



Agenda Item No. (4)

To: Rules, Policy and Industrial Relations Committee/Committee of the Whole
Meeting of April 25, 2024

From: Susan Spencer, Director, EEO & Workforce Inclusion
Kellee J. Hopper, Deputy General Manager, Administration and Development
Denis J. Mulligan, General Manager

Subject: **APPROVE IMPLEMENTATION OF THE FOUR-YEAR EQUAL
EMPLOYMENT OPPORTUNITY PROGRAM/AFFIRMATIVE ACTION
PLAN 2023-2027**

Recommendation

The Rules, Policy and Industrial Relations Committee recommends that the Board of Directors approve the new Equal Employment Opportunity Program/Affirmative Action Plan (EEO/AAP) for the period of July 1, 2023 through June 30, 2027 (four-year plan) and authorize submittal of the EEO/AAP to the Federal Transportation Administration (FTA), by April 30, 2024.

Background

In accordance with the requirements set forth in the latest FTA Circular 4704.1A, “Equal Employment Opportunity Program Guidelines for Grant Recipients” dated October 31, 2016 and revised April 20, 2017, the Golden Gate Bridge, Highway and Transportation District (District) is required to submit an EEO/AAP to the FTA every four years for review and approval. In compliance with this reporting requirement, the EEO & Workforce Inclusion Office reviewed and updated the EEO/AAP to incorporate the latest requirements from the FTA. The Board of Directors approved the previous EEO Program effective through April 2024. The new EEO/AAP covers the four-year timeframe of July 1, 2023 through June 30, 2027 and is effective through April 30, 2028. The EEO/AAP identifies underutilization in the areas of females and minorities using 2020 Census data and sets forth goals and strategies to address areas of underutilization. The snapshot date for reporting and determining goals is June 30, 2023. The review period is from July 1, 2022 to June 30, 2023. Susan Spencer, Director of EEO and Workforce Inclusion, also included a Progress Report to capture certain relevant data points from July 1, 2020 to December 31, 2023.

The District’s commitment to EEO extends to all areas of personnel actions, including but not limited to advertising, recruiting, hiring, training, evaluation, promotion, work assignments, accommodation requests, requests for leave, compensation, benefits, disciplinary actions, terminations, participation in programs or events, or any other terms, conditions, or privileges of employment.

Copies of the 2023-2027 Equal Employment Opportunity Program/Affirmative Action Plan are available for review in the Office of the District Secretary, as well as on the District's website <https://www.goldengate.org/district/board-of-directors/meeting-documents/>

Summary of Findings and Action Plan

Based on the analysis undertaken in compliance with the regulations, the District is doing quite well, with an overall representation of total employees showing 57% minority and 20.6% female. This represents a 2% increase for minorities and a 1% increase for females since the previous plan year (2020). The District's workforce is divided into seven EEOC designated job categories: Executives, Professionals, Technicians, Protective Service, Clerical, Skilled Crafts and Service Occupations.

We are pleased to report that the District does not have goals for Technicians or Clerical jobs. However, the District has new goals for females in the Executive job category, minorities in the Professional job category and minorities in the Skilled Trades. The District has continued underutilization for females in the Protective Services and Service Occupations job categories. However, these goals have significantly reduced from the previous plan year. The District remains committed to making progress against each of its established goals.

To address the underutilization of females in certain job categories, the EEO and Workforce Inclusion Office and the Human Resources Department will continue to review current external recruitment strategies to identify effective and innovative ways to attract qualified females and minorities to the District's applicant pool. The District will continue to conduct outreach for veterans and qualified individuals with disabilities. Note that, while the District is not required under FTA regulations to establish numerical goals for Veterans or Disabled individuals, it does take affirmative steps to outreach to those groups and to ensure equitable treatment of Veteran and Disabled applicants and employees. Recruitment, selection and testing practices will also continue to be reviewed during this new plan period. The District will continue to offer employee development and training programs to prepare employees for lateral and promotional positions. In addition, the District will continue to review disciplinary actions to ensure equal treatment.

The EEO/AAP also includes a review of employee data by residence. A majority of District employees reside in one of seven (7) counties: Sonoma, Marin, San Francisco, Alameda, Solano, Contra Costa and San Mateo. These results are not substantially different than the previous plan year. The largest decline is from employees residing in San Francisco and Maria counties, which decreased by 2% each. This information allows the District to identify regional recruitment focus areas.

Lastly, District policies and procedures related to EEO and Affirmative Action are regularly reviewed and updated to reflect regulatory changes and to ensure alignment with legal regulations, District policies and practices. The EEO/Affirmative Action Policy Statement is updated for inclusion in the EEO/AAP and is attached to this report.

Upon approval by the Board of Directors, Susan Spencer, Director of EEO and Workforce Inclusion will submit the 2023-2027 EEO/AAP to the FTA for review and acceptance.

Fiscal Impact

There is no fiscal impact associated with this report. By submitting the EEO/AAP at this time, the District remains eligible for future federal grant funds.

