate for females.

MARTA trained 358 (71.5%) out of 501 Caucasian male employees, and 53 (53%) out of 100 Caucasian female employees. The Authority trained 2,512 (66.2%) out of 3,794 minority male employees, and 1,607 (59.1%) out of 2,720 minority female employees.

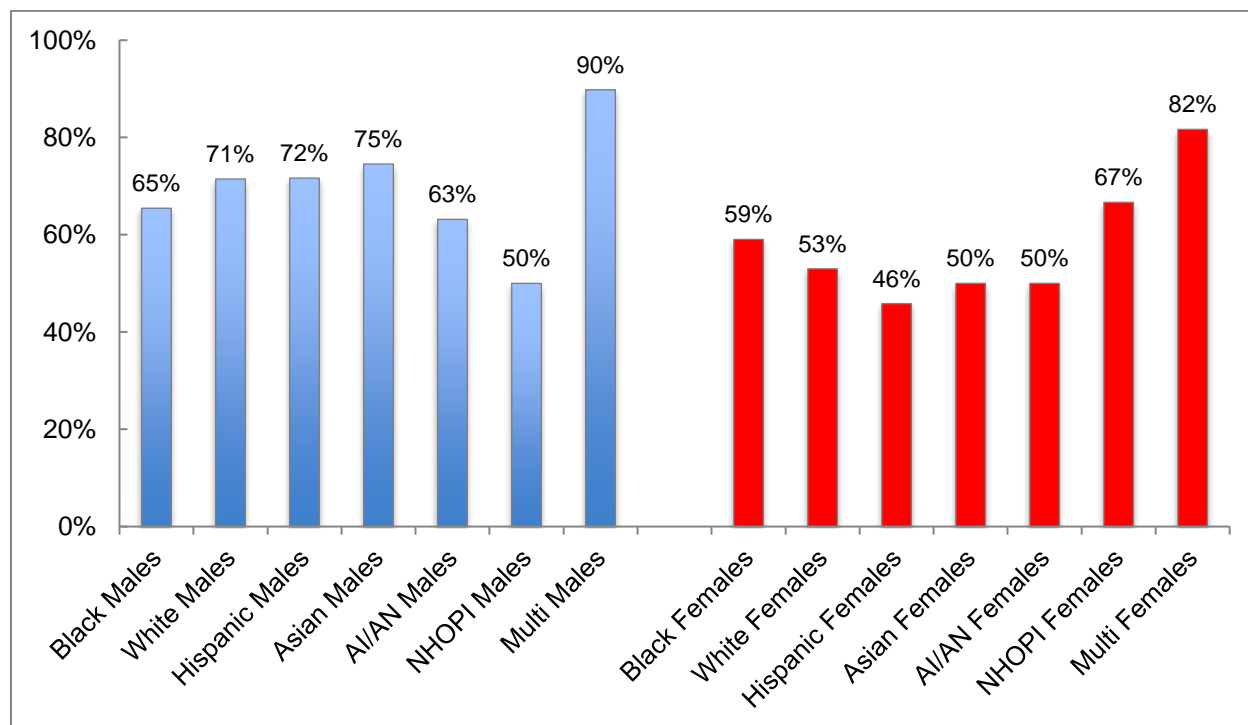


Fig. 4– MARTA Training Rates – All Job Categories, 7/1/2013 – 6/30/2017  
Totals by Demographic Group

## **Officials and Administrators**

For the Officials and Administrators job category, MARTA trained 31 (54.4%) out of 57 male employees, and 13 (38.2%) out of 34 female employees. There may be a potential adverse impact against females in this job category, as the training rate of females was 70.3% of the training rate for males.

In the Officials and Administrators job category, the demographic group that was trained at the highest rate was Caucasian males (60%). Considering this figure, calculations show potential adverse impact for three demographic groups. These include Black males (46.4%), Black females (37.5%), and Caucasian females (37.5%).

## **Professionals**

For the Professionals job category, MARTA trained 655 (72.3%) out of 920 male employees, and 280 (57.6%) out of 486 female employees. There may be a slight potential adverse impact against females in this job category, as the training rate for females was 79.7% of the training rate for males.

In the Professionals job category, the demographic group that was trained at the highest rate was Black males (72.9%). Considering this figure, calculations show potential adverse impact for two demographic groups. These include Black females (57.9%), and Caucasian females (51.1%).

## **Technicians**

For the Technicians job category, MARTA trained 55 (56.1%) out of 98 male employees, and 19 (45.2%) out of 42 female employees. No potential adverse impacts were flagged for males or females for this job category.

In the Technicians job category, the demographic group that was trained at the highest rate was Asian males (75%). Considering this figure, calculations show potential adverse impact for five demographic groups. These include Caucasian males (55%), Black males (54.5%), Black females (46.2%), Hispanic/Latino males (40%), and Caucasian females (33.3%).

## **Protective Service**

For the Protective Service job category, MARTA trained 152 (47.2%) out of 322 male employees, and 71 (50.7%) out of 140 female employees. No potential adverse impacts were flagged for males or females for this job category.

In the Protective Service job category, the demographic group that was trained at the highest rate was Hispanic/Latino males (60%). Considering this figure, calculations show potential adverse impact for Black males (43.9%).

## **Administrative Support**

For the Administrative Support job category, MARTA trained 92 (39.7%) out of 232 male employees, and 216 (44.9%) out of 481 female employees. No potential adverse impacts were flagged for males or females for this job category.

In the Administrative Support job category, the demographic group that was trained at the highest rate was Caucasian females (45.5%). Considering this figure, calculations show potential adverse impact for Caucasian males (22.2%).

## **Skilled Craft**

For the Skilled Craft job category, MARTA trained 637 (92.7%) out of 687 male employees, and 25 (86.2%) out of 29 female employees. No potential adverse impacts were flagged for males or females for this job category.

In the Skilled Craft job category, the demographic group that was trained at the highest rate was Hispanic/Latino males (100%). No potential adverse impacts were flagged for any demographic groups in this job category.

## **Service-Maintenance**

For the Service-Maintenance job category, MARTA trained 1,238 (62.6%) out of 1,979 male employees, and 1,036 (64.4%) out of 1,608 female employees. No potential adverse impacts were flagged for males or females for this job category.

In the Service-Maintenance job category, the demographic group that was trained at the highest rate was Black females (64%). No potential adverse impacts were flagged for any demographic groups in this job category.

## **Promotions**

A total of 4,295 males and 2,820 females were employed at MARTA during the reporting period of 7/1/2013 through 6/30/2017. 598 males and 260 females were promoted at MARTA during this period, representing a 13.9% promotion rate for males and a 9.2% promotion rate for females.

MARTA promoted 109 (21.8%) out of 501 Caucasian male employees, and 12 (12%) out of 100 Caucasian female employees. The Authority promoted 489 (12.9%) out of 3,794 minority male employees, and 248 (9.1%) out of 2,720 minority female employees.

## **Officials and Administrators**

For the Officials and Administrators job category, MARTA promoted 9 (15.8%) out of 57 male employees, and 7 (20.6%) out of 34 female employees. There may be a potential adverse impact against males in this job category, as the promotion rate of males was 76.7% of the promotion rate for females.

In the Officials and Administrators job category, the demographic group that was promoted at the highest rate was Asian males (50%). Considering this figure, calculations show potential adverse impact for four demographic groups. These include Caucasian females (25%), Black males (17.9%), Black females (16.7%), and Caucasian males (4%).

## **Professionals**

For the Professionals job category, MARTA promoted 242 (26.3%) out of 920 male employees, and 122 (25.1%) out of 486 female employees. No potential adverse impacts were flagged for males or females for this job category.

In the Professionals job category, the demographic group that was promoted at the highest rate was Asian males (34%). Considering this figure, calculations show potential adverse impact for two demographic groups. These include Black males (25.8%), and Caucasian females (17.8%).

## **Technicians**

For the Technicians job category, MARTA promoted 39 (39.8%) out of 98 male employees, and 15 (35.7%) out of 42 female employees. No potential adverse impacts were flagged for males or females for this job category.

In the Technicians job category, the demographic group that was promoted at the highest rate was Caucasian females (66.7%). Considering this figure, calculations show potential adverse impact for five demographic groups. These include Caucasian males (50%), Black males (43.9%), Black females (33.3%), Hispanic/Latino males (0%), and Asian males (0%).

## **Protective Service**

For the Protective Service job category, MARTA promoted 33 (10.2%) out of 322 male employees, and 18 (12.9%) out of 140 female employees. There may be a very slight potential adverse impact against males in this job category, as the promotion rate of males was 79.7% of the promotion rate for females.

In the Protective Service job category, the demographic group that was promoted at the highest rate was Black males (11%). Considering this figure, calculations show potential adverse impact for Hispanic/Latino males (5%).

## **Administrative Support**

For the Administrative Support job category, MARTA promoted 27 (11.6%) out of 232 male employees, and 57 (11.9%) out of 481 female employees. No potential adverse impacts were flagged for males or females for this job category.

In the Administrative Support job category, the demographic group that was promoted at the highest rate was Black females (13.2%). Considering this figure, calculations show potential adverse impact for three demographic groups. These include Hispanic/Latino females (6.9%), Caucasian males (5.6%), and Caucasian females (0%).

## **Skilled Craft**

For the Skilled Craft job category, MARTA promoted 160 (23.3%) out of 687 male employees, and 10 (34.5%) out of 29 female employees. There may be a potential adverse impact against males in this job category, as the promotion rate of males was 67.5% of the promotion rate for females.

In the Skilled Craft job category, the demographic group that was promoted at the highest rate was Black females (32.1%). Considering this figure, calculations show potential adverse impact for four demographic groups. These include Hispanic/Latino males (25%), Asian males (23.5%), Black males (23.4%), and Caucasian males (21.2%).

## **Service-Maintenance**

For the Service-Maintenance job category, MARTA promoted 88 (4.4%) out of 1,979 male employees, and 31 (1.9%) out of 1,608 female employees. There may be a potential adverse impact against females in this job category, as the promotion rate of females was only 43.4% of the promotion rate for males.

In the Service-Maintenance job category, the demographic group that was promoted at the highest rate was Black males (4%). Considering this figure, calculations show potential adverse impact for Black females (2%).

## **Veterans**

Out of a total pool of 491 male veteran employees, MARTA promoted 85 individuals, yielding a 17.3% promotion rate for male veterans. Out of a total pool of 65 female veteran employees, MARTA promoted 6 individuals, yielding a 9.2% promotion rate for female veterans.

For veteran employees, the demographic group that was promoted at the highest rate was Caucasian males (21%). In comparison, the hiring rate was 17.3% for Black male veterans and 7.8% for Black female veterans.

## **Discipline (Demotions)**

A total of 4,295 males and 2,820 females were employed at MARTA during the reporting period of 7/1/2013 through 6/30/2017. 25 males and 18 females were demoted at MARTA during this period, representing a demotion rate of 0.6% for males and 0.6% for females.

MARTA demoted 4 (0.8%) out of 501 Caucasian male employees, and 0 (0%) out of 100 Caucasian female employees. The Authority demoted 21 (0.6%) out of 3,794 minority male employees, and 18 (0.7%) out of 2,720 minority female employees.

A narrative breakdown of demotions by job category will not be presented here, due to the extremely small and negligible number of demotions at MARTA during the reporting period. The analysis showed no adverse impacts on any demographic groups across all job categories.

## **Terminations**

A total of 4,295 males and 2,820 females were employed at MARTA during the reporting period of 7/1/2013 through 6/30/2017. 490 males and 485 females were terminated involuntarily at MARTA during this period, representing an involuntary termination rate of 11.4% for males and 17.2% for females.

MARTA terminated 30 (6%) out of 501 Caucasian male employees, and 4 (4%) out of 100 Caucasian female employees. The Authority terminated 460 (12.1%) out of 3,794 minority male employees, and 481 (17.7%) out of 2,720 minority female employees.

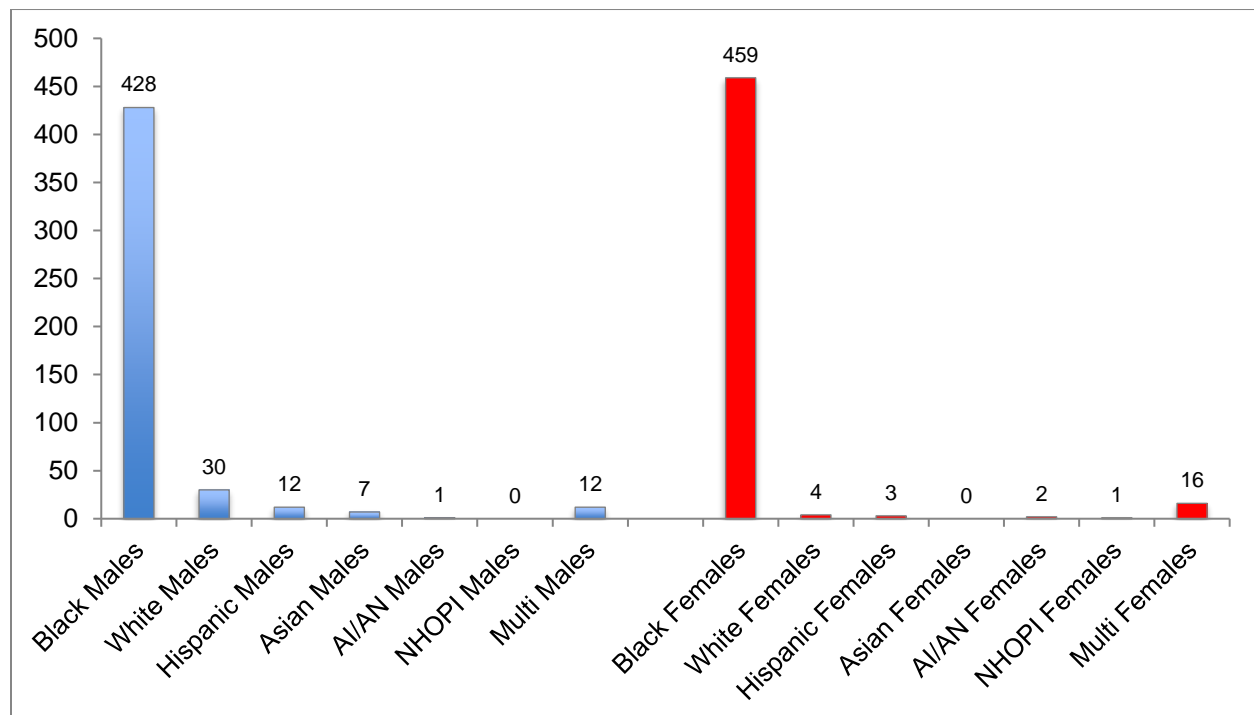


Fig. 5 – Terminations at MARTA – All Job Categories, 7/1/2013 – 6/30/2017  
Totals by Demographic Group

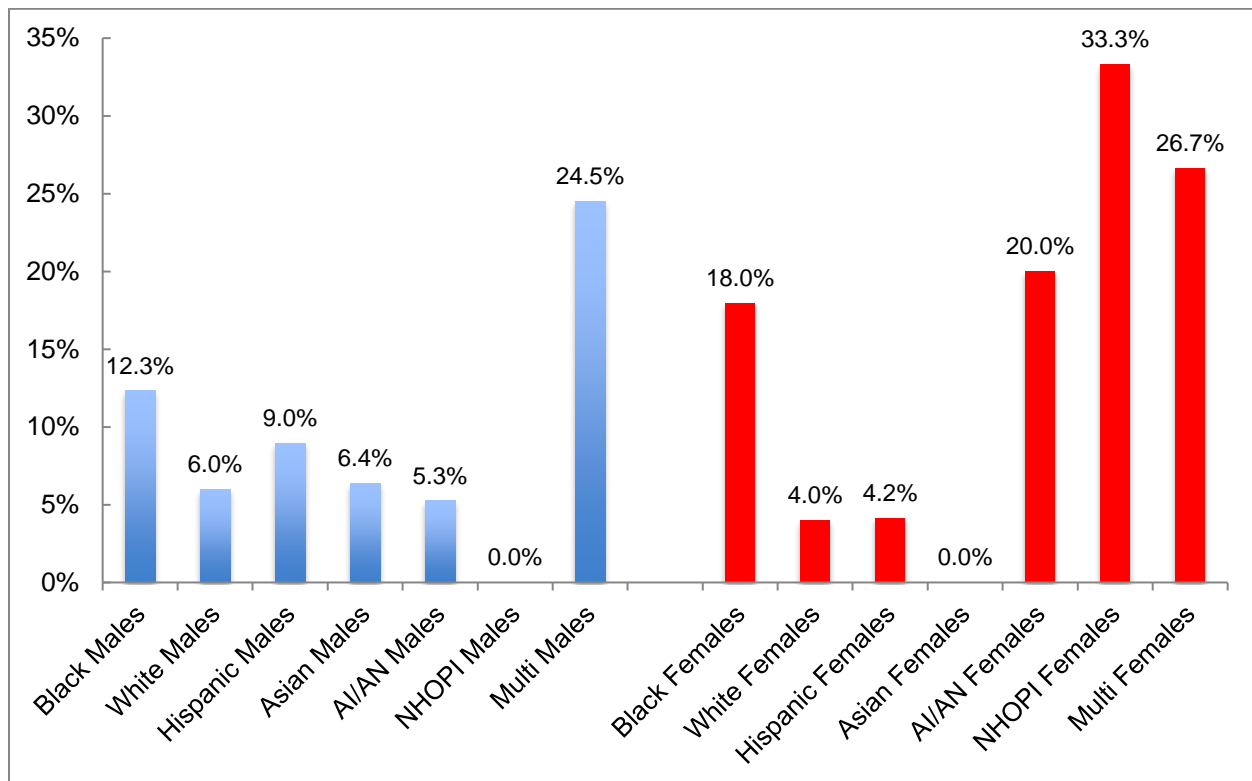


Fig. 6 – Termination Rates at MARTA – All Job Categories, 7/1/2013 – 6/30/2017  
Percentages by Demographic Group

### Officials and Administrators

In the Officials and Administrators job category, MARTA terminated 3 (5.3%) out of 57 male employees, and 3 (8.8%) out of 34 female employees. No potential adverse impacts were flagged for males or females for this job category, as retention rates were comparable between the genders.

In the Officials and Administrators job category, the demographic groups that were retained at the highest rates include Caucasian females and Asian males (both 100%). Black females were retained at the lowest rate (87.5%). No potential adverse impacts were flagged for any demographic groups in this job category, as retention rates were relatively high across all demographic groups.

### Professionals

In the Professionals job category, MARTA terminated 37 (4%) out of 920 male employees, and 20 (4.1%) out of 486 female employees. No potential adverse impacts were flagged for males or females for this job category, as retention rates were comparable between the genders.

In the Professionals job category, the demographic group that was retained at the highest rate was Caucasian females (100%). Black females were retained at the lowest rate (95.2%). No potential adverse impacts were flagged for any demographic groups in this job category, as retention rates were relatively high across all demographic groups.

## **Technicians**

In the Technicians job category, MARTA terminated 5 (5.1%) out of 98 male employees, and 0 (0%) out of 42 female employees. No potential adverse impacts were flagged for males or females for this job category, as retention rates were comparable between the genders.

In the Technicians job category, the demographic groups that were retained at the highest rates include Black females, Hispanic/Latino males, and Caucasian females (all 100%). Caucasian males were retained at the lowest rate (90%). No potential adverse impacts were flagged for any demographic groups in this job category, as retention rates were relatively high across all demographic groups.

## **Protective Service**

In the Protective Service job category, MARTA terminated 17 (5.3%) out of 322 male employees, and 6 (4.3%) out of 140 female employees. No potential adverse impacts were flagged for males or females for this job category, as retention rates were comparable between the genders.

In the Protective Service job category, the demographic group that was retained at the highest rate was Hispanic/Latino males (100%). Black males were retained at the lowest rate (93.9%). No potential adverse impacts were flagged for any demographic groups in this job category, as retention rates were relatively high across all demographic groups.

## **Administrative Support**

In the Administrative Support job category, MARTA terminated 28 (12.1%) out of 232 male employees, and 44 (9.1%) out of 481 female employees. No potential adverse impacts were flagged for males or females for this job category, as retention rates were comparable between the genders.

In the Administrative Support job category, the demographic group that was retained at the highest rate was Hispanic/Latino females (96.6%). Black males were retained at the lowest rate (87.9%). No potential adverse impacts were flagged for any demographic groups in this job category, as retention rates were relatively high across all demographic groups.

## **Skilled Craft**

In the Skilled Craft job category, MARTA terminated 47 (6.8%) out of 687 male employees, and 2 (6.9%) out of 29 female employees. No potential adverse impacts were flagged for males or females for this job category, as retention rates were comparable between the genders.

In the Skilled Craft job category, the demographic group that was retained at the highest rate was Hispanic/Latino males (100%). Asian males were retained at the lowest rate (88.2%). No potential adverse impacts were flagged for any demographic groups in this job category, as retention rates were relatively high across all demographic groups.

## **Service-Maintenance**

In the Service-Maintenance job category, MARTA terminated 353 (17.8%) out of 1,979 male employees, and 410 (25.5%) out of 1,608 female employees. No potential adverse impacts were flagged for males or females for this job category, as retention rates were comparable between the genders.

For this job category, the demographic group with the highest rate of retention was Black males (82.4%). Black females were retained at the lowest rate (74.5%). No potential adverse impacts were flagged for any demographic groups in this job category, as retention rates were comparable across all demographic groups.

## **ASSESSMENT OF EMPLOYMENT PRACTICES**

FTA guidelines mandate that recipients, sub-recipients and contractors must conduct a detailed assessment of present employment practices to identify those that operate as employment barriers and unjustifiably contribute to underutilization. As a direct recipient of FTA funding, MARTA complies with this directive. Additionally, MARTA has established and complies with internal Agency employment practice policies. MARTA's 2018 EEO/AA Plan includes a summary of the following company employment practices: recruitment, application, selection and hiring, total rewards, promotions, training and terminations.

### **Recruitment Process**

MARTA's is committed to attracting, selecting and employing the most qualified candidates. Our Human Resource Department and Office of Diversity and Inclusion carry primary responsibility for ensuring the Authority executes programs and activities that support effective diversity recruitment. The Office of Diversity and Inclusion also provides direction to the Human Resources Department on hiring targets for underrepresented groups. Recruiting activities support establishment of Qualified Candidate Pools (QCP) that include diverse demographic representation. MARTA's Office of Diversity and Inclusion guides and partners with the Office of Human Resources to engage diversity organizations, and sponsor and participate in diversity outreach initiatives to encourage and promote diverse internal candidate pools (Exhibit 13). Human Resource Recruiters are responsible for developing and conducting objective recruitment processes in compliance with applicable employment laws, regulations and MARTA's Human Resources Policies. HR Department representatives represent the hiring authority as subject matter experts in recruiting and selecting candidates to fill Authority wide vacancies.

### **Application Procedures**

All candidates for MARTA employment must complete and submit an employment application online through MARTA's website during the established posting timeframe. Employment opportunities post for a specified number of no less than five days and all applicants that apply using the established online application process, are established as the candidate pool. Candidates may find step-by-step instructions on how to apply using MARTA's on-line application system, on MARTA's Career website: <https://www.itsmarta.com/how-to-apply.aspx>. Computers are available in MARTA's Office of Diversity and Inclusion for applicants needing access to a computer, or assistance with completing their application.

### **Position Profile Review**

MARTA reviews position descriptions prior to posting a bulletin for recruitment purposes. The hiring department reviews the job specification to ensure it is accurate. If the hiring department determines that the job specification requires revision(s), the department will make necessary changes that are then reviewed by Human Resources Classification & Compensation staff. Once the hiring department and Human Resources concur with the changes, updates are made.



## **Selection Standards and Procedures**

Recruiting Department representatives consult with each hiring representative (who serve as technical subject matter experts) to determine selection process components. The recruiting representative ensures compliance with MARTA policy, federal and state equal employment opportunity and labor laws, and the federal guidelines on employee selection. Based on the recruiter and hiring representative consultation, the recruiter uses objective criteria to establish a qualified candidate pool. This pool is reviewed with the hiring representative and both parties then establish the candidate interview list. The total candidate evaluation process may consist of, but not be limited to, any combination of the following: standard and supplemental application information; written, multiple choice, essay, performance and/or physical agility tests, review of performance evaluation for internal candidates, and panel interviews. The selection process is competitive, objective, related to the job criteria and based on the knowledge, skills, and abilities required for the position.

## **Interview Procedures**

MARTA employs a two-tier interview process for non-represented positions. The first tier involves a three to four-member evaluation panel that interviews selected QCP applicants using objective behavioral interview questions and a five-tier quantified rating system. The second tier is established as a final functional fit with two members of the hiring department: A representative of the hiring department at a compensation grade one level higher than the position being interviewed and a representative from the hiring department at a compensation grade two levels higher than the position being interviewed. A Recruiting representative meets with interview panelists prior to the interview to explain all aspects of the interview process. Post interview, the recruiter conducts a debriefing with the interview panel to ensure that all candidates have been scored. Efforts are made in the selection of the interview panel to reflect diverse demographics. Office of Diversity staff is available to monitor the interview process. The Recruiting Department Representative ensures diversity representation of the employee selection interview panels and The Manager of Diversity and Inclusion holds discussions with Human Resources to address underutilization.

## **Compensation**

Wages and salary structure for union personnel are outlined in union contracts. The salary structure is seniority based and the collective bargaining agreement outlines seniority practices. MARTA union personnel are represented by the Amalgamated Transit Union (ATU) collective bargaining unions.

Wages for non-represented (nonunion) classifications are determined by evaluating the education, experience, and other qualifications of an individual and comparing those qualifications to the qualifications of other individuals in the same job classification. If the candidate is being hired into a single position classification, that candidate's qualifications are compared with the qualifications of others in similar positions, salary grades, and cost centers. Each salary grade has a minimum, mid-point, and maximum salary. Placement in the grade is determined by the qualifications of each incumbent.

## **Training**

Employees may access the MARTA Intranet, Training & Development site, and select free classes that cover topics such as workplace safety, leadership development, public speaking, team building, customer protocols and business etiquette. MARTA also tuition reimbursement for fulltime employees who wish to pursue higher education.

Additionally, MARTA offers the MAX Program (Multiple Agency Exchange). The Max Program is a partnership between MARTA, Denver Rapid Transit, Dallas Area Rapid Transit and Los Angeles County Metro Transit Authority (LCMTA). Each agency sends eight high potential management employees to participate in an exchange program with the other partner transit agencies. The goal of the Max Program is to prepare transit employees for promotion into leadership roles. Improving the Authority's internal pool of qualified diverse candidates is a significant factor in the selection of participants. Examples of MARTA's training and development opportunities are found in Exhibit 10.

## **Transfers**

MARTA allows non-represented employees to transfer from one department or division to another non-represented position in accordance with Human Resources procedures. Transfers for represented employees occurs according to the governing union contract established between the Amalgamated Transit Union (ATU) and MARTA. There are three types of transfers:

**Employee-Initiated Transfer:** If an employee wishes to move to another department, the employee must submit a Transfer Request Form and current resume to the Human Resources Department. Employees are eligible to transfer to positions at or below their current salary grade, which are either the same classification as the employee's current position, or a comparable position which requires the same or similar knowledge, skills, and abilities, and for which the employee meets the minimum qualifications. An employee must have received "Meets Expectations" or better on his or her most recent individual performance evaluation to be eligible to request an Employee-Initiated Transfer to an equivalent salary-grade position. When a vacancy occurs, those candidates on the transfer list who most closely match the Ideal Candidate Profile for the vacancy being filled will be certified to the hiring authority for an interview.

**Management-Initiated Transfer:** Executive Officers or higher in the MARTA management hierarchy may initiate a transfer when necessitated by changes in workloads, reorganization, or any other business reason.

**Disability Transfer:** If an employee becomes permanently disabled and unable to perform the essential functions of his/her job, as part of a reasonable accommodations process, the employee may be transferred into a vacant position with essential duties the employee can perform.

## **Performance Management**

### **Performance Assessments**

MARTA purchased licensing to Halogen Performance for the execution of our performance appraisal process. Halogen provides us with cloud-based performance management software that aligns individual performance and goals to company strategy, connects development to performance, provides a structured evaluation tool, promotes our feedback culture. It additionally provides us with a single repository and methodology for collecting appraisal-based employment data and compliance with regulatory record keeping requirements. The tool is utilized in the appraisal process for non-represented employees.

### **Discipline**

MARTA provides a progressive disciplinary process to correct unacceptable employee performance and/or behavior. This provides employees the opportunity to address performance gaps and/or correct improper conduct or conduct that violates MARTA policy, before receiving more severe

disciplinary action. Commission of the following offenses may result in the offending employee's suspension, demotion or discharge: acts that significantly and negatively impact MARTA's day-to-day operations; serious MARTA policy violations; violations of state or federal law, and other conduct adversely affecting the employee's work performance or environment. Each collective bargaining agreement outlines its disciplinary practices.

### **Terminations**

Generally, terminations may be either voluntary or involuntary and are as follows:

- **Voluntary Termination:** Resignation, retirement, job abandonment, and expiration of medical disability leave.
- **Involuntary Termination:** Discharge and reduction in force.

## **MONITORING AND REPORTING SYSTEMS**

MARTA will develop and implement enhanced monitoring and reporting systems that ensure the effectiveness of our EEO/AAP through routine monitoring and measurement. While not all the EEO categories show that MARTA met all the labor market standards, The Metropolitan Atlanta Rapid Transit Authority is committed to making good faith efforts to achieve our goals. MARTA views the monitoring activities that are listed below as critical to the success of our EEO/AAP.

1. The Executive Director of Diversity and Inclusion provides EEO progress reports to MARTA's Chief Executive Officer/GM. The Executive Director reports on the effectiveness of the program and submits recommendations for improvement. Progress updates will be issued to the Board of Directors as well.
2. The Office of Diversity and Inclusion increased diversity representation in employee selection interview panels and discussions with Human Resources in order to correct underutilization.
3. The Office of Diversity and Inclusion will concur on all of MARTA's hires and promotions and report the concurrences to the Chief Executive Officer/GM.
4. EEO staff monitors and conducts EEO Title VII and Title VI investigations for MARTA.
5. Top management is and will continue to be informed of any problems that arise in their respective areas so that immediate and appropriate steps can be taken to resolve any issues.
6. MARTA recognizes its responsibility to affirmative action and is committed to fulfilling this responsibility by complying with all government regulations and laws pertaining to equal employment opportunity. As part of this commitment, management will be kept abreast of developments in the affirmative action area. The primary vehicle for communication with management will be periodic affirmative action briefings.
7. The Office of Diversity and Inclusion will circulate internal reports on a regular basis to evaluate the degree to which equal employment opportunity and organizational objectives are being obtained.
8. MARTA will review report results with all levels of management as to the degree to which their affirmative action goals and compliance are being attained, and will design and implement corrective actions, including adjustments in programs, as needed.
9. Progress on MARTA's EEO/AAP will be discussed at leadership meetings, and relevant information will be communicated to employees during regular departmental meetings as appropriate.

### **Subcontractor Monitoring**

The Metropolitan Atlanta Rapid Transit Authority is committed to ensuring that our subcontractors carry out the EEO provisions outlined in FTA CFR 4704.1 regarding Equal Employment Opportunity Program Guidelines for Grant Recipients. MARTA's Office of Diversity and Inclusion currently oversees subcontractor compliance and will ensure an enhanced EEO/Affirmative Action Plan monitoring program which includes the following:

1. A thorough review of the subcontractor's EEO/Affirmative Action Program. If MARTA finds deficiencies in the subcontractor's EEO program, based on our interpretation of Circular 4704.1, MARTA will inform the subcontractor of the deficiencies in writing and provide a time frame and a due date for the subcontractor to remedy the deficiency.
2. Site visit of the subcontractors' worksites to ensure compliance with EEO Statement of Policy and other antidiscrimination and anti-harassment policies, posting requirements.
3. Documentation of subcontractor's compliance with Circular 4704.1.

The Authority has and will continue to provide subcontractors with technical assistance in the form of direct guidance in addition to supplemental resources, such as sample documents (copies of MARTA's EEO Statement of Policy and Sample EEO/Affirmative Action Plans).

### **EQUAL EMPLOYMENT OPPORTUNITY COMPLAINT PROCEDURES**

A priority of MARTA's Office of Diversity and Inclusion is to conduct EEO investigations and make recommendations on corrective actions. MARTA is aware that discrimination or the perception of discrimination, can be detrimental to the work environment and therefore we strive to maintain a working environment that values diversity in which all employees are free from discrimination and harassment. The Office of Diversity and Inclusion works closely with department and division managers, supervisors, and employees to resolve all EEO Title VII complaints. EEO staff thoroughly and promptly investigate the merit of each complaint in a confidential manner employing a process that is respectful to all parties involved. All employees are made aware of their EEO protections and rights at new employee orientations, sexual harassment prevention trainings, through the MARTA's EEO Policies and EEO Policy Statement posted in all the Authority's sites. A copy of MARTA's EEO Policies are included under Exhibit 7. MARTA's EEO Complaint Procedures and Complaint form are found in Exhibit 12.

