

COUNTY OF MILWAUKEE
Inter-office Communication

DATE: 5/16/2024

TO: Marcelia Nicholson, Chairwoman, Milwaukee County Board of Supervisors

FROM: Donna Brown-Martin, Director, Department of Transportation

SUBJECT: From the Director, Department of Transportation, and the President and Managing Director, Milwaukee County Transit System (MCTS), providing an informational report regarding MCTS' Equal Employment Opportunity (EEO) Program, including utilization goals, achievement timetables, and historic trends in EEO Program hiring.

FILE TYPE: Reference File Report 24-23

POLICY

It is the policy of the Milwaukee County Transit System (MCTS) to provide equal employment opportunity to all qualified applicants or employees regardless of race, color, religion, sex (including gender identity, sexual orientation, and pregnancy), age, genetic information, disability, marital status, national origin, military status, veteran status, or any other characteristic protected by local, state, or federal law. We are strongly committed to this policy and believe in the concept of fair and equal employment opportunity.

BACKGROUND

MCTS is committed to equal employment opportunity and a diverse workforce at all levels and in all parts of the organization. To implement our commitment to overcoming the effects of past discrimination on minorities and women, we have in place an Equal Employment Opportunity (EEO) Program which includes utilization goals and achievement timetables with respect to employment of available qualified minorities and women within our organization.

We believe that successful achievement of equal employment opportunity utilization goals will help ensure that the culture, values, and opinions of a diverse array of individuals and groups are represented in decision-making processes at all levels of the organization. Utilization goals were updated in 2024 as part of the MCTS EEO Plan that was submitted to the Federal Transit Administration (FTA).

EEO Utilization Status Update (as of May 2024) - Minorities

MCTS continued to see gains in utilization for minorities in all major job categories except for one (Craft Workers). The data below represents a continuous improvement in the utilization of minorities. All data within the subsequent tables are of June 1st of the respective year with the exception of 2024 which represents data as of May 1, 2024.

Minorities	2019	2020	2021	2022	2023	2024	Goal
Directors (100, 101, 102)	36.50%	35.90%	41.00%	43.00%	45.10%	45.56%	14.70%
Professionals (200)	25.00%	34.50%	37.00%	42.00%	43.80%	45.65%	18.70%
Administrative Support Workers (500)	39.10%	40.50%	43.00%	47.00%	45.00%	51.22%	41.00%
Craft Workers (600, 601)	32.10%	34.70%	35.00%	34.00%	34.90%	33.33%	40.10%
Operatives (700)	79.40%	79.70%	81.00%	84.00%	84.80%	86.39%	72.80%
Laborers and Helpers (800)	70.40%	69.20%	70.00%	77.00%	75.00%	74.19%	70.80%

The EEO breaks the major job category of “Directors” down further, into Directors (100), Managers (101), and Supervisors (102). MCTS is proud to show that the Director category continues to increase and is now at its highest point in MCTS history.

Minorities	2019	2020	2021	2022	2023	2024	Goal
Directors (100)	13.30%	13.30%	7.00%	14.30%	25.00%	31.25%	14.70%
Managers (101)	28.00%	29.20%	35.00%	38.50%	40.70%	34.62%	14.70%
Supervisors (102)	46.40%	45.30%	51.00%	53.50%	52.50%	57.45%	14.70%