Attachments: A. EEO/Affirmative Action Policy Statement
B. 2023 – 2027 Equal Employment Opportunity Program /Affirmative Action Plan
Approval & Update PowerPoint

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EQUAL EMPLOYMENT OPPORTUNITY STATEMENT OF POLICY

The *Golden Gate Bridge, Highway and Transportation District* (“District”) has a strong commitment to the community we serve and our employees. As an equal employment opportunity employer we strive to have a workforce that reflects the community we serve. No person is unlawfully excluded from employment opportunities based on race, color, religion, religious creed (including religious dress and grooming practices), national origin, ancestry, citizenship, physical and mental disability, medical condition, genetic information, marital status, sex (including pregnancy, childbirth, breastfeeding and/or related medical conditions) gender, gender identity, gender expression, age (40 years and over), sexual orientation, veteran and/or military status, protected medical leaves, domestic violence victim status, political affiliation and any other status protected by state or federal law.

The District’s Equal Opportunity Program (“EEO Program”) applies to all employment actions, including, without limitation, recruitment, hiring, selection for training, promotion, transfer, demotion, layoff, termination, rate of pay and other forms of compensation.

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

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

As General Manager I maintain overall responsibility and accountability for the District’s compliance with its EEO Policy and Program. To ensure day-to-day management, including program preparation, monitoring and complaint investigation, I appointed *Susan Spencer, Director of EEO & Workforce Inclusion (415)257-4537* as the District’s EEO

Officer. Ms. Spencer will report directly to me and act with my authority with all levels of management, labor unions and employees.

District executives, management and supervisory personnel share in the responsibility to implement and monitor the District’s EEO Policy and Program within their respective areas and will be assigned specific tasks to ensure compliance is achieved. The District will evaluate its managers’ and supervisors’ performance on their successful implementation of the District’s policies and procedures in the same way the District assesses their performance regarding other agency goals.

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

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

Denis Mulligan



Denis J. Mulligan, General Manager
February 2, 2024

An applicant or employee who believes he or she has experienced EEO discrimination may file a discrimination complaint by contacting:

*EEO Programs Office
1011 Andersen Drive
San Rafael, CA 94901
Tel. 415-257-4537*

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2023 – 2027

Equal Employment Opportunity Program /Affirmative Action Plan Approval & Update

Presented by: Susan Spencer,
Director EEO & Workforce
Inclusion

Golden Gate Bridge, Highway and Transportation District recognizes that our employees and customers come from many diverse backgrounds. We respect and celebrate these backgrounds. We are committed to achieving a workforce that reflects the rich diversity of our region and ensuring that we treat our employees and customers fairly and with honor and sensitivity.



Seven Elements

1. EEO Policy Statement

States our commitment to the community and employees to ensure equal employment opportunities regardless of *race, color, religion, religious creed (including religious dress and grooming practices), national origin, ancestry, citizenship, physical and mental disability, medical condition, genetic information, marital status, sex (including pregnancy, childbirth, breastfeeding and/or related medical conditions) gender, gender identity, gender expression, age (40 years and over), sexual orientation, veteran and/or military status, protected medical leaves, domestic violence victim status, political affiliation and any other status protected by state or federal law.*

2. Plan for Dissemination

Internally – to employees

- ✓ Intranet & Bulletin Boards
- ✓ New Hire Orientation
- ✓ HR Guide
- ✓ Brief Top Management
- ✓ New Hire Training
- ✓ Management Guidance & Meetings Re Goals
- ✓ GM annual Memos
- ✓ Unions

Externally – to the public

- ✓ NEOGov/Job Announcements
- ✓ EEO Employer
- ✓ Job Fairs
- ✓ Social/Public Media Advertisements
- ✓ Website
- ✓ EEO Language in Purchase Orders and Contracting

3. Designation of Personnel Responsible

- Board of Directors

- General Manager

- EEO Officer for Management and Oversight

- Independent and impartial
- Expertise in how discrimination occurs
- Knowledge of laws, policies, rules, guidelines
- Authority and ability to work with department heads to achieve EEO goals and objectives

- Human Resources Managers

- All Directors, Managers, Supervisors

- All Employees

4. Workforce Utilization Analysis

Analyzes the workforce to determine whether it is representative of the larger labor force in our seven-county area



