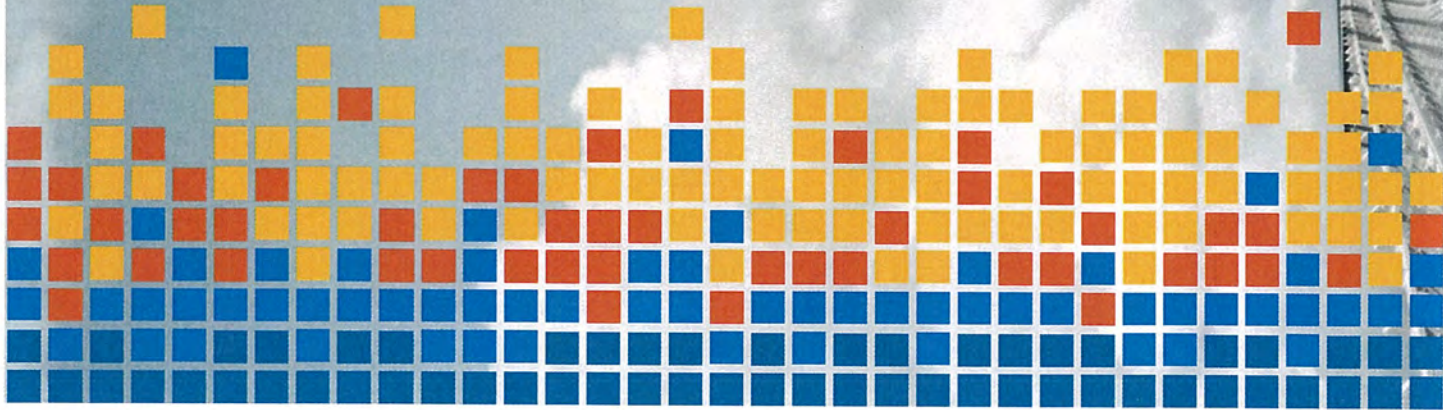




**ATTRACTION, RETENTION, AND  
ENGAGEMENT OF A**

# **DIVERSE MANAGEMENT WORKFORCE**

*September 12, 2018*





# INTRODUCTION

## Analysis, Findings and Recommended Commitments

TriMet staff report presented by:

**Randy M. Stedman**, Executive Director, Labor Relations & Human Resources

### Consultants

- **Margaret L. Carter**  
Ms. Carter led Interviews with community leaders of color to gain insight about building greater diversity in management.
- **Dr. Beverly Scott**  
Dr. Scott analyzed TriMet's compensation and recruitment data and guided TriMet to relevant best practices for greater management diversity.
- **Dan Ruprecht**  
Mr. Ruprecht conducted a pay equity analysis and assisted TriMet in building the Predicted Compensation Model to ensure compliance with Oregon's new pay equity statute.
- **Dave Schloetel**  
Mr. Schloetel updated TriMet's AAP utilization and availability tables, which allowed a precise response regarding TriMet's Executive Team diversity.



# SCOPE OF REPORT

## Limits of review

- TriMet's management workforce, generally exempt, non-union workers
- Gender and race – primary concern voiced by community
  - 2019 update to include broader inclusion and diversity parameters

## Assessment of attitudes & activities regarding diversity

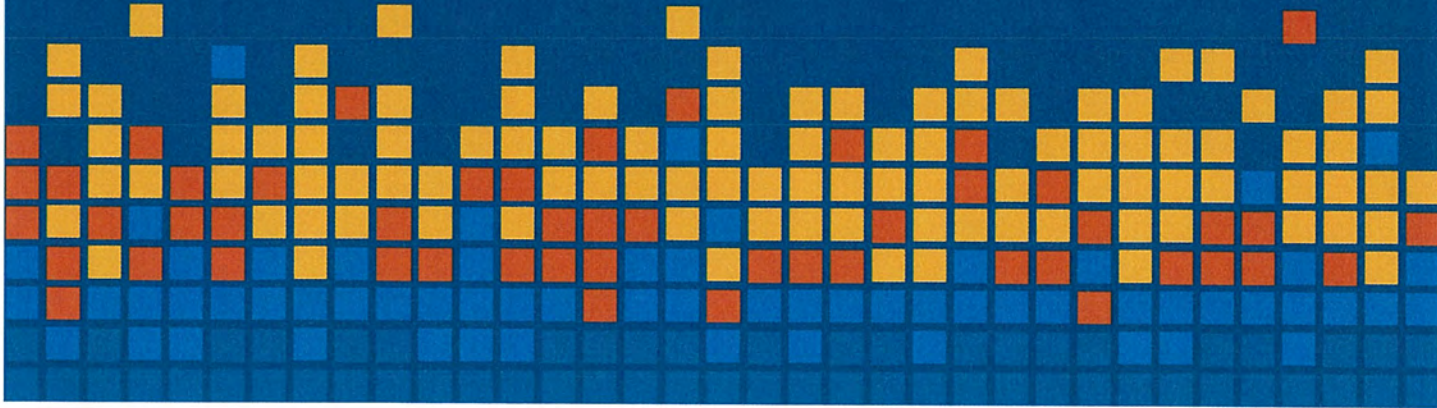
- Leaders from communities of color
- Biennial engagement survey
- Review of systems and programs used to build and sustain diversity
  - Compensation
  - Retention
  - Recruitment
  - Engagement
  - Affirmative Action
  - Onboarding new employees

## Analysis of workforce data compared to similar transit agencies



# Summary of Report Findings

# Perspectives of Leaders from Communities of Color





**1. Community leaders of color believe that to increase diversity in management, TriMet needs to:**

- A. Invest in employment pipelines**
- B. Be flexible regarding transit experience requirements**
- C. Expand mentoring**
- D. Increase leadership involvement with communities of color**

# COMMUNITY PERSPECTIVE

A.

## Employment pipelines

Establish relationships with organizations / schools

- Historically black universities & colleges
- Community colleges
- High schools and potentially primary and secondary schools
- Professional organizations serving women and minorities



Establish internships, summer jobs, conference & other employment connections



Creates trusted reputation for welcoming diversity



# COMMUNITY PERSPECTIVE

B.

## Flexibility regarding requirements for transit experience

- Accept candidates without transit experience
- Management skills are transferable
- New skillsets and perspectives will strengthen agency



active management jobs

- or 7.6% of those job descriptions require public transit experience
- or 8.6% of the workforce, identified incumbents in those 29 positions



# COMMUNITY PERSPECTIVE

C.

## Expand mentoring relationships

- Formal and informal mentoring programs
- Integrate into agency culture & include management's job responsibilities and evaluations.

*“What are you doing to make this organization stronger for the future?”*

### Existing formal and informal mentoring programs not discussed

- Formal and informal mentoring activities in place
- Community insight suggests a shift in focus to use mentoring activities to explicitly develop diversity in management

# COMMUNITY PERSPECTIVE

D.



## Leadership involvement with communities of color

To attract people of color to management workforce

TriMet's executive leadership more visibly involved in communities of color

**Executive time & attention most important resource**

+

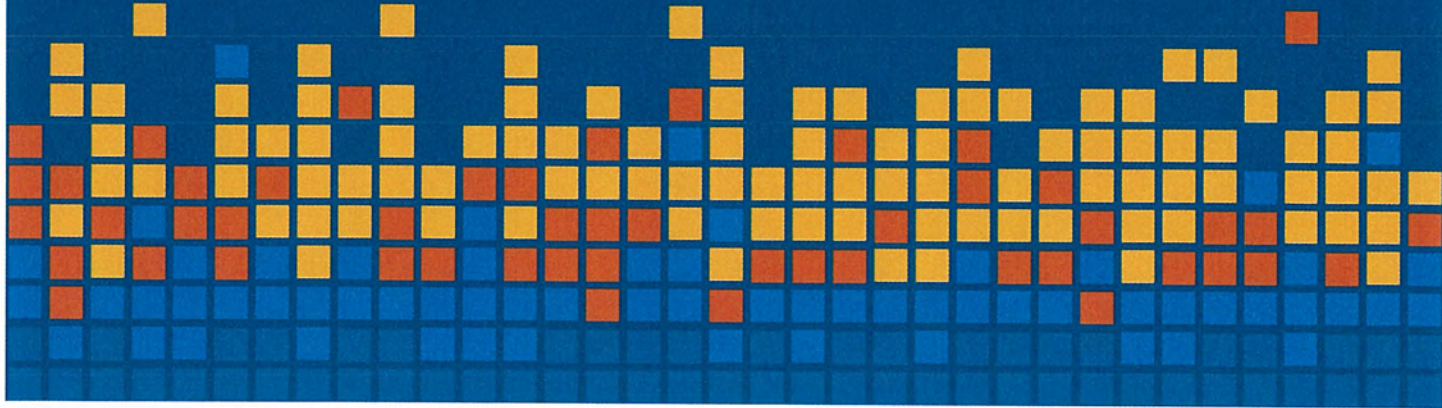
Strategic and calculated involvement – demonstrates commitment to public resources (time or money)

