

STATUS OF IMPLEMENTING AUDIT SERVICES DIVISION REPORT RECOMMENDATIONS

Audit Title: Revisiting MCTS Workforce Diversity: While the Road to Racial and Gender Equity Remains, Progress Has Been Made **File Number:** 20-616

Audit Date: August 2020

Status Report Date: February 2021

Department: Transportation

Number & Recommendation	Deadlines Established		Deadlines Achieved		Implementation Status		Comments
	Yes	No	Yes	No	Completed	Further Action Required	
1. Develop and document new strategies for recruitment and hiring that are focused on encouraging additional female applicants, especially females of color. Work with hiring managers to target recruitment of more female applicants. Establish a system to monitor effectiveness.					X	(a)	<p>Auditee: 02/21 Update: On January 1st, MCTS adopted a new enterprise system, Ceridian, that will allow it to continue to reach a broad applicant pool for open positions and track statistics in the hiring process. Diversity and Inclusion and Human Resources work with hiring managers in each new hiring process to target recruitment of female applicants for open positions. During scoping meetings, the EEO goals related to the open position are discussed, and the importance of generating a diverse applicant pool is emphasized. To create accountability and monitor effectiveness, MCTS utilizes already existing EEO Reports that provide a snapshot of how the employee population compares demographically to its hiring goals as well as a regular six-month look back of how hiring has compared to the established goals. Finally, MCTS developed and distributed an annual employee survey in late 2020 to, in large part, ascertain employees' views on MCTS' commitment to the principles of employee engagement and racial equity. These results will help target strategies for employee satisfaction and retention, which is a critical component to meeting and exceeding our hiring goals.</p>
2. MCTS should provide annual training to hiring managers within the job classifications that are currently underrepresented on how to diversify its staff. Include additional training on its EEO plan.					X	(a)	<p>Auditee: 02/21 Update: In each recruitment process, the hiring manager is provided 1-on-1 guidance on how to engage in a hiring process that is racially equitable. This guarantees that every manager is given updated guidance prior to each individual hiring process. In November 2020, MCTS hired its first full-time HR Training</p>

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							Partner, who is charged with overseeing and conducting training, including training for hiring managers. Specifically, she is developing quarterly racial equity training for all MCTS supervisors. The MCTS EEO Plan has been updated to reflect the yearly provision of this training. Internal candidates are encouraged to apply when positions are open. Finally, MCTS Directors are regularly updated on the various racial equity initiatives taken place in our regular management staff meetings.
3. Immediately implement the mentoring program at the agency and increase efforts for participation by increasing awareness of the program and its benefits at the agency. Create a plan to share success stories with staff.					X	(a)	<p>Auditee:</p> <p>02/21 Update: The mentoring program was implemented in June 2020. The current mentee is leading the MCTS Racial Equity Workgroup, which is a cross-departmental group charged with furthering the organization's commitment to racial equity through specific actions. The Workgroup assisted in the creation of the annual employee survey, which includes questions patterned after a similar county survey related to MCTS's commitment to racial equity. Additionally, the Workgroup has reviewed existing job descriptions through a racial equity lens and considers other topics raised by members or other employees. These efforts have been celebrated in internal employee publications. In addition to the leadership experience being gained and the access to different departmental functions, the mentee is also utilizing the educational benefits of the program by taking coursework towards an MBA with a specialization in Management. As part of our career path program, the MCTS Tuition Reimbursement Program is being broadened to increase the available dollar amount to</p>

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							employees as well as the breadth of career education opportunities covered.
4. Update the Recruitment and Selection Policy to identify goals for the diversity of various steps within the hiring process such as interview panels and scoping meetings. Implement a system to review adherence to the diversity goals.					X	(a)	<p>Auditee: The Recruitment and Selection Policy was updated effective February 2021 to reflect the goal of ensuring appropriate diversity in interview panels and scoping meetings. The policy also requires the ongoing tracking of diversity data for interview panels and scoping meetings, and a semi-annual review process to ensure that the makeup and conduct of hiring panels and scoping meetings reflect MCTS' commitment to racial equity. This tracking has been ongoing since August 2020. All hiring panels and scoping meetings include representation from Human Resources. In addition to being a diverse group, each HR employee has expertise in matters of hiring equity, has received training on racial equity specifically, and is staunchly committed to furthering MCTS' employment diversity and commitment to the principles of racial equity. The scoping meetings in particular are an opportunity for HR and Diversity & Inclusion to utilize their expertise in racial equity to impart on the hiring manager the importance of having a transparent, diverse, and inclusive hiring process. In scoping meetings, HR, Diversity & Inclusion, and the hiring manager work together to finalize the open position's job description and recruitment and hiring strategy and process, from job posting through hire. While our scoping meetings are, in fact, very diverse, that diversity is, at best, an imprecise</p>

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							measure of the value that the participants bring to those meetings. Our white HR employees have expertise in and a commitment to equitable hiring practices. Our HR employees of color – who collectively do most of our hiring – don't participate in scoping meetings to ensure diverse scoping meeting statistics. They participate because their expertise helps create a consistently equitable hiring process.
5. Immediately implement the review of barriers to employment with job descriptions and the review of the hiring process to identify possible areas of bias and identifying unsuccessful internal candidates as required under the Selection and Recruitment Policy. Implement an internal control system to document compliance with the policy.					X	(a)	Auditee: 02/21 Update: Human Resources facilitates all hiring process under the Selection and Recruitment Policy, which was written to ensure fairness in the process. As part of this process, job descriptions are reviewed prior to any new job posting to identify possible areas of bias. To ensure all job descriptions on file are updated, the Racial Equity Workgroup has been going through all MCTS job descriptions and applying a racial lens to those descriptions to ensure that the descriptions are not unfairly biased towards any group. This project will be complete by March 5 th . Additionally, each hiring process is reviewed independently by the Chief Diversity and Inclusion Officer to ensure that the entire process is fair and racially equitable. This internal control system is implemented through Ceridian workflow. Internal candidates who were not successful in a hiring process receive follow up by their Supervisor, who coaches them on how they can position themselves to take advantage of future promotional opportunities.
6. Become familiar with the GARE toolkit recommendations and develop an					X	(a)	Auditee:

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appropriate toolkit for implementation at MCTS.							02/21 Update: The Chief Diversity and Inclusion Officer reviewed the GARE toolkit and, in concert with the Racial Equity Workgroup, created an MCTS Racial Equity Tool, which is a structured lens for departments to use to critically assess the impacts of budget and policy decisions on communities of color. The tool was presented to MCTS Directors on January 2021 and will be completed by Departments going forward prior to Executive authorization of major budgetary, policy, or programmatic initiatives.
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(a) Recommendation closed pending Audit Services Division review in early 2022 to confirm continued progress.