EXHIBIT 1

FISCAL YEAR 2018 ORGANIZATIONAL GOALS  
AND STRATEGIC OBJECTIVES



# FY18 ORGANIZATIONAL GOALS & GM STRATEGIC OBJECTIVES

## Employee-Focused

**GOAL 1:** Position MARTA as an Employer of Choice by attracting, developing and retaining the best and brightest

Objective 1.1: Implement an Authority-wide learning and development program that meets the current and future needs of the departments and employees

Objective 1.2: Develop and implement an Employer of Choice multi-media campaign

**GOAL 2:** Demonstrate and communicate routine excellence as the standard throughout MARTA

Objective 2.1: Improve and enhance station appearance

Objective 2.2: Establish a monthly digital and e-communication cadence for the Board of Directors

Objective 2.3: Establish an Influencer Relations Plan

Objective 2.4: Host a successful APTA Expo that is well regarded within the industry

**GOAL 3:** Create a culture and discipline of security and safety excellence

Objective 3.1: Demonstrate improvement on safety-related KPIs

Objective 3.2: Improve and enhance a security culture among employees

Objective 3.3: Mature our cybersecurity program and foster a culture of cyber security awareness throughout the Authority

## Fiscally-Focused

**GOAL 4:** Maintain fiscal discipline by optimizing resources through savings, efficiencies and revenue generation

Objective 4.1: Complete a business development plan

Objective 4.2: Partner with ATU to seek a contract to achieve measurable workforce performance and fiscal improvements

Objective 4.3: Maintain a balanced budget throughout the year

## Customer-Focused

**GOAL 5:** Maximize ridership and service quality through innovation and capital investment

Objective 5.1: Open and operate the Integrated Operations Center

Objective 5.2: Develop and implement an amenities action plan to better serve our jurisdictions

Objective 5.3: Effectively and efficiently execute the capital program

Objective 5.4: Ensure MARTA proactively maintains critical transportation infrastructure in a state of good repair

Objective 5.5: Increase ridership and improve customer service through technology innovation

Objective 5.6: Develop and implement a fleet replacement and expansion strategy

**GOAL 6:** Achieve significant progress towards the planning and implementation of MORE MARTA

Objective 6.1: Update recommendations from the Comprehensive Operations Analysis (COA) and incorporate their implementation through the Transit Development Plan (TDP).

Objective 6.2: Implement well-executed MORE MARTA initiatives based on the established timelines and deliverables



# FY19 MARTA GOALS & DIVERSITY & INCLUSION STRATEGIC OBJECTIVES

## Employee-Focused

**GOAL 1:** Position MARTA as an Employer of Choice by attracting, developing and retaining the best and brightest

Objective 1.1: Implement an Authority-wide diversity and inclusion (D&I) program that creates and sustains a Work with Respect culture

Objective 1.2: Develop and implement a D&I and compliance learning program

Objective 1.3: Relaunch MARTA Inclusion Council

Objective 1.4: Establish MARTA business resource groups

Objective 1.5: Reduce average number of days to investigate employee complaints

Objective 1.6: Demonstrate improvement on compliance-related KPIs

**GOAL 2:** Demonstrate and communicate routine excellence as the standard throughout MARTA

Objective 2.1: Update or develop D&I information on internal and external websites

Objective 2.2: Implement D&I Strategic Partner and Influencer Relations Plan

Objective 2.3: Plan and implement a successful Great Ready for Transit Conference that is well regarded within the industry

**GOAL 3:** Create a culture and discipline of security and safety excellence

Objective 3.1: Improve safety and security behaviors among employees

Objective 3.2 Enhance employee cyber security awareness

## Fiscally-Focused

**GOAL 4:** Maintain fiscal discipline by optimizing resources through savings, efficiencies and revenue generation

Objective 4.1: Reorganize ODI to achieve measurable workforce performance and fiscal improvements

Objective 4.2: Maintain a balanced budget throughout the year

## Customer-Focused

**GOAL 5:** Maximize ridership and service quality through innovation and capital investment

Objective 5.1: Improve customer service by proactively leveraging the MARTA Accessibility Committee (MAC)

Objective 5.2: Achieve DBE and SBE-owned goals by ensuring compliance, good faith efforts, and subcontract opportunities

**GOAL 6:** Achieve significant progress towards the planning and implementation of MORE MARTA

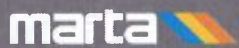
Objective 6.1: Increase use of products and services provided DBEs and SBEs that help lower operating cost, enhance customer services, improve economic inclusion, and comply with FTA guidelines.

Objective 6.2: Implement well-executed DBE outreach program in support of MORE MARTA initiatives



EXHIBIT 2

RAIL AND BUS ROUTE  
TRANSPOTATION SYSTEM MAPS



# METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY

Rail Map



## Legend

- Red Line**
- Red Line Night Time Service**  
The Red Line Night Time Service (NRTS) provides service between College Park and North Springs on weekends and late evenings.
- Gold Line**
- Blue Line**
- EXPRESSWAYS**
- Green Line**  
The Green Line connects Peachtree Center to Edgewood/Candler Park and the Airport.
- Green Line Night Service**  
The Green Line Night Service (GLNS) provides service between Peachtree Center and Edgewood/Candler Park on weekends and late evenings.
- STATIONS WITH FREE DAILY PARKING**
- STATIONS WITH LONG-TERM AND FREE DAILY PARKING**
- MARTA RideStore**
- REDUCED FARE OFFICE**
- LOST & FOUND**
- STATIONS WITH RESTROOMS**
- ATLANTA STREETCAR CONNECTION**
- STREETCAR ROUTE**
- STREETCAR STOP**
- MARTA RAIL CONNECTION**

## Regional Connections

- Cobb Link**  
Cobb Link connects the Atlanta-Fulton County Stadium to the Atlanta-Fulton County Stadium Station. Call 770-427-4484 for more information.
- Gwinnett County Transit**  
Gwinnett County Transit connects the Atlanta-Fulton County Stadium to the Atlanta-Fulton County Stadium Station. Call 770-822-5910 for more information.
- GRTA Xpress**  
GRTA Xpress connects the Atlanta-Fulton County Stadium to the Atlanta-Fulton County Stadium Station. Call 404-453-4759 for more information.
- ZenCar**  
ZenCar is a car sharing service. Call 800-368-2262 for more information.
- RELY**  
RELY is a bike sharing service. Call 800-368-2262 for more information.
- AMTRAK**  
AMTRAK connects the Atlanta-Fulton County Stadium to the Atlanta-Fulton County Stadium Station. Call 1-800-USA-RAIL for more information.
- GREYHOUND BUS LINES/SOUTHEASTERN STAGES**  
GREYHOUND BUS LINES/SOUTHEASTERN STAGES connects the Atlanta-Fulton County Stadium to the Atlanta-Fulton County Stadium Station. Call 1-800-231-2222 for more information.
- HARTSFIELD-JACKSON ATLANTA INTERNATIONAL AIRPORT**  
HARTSFIELD-JACKSON ATLANTA INTERNATIONAL AIRPORT connects the Atlanta-Fulton County Stadium to the Atlanta-Fulton County Stadium Station. Call 800-887-1310 for more information.

## IN CASE OF EVACUATION

- Emergency phones** are marked with a blue light. Use the emergency phone to call for help.
- DO NOT** touch the high-voltage electrical equipment.
- DO NOT** touch the high-voltage electrical equipment.
- DO NOT** touch the high-voltage electrical equipment.

## MARTA Apps



- MARTA On the Go:**
  - Real-time bus & rail
  - Schedules
  - Service alerts
  - Connecting bus routes
- MARTA See & Say:**
  - Report suspicious activity directly to MARTA Police
  - Describe way to avoid late and photos

## CONTACT

**GENERAL**  
www.marta.com  
404-848-5000  
TTY: 404-848-5000  
Accessibility: 404-848-4007

**MARTA POLICE**  
Text: 404-334-5355  
or Call: 404-848-4911 if you see something out of the ordinary.

## Atlanta Streetcar



For MARTA Police: Call (404) 848-4911 or text MPD: (404) 334-5355

## EVACUATION INSTRUCTIONS

- Listen to and follow the Train Operator's instructions.
- If necessary, call the Train Operator on the intercom located at either end of the car.
- In an emergency evacuation, make sure the train has stopped.





*Angus Scott College*

Agnes Scott College	J-7
Atlanta Area Technical School	K-1
Atlanta Christian College	L-3
Atlanta Metropolitan College	L-4
Columbia Theological Seminary	J-7
GA Perimeter College Claxton	L-3
GA Perimeter College Dunwoody	D-7
GA Perimeter College Decatur	L-8
Emory University	L-6
Mercer University in Atlanta	F-8
Oakstone University	F-8

## Atlanta History Center

Atlanta History Center	G-5
Casimirer Fine Art	1-6
Center Center	J-6
Center for Puppetry Arts	1-5
Cyclorama	K-5
DeKalb County Library District	1-8
Lakewood Amphitheater	L-5
Michael C. Smith Museum	1-6
Pennix Science Center	1-7
Rhodes Hall	1-5

Orange Plaza Airport

Pyrene Plaza/Arma	E-6
Days Inn Airport South	O-3
Dunsmuir Atlanta Bushead	O-5
Emory South Bushead	O-6
Home Atlanta Airport	M-4
Holiday Inn Airport North	M-1
Holiday Inn Doraville	M-1
Holiday Inn Perimeter	E-7
Lincoln Inn	E-5
Munroe Airport	N-3
Munroe - W. & Lenox	E-6
Munroe Perimeter Center	F-5
Grand Hyatt Atlanta	G-5
Ritz Carlton Bushead	M-5
Shenando Airport	N-3
Shenando Bushead	M-5
Americus Airport	M-4
Westin Midtown	N-5
Wynston Airport	G-6

## Dental Hospital

DePaul Medical Center	1-8
Children's Healthcare of Atlanta at Egleston	1-7
Emory University Hospital & Clinic	1-7
Georgia Regional Hospital	1-7
North Fulton Medical Center	1-8
Northside Hospital-Atlanta	1-9
Durham Peachford	1-7
Piedmont Hospital	1-5
St. Joseph's Hospital	1-6
Griffith's Healthcare of All at Scottish Rite Hospital	1-6
Dunwoody Medical Center	1-7
Shepherd Spinal Center	1-5
South Fulton Medical	1-4
Southside Medical Center	1-5
W. T. Brinkley Medical Center	1-9
Veterans Administration Hospital	1-9

## Anderson Park

Atlanta-Fulton County Stadium	H-4
Bloomington Park	E-6
Murphy Chandler Park	E-6
Chastain Memorial Park	F-5
Lakewood Stadium	F-5
Maddox Park	J-4
Six Flags Over Georgia	N-7
Stone Mountain Park	D-3
John A. White Park	K-3
Georgia International Convention Center	H-1

## Anxiety 11

Slater's Shop	1-8
Bellevue Plaza	1-8
Camryn Green Mall	M-2
Lincoln Farmers Market	+8
Greenbank Mall	1-7
North Square	+5
Lincoln Plaza	+5
Providence Shopping Center	+5
North Lincoln Mall	+6
Northwest Plaza	M-2
Hydrex Mall	3-8
North Point Mall	3-8
Older Square Mall	3-7
Pennette Mall	E-6
Pinegrove Plaza	5-5
Galleria at South Dekalb	+8
Shelburn Plaza	+8
Mall at Stonecroft	P-1
Cummins Mall	P-3
Union Station Mall	P-3

## Amtrak Pearl Street Station

Charles Brown Fulton Airport Park	11
DeKalb-Peachtree Airport	12
Hartsfield-Jackson International Airport	14
MARTA Headquarters & Inman Park Station	15

\*Bus Routes are subject to change. Please visit [www.jtsmarta.com](http://www.jtsmarta.com) for the latest information.

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OTHER SIDE  
FOR  
DOWNTOWN







Robert Thompson &  
John J. Thompson  
1900

Item	Material	Color	Size	Weight	Price
156	Stainless Steel	Black	1/2" x 1/2" x 1/2"	0.15 lb	\$1.50
157	Aluminum	Black	1/2" x 1/2" x 1/2"	0.15 lb	\$1.50
158	Aluminum	Black	1/2" x 1/2" x 1/2"	0.15 lb	\$1.50
159	Aluminum	Black	1/2" x 1/2" x 1/2"	0.15 lb	\$1.50
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Year	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100																																																																																								
Population	5,180,000	5,240,000	5,300,000	5,360,000	5,420,000	5,480,000	5,540,000	5,600,000	5,660,000	5,720,000	5,780,000	5,840,000	5,900,000	5,960,000	6,020,000	6,080,000	6,140,000	6,200,000	6,260,000	6,320,000	6,380,000	6,440,000	6,500,000	6,560,000	6,620,000	6,680,000	6,740,000	6,800,000	6,860,000	6,920,000	6,980,000	7,040,000	7,100,000	7,160,000	7,220,000	7,280,000	7,340,000	7,400,000	7,460,000	7,520,000	7,580,000	7,640,000	7,700,000	7,760,000	7,820,000	7,880,000	7,940,000	8,000,000	8,060,000	8,120,000	8,180,000	8,240,000	8,300,000	8,360,000	8,420,000	8,480,000	8,540,000	8,600,000	8,660,000	8,720,000	8,780,000	8,840,000	8,900,000	8,960,000	9,020,000	9,080,000	9,140,000	9,200,000	9,260,000	9,320,000	9,380,000	9,440,000	9,500,000	9,560,000	9,620,000	9,680,000	9,740,000	9,800,000	9,860,000	9,920,000	9,980,000	10,040,000	10,100,000	10,160,000	10,220,000	10,280,000	10,340,000	10,400,000	10,460,000	10,520,000	10,580,000	10,640,000	10,700,000	10,760,000	10,820,000	10,880,000	10,940,000	11,000,000	11,060,000	11,120,000	11,180,000	11,240,000	11,300,000	11,360,000	11,420,000	11,480,000	11,540,000	11,600,000	11,660,000	11,720,000	11,780,000	11,840,000	11,900,000	11,960,000	12,020,000	12,080,000	12,140,000	12,200,000	12,260,000	12,320,000	12,380,000	12,440,000	12,500,000	12,560,000	12,620,000	12,680,000	12,740,000	12,800,000	12,860,000	12,920,000	12,980,000	13,040,000	13,100,000	13,160,000	13,220,000	13,280,000	13,340,000	13,400,000	13,460,000	13,520,000	13,580,000	13,640,000	13,700,000	13,760,000	13,820,000	13,880,000	13,940,000	14,000,000	14,060,000	14,120,000	14,180,000	14,240,000	14,300,000	14,360,000	14,420,000	14,480,000	14,540,000	14,600,000	14,660,000	14,720,000	14,780,000	14,840,000	14,900,000	14,960,000	15,020,000	15,080,000	15,140,000	15,200,000	15,260,000	15,320,000	15,380,000	15,440,000	15,500,000	15,560,000	15,620,000	15,680,000	15,740,000	15,800,000	15,860,000	15,920,000	15,980,000	16,040,000	16,100,000	16,160,000	16,220,000	16,280,000	16,340,000	16,400,000	16,460,000	16,520,000	16,580,000	16,640,000	16,700,000

EXHIBIT 3

EQUAL EMPLOYMENT OPPORTUNITY  
POLICY STATEMENT

## **MARTA's Equal Employment Opportunity Policy Statement**

The Metropolitan Atlanta Rapid Transit Authority (MARTA) has a strong commitment to our employees and the communities we serve. Inherent in MARTA's vision and mission of enhancing the lives of all citizens and leading the way to a more connected future is our commitment to and assurance of equal employment opportunity.

As an Equal Opportunity Employer, MARTA is dedicated to enforcing civil rights provisions of applicable federal, state and local statutes and regulations and protecting the rights and opportunities of all employees and applicants for employment. MARTA is committed to hiring, promoting, and retaining the best qualified persons for all positions regardless of race, color, religion, national origin, gender, age, disability, genetic information, pregnancy, sexual orientation, gender identity, veteran status, military service, marital status, or other protected class except where any of the above is a bona fide occupational qualification. This applies to every employment action including, but not limited to: recruitment, selection, hiring, compensation, benefits, training, testing, evaluation, transfer, promotion, demotion, disciplinary action, layoffs, reduction in force and recall. Additionally, MARTA will provide reasonable accommodations to applicants and employees who need them because of a disability or to practice/observe their religion, absent undue hardship.

MARTA is further committed to developing and implementing an Equal Employment Opportunity Program, including goals and timetables, in compliance with regulatory requirements and in support of MARTA's commitment to foster a diverse and inclusive company culture. The EEO Plan will be available for inspection by any employee or applicant for employment upon request.

I, as the General Manager/CEO have the ultimate responsibility for implementing and ensuring that equal employment opportunity and affirmative action receive the highest level of priority. Dr. Shelton Goode, DPA, Executive Director of the Office of Diversity and Inclusion (ODI) is the Authority's Chief Compliance Officer and acts with my authority on all EEO matters with all levels of leadership, labor unions, and employees.

MARTA's Board of Directors, executives, management, and supervisory personnel, share in the responsibility for implementing and monitoring MARTA's Equal Employment Opportunity Policy and Program within their respective areas and will be assigned specific tasks to ensure compliance is achieved. MARTA will evaluate its managers and supervisors' performance on their successful implementation of MARTA's policies and procedures, in the same way that MARTA assesses their performance regarding other Authority's goals and objectives.

MARTA's Equal Employment Opportunity Policy applies to all contractors and sub-recipients who employ 50 or more transit related employees and request or receive federal transit funding in excess of \$1 Million in the previous federal fiscal year, or request or receive federal planning assistance in excess of \$250,000 in the previous federal fiscal year.

Discrimination is strictly prohibited in the workplace or in any location that could reasonably be regarded as an extension of the workplace, such as business travel, professional events or off-site training. It is against MARTA policy for any employee to discriminate against an applicant for employment or another employee on the basis of any protected category. 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. Any employee or applicant who believes they have been subjected to a violation of MARTA's EEO Policy, has the right to file a complaint and is encouraged to follow MARTA's Discrimination Complaint Procedures by reporting alleged incidents to MARTA's Office of Diversity and Inclusion (ODI). Complaints can be made by phone at 404-848-5240; and by mail or in person at 2424 Piedmont Rd NE, Atlanta, GA 30354. If it is determined that a violation of MARTA's EEO Policy has occurred, MARTA will take appropriate remedial action. Employees and applicants may also file a complaint with the appropriate state or federal agency.

Managers and supervisors are required to notify the Office of Diversity and Inclusion as soon as they receive a complaint or otherwise observe, learn about, or suspect any improper discriminatory or retaliatory conduct, regardless of whether or not:

- A written statement is provided contemporaneously,
- The complainant requests that no action be taken and/or requests confidentiality, or
- The complainant works in the manager/supervisor's department, division or unit.

Any employee who is found to have violated the EEO policy, or any supervisory or managerial employee who knowingly permits a violation of the EEO Policy to occur, may be subject to disciplinary action up to and including dismissal from employment.

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.

This Policy Statement will be posted in prominent locations throughout MARTA's facilities and MARTA will update and reaffirm this EEO Policy Statement as needed.

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Jeffrey A. Parker  
General Manager/Chief Executive Officer

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Date

EXHIBIT 4

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EXECUTIVE LEADERSHIP  
ORGANIZATIONAL CHART



## EXECUTIVE LEADERSHIP

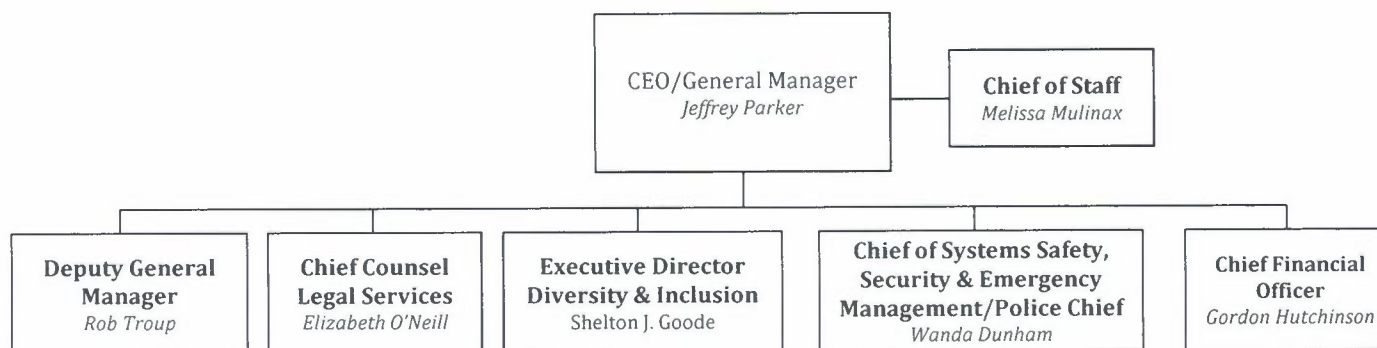


EXHIBIT 5

OFFICE OF DIVERSITY AND INCLUSION  
ORGANIZATIONAL CHART

# OFFICE OF DIVERSITY & INCLUSION

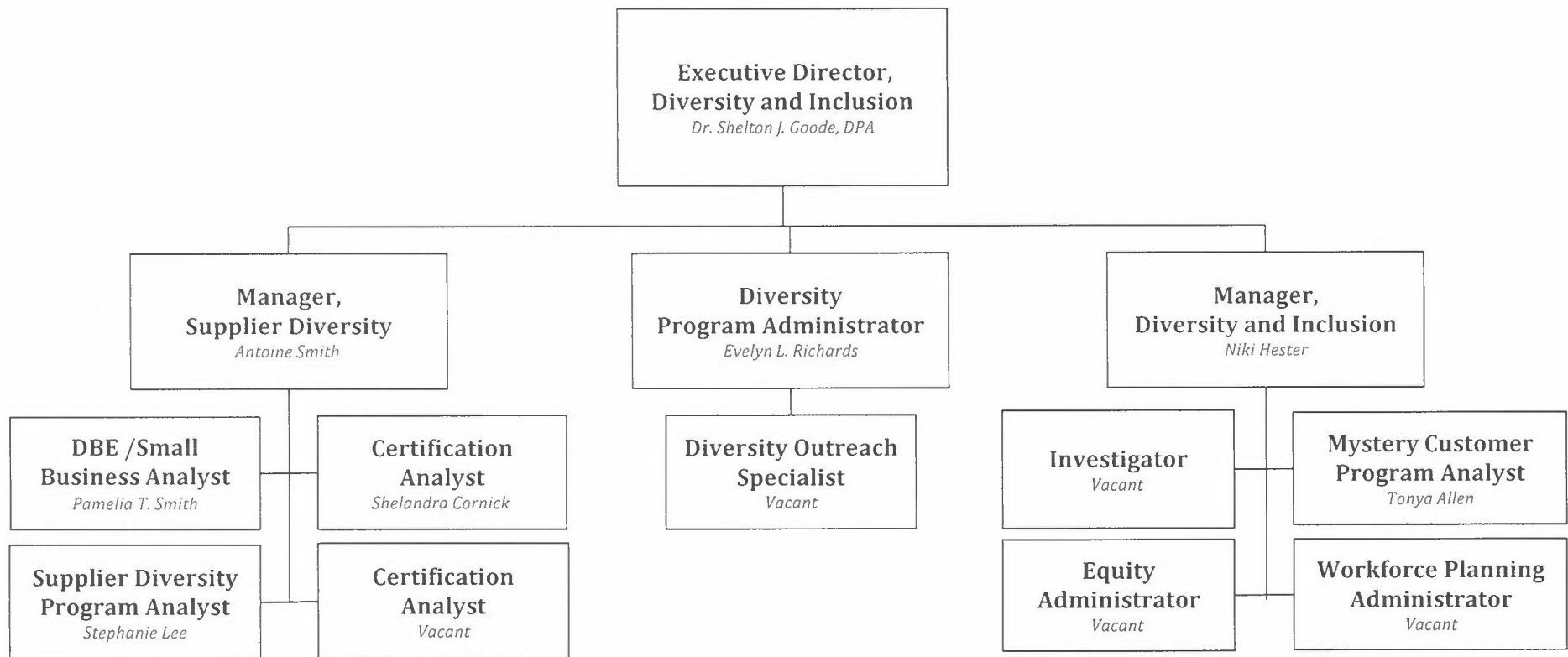


EXHIBIT 6

EQUAL EMPLOYMENT OPPORTUNITY STAFF  
JOB DESCRIPTIONS

## **Metropolitan Atlanta Rapid Transit Authority Position Description**

**Job Code:** 1EDR4452EN  
**Job Title:** Executive Director of Diversity and Inclusion  
**Office:** Diversity and Inclusion  
**Reports To:** GM/CEO  
**FLSA Status:** Exempt  
**Grade:** 24  
**Approved By:** DRE  
**Approved Date:** 02/28/01  
**Revised:** 5/25/16 - CW  
**Safety Sensitive:** No

### **SUMMARY**

Develops and implements diversity and inclusion strategies and equal employment opportunity (EEO) programs for the Authority and serves as the Chief Compliance Officer (CCO) for those programs. This position works in close collaboration with Executive Diversity Council to ensure that all decisions, activities, programs, policies, procedures, processes and services are equitable and do not discriminate (or adversely impact) current (or potential) employees, customers, communities, businesses, or stakeholders. This position provides oversight for the Authority's Americans with Disabilities Act (ADA), Affirmative Action (AA)/Equal Employment Opportunity (EEO) Program, Disadvantaged Business Enterprise (DBE) Program, Small Business Enterprise (SBE) Program, Supplier/Workforce Diversity, Title VI Program and Limited English Proficiency Plan, workplace violence prevention, conflict resolution and contract compliance.

The position monitors, tracks, evaluates and reports all matters pertaining to workforce diversity and regulatory compliance directly to the General Manager. The position ensures that the strategies and goals of the Authority and its business units are compliant with local, state, and federal regulations pertaining to equal employment opportunity, equity in service delivery, equal access to MARTA activities, disadvantaged/small business enterprise, cultural diversity and all aspects of the Americans with Disabilities Act (ADA). The position investigates, mediates, conciliates and seeks resolution of all complaints of inequitable treatment and allegations of discrimination and harassment.

### **ESSENTIAL DUTIES AND RESPONSIBILITIES**

1. Leads the General Manager's Diversity and Inclusion Strategic Plan for the Authority to ensure that all decisions, activities, programs, policies, procedures, processes and services are equitable and do not discriminate (or adversely impact) current (or potential) employees, customers, communities, businesses, or stakeholders. Plans, develops, and oversees implementation of long and short-range EEO/DBE/SBE strategies and programs for the office to support the Authority's goals, objectives, and strategic plan.

2. Monitors the Authority's climate and advances strategies that demonstrate and promote MARTA's commitment to serving as a diverse and inclusive equal opportunity employer and service provider.
3. Collaboratively consults with constituents, departments and all other MARTA work units to foster diversity inclusion, intercultural awareness, training programs and partnerships.
4. Serves as the Authority's Diversity and Inclusion Ambassador and may be required to represent the Authority to federal agencies, local groups and organizations, professional associations, and other similar groups.
5. Oversees and directs the investigation, mediation, and resolution of all complaints of inequitable treatment, as well as allegations of discrimination and harassment on behalf of the General Manager/CEO. Develops relevant policies and procedures that effectively and efficiently ensure equitable treatment and equal access to the benefits of employment and/or service delivery are carried out in a non-discriminatory manner.
6. Responsible for implementation of the Authority's Americans with Disabilities Act, Disadvantaged/Small Business Enterprises, Supplier Diversity, Title VI/Environmental Justice Program, Equal Employment Opportunity, Workforce Diversity, Affirmative Action and, Limited English Proficiency Programs. Establishes procedures to ensure that the Authority's staff and contractors comply with applicable policies, procedures and federal regulations.
7. Maintains accurate records and reporting according to all applicable laws of federal, state, and local statutes dealing with equal and/or equity in the provision of transit services pursuant to Title VI of the Civil Rights Act of 1964.

#### **SUPERVISORY RESPONSIBILITIES**

Primary duty is the management of an Office of the Authority. Directs and manages staff of managers and professionals. Interviews, hires and develops subordinate personnel; sets standards and evaluates performance of employees; provides feedback, coaches, disciplines and discharges as appropriate.

#### **SAFETY RESPONSIBILITIES**

Take every reasonable precaution given the circumstances to ensure the protection of employees, patrons, and members of the public. Identify and inform employees of hazards in the workplace. Determines safe work methods and ensures that employees are notified of new and modified methods. Ensures that employees are trained on safety policies and procedures. Ensures that employees follow procedures. Responds to health and safety concerns of employees in a timely manner.

#### **QUALIFICATIONS**

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

#### **EDUCATION and/or EXPERIENCE**

Bachelor's Degree in Business, Public Administration, or a related Social Sciences field.

Advanced degree desirable. Minimum of 8 years experience planning and directing equal employment opportunity, workforce diversity, affirmative action, human resources, contract compliance, ADA, employee relations, workplace violence prevention and/or minority/disadvantaged business enterprise programs. Extensive knowledge of federal, state, and local statutes dealing with equality and/or equity in the provision of transit services pursuant to Title VI of the Civil Rights Act of 1964. Must possess strong oral and written communication skills. A minimum of six years experience successfully managing staff and/or programs involved in the above areas. In lieu of degree, directly related work experience may be substituted on a year-for-year basis.

### **LANGUAGE SKILLS**

Ability to read, analyze, and interpret common scientific and technical journals, financial reports, and legal documents. Ability to respond to common inquiries or complaints from customers, regulatory agencies, or members of the business community. Ability to write speeches and articles for publication that conform to prescribed style and format. Ability to effectively present information to top management, public groups, and/or boards of directors.

### **MATHEMATICAL SKILLS**

Ability to work with mathematical concepts such as probability and statistical inference, and fundamentals of plane and solid geometry and trigonometry. Ability to apply concepts such as fractions, percentages, ratios, and proportions to practical situations.

### **REASONING ABILITY**

Ability to define problems, collect data, establish facts, and draw valid conclusions. Ability to interpret an extensive variety of technical instructions in mathematical or diagram form and deal with several abstract and concrete variables.

### **CERTIFICATES, LICENSES, REGISTRATIONS**

Professional certification(s) in any of the following: SHRM Professional Human Resources (PHR) or Senior Professional Human Resources (SPHR); Certified Diversity Professional; Certified Diversity Executive (CDE); Cornell Certified Diversity Professional (CCDP) or any other related diversity/mediation certification would be a plus.

### **PHYSICAL DEMANDS**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. While performing the duties of this job, the employee is regularly required to sit; use hands to finger, handle, or feel; reach with hands and arms; and talk or hear.

### **WORK ENVIRONMENT**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Work is ordinarily performed in a standard office environment.

**AMERICANS WITH DISABILITIES ACT**

If you are a qualified individual with a disability, you have a right to request that MARTA make reasonable accommodations in order to help you accomplish your work, which must still be performed in all its essential functions.



**Metropolitan Atlanta Rapid Transit Authority  
Position Description**

**Job Title:** Manager of Diversity & Inclusion  
**Job Code:** 1MGR4453EN  
**Department:** Human Resources  
**Reports To:** Executive Director - Diversity & Inclusion  
**FLSA Status:** Exempt  
**Grade:** 21  
**Approved:** 6/6/16 – CW  
**Safety Sensitive:** No

**SUMMARY**

Responsible for planning, developing and implementing activities related to the creation and sustainability of the Authority's diversity, inclusion, accessibility and equal employment opportunity (EEO) and affirmative action (AA) programs. Monitors and reviews agency practices, policies and programs to ensure organizational efforts are aligned to promote equitable employment and an inclusive and diverse workforce. Ensures that programs and activities are designed to address the needs of the organization as they relate to EEO/AA (Equal Employment Opportunity/Affirmative Action), ADEA (Age Discrimination in Employment Act), ADA (Americans with Disabilities Act), Environmental Justice, Sections 503 and 504 of the Rehabilitation Act, and guidelines established by Title VI, Title VII and Federal Transit Administration (FTA). Collaboratively partners with internal/external stakeholders to develop strategies, processes and programs to proactively foster diversity engagement. Compiles, analyzes and maintains EEO and diversity statistical data necessary for FTA reporting and regulatory requirements, laws, and court agreements.

**ESSENTIAL DUTIES AND RESPONSIBILITIES**

1. Manages all diversity, inclusion and accessibility programs.
2. Translates strategy into specific actions with clear accountability; makes decisions based on best available information; and communicates priorities clearly and concisely to management.
3. Works with various HR functions to ensure that processes are in place to maintain the appropriate data necessary for EEO and Diversity reporting.
4. Develops training schedules to educate employees and managers on how to recognize, accommodate and appreciate individual differences and how these can be bridged back to assist in meeting the Authority's strategic goals.
5. Develops metrics for measuring the effectiveness of corporate diversity initiatives implemented and prepares quarterly reports to senior management on the value of the initiatives.
6. Plans, develops and implements programs and activities that address the needs of the organization as they relate to Equal Employment Opportunity/Affirmative Action (EEO/AA), Americans with Disabilities Act (ADA), Environmental Justice, Title VI and Title VII guidelines, and the Federal Transit Administration's guidelines.
7. Collaborates with constituents to create strategies and tools to develop our leaders, managers, and staff, increasing individuals' intercultural competencies and institutional knowledge about issues associated with inclusion.
8. Collects, analyzes, and presents data to the Executive Director for reporting to the Federal Transit Administration, the General Manager/Chief Executive Officer, and other sources as required. Maintains accurate records and files based on regulatory requirements, laws, and court agreements.

9. Develops strategic relationships with internal and external groups that develop policies, procedures, practices, training workshops, trend analyses and programs. Reviews agency publications, policies, procedures, and practices that have the potential to raise Title VI, ADA, ADEA, Section 503 and Section 504, Environmental Justice and/or Title VII concerns.
10. Develops robust knowledge sharing mechanisms to ensure the Executive Director and colleagues are briefed and the principles of equality, diversity and inclusion are embedded and inform every aspect of the office's work.
11. Performs other duties as assigned.

### **SUPERVISORY RESPONSIBILITIES**

Manages the D&I staff to include: Workforce Planning Administrator, Diversity-EEO Investigator, Affirmative Action Administrator, Equity Administrator and Diversity & Inclusion Training Specialist.