↑

Agency that believes in their community will place resources there

Community involvement creates new level of trust

# Compensation, Pay Equity, and Predicted Compensation Model (PCM)





**2. Little evidence of pay disparity based upon race or gender, but a significant percentage of management is below their predicted compensation for other reasons.**

**Plan to close gaps in pay within a year.**



## PAY EQUITY ANALYSIS

### Pay equity analysis, completed by outside consultant, found:

- No statistically significant pay disparity in TriMet's management workforce overall, based on race or gender
- Small group of 15 first-level women managers, showed a 5.1% difference in pay – but caution noted due to small data set.
- Consider context: 18.2% gender pay gap nationally for all full-time weekly workers in 2017.
- TriMet budgeted funds to eliminate pay disparity for the incumbents in this subgroup (effective Aug. 2018).



# Predicted Compensation Model

## New compensation tool

- TriMet has adjusted compensation to comply with Oregon's pay equity provisions (effective January 1, 2019)
- With outside consultant support, TriMet developed a new compensation model (PCM) to predict an employee's salary based on:
  - Relevant credited experience
  - Educational credentials and certificates
  - Performance
- Accounts for the net value of TriMet's benefits compared to the market pursuant to TriMet's "total compensation" philosophy

# MANAGEMENT PAY

## As of May 31, 2018:

- 44.4% of TriMet's management staff paid below PCM predicted rate.
- Total gap between actual and predicted pay **\$975,485**.
  - Reason for pay gap:
    - 1) Great recession management pay freeze.
    - 2) Prior to 2014, pay decisions had only a weak relationship to the objective compensable factors in PCM and Oregon pay equity statute.
    - 3) Decisions were haphazard, but not based upon race or gender.



# MANAGEMENT PAY

## TriMet has plan in place to eliminate management pay gaps by Sept. 2020

- Move Ahead Compensation (MAC) program, typically allocated to moving employee to mid-point salary range, is being used to close compensation gaps.
- **\$300,000** budget allocated in FY2018 to division on prorated basis based on aggregate gap identified through PCM analysis.
- For all divisions, **238** of 435 non-union employees eligible for MAC money.
- **153** employees received some allocation in February 2018
- **10** of the 153 received enough MAC money to close pay gap then.





# MANAGEMENT PAY

## Salary Recovery Program

- Refers to the redeployment or reallocation of budgeted continuing expense for non-union salary dollars to fund permanent mid-year salary action.
- Salary is recovered by:
  - Permanent elimination of a budgeted position.
  - Employee with higher salary leaves and is replaced with an employee at a lower salary, the difference is recovery.



# MANAGEMENT PAY

## Salary Recovery

- In March 2018, Managers were encouraged to use all available salary recovery funds to close salary gaps identified by PCM.

### As of June 30, 2018 (FY end):

- One of TriMet's 11 divisions had completely eliminated salary gaps within the division.
- Protected classes received a significant portion.

**\$108,190**  
allocated to women  
& minorities

**\$40,203**  
allocated to white  
men

**\$148,394**  
Salary Recovery Funds  
allocated before end of  
FY2018.



# PROGRESS BY THE NUMBERS

## From Jan. - May 2018 TriMet reduced the:

Non-union employees below predicted compensation	from 54.7% to 44.4%
Total dollar gap amount	from \$1,445,116 to \$975,485
Total salary gap for women	by \$203,543
Total salary gap for minorities	by \$91,229
Reduced number of women below predicted salary	from 106 to 88
Reduced number of minorities below predicted salary	from 97 to 44

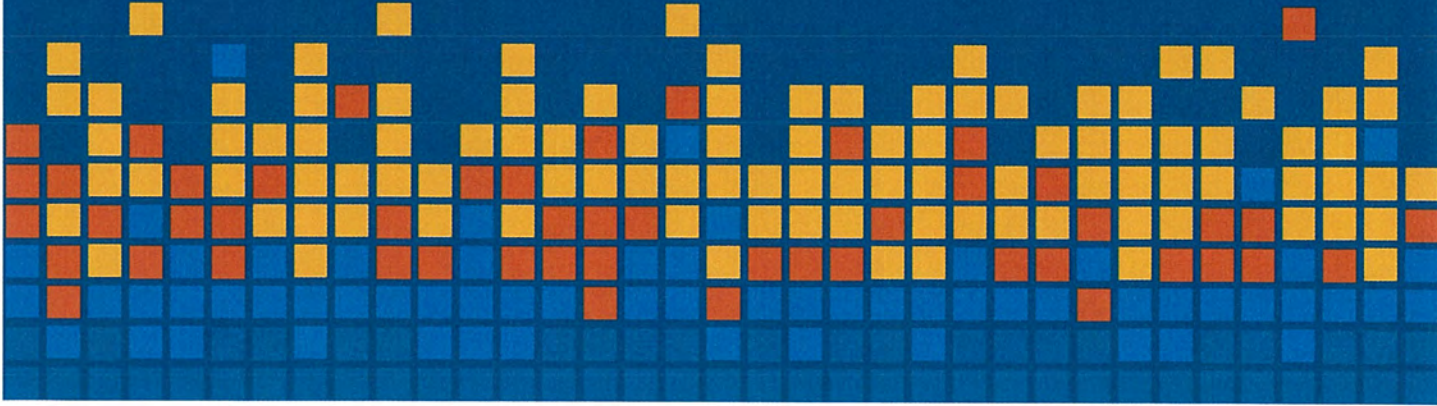


## PAY EQUITY SUMMARY

**Based on ratio of actual pay to predicted pay, TriMet is performing well:**

- All non-union: **.98**
- Women: **.97**
- Minorities: **.97**
- While a significant portion of TriMet's management staff is paid below predicted compensation, reasons for variance do not relate to race or gender.
- Implementing plan to close gap by Sept. 2019

# Recruitment Practices and Affirmative Action





## Business Plan Goal

■ **“TriMet is where diverse & talented people want to come, stay and thrive.”**

- Three objectives:
  1. Achieve affirmative action goals;
  2. Recruit a talented workforce; and
  3. Plan for succession



# AAP guidelines

## Affirmative Action Plan (AAP)

- TriMet required to have an AAP for women, minorities and other protected classes – updated annually.
- AAP compares TriMet’s utilization of women and minorities to availability within reasonable recruiting area.
- Totals expressed as percentage of organization’s workforce or as percentage of that job group in reasonable recruiting area, respectively.
- Availability determined through census data and internal “feeder group” candidates.
- When utilization of women and minorities is below availability, TriMet required to create placement goals and make good faith efforts to achieve the goals.
- Placement goal only required if utilization is less than 80% of availability.



# TriMet management

## Management Job Groups

- TriMet segments its management workforce into six job groups, one being the Executive team.
- Women and minorities have independent affirmative action placement goals, when there is underutilization in a job group.
- Six job groups could, in theory, result in 12 total placement goals.





**3. Utilization of minority executives is higher than Affirmative Action Plan (AAP) availability statistics or minority ridership of the system would suggest.**

# MINORITY EXECUTIVES

## Utilization rate comparison

- TriMet minority executive utilization exceeds comparisons:



3 of 11 executives are minorities

- \* Includes one (or more) level below executive
- \* Comparators' management overall, not limited to executive directors
- \* In cities where diversity is typically greater



**4. Utilization of women executives at TriMet is lower than its Affirmative Action Plan (AAP) availability statistics or percentage of women riders of the system.**

# WOMEN EXECUTIVES

## Utilization rate comparison

- TriMet women executive utilization falls short in all comparisons



**18.2%**

2 of 11 executives are women

**24.9%**

**52.5%**

**56.1%**

**35.3%**

- \* Includes one (or more) level below executive
- \* Comparators' management overall, not limited to executive directors
- \* In cities where diversity is typically greater



# WOMEN EXECUTIVES

## Identified steps to increase women executive utilization rates

- TriMet will need to add one woman to the 11-person executive team to exceed AAP availability percentage.
- Would yield utilization of **27.3%**.
- We expect opportunities to the achieve placement goal in the near future.



