

# COUNTY OF MILWAUKEE

## Inter-office Communication

DATE: 6/24/2022  
TO: Marcelia Nicholson, Chair, County Board of Supervisors  
FROM: Donna Brown-Martin, Director, Department of Transportation  
SUBJECT: From the Director of the Department of Transportation and Deputy Director of the Milwaukee County Transit System, the Workforce Diversity Audit Update  
FILE TYPE: Informational Report

### BACKGROUND

Beginning in 1975, Milwaukee County provided mass public transit services under contract with a privately-owned nonprofit corporation, Milwaukee Transport Services (MTS). In 2014, MTS transitioned to operation as a quasi-governmental instrumentality of Milwaukee County. It manages and operates both the Milwaukee County Transit System (MCTS) and its Paratransit services. It fulfills its transit function with a fleet of 348 buses, operating over 15 million bus miles annually and serving over 27 million passengers.

In 2017, an audit of MCTS's workforce diversity was completed. As a result, 25 recommendations were made to improve certain policies, procedures and overall diversity of MCTS. In 2020, a follow-up audit was completed, and it was found that 6 of the recommendations from the 2017 audit were still in process. The purpose of this informational report is to provide an update on the 6 recommendations that were still in process at the time of the release of the second audit in 2020. This report demonstrates the continued and intentional efforts to diversify the workforce and promote equity throughout the organization.

***Recommendation #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.***

1. Below is a list of activities that have either been implemented or enhanced since the 2020 Audit:
  - a) **Scoping Meetings** - The purpose of the Scoping meetings is to create the Recruitment Plan for each requisition. MCTS continues to hold these meetings before any recruitment is opened. These meetings continue to be diverse in race and gender to ensure that each recruitment has diversity and equity in mind.
  - b) **Recruitment Plans** - Modifications have been made to the Recruitment Plan template to ensure that MCTS is actively recruiting people of color and women

for all positions as they become open. This is discussed with every hiring manager for all requisitions.

- c) **Regular Monitoring** - Quarterly meetings are held to review the demographics of all promotions, new-hires, applicants, scoping meeting attendees and interview panelists.
  - d) **Job Postings** - Positions are posted on a variety of job boards to maximize the reach and attract a diverse applicant pool. MCTS also partners with several CBO's to increase applicant numbers.
  - e) **Pay Transparency** - Salary ranges are now included on all job postings to ensure pay transparency.
2. Below are some statistics that highlight the improvements in diversity of new-hires and promotions. The initial diversity audit looked at the MCTS workforce as of 12/31/2016. Therefore, the comparison data begins with 2017 to show the incremental gains that have been made since the first audit took place. All 2022 data is of June 1, 2022.

	<b>New-Hires &amp; Promotions - Director, Manager and Supervisor (100, 101, 102)</b>	<b># of New-Hires &amp; Promotions were POC</b>	<b>% of New-Hires &amp; Promotions were POC</b>	<b># of New-Hires &amp; Promotions were Female</b>	<b>% of New-Hires &amp; Promotions were Female</b>	<b># of New-Hires &amp; Promotions were WOC</b>	<b>% of New-Hires &amp; Promotions were WOC</b>
2017	21	5	23.81%	8	38.10%	2	9.52%
2018	23	9	39.13%	5	21.74%	1	4.35%
2019	10	6	60.00%	5	50.00%	3	30.00%
2020	13	8	61.54%	5	38.46%	4	30.77%
2021	24	15	62.50%	8	33.33%	6	25.00%
2022	9	6	66.67%	3	33.33%	1	11.11%

	<b>New-Hires &amp; Promotions (200 and 500)</b>	<b># of New-Hires &amp; Promotions were POC</b>	<b>% of New-Hires &amp; Promotions were POC</b>	<b># of New-Hires &amp; Promotions were Female</b>	<b>% of New-Hires &amp; Promotions were Female</b>	<b># of New-Hires &amp; Promotions were WOC</b>	<b>% of New-Hires &amp; Promotions were WOC</b>
2017	16	1	6.25%	6	37.50%	0	0.00%
2018	11	8	72.73%	4	36.36%	4	36.36%
2019	13	6	46.15%	10	76.92%	5	38.46%
2020	12	6	50.00%	6	50.00%	3	25.00%
2021	5	3	60.00%	3	60.00%	1	20.00%
2022	9	7	77.78%	7	77.78%	6	66.67%

	<b>New-Hires &amp; Promotions (All positions)</b>	<b># of New-Hires &amp; Promotions were POC</b>	<b>% of New-Hires &amp; Promotions were POC</b>	<b># of New-Hires &amp; Promotions were Female</b>	<b>% of New-Hires &amp; Promotions were Female</b>	<b># of New-Hires &amp; Promotions were WOC</b>	<b>% of New-Hires &amp; Promotions were WOC</b>
2017	216	154	71.30%	119	55.09%	104	48.15%
2018	180	143	79.44%	80	44.44%	73	40.56%
2019	191	158	82.72%	85	44.50%	73	38.22%
2020	171	131	76.61%	58	33.92%	52	30.41%
2021	195	156	80.00%	84	43.08%	74	37.95%
2022	101	89	88.12%	47	46.53%	44	43.56%

***Recommendation #2 – MCTS should provide annual trainings to hiring managers within the job classifications that are currently underrepresented on how to diversify its staff. Include additional training on its EEO plan.***