Identifies job categories where underutilization exists for women and minorities

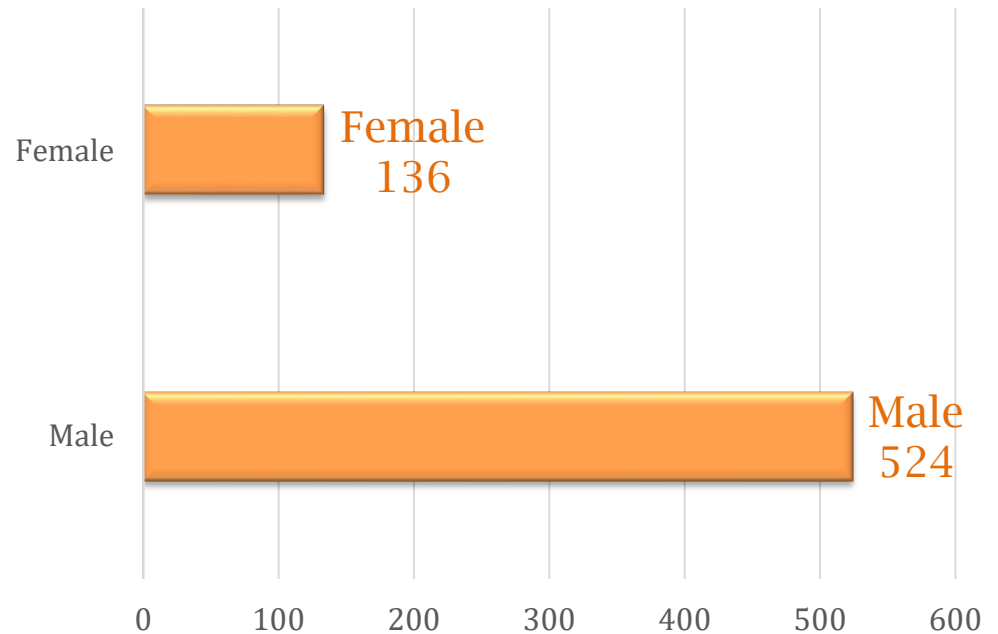


Helps to determine aspirational hiring goals to eliminate any underutilization that may exist