“

**5. TriMet’s utilization of minorities in management exceeds availability, but utilization of women does not; succession planning shows equitable participation.**

# ENHANCING DIVERSITY

**Key to enhancing diversity in management is the ability to recruit new external talent**

- TriMet Labor Relations & Human Resources Division manages recruitment and monitors AAP progress and is, itself, diverse:
  - 26 total Division employees: 38.5% minority; 76.9% women.
  - 17 management employees: 41.2% minority; 76.5% women.





# HIRING & WORKFORCE

## Hiring numbers (Feb. 2015-Feb. 2018)

- **31.8%** of new management hires were women
- **31.8%** of new management hires were minorities

## Of TriMet's current 397-person management workforce:

- **8.8%** minority women
- **14.6%** minority men
- **21.4%** white women
- **55.2%** white men





## AAP PLACEMENT GOALS

### Placement goals met in most job groups

- 3 of 12 job groups in TriMet's management positions underutilized.
- Need to increase 3 job groups to exceed AAP availability:
  - 4 minorities in Senior Managers & Officials group
  - 3 women in Supervisory group
  - 3 minorities in Professionals: Engineers & IT group



# MINORITY & WOMEN UTILIZATION

**Over six years, TriMet gained ground steadily in minority utilization but lost ground in utilization of women**

TriMet Utilization of Minorities and Women in Management FY2013 - FY2018 (Updated)						
Fiscal Year	Total		Minority		Women	
	#	%	#	%	#	%
FY2018 (04/15/18)	386	91	23.6%	123	31.9%	
FY2018 (07/01/17)	358	77	21.5%	120	33.5%	
FY2017	382	76	19.9%	117	30.6%	
FY2016	341	65	19.1%	104	30.5%	
FY2015	365	59	16.2%	128	35.1%	
FY2014	355	59	16.6%	132	37.2%	
FY2013	340	57	16.8%	130	38.2%	

# MINORITY & WOMEN APPLICANTS

## July 1, 2017-April 1, 2018 sample period for management positions:

Minorities made up

**36.1%**

of applicant pool

+

Minorities made up

**28.6%**

of total interview referrals



Minorities received **32.4%** of all offers

Accepted offers **100%** of the time during sample period

Both higher than 17.8% availability rate

Women made up

**23.5%**

of applicant pool

+

Women made up

**17.3%**

of total interview referrals



Women received **27%** of all offers

Accepted offers **100%** of the time during sample period

Both lower than 33.5% availability rate

# SUCCESSION PLANNING

- The succession planning process shows reflects diversity
  - 40 positions included in the plan, which includes 56 individuals
    - 39.3% (22) are women
    - 25.0% (14) are minorities
    - Diversity increased for both groups since 2015 plan
- Identified successors get promoted
  - TriMet promoted nine potential successors from its 2015 plan (four women; one minority).



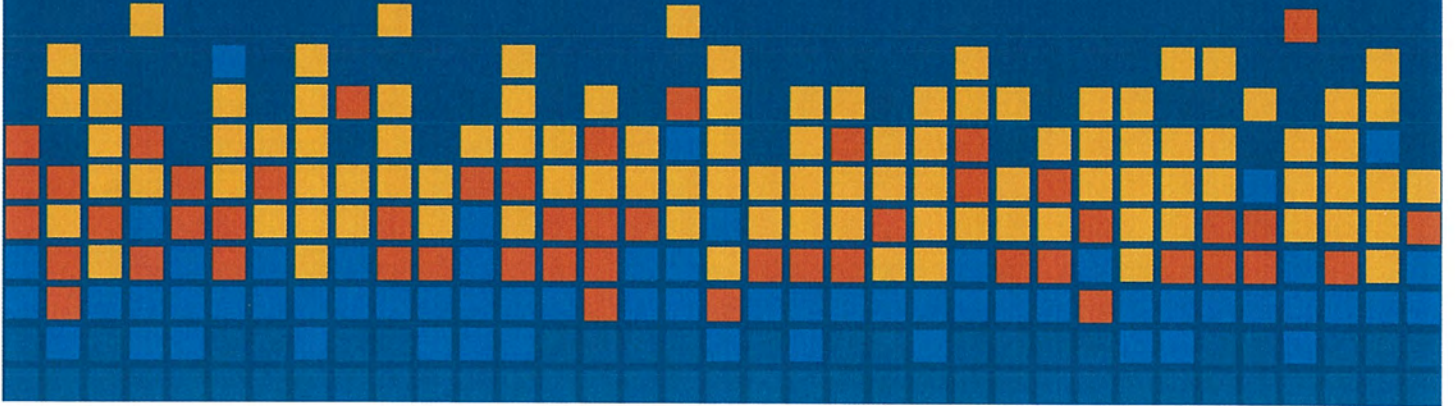


# KEY PERFORMANCE INDICATORS

## Robust Key Performance Indicators (KPIs) to monitor activities in recruitment process:

- In addition to metrics on previous slide, we track:
  - **Offer-to-interview**
  - **Acceptance-to-interview**
  - **Time-to-fill**
- Metrics reported monthly

# Retention and Engagement



# TURNOVER & TENURE

## Demographics of TriMet's workforce changing rapidly

- Average age of TriMet's management workforce: 49.8 years
- Average turnover increasing across demographic spectrum (2018)
  - Non-Union: **14.29%**
  - Managers: **15.92%**
    - Women: **24.83%**
    - Minorities: **8.99%**
- Average tenure is decreasing across the board (2016-2018)
  - Women leaders: - **23.15%**
  - Men leaders: - **31.16%**
  - Minority leaders: - **0.35%**
  - White leaders: - **26.27%**

**Increased  
turnover**

+

**Increased  
retirement**

+

**Many new  
hires**

↑

**Reduced  
Tenure**



**6. Engagement survey results show overall engagement of women and minorities is comparable to men and white employees, but there are differences in perceptions about equity in the workplace that warrant further investigation.**



# ENGAGEMENT SURVEY

## Biennial employee engagement survey

- February 2018 results
  - About 70% of “leaders” responded
  - 6 question, **engagement index** of women & men leaders roughly the same:
    - Women leaders: **78.8% favorable**
    - Men leaders: **79.9% favorable**
    - Minority leaders: **80.2% favorable**
    - White leaders: **79.8% favorable**
- \*public sector organizations average 69.9% favorable rating
- 10 questions, **engagement drivers** – actionable items to drive engagement higher:
    - Women leaders: **80.7% favorable**
    - Men leaders: **80.3% favorable**
    - Minority leaders: **74.4% favorable**
    - White leaders: **81.8% favorable**



# ENGAGEMENT DRIVERS

## Notable percentage differences\* in individual questions based on gender & race:

### Women leaders perceived:

- Fewer professional growth opportunities: **-16.1%**
- Fewer opportunities than co-workers: **-7.1%**
- Less equal treatment: **-16.1%**
- Less organizational commitment to cultural diversity: **-33.9%**

### Minority leaders perceived:

- Less understanding about how they fit in the future org. plans: **-32%**
- Lack of investment in them: **-11.4%**
- Lack of caring by supervisors regarding development: **-12.4%**
- Lack of alignment with career goals: **-13.2%**
- Lack of professional growth: **-14.3%**
- Lack of organizational commitment to cultural diversity: **-34.6%**
- Unequal opportunity within workgroup: **-21.3%**
- Unequal treatment within workgroup: **-19.9%**

\*Only negative differences shown here; for positive differences, see report and exhibits.



# NET PROMOTER SCORE

**“How likely would you be to recommend this transit district to a friend or colleague as a great place to work?”**

- Question measures degree a group is a net promotor or detractor of TriMet as an employer.
- Ratio of promotors to detractors is called a Net Promotor Score (NPS).