### **SAFETY RESPONSIBILITIES**

Takes every reasonable precaution given the circumstances to ensure the protection of employees, patrons, and members of the public. Identifies and informs employees of hazards in the workplace. Determines safe work methods and ensures that employees are notified of new and modified methods. Ensures that employees are trained on safety policies and procedures. Ensures that employees follow procedures. Responds to health and safety concerns of employees in a timely manner.

### **QUALIFICATIONS**

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. In addition, the incumbent must be able to cope with conflicting points of view, function under pressure, and demonstrate discretion, integrity, fair-mindedness, and a persuasive, congenial personality. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

### **EDUCATION and/or EXPERIENCE**

A bachelor's degree in Human Resources, Business and/or a related field is required. Seven years of directly related experience in managing the development and administration of diversity and inclusion related activities including but not limited to: the administration of practices, policies and procedures relating to EEO/AA, ADA, ADEA, Section 503 and Section 504, Title VI, Title VII and Cultural Diversity Initiatives. Knowledge of federal regulations and laws governing all affected areas (EEO/AA, Title VII, Title VI, ADEA, Workplace Violence Prevention, Cultural Diversity Initiatives, and ADA is required. Must possess (5) years of experience with direct supervision of staff and their professional development. Excellent verbal and written communication skills are required. In lieu of degree, directly related work experience may be substituted on a year-for-year basis.

### **LANGUAGE SKILLS**

Must lead and direct the preparation (inclusive of development) of presentations for the MARTA Board of Directors, CEO Team, special internal program committees, employee training groups, contractors doing work for MARTA, business associations, and community groups. Must also prepare presentations for local and national training programs such as the Conference of Minority Transportation Officials, American Public Transit Association, SHRM conferences, WTS and AAA training classes/workshops.

Must prepare letters and reports for the MARTA Board of Directors, CEO Team, Federal Transit Administration, Federal Department of Transportation, other transit entities, and agencies with which MARTA has developed liaisons, partnerships, co-operative agreements and/or

memoranda of understanding, and various MARTA departments. Must prepare written responses to "Call for Papers" or articles from SHRM, the Conference of Minority Transportation Officials, and the American Public Transit Administration. Must prepare other written correspondence to complainants and witnesses, take written statements, and develop complaint reports.

### **MATHEMATICAL SKILLS**

Ability to work with mathematical concepts such as probability and statistical inference, and fundamentals of plane and solid geometry and trigonometry. Ability to apply concepts such as fractions, percentages, ratios, and proportions to practical solutions.

### **REASONING ABILITY**

Must be able to decipher and analyze conflicting information in a variety of situations where compliance and other standards are the criteria for decision making.

### **COMPUTER SKILLS**

Must use Microsoft (1) Word to prepare letters, reports, position papers, articles, and training workshop materials; (2) Excel to set up schemes for monitoring and measuring programmatic status and success; (3) PowerPoint to develop presentations for conferences, MARTA Board reports, and training workshops.

### **CERTIFICATES, LICENSES, REGISTRATIONS**

N/A

### **OTHER SKILLS AND ABILITIES**

Ability to develop liaisons, partnerships, memoranda of understanding and co-operative relationships with diverse organizations, communities, and cultures. Ability to make recommendations to the Executive Director regarding complaints of discrimination, employee relations matter, and cultural diversity program activities that are based on applicable legal premises, best practices, and relevant evidence/information obtained during an investigation or survey. Ability to identify or detect a known pattern (a figure, object, word, or sound) that is hidden in other distracting material or seemingly unrelated events. Ability to verify that a MARTA project or program guarantees equal assess, equitable treatment and the equitable distribution of benefits to minorities and transit dependents. Ability to determine the environmental justice impacts of a MARTA project on the minority community, low income persons and transit dependents.

### **OTHER QUALIFICATIONS**

Must have knowledge and understanding of the following:

1. Planning requirements and steps to develop and implement transportation improvement programs.
2. Equal Employment Opportunity Commission processes, procedures, and time frames for action.
3. Interview and investigation best practices and procedures.
4. Process for developing and implementing public policy, employee relations procedures, corrective programs that facilitate open and constructive communication, as well as, organizational interventions and problem solving.
5. Specialized EEO/AA audit and tracking programs and analytic techniques.
6. Business and management principles involved in strategic planning, resource allocation, human resource modeling, leadership technique, production methods, and coordination of people and resources.
7. The use of logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

8. Determining how a system should work and how changes in conditions, operations, and the environment will affect outcomes.

### **PHYSICAL DEMANDS**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to: Use hands to finger, feel, and talk or hear more than 75% of the time; stand/sit, reach with hands and arms, and lift up to 10 pounds 25% to 75% of the time; walk, climb or balance, stoop, kneel or crawl, and lift up to 50 pounds less than 25% of the time. Specific vision requirements include the ability to adjust and focus vision.

### **WORK ENVIRONMENT**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job.

### **AMERICANS WITH DISABILITIES ACT**

If you are a qualified individual with a disability, you have the right to request that MARTA make reasonable accommodations in order to help you accomplish your work, which must still be performed in all its essential functions.

**Metropolitan Atlanta Rapid Transit Authority**  
**Job Description**

**Job Title:** Diversity and Equal Opportunity Investigator  
**Job Code:** 1PRO3402EN  
**Department:** GM/DEO  
**Reports To:** Manager Equal Opportunity & Conflict Resolution  
**FLSA Status:** Exempt  
**Grade:** 17  
**Approved By:** S Jones  
**Approved Date:** November 8, 2004  
**Revised:** DRE-02/01/08

**Summary**

Under general supervision, gathers information, conducts investigations, negotiates corrective action settlements and prepares narrative reports on internal discrimination claims. Provides employee counseling, management guidance and Agency training on policies and procedures that pertain to equal employment opportunity. Has the authority to affect, interpret, or implement management policies or operating practices. Investigates and resolves matters of significance on behalf of management.

**Essential Duties and Responsibilities**

1. Intake of internal complaints of discrimination/harassment and determination of whether allegations are within the purview of a Title VII violation; establishes scope of investigation
2. Conducts investigations of internal discrimination claims. Determines, gathers, and analyzes evidentiary information necessary to evaluate claims. Compiles and analyzes data and generates reports in narrative, database, spreadsheet, and other formats. Prepares written findings, conclusions and recommendations for resolution of complaints.
3. Provides guidance and technical interpretation of personnel policies to MARTA staff and management. Mediates and conciliates disputes concerning civil rights, work place violence/harassment and sexual harassment issues.
4. Develops and facilitates training on Title VI and employment/affirmative action issues to proactively promote equal employment opportunity.
5. Researches and prepares periodic and ad hoc reports on general and specific issues related to equal employment opportunity.
6. Serves as planner and project leader for various outreach initiatives. Participates in outreach activities throughout the community and transportation industry.
7. Provides consultation or expert advice to management. Investigates and resolves matters of significance on behalf of management.
8. Performs other duties as assigned.

**Supervisory Responsibilities**

N/A

**Qualifications**

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or

ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

### **Education and/or Experience**

Bachelor's degree in Business Administration, Personnel Management, Public Administration or related field. Four years of progressively responsible experience as EEO/AA representative, human resources professional or employee relations officer in a transit, governmental or related environment required. Experience should include a minimum of 2 years of investigating, counseling, training and mediation on issues of an Equal Employment Orientation. Must possess excellent verbal and written communications skills. Knowledge of federal, state and local EEO/AA laws, guidelines and procedures required. Skilled in the use of personal computers and related software applications. Directly related work experience may be substituted on a year-for-year basis in lieu of a degree.

### **Language Skills**

Ability to interpret, analyze, and advise on the application of EEO/AA laws and regulations to all employment issues. Ability to apply EEO/AA considerations when reviewing policies and procedures. Strong interpersonal and communications skills and the ability to work effectively with a wide range of constituencies in a diverse workforce. Interviewing and data collection skills. Ability to create, compose, and edit written materials. Ability to develop and present educational programs and/or workshops. Ability to write reports containing technical information. Ability to communicate effectively, both verbally and writing. Records management skills. Knowledge of federal, state and local EEO/AA laws, guidelines and procedures. Ability to train diverse groups of employees.

### **Mathematical Skills**

Ability to work with mathematical concepts such as probability and statistical inference, and fundamentals of plane and solid geometry and trigonometry.

### **Reasoning Ability**

Ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists. Ability to interpret a variety of instructions furnished in written, oral, diagram, or schedule form.

### **Physical Demands**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

### **Work Environment**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

## **Metropolitan Atlanta Rapid Transit Authority Position Description**

**Job Title:** Workforce Planning Administrator  
**Job Code:** 1PRO4438EN  
**Department:** GM/CEO  
**Reports To:** Manager of Diversity & Inclusion  
**FLSA Status:** Exempt  
**Grade:** 19  
**Approved By:** DRE  
**Approved Date:** 02/28/01  
**Safety Sensitive:** No  
**Revised:** 12/14/15 - CW

### **SUMMARY**

Ensures that Authority-wide policies, procedures and practices comply with MARTA and governmental equal employment opportunity and affirmative action requirements. Prepares and monitors the Affirmative Action Plan of the Authority to ensure its successful implementation. Investigates complaints of discrimination filed by both MARTA employees and applicants for employment. Prepares Reports of Findings and recommendations regarding resolution and appropriate corrective action. Educates employees on equal employment opportunity, cultural diversity and affirmative action requirements, applications and initiatives. Performs DBE assignments as related to EEO requirements. Investigates and resolves matters of significance on behalf of management. Provides consultation or expert advice to management.

### **ESSENTIAL DUTIES AND RESPONSIBILITIES**

1. Maintains knowledge of the Authority's EEO policies, relevant federal, state and local laws and regulations, and disseminates information to management.
2. Monitors implementation of the Affirmation Action Plan, including the achievement of employment goals by each hiring manager; makes recommendations as necessary regarding employment policies and practices to ensure consistency with the Affirmative Action Plan and applicable federal requirements; and reviews all hires, promotions, terminations and transfers for compliance with the Authority's Affirmative Action Plan.
3. Prepares annual updates of the utilization analysis, including relevant workforce and availability data; makes recommendations regarding the adoption of employment goals for inclusion in the Authority's Affirmative Action Plan; and in conjunction with the HR Administration Division. Prepares various statistical reports and analyses pertaining to applicants for employment, new hires, promotions, testing, training, transfers, voluntary and involuntary terminations, and salary adjustments by race, sex, job classification, and organizational unit.
4. Analyzes demographic data and trends to forecast workforce planning needs and develop strategies to promote a diverse workforce and inclusive workplace.
5. Coordinates with the D&I Instructor-Trainer to ensure development of EEO awareness training to educate management and employees on affirmative action goals and equal employment opportunity policies and principles assists in meeting the Authority's strategic goals as well as educate, emphasize and sensitize the employee populous to cultural differences and diversity.



6. Serves as MARTA's liaison with local civil rights organizations, including minority and women's organizations to provide a channel of communication, as necessary, regarding equal employment opportunity.
7. Performs other duties as assigned.

### **SUPERVISORY RESPONSIBILITIES**

None

### **SAFETY RESPONSIBILITIES**

Take every reasonable precaution given the circumstances to ensure the protection of employees, patrons, and members of the public. Identify and inform employees of hazards in the workplace. Determines safe work methods and ensures that employees are notified of new and modified methods. Ensures that employees are trained on safety policies and procedures. Ensures that employees follow procedures. Responds to health and safety concerns of employees in a timely manner.

### **QUALIFICATIONS**

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

### **EDUCATION and/or EXPERIENCE**

Bachelor's Degree in HR (Personnel) or related field and a minimum of 5 years experience in personnel, EEO, or human resources. Extensive working knowledge required of federal, state laws, regulations, policies and guidelines relating to EEO. Experience in investigative procedures leading to objective review, formulation of recommendations, and the preparation of detailed reports desired. In lieu of degree, directly related experience may be substituted on a year for year basis.

### **LANGUAGE SKILLS**

Ability to read, analyze, and interpret common scientific and technical journals, financial reports, and legal documents. Ability to respond to common inquiries or complaints from customers, regulatory agencies, or members of the business community. Ability to write speeches and articles for publication that conform to prescribed style and format. Ability to effectively present information to top management, public groups, and/or boards of directors.

### **MATHEMATICAL SKILLS**

Ability to work with mathematical concepts such as probability and statistical inference, and fundamentals of plane and solid geometry and trigonometry. Ability to apply concepts such as fractions, percentages, ratios, and proportions to practical situations.

### **REASONING ABILITY**

Ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists. Ability to interpret a variety of instructions furnished in written, oral, diagram, or schedule form.

### **CERTIFICATES, LICENSES, REGISTRATIONS**

None Required



**PHYSICAL DEMANDS**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job.

While performing the duties of this job, the employee is regularly required to sit; use hands to finger, handle, or feel; reach with hands and arms; and talk or hear.

**WORK ENVIRONMENT**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Work is ordinarily performed in a standard office environment. Must be able to conduct site visits to satellite work locations and garages.

**AMERICANS WITH DISABILITIES ACT**

If you are a qualified individual with a disability, you have a right to request that MARTA make reasonable accommodations in order to help you accomplish your work, which must still be performed in all its essential functions.

**Metropolitan Atlanta Rapid Transit Authority**  
**Position Description**

**Job Code:** 1PRO3626EN  
**Job Title:** Mystery Customer Project Analyst  
**Department:** GM/DEO  
**Reports To:** Manager of Equal Opportunity  
**FLSA** Status: Exempt  
**Grade:** 17  
**Approved By:** S. Jones  
**Approved Date:** March, 2005  
**Revised:** JR-10/05  
**Safety Sensitive:** No

**SUMMARY**

Monitors the Authority's Mystery Customer Program. Oversees the data collection efforts by consultants and compliance methodology. Processes and analyzes mystery customer data using statistical methods. Serves as liaison for respective operations departments in providing and conducting comprehensive statistical analysis of daily related performance indicators. Reports mystery customer information to the CEO Team and Board of Directors and provides continual assessment of performance standards and associated financial implications. Conducts quarterly validation of consultant findings, and submits conclusions to other MARTA departments and various committees. Has the authority to formulate, affect, interpret, or implement management policies or operating practices. Carries out major assignments in conducting the operations of the business.

**ESSENTIAL DUTIES AND RESPONSIBILITIES**

1. Monitors the Mystery Customer Program.
2. Oversees data collection efforts and compliance methodology. Ensures that shops relating to ADA non-compliance are reported within twenty-four hours of the shop so that timely actions may be taken.
3. Processes and analyzes Mystery Customer data using statistical methods. Oversees the development and change of survey mechanisms through which the Authority's responsible parties will be able to receive information regarding non-compliance issues within twenty-four hours of the shop.
4. Prepares complex analytical reports and presentations of research findings, implications to the Director.
5. Conducts quarterly validation of consultant findings and submits conclusions to other MARTA departments and various committees.
5. Responsible for supervision of work performed by the Mystery Customer Data Analyst.
6. Performs other related duties as assigned.

**SUPERVISORY RESPONSIBILITIES**

Supervises the Mystery Customer Data Analyst.

## **QUALIFICATIONS**

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

## **EDUCATION and/or EXPERIENCE**

Bachelor's degree in Business Administration, Marketing, Statistics, or related field. Four years of experience in market research and data analysis. Experience must include a lead role in the design and implementation of quantitative and qualitative research methods. Problem solving skill involving the use of analytical processes required. One year experience performing related work in the transportation industry preferred. Must have ability to work and interpret mathematical and statistical concepts, applying descriptive statistical methods, regressions, correlations, factor analysis and other intermediate and advanced statistical concepts. Must use the SPSS (Statistical Package for the Social Sciences) program at an advanced level. Should operate personal computer and associated software packages at an intermediate to advanced level. Very strong presentation skills. Excellent verbal and written communications skills required. Experience may be substituted on a year-for-year basis in lieu of a degree.

## **LANGUAGE SKILLS**

Ability to read, analyze, and interpret general business periodicals, professional journals, technical procedures, or governmental regulations. Ability to write reports, business correspondence, and procedure manuals. Ability to effectively present information and respond to questions from groups of managers, clients, customers, and the general public.

## **MATHEMATICAL SKILLS**

Ability to apply advanced mathematical concepts such as exponents, logarithms, quadratic equations, and permutations. Ability to apply mathematical operations to such tasks as frequency distribution, determination of test reliability and validity, analysis of variance, correlation techniques, sampling theory, and factor analysis.

## **REASONING ABILITY**

Ability to define problems, collect data, establish facts, and draw valid conclusions. Ability to interpret an extensive variety of technical instructions in mathematical or diagram form and deal with several abstract and concrete variables.

## **CERTIFICATES, LICENSES, REGISTRATIONS**

N/A

## **PHYSICAL DEMANDS**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. While performing the duties of this job, the employee is regularly required to sit; use hands to finger, handle, or feel; reach with hands and arms; and talk or hear.

**REASONING ABILITY**

Ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists. Ability to interpret a variety of instructions furnished in written, oral, diagram, or schedule form.

**CERTIFICATES, LICENSES, REGISTRATIONS**

None Required

**PHYSICAL DEMANDS**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

**WORK ENVIRONMENT**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

**AMERICANS WITH DISABILITIES ACT**

If you are a qualified individual with a disability, you have a right to request that MARTA make reasonable accommodations in order to help you accomplish your work, which must still be performed in all its essential functions.

## **Metropolitan Atlanta Rapid Transit Authority Job Description**

**Job Title:** Equity Administrator  
**Job Code:** 1PRO3510EN  
**Department:** GM/Diversity & Inclusion  
**Reports To:** Manager of Equal Opportunity & Conflict Resolution  
**FLSA Status:** Exempt  
**Grade:** 19  
**Approved By:** B. Kirkland  
**Approved Date:** November, 2002  
**Safety Sensitive:** No  
**Revised By:** C. Williams  
**Revised Date:** 12/14/15

### **SUMMARY**

Responsible for the administration and compliance management of the Authority's plans and programs as it relates to: Title VI of the Civil Rights Act of 1964, Americans with Disabilities Act (ADA), Section 504 of the Rehabilitation Act, Environmental Justice, Limited English Proficiency (LEP) requirements, civil rights legislation and FTA regulations. Performs audits and prepares comprehensive reports to track and measure the Authority's performance and compliance as it relates to federally-regulated reporting requirements. Provides advisory and consultative assistance to Department personnel to ensure that Authority-wide policies, procedures, and programs are equitable, non-discriminatory, and comply with federal regulations.

### **ESSENTIAL DUTIES AND RESPONSIBILITIES**

1. Administers the Authority's Title VI, Environmental Justice and Limited English Proficiency plans/programs in a fair, consistent and non-discriminatory manner.
2. Provides advisory and consultative assistance to Department personnel in the interpretation and implementation of all policies and procedures pertaining to Title VI programs that include ADA/Section 504 and LEP.
3. Audits and monitors the administration of program policies, practices and procedures to ensure equity and nondiscrimination in the delivery of agency services, programs and benefits. Provides documentation for defense and makes recommendations, when necessary.
4. Monitors provisions of fixed bus, rail and para-transit services to ensure equitable accessibility and delivery of transit services and accommodations.
5. Conducts community outreach services with various social, economic, and minority and ethnic interest groups in efforts to ensure that MARTA's commitment to equity, diversity and inclusion is achieved through its plans and services.
6. Serves as a liaison with local, state and national committees, civic groups and organizations to foster partnerships regarding issues of Environmental Justice, Limited English Proficiency and Title VI.
7. Maintain local labor force data and other pertinent statistical information to advise and assist sub-recipients/contractors toward implementation of Title VI programs.
8. Monitors and ensures that all documents and materials of the Authority are alternatively formatted (braille or other languages) as needed.

9. Maintains customer service related ADA and Title VI complaints/allegations and researches and resolves matters in a timely manner. Prepares files for investigations and compiles and analyzes data for federally-regulated reporting.
10. Performs other duties as assigned.

## **SUPERVISORY RESPONSIBILITIES**

None

## **QUALIFICATIONS**

The successful candidate must possess exceptional written, oral, group and interpersonal communication skills for coordinating collaborative efforts and maintaining effective working relationships; excellent project coordination skills and presentations skills. The candidate selected for this position must be self-directed, self-motivated and have the ability to prioritize and keep projects on task and on time. A thorough knowledge of Title VI, Limited English Proficiency, equal opportunity, ADA and civil rights laws, statutes, and regulations are essential for peak performance in this position. A high level of technical expertise demonstrated through advanced problem solving, planning, investigative and analytical skills are critical for successful development and administration of compliance programs. To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

## **EDUCATION and/or EXPERIENCE**

Bachelor's degree in Human Resources, Legal Affairs, Public Administration or related field and five (5) years directly-related experience in federal civil rights compliance, Transit Authority work experience desired. Directly related experience required in the areas of administering the Americans with Disabilities Act, Title VI of Civil Rights Act of 1964, Environmental Justice and Limited English Proficiency in a legal, human resources, or transit environment. Must possess excellent written and verbal communication skills along with a minimum of two (2) years of supervisory experience. In lieu of degree, directly related experience may be substituted on a year for year basis.

## **LANGUAGE SKILLS**

Ability to read, analyze, and interpret common scientific and technical journals, financial reports, planning documents, statistical census data, demographic profiles and legal documents. Ability to respond to common inquiries or complaints from customers, regulatory agencies, or members of the business community. Ability to write speeches and articles for publication that conform to prescribed style and format. Ability to effectively present information to top management, public groups, and/or boards of directors.

## **MATHEMATICAL SKILLS**

Ability to work with mathematical concepts such as probability and statistical inference, and fundamentals of plane and solid geometry and trigonometry. Ability to apply concepts such as fractions, percentages, ratios, and proportions to practical situations.

8. Determining how a system should work and how changes in conditions, operations, and the environment will affect outcomes.

### **PHYSICAL DEMANDS**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to: Use hands to finger, feel, and talk or hear more than 75% of the time; stand/sit, reach with hands and arms, and lift up to 10 pounds 25% to 75% of the time; walk, climb or balance, stoop, kneel or crawl, and lift up to 50 pounds less than 25% of the time. Specific vision requirements include the ability to adjust and focus vision.

### **WORK ENVIRONMENT**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job.

### **AMERICANS WITH DISABILITIES ACT**

If you are a qualified individual with a disability, you have the right to request that MARTA make reasonable accommodations in order to help you accomplish your work, which must still be performed in all its essential functions.

memoranda of understanding, and various MARTA departments. Must prepare written responses to "Call for Papers" or articles from SHRM, the Conference of Minority Transportation Officials, and the American Public Transit Administration. Must prepare other written correspondence to complainants and witnesses, take written statements, and develop complaint reports.

### **MATHEMATICAL SKILLS**

Ability to work with mathematical concepts such as probability and statistical inference, and fundamentals of plane and solid geometry and trigonometry. Ability to apply concepts such as fractions, percentages, ratios, and proportions to practical solutions.

### **REASONING ABILITY**

Must be able to decipher and analyze conflicting information in a variety of situations where compliance and other standards are the criteria for decision making.

### **COMPUTER SKILLS**

Must use Microsoft (1) Word to prepare letters, reports, position papers, articles, and training workshop materials; (2) Excel to set up schemes for monitoring and measuring programmatic status and success; (3) PowerPoint to develop presentations for conferences, MARTA Board reports, and training workshops.

### **CERTIFICATES, LICENSES, REGISTRATIONS**

N/A

### **OTHER SKILLS AND ABILITIES**

Ability to develop liaisons, partnerships, memoranda of understanding and co-operative relationships with diverse organizations, communities, and cultures. Ability to make recommendations to the Executive Director regarding complaints of discrimination, employee relations matter, and cultural diversity program activities that are based on applicable legal premises, best practices, and relevant evidence/information obtained during an investigation or survey. Ability to identify or detect a known pattern (a figure, object, word, or sound) that is hidden in other distracting material or seemingly unrelated events. Ability to verify that a MARTA project or program guarantees equal assess, equitable treatment and the equitable distribution of benefits to minorities and transit dependents. Ability to determine the environmental justice impacts of a MARTA project on the minority community, low income persons and transit dependents.

### **OTHER QUALIFICATIONS**

Must have knowledge and understanding of the following:

1. Planning requirements and steps to develop and implement transportation improvement programs.
2. Equal Employment Opportunity Commission processes, procedures, and time frames for action.
3. Interview and investigation best practices and procedures.
4. Process for developing and implementing public policy, employee relations procedures, corrective programs that facilitate open and constructive communication, as well as, organizational interventions and problem solving.
5. Specialized EEO/AA audit and tracking programs and analytic techniques.
6. Business and management principles involved in strategic planning, resource allocation, human resource modeling, leadership technique, production methods, and coordination of people and resources.
7. The use of logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.



# **Metropolitan Atlanta Rapid Transit Authority**

## **Position Description**

**Job Title:** Diversity Outreach Specialist  
**Job Code:** 1PRO4455EN  
**Department:** General Manager  
**Reports To:** Diversity Program Administrator  
**FLSA Status:** Exempt  
**Grade:** 15  
**Approved by:** Cara Williams  
**Approved date:** August 2016  
**Safety Sensitive:** No

### **Summary**

Under general supervision, responsible for the development, coordination and maintenance of the Authority's diversity and inclusion initiatives for community outreach services. Ensures that community efforts are coordinated in a consistent, fair, and equitable manner and promotes diversity among traditionally underrepresented communities. Acts as a liaison between MARTA and all identified underrepresented communities (i.e. minority, low income, elderly and disabled) to effectively build relationships within diverse communities. Implements outreach programs and services to proactively plan and/or respond to the needs and best interests of underrepresented community groups.

### **Essential Duties and Responsibilities**

1. Assists with developing proactive plans and programs of outreach targeted at traditionally underrepresented communities (i.e. minority, low-income, elderly and disabled).
2. Identifies, organizes and facilitates activities associated with obtaining the concerns of the community (i.e. community meetings, public hearings, etc.).
3. Coordinates and implements outreach plans and programs in accordance with the Authority's diversity and inclusion strategic initiatives.
4. Develops reports that integrate current service summaries and information obtained through coordinated outreach. Provides recommendations needed for service evaluations.
5. Maintains a database of neighborhood organizations, community groups or representatives and transit advocacy; and ensures the information is updated and accurate.
6. Facilitates public speaking presentations to communities and organizations as needed.
7. Performs other related duties as assigned.

### **Supervisory Responsibilities**

N/A

### **Qualifications**

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

### **Education and/or Experience**

Bachelor's degree in Human Resources, Planning, Community Development or related

field, and a minimum of three years of progressively responsible experience with community related outreach programs, community planning, and/or working with community based focus groups. Job related experience with community programs, and federal, state and local regulations associated with public involvement and community and social dynamics is highly desirable. Familiarity with specific populations segments (low-income, disabled, elderly, minorities, etc.) and excellent customer service skills required. Excellent verbal and written communication skills required, and the ability to compile, summarize and present information to generate transportation service recommendations. Bilingual skills recommended. Experience may be substituted on a year-for-year basis in lieu of a degree.

**Language Skills**

Must have the ability to communicate through written and verbal means, especially in receiving information from various sources and applying input to transportation needs. Provides the ability to effectively present findings both internally and externally for development of service evaluation recommendations. Bilingual is a plus.

**Mathematical Skills**

Ability to perform addition, subtraction, division, and multiplication in all units of measure, using whole numbers, common fractions, and decimals. Ability to compute rate, ratio, and percent, to draw and interpret graphs for trends identification.

**Reasoning Ability**

Ability to solve practical problems creatively and deal with a variety of concrete variables in situations where only limited standardization exists. Ability to interpret a variety of instructions furnished in written, oral, diagram, or schedule form.

**Computer Skills**

Must be proficient in Microsoft Office Suite.

**Certificates, Licenses, Registrations**

None Required.

**Physical Demands**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

**Work Environment**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

**Americans With Disabilities Act**

If you are a qualified individual with a disability, you have the right to request that MARTA make reasonable accommodations in order to help you accomplish your work, which must still be performed in all its essential functions.

## **Metropolitan Atlanta Rapid Transit Authority**

### **Job Description**

<b>Job Title:</b>	Assistant General Manager-Human Resources
<b>Job Code:</b>	1AGM4075EN
<b>Department:</b>	Human Resources
<b>Reports To:</b>	GM/CEO
<b>FLSA Status:</b>	Exempt
<b>Salary Grade:</b>	C
<b>Prepared By:</b>	DRE
<b>Prepared Date:</b>	04/14/08
<b>Revised:</b>	KRB 1/13/14
<b>Safety Sensitive:</b>	No

#### **SUMMARY**

Directs and controls the Authority's Human Resources (HR) functions to include recruiting, compensation and benefits, employee and labor relations, training and succession planning, diversity and equal opportunity, and human resource information systems (HRIS). Plans, develops, and implements long and short range programs and strategies in these areas, based on the Authority's Strategic Plan, goals, and objectives. Ensures compliance with all applicable federal and state laws and regulations. Works directly with top management in developing and advocating for human resources strategies, policies and programs.

#### **ESSENTIAL DUTIES AND RESPONSIBILITIES**

1. Directs overall activities of the Authority's HR functions, including recruiting, compensation and benefits, employee and labor relations, training and succession planning, diversity and equal opportunity, and human resource information systems (HRIS)
2. Plans, develops, and oversees the implementation of long and short range human resources strategies and programs to support the Authority's goals, objectives and strategic plan.
3. Consults with and advises management and employees on human resources and managerial issues.
4. Makes recommendations and presentations to top executives and the Board of Directors on matters pertaining to Human Resources.
5. May represent the Authority on human resources matters to federal agencies, local groups and organizations, professional associations, and other similar groups.
6. Develops and submits for approval operating and capital budgets for assigned areas of responsibility. Reviews subordinate budgets. Manages within approved budget.
7. Performs other related duties as assigned by the General Manager.

#### **SUPERVISORY RESPONSIBILITIES**

Primary duty is the management of the HR programs and activities for the Authority. Customarily and regularly directs the work of directors, managers and supervisors, and their direct reports. Interviews, hires and develops subordinate personnel; set standards and evaluates performance of employees; provides feedback, coaches, disciplines and discharges as appropriate. Provides for the development of employee potential through staff development programs. Ensures the tools, training, and support needed to advance the professional growth, job satisfaction, and level of contribution of employees is provided.

#### **SAFETY RESPONSIBILITIES**

Takes every reasonable precaution given the circumstances to ensure the protection of employees,

patrons, and members of the public. Identifies and informs employees of hazards in the workplace. Determines safe work methods and ensures that employees are notified of new and modified methods. Ensures that employees are trained on safety policies and procedures. Ensures that employees follow procedures. Responds to health and safety concerns of employees in a timely manner.

### **QUALIFICATIONS**

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

### **EDUCATION and/or EXPERIENCE**

Bachelor's degree in Human Resources, Business Administration, Public Administration or related field required. Ten years of progressively responsible experience in a variety of human resources disciplines such as recruiting, benefits, compensation, employee and labor relations, and equal opportunity. Master's Degree in Human Resources or a MBA preferred. Demonstrated success at working in a decentralized environment and serving as an advisor to key functional managers as well as to top management. At least five years of responsible management experience in planning, designing and administering human resources programs for a large organization.

### **CORE COMPETENCIES**

Human Resources Core Knowledge must include:

- Workforce/succession planning.
- Talent acquisition-recruiting and staffing.

Leadership Skills

- Ability to define, defend and & support HR functions.
- Ability to make timely, well considered decisions.

Critical Thinking

- Makes decisions that are fair, objective and based on policies, procedures and best practices.

Strategic Initiatives

- Assists in leading organizational change management processes.

Collaboration & Influence

- Understands the value of human resources' contribution to the organization and can clearly justify and secure human resources staffing needs.
- Communicates effectively with others in providing solutions to complex problems.

Interpersonal/Communication Skills

- Communicates clear organizational values and builds commitment, engagement and trust.
- Effective listener, and has the ability to manage conflicts and provide solutions.

### **LANGUAGE SKILLS**

Ability to read, analyze, and interpret common technical journals, financial reports, and legal documents. Ability to respond to common inquiries or complaints from customers, regulatory agencies, or members of the business community. Ability to write speeches and articles for publication that conform to prescribed style and format. Ability to effectively present information to top management, public groups,

and/or the board of directors.

### **MATHEMATICAL SKILLS**

Ability to work with mathematical concepts such as probability and statistical inference. Ability to apply concepts such as fractions, percentages, ratios, and proportions to practical situations.

### **REASONING ABILITY**

Ability to define problems, collect data, establish facts, and draw valid conclusions. Ability to interpret an extensive variety of technical instructions in mathematical or diagram form and deal with several abstract and concrete variables.

### **CERTIFICATES, LICENSES, REGISTRATIONS**

PHR or SPHR desired.

### **PHYSICAL DEMANDS**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. While performing the duties of this job, the employee is regularly required to sit; use hands to finger, handle, or feel; reach with hands and arms; and talk or hear.

### **WORK ENVIRONMENT**


The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Work is ordinarily performed in a standard office environment.

### **AMERICANS WITH DISABILITIES ACT**

If you are a qualified individual with a disability, you have the right to request that MARTA make reasonable accommodations in order to help you accomplish your work, which must still be performed in all its essential functions.

EXHIBIT 7

EQUAL EMPLOYMENT OPPORTUNITY POLICIES  
ANTI-DISCRIMINATION and ANTI-HARASSMENT

	<b>POLICY</b>		REFERENCE NUMBER
	TITLE  <u>EQUAL EMPLOYMENT OPPORTUNITIES</u>		10.1.2

The Metropolitan Atlanta Rapid Transit Authority (MARTA) desires to give all citizens equal employment opportunities in the building and operation of its transit system; and

Discrimination based on race, color, sex and religion or national origin is prohibited by Title VII of the Civil Rights Act of 1964 and Executive Order 11246 prohibits discrimination in federally funded and federally assisted projects; and

MARTA has an obligation concerning its employment practices and the employment practices of its contractors and their subcontractors to take affirmative action to ensure that applicants and employees are not discriminated against based on race, color, religion, sex, or national origin.