Current Workforce Utilization By Gender

6.30.23



**660
Employees**

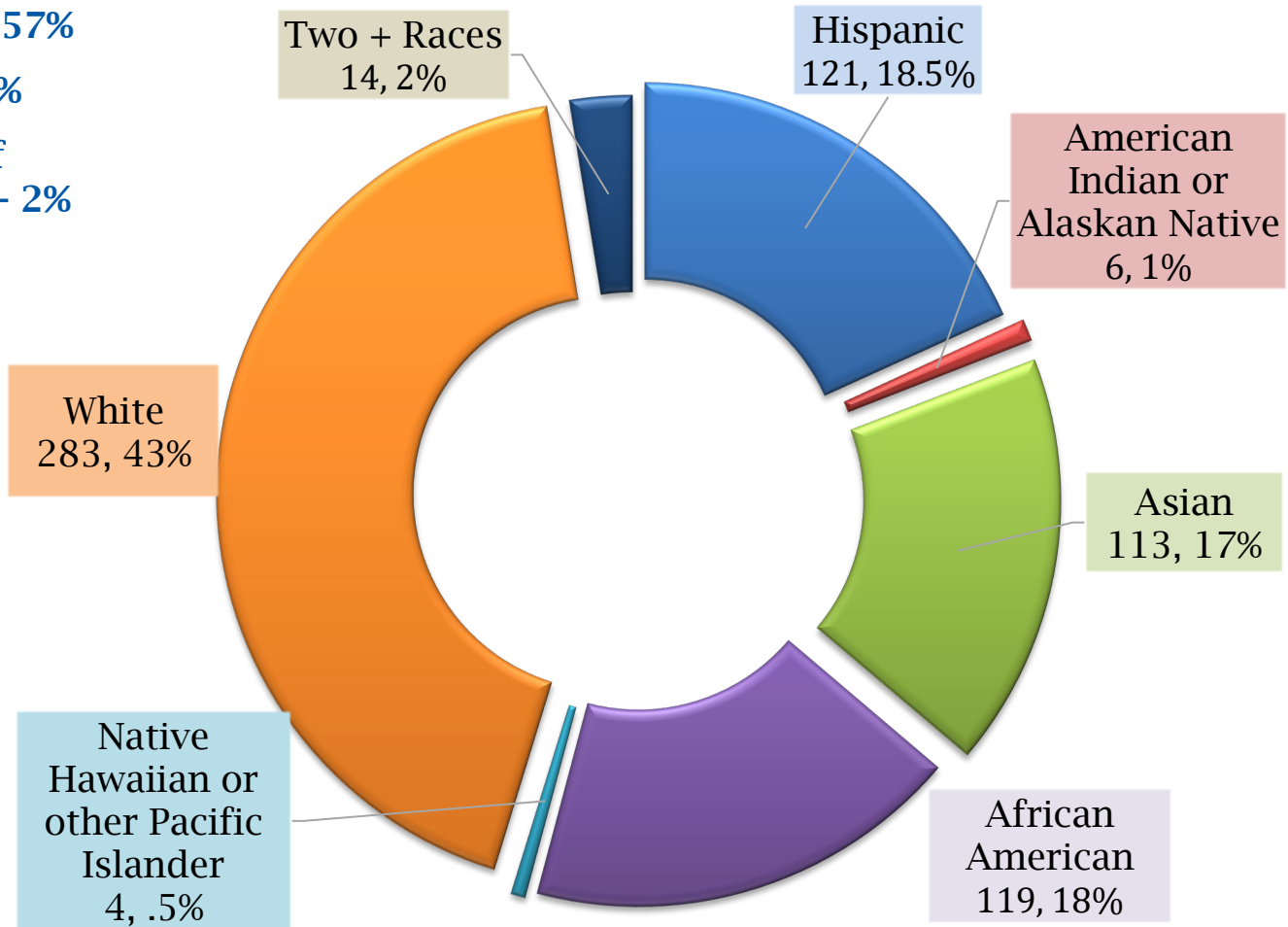
**Male = 79.4%
Female = 20.6%**

Current Workforce Utilization By Race

Minority - 57%

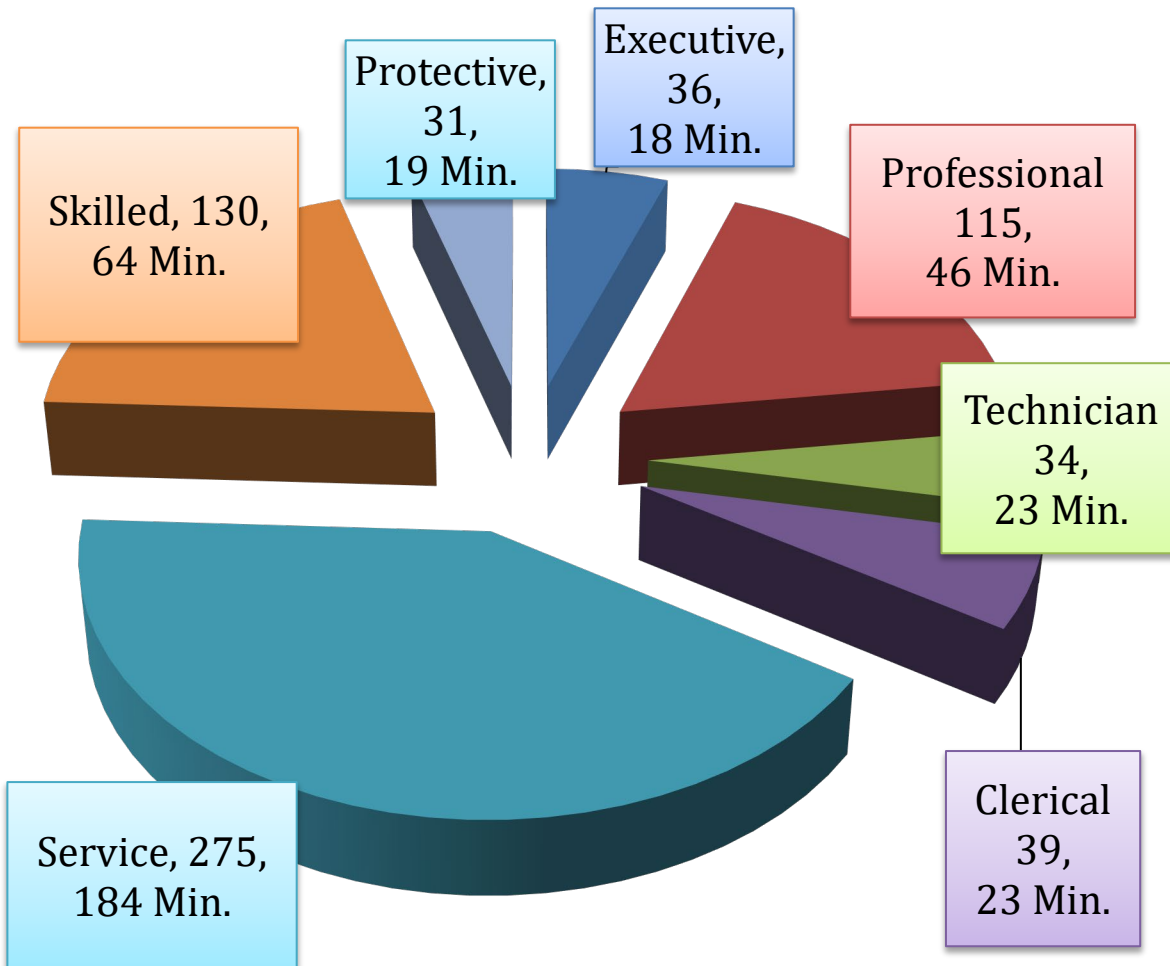
White - 43%

Increase of
Minorities - 2%



Current Workforce Utilization by Job Group – 6.30.23

Regular FT Employees (660)



Executive: GM, Officers, DGMs, Directors, Superintendents

Professional: Managers, Program Administrators, Planners, Accountants, Analysts, Supervisors, Vessel Masters and Engineers

Technician: IS Professionals, Dispatchers, Technicians

Protective Services: Lieutenants, Sergeants, Patrol Officers

Clerical: Office professionals, some Analysts, Coordinators

Skilled Crafts: Mechanics, Painters, Ironworkers, Electricians, Heavy Equipment Ops, Carpenter/Plumber

Service: Bus Operators, Bridge Service Operators, Deckhands, Laborers, Bus Servicers, Terminal Assistants