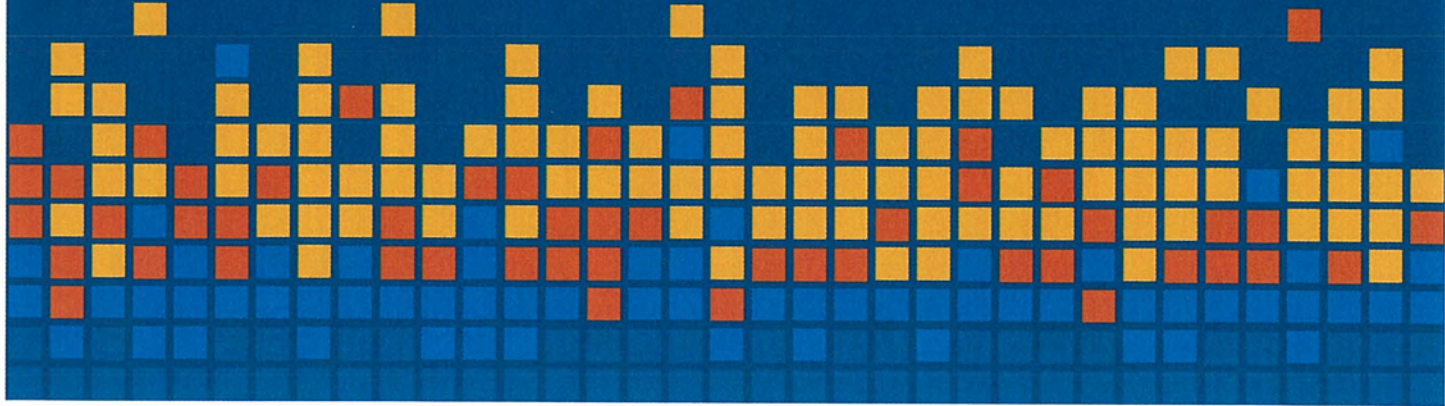
## Overall NPS\* results:

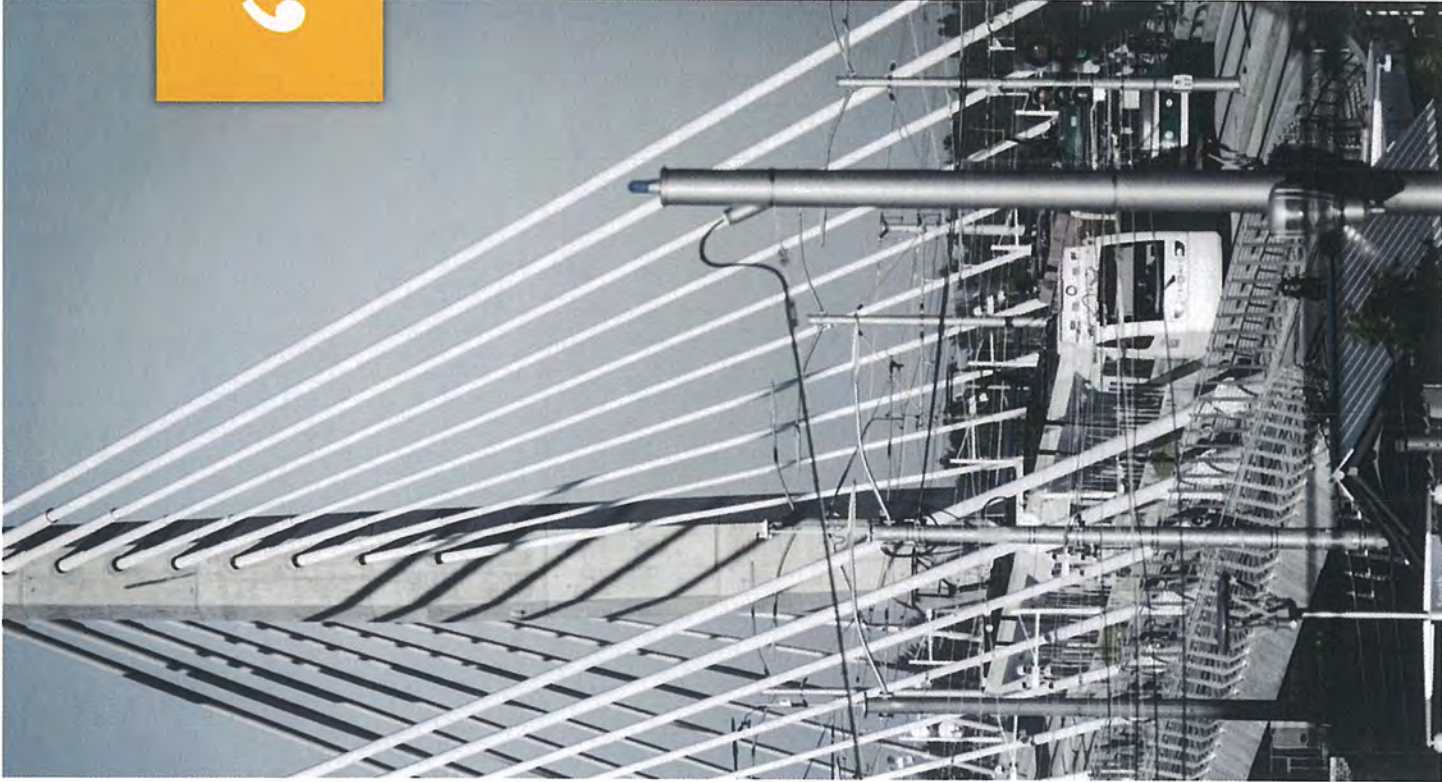
TriMet: **17.72**  
Women employees: **12.68**  
Men employees: **21.47**  
Minority employees: **18.75**  
White employees: **17.47**  
\* Public sector comparators: **16.39**

## Racial Subgroup NPS results:

Asian: **36.36**  
Two or more races: **28.57**  
African American: **10.53**  
Latino: **0.00**

# Onboarding New Employees





“

**7. TriMet’s onboarding process for new employees needs an overhaul.**

# AGENCY GROWTH & ONBOARDING

## Significant employee growth over the last five years :

- Regular full & part-time workforce increased **22.24%**
- Non-union workforce grew only **11.7%**
- No change to decentralized onboarding process in several years
- Not a priority due to limited use -- until recently.
- **75** new non-union positions in FY19





# SURVEY RESPONSE: ONBOARDING

**“This transit district is effective in welcoming new employees and helping them begin a new job.”**

- Ratings for onboarding process much lower (4.26) than total survey average (4.70)
- Biggest stakeholders in onboarding are the least positive:
  - Maintenance (4.02)
  - Human Resources (4.05)
  - Transportation (4.06)

**New employee (less than 5 years)  
onboarding rating:**

Minority & White: 4.22  
Latino subgroup: 3.90  
Men: 4.28  
Women: 4.15

**Human Resources Division to  
commission internal taskforce  
to centralize and improve  
onboarding process.**



# Summary of Recommended Commitments





# Recommended Commitments

## Compensation Practices

1. To implement the PCM model and sustain pay equity, Human Resources must approve all salary offers, both to new hires and to internal candidates, subject to General Manager appeal in extraordinary circumstances.
2. Human Resources will monitor, and report to the General Manager, progress to eliminate instances of compensation below the salary predicted by the PCM model, particularly with respect to the 15-person group of first-level women managers observed to have a 5.1% pay disparity compared to men.



# Recommended Commitments

## Recruitment Practices

3. TriMet will survey its non-union employees to gauge the level of interest in reallocating investments in the current low-cost, high value healthcare plan to other types of benefits, even if it means paying more for healthcare.
4. To encourage greater applicant flow and more referrals of qualified candidates to managers for consideration, TriMet will be flexible in requiring public transit experience and will review and revise its job descriptions to clearly state required experience versus preferred or desired experience.
5. TriMet will focus on increasing the utilization of women, specifically by increasing the number of women in the applicant pool and by ensuring all qualified women are referred to hiring managers for interview consideration.



# Recommended Commitments

## Recruitment Practices, cont.

6. TriMet will modify its Bud-5 budget form so the staff addition requests indicate whether the job is in an affirmative action job group for which TriMet's utilization is lower than availability.
7. During the fiscal year budgeting process, once the adopted budget has been completed and a list of proposed new positions has been developed, that list will be circulated to sources closely connected to communities of color and women's organizations as a "preview of coming opportunities." TriMet will conduct career fairs to promote the projected openings.
8. For recruitment purposes, TriMet will attend conferences hosted by organizations such as Conference of Minority Transportation Officials (COMTO), the Women's Transportation Seminar (WTS), Transportation Research Board, and American Public Transportation Association.