NOW, THEREFORE, BE IT RESOLVED, that MARTA shall recruit, screen, hire and promote its personnel and require all of its contractors and their subcontractors to recruit, screen, hire and promote their personnel without regard to race, color, sex, religion of national origin; and

It shall be the policy of MARTA to achieve and maintain in all of its organizational units and to require all of its contractors and their subcontractors to achieve and maintain in all of their organizational units levels of minority manpower utilization at least equal to the goals which MARTA shall establish for each segment of its activities after making appropriate factual determinations through its Department of Equal Opportunity and Compliance Review in accordance with the attached utilization plan, affirmative action plan and guidelines which are made a part of this Resolution by reference. The Department shall be established and it shall make factual findings and set goals as soon as practicable after favorable vote at the referenda and in any case before MARTA lets contracts for construction of its rapid transit system. The goals as they relate to those job categories which are enumerated in the Atlanta Plan of the Department of Labor shall in no case be less than the numbers specified in said Atlanta Plan. As to other job categories, goals must be targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire program work effectively; and

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marta	POLICY	REFERENCE NUMBER  10.1.2
	TITLE  <u>EQUAL EMPLOYMENT OPPORTUNITIES</u>	


In any situation of under-utilization of minority manpower, MARTA and its contractors and their subcontractors shall undertake affirmative action programs, within the contemplation of Executive Order 11246, including the provision of training to minority workers, to achieve and maintain the objectives of this policy.

This policy statement shall be distributed, both internally and externally, and shall be made a part of all of the Authority's invitations to bid.

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	DEPARTMENTAL PROCEDURE				REFERENCE NUMBER  IV.J
	TITLE CONDITIONS OF EMPLOYMENT - DISCRIMINATION				
<p><b>POLICY</b></p> <p>MARTA prohibits discrimination or harassment based on race, color, religion, gender/sex, national origin, age, or disability. MARTA also prohibits retaliation against employees who bring, participated in, or were named as witnesses in a discrimination or harassment complaint. Employees found to have engaged in unlawful discrimination, harassment, or retaliation will be subject to disciplinary action, up to and, including termination.</p>					
<p><b>OVERVIEW</b></p> <p>MARTA will comply with all applicable federal and state statutes, executive orders, and regulations. These laws prohibit discrimination, require selections of qualified individuals for employment based on job related criteria, and require posting of notices of employee rights. MARTA is committed to the letter and intent of equal employment opportunity with regard to all aspects of employment. MARTA prohibits discrimination which affects: hiring, assignments, working conditions, salary and benefits, performance evaluations, promotions, training, transfers, discipline, terminations, and any other terms and conditions of employment.</p>					
<p><b>EQUAL EMPLOYMENT GUIDELINES</b></p> <p>MARTA will select employees who are the best qualified and meet the requirements of the job. MARTA is committed to hiring, promoting, and retaining the best qualified persons in all positions regardless of race, color, religion, national origin, sex, age, disability, veteran status, or sexual orientation. MARTA will not discriminate on the basis of race, color, religion, national origin, sex, age, disability, veteran status, or sexual orientation. This applies to every personnel action including but not limited to:</p> <ol style="list-style-type: none"> <li>1. promotion/transfer</li> <li>2. demotion/disciplinary action</li> <li>3. recruitment</li> <li>4. reduction in force/recall</li> <li>5. compensation/benefits</li> <li>6. selection for training</li> <li>7. testing</li> </ol> <p>Applications for consideration for advancement and development opportunities will be based on qualifications and abilities. Selection or rejection will be based on the essential functions of the job consistent with valid safety requirements.</p> <p>MARTA policy on Equal Employment Opportunities is posted at prominent locations throughout the Authorities facilities and on its website. Management officials are responsible for ensuring that the policy statements remain posted on all official bulletin boards. Inquires regarding EEO issues and the procedures to follow for allegations of discriminations should be referred to MARTA's Office of Diversity and Equal Opportunity.</p>					
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	DEPARTMENTAL PROCEDURE	REFERENCE NUMBER  IV.J
	TITLE CONDITIONS OF EMPLOYMENT - DISCRIMINATION	

### WORKPLACE HARASSMENT GUIDELINES

MARTA prohibits harassment, which is defined as verbal or physical conduct that creates an intimidating, hostile, or offensive work environment or that unreasonably interferes with an employee's work performance. Harassment based on race, color, religion, gender, national origin, age, or disability includes, but is not limited to, the following conduct:

- Epithets
- Slurs
- Negative stereotyping
- Threats
- Hostile acts
- Denigrating or hostile written or graphic material posted, circulated, or openly exhibited in the workplace

Please refer to MARTA's policies and/or contact the Office of Diversity & Equal Opportunity for more specific direction.

### SEXUAL HARASSMENT GUIDELINES

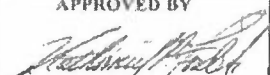
MARTA is committed to zero tolerance of sexual harassment and related retaliation. All managers and supervisors are responsible for taking immediate action to stop any offensive behavior witnessed by or reported to them. Each manager is also obligated to stop any activity they learn of that may be considered sexual harassment even if the affected employee fails to report such behavior. It is the responsibility of all employees to report any form of sexual harassment, whether they are personally subjected to the conduct or merely witness the behavior.

Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and verbal or physical conduct of a sexual nature when:

- Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment;
- Submission to or rejection of such conduct by an individual is used as a basis for employment;
- Such conduct has the purpose or effect of unreasonably interfering with an individual's work, performance or creating an intimidating, hostile, or offensive working environment.

It is important to remember the following when dealing with a potential sexual harassment situation:

- A man or woman may be the victim of sexual harassment or may be the harasser.

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**GUIDELINE ON  
DISABILITY  
DISCRIMINATION  
POLICY**

MARTA is committed to ensuring non-discrimination in terms, conditions, and privileges of employment. This commitment includes adhering to the mandates of the Americans with Disabilities Act of 1990 (ADA), a federal law that makes it unlawful to discriminate against qualified individual with disabilities. MARTA also adheres to all other laws that apply to individuals with disabilities including Section 504 of the Rehabilitation Act of 1973.

MARTA prohibits and will not tolerate discrimination against qualified individuals with disabilities in regard to any term, condition or privilege of employment, including but not limited to, hiring, promotion, demotion, transfer, job classification, job training, and compensation.

Any employee who believes that they have been discriminated against because of an actual or perceived disability should contact the Office of Diversity and Equal Opportunity.

**APPLICABILITY**

Employees, both represented and non-represented, and applicants for employment.

**ENFORCEMENT  
PROCEDURE**
**A. EMPLOYEE**

1. Complaints of discrimination or harassment should be brought to the attention of the Office of Diversity and Equal Opportunity (DEO) within 120 days of the date of the last occurrence. All employees are strongly encouraged to use this complaint procedure if they believe they have been subjected to discrimination/harassment or have knowledge of any harassment in the workplace.
2. An employee may also choose to raise the complaint through his or her immediate supervisor or chain-of-command. Any supervisor who has been apprised of an allegation of discrimination must contact the Office of Diversity and Equal Opportunity within 24 hours of notification.
3. Confidentiality of complaints and the investigation thereof will be maintained to the greatest extent possible within the constraints of the Open Records Act.
4. An employee may also, at any time, file a complaint with the United States Equal Employment Opportunity Commission (EEOC) within 180 days of the date of the last occurrence.

- The harasser may be a supervisor, fellow employee, an agent of the employer or a non-employee.
- The victim and harasser may be of the same sex (if the sexual harassment is based on the victim's sexual preference)
- The victim does not have to be the person to whom unwelcome sexual conduct is directed. It may be someone who is affected by such conduct.

Please refer to MARTA's policies and/or contact the Office of Diversity & Equal Opportunity for more specific direction.

## **GUIDELINES ON RELIGIOUS AND UNRELIGIOUS EXPRESSION IN THE WORKPLACE**

### **OVERVIEW**

These guidelines seek to address the religious and unreligious expression of MARTA's employees when they are acting in their personal capacity within the workplace. The guidelines do not address whether and when MARTA employees may engage in religious or unreligious speech directed at the public. Such expression may be restricted if it interferes with workplace efficiency.

### **GUIDELINES**

Employees are permitted to engage in private religious or unreligious expression in personal work areas not regularly open to the public to the same extent that they may engage in nonreligious private expression, subject to reasonable restrictions.

Employees are permitted to engage in religious or unreligious expression directed at fellow employees, to the same extent that they may engage in nonreligious private expression, subject to reasonable restrictions. Such expression may be restricted if it interferes with workplace efficiency. Employees must refrain immediately from such expression when a fellow employee asks that it stop or otherwise demonstrates that it is unwelcome or offensive. Employees should not engage in religious or unreligious expression directed at fellow employees when they are already aware that their coworker finds such expression offensive. At all times employees should be guided by general principles of civility and workplace efficiency and tolerance.

MARTA's EEO policies and procedures and the law protect employees from being subjected to a hostile work environment or from religious harassment, whether by supervisors or fellow workers. However, a hostile work environment is not created by the bare expression of speech with which some employees might disagree. In a country founded on freedom of speech and religion, employees should at times expect to be exposed to ideas with which they disagree.

Please refer to MARTA's policies and/or contact the Office of Diversity & Equal Opportunity for more specific direction.

**B. SUPERVISOR/MANAGER**


1. All supervisors/managers are responsible for implementation of Authority's nondiscrimination policies and for ensuring that all employees they supervise have knowledge and understand the policies.
2. After notification or learning of any employee's complaint of Discrimination/harassment (formal/informal complaint, observation, or other means), the supervisor/manager must immediately report the matter to the Office of Diversity & Equal Opportunity (DEO).

**C. OFFICE OF DIVERSITY & EQUAL OPPORTUNITY**

1. The Executive Director of DEO shall ensure prompt investigation of all complaints of discrimination or harassment covered under Title VII filed by employees or applicants or reported by a supervisor/manager or the Human Resources Department.
2. The Executive Director of DEO or designee shall inform the complainant of the outcome of the investigation in writing and, if any, the corrective action taken or to be taken.
3. The Office of Diversity & Equal Opportunity shall conduct training sessions for employees referred by the Executive Director of Equal Opportunity or designee arising out of the investigation of a harassment complaint

**D. HUMAN RESOURCES DEPARTMENT**

1. The Human Resources Department shall document affected employees' personnel files with memoranda, reports or other writings forwarded to it by a department head or the Executive Director of DEO or designee arising out of the investigation of a discrimination complaint. Such documentation shall be kept in the confidential section of the employee's personnel files.

	POLICY		REFERENCE NUMBER
	TITLE	NON-DISCRIMINATION AGAINST INDIVIDUALS WITH DISABILITIES	10.1.31

**WHEREAS**, the Metropolitan Atlanta Rapid Transit Authority (MARTA) desires to affirm its policy of non-discrimination against individuals with disabilities in its programs and activities; and

**WHEREAS**, MARTA shall comply with all applicable laws and regulations covering individuals with disabilities, including but not limited to the Americans With Disabilities Act of 1990 (Americans With Disabilities Act) and Section 504 of the Rehabilitation Act of 1973 (Rehabilitation Act).

**WHEREAS**, the Americans With Disabilities Act prohibits discrimination on the basis of disability in employment, public accommodations, and transportation.

**WHEREAS**, Title I of the Americans With Disabilities Act (1) prohibits discrimination in recruitment, hiring, promotions, training, pay, social activities, and other privileges of employment; (2) restricts questions that can be asked about an applicant's disability before a job offer is made; and (3) requires that employers make reasonable accommodation to the known physical or mental limitations of otherwise qualified individuals with disabilities, unless it results in undue hardship.

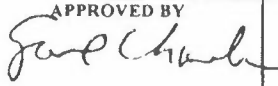
**WHEREAS**, MARTA is an employer covered by Title I of the Americans With Disabilities Act which requires employers to provide qualified individuals with disabilities an equal opportunity to benefit from the full range of employment related opportunities available to others.


**WHEREAS**, Title II of the Americans With Disabilities Act provides that public transportation authorities must comply with requirements for accessibility in newly purchased vehicles, make good faith efforts to purchase or lease accessible used buses, remanufacture buses in an accessible manner, and, unless it would result in an undue burden, provide paratransit where they operate fixed-route bus or rail systems.

**WHEREAS**, Title II of the Americans With Disabilities Act further requires that state entities follow specific architectural standards in the new construction and alteration of their buildings, relocate programs or otherwise provide access in inaccessible older buildings, and communicate effectively with people who have hearing, vision, or speech disabilities.

**WHEREAS**, Title II of the Americans With Disabilities Act further requires that public entities make reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination against people with disabilities.

**WHEREAS**, MARTA, as a public transportation service providing city buses and public rail transit, is covered by Title II of the Americans With Disabilities Act which provides that public transportation authorities may not discriminate against people with disabilities in the provision of their services.

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	POLICY		REFERENCE NUMBER  10.1.31
	TITLE	NON-DISCRIMINATION AGAINST INDIVIDUALS WITH DISABILITIES	

**WHEREAS**, the Rehabilitation Act and implementing regulations provides that "no otherwise qualified individual with a disability shall be excluded from, denied the benefits of, or be subjected to discrimination" under any program or activity that receives federal financial assistance.

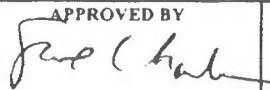
**WHEREAS**, MARTA is a grantee engaging in programs and activities that receive federal financial assistance.

**NOW, THEREFORE, BE IT RESOLVED**, that it shall be the policy of the Metropolitan Atlanta Rapid Transit Authority that no otherwise qualified individual with a disability shall, solely by reason of that disability, be excluded from participation in, be denied the benefit of, or be subjected to discrimination in any of the Authority's programs and activities.

**RESOLVED, FURTHER**, that MARTA's Diversity & Equal Opportunity Department shall promptly and objectively investigate all complaints of discrimination on the basis of disability.

**RESOLVED, FURTHER**, that this policy statement shall be distributed, both internally and externally.

**RESOLVED, FURTHER**, that the CEO/General Manager through his designee, the authority's EEO Officer, is hereby given responsibility for the authority's compliance with the purposes and objectives of this resolution.

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### PURPOSE AND SCOPE

In accordance with Federal Transit Administration regulations implementing Section 504 of the Rehabilitation Act of 1973 and the Americans With Disabilities Act of 1990, we are submitting a resolution to affirm the Metropolitan Atlanta Rapid Transit Authority's policy to ensure that its programs, activities, services, facilities, privileges, advantages and accommodations are accessible to qualified individuals with disabilities.


### RATIONALE

Section 504 of the Rehabilitation Act of 1973 regulations require that the Authority notify employees, applicants, members of management, union officials, and recruiting agencies that it does not discriminate on the basis of disability.



EXHIBIT 8

HUMAN RESOURCES  
EMPLOYMENT PRACTICE POLICIES

	DEPARTMENTAL PROCEDURE	REFERENCE NUMBER  IV.Q
	TITLE CONDITIONS OF EMPLOYMENT – RESOLUTION OF EMPLOYEE COMPLAINTS	

The Metropolitan Atlanta Rapid Transit Authority (MARTA) is committed to the fair treatment of all its employees. The following complaint procedure is designed to ensure that employment related complaints are appropriately and fairly addressed in a timely manner. The Office of Employee Relations and Development (ER&D) strives to find equitable resolutions to all claims of wrongful treatment.

**Who Is Covered:**

All MARTA employees, both represented and non-represented, are covered by this procedure and are urged to report any knowledge of wrongful treatment utilizing the steps outlined in this procedure.

**When To Report Complaints:**

An employee should report a complaint when they believe they have been subject to, or have witnessed, unfair treatment or intimidation. Examples of types of complaints that fall under this procedure and can be filed with the Office of Employee Relations and Development include: violation of MARTA policies and procedures, verbal abuse, threats, unfair discipline, mistreatment etc. However, discrimination complaints based on race, age, color, disability, national origin, religion, veteran's status, and sex (including sexual harassment) fall under the responsibility of the Department of Diversity and Equal Opportunity and will be referred to that department for appropriate processing.

All complaints should be reported promptly after the alleged incident occurs and must be filed within 120 days of the occurrence. If activity is believed to be continuous, employees have 120 days from the date of the last occurrence to file a complaint.

**Where To File A Complaint:**

Employees are encouraged to bring employment related complaints to their immediate supervisor and attempt to reach resolution prior to bringing issues to the Office of Employee Relations & Development.

If the employee is unable to reach a satisfactory conclusion, they should contact the Office of Employee Relations & Development.

All MARTA employees have the right to meet privately with the Employee Relations Specialist during office hours to discuss the complaint. Employees should obtain approval for leaving their work assignment in order to meet with the Employee Relations Specialist during work hours, but employees are not required to inform their supervisor of the subject of the meeting. Supervisors may not unreasonably deny permission to attend the meeting. Arrangements will be made to ensure confidentiality. At the employee's request, arrangements may also be made to hold the meeting before or after office hours, or during the employee's lunch period.

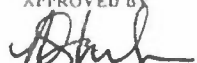
**What Happens When A Complaint Is Reported:**


The Employee Relations Specialist will interview the complainant to find out the details of the complaint, and will discuss with the complainant the options for handling the complaint. The options may include: (1) further actions the employee may take on his or her own behalf; (2) mediation or conciliation by the Employee Relations Specialist, Certified Mediator, or Director of Employee Relations and Development; (3) investigation by the Employee Relations Specialist (or if appropriate the supervisor or manager); or, (4) referral to other appropriate MARTA resources for assistance if the complaint is outside the purview of the Office of Employee Relations and Development.

**Mediation:** -- In this process a neutral counsels with both parties to attempt to resolve a dispute. Mediation attempts to focus on the parties' common interests to achieve a mutually agreeable solution.

**Conciliation:**

Conciliation -- A voluntary alternative dispute resolution procedure similar to mediation. If no voluntary resolution is achieved, then the Conciliator makes a recommendation, which is binding on the parties.

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	DEPARTMENTAL PROCEDURE	REFERENCE NUMBER
	TITLE CONDITIONS OF EMPLOYMENT – RESOLUTION OF EMPLOYEE COMPLAINTS	IV.Q

**Investigation:** An investigation will be conducted by the Office of Employee Relations & Development. The investigation begins immediately after a complaint, which states the allegations that form the basis of the claim, is filed. In addition to the respondent (alleged offending party), the Office of Employee Relations & Development will notify the Director of Employee Relations and Development, the Legal Services Department and the appropriate member of senior staff of the complaint and will keep them apprised of the progress of the investigation.

The complainant, respondent, witnesses for both parties, and other personnel as appropriate, will be interviewed as to the knowledge of specific events the identity of any witness(es), and any additional pertinent information. All parties will be reminded that investigations are held in confidence to the extent possible and that each individual should maintain that confidence. The Office of Employee Relations & Development will complete investigations in a timely manner on the date the complaint is filed.

**Report of Findings:** Upon receiving written statements, interviewing all parties and witnesses, gathering supportive documentation and surveying the work locations as needed, the Office of Employee Relations & Development will make a confidential report of findings. Office of Employee Relations & Development will inform the appropriate member(s) of senior staff of the complaint's outcome and discuss the recommendations for corrective action.

**Close-out Conferences:** The Director of Employee Relations and Development or the Employee Relations Specialist will advise both the complainant and respondent, at separate close-out conferences, of the outcome to the investigation.

**Determination and Corrective Action:** Subsequent to the close-out conferences, if there has been a finding for which a determination is made by the Office of Employee Relations & Development, ERD will meet with the respondent's supervisor to make the recommendation for corrective action, if any.


**Implementation of Corrective Action and Follow-up:** The management of the department will notify the Director of Employee Relations and Development that corrective action has been taken and follow-up with the affected person(s) to be implemented within ten (10) days of the Close-out Conferences.

The Office of Employee Relations and Development shall request the department head to forward to the Human Resource Information System and Records Branch a copy of the memorandum or Conference Record in which corrective action is documented for inclusion in the personnel file of the complainant and respondent.

**Personnel Files:** The Human Resource Information System and Records Branch shall document affected employees' personnel files with memoranda, reports or other documentation forwarded to it by a Department Head or the Director of Employee Relations and Development (or designee) arising out of the investigation of a complaint. Such documentation shall be kept in the confidential section of employees' personnel files.

**Retaliation Is Prohibited:**

It is prohibited to retaliate against person(s) for filing a complaint, being named in a complaint, or for cooperating in the investigation of a complaint. Any MARTA employee who is found to have engaged in retaliation or intimidation may be subject to disciplinary action, up to and including termination. Should you have any questions you may call the Office of Employee Relations and Development at 404-848-5852 during regular business hours.

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SCOPE

Applies to the recruitment, selection, employment, compensation and benefits of all MARTA employees not represented by collective bargaining units.

MARTA POLICIES

1. Career Service: MARTA's personnel programs will be aimed at establishing and maintaining a career service within the Authority.
2. Promotion from Within: MARTA shall promote individuals from within the Authority to fill position vacancies, whenever feasible.
3. Equal Employment Opportunity: MARTA shall provide equal employment opportunities by recruiting, screening, hiring and promoting its personnel without regard to race, color, sex, religion, age or national origin.
4. Salaries: MARTA shall pay salaries commensurate with the value of services performed. This value will be determined by periodic appraisals of compensation rendered for similar services in other transit authorities, local governments, and local private organizations.
5. Salary Adjustments: The size and frequency of salary adjustments within assigned ranges shall be based upon employee performance as determined by periodic evaluation.
6. Employee Benefits: MARTA shall provide a balanced employee benefits package competitive with those offered by leading local industrial and governmental employers.

RESPONSIBILITIES OF THE  
BOARD OF DIRECTORS

1. Appoints, employs, and determines the annual compensation of the General Manager.
2. Reviews and approves Authority's compensation structure.
3. Reviews and approves Authority's employee benefits program.

**marta**

**POLICY**

REFERENCE  
NUMBER

TITLE

PERSONNEL

10.1.10

**RESPONSIBILITIES OF THE  
GENERAL MANAGER**

1. Recruits and directs Authority personnel.
2. Establishes, maintains, and administers MARTA's compensation and employee benefits program in accordance with stated policies.
3. Monitors and controls the cost of MARTA employee benefits program.

**POLICY REFERENCES**

MARTA Act

- Section S (b)

Board Resolutions: August 9, 1971, "Equal Employment Opportunities:  
April 25, 1972, "Adoption of a Compensation  
Structure"

REVISION NO.

1

ISSUE DATE

10/10/72

PREPARED BY

A. F. Klepper

APPROVED BY

Bd. of Directors

PAGE 2 OF 2

# REQUISITION FOR PERSONNEL

NOTE: Shaded areas are for Internal Use Only

Complete section below for ALL positions

Posting Dates: From			To		Req #
Position title:			<input type="checkbox"/> Full - Time <input type="checkbox"/> Part - Time	Position #	Slot #
Department	Office	Cost Center #	Work Shift	Work site location	
<input type="checkbox"/> New requirement <input type="checkbox"/> Replacement for <input type="checkbox"/> Extension for			Salary range	Hourly rate	Salary grade

If CONTRACT/TEMPORARY position, complete section below

<b>Status</b> <input type="checkbox"/> Contract <input type="checkbox"/> Temporary <input type="checkbox"/> Capital Contract	<b>Reason for temporary</b> <input type="checkbox"/> Vacancy <input type="checkbox"/> Sick <input type="checkbox"/> Special <input type="checkbox"/> Maternity <input type="checkbox"/> Backlog <input type="checkbox"/> Peak period <input type="checkbox"/> Vacation <input type="checkbox"/> Other – specify	<b>Length of assignment</b> From  To
<b>Pay Status</b> <input type="checkbox"/> Exempt-straight (OT regular hourly rate) <input type="checkbox"/> Non-exempt (OT Time & 1/2)	<b>Funding source:</b>	
<b>Job duties:</b>    		
<b>Skills needed:</b>		<b>Equipment skills needed:</b>

## ROUTING FOR APPROVAL SIGNATURES

Note: Requisition should be routed in numerical order.

1. SUPERVISOR	DATE	5. COMPENSATION	DATE
2. DIRECTOR	DATE	6. RECRUITING	DATE
3. AGM	DATE	7. HR DIRECTOR	DATE
4. MANAGEMENT & BUDGET DIRECTOR	DATE	8. GM	DATE

## FOR PERSONNEL USE ONLY

EEO CODES: W-Caucasian B-Black		AI-American Indian AA-Asian	HIS-Hispanic	CODE KEY		SOURCE CODES: A-External B-Internal	DISPOSITION CODES: 1 - Rejected 2 - Employed	
Date	Name of qualified applicant	EEO code	Sex M/F	Source code	Disposition code	Comments		
1.								
2.								
3.								
4.								
5.								
6.								
7.								
8.								
9.								
10.								

COMMENTS

## POSITION DESCRIPTION QUESTIONNAIRE

In an effort to create an accurate job description, it is imperative that critical information be obtained. The following Position Description Questionnaire (PDQ) has been designed to provide the Office of Compensation with true data associated with an existing or proposed position. The information acquired from this questionnaire will serve as a basic resource in the construction of newly created/updated job descriptions.

Please complete the following questionnaire as thoroughly and accurately as possible.

### POSITION STATUS

Please check the following that apply:

- |   |                          |     |                          |    |
|---|--------------------------|-----|--------------------------|----|
| 1) Has position been <b>approved</b> by Budget Dept.?   | <input type="checkbox"/> | Yes | <input type="checkbox"/> | No |
| 2) Is this a <b>new</b> position?   | <input type="checkbox"/> | Yes | <input type="checkbox"/> | No |
| 3) Is this an <b>existing</b> position?   | <input type="checkbox"/> | Yes | <input type="checkbox"/> | No |
| 4) Are funds <b>available</b> to pay for salary increases, which may result from the evaluation review? | <input type="checkbox"/> | Yes | <input type="checkbox"/> | No |

### POSITION DETAILS

Proposed/Current Position Title: \_\_\_\_\_

Office/Department: \_\_\_\_\_

Reports to: \_\_\_\_\_

Cost Center Number: \_\_\_\_\_

### QUESTIONNAIRE PARTICIPANT

Questionnaire completed by: \_\_\_\_\_  
(Name) (Title)

Manager of Area: \_\_\_\_\_  
(Name)

Reports to: \_\_\_\_\_  
(Name) (Title)

Cost Center Number: \_\_\_\_\_

#### For use by the Office of Compensation only:

Job Code: _____	Cost Center #: _____	Department: _____
Exempt: _____	Non-Exempt: _____	Exempt -Straight: _____
Final Grade: _____	Date Approved: _____	

## **PART I: JOB SUMMARY/RESPONSIBILITIES**

**In a brief paragraph, summarize the core responsibilities associated with this position.**

*For example: **General Accounting Manager:** Manages general accounting functions and the preparation of reports and statistics reflecting earnings, profits, cash balances and other financial results. Formulates and administers approved accounting practices throughout the organization to ensure that financial and operating reports accurately reflect the condition of the business, while providing reliable information necessary to control operations.*

**In order, from most to least important, list the essential functions associated with this position.** Be certain to include enough detail to accurately depict this position's scope of work.  
(Most positions can be described in 5 to 7 responsibilities)

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_

## **PART II: EDUCATION & EXPERIENCE**

### **A. Education**

**Select the level of education required to successfully perform this job.**

- |   |   |
|---|---|
| <input type="checkbox"/> High School diploma or equivalent (GED)  | <input type="checkbox"/> Bachelor's degree in: _____  |
| <input type="checkbox"/> High School diploma with commercial, vocational, specialized, or technical knowledge requiring 1 to 2 years of formalized training | <input type="checkbox"/> Master's degree in: _____  |
| <input type="checkbox"/> Associates degree and/or 2 to 3 years of advanced formal training  | <input type="checkbox"/> Doctoral degree or equivalent formalized special training directly related to work performed |

1. Why is this level of education necessary for this position?
2. What, if any, alternatives could be substituted, in lieu of education, to qualify an applicant?
3. Does this position require professional certification or licensing? If so, please list.



## B. Experience

Select the number of years of directly-related job experience necessary to qualify for this position?

- |  |  |
|--|--|
| <input type="checkbox"/> No experience is required | <input type="checkbox"/> 6 to 7 years  |
| <input type="checkbox"/> Less than 1 year          | <input type="checkbox"/> 7 to 8 years  |
| <input type="checkbox"/> 1 to 2 years              | <input type="checkbox"/> 8 to 9 years  |
| <input type="checkbox"/> 2 to 3 years              | <input type="checkbox"/> 9 to 13 years |
| <input type="checkbox"/> 3 to 4 years              | <input type="checkbox"/> Over 13 years |
| <input type="checkbox"/> 4 to 5 years              |  |

1. Is there any specific job-related experience or skill necessary to perform this position? If so, please explain.

2. Could additional education qualify as a substitution for years of experience?

- ☐ Yes ☐ No

## PART III: JOB-RELATED QUALIFICATIONS

1. Does this position require a considerable amount of verbal communication? ☐ Yes ☐ No  
If yes, list the function for which this skill is required.

2. Does this position require an applicant possess extensive written abilities? ☐ Yes ☐ No  
If yes, list the function for which this skill is required.

3. Are quantitative skills necessary to successfully perform in this position? ☐ Yes ☐ No  
If yes, list the function for which this skill is required.

4. Are specialized computer skills needed for this position's scope of work? ☐ Yes ☐ No  
If yes, list the function for which this skill is required.

5. List all other skills necessary to perform successfully in this position.

#### **PART IV: SUPERVISION & DECISION MAKING**

Does this position directly supervise other employees? If so, list titles below:

---

Please answer the questions below with as much detail as possible. Attach an additional sheet if necessary.

1. What is the most complex aspect of this position?
  
2. Does this position have any planning responsibilities beyond the employee's own work? If so, please explain.
  
3. What are the most responsible types of decisions required by one occupying this position?
  
4. Does this position require in-depth analysis? If so, please explain.
  
5. What, if any, are the consequences, to the Authority, of an inappropriate decision or unsatisfactory performance?

#### **PART V: PHYSICAL REQUIREMENTS**

It is necessary to complete the following section if the position entails specific physical requirements.

<u>Requirements</u>	<u>Time requirement(s) necessary for position</u>			
	<i>None</i>	<i>&lt; 25%</i>	<i>25% to 75%</i>	<i>&gt; 75%</i>
Standing/Sitting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Walking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Using hands to finger, feel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reaching with hands & arms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Climbing or balancing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stooping, kneeling, crawling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Talking or hearing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tasting or smelling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Give a detailed explanation of any physical requirements for this position. How is this related to an essential function of the position?

**Lifting Demands****Time requirement(s) necessary for position**

	<i>None</i>	<i>&lt; 25%</i>	<i>25% to 75%</i>	<i>&gt;75%</i>
Up to 10 pounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Up to 25 pounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Up to 50 pounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Up to 100 pounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More than 100 pounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Give a detailed explanation of any lifting requirements for this position. How is this related to an essential function of the position?

**Special Vision Requirements**

Select the specific vision requirement for this position

- ☐ Close Vision
- ☐ Distance Vision
- ☐ Color Vision
- ☐ Peripheral Vision
- ☐ Depth Perception
- ☐ Ability to adjust & focus

Give a detailed explanation of any vision requirements for this position. How is this related to an essential function of the position?

Should you have comments, or any additional information regarding this position, list them in the section below:

I certify that the items depicted in this questionnaire are accurate and reflective of the actual duties and responsibilities of the aforementioned position:

---

Signature of Assistant General Manager

---

Date

**EXCEPTIONS TO  
POSTING/ADVERTISING  
POLICY**

The following chart shows the times when a position need not be posted.

<b>JOB NOT POSTED WHEN</b>	<b>CONDITIONS</b>
Transfer within the Division/Department	<ul style="list-style-type: none"> <li>No increase in salary or salary grade</li> <li>Approval of Hiring Authority/Department Head and Director of Compensation, Recruiting and Support Services is required</li> <li>Affirmative Action goals are met</li> </ul>
Voluntary/Involuntary Demotion with Division/Department	<ul style="list-style-type: none"> <li>Approval of the Hiring Authority and/or Department head</li> <li>Approval of the Director of Compensation, Recruiting and Support Services</li> </ul>
Established approved career progressions	<ul style="list-style-type: none"> <li>Employee received a minimum rating of satisfactory on most recent appraisal</li> <li>Employee has received no significant disciplinary actions within last six months</li> </ul>
Employee displaced due to reduction in staff or disability beyond employee's control	<ul style="list-style-type: none"> <li>Employee received a minimum rating of satisfactory on most recent appraisal</li> <li>Employee has received no significant disciplinary actions within last six months</li> </ul>
Regular employee can fill the position on a temporary basis (Acting or relief assignment)	<ul style="list-style-type: none"> <li>Temporary assignment should not exceed six months unless approved by the Director of Compensation, Recruiting and Support Services</li> <li>Additional compensation may be given when approved by the Director of Compensation, Recruiting and Support Services</li> </ul>
Contract/Temporary Clerical Pool Employees	<ul style="list-style-type: none"> <li>Approval of Director of Compensation, Recruiting and Support Services is required</li> <li>Appointed under a letter of agreement for up to six months, renewable in increments of six months or less and terminable at will by hiring Department.</li> </ul>
General Manager/CEO Team appointments (Director and above)	<ul style="list-style-type: none"> <li>Employee received a minimum rating of satisfactory on most recent appraisal</li> <li>Employee has received no significant disciplinary actions within last six months</li> </ul>
Reclassification of a Position	<ul style="list-style-type: none"> <li>Core functions of the position have not changed</li> <li>Reporting relationship (level) of the position has not changed</li> </ul>

**REVISION NO.**

3

**ISSUE DATE**

4/10/07

**REVIEW DATE**
**PREPARED BY**

Human Resources

**APPROVED BY**
*Barbara K. Kline*

PAGE 2 OF 2



## DEPARTMENTAL PROCEDURE

REFERENCE  
NUMBER

TITLE

RECRUITING-POSTING/ADVERTISING A POSITION

I.B

## POLICY

1. Position vacancies should be posted/advertised internally for seven (7) calendar days in areas visible to all MARTA employees. Current MARTA employees may apply for any posted/advertised position for which they qualify.
2. The position may be advertised externally concurrent with internal postings at MARTA's discretion.
3. Concurrent advertising may be requested by the hiring Authority and approved by the Manager of Recruiting.
4. Positions may be posted/advertised using whatever means is deemed most effective in attracting qualified candidates in sufficient numbers to meet hiring needs and provide adequate commitment to equal opportunity employment.