5. Goals & Progress Report

Old EEO Plan: 2019-2023

Executives: 1 Minority

Professionals: No Goal

Technicians: No Goal

Clerical: No Goal

Protective Services: 5 Females

Skilled Craft: 2 Females

Service Workers: 49 Females

New EEO Plan 2023 - 2027

Executives: Minority Goal Met

2 Female

Professionals: 3 Minorities

Technicians: No Goals

Clerical: No Goals

Protective Services: 1 Female

Skilled Craft: Female Goal Met

5 Minorities

Service Workers: 33 Females

JOB GROUP	Gender/Race	Employees #	Employees %	Availability	Goal?	Placement Goal #
01 - OFFICIAL/ADMIN Total Employees: 369	Females	12	33.3%	40.2%	YES	2
	Minorities	18	50%	37.6%	NO	0
02 - PROFESSIONAL Total Employees: 115	Females	49	42.6%	39.6%	NO	0
	Minorities	46	40%	43.3%	YES	3
03 - TECHNICIAN Total Employees: 34	Females	10	29.4%	30.1%	NO	0
	Minorities	23	67.6%	57%	NO	0
04 - PROT SERVICES Total Employees: 31	Females	4	12.9%	16.4%	YES	1
	Minorities	19	61.3%	51.4%	NO	0
06 - ADMIN SUPPORT Total Employees: 39	Females	27	69.2%	67.3%	NO	0
	Minorities	23	59%	51%	NO	0
07 - SKILLED CRAFT Total Employees: 130	Females	4	3.1%	3.3%	NO	0
	Minorities	64	49.2%	53.4%	YES	5
08 - SVC/MAINT Total Employees: 275	Females	30	10.9%	22.9%	YES	33
	Minorities	184	66.9%	62.1%	NO	0

2023-2027 District EEO/AAP Plan Goals:

5. Goals & Progress Report

6. Assessment of Employment Practices

Recruitment and Selection Methods

Compensation and Benefits

Seniority practices

Training

Testing

Disciplinary procedures

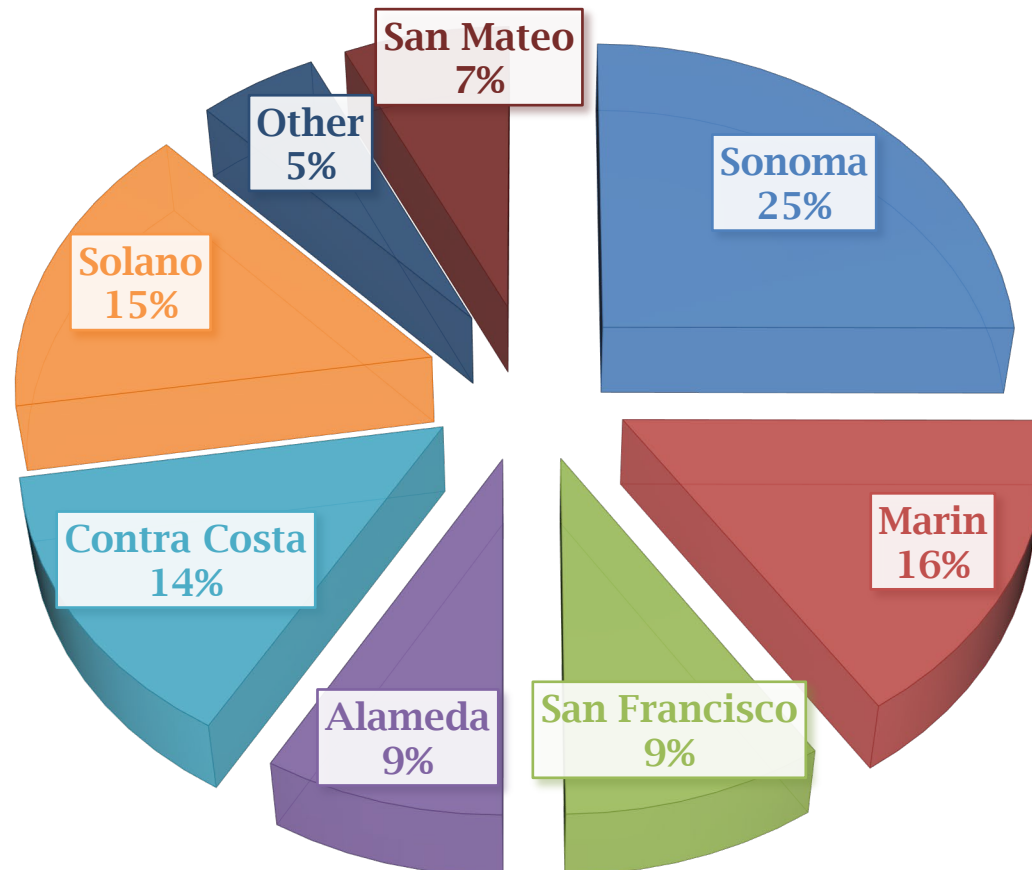
Termination practices

Progress Report on Personnel Actions:

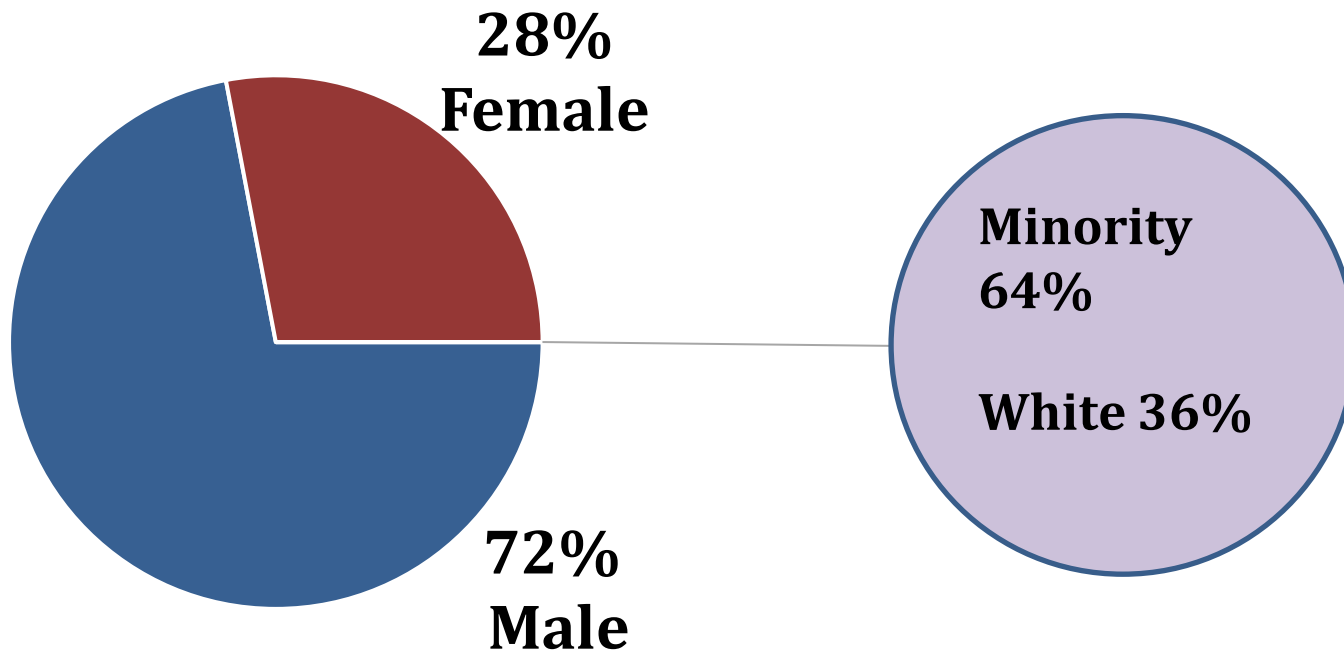
- New Hires
- Promotions
- Discipline
- Separations