# Recommended Commitments

## Recruitment Practices, cont.

9. Human Resources will monitor all hiring panels to ensure the panels are diverse and ensure that the panelists complete unintentional bias training for the employment process.
10. TriMet will modify its recruiting outreach to add more “retail” approaches, meaning it will circulate its openings directly to grassroots organizations, such as churches, civic organizations, affinity groups, charitable organizations, and similar outlets.

## Retention & Engagement

11. TriMet will incorporate into the performance evaluations of managers the degree to which they engage in activities with the community generally, and with communities of color, specifically.
12. TriMet will incorporate into the performance evaluations of managers the degree to which they involve themselves in mentoring employees generally, and mentoring women and employees of color, specifically.



## Recommended Commitments

### Retention & Engagement, cont.

13. To set an example, TriMet's Executive Team will complete unintentional bias and cultural sensitivity training as a group.
14. TriMet will expand its E3 training and development program to further enhance and give more structure to its management certification program, complete with graduation ceremonies.
15. TriMet will give formal recognition to managers who have succeeded in efforts to expand the diversity of their teams or the organization as a whole.
16. TriMet will utilize some form of an exit interview process to help monitor whether there are organizational barriers to retaining diversity in management.
17. TriMet will conduct targeted focus groups to discuss topics of concern identified in the engagement survey and in this report, related to key groups.



## Recommended Commitments

### Retention & Engagement, cont.

18. TriMet will survey its employees to gauge interest in establishing affinity groups, similar to TriMet's Women's Forum. Where there is sufficient interest, TriMet's Director, Talent Management will facilitate the formation and support of new affinity groups for purpose of enhancing employee engagement.
19. TriMet will make a follow-up presentation to TriMet's Board and Transit Equity Advisory Committee in a year to discuss the status of its initiatives to increase diversity, including changes in utilization of women and minorities. At that time, TriMet will include the Committee on Accessible Transportation (CAT) and include in its report similar information regarding the disabled community and veterans for which TriMet has affirmative action goals.



# Recommended Commitments

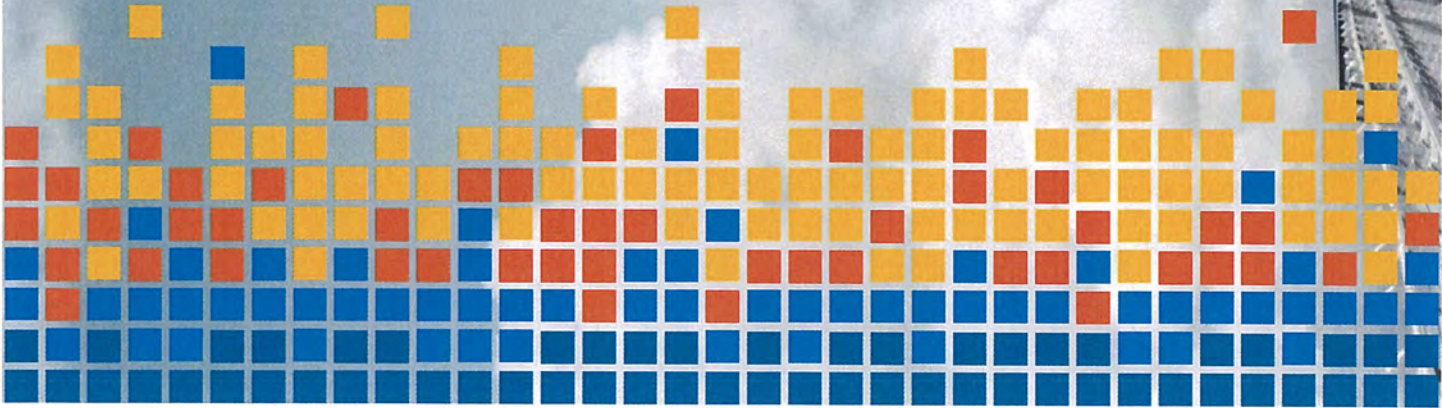
## Onboarding New Employees

20. TriMet will overhaul its onboarding process, which will be managed by Human Resources with participation of TriMet’s Executive Team to communicate not only what all employees need to know to be successful, but also TriMet’s commitment to diversity and inclusion.

## Budget and Timeline

21. Implementing the recommended commitments will require approximately **\$1.6 million** in additional resources over a five-year period, including the addition of **two unbudgeted additions** to staff in FY19.

- Bloomberg BNA “2017 HR Benchmarks Report,” shows the average ratio of human resources staff to total employees is **1.4:100**; West Coast **11 0.98:100**
- These ratios translate to **42** and **29.4**, respectively HR employees for TriMet; the Division has **26** staff members now.



**“TriMet is where diverse & talented people want to come, stay and thrive.”**

**Questions?**

***Thank you.***





**LARGE TAB #1**



## **Attraction, Retention, and Engagement of a Diverse Management Workforce**

*Analysis, Findings, and Recommended Commitments*

**TriMet Staff Report**

to the

**TriMet Board of Directors**

and

**Transit Equity Advisory Committee (TEAC)**

by

**Randy M. Stedman**

Executive Director, Labor Relations and Human Resources  
Tri-County Metropolitan Transportation District of Oregon

with letters of support from

**Sen. Margaret L. Carter (Ret.)**

Oregon Legislative Assembly

and

**Dr. Beverly Scott**

Chief Executive Officer  
Beverly Scott and Associates

September 12, 2018

# TriMet

## Attraction, Retention, and Engagement of a Diverse Management Workforce

*Analysis, Findings, and Recommended Commitments*

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# TriMet

## Attraction, Retention, and Engagement of a Diverse Management Workforce

*Analysis, Findings, and Recommended Commitments*

### Scope of Report

The catalyst for this report was a February 21, 2018, memorandum from TriMet Board President Bruce Warner to the TriMet Board of Directors, regarding the Board's objectives for new General Manager Doug Kelsey. Exhibit 1. In particular, one objective contained in President Warner's memorandum led to this report. It states:

"Workforce diversity. To ensure that TriMet's management workforce reflects the diversity of the available applicant pool as set forth in TriMet's published affirmative action plan the General Manager, will engage outside experts to compare the current level of diversity in TriMet's management ranks to workforce availability; assess compensation characteristics to identify any disparity in compensation for women and historically underrepresented employees; and, to the extent gaps exist, identify 'best practices' for the external recruitment, internal development and retention of a diverse management workforce and close any identified compensation gaps. Working with the TEAC, TriMet will issue a report of findings, including commitments for short- and long-term steps to close any gaps identified. The report will be submitted to the TEAC, presented to the Board, and released to the public."

Thus, President Warner's February 21 memorandum states three deliverables:

1. Complete an external review and release a report by August 1, 2018.
2. Close identified diversity gaps within TriMet's executive team within 18 months.
3. Close identified compensation gaps within 36 months, subject to budget availability for compensation changes.

The publication of this report fulfills directly the first of these deliverables. In addition, this report identifies the extent to which TriMet already has met, or will meet, the other two deliverables. Finally, this report assesses TriMet's systems and practices likely to have high impact on TriMet's ability to build additional diversity in management, such as recruiting, onboarding, and retention and engagement of the workforce. The author also considered best practices gleaned from academic and industry literature in these areas and compared them in this report to TriMet's current practices.

## Methodology

In preparing this report, TriMet utilized a number of consulting experts to both gather and analyze data related to compensation, recruitment, affirmative action, retention and tenure, employee engagement, onboarding, attitudes about diversity, and community perspectives, all of which play an important part in building and sustaining diversity in management. This team of consulting experts helped TriMet to analyze for disparities based on race and gender, assess best practices, and identify recommended commitments to close identified gaps. TriMet has benefitted greatly from their combined experience and wisdom, which has both local and national reach.

**Sen. Margaret L. Carter (Ret.)** is a former member of the Oregon Legislative Assembly. She served from 1985 to 1999 as a state representative and then from 2001 to 2009 as a state senator. Margaret was the first black woman elected to the state's legislature. Among a long list of other accomplishments, Margaret served as President and Chief Executive Officer (CEO) of the Urban League of Portland from 1999 to 2002. On this project, Margaret led the interviews with community leaders of color to gain insight regarding perceptions of TriMet and employment practices that could enhance TriMet's stature in terms of building greater diversity in management.