EEO Utilization Status Update (as of May 2024) - Females

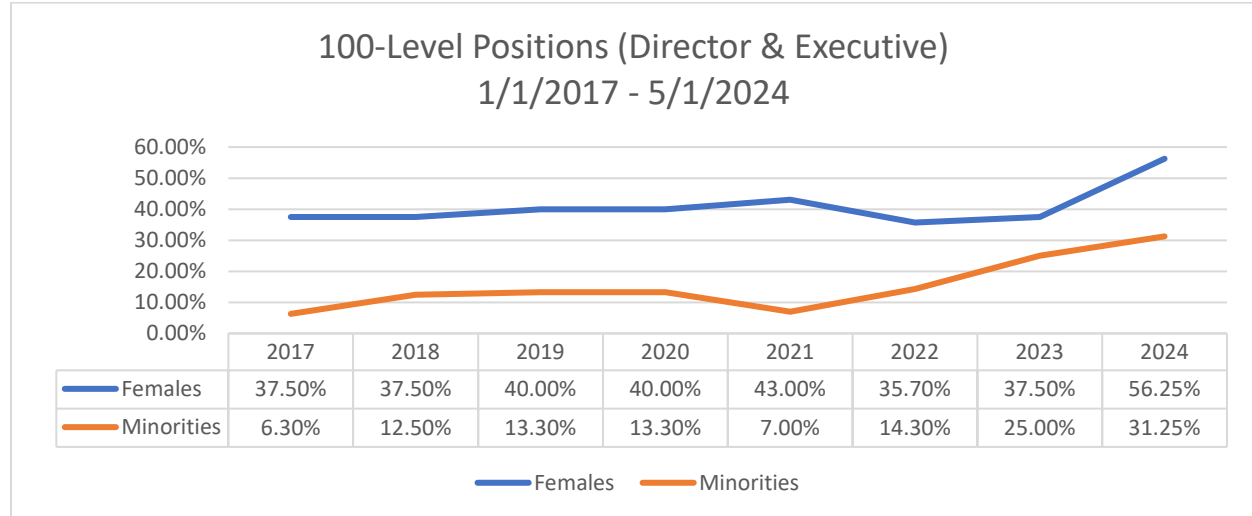
Although MCTS saw improvement in the utilization in two of the categories, there were some slight decreases. All data within the subsequent tables are of June 1st of the respective year with the exception of 2024 which represents data as of May 1, 2024.

Females	2019	2020	2021	2022	2023	2024	Goal
Directors (100, 101, 102)	27.10%	27.20%	30.00%	30.00%	33.30%	32.58%	42.10%
Professionals (200)	50.00%	48.30%	52.00%	51.60%	53.10%	44.44%	55.80%
Administrative Support Workers (500)	58.70%	54.80%	60.00%	58.10%	57.50%	63.41%	74.30%
Craft Workers (600, 601)	1.80%	2.50%	2.00%	1.80%	1.80%	1.00%	10.10%
Operatives (700)	44.50%	45.40%	45.00%	45.20%	43.90%	42.40%	27.70%
Laborers and Helpers (800)	29.60%	19.20%	11.00%	15.40%	10.70%	16.13%	22.50%

Again, the major job category of “Directors” breaks down further into Directors (100), Managers (101), and Supervisors (102). While MCTS falls short in the categories of 101 and 102, this was due to the promotions of females from to the 100 level.

Females	2019	2020	2021	2022	2023	2024	Goal
Directors (100)	40.00%	40.00%	43.00%	35.70%	37.50%	56.25%	42.10%
Managers (101)	28.00%	25.00%	26.00%	34.60%	37.00%	30.77%	42.10%
Supervisors (102)	23.20%	24.10%	29.00%	27.60%	30.50%	26.53%	42.10%

MCTS now has more minorities and females in Director and Executive positions than ever before.



Strategies to increase Minority and Female utilization:

1. **Transparent & Equitable Hiring Processes** - MCTS has a very robust Recruitment and Selection Policy which requires a scoping meeting at the onset of the hiring process. The selection process is equitable, transparent, and consistent which ensures that each job posting has a diverse applicant pool and interview panel. Before an offer can be extended to a candidate, the EEO Officer reviews the entire selection process including the list of applicants, interview panelists, scores and interview notes.

Although there had already been tools in place to ensure fair scoring to help reduce bias, MCTS recently implemented new interview scoring tools that were based on Wisconsin DOT and industry best practices. Finally, over the past 12 months, all hiring managers participated in an EEO training prior to posting a position for their respective department.