Where our Employees Reside

Largest County Change –
Marin and San Francisco
down 2% ea. since 2020

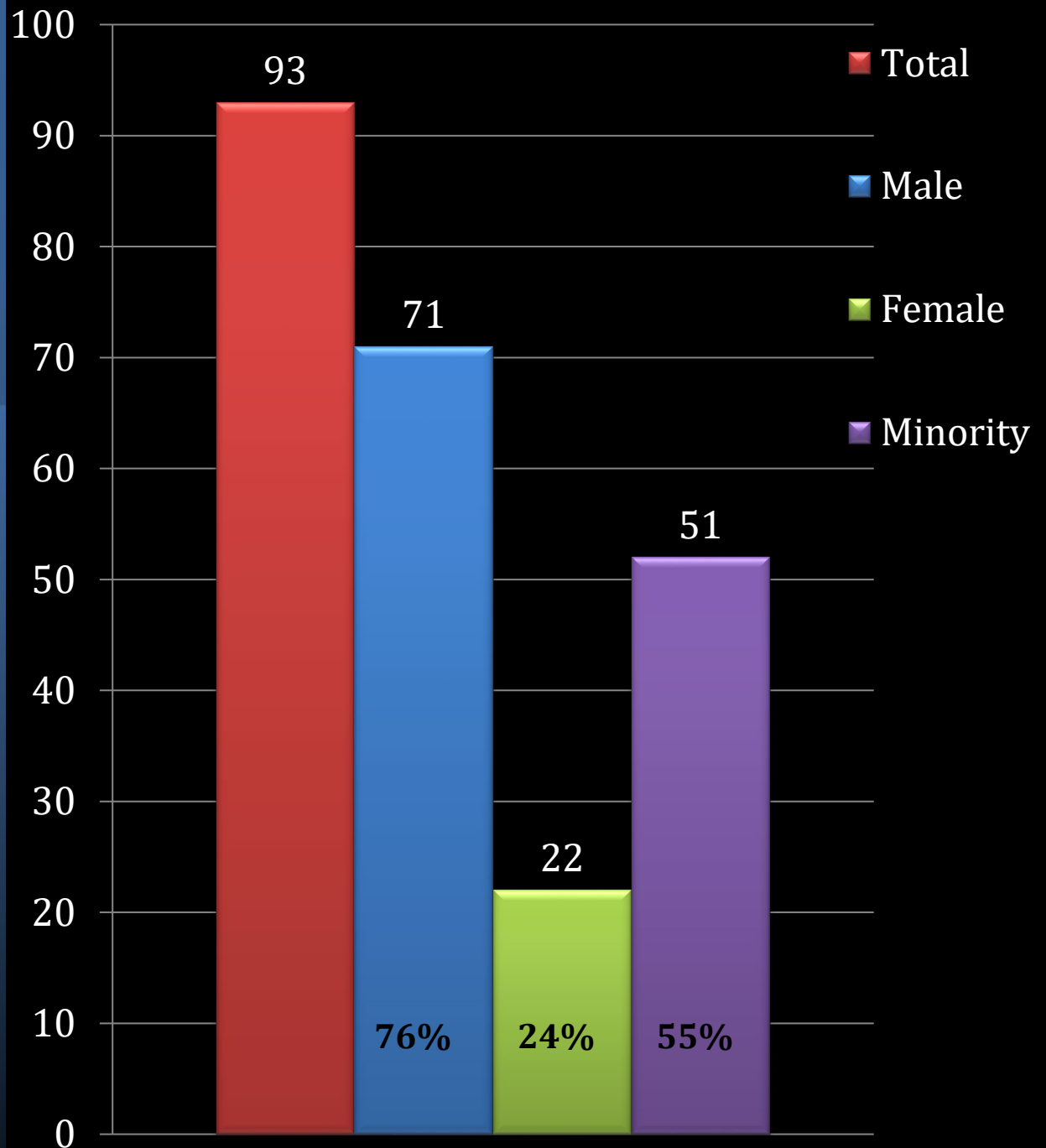


Total Personnel Actions – 182 New Hires 1.1.20 to 12.31.23

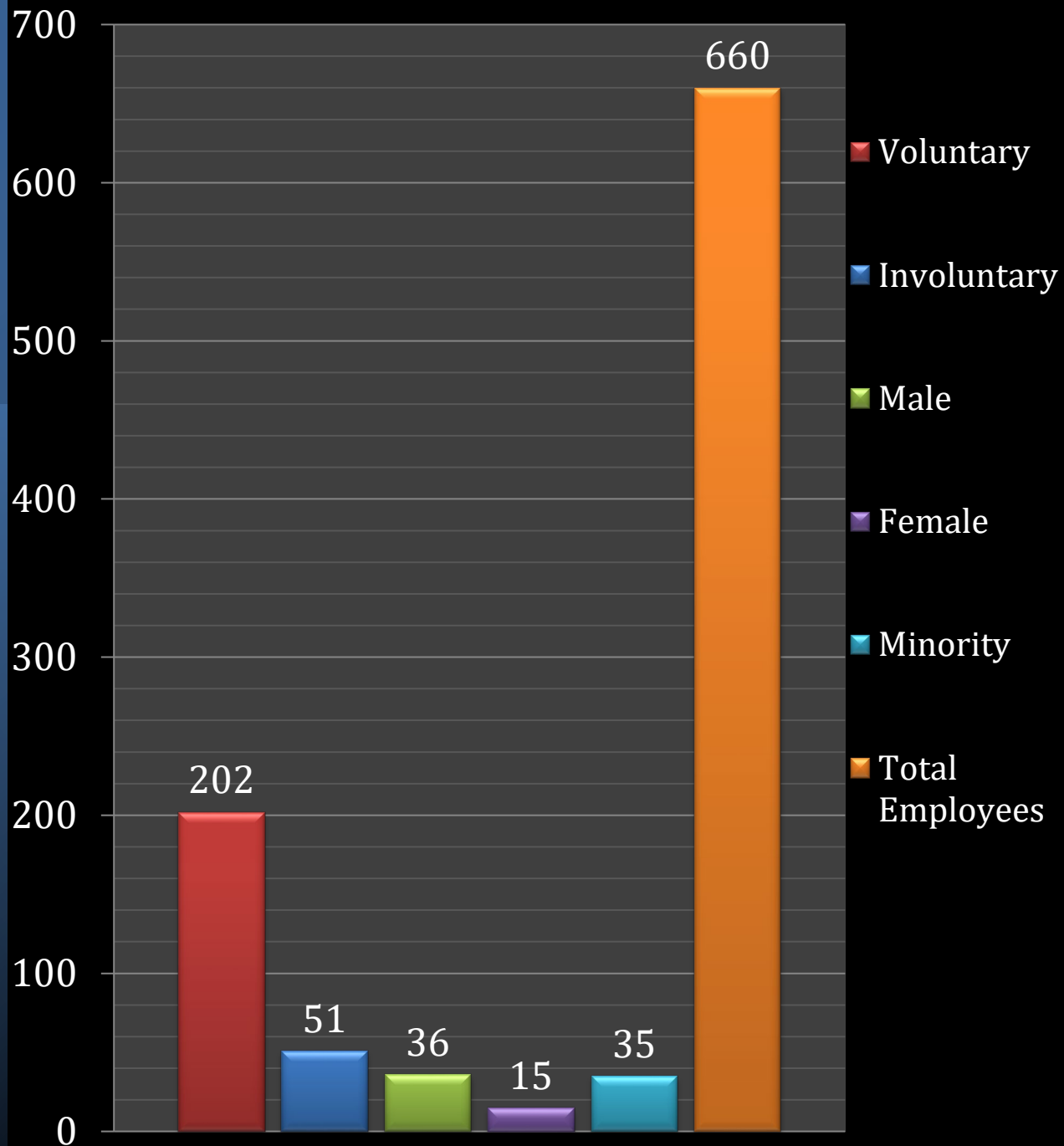


Service	77
Professional	41
Trades	24
Prot. Service	16
Clerical	12
Technical	8
Executive	4