**Dr. Beverly Scott** is a highly regarded national expert in the transit industry. She serves as CEO of Beverly Scott Associates, LLC. Beverly leads an infrastructure sector consulting practice committed to advancing equity, inclusion, shared prosperity, and healthy and sustainable outcomes for historically underutilized groups and high-need communities through smart reinvestment in American infrastructure. Beverly is extremely active within the American Public Transportation Association (APTA). On this project, Beverly analyzed TriMet's compensation and recruitment data to help guide TriMet to relevant best practices regarding building greater diversity in management.

**Dan Ruprecht** is a quantitative analysis expert and a Principal of Quantitative Research Partners LLC. He has a Master of Science in Computational Finance from Carnegie Mellon University and a Bachelor of Arts in Mathematics from Lewis & Clark. On this project, Dan conducted the pay equity analysis and helped TriMet to develop the Predicted Compensation Model (PCM) that it now uses to ensure compliance with Oregon's new pay equity statute.

**Dave Schloetel** is the founding principal of NW Management Systems, Inc. and a highly experienced affirmative action consultant. Dave has an ongoing relationship with TriMet to analyze affirmative action data and produce TriMet's Affirmative Action Plan (AAP) document. On this project, Dave updated TriMet's AAP utilization and availability tables in April 2018 and split out executive team positions from a broader group of management so that TriMet could respond more precisely to community feedback regarding the diversity of TriMet's executive team.

**Quantum Workplace** provides an all-in-one employee engagement software platform that makes managers the central drivers of workplace culture. Serving more than 8,700 organizations, Quantum Workplace's technology gives TriMet direct access to employee feedback and personalized real-time insights, so it can better serve its workforce. On this project, Quantum Workplace conducted a February

2018 employee engagement survey. The Quantum Workplace software platform allows advanced filtering and slicing of data to analyze responses based on various demographic characteristics, such as race and gender. At TriMet's request, Quantum Workforce's survey includes specific questions regarding diversity and attitudes about diversity important to this report.

In addition to guidance from this team of consulting experts, TriMet conducted an extensive search to identify research-based best practices in the areas of compensation, recruitment, affirmative action, onboarding, retention, and employee engagement that could be utilized to aid in building diversity in management to the extent gaps were identified. A bibliography of research appears at the end of this report. Based on the research, TriMet prepared best practice tables to compare and contrast best practices with TriMet's activity in the identified areas.

In preparing this report, TriMet generally used data current as of spring 2018. In some cases, TriMet was able to update data to capture information that is more recent. Where information that is more recent is used, it is noted.

## Introduction

Questions about TriMet's diversity in management arose from the community during TriMet's recent search for a new general manager. One newspaper article quoted an open letter signed by a number of local politicians and community activists stating, "As stakeholders of this transit agency we need a more inclusive and transparent hiring process that engages directly impacted communities. Such a process needs to be grounded in equity and be representative of the communities TriMet serves."<sup>1</sup> In another article, a Metro councilor was quoted as saying, "We know in the 21st century that we as public agencies have to do a better job of advancing racial equity and inclusion, and I'm disappointed to see this process doesn't make forward progress in that domain."<sup>2</sup>

The Executive Summary summarizes the detailed report that follows regarding TriMet's compensation, recruitment, retention, engagement, and onboarding practices as it relates to diversity in management. The scope of this report is limited to diversity in management, which means TriMet's exempt, non-union workforce. In some cases, the term "leader" is used, which means management that has direct reports. This report focuses on diversity in management regarding gender and race because those categories were the primary concerns voiced by the community during TriMet's recent general manager recruitment process. Next year, TriMet should expand this analysis to include people with disabilities, which is another opportunity for increasing diversity in management.

Assessing TriMet's diversity in management means examining both attitudes and activities. This report gauges attitudes about diversity through the lens of leaders from communities of color and responses to diversity-related questions contained in TriMet's biennial engagement survey. The report gauges activities by looking at the key systems used to build and sustain diversity in management: compensation, recruitment, affirmative action, retention, engagement, and onboarding new employees.

This report also analyzes TriMet's workforce data and makes comparison to similar transit organizations and to public entities in the Portland, Oregon area regarding utilization of women and minorities in management. Each section of this report provides detailed information that begins with key findings and ends with best practice information gleaned from academic or industry literature focused on attraction and retention of women and minorities. Section 6 contains 21 recommended commitments, summarized below.

The author provided a circulation draft report to, and had an opportunity to meet with, TriMet's Transit Equity Advisory Committee (TEAC) in August 2018. After considering the TEAC's input, the author submitted a final report to TriMet's general manager and TriMet's Board of Directors. TriMet intends to publish the final report to the public by posting it on TriMet's website.

1. Redden, Jim. "TriMet postpones new general manager decision." *Portland Tribune*, January 25, 2018. <https://portlandtribune.com/pt/9-news/385062-274300-TriMet-postpones-new-general-manager-decision>.

2. Njus, Elliot. "TriMet delays hiring decision on general manager." *The Oregonian*, January 25, 2018. [https://www.oregonlive.com/commuting/index.ssf/2018/01/trimet\\_delays\\_hiring\\_decision.html](https://www.oregonlive.com/commuting/index.ssf/2018/01/trimet_delays_hiring_decision.html).

## Executive Summary

1. **Community leaders of color interviewed believe that to increase diversity in management, TriMet should: a) invest more in employment pipelines, b) be flexible about requiring transit experience, c) expand mentoring, and d) involve leadership more with communities of color.**

TriMet retained former state Sen. Margaret Carter to conduct interviews with leaders of color in business and not-for-profit sectors regarding successful strategies they have seen for attracting and retaining a diverse management workforce. Working with Sen. Carter, TriMet identified nine community leaders to interview.<sup>3</sup> The community members interviewed included both men and women leaders of diverse varied ethnicities.

The purpose of the interviews was to capture successful strategies in recruiting, succession planning, compensation, onboarding, engagement, and retention of women and people of color in Portland from people well positioned to provide valuable perspective. Four strategic themes emerged from these interviews: a) establishing employment pipelines, b) being flexible about requiring transit experience, c) expanding mentoring relationships, and d) enhancing TriMet's leadership involvement in communities of color to build trust.

a. Employment Pipelines. Community leaders of color believe TriMet would benefit from investing in the creation of various "employment pipelines." For TriMet to succeed in attracting and retaining people of color, it needs to create opportunities to "feed" its workforce demands through such pipelines. Creating employment pipelines means establishing relationships with organizations or schools that have the people power to come work for TriMet. Such organizations include historically black universities and colleges, community colleges, high schools, and even junior or elementary schools. Employment pipelines mean establishing internships, summer jobs, and other ways to make employment connections and introducing to the future workforce the wonder of public transportation and how it changes lives.

These leaders stressed that the investment and effort needed to build successful employment pipelines takes time and diligence. The payoff is long term. The return on investment is in creating a reputation

<sup>3</sup> TriMet is grateful for the participation of the following community leaders in this project and appreciative of their insight and perspective.

1. Rukiyah Adams, Chief Investment Officer, Meyer Memorial Trust
2. Michael Alexander, Vice President for Global Diversity and Inclusion, Portland State University
3. Nkinge Harmon, President and Chief Executive Officer, Urban League of Portland
4. Ron Herndon, Director of Albina Head Start Program
5. James Mason, Ph.D., Chief Diversity Officer, Providence Health and Services
6. Bandana Shrestha, Director of Community Engagement, AARP Oregon
7. Karis Stoudamire-Phillips, Corporate Social Responsibility Manager, Moda Health
8. Dr. Jasmine Streeter, Comparative Medicine Veterinary Resident, OHSU
9. Dr. Steve Nakana, Social Equity Program Manager



for welcoming diversity and building community trust that the welcoming persona is genuine.

b. Flexibility about requiring transit experience. The community leaders interviewed suggested TriMet be willing to accept candidates without transit experience into management positions. They view management skills as transferable to the business of transit, which can be learned. Being flexible about requiring transit skillsets will broaden the applicant pool and, eventually, bring into the organization new skills and perspectives that will strengthen the overall agency. The suggestion to be flexible about requiring transit experience arose independently in every interview. Staff analysis shows this issue may be more one of perception than reality given that relatively few management jobs require prior transit experience. TriMet has 382 active management jobs; 29 (7.6 percent) of the job descriptions reasonably could be read as requiring transit experience. There are 33 incumbents in those 29 jobs, which represents about 8.6 percent of the management workforce.

c. Expand mentoring relationships. The community leaders interviewed believe TriMet should have both formal and informal mentoring programs. Mentoring should be part of the organization's culture and an integral part of management's job responsibilities. The community leaders noted some firms approach mentoring not as a requirement of leaders; rather, managers take note when a leader serves as a mentor and recognize it as part of a leader's annual performance review. The community leaders stressed that an executive asking, "What are you doing to make this organization stronger for the future?" can be a powerful incentive for managers to adopt new behaviors and a valuable part of succession planning.