2. **Succession Planning** - MCTS currently has a very high Retirement Exposure rate within the Director levels (Director, Manager and Supervisor). Although this is challenging for the organization, it also provides an opportunity to hire externally and promote internally qualified minorities and females into these positions that are scheduled to be vacated within the next 12-24 months. MCTS has engaged in succession planning for many of these positions to ensure that there is no disruption to service while focusing on the need to increase Minority and Female utilization within all levels of the organization.
3. **Mentorship Program** - A successful mentorship is important to an organization's success because it provides employees with skills to develop and prepare for future opportunities. Providing this level of professional development is an

amazing opportunity to foster an atmosphere of inclusivity and increase employee engagement. The MCTS Mentorship program launched at the beginning of 2023, and there are over 25 participants (mentors and mentees combined) ranging from Executives, Directors, Administrative staff, and Frontline employees. This program will play a key role in our efforts to increase utilization of both Minorities and Females.

4. **Training** – Throughout 2022 and continuing into 2023, MCTS conducts training classes to help further our efforts to be more diverse, equitable, and inclusive. These trainings include:
 - a. *Performance Management (2022)* - A truly great performance management system drives inclusion. The training class focused on providing effective unbiased performance feedback and creating goals that align with our overarching organizational goals along with other best practices.
 - b. *6 Critical Practices for Leading a Team (2022)* - This training explores best practices for confronting our biases and overcoming our most common leadership difficulties when fostering an inclusive environment. Attendees were provided with the support, understanding, and strategies to develop as a leader and turn their employees into an engaged, high-performing team.
 - c. *Sexual Harassment Training (2022)* - In this training, employees learned what a respectful workplace looks like, how to recognize harassment and discrimination, and what laws are in place to safeguard the workplace. The topics that were covered included specifics of sexual harassment, including how to prevent and respond to inappropriate behavior as both an employee and a manager.
 - d. *Empathy in Leadership (2023)* - Empathy in the workplace is the key to a more engaged workforce, which makes for a better business. Being able to demonstrate empathy as a leader creates trust within your team. Environments of high trust will increase collaboration, productivity, and employee engagement.

In 2024, MCTS will focus on the continued efforts to foster a more equitable and inclusive workplace through our **Leading a Diverse Workforce** training series.

- e. *Microaggressions* - Microaggressions are the silent killers of company culture and productive workplaces. This training will explore how to identify and manage microaggressions to ensure a safe and respectful workplace that will enable success for all employees.

Summary

As the data shows, MCTS has been and will continue to be committed to meeting the EEO utilization goals. Additionally, MCTS remains committed to following equitable and transparent processes throughout the recruitment and selection processes. Finally, it remains imperative that we continue to provide the tools and training to managers that are essential for success when leading a diverse workforce.

ALIGNMENT TO STRATEGIC PLAN

Describe how the item aligns to the strategic plan:

- 1A: Reflect the full diversity of the county at every level of County government
- 1B: Create and nurture an inclusive culture across County government
- 2C: Apply a racial equity lens to all decisions.
- 3C: Dismantle barriers to diverse and inclusive communities.

RECOMMENDATION

This report is for informational purposes only.

FISCAL EFFECT

No fiscal impacts, informational only

TERMS (If applicable)

N/A

VIRTUAL MEETING INVITES

Donna Brown-Martin, Director, MCDOT
Denise Wandke, President and Managing Director, MCTS
Julie Esch, Deputy Director, MCTS
Sandra Kellner, Chief Administrative Officer/EEO Officer, MCTS
Ben Stark, Director of Human Resources, MCTS
Kevina Vann, DEI & Employee Relations Manager, MCTS

PREPARED BY:

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APPROVED BY:



Donna Brown-Martin, Director, Department of Transportation

cc: Kelly Bablitch, Chief of Staff, County Board of Supervisors
Janelle M. Jensen, Legislative Services Division Manager, Office of the County Clerk