1. 2021 Training Initiatives – All managers (and other Non-Represented staff) received two trainings that were related to EEO matters which included aspects of the hiring process. Below are details on each:
  - a) **Unconscious Bias Training** (8 hours, 84 participants in total). Pre/post tests were administered to gauge the effectiveness of the training. The results were positive. For example, 76% of participants indicated that they learned something new in the training that will lead them to make a change in their personal life.
  - b) **Racial Equity Training** (6 hours, 74 participants in total). 89% indicated they had a better understanding of Racial Equity after the training. Also, prior to the training, 42% indicated they had never heard of Red Lining before the training. However, after the training 87% indicated that the data that was shown regarding demographics, segregation and home ownership was helpful to understand Racial Equity.
2. 2022 Training Initiatives
  - a) **Racial Equity Training Part 2** - All managers and non-represented staff will receive a second training on Racial Equity.
  - b) **Supervisory Training** - Any manager or supervisor that has been in their position for three years or less will receive Supervisory Training.
  - c) **LMS** – In January of this year, MCTS implemented a new Learning Management System (LMS). There will also be additional trainings that will be facilitated by the HR Training Partner and the DEI Manager. Those trainings will include a new Harassment training, Equity training and training on Intersectionality. These are very important as we want to empower and educate all at MCTS. The trainings will at times be broken down by departments, i.e., Harassment training for platform instructors. All trainings will include a pre/post surveys and a 3-month follow-up to make sure material has created a change in the employee.

***Recommendation #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.***

1. **Mentoring Program** – “Walk in My Shoes” is the name of the program that will be offered at MCTS which will provide employees three different mentoring options. It will first be introduced to employees within the Transportation department with emphasis on Operators. Later in 2022, it will be expanded to the entire organization.
  - a) **Job Shadow Days** – This serves as a precursor to the next levels of the mentoring program. This option allows employees to shadow a different position and the day-to-day processes of a position that they may be interested in. The typical scenario is that the mentee will shadow the position directly above them. Based on their experience, they may choose to engage in either the second or third option.
  - b) **Tier Level** – This is very similar to the first option, but the employee will be given an opportunity to shadow above the position directly above them. Additionally, the employee may choose to shadow a position that is completely outside of the current department.
  - c) **Full Program** – This option allows MCTS employees to select a mentor based on their career interests. The full program is designed to last for one year.
2. **Tuition Reimbursement** – In 2021, MCTS raised the level of tuition reimbursement from \$1,000 to \$1,500. At that time, a concerted effort began to promote this program. With the new mentoring program, there will be a renewed emphasis on increasing the amount of MCTS employees that take advantage of tuition reimbursement program. Utilization numbers will continue to be tracked along with EEO level and demographic information.
3. **Public Allies** – Beginning in 2021, MCTS also has been fortunate to partner with Public Allies which has provided community allies an opportunity to work in various departments within MCTS. These allies have had a great opportunity to learn about different the different departments that are required to operate a public transit system. This year we will be adding three more to be total of 6 Public Allies.
4. **Communication** – Within all of the aforementioned initiatives, MCTS will leverage the intranet, HRIS, newsletter, bulletins and TV’s within the stations to highlight the successes of various aspects of the mentoring program.

***Recommendation #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.***

The Recruitment and Selection Policy was reviewed by the DEI Manager and Human Resources Director. It was subsequently updated to include more information and direction on the Scoping Meeting and the scoring process.

- a) **Scoping Meeting** – The Scoping Meeting is used to create the Recruitment Plan and provides an opportunity for Human Resources and the Department Director to review the job in detail. Language related to the scoping meeting has been clarified. Additional emphasis is placed on potential barriers within the job that may need to be corrected to ensure the success of the next employee within the position. This includes looking at job responsibilities, problems that might have been raised regarding work environment or lack of training. Conducting regular Exit Interviews has been helpful in this regard as it gives Human Resources perspective on what training may be needed for the next employee to be successful.

- b) **Interview Scoring** – The Recruitment and Selection Policy was updated to reflect the practice of keeping scores confidential and the processes in place for submitting scores. Additionally, detailed instructions are sent to the interview panelists prior to all interviews. These instructions are also reviewed at the conclusion of all interviews to ensure an unbiased process remains in place.

***Recommendation #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.***

- a) **Job Descriptions** – All job descriptions were reviewed by the Human Resources and the Racial Equity Workgroup to identify potential job requirements that were not actually necessary. As previously stated, within the Scoping Meeting, the position is reviewed again by the Department Director, DEI Manager and Employment Manager to ensure there are no requirements that are in place that are not necessary. All job descriptions and Job Description Questionnaires (JDQ's) are reviewed on an annual basis.
- b) **HRIS** – The current workflow to approve hires and compensation contains the Human Resources Director and EEO Officer to ensure there are no equity issues that may have been overlooked.  
(HR Director < CAO (EEO Officer) < CEO).

***Recommendation #6 – Become familiar with the GARE toolkit recommendations and develop an appropriate toolkit for implementation at MCTS.***

The Racial Toolkit is now integrated into the decision-making process for MCTS policies, procedures, and initiatives. This will become a part of the monthly EEO program meetings that occur with the Managing Director, EEO Officer and DEI Manager. Also, part of the Toolkit is implemented in the scoping meetings with the DEI manager, Department Director and Employment Manager.

#### 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.

#### VIRTUAL MEETING INVITES

Denise Wandke, Deputy Director, Milwaukee County Transit System, [dwandke@mcts.org](mailto:dwandke@mcts.org)  
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cc: Kelly Bablitch, Chief of Staff, County Board of Supervisors  
Janelle M. Jensen, Legislative Services Division Manager, Office of the County Clerk