During these interviews, Sen. Carter did not discuss with the community leaders TriMet's existing programs, which include both formal and informal mentoring activity. For example, TriMet began collaborating more than a year ago with Menttium, an industry leader in structured, cross-company, virtual mentoring programs. Moreover, there is an active internal mentoring program; several mentees are women or minority employees. Often, a potential successor who appears in the succession plan serves as a catalyst for informal mentoring relationships. Still, TriMet has not geared its existing mentoring activities explicitly toward developing diversity in management. That shift in focus is a valuable insight.

d. Leadership involvement with communities of color. To attract people of color to TriMet's management workforce, the community leaders interviewed believe TriMet's executive leadership needs to be more visibly involved in their communities. Community involvement should be calculated and strategic because it demonstrates a commitment of public resources, whether time or money. Among the most important resources TriMet has is executive time and attention. Community members feel an agency that believes in its community will place its resources there. In return, community involvement generates a new level of trust, and trust is a factor when deciding whether to join an

organization's management workforce. Most of the community leaders brought up this topic because community involvement is a requirement in their businesses.

A partial list of TriMet's current involvement in communities of color and women's organizations is attached as Exhibit 2.

**2. Little evidence of pay disparity based on race or gender exists at TriMet. A significant percentage of management is below their predicted compensation for other reasons. TriMet has a plan to close those gaps in pay in less than the 36 months requested by the Board.**

In his February 21, 2018, memorandum, TriMet Board President Bruce Warner set a goal for TriMet's general manager to close identified compensation gaps within 36 months, subject to budget availability for compensation changes.

Based on a recent pay equity analysis conducted by an outside consultant, there is no statistically significant pay disparity in TriMet's management workforce overall based on either race or gender.<sup>4</sup> There is a group of 15 first-level women managers, for which evidence suggests a 5.1 percent pay disparity based on gender. However, this is a small data set, which warrants caution in reaching any conclusions about disparate treatment. The 5.1 percent disparity at TriMet for one subgroup of women is in the context of the 18.2 percent pay disparity cited by the Institute for Women's Policy Research for all full-time weekly workers nationwide in 2017.<sup>5</sup> Exhibit 3. As part of its overall plan to comply with those provisions of Oregon's new pay equity rules that go into effect January 1, 2019,<sup>6</sup> TriMet has budgeted funds to eliminate the pay disparity for the incumbents in this subgroup. This will be done as part of the regular merit increase process in August 2018, before this report will be published.

TriMet has adjusted its compensation practices to comply with Oregon's new pay equity statute by developing a robust tool, called the Predicted Compensation Model (PCM)), to predict an employee's salary based on the objective compensable factors listed in the pay equity statute. Of the objective compensable factors listed in the statute, TriMet's PCM uses relevant credited experience, educational credentials and certifications, and performance. The PCM calculation also takes into account the net value of TriMet's benefits compared to the market, to incorporate TriMet's "total compensation philosophy."

As of May 31, 2018, approximately 44.4 percent of TriMet's management staff were paid below the rate predicted by the PCM, and the total gap between actual and predicted salary was \$975,485. There are two primary reasons for paying a significant percentage of TriMet's managers under their predicted compensation. First, through much of the Great Recession, TriMet froze the pay of its management

<sup>4</sup> For clarity, there is no pay disparity among the union ranks either, due to the seniority and step system. All incumbents are paid the same in each classification at each step.

<sup>5</sup> Nationally there is a double-digit disparity in wages based on gender, whether one looks at the disparity *between* occupations (women v. men dominated professions) or *within* occupations. See Exhibit 2.

<sup>6</sup> Pay history provisions of the statute went into effect in 2017.

staff. Second, the pay equity analysis conducted by TriMet's consultant established that prior to 2014, pay decisions had only a weak relationship to the objective compensable factors used in TriMet's newly adopted PCM and Oregon's new pay equity statute. The consultant who conducted TriMet's pay equity analysis did not establish what factors did influence pre-2014 pay decisions, but did conclude they were not related to race or gender. Beginning in 2014, however, TriMet began using a tool called the Salary Placement Form (SPF), a precursor to the PCM, which uses the same objective compensable factors. For TriMet hires made after introduction of the SPF, the statistical relationship between pay and the objective compensable factors improved substantially.

TriMet has in place a plan to eliminate all instances where management pay is less than predicted by the PCM by the end of the Fiscal Year (FY) 2019 using a combination of budgeted salary actions. In 2018, TriMet allocated \$300,000 to its Move Ahead Compensation (MAC) program<sup>7</sup> to help close compensation gaps.<sup>7</sup> TriMet typically allocates MAC funds, called MAC Money, by a formula designed to move employees closer to the salary range midpoint if they are performing well. In 2018, TriMet used the PCM to allocate MAC Money. TriMet restricted eligibility to employees below their predicted salary. TriMet allocated the \$300,000 budget to each division on a prorated basis based on the aggregate gap between actual and predicted salary. Within each division, the executive director decided who among eligible employees received the MAC Money. Of 435 non-union employees, 238 were eligible for MAC Money, and 153 employees received some allocation. Women and minorities received \$183,003 of the \$300,000 total. Ten of the 153 employees received enough MAC Money to close completely the gap between their predicted and actual salary.

TriMet also has a program that it calls "Salary Recovery." As defined in the program document, Salary Recovery refers to the redeployment or reallocation of budgeted and continuing non-union salary expense dollars to fund permanent mid-year salary actions that are separate from regular merit increases. Generally, salary is "recovered" in one of two ways. First, a manager can permanently eliminate a position, through automation, reallocating work, or other means. Second, when an employee with a higher salary leaves and is replaced by an employee with a lower salary, the difference is Salary Recovery. Managers can use Salary Recovery to fund approved, bona fide, salary actions. A market adjustment to reduce or eliminate the gap between actual and predicted salary would be an approved salary action. TriMet's Human Resources Policy 2.1 defines salary actions that qualify.

In March 2018, managers were encouraged to use all of their available Salary Recovery funds to close salary gaps identified because of implementing the PCM. Managers responded very successfully, deploying \$148,394 in Salary Recovery funds before the end of FY2018. In fact, one of TriMet's 11 divisions eliminated all salary gaps within the division. A significant portion of Salary Recovery increases

<sup>7</sup> The MAC program was a temporary program that ended this year.

went to employees in protected classes. Women and minorities received \$108,190, while white men received \$40,203, a ratio of 2.69:1.

Using MAC Money and Salary Recovery funds from January 2018 to May 2018, TriMet reduced the percentage of non-union employees below their predicted compensation from 54.7 percent to 44.4 percent, and reduced the aggregate amount of the gap from \$1,445,116 to \$975,485. More specifically, TriMet reduced the aggregate salary gap for women by \$203,543 and minorities by \$91,229.<sup>8</sup> In addition, TriMet reduced the number of women below their predicted salary from 106 to 88, and minorities from 97 to 44.<sup>9</sup>

TriMet has dedicated funds in its FY2019 merit budget to make further progress in reducing identified salary gaps. The total non-union merit budget is 4.5 percent of the non-union payroll. Of the 4.5 percent, 3 percent is for merit-based performance increases; 1 percent is dedicated solely to addressing salary gaps identified in the PCM, and 0.5 percent can be used for promotions and market adjustments, including for the purpose of reducing or eliminating PCM salary gaps.<sup>10</sup>

From a pay equity perspective, the bottom line is the ratio of actual pay to predicted pay based on the objective compensable factors contained in Oregon's pay equity statute and used in TriMet's PCM. On this basis, TriMet is performing well. As of May 2018, for all employees the ratio is 0.98; both women and minorities are at 0.97. Thus, while TriMet currently pays a significant portion of its managers below their predicted compensation, the reasons for the variance do not relate to race or gender, with the possible exception to one small subgroup. However, by the time TriMet publishes this report, the pay differences for that subgroup will have been eliminated. TriMet is implementing a plan to eliminate all pay gaps between actual and predicted pay. TriMet is on pace to implement that plan well before the deadline established in President Warner's February 21, 2018, memorandum, as early as September 2019.