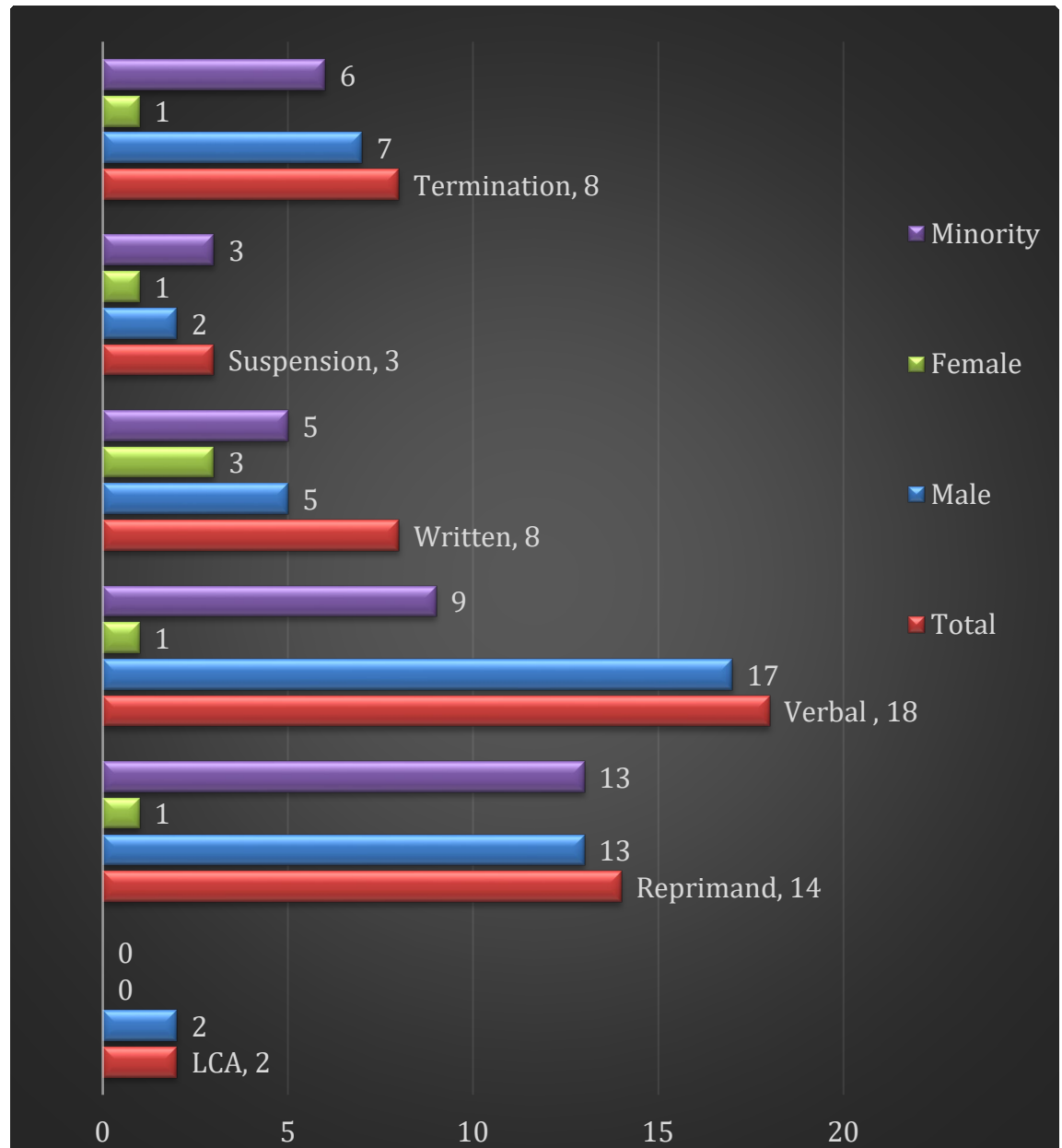
Personnel
Actions –
93 Promotions
1.1.20 to
12.31.23



Personnel Actions – 252 Separations 1.1.20 – 12.31.23



Personnel Actions – Discipline Snapshot: 7.1.22 to 6.30.23



7. Plan for Monitoring and Reporting

EEO Performance to Goals

- New Hires, Promotions, Training, Discipline, Separations

EEO Training

- Harassment Prevention, Diversity (DEI), Workplace Violence, Bullying; interview training for panels

Dispute Resolution Program for EEO Conflicts

Fair EEO Investigations

- Harassment, Discrimination, Retaliation

Provide ADA Accommodations

Action Oriented Plans

- **External Outreach Programs**
 - Job Fairs/Recruitment Outreach
 - Internship Programs
 - Apprentice Programs/SRJC/Unions
- **Employment Practices**
 - HR Guide Policy Updates
 - Tracking Discipline
 - Compensation Surveys
 - Employee Engagement & DEI Survey
- **Employee Development Programs**
 - New Employees
 - ✓ District Guide
 - ✓ Orientation
 - ✓ Training Assignments
 - Performance Reviews
 - Training Opportunities
 - Tuition Reimbursement
 - Interview Tips
 - Manager/Sup. Academies
 - Employee Resource Groups



*Employees are
our Most
Valuable
Resource!*

Thank You

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