

COUNTY OF MILWAUKEE

Inter-office Communication

DATE: 5/19/2023

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

FROM: Donna Brown-Martin, Department of Transportation
Denise Wandke, Interim Managing Director and President, Milwaukee County Transit System

SUBJECT: From the Director of the Department of Transportation and Interim Managing Director and President of the Milwaukee County Transit System providing an informational report on the Milwaukee County Transit System's Equal Employment Opportunity Program

FILE TYPE: Informational Report

POLICY

It is the policy of the Milwaukee County Transit System (MCTS) to provide equal employment opportunities 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 through full utilization of available qualified human resources 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.

EEO Utilization Status Update (as of May 2023) - Minorities

MCTS has reached full utilization for minorities in all major job categories. 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 2023 which represents data as of May 15, 2023.

Minorities	2017	2018	2019	2020	2021	2022	2023	Goal
Directors (100, 101, 102)	36.0 %	37.2 %	36.5 %	35.9 %	41.0 %	43.0 %	45.1 %	12.9 %
Professionals (200)	24.2 %	21.4 %	25.0 %	34.5 %	37.0 %	42.0 %	43.8 %	16.1 %
Administrative Support Workers (500)	38.8 %	42.3 %	39.1 %	40.5 %	43.0 %	47.0 %	45.0 %	37.2 %
Craft Workers (600, 601)	22.4 %	24.1 %	32.1 %	34.7 %	35.0 %	34.0 %	34.9 %	30.4 %
Operatives (700)	75.5 %	77.8 %	79.4 %	79.7 %	81.0 %	84.0 %	84.8 %	68.5 %

	76.7	79.3	70.4	69.2	70.0	77.0	75.0	70.6
Laborers and Helpers (800)	%	%	%	%	%	%	%	%

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 we have exceeded the goal in each of these categories. Most notably, the Director and Manager categories continue to increase and are now at their highest point in MCTS history.

Minorities	2017	2018	2019	2020	2021	2022	2023	Goal
Directors (100)	6.3%	12.5%	13.3%	13.3%	7.0%	14.3%	25.0%	12.9%
Managers (101)	21.7%	33.3%	28.0%	29.2%	35.0%	38.5%	40.7%	12.9%
Supervisors (102)	53.2%	46.3%	46.4%	45.3%	51.0%	53.5%	52.5%	12.9%

EEO Utilization Status Update (as of May 2023) - Females

MCTS continues to improve utilization for both the Director and Professional categories. Although the utilization goal was only met within one category, the historical data shows that MCTS has made consistent progress in this area. All data within the subsequent tables are of June 1st of the respective year with the exception of 2023 which represents data as of May 15, 2023.

Females	2017	2018	2019	2020	2021	2022	2023	Goal
Directors (100, 101, 102)	27.9%	28.7%	27.1%	27.2%	30.0%	30.0%	33.3%	42.5%
Professionals (200)	45.4%	53.6%	50.0%	48.3%	52.0%	51.6%	53.1%	56.2%
Administrative Support Workers (500)	59.1%	59.6%	58.7%	54.8%	60.0%	58.1%	57.5%	72.3%
Craft Workers (600, 601)	3.4%	2.6%	1.8%	2.5%	2.0%	1.8%	1.8%	6.6%
Operatives (700)	39.6%	42.6%	44.5%	45.4%	45.0%	45.2%	43.9%	28.9%
Laborers and Helpers (800)	13.3%	24.1%	29.6%	19.2%	11.0%	15.4%	10.7%	13.5%

Again, the major job category of “Directors” breaks down further into Directors (100), Managers (101), and Supervisors (102). While MCTS falls short for all three categories, it is clear that over the past several years consistent and meaningful gains have been made within the Manager and Supervisor categories.

Females	2017	2018	2019	2020	2021	2022	2023	Goal
Directors (100)	37.5%	37.5%	40.0%	40.0%	43.0%	35.7%	37.5%	42.5%
Managers (101)	30.4%	33.3%	28.0%	25.0%	26.0%	34.6%	37.0%	42.5%
Supervisors (102)	23.4%	24.1%	23.2%	24.1%	29.0%	27.6%	30.5%	42.5%

MCTS seeks to continue to meet concentrations for minorities and females in job categories in which they are under-represented.

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. Additionally, all hiring managers participate in a brief 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 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 is conducting 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.

In 2023, MCTS will focus on the continued efforts to foster a more equitable and inclusive workplace through our **Leading a Diverse Workforce** training series. The trainings below will be the first of this series.

- d. *Empathy in Leadership* - 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.

- 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

VIRTUAL MEETING INVITES

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Donna Brown-Martin

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