The Hiring Authority is responsible for completing a Requisition for Personnel form. The Requisition for Personnel must represent a request to fill a new requirement or a replacement for a vacant position(s). The Requisition for Personnel form must be signed and approved by the Office of Financial Planning and Analysis.

The Compensation Branch is responsible for reviewing all requisitions for additional or replacement personnel and will verify whether the requisition(s) represent a new requirement or a replacement position.

For either a new requirement or a replacement position they will do the following:

- Assure position is approved, budgeted, and vacant
- Assist hiring Manager in developing job description if job is new or changed
- Evaluate job if ungraded
- Forward approved requisition to the Recruiting Branch for review and posting.

REVISION NO.

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ISSUE DATE

4/10/07

REVIEW DATE

PREPARED BY

Human Resources

APPROVED BY

PAGE 1 OF 2

**POLICY**

The screening process is the primary responsibility of the Recruiting Branch. Applications and/or resumes may be screened using the following criteria:

- Written or Performance testing proposed
- Interviewing in person or by telephone
- Evaluation of education, training and experience (See note below)
- Background checks and criminal history
- Physical examination

The Recruiting Officer will evaluate applicant's qualifications to determine if they meet the minimum qualifications for the position. All internal applicants meeting the minimum qualifications will be forwarded to the hiring manager for interview consideration. All internal applicants will be notified in writing if they meet or do not meet the minimum qualifications.

**NOTE:** In order to recognize individual achievements and to promote the use of tuition reimbursement as an available benefit to career advancement, HR-- will grant credit towards the required experience for a specific position as follows:

- If the position requires a degree and the applicant completed and was awarded an Associate's degree in an unrelated discipline, 1 year of experience will be credited. If the applicant completed and was awarded a Bachelor's degree in an unrelated discipline, 2 years of experience will be credited.
- If the position requires a degree and the applicant completed and was awarded a Master's degree in the same discipline, 2 years of experience will be credited. If the Master's degree is not related, 1 year of experience will be credited.

**No more than two years of experience will be awarded to an applicant based on his education credentials.**

Educational credentials must be the original document and will be verified by the Recruiting Officer.

**HIRING AUTHORITY  
RESPONSIBILITIES**

The Hiring Authority will review only the resumes forwarded by the Recruiting Branch for interview consideration. The Hiring Authority is not required to interview all the internal/external applicants meeting the minimum qualifications.

**REVISION NO.**

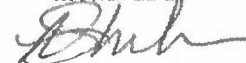
3

**ISSUE DATE**

12/6/04

**REVIEW DATE**
**PREPARED BY**

Human Resources

**APPROVED BY**

**PAGE 1 OF 1**

**POLICY**

When the Hiring Authority makes a selection, he or she obtains agreement from the Department Head concurring with the decision and then submits to the Manager of Recruiting a selection package that will include the following:

- Selection and recommendation memorandum detailing the rationale for selecting the recommended applicant
- Applicant Evaluation Form for each applicant interviewed
- If a panel was used to interview the applicants, copy of the Interview Recommendation Memorandum from the panel chairperson stating exactly what action the panel was convened to complete
- The Applicant Flow Report
- Copy of interview questions of all applicants interviewed
- Any written exercises or tests applicants were required to complete
- The interview panel's or hiring manager's scoring matrix
- Summary report of the rating of each applicant
- Any other information or documentation pertinent to the interview and selection process

The Director of Compensation, Recruiting, and Support Services may require written or oral evidence in support of the selection should there be any questions are to the hiring decision.

**POLICY**

The Manager of Recruiting may convene a Qualifications Review committee comprised of the Executive Director of DEO, the Director of Compensation, Recruiting and Support Services, and a member of management familiar with the position under consideration to review any disqualification resulting from:

- Employee not meeting minimum qualifications for position
- Evidence obtained from the background investigation
- Falsification of education, training, or experience

The purpose of the committee shall be to provide additional objective oversight in sensitive hiring decisions. It can also act as a review for any case in which a question is raised as to application of screening criteria or a requirement for hiring. The decision of the committee shall be by majority vote and shall be recorded in writing and retained in the recruiting files for the position.



**OBJECTIVES:**

MARTA's employees have a direct and critical impact on the quality of the services provided to our customers. The Authority's compensation program, as a part of the comprehensive human resources program, is designed to:

- Attract, retain and motivate well-qualified employees
- Maintain salary levels that are internally equitable and externally competitive
- Link pay with performance through flexible, goal-centered programs
- Compensate employees on a fair and equitable basis, without regard to their race, color, religion, sex, national origin, age, disability, veteran status or marital status

In addition to the objectives listed above, the compensation program should:

- Support business performance
- Be properly communicated to management and employees so as to obtain their buy-in
- Be based upon consistent and expeditious decision-making

**PHILOSOPHY:**

MARTA's pay philosophy is to maintain a competitive market position that reflects the median of salaries paid in the relevant labor market for each position in order to attract and retain the best qualified employees. The relevant labor market may be local, regional or national, and may be limited to transit authorities or include general industry, as appropriate.

**RESPONSIBILITIES:**

The chart below indicates responsibilities for various aspects of the compensation program.

ACTIVITY	COMPLETED BY	APPROVED BY
Job Descriptions (new or revised)	Compensation Analyst	Manager of Compensation
Job Evaluations	Compensation Analyst	Manager of Compensation
Salary Recommendations <ul style="list-style-type: none"> <li>- New Hires</li> <li>- Promotions and Demotions</li> <li>- Pay Compression Issues</li> <li>- Equity Issues</li> </ul>	Compensation Analyst	Manager of Compensation/Director
Performance Reviews/Merit Increases	Employee's Supervisor	Compensation Analyst
Compensation Policy/Program Changes	Manager of Compensation	Director/AGM
Compensation Process Changes	Compensation Analyst	Manager of Compensation/Director
Pay Structures (establish or revise)	Manager/Director/AGM	CEO Team/Board
Compliance with Laws and Regulations	Manager of Compensation	Director/AGM

**INTRODUCTION:**

MARTA evaluates all non-represented jobs (except those in the Police Services Pay Plan) below the Executive (AGM's and up) level into the Regular Salary Structure. In addition there are separate non represented pay structures for executive jobs and for police officers.

This procedure describes the pay structures and the job evaluation process used by MARTA.

**SALARY STRUCTURES:**

MARTA has three separate pay structures for non-represented employees. Each structure has a set of grades with separate salary ranges. Employees are placed into salary grades by the job evaluation process. The pay structures are:

**Regular Salary Structure**

This structure is used for all non-represented employees (exempt and nonexempt) not in the police or executive salary structures. The structure consists of a number of grades, each with a minimum, midpoint and maximum salary. The midpoints of the grades are approximately 8.4% apart. Each grade has a range of at least 80% of the midpoint to at least 120% of the midpoint. As a result, the salary ranges overlap.

**Executive Salary Structure**

Executive compensation (Assistant General Managers and up) is administered under a separate salary structure. As is the case with the Regular Salary Structure, the grades within this structure have minimum, midpoint and maximum salaries.

**Police Salary Structure**

The Police Salary Structure includes pay rates for Police Officers, Senior Officers, Specialized Officers (who receive extra pay for specialized skills), Sergeants and Lieutenants. Officers progress through a series of pay steps based on time-in-grade and satisfactory performance.

**JOB EVALUATION:**

In order to evaluate a job, the following process must take place:

- (1) All **requests** to evaluate a job must be **approved in writing** by the **Assistant General Manager (AGM)** of the organization requesting the evaluation. Appropriate funds to cover all changes in pay must be identified and available prior to submitting the evaluation request.
- (2) Requests to evaluate new jobs must be accompanied by an Organizational Change letter from Budget, a completed position description questionnaire (PDQ) and a completed "Requisition for Personnel" form. An organization chart reflecting the position is requested as well.
- (3) Requests to re-evaluate existing jobs must include supporting information (including documentation and an explanation of changes in the job's scope/responsibilities), a completed PDQ approved by the AGM, and a completed "Requisition for Personnel" form if the job is vacant.

Once the steps above are completed, the evaluation will be completed in the following steps:

- (1) A compensation analyst will review the PDQ, and ensure the information is accurate. If appropriate, a new or revised description will be prepared.
- (2) The position will be compared with other similar positions internally, and may be compared externally if market data exists.
- (3) The compensation analyst will contact the incumbent or the supervisor to ask clarifying questions. If necessary or requested, a desk audit of the position may be conducted
- (4) The compensation analyst will then evaluate the position using MARTA's job evaluation process, and will then review the evaluation with the other compensation analysts.
- (5) The evaluation will then be communicated to appropriate management.
- (6) **NOTE: AGM's who disagree with the job evaluation may request reconsideration in writing within 10 days of being advised of a grade assignment. After a review, Compensation will issue a final determination.**
- (7) Job evaluations resulting in a change in grade may result in a change in salary as well for affected incumbents. Please refer to the salary administration policies on promotions, demotions and other salary changes for details.

**TITLE DIRECT COMPENSATION – SALARY STRUCTURES  
AND JOB EVALUATION**

**II.B**

Once the steps above are completed, the evaluation will be completed in the following steps:

- (1) A compensation analyst will review the PDQ, and ensure the information is accurate. If appropriate, a new or revised description will be prepared.
- (2) The position will be compared with other similar positions internally, and may be compared externally if market data exists.
- (3) The compensation analyst will contact the incumbent or the supervisor to ask clarifying questions. If necessary or requested, a desk audit of the position may be conducted
- (4) The compensation analyst will then evaluate the position using MARTA's job evaluation process, and will then review the evaluation with the other compensation analysts.
- (5) The evaluation will then be communicated to appropriate management.
- (6) **NOTE: AGM's who disagree with the job evaluation may request reconsideration in writing within 10 days of being advised of a grade assignment. After a review, Compensation will issue a final determination.**
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*Barbara Kirkland*

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**(RE-EVALUATIONS, PROMOTIONS, DEMOTIONS,  
TRANSFERS, PROGRESSIONS, ACTING PAY, PROJECT PAY)**

**RE-EVALUATIONS:**

A re-evaluation occurs when a job is reviewed by Compensation and the result is a change in the salary grade. If a job is reevaluated to a higher or lower salary grade, a change in salary for any incumbents in the job may be warranted. If the job is re-evaluated to a higher grade, please follow the procedures for promotions (see below). If the job is re-evaluated to a lower grade, please follow the procedures for demotions (see below). Please note that jobs re-evaluated to a higher grade will be required to be posted by Recruiting if the job does not qualify as a reclassification. Reclassified positions, in which the core functions do not change, are not required to be posted.

**PROMOTIONS:**

A promotion occurs when an employee changes jobs to one with a higher salary grade, or an employee's job is reclassified. Promotions are made effective on the first day of a pay period and are typically accompanied by a salary increase. All promotional salary increases are recommended and approved by Compensation.

In determining the amount of the promotional increase, Compensation will consider the following factors:

- (1) The increase in the number of grades
- (2) The salaries of other employees in the same or similar positions
- (3) The salaries of supervisors and subordinates
- (4) The experience, education and skill of the employee

The maximum amount for a promotion increase will be the dollar difference between the old and new salary grade midpoints. The minimum amount for a promotion increase will be 25% of the dollar difference between the old and new salary grade midpoints. The Director of Human Resource Services & Administration must approve any increase outside of this range. In all cases, the new salary must be within the salary range of the new grade.

A two step promotion increase may be offered to ease internal equity concerns or to tie the increase amount to employee performance. The first portion of the increase will be effective with the promotion, and will be no less than the minimum promotion amount. The second step will be effective at a later time (typically six months later) and will be contingent upon employee performance since the promotion. The total of the two increase amounts will be no more than the maximum promotion amount. Two step increases must be documented in writing at the time of the promotion, with the increase amounts and times specified.

**DEMOTIONS:**

A demotion occurs when an employee is assigned to a position with a lower salary grade. Demotions may occur for the following reasons:

- (1) Performance issues
- (2) Reorganizations
- (3) Reductions in force
- (4) Re-evaluations
- (5) At the request of the employee

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<b>marta</b> ®	<b>DEPARTMENTAL PROCEDURE</b>	<b>REFERENCE NUMBER</b>
	<b>TITLE     DIRECT COMPENSATION - SALARY CHANGES- CURRENT EMPLOYEES</b>	<b>II.C</b>

Demotions may be accompanied by a decrease in salary. Employees who are demoted as a result of reorganization or reduction in force, but retain most of their current job duties, may retain their current salary if it falls within the range of the new grade. All demotion salary decreases are recommended and approved by Compensation. In determining the amount of the decrease, Compensation will give principal consideration to ensuring consistency with the salaries of employees in the same position and/or grade. In all cases, the new salary must be within the salary range of the new grade.

#### **TRANSFERS:**

A transfer occurs when an employee changes from one position to another position within the same salary grade. In most cases, an employee's salary will not change as a result of a transfer. However, in situations where a transfer is done for the benefit of the Authority, or the transfer creates an inequity relative to the salaries of current incumbents, a salary adjustment may be made. Such adjustments require the approval of the Director of Human Resource Services & Administration.

#### **PROGRESSIONS:**

Certain professional, technical and administrative occupational families with clearly defined levels of responsibility have progression plans that allow for movement from one level to a higher level in a job family without requiring a vacancy at the higher level. The plans must be in writing and typically indicate qualifications in terms of education, experience, knowledge and skills. To be eligible for progression, an employee must meet the requirements of the higher level. Progressions to a higher-level job are not considered automatic. In addition to meeting the eligibility requirements, an employee must be performing at the "meets standard" level or higher (as documented) and must be recommended by a Director level position or higher. Progressions are typically accompanied by a salary increase. Please refer to the procedures for promotions (see above).

#### **ACTING PAY:**

An acting assignment is a temporary appointment to work in an approved authorized position until either a vacancy is filled or an incumbent returns to work. Employees that are appointed to an acting assignment must meet the qualifications for the position in which they are acting. Employees must also perform all duties and responsibilities of the acting assignment. If an acting assignment lasts at least 30 days, the employee may be entitled to acting pay. Positions at the level of supervisor or higher are eligible for acting pay. Acting assignments of less than 30 days will not receive any additional pay.

Employees in acting assignments may receive a salary increase of **up to a 10%**, or to the minimum of the acting position's salary grade. All acting pay adjustments are recommended and approved by Compensation. In determining the amount of the acting pay adjustment, Compensation will give consideration to ensuring consistency with the salaries of employees in the same position and/or grade.

Acting pay requests must be submitted by a Director position or higher to the Director of Human Resource Services & Administration, when the acting assignment commences. Acting assignments will be terminated after six months, unless a request for an extension is submitted in writing. Only one extension for up to six additional months will be permitted. Any additional extension must be approved by the Director of Human Resource Services & Administration. Any merit or promotional increases due the employee while serving in an acting capacity will be based upon the employee's salary in their regular position.

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The acting pay adjustment will then be recalculated based on the employee's salary after the merit or promotional increase. At termination of the acting assignment, the employee will return to his or her regular position and the acting pay adjustment will be removed from the employee's base salary.

**PROJECT PAY:**

A project assignment is temporary appointment to work on an authorized project until the project ends. If a project assignment lasts at least 30 days, the employee may be entitled to project pay. Project assignments of less than 30 days will not receive any additional pay.

Employees in project assignments may receive a salary increase of **up to 10%**. All project pay adjustments are recommended and approved by Compensation.

Project pay requests must be submitted by a Director position or higher to the Director of Human Resource Services & Administration. Project assignments will be terminated after six months, unless a request for an extension is submitted in writing. Only one extension for up to six additional months will be permitted. Any merit or promotional increases due the employee while serving in a project capacity will be based upon the employee's salary in their regular position. The project pay adjustment will then be recalculated based on the employee's salary after the merit or promotional increase. At termination of the project assignment, the employee will return to his or her regular position and the project pay adjustment will be removed from the employee's base salary.

**INTERIM PAY:**

An individual appointed by the General Manager/CEO to assume the role of an Assistant General Manager and above during a time of transition as a result of a sudden change in circumstances. Individuals appointed to serve in an interim capacity assume all duties and responsibilities, including decision making responsibilities. Interim assignments are used for long-term/extended periods of coverage only; specifically in cases where coverage of an absence is for a prolonged period and/or return is questionable or for coverage of a vacancy where there is no intention to immediately fill the position. Interim assignments of less than 30 days will not receive any additional compensation.

Employees in interim assignments may receive a salary increase of up to 20%. Human Resources shall make recommendations for interim pay to the General Manager/CEO who shall serve as the final approver of all such increases.

Following the completion of the interim assignment, the employee shall return to his or her regular position and the interim pay adjustment will be removed from the employee's base salary.



### SALARY RANGES:

Each salary grade has a salary range attached to it. The range includes:

**MINIMUM:** The lowest salary MARTA would expect to pay to have the job performed

**MIDPOINT:** The salary considered to be the "going rate" for the job when comparing salaries to the market. This amount is typically midway between the minimum and the maximum.

**MAXIMUM:** The highest salary MARTA would expect to pay to have the job performed.


There may be limited instances where an employee in a salary grade will receive a salary outside the salary range. These instances include:

- (1) An employee who is performing below expectations at the time the salary range minimum is increased and whose salary then falls below the salary range minimum. In this case the employee's salary will not be adjusted to the new minimum until the employee's performance improves.
- (2) An employee in a job where the competitive market rates increase abnormally compared with other jobs in the same salary grade. In this case, the employee may receive a salary increase that would place the salary temporarily above the salary range maximum. An increase of this type must be approved in writing by the Director of Human Resource Services & Administration, and will be reviewed at least every six months before being renewed.

### MERIT PROGRAM:

The merit program provides a link between pay and performance. The actual amount of each individual merit increase is based upon the Authority's ability to pay (merit budget), employee performance as documented in the performance management program, and the position of the employee's salary in the salary range (compa-ratio). Salary increases are not guaranteed, and employees whose performance does not meet expectations should not expect to receive an increase. MARTA has a uniform review date of July 1 each year.

Employees whose salaries are at the maximum of the salary range may be eligible for a lump sum merit award if provided in the merit program. Employees whose salaries are above the maximum of the grade will not receive a merit increase until their salary falls back into the salary range.

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# NEW EMPLOYEE HIRING RATES:

Salary offers for employees to be hired should generally fall between the minimum and midpoint of the salary grade of the position for which they are being hired. All salary offers will be developed by Compensation in conjunction with the hiring manager in order to maintain internal equity. No offer should be communicated to a potential employee, until approved by Compensation.

Salary offers for contract positions should be based upon the salary range of the comparable full time position, but may include an additional amount to cover benefits not associated with a contract position.

In determining hiring rates, the following factors may be considered:

- Relevant job-related experience
- Relevant education
- Salaries of other MARTA employees in the same position or comparable positions
- Market value of the job and the employee
- Current salary of the prospective employee
- Cost of living, if hiring for another geographic location

A two step hiring option may be offered to a candidate to ease internal equity concerns or to offer an additional incentive to hire a highly qualified candidate. The initial salary will be effective with the date of hire, and will be no less than the minimum of the salary range for the grade of the position. The second step will be effective at a later time (typically six months later), will be contingent upon employee performance since the date of hire, and will not exceed the maximum of the salary range. Two step hiring options must be documented in writing at the date of hire, with the increase amount and time specified.

# EMPLOYEES RETURNING FROM LEAVE:

Employees returning from an approved leave of absence will generally continue at their previous salary level, if they return to the same position or a position in the same grade. Employees returning from leave may be eligible for a salary increase if they return to a higher level position or if across the board salary increases were given during the employees' absence. Employees returning from leave may receive a lower salary if they return to a lower level position, or for performance-related reasons. Any merit increases not received by a returning employee due to performance issues will be reconsidered after the employee has returned for ninety days.

# RE-EMPLOYMENT HIRING:

Former non-represented employees who resigned in good standing are eligible to be re-employed in the same position and at the same pay level, provided there is a vacancy, and they are rehired within 60 days of their termination. They may also receive any changes to the pay structure or merit increases that occurred while they were gone. After 60 days, former employees will be treated as new hires for purposes of determining pay.

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### OVERVIEW:

The MARTA Performance Management Program is designed to align employee performance with organizational goals and objectives. All non-represented full-time regular MARTA employees are reviewed/evaluated at mid-year (December 31) and year end (July 1) of each fiscal year.

The Performance Management Program is an ongoing process that includes Performance Planning and Performance Evaluations as major components. Please reference the *PERFORMANCE MANAGEMENT HANDBOOK* for details.

### PERFORMANCE PLANNING:

The Performance Plan is the key component to the entire process. The Plan contains organizational and individual goals, as well as qualitative success factors. The Plan is documented in the Performance Evaluation Form in two sections.

Section I: Standards of Performance: Quantitative standards or measures are established based on employee and/or departmental objectives.

Section II: Job Success Factors: Qualitative characteristics are measured that are necessary for overall success. These are behavioral measures that focus on how the job is to be accomplished, and typically include skill, knowledge and behaviors that improve job effectiveness and performance.

PERFORMANCE PLANS MUST BE COMPLETED FOR CURRENT EMPLOYEES NO LESS THAN 30 DAYS AFTER THE BEGINNING OF THE FISCAL YEAR. FOR NEW OR TRANSFERRED EMPLOYEES, PERFORMANCE PLANS SHOULD BE COMPLETED NO LATER THAN 30 DAYS AFTER STARTING THE NEW POSITION.

### PERFORMANCE EVALUATION:

MARTA employees are evaluated at mid-year (six-month) and year-end (annual). Employees must be in the job for at least 90 days in order to receive a review. Employees transferring to a new job will be evaluated in their prior position if they have been in the new job for less than 90 days at review time.

- The six-month review is a summary of an employee's performance from July 1 through December 31. This review summarizes both qualitative and quantitative measures of work performance. It is used to gauge performance progress and allows for revisions to established performance plans. An original signed copy of the six-month evaluation should be submitted to Department of Human Resources by January 31 of each year.
- The annual performance evaluation measures an employee's actual performance against performance objectives and selected job success factors established at the performance planning sessions.

**(SALARY MARKET PRICING, POSITION CONTROL, JOB CHANGES FROM  
UNION TO NON-UNION, PAY COMPRESSION/ EQUITY ADJUSTMENTS)**

**MARKET PRICING:**

MARTA recognizes the importance of maintaining salary levels that are competitive with appropriate industry and geographical market places. The overall market position will be reviewed periodically to confirm MARTA's position versus the market. Market data will be maintained on individual jobs as well for use in the job evaluation and salary recommendation processes.

The Manager of Compensation is responsible for conducting periodic market studies using published survey sources, as well as special surveys conducted by MARTA. Information from those surveys will be maintained in a market pricing database. The Manager of Compensation will make recommendations for merit budgets and changes to the salary structure to the Director of Human Resource Services & Administration, and the CEO Team, with final approval by the Board of Directors.

**POSITION CONTROL:**

MARTA maintains control over budgeted labor costs, by controlling the number of positions and the salary grade and pay levels associated with those positions. This is a joint responsibility of Compensation and the Office of Financial Management & Budget. Compensation will maintain information in the Human Resources Information System (HRIS) on employees, jobs, pay levels and salary structures. The Office of Financial Management & Budget will maintain information on authorized positions/slots and their grades, and will authorize changes to the number and grade level of authorized positions/slots. The two areas will reconcile their information on a periodic basis.

**JOB CHANGES  
UNION TO NON-UNION:**

Movement from a union (represented) position to a non-union (non-represented) position may be designated in one of three classes:

Promotion

Movement to a non-union position from a union position will be considered a promotion if the midpoint of the non-union position is 5% or more above the current step of the union position. Promotion increases will be based on the same factors and calculated in the same manner as promotions from one non-union position to another. The employee's merit review date will be set on July 1. The Manager of Compensation may approve a larger increase if warranted by compression or internal equity issues.

Transfer

Movement to a non-union position from a union position will be considered a transfer if the midpoint of the non-union position is less than 5% above the step of the union position. No increase in pay will be given for a transfer. The employee's merit review date will be July 1.

Acting Pay

Unless other agreements apply, an employee in a union position temporarily transferred to a higher level non-union position will receive a 5% adjustment, or the minimum of the grade, for all hours worked "out of class" in a position which is considered a promotion (see Promotion paragraph above).

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**DEPARTMENTAL PROCEDURE**REFERENCE  
NUMBER

TITLE

**DIRECT COMPENSATION -  
MISCELLANEOUS ITEMS****II.G****PAY COMPRESSION/  
EQUITY ADJUSTMENTS:**

Ordinarily supervisors will be paid more than the employees they supervise. Compensation will review pay compression situations on a case-by-case basis to assess the need for adjustments. The review may be initiated by Compensation or at the request of the Director (or higher) of a specific office.

There also may be issues of equity between current employees in a position or grade, and newly hired, promoted or transferred employees. In certain cases these new employees may possess certain skills, and the market necessitates paying at a level, which result in the new employee being paid more than the current employees. Compensation will review these situations carefully to ensure that the basis for the difference in pay is appropriate

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	<b>DEPARTMENTAL PROCEDURE</b>	<b>REFERENCE NUMBER</b>  IV.T
	<b>TITLE</b>  CONDITIONS OF EMPLOYMENT -- PERFORMANCE EVALUATION	

**POLICY**      THIS POLICY APPLIES TO NON-REPRESENTED EMPLOYEES ONLY. The performance evaluation system is designed to meet the needs of the employee, as well as certain needs of the Authority. Specifically, the intent is to:


- \* Let each individual employee know what is expected of him/her on the job
- \* Help employees improve their job performance
- \* Develop employees for promotional opportunities
- \* Provide management with the kind of valid and objective data necessary to make a variety of personnel decisions

**OVERVIEW**      Performance Evaluations are given annually to each non-represented employee at MARTA. Each Division Director/Senior Staff member will receive notification from Compensation and Analysis Branch of Personnel when a performance evaluation of an employee is due. The notification will be sent prior to the annual review date and show a completion date when form is to be returned to Personnel. The Human Resources Information Center is responsible for administering three and six month evaluations. The supervisor will complete the form as follows:

- \* Define and list key job responsibilities
- \* Gather and record performance information
- \* Assign performance rating to each responsibility
- \* Complete the Performance Standards Section
- \* Assign an overall performance rating
- \* Obtain the necessary approvals and signatures
- \* Confer with employee after form has been completed and all approvals have been obtained

**NOTE:** The Performance Evaluation form comes with instructions for completion. Refer to this instruction booklet for detailed information on how to complete the Performance Evaluation.

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	<b>DEPARTMENTAL PROCEDURE</b>	<b>REFERENCE NUMBER</b>  IV.T
	<b>TITLE</b> CONDITIONS OF EMPLOYMENT - PERFORMANCE EVALUATION	

PERFORMANCE  
RATINGS

The following are the ratings used on the Performance Evaluations and a brief description of these ratings:

- \* "E" - Performance far exceeds normal expectations
- \* "4" - Performance noticeably exceeds normal expectations
- \* "3" - Performance consistently meets expectations
- \* "2" - Performance is satisfactory but does not consistently meet expectations
- \* "1" - Performance does not meet expectations

*[Signature]*

*[Signature]*



## INSTRUCTIONS FOR ADMINISTERING SUSPENSIONS AND INVOLUNTARY TERMINATIONS

MARCH, 2012

These instructions, forms, and templates are to be used in circumstances where an employee will be suspended or terminated from employment with MARTA.

### FORMS/TEMPLATES:

1. Letter to employee – This letter is provided to the employee as soon as an investigation commences and serves as notification that his/her employment status is being investigated and the reason for such investigation.
2. Memo from Manager to Department Director – This memo documents the full investigation and includes a recommendation for disciplinary action.
3. Notice of Discipline Memo to employee – This memo serves as notification to the employee of the outcome of the investigation and the disciplinary action that is to be taken.
4. Termination Package – This is a four page package which includes the following forms:
  - Termination Package Form
  - Termination Record Form
  - Property Return Form
  - Final Check/Address Verification Form

### PROCEDURE:

1. Once an incident that appears to warrant discipline is reported, the manager must conduct a thorough investigation. This investigation must include an interview with the employee to be disciplined and he or she must provide a written statement detailing the incident or event in question. Represented employees are entitled to Union representation during the investigatory interview, if they request it. Other elements of the investigation should include gathering of written statements or reports from witnesses, supervisors, and police, as well as any objective evidence such as AVL data, video recordings, and telephone records.
2. In most cases, the employee should be placed on administrative leave with pay until the infraction is investigated and a final decision is made regarding discipline. The manager is to notify the employee in writing of his/her status and schedule a meeting to discuss the results of the investigation (Letter to Employee Template).
3. Before reaching a final conclusion as to whether suspension or termination is warranted, managers should use the following checklist, commonly known as the "Seven Tests for Just Cause."

- a. Was the employee forewarned of possible disciplinary action for the infraction?
  - b. Was the rule or directive involved reasonably related to the orderly, efficient operation of MARTA?
  - c. Before administering discipline, did the manager properly investigate that the employee did violate the rule or directive?
  - d. Was the investigation done in a fair and impartial manner?
  - e. Through the investigation, did the manager find enough evidence to prove the employee was, in fact, in violation of the rule or directive?
  - f. Will the rule, directive, and penalty be applied fairly and without discrimination?
  - g. Is the discipline proposed reasonably related to the gravity of the offense and reasonable given the employee's overall work record?
4. Following the investigation and conclusion that a suspension or termination is warranted, the details of the investigation including a recommendation for action must be reduced to writing. (Memo from Manager to Director template). This memo is submitted to the Department Director for concurrence.
5. Once the disciplinary action is identified and the Department Director has concurred with the recommendation, the manager must then prepare written Notice of Discipline (Notice of Discipline Memo to Employee template) which is the document that is given to the employee advising him/her of the disciplinary action. In cases where the recommendation is for termination, the Authority's Termination Record form (Termination Package) should also be completed except the date of termination which should be left blank until the appropriate concurrences are received.
6. In cases where the recommendation is for a suspension, for represented employees, Labor Relations must be consulted and for non-represented employees Human Resources must be consulted. It is expected that, in most cases, the actual time off without pay will be waived, except in cases of violations of the Distraction Avoidance Policy and any willful or egregious violation of policy that compromises the Authority.
7. In cases where the recommendation is for termination for represented employees, the manager must meet with representatives from Legal Services and Labor Relations to discuss the investigation and Manager's recommendations. During this meeting the entire disciplinary package, including the Notice of Discipline memorandum, the Termination Record, and all supporting documentation used to make the determination will be reviewed. This meeting serves as the opportunity for the Manager to discuss the matter in detail with Legal and Labor where any reservations or concerns can be resolved. Since written concurrence on the Termination Record form is required from Legal Services and Labor Relations prior to any further action, these signatures are to be obtained during this meeting.
8. In cases where the recommendation is for termination for non-represented employees, the manager must meet with representatives from Legal Services and Human Resources to discuss the investigation and Manager's recommendations. During this meeting the entire disciplinary package, including the Notice of Discipline memorandum, the Termination Record, and all supporting documentation used to make the determination will be reviewed. This meeting serves as the opportunity for the Manager

to discuss the matter in detail with Legal and HR where any reservations or concerns can be resolved. Since written concurrence on the Termination Record form is required from Legal Services and Human Resources prior to any further action, these signatures are to be obtained during this meeting.

9. Once the concurrences as indicated have been received the manager can record a termination date on the Termination Record and Notice of Discipline.
10. The manager then schedules a meeting with the employee who is proposed to be terminated. At this meeting, the manager will provide the employee with the Notice of Discipline Memo and supporting documentation. Represented employees may elect to have a union representative present, and the manager may elect to have a representative from Human Resources. If the employee is unavailable for such meeting the manager must send the termination letter, via regular mail AND certified mail/return receipt, to the address on file for the employee.
11. In cases where the employee is terminated, the manager should collect all MARTA property and complete the Property Return and Final Check/Address Verification forms (Termination Package). In addition, an email should be sent to HRIS directing that the employee's badge be deactivated.
12. One copy of the discipline package should be kept for the manager's records and, in cases of termination another should be routed for signature by the AGM and then forwarded to HRIS. (NOTE: The AGM's signature is required PRIOR to sending the package to HRIS.)

## GENERAL

### A. Policy

The Metropolitan Atlanta Rapid Transit Authority (MARTA) values the safety of its employees and has a zero tolerance for violence in the workplace. In this regard, any threat to the safety of its employees is of concern to MARTA. It is the policy of MARTA to create and maintain a working environment free from all forms of threats or acts of violence. Furthermore, any threats or acts of violence in any form will not be tolerated. MARTA management will take direct action to prevent such behavior where possible and will investigate thoroughly all reported threats or other acts of violence. Any and all threats will be taken seriously.

To ensure that all personnel understand this policy and its procedures, all employees will be given a copy of the policy.

### B. Purpose

This policy is designed to foster a healthy and safe work environment and to provide procedures for reporting, investigating and resolving any threats or acts of violence involving employees.

### C. Applicability

The workplace violence policy applies to all MARTA employees.

### D. Definitions

1. Threat – any verbal statement or physical gesture that reasonably scares, frightens, terrorizes or harms another. Reasonableness is determined by the investigating Employee Relations Specialist in consultation with Legal Services and MARTA Police.
2. Acts of Violence – acts of physical force used to harm or injure another, with or without a weapon.
3. Harassment – threatening, intimidating behavior which includes obscene telephone calls (and other forms of communication), stalking and coercion.

### E. Responsibilities

1. Administration of the workplace violence policy is the responsibility of the Office of Employee Relations and Development of Human Resources & Administration.
2. Management - Each supervisor shall be responsible for creating a supportive work environment free of threatening behavior and acts of violence. This responsibility includes:
  - a. monitoring the work environment on a daily basis for any signs of inappropriate behavior;
  - b. informing all employees of the types of prohibited behavior and the procedures for reporting and resolving complaints;

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- c. stopping any observed prohibited acts by taking appropriate steps to intervene and reporting the incident to Employee Relations and Development (as well as their own supervisor) who will then conduct an investigation and resolve the situation as soon as possible; and
  - d. taking immediate action to limit further contact between the individuals when misconduct is either observed or reported.
3. Employees - Each employee is responsible for his/her own behavior. Employees are expected to behave in an appropriate and civil manner while at work or on MARTA property. Employees are expected to understand that threatening or violent behavior will not be tolerated—with disciplinary action being the consequence of such behavior.

Employees are also responsible for reporting any threats to them or violent acts toward or upon them to their supervisor. Employees are also expected to report any observed threats or acts of violence to a supervisor, whether it is toward them or others.

Any threats or acts of violence toward a MARTA employee by a patron or any other external (non-MARTA employee) person, should also be reported to their supervisor and the MARTA police.

There is nothing in this policy and its procedures to preclude a MARTA employee from taking legal action toward another employee or external person if that employee is the victim of a threat or violent behavior.

#### F. Reporting Procedure

1. Employees receiving or observing threats or violent behavior should contact their supervisor.
2. The reporting employee should be prepared to answer and document details to specific questions:
  - a. Who made the threat (or exhibited violence)?
  - b. To whom was the threat made (or carried out)?
  - c. What was actually stated (or done)?
  - d. When was the threat made (or violence exhibited)?
  - e. Where was the threat made (or violence exhibited)?
  - f. What were the circumstances?
  - g. Were there any witnesses? (if so, whom?)
  - h. How was the threat made (the manner)?
  - i. Were there any weapons involved (if so, what)?
3. Following action taken by the employee the supervisor must notify the Office of Employee Relations & Development who will conduct MARTA's investigation of the incident. The supervisor should also notify their supervisor of the threat/act of violence.

\*\* Please refer to the administrative leave procedure for guidance as to what additional measures are to be taken while a workplace violence investigation is being conducted.

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## DEPARTMENTAL PROCEDURE

REFERENCE  
NUMBER

TITLE

CONDITIONS OF EMPLOYMENT - WORKPLACE VIOLENCE

IV (a)

4. The Office of Employee Relations & Development designee, as a management representative, conducts an investigation and then recommends a course of action to the Director of Employee Relations & Development. Upon concurrence from the Director of Employee Relations & Development, the recommendation is then forwarded to Legal Services for review and approval. The Director of Employee Relations & Development contacts the management of the employee(s) and conducts a closeout meeting with impacted employee(s). If there is a finding of workplace violence, corrective action will include disciplinary action up to termination of employment. The Office of Employees Relations & Development investigation in no way precludes or changes police/legal investigations or outcomes.
5. The Office of Employee Relations & Development will notify the employee and their supervisor of the action.

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# **FAMILY MEDICAL LEAVE ACT**

## **At A Glance**

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## Introduction

FMLA became effective August 5, 1993 to assist American employees with balancing their family and work responsibilities. It entitles eligible employees to take up to a total of 12 weeks of unpaid leave during a 12-month period for the employee who is unable to work due to his or her own serious health condition or for the birth of a child or placement of a child for adoption or foster care; to care for a newborn or newly placed child; to care for a spouse, parent, child with a serious health condition.

Effective January 2009 the act was expanded giving military families up to 26 weeks of unpaid special job-protected leave rights to care for service men and women who are wounded or injured; also the military provision provides families of members of the National Guard and Reserves up to 12 weeks of job-protected leave to manage their affairs when their service member is called up for active duty

Effective March 2013 the act was expanded:

- Giving military members, active duty and reserve, all periods of absence from work due to or necessitated by USERRA-covered service to be counted in determining an employee's eligibility for FMLA leave.
- Covered military member includes both members of the National Guard, Reserves and the Regular Armed Forces.
- A new qualifying exigency category for parental care. Eligible employees may take leave to care for a military member's parent who is incapable of self-care when care is necessitated by the member's covered active duty.
- Rest and Recuperation qualifying exigency leave expanded to a maximum of 15 calendar days.
- Covered servicemember include covered veterans discharged or released at any time during five-year period prior to the first date employee takes FMLA to care for the veteran who is undergoing medical treatment, recuperation, or therapy for a serious injury/illness.

## Family Medical Leave Act (FMLA) Overview

Eligible employees may take up to 12 work weeks (60 days) of unpaid, job-protected leave under FMLA in a **rolling 12-month** period for specified family and medical reasons. Eligible employees qualifying for Servicemember Family Leave are entitled to take up to a total of 26 weeks of unpaid FMLA leave. An eligible employee is entitled to take up to a maximum of 15 calendar days for Rest and Recuperation for a qualifying exigency leave.

### What Events Qualify For FMLA

FMLA may be taken for the following reasons:

- Birth/and or care of an employee's newborn child;
- Placement of a child with the employee for adoption or foster care;
- To care for the employee's spouse, child or parent who has a serious health condition;
- Because of the employee's own serious health condition which makes the employee unable to perform the functions of their job;
- Qualifying exigency relating to active duty (or impending call or order to active duty) in the Armed Forces;
- Care of the employee's covered servicemember (eligible to take up to 26 weeks)
- Care of the employee's parent incapable of self-care when care is necessitated by the member's covered active duty.

### Who Is Eligible For FMLA

Employees are entitled to FMLA if they:

- Are full-time, part-time or working on a contract basis and meet the following requirements:
  - (1) Worked for MARTA for one (1) year (it does not have to be a consecutive 12 months; however the break in service cannot exceed 5 years); and
  - (2) Worked 1250 hours in the previous 12 month period (actual hours worked).
    - For military members, active duty and reserve, all periods of absence from work due to or necessitated by USERRA-covered service is counted in determining an employee's eligibility for FMLA leave.

### Types Of FMLA Leaves

- **Continuous Leave** - leave taken in one (1) continuous block of time (not to exceed 12 weeks).
- **Intermittent Leave** - leave taken intermittently; not predictable, may be taken sporadically in one (1) or more day increments.

The following leaves, when designated by the Benefits Office will run concurrently with FMLA:

- **Short-Term Disability (STD)**
- **Worker's Compensation (WC)** exceeding 3 consecutive work days
- **Long Term Sickness (LTS)** exceeding 3 consecutive full working days

### How Much Notice Is The Employee Required To Give

- **Employee should give at least 30 days' notice** that FMLA leave is needed however in some cases this is not possible. If employee becomes aware of the need for leave less than 30 days in advance, the employee should provide notice of the need for leave the same day or the next business day of becoming aware of the need. The employee's responsibility is to notify MARTA as soon as practicable after becoming aware of the need for leave. In those cases where the employee does not provide 30 days notice, the employee shall explain the reasons why such notice was not practicable upon request. Failure to do so may mean a loss of the FMLA's protection for the absence and the time can be counted as an unexcused absence.
  - **If employee has routine appointments and/or treatments they are obligated to make a reasonable effort to schedule leave so it does not unduly disrupt operations; employee can be requested to provide an advance schedule of appointments to their supervisor.**

## What Are MARTA's Notification Requirements

- UPMC Work Partners has five (5) days to inform employees that they are eligible for FMLA.
- **A line management team member** when an employee request FMLA or when you are made aware of an employee's need for time off from work may be for an FMLA qualifying reason the employee should be directed to UPMC Work Partners. Or you may notify the UPMC Work Partners of the employee's absence via phone call or e-mail and the FMLA eligibility notice will be sent to the employee.
- **Employees are given 15 days** to return completed documentation to UPMC Work Partners. The 15 day period begins when the employee is provided notice of Eligibility and Rights & Responsibilities and the Physician Medical Certification form. (See attachment #1)
  - If proper documentation is not submitted within 15 days (or a reasonable time frame), the leave can be delayed or the absence not protected under FMLA.

## FMLA FACTS

- MARTA is responsible for informing employees of their FMLA rights. This responsibility is shared by the respective line management team [i.e. Directors, Superintendents, Managers, Supervisors, etc. and includes designees having timekeeping oversight (i.e. Dispatchers, Office Administrators, etc.)) and UPMC Work Partners.
- An employee's FMLA documentation and all related information are **Confidential**. FMLA documents and information should be safeguarded at all times and only shared on a need to know basis.
  - Due to HIPAA privacy laws, FMLA medical certification should be submitted **only** to UPMC Work Partners. (Copies should not be made and kept in area field files.)
- Taking FMLA **is not** at the employee's discretion. If an employee takes time off for any of the qualified leave reasons outlined in the "Type of FMLA Leaves" section they must be informed of their FMLA entitlement. **All** employees' (Represented & Non-Represented) absences when applicable must be designated and tracked as FMLA.
- Employees **must be** approved for FMLA by UPMC Work Partners. FMLA approvals are in writing and the appropriate line management team member will receive a copy of the approval notice sent to their respective employee. ***If an approval is not in place at the time an employee's time is being reported or approved each pay period, do not use the FMLA leave codes. If the FMLA approval is subsequently granted, you will need to coordinate a correction with payroll.*** UPMC Work Partners provides a weekly report of employees applying and/or approved for FMLA. The FMLA weekly report is sent to the management team at each location.
- Absences covered under FMLA may not be held against an employee's attendance record.
- Employees on FMLA leave must follow the ***call-in procedure*** according to established office procedures and/or union contract. Disciplinary action may be taken accordingly. Please consult the Benefits Office and/or internal legal counsel for guidance.
- ***Employees failing*** to return to work after a FMLA Leave or who exceeds the 12-week FMLA entitlement and are not approved for another appropriate leave may be subject to MARTA's disciplinary policy including termination of employment.
- ***MARTA has the right***, in some instances, to require an employee to recertify their medical condition every 30 days.
- ***MARTA has the right*** to require second or third opinions if there is a reasonable doubt of the medical certification documentation or medical condition. Second and third opinions are at MARTA's expense.

## Line Management Team Member

### What are your responsibilities?

**Recognize your employee may need FMLA**, even though your employee may not specifically request it. The FMLA regulation requires that MARTA inform employees of their FMLA rights. When you acquire knowledge that your employee may need leave for an FMLA qualifying reason direct employee to UPMC Work Partners. It is **important** to keep in mind UPMC Work Partners will only have five (5) days to designate the leave as FMLA.

#### **If your employee:**

- Requests time off related to their own health condition, a spouse, child or parent direct them to contact UPMC Work Partners, they may have a qualifying event.
- Is out three (3) consecutive full days because of a health condition for themselves, a spouse, child or parent contact UPMC Work Partners immediately, they may have a qualifying event.
- Request time off related to or supporting their spouse, son, daughter or parent as a covered military member, they may have a qualifying exigency leave.
- Request time off to care for a current Servicemember injury/illness in the line of duty on active duty they may have a qualifying military caregiver leave.

Identify employees who may qualify for FMLA and **direct** them to contact UPMC Work Partners at 1-844-356-3126 **or** you may contact UPMC Work Partners directly.

#### **How will I know if my employee has requested FMLA?**

- Your employees should be informing you of their need for leave in accordance with departmental call-in/notification procedure.
- Employees requesting FMLA will be listed on the weekly FMLA report sent to senior management.
- You will receive a copy of the FMLA Approval sent to your employee. (See Attachment #2)

#### **If your employee Is Approved for FMLA:**

- You will receive a copy of all correspondence sent to your employee.
  - FMLA approval, conditional approval\* or denied
  - Who the absence is approved for (self, spouse, child or parent, etc.)
  - How leave will be taken (continuous or intermittent)
  - What type of paid time is authorized (PTO, Vacation, Sick or LTS). ***Employees must exhaust all paid time before FMLA may be taken as unpaid.***
  - If employee has routine appointments/treatments (i.e., dialysis, follow-up appt., allergy shots, prenatal care, etc.) discuss with your employee a reasonable schedule so it does not unduly disrupt operations.
  - Treating physician **estimate** of probable frequency and duration of intermittent absence.\*

#### **Each pay period your employee uses FMLA:**

- Assure that FMLA hours are reported on ***FMLA Time Tracking Form*** and forwarded to UPMC Work Partners by Friday, the Payroll ending date.
- UPMC Work Partners when you notice employee usage of FMLA is out of sync with approval:
  - Example #1***– employee approved for intermittent leave, but employee has been out of work 10 consecutive days);
  - Example #2*** – employee approved for intermittent leave and for the past 30 days has taken every Friday and Monday off.

#### **Confidentiality:**

- Always maintain your employee's FMLA information in strict confident, and assure that any employee you designate to handle FMLA understands the importance of maintaining confidentiality.

**Review weekly FMLA report provided by UPMC Work Partners each Friday, listing individuals newly approved or recertified for FMLA.**

**\*Explanations:** Treating physician estimate of probable frequency and duration of intermittent absence – The treating physician provides an estimate of the frequency and/or duration of absence based on the employee's individual condition. This is just an estimate and should only be used as a guide to measure absences. Absences exceeding the physician's estimate should be referred to the FMLA Administrator for review prior to disciplinary action being taken.

### **Tips for the Line Management Team**

- Because the regulations prohibit employers from taking adverse action against employees with FMLA qualifying needs, ***it is imperative in managing absenteeism that all eligible absences (LTS, Worker's Comp, STD) be captured*** and applied appropriately to the FMLA entitlement.
- Make sure all personnel with timekeeping responsibility in your area have access to your employees' FMLA status documentation. (i.e., check documentation to verify request is in sync with approval, such as employee call-in and indicate time off is due to their illness but FMLA approval on file is for spouse; check documentation to verify approval has not expired, etc.)
- Document all employee call-in conversation concerning FMLA absence. (see attachment #4)
- Your employee is obligated to give at least thirty (30) days notice of need for FMLA when leave is foreseeable; or when the employee first becomes aware of the need for FMLA. If less than 30 days, the employee should provide notice of the need for leave the same day or the next business day.  
    \*When leave is less than 30 days in some cases, (non-emergency) the leave may be delayed, or not protected under FMLA, contact UPMC Work Partners for guidance.
- Do not give your employee the choice of FMLA, if you think the leave may qualify take steps to have the leave designated as FMLA. Not designating qualified absences as FMLA means that the employee will most likely have 12 weeks of FMLA protection at a later date.
- Alert UPMC Work Partners if your employee was approved for intermittent leave but ***consistently*** takes ***large*** blocks of time off.
- Alert UPMC Work Partners if your employee ***does not return to work*** after the FMLA period ends.
- Alert UPMC Work Partners if your employee is out of work and you have not received a copy of the FMLA approval.
- Assure that your employees taking intermittent FMLA leave complete and **submit a FMLA Time Tracking form each pay period in which they take FMLA.**
- If your employee has an approved FMLA certification for a dependent and the dependent dies, FMLA ceases on the date of death.
- Your employee has the responsibility to adhere to the established call-in procedures, policies and union contract provisions when utilizing FMLA. Use call-in script to document employee call-in regarding FMLA absence. ***An employee not following proper procedures may result in disciplinary action, please consult UPMC Work Partners for guidance.***

## UPMC Work Partners What Are Their Responsibilities?

### UPMC Work Partners :

- Brief the employee on MARTA's FMLA policy and processes; employee rights and responsibilities.
- Provide guidance to management staff on MARTA's FMLA policy and processes, management responsibilities and employee rights.
- Determines employees FMLA eligibility
  - verify one year of service
  - verify 1250 hours worked
  - request all applicable attendance record from line management team (map card, AT&A reports, etc.)
  - verify WC and STD reports to identify individuals' usage of designated FMLA events.
  - verify dependent relationship
- Process **notice to employee of their eligibility within 5 days** of being advised the employee may have a FMLA qualifying need for leave.
- Provide employee with FMLA application/medical certification to be UPMC Work Partners **within 15 days**.
- Upon receipt of documents, review FMLA application/medical certification for completeness.
- Send **FMLA Approval Notice** to employee and applicable management *team member* indicating whether leave is **Approved, Denied** or **Incomplete**. (see attachment #2)
- Each pay period, enter FMLA usage submitted on **FMLA time tracking sheet** and **STD report** to the Payroll Dept.
- Weekly generate & distribute FMLA reports listing newly approved and recertified employees to Superintendents.

### Employee Exhausting FMLA 12-week entitlement:

- Send notice to **employee** and a **line management team member** when the employee has used time under FMLA.
- Send notice to the **employee** and a **line management team member** when the employee has exhausted their 12 week entitlement.

## Employee Approved For FMLA

### What are your responsibilities?

- Employee should inform their management and UPMC Work Partners of the need for FMLA and complete a FMLA health certification form.
- Employee must submit completed Medical Certification within 15 days of being advised by UPMC Work Partners of their FMLA eligibility. ***If not submitted within 15 days, the requested leave may not be protected under FMLA.***
- If employee is notified that the medical certification is incomplete or insufficient, additional information/clarification will be requested and submitted within 7 days or the leave may not be protected under FMLA.
- Employee is obligated to give at least thirty (30) days notice of need for FMLA; or when the employee first becomes aware of the need for FMLA. If less than 30 days, the employee should provide notice of the need for leave the same day or the next business day.
- When scheduling routine appointments, treatments and/or follow-up care employee is obligated to make a reasonable effort to schedule the treatment so as not to unduly disrupt MARTA's operations, all routine appointments, treatments and/or follow-up care are based on medical certification completed by health care provider.
- If employee does not notify MARTA and UPMC Work Partners that their absence was a qualified FMLA leave prior to their return to work the employee must notify their supervisor and UPMC Work Partner immediately upon their return to work.
- Employee must report FMLA absences on the FMLA Time Tracking form ***each pay period*** by the Friday payroll end date. The completed, signed FMLA Time Tracking form is submitted to UPMC Work Partners. ***Not submitting the form may result in a delay in an employee receiving pay for absences associated with FMLA leaves.***
- Employees are responsible for monitoring the FMLA hours used to avoid exceeding the maximum entitlement allowed within a rolling 12-month period. ***Absences exceeding the FMLA entitlement without being on another type of approved leave may result in disciplinary action, including termination of employment.***
- Employees must adhere to established call-in procedures, policies and contract provisions when utilizing FMLA. It is important to advise management if absence is FMLA related. ***Not following proper procedures may result in disciplinary action.***
- Employees have the responsibility to use FMLA time prudently and only for approved reason certified on the FMLA documentation on file.

## FMLA Frequently Asked Questions

- **Where can I pick up a FMLA packet? And why are they not at work locations?**

The FMLA packet is available only through UPMC Work Partners and not at the work locations because the FMLA regulation requires that certain notices be issued within a specified time period which requires UPMC Work Partners to track the date of each step in the process.

- **How many FMLA applications do I need to have in place if I have multiple conditions?**

If the conditions are being treated by different doctors then an application should be completed by each doctor treating your condition that causes absences.

- **How many FMLA applications can I have in place and do they run together?**

You can have as many as needed for yourself, spouse and child under age 18; for parents when associated with a military servicemember/caretaker leave.

Keep in mind the 12 weeks will run simultaneously, which means you will be sharing the 12 weeks between multiple approved FMLA conditions. You do not get 12 weeks per application.

For a FMLA Servicemember Family related leave you are entitled up to a total of 26 weeks.

- **How much should I disclose to my management when I call in to use FMLA?**

You should inform management of your need to take FMLA time in accordance with the call in policy of your work location. Let them know if the time you are taking is for yourself or a family member as well as which family member you are taking the time for, and when you intend to return to work. No medical condition should be discussed.

- **What should I do if I have a flare up at work?**

Notify your management as soon as possible of the need to take FMLA time due to the sudden flare up. It is important that you follow your department policy for leaving work prior to the end of your shift. You must notify the appropriate management and if practicable wait for a relief as instructed by management, if necessary. Keep in mind that FMLA does not supersede MARTA policy so disciplinary action may be taken.

- **Does management have a right to inquire about my FMLA?**

Management should be advised of the FMLA time you are taking, who you are taking it for, and when you intend to return to work. The Benefits Office will not discuss your medical condition with management. Benefits' discussions with management centers around projected frequency and duration of absences based on your FMLA medical certification, verification of FMLA hours available, number of hours taken, utilization patterns, etc.

- **If I run out of PTO and LTS time can I still be on FMLA?**

Yes, if you have not exceeded your 12 week FMLA entitlement. If you exhaust all of your paid leave time, FMLA time taken will be unpaid and you will need to code your time as "FM" (FMLA unpaid).



- **Do I have to use my PTO first before I can use my LTS? Why?**

If you are a non-represented employee, yes five (5) consecutive days must be charged to PTO before any LTS time is paid, if you are a represented employee you are not required to use vacation time first in accordance with the MARTA Paid Time Leave Off/Long-Term Sick policy.

- **Who is responsible for tracking my time on FMLA?**

The employee is ultimately responsible for tracking their own time and your management is responsible for approving the time you take under FMLA. Each pay period the employee using FMLA must complete an approved FMLA time tracking sheet to UPMC Work Partners. Every department uses several attendance tools to track individual employee's FMLA usage.

- **I am a Part-time or contract employee; can I use FMLA even though I do not have PTO or LTS?**

Yes, the federal FMLA regulation eligibility requirements states an employee should be with the company one (1) year and have worked 1250 hours. It does not require you to have PTO or LTS time available, however if you have PTO/LTS time available MARTA policy requires you to use this time before taking unpaid FMLA time off.

- **If my FMLA runs into my vacation time do I have to call and put myself back on FMLA after my vacation time ends or begins?**

Yes, this avoids any confusion in regards to tracking of time off work.

- **Why are some of my FMLA approvals for 1 month or 6 months instead of 1 year?**

Approvals are based on the information provided by the doctor and the specifics information provided on your medical condition. Regardless of the duration of your original certification, MARTA's FMLA policy requires recertification every six months in connection with an absence.

- **How is my frequency use of FMLA determined by UPMC Work Partners?**

The frequency is granted based on the doctor's response to questions 4 through 7 of the health certification. It is very important the doctor answer all questions and not use terms such as undetermined, unpredictable or unknown, etc. In most cases when there are no specific guidelines included on absence frequency the application may be determined incomplete and you will be given seven (7) days to provide the additional information.

- **I am a male employee, how does FMLA cover me for the birth of a child?**

Paternity leave can begin at any point during the first 12 month of the birth of the child, it must be taken on a continuous basis, not to exceed 12 weeks, and MARTA attendance policy allows the employee to use PTO/vacation time to pay themselves during this period.

If both parents work for MARTA and are married they must share the twelve (12) weeks under FMLA, if the parents are not married they each can apply for up to the twelve weeks.

Attachment #1

**Management Daily Operations report**

Employee ID	Employee	Location	Department	Claim Type	Reason	Intermittent	Frequency	Duration	Claim Status	Benefit Start Date	Benefit End Date	Additional Info
20497		Laredo A Division	Laredo Garage	FMLA	Own	Y	3 events per 1 Months	3 Days per event	Approved	10/01/2016	03/31/2017	3 events per month / 3 days per event
14870		Laredo A Division	Laredo Garage	FMLA	Parent	Y	1 events per 1 Weeks	1 Days per event	Approved	10/26/2016	04/25/2017	1 event per week / 1 day per event
32198		Laredo A Division	Laredo Garage	FMLA	Newborn	Y			Approved	10/15/2016	04/14/2017	Baby bonding leave as needed
16071		Laredo A Division	Laredo Garage	FMLA	Child	Y	1 events per 1 Weeks	1 Days per event	Approved	10/17/2016	04/16/2017	1 event per week / 1 day per event
34721		Laredo A Division	Laredo Garage	FMLA	Own	Y	1 events per 3 Months	1 Days per event	Approved	10/21/2016	04/20/2017	1 event per 3 months / 1 day per event

Attachment #2

**Approval Notification**

**Subject:** FMLA Approval of Leave: [NAME EMPLOYEE] [LEAVE NUMBER]

Reason for leave: [REASON DESCRIPTION]

| This employee's [CONTINUOUS OR INTERMITTENT] leave of absence from [DATE] to [DATE] has been approved. At this time, the employee is expected to return to work on [EXPECTED RTW DATE]. Below is information that was communicated to the employee regarding the leave's approval:

| [POLICY\_APPROVAL\_STRING]

| [Continuous time taken during your leave is as follows:

| [DATE] – [DATE]: Approved, Family and Medical Leave Act

| [DATE] – [DATE]: Denied (Per Certification), Family and Medical Leave Act:

**OR**

Intermittent time taken within the last 30 days is as follows under the following policies:

02/19/2009, 8.0 hours: FMLA Approved

03/01/2009, 6.0 hours: FMLA Denied (Exhausted)

A Sick/LTS form was sent to this employee which must be completed by the employee and submitted to UPMC WorkPartners for the employee to be paid.

Note: If an employee is approved for Intermittent FMLA an FMLA tracker form must be submitted to UPMC WorkPartners for each pay period FMLA is used. If FMLA is associated with an inpatient hospital stay the employee may contact Payroll to request the 5 PTO days used to be reimbursed from their LTS hours once they return to work and show proof of hospitalization.

FMLA codes to use for Non-Represented employees in the Web Timesheet payroll system are as follows:

Description	Leave Codes
FMLA – Non-Paid	FM
FMLA – PTO	FP
FMLA – LTS	FS

FMLA codes to use for Represented employees in the AT&A and Teledriver payroll systems are as follows:

Description	AT&A Codes	Tele driver Codes
FMLA Sick	FL	FMLA Sick
FMLA Part day Sick	FL	FMLAPDS
FMLA Part Day Vacation	FV	FMLAPDV
FMLA Vacation	FV	FMLAVAC
FMLA Part Day Non Paid	FM	FMLAPDNP
FMLA NON Paid	FM	FMLANP

MARTA policy requires that employees must use available PTO and Sick/LTS hours concurrent with FMLA leave. All PTO and Sick/LTS hours must be exhausted before time off associated with this approved leave is taken as unpaid.

FMLA is a federal law that entitles qualified employees to up to 12 weeks of time off during a 12 month period for various reasons, including their own serious health condition or that of an eligible family member. **The regulations prohibit interference, restraining or denying the employee's FMLA rights. Approved FMLA-related absences cannot be considered in any disciplinary decision or adversely affect attendance initiatives.** If you have questions, please call MARTA Human Resources at extension 5953.

[NAME\_ADMINISTRATOR]  
MARTA Leave Management Unit  
[ADDRESS\_ADMINISTRATOR]  
[PHONE\_ADMINISTRATOR]  
[EMAIL\_ADMINISTRATOR]

---

## Fax Completed Form to UPMC WorkPartners Sick Leave (SI) & Long Term Sickness (LTS) Claim Form

### TO BE COMPLETED BY EMPLOYEE

(Please print clearly in ink)

Employee Name \_\_\_\_\_ Employee ID # \_\_\_\_\_

(First name, middle initial and last name)

Type of Employee: (check one box): Represented Operator Represented Non-Operator Non-Represented

Phone Number \_\_\_\_\_ Work \_\_\_\_\_

Location/Office \_\_\_\_\_

Last Day Worked: \_\_\_\_\_ Off Days \_\_\_\_\_

Date Illness Begin \_\_\_\_\_ Date Returned \_\_\_\_\_

#### Sick Leave Rules for Represented Employees

- The 1<sup>st</sup> 3 days of an employee's illness does not require a sick leave form for payment. The pay will reflect on the pay slip as 'Sick Paid Time'.
- A sick leave claim form must be submitted for 4 or more sick days. The pay will reflect on the pay slip as 'Sick Leave'.
- Medical documentation for the employee or family member should be provided.

#### Long Term Sickness (LTS) Rules for Non-Represented Employees

- The 1<sup>st</sup> 5 days of an employee's illness does not require a long term sickness form. The pay will reflect on the pay slip as 'PTO Unscheduled'.
- A long term sickness form must be submitted for 6 or more sick days. The pay will reflect on the pay slip as "LTS"
- Medical documentation for the employee or family member should be provided.

I am requesting to be paid for the following Sick Leave days (4<sup>th</sup> day and after) or LTS days (6<sup>th</sup> day and after):

Beginning Date for Sick/LTS  
days \_\_\_\_\_

Ending Date for Sick/LTS  
days \_\_\_\_\_

The above statements are true and I hereby authorize any hospital or physician who has treated me to furnish the necessary medical information to MARTA and UPMC Work Partners acting as an agent of MARTA. I understand that payment will be made for only those days covered by the Physician's Statement of Disability. My signature verifies that I have informed by supervisor/manager of this Sick/LTS form.

Employee Name (Please Print) Employee Signature Date \_\_\_\_\_

### TO BE COMPLETED BY ATTENDING PHYSICIAN or attach a STATEMENT OF DISABILITY

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

(Please Print)

Date of examination by Physician \_\_\_\_\_

The patient will be unable to work from \_\_\_\_\_ to \_\_\_\_\_

Is this injury or illness work related: Yes No

Physician's Name (please

print): \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_\_

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

### TO BE COMPLETED BY SUPERVISOR/MANAGER

As Supervisor/Manager of the above employee, I am confirming that the employee was not at work for the period stated in the section above completed by the employee.

Supervisor/Manager (Please Print) Supervisor/Manager Signature Date \_\_\_\_\_

Sick & LTS Form (revised March 2016)



## Quick Reference Guide for Handling FMLA (Call-In) Request

Employee Not Currently Approved For FMLA	Employee With Current Approved FMLA On File
<ol style="list-style-type: none"> <li>1. Employee calls in and states they are sick or need to care for sick family member (i.e., put me on sick list, etc.)</li> <li>2. Using FMLA Call-in Script Management asks employee relevant questions, i.e., <ul style="list-style-type: none"> <li>• How long do you expect to be out?</li> <li>• What is your estimated return date?</li> <li>• Is it for you or a family member (if child, list name)?</li> <li>• Is your absence to attend a medical appointment?</li> <li>• How many hours do you need to be off?</li> <li>• Can you do part of your shift?</li> </ul> </li> <li>3. Instruct employee to contact Employee Benefits, ext. 5953 if it is a serious medical condition.</li> <li>4. Inform employee that time will be coded as unscheduled until FMLA documentation is approved.</li> <li>5. When FMLA is approved unscheduled code will need to be corrected in attendance system and/or with payroll and absence coded with appropriate FMLA code. <ul style="list-style-type: none"> <li>• Represented Employee FMLA codes: FV - FMLA Vacation      FL - FMLA Sick</li> <li>• Non-Represented Employee FMLA codes: FP - FMLA PTO      FS - FMLA LTS</li> <li>• FM - Unpaid FMLA code to be used for both Represented &amp; Non-Represented employees only after all paid leave time has been exhausted.</li> </ul> </li> <li>6. Notify Benefits of employee's possible need for FMLA (scan the completed Employee Call-In form to leavemanagement@upmc.edu this will serve as documentation that employee was advised of FMLA.</li> <li>7. <b>Important</b> that conversation with employee is documented in detail (exactly what the employee states).</li> </ol>	<ol style="list-style-type: none"> <li>1. Employee calls in and request FMLA.</li> <li>2. Using FMLA Call-in Script Management asks employee relevant questions, i.e., <ul style="list-style-type: none"> <li>• How long do you expect to be out?</li> <li>• Is it for you or a family member (if child, list name.</li> <li>• Is your absence to attend a medical appointment?</li> <li>• What is your estimated return date?</li> <li>• Is your absence to attend a medical appointment?</li> <li>• How many hours do you need to be off?</li> <li>• Can you do part of your shift?</li> </ul> </li> <li>3. Check FMLA approval list to verify leave is authorized.</li> <li>4. <b>Important</b> that conversation with employee is documented in detail (exactly what the employee states).</li> <li>5. Request employee submits their FMLA Tracking form for your signature each pay period FMLA time is used. FMLA Tracking form should be submitted to the Benefits Office.</li> <li>6. Code employee's absence with applicable FMLA code. <ul style="list-style-type: none"> <li>• Represented Employee FMLA codes: FV - FMLA Vacation      FL - FMLA Sick</li> <li>• Non-Represented Employee FMLA codes: FP - FMLA PTO      FS - FMLA LTS</li> <li>• FM - Unpaid FMLA code to be used for both Represented &amp; Non-Represented employees only after all paid leave time has been exhausted.</li> </ul> </li> </ol>

EXHIBIT 9

EQUAL EMPLOYMENT OPPORTUNITY  
EMPLOYMENT JOB POST STATEMENT



MARTA is an Equal Opportunity Employer and does not discriminate against any employee or applicant for employment because of race, color, sex, age, national origin, religion, sexual orientation, gender identity and/or expression, status as a veteran, and basis of disability or any other federal, state or local protected class.

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Job: IRC53049

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## Description

Position Title **CONTRACT SPECIALIST I**

Location **Atlanta, GA, US**

Organization Name **A & E and Construction**

Date Start **03-Oct-2018**

Closing Date **18-Oct-2018**

## Qualifications

**\*POSITION POSTED UNTIL A VIABLE POOL OF CANDIDATES HAS BEEN ESTABLISHED\***

**EDUCATION and/or EXPERIENCE**

Bachelor's degree in Business Administration, Business Management, Finance, or related field is required. Experience in the development, administration and/or auditing of contracts are preferred. Must have basic knowledge of principles of competitive purchasing, bidding, and negotiation. Must demonstrate ability to organize and prioritize work and pay close attention to detail. Excellent verbal and written communications skills are required. Must be proficient in the use of personal computer and associated software packages.

**INTERVIEW SELECTION PROCESS:** The selection process may include one or more components to demonstrate applicants' knowledge, skills and abilities in job related areas. These may include exercises such as practical demonstrations, written communications, oral interviews and/or competency assessments.

## Basic Functions

**SUMMARY**

Under direct supervision, responsible for all contract procurement actions from preparation of solicitations, through contract administration and closeout of the contract. Responsible for the preparation of contract documents generally classified as basic or standard contracts, for bid solicitation, proposal, and quotation. Works closely with higher level Contract Specialist in the review and sign off of all documents associated with each assigned contract to make sure MARTA is in compliance with internal, federal and state guidelines. Prepares and issues Notices of Award, contracts, and purchase orders. Maintains liaison and ongoing relationship with the Department's subject matter expert(s) to ensure contractors perform in accordance with terms, condition and specification of the contract or purchase order. Works with senior level Contract Specialist in the evaluation, tracking and documentation of all modifications/changes to assigned contracts. Under direct supervision ensures the modifications/changes are completed within established guidelines. Maintains an official contracts administration file for each assigned contract. Performs all tasks associated with the documentation of the closeout of the contract and submits to the Contract Control branch for filing.

## ESSENTIAL DUTIES AND RESPONSIBILITIES

1. Under direct supervision, responsible for all procurement actions from preparation of solicitations, through contract administration and closeout of the contract. Prepares notices to bidders/proposals, conducts pre-bid/pre-proposal, conferences, and prepares and issues Notice of Awards, contracts, and purchase orders.
2. Responsible for the preparation of contract documents generally classified as basic or standard contracts, for bid solicitation, proposal, and quotation. Works closely with higher level Contract Specialist in the review and sign off of all documents associated with each assigned contract to make sure MARTA is in compliance with internal, federal and state guidelines.
3. Works closely with MARTA Departments in the administration of assigned contracts. Maintains liaison and ongoing relationship with the Department's subject matter expert(s) to ensure contractors perform in accordance with terms, conditions and specification of the contract or purchase order.
4. Works with senior level Contract Specialist in the evaluation, tracking and documentation of all modifications/changes to assigned contracts. Under direct supervision ensures the modifications/changes are completed within established guidelines.
5. Completes all tasks associated with the documentation of the closeout of the contract and submits to the Contract Control branch for filing.
6. Performs other related duties as assigned.

### Special Requirements

#### Areas of Emphasis:

- Experience with the Procurement Life Cycle
- Recent experience in Contract Administration
- Very familiar with processing Change Orders, Bid and Invoices.

**MARTA is an Equal Opportunity Employer and does not discriminate against any employee or applicant for employment because of race, color, sex, age, national origin, religion, sexual orientation, gender identity and/or expression, status as a veteran, and basis of disability or any other federal, state or local protected class.**

Classification	<b>Exempt</b> Exempt
Number of Openings	<b>1</b>
Reports To	<b>CONTRACT MANAGER</b> CONTRACT MANAGER
Salary Range	
Salary Grade	<b>00015</b> 00015
Work Hours	<b>37.5</b>
Work Days	
Posting Type	<b>Both Internal and External</b>

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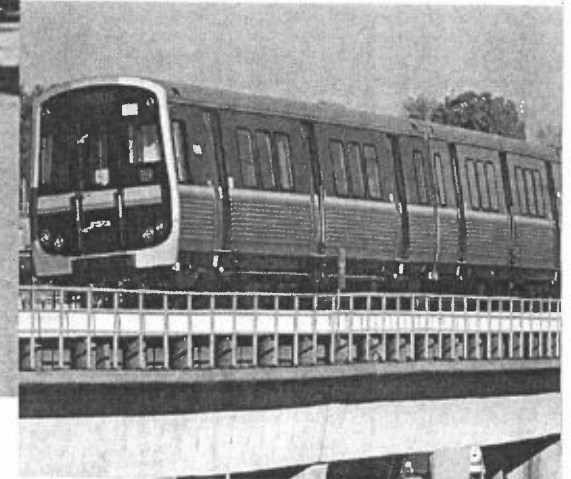
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EXHIBIT 10-A

## EEO TRAINING



METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY



# DIVERSITY & INCLUSION / WORKPLACE DISCRIMINATION

NEW EMPLOYEE TRAINING ORIENTATION



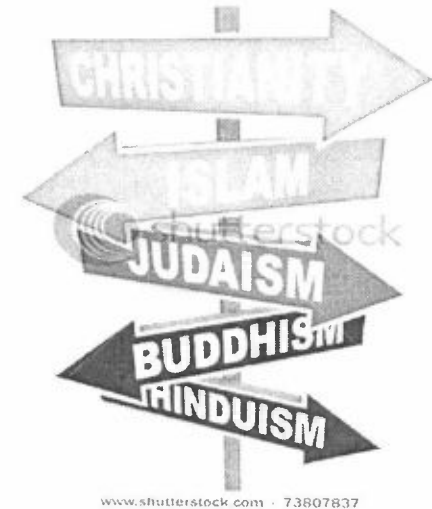
# Objectives



- Identify what makes us diverse
- Highlight your civil rights in the workplace
- Define and discuss sexual harassment
- Review protected category and activity
- Your responsibility as a MARTA Employee

# How are we diverse?

- Race
- Gender
- Age
- Religion
- Family Status
- Sexual Orientation
- Language
- Education
- Cultural background
- Physical abilities





# FEDERAL LAWS PROHIBIT DISCRIMINATION BASED ON:

- Age
- Disability
- Equal Pay/Compensation
- Genetic Information
- Pregnancy
- National Origin
- Race/Color
- Religion
- Sex
- Sexual Harassment
- Retaliation



**The EEOC enforces the laws that prohibit discrimination.**

## Definition of Sexual Harassment

**Unwelcome** and **Unwanted** sexual advances, requests for sexual favors, and other *verbal* or *physical* conduct of a sexual nature when:

- Submission to conduct is made *explicitly* or *implicitly* a term or condition of employment;
- Submission to or rejection of a conduct is used as the basis for employment decisions;
- Such conduct has the purpose or effect of unreasonably interfering with an employee's work performance or creates an intimidating, hostile, or offensive work environment.

# Forms of Sexual Harassment

## ➤ Quid Pro Quo:

Latin phrase meaning, “**this for that.**” The expectation that the employee will accept harassment as a condition of keeping his or her job, or remaining eligible for a benefit such as a raise or promotion.

## ➤ Hostile Work Environment:

Unwelcome sexual or sex-based behavior that creates an offensive, hostile, or intimidating work environment and that adversely affects an employee’s ability to do his or her work.

## **Examples of Sexually Harassing Behaviors**

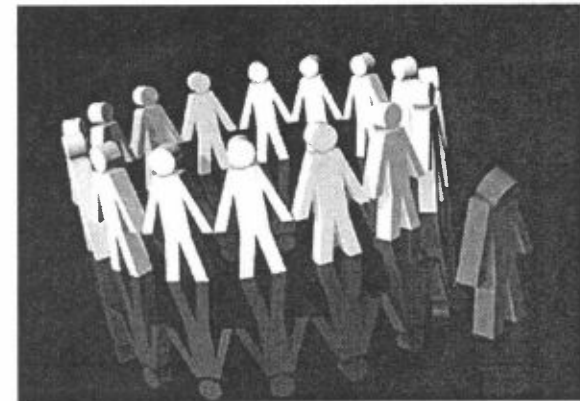
- Unsolicited verbal sexual comments or jokes
- Repeated unwelcome flirtations, advances or propositions
- Graphic Remarks about a person's body
- Sexually oriented gestures, noises, remarks
- Pornography, videos, graffiti, sexual objects/toys

# Discriminatory Harassment

- Slurs or “jokes”



- Segregation from others



- Stereotyping

# MARTA's Discrimination Policy

- Filing of Complaints
  - D&I and the EEOC & FTA accepts complaints of discrimination filed within 180 days of the incident alleged.
- MARTA will promptly respond to allegations of discrimination, harassment and retaliation, conduct thorough investigations of such claims, and take appropriate disciplinary action if warranted.
- Violations of the Discrimination Policy may result in disciplinary action up to and including termination of employment.

## **Retaliation is Prohibited**

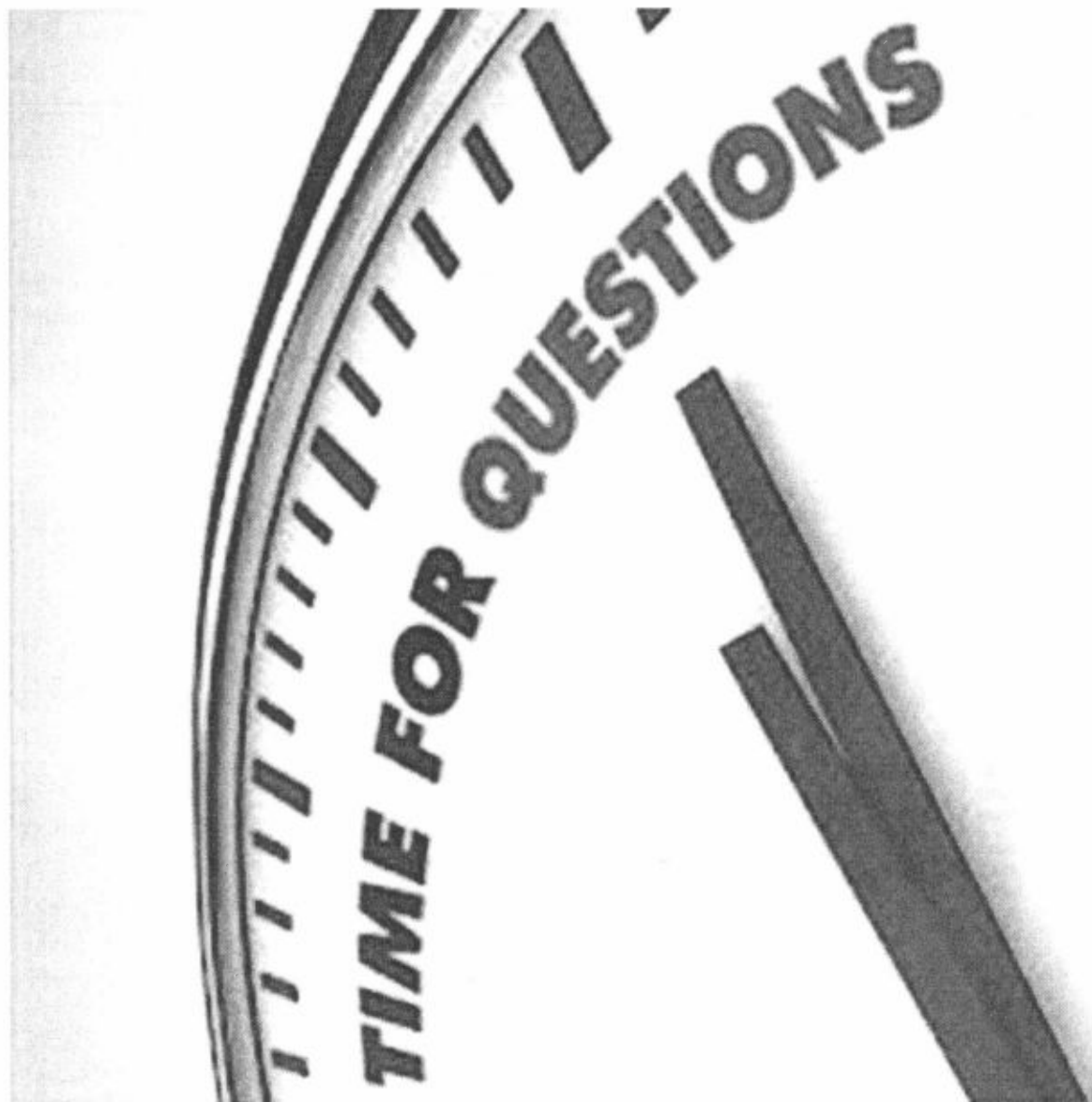
Retaliation is a basis for a claim when the agency takes an adverse action because the employee participated in the EEO process or opposed an employment practice which he/she believe was unlawful under Title VII.

Any complaint alleging retaliation must specify how the retaliation was manifested (e.g., harassment, demotion, discipline, discharge, etc).

# **Your Responsibility as a MARTA Employee**

- You must conduct yourself in a manner consistent with MARTA's Policies to include the Discrimination Policy.
- You must maintain a respectful workplace.
- Immediately report known or suspected violations of the Discrimination Policy to your supervisor or to the Office of Diversity and Inclusion.
- Come forward without fear of retaliation.






METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY

## EEO & ADA POLICE SERVICES TRAINING

Presented by  
The Office of Diversity and Inclusion



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### OBJECTIVES

Performing law enforcement duties with dignity and respect

- Prejudice & Discrimination
- Defining Harassment
- Recognizing Retaliation
- Knowing how the ADA impacts Law Enforcement
- Implicit Bias & Law Enforcement
- Understanding the Laws & MARTA Policies


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### WHAT IS DISCRIMINATION?

*"To 'discriminate' against someone means to treat that person differently or less favorably for some reason."*


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### TYPES OF DISCRIMINATION

- Age
- Disability
- Equal Pay/Compensation
- Genetic Information
- National Origin
- Pregnancy



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### TYPES OF DISCRIMINATION *(Cont'd.)*

- Race/Color
- Religion
- Retaliation
- Sex
- Sexual Orientation
- Sexual Harassment



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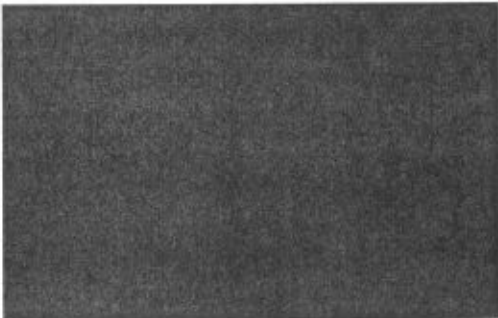
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### SEXUAL ORIENTATION DISCRIMINATION



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**WHAT IS SEXUAL HARASSMENT**

- Sexual Conduct – Verbal & Non-Verbal
- Explicit and Implicit
- Submission and Rejection Basis
- Unreasonable Interference
- Harassing someone by making offensive comments about their gender in general

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**WHAT IS SEXUAL HARASSMENT (Cont'd.)**

- Repeated Unwelcomed Conduct
  - ✓ Flirtations
  - ✓ Propositions
  - ✓ Requests
- Graphic Remarks
- Unnecessary Touching



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**WHAT IS SEXUAL HARASSMENT**

Quid Pro Quo – When a manager or supervisor withholds or awards job benefits on the basis of sexual favors including but not limited to:

- Work Assignments
- Hiring
- Promotions
- Positive or negative performance reviews
- Or any other job related benefit

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### WHAT IS SEXUAL HARASSMENT

Hostile Environment Harassment – Unwelcomed conduct on basis of sexual favors where:

1. Enduring the offensive conduct becomes a condition of employment
2. The conduct is severe or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile, or abusive.

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### WHAT IS SEXUAL HARASSMENT

- The law does not prohibit simple teasing, offhand comments, or isolated incidents that are not very serious.
- Harassment is illegal when it is so frequent or severe that it creates a hostile or offensive work environment or when it results in an adverse employment decision.
- It may also violate MARTA's Discrimination Policy which could result in corrective action being taken up to, and including, termination.

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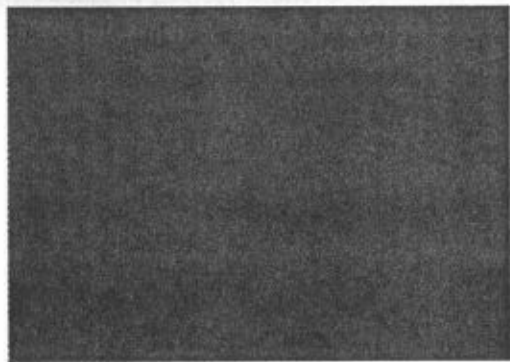
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### WHAT IS SEXUAL HARASSMENT

The harasser can be the victim's supervisor, a supervisor in another area, a co-worker, or someone who is not an employee of the employer, such as a client or customer.

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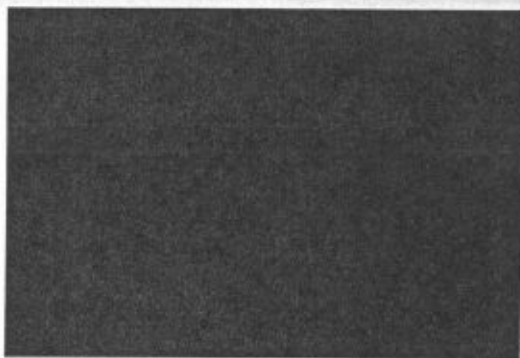
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### WHAT IS RETALIATION

Retaliation is a negative or adverse action taken against someone or a specific group of people for engaging in protected activity.

Examples Include:

- Reporting discrimination or harassment
- Participating in an investigation or legal event
- Refusing to follow order reasonably believed to be discriminatory

NOTE: In order for discriminatory retaliation to exist, there must be a Causal Connection.

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### WHAT IS RETALIATION (Cont'd.)

Anti-discrimination statutes make it illegal to fire, demote, harass, or otherwise "retaliate" against individuals (applicants or employees) on the basis of their protected category or their protected activity.



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### WHAT IS RETALIATION (Cont'd.)

- Filed a charge
- Complained about discrimination
- Participated in an investigation or lawsuit



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### THIS IS NOT RETALIATION

- Warranted Poor Performance Warnings
- Warranted Verbal or Written Counseling
- Warranted Terminations



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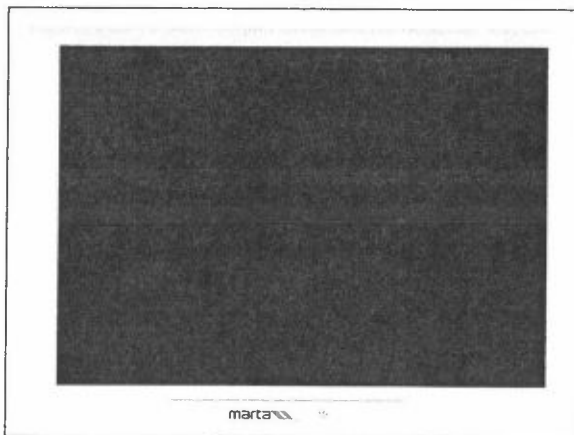
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## AMERICANS WITH DISABILITIES ACT (ADA) & LAW ENFORCEMENT

What is it and  
how does it  
Apply to  
MARTA Police?



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## AMERICANS WITH DISABILITIES ACT (ADA) (Cont'd.)

- Employment Decisions
- Public Accommodations
- Transportation



The ADA is a Federal civil rights law. It gives Federal civil rights protections to persons with disabilities. Title II prohibits discrimination of persons with disabilities by state and local government services, programs, and employment. Law enforcement entities, regardless of federal funds or grants, are covered because they are programs of state or local governments.

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# AMERICANS WITH DISABILITIES ACT (ADA) (Cont'd.)

How does the ADA affect your policing duties?

- Receiving complaints
- Interrogating witnesses
- Detaining, arresting and holding suspects
- Enforcing laws



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# AMERICANS WITH DISABILITIES ACT (ADA) (Cont'd.)

- Talk to Person with Dignity & Respect
- Speak Clearly/Eye Contact
- Regular Tones & Speed
- Be Alert & Observant



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# AMERICANS WITH DISABILITIES ACT (ADA) (Cont'd.)

- Unexpected actions
- Appearance of intoxication
- Caretakers
- Disability equipment



COMMON PROBLEMS BETWEEN POLICE AND PERSONS WITH DISABILITIES

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## IMPLICIT BIAS & LAW ENFORCEMENT

What is it and  
how does it  
Apply to  
MARTA Police?



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## IMPLICIT BIAS & LAW ENFORCEMENT



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## IMPLICIT BIAS & LAW ENFORCEMENT



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## IMPLICIT BIAS & LAW ENFORCEMENT

- Raise awareness of implicit bias among police leaders and officers
- Transform the conversation between police and the community
- Put policies in place to limit the impact of bias

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## PROFILING

Social Profiling: the use of personal characteristics or behavior patterns to make generalizations about a person.

Criminal Profiling: an investigative tool used by law enforcement agencies to identify likely suspects (descriptive offender profiling) and analyze patterns that may predict future offenses and victims (predictive offender profiling).

Racial Profiling: any action undertaken for reasons of safety, security or public protection that relies on stereotypes rather than on reasonable suspicion, to single out an individual for greater scrutiny or different treatment. Racial profiling is based on stereotypical assumptions because of one's race, color, ethnicity, etc.

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## RACIAL PROFILING



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# **UNDERSTANDING HOW LAWS & MARTA POLICIES IMPACT LAW ENFORCEMENT ACTIVITIES**

- MARTA's Discrimination Policy
- GM's Policy Statement on Harassment and Retaliation
- MARTA's Police Department General Orders
- Complaint Procedure

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## **Questions or Comments?**



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## MARTA - Inclusive Leadership / Management / Supervision / EEO Intervention

Time Allocation	Description	Methodology	Materials	Session Goals	Organizational Goals
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### **Inclusive Leadership / Management Supervision /Training / EEO Intervention**

#### **Methodology:**

Instructor-Led Training / (4) Full-Day (7 Hour) Sessions

The sessions will include a combination of lecture, interactive exercises, discussion, interactive exercises, and role playing.

Power point slides are not distributed to participants. The agenda, exercises and other materials are distributed during the session to minimize distractions. A learning aid is emailed to participants within 1 week of the session including power point content and related resources (articles, books, websites, organizational contact information, etc.).

**Participants:** Supervisory & Managerial Employees/ 15 participants per session maximum.

#### **Objective:**

To develop and facilitate customized training on inclusive supervision / management to employees who supervise and manage others in a public authority.

#### **Materials Include:**

- ☐ Pre-Session Survey
- ☐ Participant's Learning Aid
- ☐ Participant Evaluations

## MARTA - Inclusive Leadership / Management / Supervision / EEO Intervention

Time Allocation	Description	Methodology	Materials	Session Goals	Organizational Goals
Entire Session	Provide education on inclusive supervision / management to employees who supervise and manage others in a public authority,	Lecturette Interactive Discussion Interactive Exercises Role Play Videos	PPT Slides Exercise Worksheets Miscellaneous Handouts	<p>To develop and facilitate customized training on inclusive supervision / management to employees who supervise and manage others in a public authority, including:</p> <ul style="list-style-type: none"> <li>To assure that participants' understand their rights and responsibilities under EEO laws, regulations, and MARTA's policies</li> <li>To increase participants' awareness of the subtleties and complexities of discrimination, sexual harassment &amp; bullying</li> <li>Reviewing strategies for successfully managing responses to organizational change</li> <li>Increasing participants' awareness of how perspectives and personal lenses influence interpersonal communication</li> <li>Examining the impact of unconscious bias and perceptions in the workplace on workplace relationships</li> <li>To increase participants' understanding of the theory of intent versus impact</li> </ul>	<ul style="list-style-type: none"> <li>To assure that participants' understand their rights and responsibilities under EEO laws, regulations, and MARTA's policies</li> <li>To increase participants' awareness of the subtleties and complexities of discrimination, sexual harassment &amp; bullying</li> <li>To improve the core competencies, accountability, and effectiveness of leaders / managers / supervisors in MARTA's Division of Finance</li> <li>To increase participants' ability to navigate the challenges of diversity and inclusion as well as organizational change</li> </ul>

## MARTA - Inclusive Leadership / Management / Supervision / EEO Intervention

Time Allocation	Description	Methodology	Materials	Session Goals	Organizational Goals
				<ul style="list-style-type: none"> <li>Increasing participants' awareness of the benefits of diversity and inclusion</li> <li>Helping participants to develop inclusive / effective communication skills</li> <li>Improving participants' ability to delegate more effectively</li> <li>Increasing participants' accountability as supervisors and managers</li> <li>Helping participants to effectively manage diversity related challenges particular to the public sector</li> <li>To expand participants' ability to manage difficult conversations</li> <li>To expand participants' ability to manage disruptive and strategic organizational changes</li> </ul>	<ul style="list-style-type: none"> <li>To increase efficacy and success of supervisors, managers and leader within MARTA's Division of Finance</li> </ul>
9:30 20 Minutes	<b>Welcome Expectations Objectives</b>	Lecturette Interactive discussion	PPT Slides	Provide participants with clear expectations and objectives for the session	Provide effective education
9:50 20 Minutes	<b>Sessions # 2 -4 BINGO!</b> <b>Session #1 will include a conversational activity "Where do you come from?"</b>	Interactive Ice Breaker	Inclusion BINGO Cards  Definition sheets	<ul style="list-style-type: none"> <li>Acclimate participants</li> <li>Provide examples of diversity of <i>experience</i></li> <li>Provide insight into value of developing relationships with one's colleagues</li> </ul>	Demonstrate the value of positive work relationships



## MARTA - Inclusive Leadership / Management / Supervision / EEO Intervention

Time Allocation	Description	Methodology	Materials	Session Goals	Organizational Goals
10:10 20 Minutes	<b>Perceptions</b>	Interactive Exercise / Debrief	PPT Slides	<ul style="list-style-type: none"> <li>• Increase participants' awareness of how perspectives and personal lenses influence interpersonal communication</li> </ul>	To increase participants' cultural competency
10:30 15 Minutes	<b>Why Does This Matter?</b>	Interactive Discussion	PPT Slides	<ul style="list-style-type: none"> <li>• Establish understanding of what a <i>leader</i> is responsible for</li> <li>• Establish accepted vocabulary for D&amp;I concepts</li> <li>• Demonstrate the value of inclusive management to participants (WIIFT)</li> </ul>	To increase participants' cultural competency
10:45 15 Minutes	<b>BREAK</b>				
11:00 60 Minutes	<b>EEO &amp; Discrimination Sexual Harassment Bullying</b>	Interactive Discussion Video Quiz	PPT Slides Video Quiz	<ul style="list-style-type: none"> <li>• To assure that participants' understand their rights and responsibilities under EEO laws, regulations, and MARTA's policies</li> <li>• To increase participants' awareness of the subtleties and complexities of discrimination, sexual harassment &amp; bullying</li> <li>• To observe participants' response to discussion of discrimination and harassment in the workplace</li> <li>• To determine participants' awareness of the elements of discrimination and</li> </ul>	<ul style="list-style-type: none"> <li>• To assure that participants' understand their rights and responsibilities under EEO laws, regulations, and MARTA's policies</li> <li>• To increase participants' awareness of the subtleties and complexities of discrimination, sexual harassment &amp; bullying</li> </ul>

## MARTA - Inclusive Leadership / Management / Supervision / EEO Intervention

Time Allocation	Description	Methodology	Materials	Session Goals	Organizational Goals
				harassment through the administration of a quiz	<ul style="list-style-type: none"> <li>To provide MARTA with documentation of staff's understanding of their rights and responsibilities under the law and policies governing discrimination and harassment in the workplace</li> </ul>
12:00 45 Minutes	<b>LUNCH</b>				
12:45 60 Minutes	<b>Bias Awareness</b>	Video (Urban Alliance) Interactive Discussion Video (ATT CEO) Debrief	PPT Slides Video	Provide participants with an understanding of the concepts of unconscious / implicit, institutional, and intersectional bias, racism, and sexism and their impact on the workplace	<ul style="list-style-type: none"> <li>To increase participants' awareness of impact of unconscious bias on the workplace</li> <li>To increase participants' cultural competency</li> <li>To increase participants ability to navigate and manage the impact of bias in the workplace</li> </ul>
1:45 15 Minutes	<b>The Distance Traveled</b>	Interactive Exercise / Debrief	PPT Slides Handouts	<p>Provide participants with understanding of the complexity and impact of human diversity</p> <p>Provide participants with an understanding of the diversity of</p>	<ul style="list-style-type: none"> <li>To increase participants' cultural competency</li> <li>To improve productivity,</li> </ul>

## MARTA - Inclusive Leadership / Management / Supervision / EEO Intervention

Time Allocation	Description	Methodology	Materials	Session Goals	Organizational Goals
				experience, empathy, and the value of transferable skills	employee engagement, employee development, inclusion, and succession planning
<b>2:00 15 Minutes</b>	<b>BREAK</b>				
2:15 45 Minutes	<b>The Distance Traveled, Continued</b>	Interactive Exercise / Debrief	See above	See above	• See above
3:00 30 Minutes	<b>That's <i>Not</i> What I Meant</b>	Role Play Exercise / Case Study Debrief	PPT Slides Role Play Scripts / Case Study content	Improve participants' ability to communicate effectively (inclusively) as leaders	To increase the effectiveness of leaders, employee engagement, and retention
3:30 30 Minutes	<b><i>Intentional</i> Inclusion</b>	Interactive Exercise Discussion	PPT Slides	Improve participants' ability to navigate organizational change, communicate about and manage complex issues of diversity and equity, and discrimination in the workplace	To increase the effectiveness of leaders, employee engagement, and retention
4:00 20 Minutes	<b>Recap / Q&amp;A</b>	Interactive Discussion	N/A	Assess if sessions' objectives have been met Determine what additional support participants may need	To provide effective education that facilitates effective organizational development
4:20 10 Minutes	<b>Evaluations</b>	Written Exercise	Printed Evaluation Forms	Assess participants' experience and value of the session	To assess efficacy of training session
<b>4:30 7 Hours</b>	<b>Close</b>				

Americans with Disabilities Act (ADA)	FLEETS, GLORIA D.	5973	14-Dec-16 Completed
Americans with Disabilities Act (ADA)	KERCE, JEREMY	38625	22-Jun-17 Completed
Americans with Disabilities Act (ADA)	KIM, JIN TAE	38069	24-Feb-17 Completed
Americans with Disabilities Act (ADA)	KIMBLE, TYRECE	37587	2-Dec-16 Completed
Americans with Disabilities Act (ADA)	SULLIVAN, PATRICIA	37895	11-Jan-17 Completed
Americans with Disabilities Act (ADA)	SWINNEY, MEYONDRAUS A	24657	24-Feb-17 Completed
Americans with Disabilities Act (ADA)	TAMBA, DEMBA	37603	2-Dec-16 Completed
Americans with Disabilities Act (ADA)	TANDONGFOR, WILLIAM T	38420	4-May-17 Completed
Americans with Disabilities Act (ADA)	TAYLOR, JESSE L.	2471	2-Dec-16 Completed
Americans with Disabilities Act (ADA)	TAYLOR, LISA	37609	2-Dec-16 Completed
Americans with Disabilities Act (ADA)	TEST, TEST		31-May-17 Completed
Americans with Disabilities Act (ADA)	THOMAS, BRIANA L	32404	28-Jun-17 Completed
Americans with Disabilities Act (ADA)	THOMAS, CHINA N	37694	2-Dec-16 Completed
Americans with Disabilities Act (ADA)	THOMAS, KEVIN	38551	5-Jun-17 Completed
Americans with Disabilities Act (ADA)	THOMAS, RAXTON	37675	2-Dec-16 Completed
Americans with Disabilities Act (ADA)	THOMAS, RICHARD W	38381	31-May-17 Completed
Americans with Disabilities Act (ADA)	THOMAS, STANLY	38397	4-May-17 Completed
Americans with Disabilities Act (ADA)	THOMPSON, ALYSSA	33284	14-Dec-16 Completed
Americans with Disabilities Act (ADA)	THOMPSON, LUISA M	38311	4-Apr-17 Completed
Americans with Disabilities Act (ADA)	TOLIVER, CECILIA	37693	14-Dec-16 Completed
Americans with Disabilities Act (ADA)	TUCKER, CRYSTAL	37602	2-Dec-16 Completed
Americans with Disabilities Act (ADA)	TURNER, JOHN M III	37876	11-Jan-17 Completed
Americans with Disabilities Act (ADA)	TURNER, KIZZIE	37662	2-Dec-16 Completed
Americans with Disabilities Act (ADA)	TURNER, RONALD L	37801	29-Dec-16 Completed
Americans with Disabilities Act (ADA)	TYE, BRIANA D	34883	28-Jun-17 Completed
Americans with Disabilities Act (ADA)	TZANOV, EMIL R	38091	24-Feb-17 Completed
Americans with Disabilities Act (ADA)	VACHON, SHARON D.	4101	11-Jan-17 Completed
Americans with Disabilities Act (ADA)	VARGHESE, JAYAN J	37716	14-Dec-16 Completed
Americans with Disabilities Act (ADA)	VICKERS, CYRIL	37715	14-Dec-16 Completed
Americans with Disabilities Act (ADA)	WALKER, ANTWAN JR	37787	29-Dec-16 Completed
Americans with Disabilities Act (ADA)	WALL, MICHAEL L	37890	11-Jan-17 Completed
Americans with Disabilities Act (ADA)	WALLACE, JEFFERY	38309	4-Apr-17 Completed
Americans with Disabilities Act (ADA)	WALTHALL, CHRISTOPHER D	37667	2-Dec-16 Completed
Americans with Disabilities Act (ADA)	WARD, DIONNE	37604	2-Dec-16 Completed

Americans with Disabilities Act (ADA)	JAMES, JAKEIRA	35576	14-Dec-16 Completed
Americans with Disabilities Act (ADA)	JAMES, STEPHEN	38244	31-Mar-17 Completed
Americans with Disabilities Act (ADA)	JEFFERSON, BRIAN A.	7054	2-Dec-16 Completed
Americans with Disabilities Act (ADA)	JEFFERY, JILL M	38761	28-Jun-17 Completed
Americans with Disabilities Act (ADA)	JEFFRIES, TYRONE	38419	4-May-17 Completed
Americans with Disabilities Act (ADA)	JETHWANI, KAMLESH	37878	11-Jan-17 Completed
Americans with Disabilities Act (ADA)	JOHNSON, FLOYD	38101	24-Feb-17 Completed
Americans with Disabilities Act (ADA)	JOHNSON, MARCUS J.	37734	14-Dec-16 Completed
Americans with Disabilities Act (ADA)	JOHNSON, MIRANDA	38167	31-Mar-17 Completed
Americans with Disabilities Act (ADA)	JONES, JAYCOB	38321	4-Apr-17 Completed
Americans with Disabilities Act (ADA)	JOSEPH, ARRY	38068	24-Feb-17 Completed
Americans with Disabilities Act (ADA)	JOYNER, MONIQUE	37745	14-Dec-16 Completed
Americans with Disabilities Act (ADA)	KAMAL, KARESE	38609	22-Jun-17 Completed
Americans with Disabilities Act (ADA)	KELLER, MALCOLM	37671	2-Dec-16 Completed
Americans with Disabilities Act (ADA)	KENNEDY, AUSTON R.	34469	31-Mar-17 Completed
Americans with Disabilities Act (ADA)	KENNEDY, WILSON CHARLES	37666	2-Dec-16 Completed
Americans with Disabilities Act (ADA)	GRIFFIN, MATHEW	37611	2-Dec-16 Completed
Americans with Disabilities Act (ADA)	HALL, LAWRENCE	37880	11-Jan-17 Completed
Americans with Disabilities Act (ADA)	HALL, VICTOR	37718	14-Dec-16 Completed
Americans with Disabilities Act (ADA)	HANNA, SAFIG	37192	29-Dec-16 Completed
Americans with Disabilities Act (ADA)	HANSHEW, ALEXANDER	38240	31-Mar-17 Completed
Americans with Disabilities Act (ADA)	HARDY, TYEISHA	36512	31-May-17 Completed
Americans with Disabilities Act (ADA)	HARGETT, CARSHA	38415	22-Jun-17 Completed
Americans with Disabilities Act (ADA)	HARRIS, HENRY	37874	11-Jan-17 Completed
Americans with Disabilities Act (ADA)	HARRIS, KRISTEN	38175	31-Mar-17 Completed
Americans with Disabilities Act (ADA)	HARRIS, VIVIAN	37613	2-Dec-16 Completed
Americans with Disabilities Act (ADA)	HARRISON, FREDDIE W II	29349	4-May-17 Completed
Americans with Disabilities Act (ADA)	FELICIANO, FERNANDO	37856	3-Jan-17 Completed
Americans with Disabilities Act (ADA)	FENTRESS, KYSHA	37663	2-Dec-16 Completed
Americans with Disabilities Act (ADA)	FERGUSON, CHRISTOPHER	38660	22-Jun-17 Completed
Americans with Disabilities Act (ADA)	FERGUSON, DERRICK	37788	29-Dec-16 Completed
Americans with Disabilities Act (ADA)	FIELDS, CHRISTOPHER	38557	5-Jun-17 Completed
Americans with Disabilities Act (ADA)	FITZPATRICK, RICHARD	12714	5-Jun-17 Completed
Americans with Disabilities Act (ADA)	FLANDERS, LAMONT	38316	4-Apr-17 Completed



Americans with Disabilities Act (ADA)	ROBINSON, SHELIA C	38168	31-Mar-17 Completed
Americans with Disabilities Act (ADA)	ROLAND, LESHEBA S	37729	14-Dec-16 Completed
Americans with Disabilities Act (ADA)	ROSE, BILLIE M	37725	14-Dec-16 Completed
Americans with Disabilities Act (ADA)	ROSE, SHENTWILA	38177	31-Mar-17 Completed
Americans with Disabilities Act (ADA)	ROWE, ADRIENNE L	38271	4-Apr-17 Completed
Americans with Disabilities Act (ADA)	ASKEW, MAHAGONY	27148	14-Dec-16 Completed
Americans with Disabilities Act (ADA)	ATHEARN, GLENN J	38437	31-May-17 Completed
Americans with Disabilities Act (ADA)	HASHI, MOHAMED A	38424	4-May-17 Completed
Americans with Disabilities Act (ADA)	HAYES, DECHARIOUS	37668	2-Dec-16 Completed
Americans with Disabilities Act (ADA)	HAYNES, KIM	38552	22-Jun-17 Completed
Americans with Disabilities Act (ADA)	HEARD, OCTAVIA	31322	28-Jun-17 Completed
Americans with Disabilities Act (ADA)	HEATH, MICHAEL	37736	14-Dec-16 Completed
Americans with Disabilities Act (ADA)	HENDRIX, JOHN	37803	29-Dec-16 Completed
Americans with Disabilities Act (ADA)	HENRY, MARSHALLE	38094	24-Feb-17 Completed
Americans with Disabilities Act (ADA)	HERNANDEZ, ANGEL	38546	22-Jun-17 Completed
Americans with Disabilities Act (ADA)	HESTER, TELECIA N	37522	2-Dec-16 Completed
Americans with Disabilities Act (ADA)	HICKS, RANDY	37737	14-Dec-16 Completed
Americans with Disabilities Act (ADA)	HICKS, RANDY	37737	31-Mar-17 Completed
Americans with Disabilities Act (ADA)	HILL, MICHELLE	38454	31-May-17 Completed
Americans with Disabilities Act (ADA)	HILL, MONIQUE	38528	5-Jun-17 Completed
Americans with Disabilities Act (ADA)	HINES, NCHON	37586	2-Dec-16 Completed
Americans with Disabilities Act (ADA)	HOLLAND, DRASHONNA	38249	31-Mar-17 Completed
Americans with Disabilities Act (ADA)	HOLLEY, ANGELA	37598	2-Dec-16 Completed
Americans with Disabilities Act (ADA)	HOLLOWAY, CHARLES	38450	31-May-17 Completed
Americans with Disabilities Act (ADA)	HORTON, MARILYN V.	33057	2-Dec-16 Completed
Americans with Disabilities Act (ADA)	HOWARD, WALTER J JR.	16482	14-Dec-16 Completed
Americans with Disabilities Act (ADA)	HOWELL, FREDERICK	38314	4-Apr-17 Completed
Americans with Disabilities Act (ADA)	HUDLEY, DEONTE	38417	4-May-17 Completed
Americans with Disabilities Act (ADA)	HUNT, CATHY M	38245	31-Mar-17 Completed
Americans with Disabilities Act (ADA)	HUNTER, KEVIN	38071	24-Feb-17 Completed
Americans with Disabilities Act (ADA)	IKARD, ALEX III	33600	14-Dec-16 Completed
Americans with Disabilities Act (ADA)	JACKSON, SHANTA	38773	28-Jun-17 Completed
Americans with Disabilities Act (ADA)	JACKSON-SUMMERS, ANGEL	37894	11-Jan-17 Completed
Americans with Disabilities Act (ADA)	JAMES, JAIME D	38771	28-Jun-17 Completed

Americans with Disabilities Act (ADA)	GRELL, ABENA	38412	4-May-17 Completed
Americans with Disabilities Act (ADA)	GRIER, SEQUAVIA	38655	22-Jun-17 Completed
Americans with Disabilities Act (ADA)	SHUMAKE, ALFAGO	38607	22-Jun-17 Completed
Americans with Disabilities Act (ADA)	SIMMONS, CHRISTOPHER U	38100	24-Feb-17 Completed
Americans with Disabilities Act (ADA)	SIMPSON-MAKASA, TIARA	37679	2-Dec-16 Completed
Americans with Disabilities Act (ADA)	SINGH, ANDREW S	38098	24-Feb-17 Completed
Americans with Disabilities Act (ADA)	SKETERS, SHAUN	38127	31-Mar-17 Completed
Americans with Disabilities Act (ADA)	SMALLS, STANLEY P	26877	14-Dec-16 Completed
Americans with Disabilities Act (ADA)	SNEED, ADRIAN T	38688	28-Jun-17 Completed
Americans with Disabilities Act (ADA)	SOLOMON, MITCHELL A	38611	22-Jun-17 Completed
Americans with Disabilities Act (ADA)	SOLOMON, SEMEREAB M	38246	31-Mar-17 Completed
Americans with Disabilities Act (ADA)	SOMMO, FRANK JR	38166	31-Mar-17 Completed
Americans with Disabilities Act (ADA)	SPENCER, TIFFNEY L	38338	4-Apr-17 Completed
Americans with Disabilities Act (ADA)	SPRAGGINS, ANGELIQUE S	37870	11-Jan-17 Completed
Americans with Disabilities Act (ADA)	STINSON, TANYA	37677	2-Dec-16 Completed
Americans with Disabilities Act (ADA)	STROZIER, CYNTHIA L	37732	14-Dec-16 Completed
Americans with Disabilities Act (ADA)	STYLES, NINA M	38455	31-May-17 Completed
Americans with Disabilities Act (ADA)	PURVIS, THOMAS	37678	2-Dec-16 Completed
Americans with Disabilities Act (ADA)	QUEEN, DEBORAH	37596	2-Dec-16 Completed
Americans with Disabilities Act (ADA)	RAVENEL, HAKEEM R	37670	2-Dec-16 Completed
Americans with Disabilities Act (ADA)	RAY, NOVELLA ANNETTE	38073	24-Feb-17 Completed
Americans with Disabilities Act (ADA)	RAY, TEMEKA	33292	31-Mar-17 Completed
Americans with Disabilities Act (ADA)	REEVES, SEAN N	38764	28-Jun-17 Completed
Americans with Disabilities Act (ADA)	RICHARDS, SOPHIA	38066	24-Feb-17 Completed
Americans with Disabilities Act (ADA)	RICHARDSON, NICOLE S	37659	2-Dec-16 Completed
Americans with Disabilities Act (ADA)	RICKS, DIONNE P	38468	31-May-17 Completed
Americans with Disabilities Act (ADA)	RILEY, GEORILENN D	38469	31-May-17 Completed
Americans with Disabilities Act (ADA)	RIVIERE, HERVE L	38452	31-May-17 Completed
Americans with Disabilities Act (ADA)	ROAN, DIDAISHA D	37692	2-Dec-16 Completed
Americans with Disabilities Act (ADA)	ROBERTS, MARLENE	37672	2-Dec-16 Completed
Americans with Disabilities Act (ADA)	ROBERTS, PAUL	38596	22-Jun-17 Completed
Americans with Disabilities Act (ADA)	ROBINSON, DANNY	24064	24-Feb-17 Completed
Americans with Disabilities Act (ADA)	ROBINSON, LIZA	37614	2-Dec-16 Completed
Americans with Disabilities Act (ADA)	ROBINSON, NICHOLAS	38687	28-Jun-17 Completed

7 Habits of Highly Effective People	TAYLOR, TAMI M.	2305	5-Mar-15 Completed
7 Habits of Highly Effective People	THOMAS, CHRISTIANE	21219	18-Aug-15 Completed
7 Habits of Highly Effective People	BANKS, CECIL C. JR	5957	5-Mar-15 Completed
9560/PC Timeclock	GEBRE, AFEWORKI	6648	5-Aug-13 Pass
A+ Introduction	GEBRE, AFEWORKI	6648	9-Sep-13 Pass
A+ Introduction	ZACHERY, STEVEN N.	3526	9-Sep-13 Pass
A+ Introduction	MCCORD, JAMES	20314	9-Sep-13 Pass
A+ Introduction	MALLOY, JOSEPH	20176	9-Sep-13 Pass
AC Traction Motor Rebuild	GERVAIS, JAMES P.	5897	3-Feb-14 Completed
AC Traction Motor Rebuild	MALONE, MICHAEL	6457	3-Feb-14 Completed
AC Traction Motor Rebuild	DAISLEY, ANDREW E.	5294	4-Aug-14 Completed
AC Traction Motor Rebuild	MARCHMAN, HORACE	4320	25-Mar-14 Completed
AC Traction Motor Rebuild	EASTERLING, DARRELL E	20994	14-Jul-15 Completed
AC Traction Motor Rebuild	EPANE, ALAIN F.	17776	25-Mar-14 Completed
AC Traction Motor Rebuild	FORDHAM, WILLIAM F.	2762	3-Feb-14 Completed
AC Traction Motor Rebuild	DAVIS, DEXTER L.	2681	25-Mar-14 Completed
ADA/Title VI	MACK, FELICIA	35331	19-Oct-15 Completed
ADA/Title VI	LANE, RODNEY	35321	19-Oct-15 Completed
ADA/Title VI	MARLIN, ANDRE' V.	4892	19-Oct-15 Completed
ADA/Title VI	MCDADE, STEPHANIE	35322	19-Oct-15 Completed
ADA/Title VI	MCKINNEY, WILLIAM	35303	19-Oct-15 Completed
ADA/Title VI	MINCEY, TARIK	35337	19-Oct-15 Completed
ADA/Title VI	MOORE, SAMARIA	35343	19-Oct-15 Completed
ADA/Title VI	PATTERSON, DEJUAN	35312	19-Oct-15 Completed
ADA/Title VI	PHILLIPS, MARY	35342	19-Oct-15 Completed
ADA/Title VI	PRESCOTT, NEIL	35339	19-Oct-15 Completed
ADA/Title VI	REEVES, GERAMY	35332	19-Oct-15 Completed
ADA/Title VI	ROWE, MARCELLUS	18911	19-Oct-15 Completed
ADA/Title VI	SLATON, RICHARD	35335	19-Oct-15 Completed
ADA/Title VI	THORNTON, JERRICE	35317	19-Oct-15 Completed
ADA/Title VI	TURNER, KUWASI	35300	19-Oct-15 Completed
ADA/Title VI	WALKER, RHODOPE	35334	19-Oct-15 Completed
ADA/Title VI	WALKER, RHODOPE L	35334	19-Oct-15 Completed
ADA/Title VI	WARSAME, ALI	35277	19-Oct-15 Completed



Course Title	Employee Name	Employee Number	Date Last Taken	Status
7 Habits of Highly Effective People	ADERHOLD, VICTORIA R.	6630	12-May-15	Completed
7 Habits of Highly Effective People	WILLIAMS, CONSTANCE	23332	5-Mar-15	Completed
7 Habits of Highly Effective People	BRITTON, MARLON R	22245	12-May-15	Completed
7 Habits of Highly Effective People	BROWN, FELICIA	3426	12-May-15	Completed
7 Habits of Highly Effective People	BROWN, KENYA	27030	5-Mar-15	Completed
7 Habits of Highly Effective People	BROWN, KENYA J.	27030	5-Mar-15	Completed
7 Habits of Highly Effective People	DORCH, PATRICIA	27129	18-Aug-15	Completed
7 Habits of Highly Effective People	DORCH-HINES, PATRICIA	27129	18-Aug-15	Completed
7 Habits of Highly Effective People	FRANCOIS, LAVERGNE	6303	5-Mar-15	Completed
7 Habits of Highly Effective People	GOSS, LORAINÉ	32195	5-Mar-15	Completed
7 Habits of Highly Effective People	GRAY, DAMIAN	28475	18-Aug-15	Completed
7 Habits of Highly Effective People	GRAY, DAMIAN L	28475	18-Aug-15	Completed
7 Habits of Highly Effective People	GRIFFIETH, FELICIA	3426	12-May-15	Completed
7 Habits of Highly Effective People	HUDSON, CADIEN	28472	18-Aug-15	Completed
7 Habits of Highly Effective People	HUDSON, CADIEN J	28472	18-Aug-15	Completed
7 Habits of Highly Effective People	JACKSON, WESLEY R.	2048	18-Aug-15	Completed
7 Habits of Highly Effective People	JAMES, JO ANN	3098	5-Mar-15	Completed
7 Habits of Highly Effective People	LESPINASSE, ROGER	20615	5-Mar-15	Completed
7 Habits of Highly Effective People	MADATHANY, REENY JAMES	22039	18-Aug-15	Completed
7 Habits of Highly Effective People	MANN, KECIA	32001	12-May-15	Completed
7 Habits of Highly Effective People	MASSEY, KAREN	4118	18-Aug-15	Completed
7 Habits of Highly Effective People	MCLANE, CYNTHIA H	14995	18-Aug-15	Completed
7 Habits of Highly Effective People	MERCADO, NICHOLAS J.	19815	18-Aug-15	Completed
7 Habits of Highly Effective People	PLESS, LORAINÉ A.	32195	5-Mar-15	Completed
7 Habits of Highly Effective People	PRATHER, SARAH	29374	18-Aug-15	Completed
7 Habits of Highly Effective People	ROBERSON, TRACIE	20605	12-May-15	Completed
7 Habits of Highly Effective People	SHAKIR, FAHEEM	26547	12-May-15	Completed
7 Habits of Highly Effective People	SIDIFALL, JANIDE	24185	18-Aug-15	Completed
7 Habits of Highly Effective People	SIDIHILL, JANDE	24185	18-Aug-15	Completed
7 Habits of Highly Effective People	SMITH, CHRISHON	28647	5-Mar-15	Completed
7 Habits of Highly Effective People	SMITH, CHRISHON LARVETTE	28647	5-Mar-15	Completed
7 Habits of Highly Effective People	SULLIVAN, SONJIA	22167	5-Mar-15	Completed
7 Habits of Highly Effective People	TATE, UMAR	28950	5-Mar-15	Completed

## TRAINING THAT FOSTERS PROMOTION



## MARTA Internal Training Courses Fostering Promotional Opportunity

1	9560/PC Timeclock
2	AC Traction Motor Rebuild
3	ATC Logic and Control
4	ATC Orientation and Safety
5	ATC Relay Test Certification
6	ATC Wayside Equipment
7	ATC/Automatic Train Operation
8	ATDAS
9	ATO/ATS (Cabmatic #1) T/S
10	Administrative Assistant
11	Air Brakes Theory and Operation
12	Air Compressor & Brake System Maintenance (Mechanics)
13	Air and Brake Training for Inspector Candidate
14	Allison B400 Transmission Diagnostics
15	Automatic Train Control System (Technicians)
16	Auxiliary Power System Operations
17	BUS Coolant Sys Pressure Test (JUST)
18	BUS Ford IDS Log in (JUST)
19	BUS OPERATIONS SUPERVISORS TRAINING
20	BUS SR1736 ABS
21	BUS Steering and Suspension (2 yr. POI)
22	Base Radio--HRTF-6014
23	Basic PLC
24	Brake System Troubleshooting (Mechanics MST)
25	Braking Systems
26	Bus Air Brake Systems (2 yr POI)
27	Bus Air Brake Systems (6 months POI)
28	Bus Basic Mechanics / Shop Safety (2 yr POI)
29	Bus Battery Maintenance Procedures
30	Bus Body
31	Bus Destination Signs
32	Bus EMP System (Vendor)
33	Bus Electrical Systems (2 yr POI)
34	Bus Electrical Systems (6 month POI)
35	Bus Engine Dynamometer (TEST)
36	Bus Engine Systems
37	Bus Engine Systems (6 month POI)
38	Bus HVAC (6 months POI)
39	Bus HVAC Diagnostics
40	Bus HVAC EPA 608 Certification
41	Bus HVAC TK IntelligAIRE III
42	Bus Kranking Kart
43	Bus Lift Safety
44	Bus MAN Warranty Training
45	Bus Maintenance Articulated Bus Familiarization
46	Bus New Air/Brake System Differences
47	Bus Power Brake Overhaul
48	Bus Preventative Maintenance (6 months POI)
49	Bus Preventative Maintenance (A Inspection)
50	Bus Radius Rod Bushing

## MARTA Internal Training Courses Fostering Promotional Opportunity

51	Bus Ramp Preventative Maintenance
52	Bus Ramp System (6 month POI)
53	Bus Ramps & Signs (2yr POI)
54	Bus SR1736 Disc Brakes
55	Bus SR1736 Doors and Ramp
56	Bus SR1736 Gen 2 Air System
57	Bus SR1736 Vansco
58	Bus Safety and Orientation (6 months POI)
59	Bus Service Procedures
60	Bus Supervisor Certification
61	Bus TouchMate Training
62	Bus Transmission Specialist (TEST)
63	Bus Transmission Systems (6 mo. POI)
64	Bus Wheel Polisher Training
65	Bus e-Stroke
66	CCTV Maintenance
67	CDL Class with Endorsement Testing
68	CDL Training
69	CPR Instructors Course
70	CQ310 APSE Refresher Training - Technicians
71	CQ310 Rehab HVAC (Mechanics)
72	CQ310, CQ311 & CQ312 Auxiliary Power Supply System (Technicians)
73	CQ310/CQ311 Rehab Auxiliary Power Supply (Technicians)
74	CQ310/CQ311 Rehab Brakes (Mechanics)
75	CQ310/CQ311 Rehab Cab Signal & ATC (Technicians)
76	CQ310/CQ311 Rehab Diagnostics and FIMS (Technicians)
77	CQ310/CQ311 Rehab HVAC (Technicians)
78	CQ310/CQ311 Rehab Passenger Door (Technicians)
79	CQ310/CQ311 Rehab Trucks & Suspension (Mechanics)
80	CQ312 Door Troubleshooting
81	CQ312 Side Door System Refresher Training (Mechanics)
82	Cab Control Logic Unit Refresher Skills Training
83	Cabmatic Equipment (Technicians)
84	Cabmatic Train Operation
85	Change Management
86	Chief of Strategic Training
87	Coaching and Counseling Employees for Supervisors
88	Coaching for Supervisors (Change and Motivation)
89	Coaching for Supervisors (Conflict)
90	Coaching for Supervisors (Delegation and Star Model)
91	Coaching for Supervisors (Problem Solving)
92	Code of Ethics
93	Cooling System Filling and De-aeration Procedures by New Flyer
94	Cummins C8.3 CNG
95	Cummins C8.3 Diesel
96	Cummins C8.3 ISL Fuel System
97	Cummins ISL-G Training by Tactical Training Strategies
98	Customer Service Impact
99	Customer Service Impact - Professional Bus Operators
100	Data Communication Interfaces
101	Defensive Driving Maintenance

## MARTA Internal Training Courses Fostering Promotional Opportunity

102	Defensive Driving for Inspector Candidates
103	Director of Bus Transportation
104	Director of Real Estate
105	Door Control (Technicians)
106	Effective Communication for Managers
107	Effective Communication for Station Agents
108	Effective Communication for Supervisors
109	Effective Communication for Supervisors and Managers
110	Electro-pneumatic Couplers and Semi-permanent Draw Bars
111	FMLA Manager
112	FTA Post Accident Decision
113	Fiber Certification
114	Fire Systems--HRTF-6021
115	Forklift Training for Inspector Candidates
116	Fueling and Servicing Training for Inspector Candidate
117	Globally Harmonized System
118	Group Dynamics
119	HP 8000 series Printer
120	HVAC (Technicians)
121	HVAC EPA 608 Certification
122	HVAC Systems Diagnostics
123	HVAC Systems Operation
124	Incident Report Writing
125	Internal Customer Service
126	Introduction to Air Conditioning
127	Introduction to Refrigeration and Air Conditioning (Mechanics)
128	Introduction to Wireless Networking
129	John Deere Engines
130	Ladder Safety - Fall Protection
131	Layman Traction & Auxiliary/Facility Power System Overview
132	Level 1 Wayside Access Certification
133	Level 1-2 Wayside Access Recertification
134	Level 2 Wayside Dedicated Lookout Certification
135	Level 3 Wayside Flagperson Certification
136	Level 3 Wayside Flagperson Field Evaluation
137	Level 3 Wayside Flagperson Recertification
138	Locomotive Certification
139	Lost and Found Coordinator
140	M.A.N. Axle Service and Repair
141	Managerial Roles & Responsibilities
142	Managing Conflict
143	Managing Conflict for Supervisors
144	Material Controller
145	Meridian Switch
146	Mobile Radio--HRTF-6012
147	Mobility Battery (Rush Truck)
148	Mobility Brakes (Rush Truck)
149	Mobility Bus Electrical Systems
150	Mobility Bus HVAC Systems
151	Mobility Intermotive System
152	Mobility International Orientation

## MARTA Internal Training Courses Fostering Promotional Opportunity

153	Mobility Ricon Lift Orientation
154	Mobility Scheduler I
155	Mobility Service Agent
156	Mobility ThermoKing Orientation
157	Networks & Multiplexing
158	OTE Re-certification
159	On-Track - Equipment (OTE)
160	On-Track Equipment (OTE) Field Evaluation
161	On-Track Equipment (OTE) Recertification
162	On-Track Equipment Operator Certification
163	Onboarding for Managers
164	Operations--HRTF-6015
165	Oxyacetylene Torch Use, Soldering Procedures, Safety & Operation
166	PA Equipment
167	PBO RTW (Return to Work)
168	PBO Recertification
169	PBO Retraining 2 hrs Bus
170	PBO Smith System Defensive Driving Certification (8 hours)
171	Portable Radio--HRTF-6013
172	Preventive Maintenance Inspection Procedures
173	Professional Bus Operator Candidate Certification
174	Quester Tangent FIMS Training
175	Rail Car AC Traction and Controls (Technicians)
176	Rail Car Air Comfort/ HVAC (Mechanics)
177	Rail Car Apprentice Electronics Tech Program Review & Final Exam
178	Rail Car Apprentice Mechanic Program Review & Final Exam
179	Rail Car Cab Controls and FIMS (Technicians)
180	Rail Car Cleaner Certification
181	Rail Car Motor Maintenance (Mechanics)
182	Rail Car Side Door Maintenance (Mechanics)
183	Rail Car Truck Assemblies Maintenance (Mechanics)
184	Rail Fire Department Training (Simulations)
185	Rail Line Supervisor TCSU Mini Fleet/FIMS Training
186	Rail Locomotive Certification
187	Rail Locomotive Recertification
188	Rail Operations Recertification HRTT 3005-3105-3205-4005
189	Rail Operator - Supervisor Certification
190	Rail Operator Certification
191	Rail Operator Recertification
192	Rail Operator Refresher
193	Rail Operator Retraining
194	Rail Service Communications Console Certification
195	Rail Service Communications Console Recertification
196	Rail Service Control Center Certification
197	Rail Service Control Center Recertification
198	Rail Service Control Center Refresher Training
199	Rail Service Control Center Retraining
200	Rail Service Network Computers
201	Rail Service Supervisor Certification
202	Rail Service Supervisor Refresher
203	Rail Service Supervisor Retraining

## MARTA Internal Training Courses Fostering Promotional Opportunity

204	Rail Yard Supervisor Certification
205	Rail Yard Supervisor Refresher
206	Rail Yard Supervisor Retraining
207	Reasonable Suspicion Training for Supervisors
208	Remote Terminal Units
209	Robinair 17800B
210	Safety Applications
211	Safety First for Supervisors
212	Safety and Orientation Training for Inspector Candidate
213	Safety in Communication Crafts
214	Sexual Harassment Refresher for Supervisors
215	Shop On The Job Training RCM
216	Shop Safety & Equipment Operation
217	System Security Awareness
218	TCP/IP
219	TDS1000/TDS2000 -SCOPE
220	Telephone SONET/DACS--HRTF-6042
221	Telephone T-1/PCM--HRTF-6041
222	Telework Informational Sessions
223	Terminal Servers
224	Traction Power Systems Operations
225	Train Radio--HRTF-6011
226	Train the Trainer for Instructors
227	Trainline Interface
228	Transit Vehicle Overview (Technicians)
229	Transitioning To Supervision
230	Troubleshooting Friction Brake (Technicians)
231	Tunnel Fan Operations
232	Undercar Cleaning Process (Service Persons)
233	Wayside Access Level I Re-certification
234	Wayside Access Level II Re-certification
235	Wayside Access Level III Re-certification
236	Wayside Access--Level I Certification
237	Wayside Access--Level III Certification
238	Wayside Access--Level IV Certification
239	Wayside Access--Level IV Field Certification
240	Wayside Access--Level IV Re-certification
241	Wheel Truing







**Learning & Development**

**Learn. > Grow. > Excel.**

**TRAINING ANNOUNCEMENT**

<b>Program Title:</b>	Working on Intergenerational Teams
<b>Provider:</b>	Humana
<b>Overview:</b>	This webinar is for employees of all ages. You will have an opportunity to learn about each of the generations and how they view the world. You will have an opportunity to practice how to interact effectively across the generations.
<b>Audience:</b>	All Employees
<b>Date(s)/Time:</b>	<u>Friday, March 23, 2018</u> 12:00 p.m. – 1:00 p.m.
<b>Location:</b>	Online
<b>Length:</b>	1hr
<b>Training Type:</b>	Webinar
<b>Registration:</b>	iLearning ( <a href="https://oraebiz.marta.net/">https://oraebiz.marta.net/</a> ) <ul style="list-style-type: none"><li>• Click iLearning Self-Service</li><li>• Click Learner Home</li><li>• In the Search string enter the words "Intergenerational Teams"</li><li>• Click on the Enroll icon</li><li>• Click Submit</li><li>• You will receive a confirmation</li></ul>
<b>Special Instructions:</b>	Once you have registered for the program you will receive a separate email with webinar instructions
<b>Contact Information:</b>	Nicholas Woodruff (404) 848-4489 <a href="mailto:nwoodruff@itsmarta.com">nwoodruff@itsmarta.com</a> Maxine Clark (404) 848-4002 <a href="mailto:mclark@itsmarta.com">mclark@itsmarta.com</a>



## MARTA's Equal Employment Opportunity Policy Statement

The Metropolitan Atlanta Rapid Transit Authority (MARTA) has a strong commitment to our employees and the communities we serve. Inherent in MARTA's vision and mission of enhancing the lives of all citizens and leading the way to a more connected future is our commitment to and assurance of equal employment opportunity.

As an Equal Opportunity Employer, MARTA is dedicated to enforcing civil rights provisions of applicable federal, state and local statutes and regulations and protecting the rights and opportunities of all employees and applicants for employment. MARTA is committed to hiring, promoting, and retaining the best qualified persons for all positions regardless of race, color, religion, national origin, gender, age, disability, genetic information, pregnancy, sexual orientation, gender identity, veteran status, military service, marital status, or other protected class except where any of the above is a bona fide occupational qualification. This applies to every employment action including, but not limited to: recruitment, selection, hiring, compensation, benefits, training, testing, evaluation, transfer, promotion, demotion, disciplinary action, layoffs, reduction in force and recall. Additionally, MARTA will provide reasonable accommodations to applicants and employees who need them because of a disability or to practice/observe their religion, absent undue hardship.

MARTA is further committed to developing and implementing an Equal Employment Opportunity Program, including goals and timetables, in compliance with regulatory requirements and in support of MARTA's commitment to foster a diverse and inclusive company culture. The EEO Plan will be available for inspection by any employee or applicant for employment upon request.

I, as the General Manager/CEO have the ultimate responsibility for implementing and ensuring that equal employment opportunity and affirmative action receive the highest level of priority. Paula Nash, Interim Executive Director of the Office of Diversity and Inclusion (ODI) is the Authority's Chief Compliance Officer and acts with my authority on all EEO matters with all levels of leadership, labor unions, and employees.

MARTA's Board of Directors, executives, management, and supervisory personnel, share in the responsibility for implementing and monitoring MARTA's Equal Employment Opportunity Policy and Program within their respective areas and will be assigned specific tasks to ensure compliance is achieved. MARTA will evaluate its managers and supervisors' performance on their successful implementation of MARTA's policies and procedures, in the same way that MARTA assesses their performance regarding other Authority's goals and objectives.

MARTA's Equal Employment Opportunity Policy applies to all contractors and sub-recipients who employ 50 or more transit related employees and request or receive federal transit funding in excess of \$1 Million in the previous federal fiscal year, or request or receive federal planning assistance in excess of \$250,000 in the previous federal fiscal year.

Discrimination is strictly prohibited in the workplace or in any location that could reasonably be regarded as an extension of the workplace, such as business travel, professional events or off-site training. It is against MARTA policy for any employee to discriminate against an applicant for employment or another employee on the basis of any protected category. 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. Any employee or applicant who believes they have been subjected to a violation of MARTA's EEO Policy, has the right to file a complaint and is encouraged to follow MARTA's Discrimination Complaint Procedures by reporting alleged incidents to MARTA's Office of Diversity and Inclusion (ODI). Complaints can be made by phone at 404-848-5240; and by mail or in person at 2424 Piedmont Rd NE, Atlanta, GA 30354. If it is determined that a violation of MARTA's EEO Policy has occurred, MARTA will take appropriate remedial action. Employees and applicants may also file a complaint with the appropriate state or federal agency.

Managers and supervisors are required to notify the Office of Diversity and Inclusion as soon as they receive a complaint or otherwise observe, learn about, or suspect any improper discriminatory or retaliatory conduct, regardless of whether or not:

- A written statement is provided contemporaneously,
- The complainant requests that no action be taken and/or requests confidentiality, or
- The complainant works in the manager/supervisor's department, division or unit.

Any employee who is found to have violated the EEO policy, or any supervisory or managerial employee who knowingly permits a violation of the EEO Policy to occur, may be subject to disciplinary action up to and including dismissal from employment.

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.

This Policy Statement will be posted in prominent locations throughout MARTA's facilities and MARTA will update and reaffirm this EEO Policy Statement as needed.



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Jeffrey A. Parker  
General Manager and Chief Executive Officer

11/09/2018

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Date