<sup>8</sup> Minority women are included in both figures.

<sup>9</sup> Ibid.

<sup>10</sup> Market Adjustments. A market adjustment at TriMet refers to a salary increase for an employee who is not changing jobs. Market adjustments occur when an employee is positioned lower in the salary range than is justified by their knowledge, skills, abilities, and experience. This includes an employee's actual salary being below their PCM predicted salary. Market adjustment increases may be initiated by Compensation or by that employee's executive director. In both cases, there must be funds budgeted and available. In addition, a SPF must be completed to compare the employee's proposed salary to the predicted salary using the PCM.

Promotions. A promotional increase occurs when an employee moves into a higher-graded position. Promotions can occur when an employee moves to an open position or when the employee's current position is reclassified to a higher grade due to a significant change. Normally, a salary increase occurs at the same time as the promotion if funds are available and the SPF supports a higher salary. Amount of the promotion is determined by completing the SPF process.

**3. Utilization of minority<sup>11</sup> executives at TriMet is higher than its Affirmative Action Plan (AAP) availability statistics or minority ridership on its system would suggest.**

In his February 21, 2018, memorandum, TriMet Board President Bruce Warner set a goal for TriMet's general manager to close identified diversity gaps within TriMet's executive team within 18 months.

As a federal government contractor, TriMet is required to establish an AAP for women and minorities, among other protected classes, and update it annually. The plan compares the organization's employment of women and minorities or in AAP terminology, utilization of women and minorities to their availability within a reasonable recruiting area. Utilization and availability are expressed as a percentage of the organization's workforce and the percentage of people working in that job group within the reasonable recruiting area, respectively. TriMet's AAP consultant determines availability of women and minorities through census data and with the organization's internal groups from which executives may be promoted, called feeder groups. When utilization of women and minorities is below their availability by a certain amount, TriMet is required to establish placement goals and make good faith efforts to achieve the placement goal for each job group.

For purposes of this report, TriMet segments its management workforce into six management job groups, one of which is the executive team (Job Group 11A—Mgrs & Officials: Executive). Each job group may have an affirmative action placement goal for women and/or minorities. In theory, TriMet could have 12 placement goals for the six management job groups.

Based on an April 15, 2018, update to the AAP utilization and availability tables by TriMet's AAP consultant for purposes of this report, TriMet would have AAP placement goals for three of the 12 categories. Due to the 80 percent rule<sup>12</sup> however, TriMet did not have a placement goal for the executive team (Job Group 11A)) at that time. There have been changes since the April 2018 update. When it is drafted, TriMet's official annual AAP update will be based on July 1, 2018, data, which is also before some of the recent changes to TriMet's executive team.

<sup>11</sup> The author, consultants, and contributors to this report considered carefully the terminology used to denote a combined group, the members of which are not Caucasian. We considered that affirmative action plans and reporting use the term "minority" or "minorities" to describe the group. In contrast, the biennial engagement survey reports use the term "non-white," while community leaders interviewed for this report often used "people of color" or "communities of color" when speaking in the vernacular. President Warner's February 21, 2018, memorandum used affirmative action terminology when it stated, "To ensure that TriMet's management workforce reflects the diversity of the available applicant pool as set forth in TriMet's published...Affirmative Action Plan..." In another place, the memo references, "historically underrepresented groups." In deciding on terminology, the group wanted category references not to distract from the report's substance, but it also wanted to use consistent terms throughout. Since much of this report relies upon affirmative action data and reports, the group ultimately defaulted to the affirmative action terminology of "minority" or "minorities" and "white" to describe racial categories. However, when reflecting subjective comments of the speaker, or when speaking in the vernacular, the terms "people of color," "communities of color," and the like are used.

<sup>12</sup> In establishing its affirmative action goals, TriMet utilizes the 80 percent method permitted by the Office of Federal Contract Compliance Programs (OFCCP). Under this method, a goal is required when actual employment (utilization) is less than 80 percent of availability. OFCCP also allows an organization to use other means to establish goals: 1) Any Difference Rule - A goal is set when availability exceeds employment by any difference; 2) Whole Person Rule - A goal is set when availability exceeds employment by at least one whole person. 3) Significant Difference Rule - A goal is set when availability exceeds utilization by two or more standard deviations.

With the addition of a new chief operating officer (COO) on July 16, 2018, TriMet's executive team grew to 11 executives. The team now has three minority executives, which is a 27.3 percent utilization rate. TriMet's utilization of minority executives exceeds the 12.7 percent AAP availability percentage for Job Group 11A.

Some commentators maintain utilization of minority executives should mirror the community the organization serves, notwithstanding the availability of that talent within a reasonable recruitment area. Even so, TriMet's executive team is more diverse regarding minority executives than minority ridership on its system would suggest. TriMet's total minority ridership is 18 percent,<sup>13</sup> lower than TriMet's 27.3 percent utilization of minority executives.

Other commentators suggest utilization of minority executives should mirror that of comparable public sector organizations. TriMet's utilization of minority executives compares favorably to other public entities in the Portland area. TriMet's 27.3 percent utilization of minority executives is higher than the 21.4 percent utilization for official and manager positions at a sampling of public sector entities in the Portland area, as reported in their Equal Employment Opportunity (EEO-4) reports.<sup>14</sup> The difference is noteworthy because the official and manager category in EEO-4 reports typically includes both executives and one or more levels below the executive ranks, and diversity tends to increase statistically the lower in an organization one looks. Only one of the comparators TriMet sampled splits out its executives as a discrete group for EEO-4 reporting.

Finally, some commentators suggest utilization of minority executives should mirror that of other public transit agencies. In 2013, arbitrator David Gaba coined the term the "West Coast 11" to describe a group of public transit agencies TriMet proposed for comparison purposes during a binding interest labor arbitration. The West Coast 11 share many of TriMet's multi-modal operating characteristics and operate in major metropolitan areas.<sup>15</sup> TriMet often uses the West Coast 11 for comparison purposes in compensation, benefits, and other human resources contexts, and Arbitrator Gaba commented favorably on the West Coast 11 as an appropriate comparator group.

<sup>13</sup> 2017 TriMet Attitude and Awareness Survey (survey sample = 611; +/- 3.5 percent). There is frequent confusion over ridership numbers. For TriMet's Attitude and Awareness telephone survey, rider categories include those who ride infrequently or less than once a month. See Q17 and Q44: <https://trimet.org/research/pdf/attitude-awareness-2017.pdf>. By contrast, some of TriMet's on-board surveys are more likely to encounter those who ride frequently and are transit dependent. These trips are more likely to be made by minorities and with low-incomes. For Title VI analysis, TriMet uses American Community Survey (ACS). For December 2017, ACS shows all minorities as 28.5 percent.

<sup>14</sup> Comparators included Multnomah County, Washington County, Clackamas County, the City of Portland, the Port of Portland, the Oregon Department of Transportation, and Tualatin Valley Fire and Rescue. Title VII of the Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act of 1972, requires all state and local governments that have 15 or more employees to keep records and to make such reports to the Equal Employment Opportunity (EEO) Commission as specified in the regulations of the Commission. An EEO-4 form must be submitted by all states and other political jurisdictions with 100 or more employees.

<sup>15</sup> The West Coast 11 transit agencies proposed to Arbitrator Gaba by TriMet included the following: Utah Transit Authority, Orange County Transportation Authority, San Diego Transit Corporation, King County Metro Transit, Dallas Area Rapid Transit, Regional Transportation District, Alameda-Contra Costa Transit District, Sacramento Regional Transit District, San Francisco Municipal Transportation Agency, and Santa Clara Valley Transportation Authority. TriMet also proposed Lane Transit District, because it is the second largest transit agency in Oregon and shares similar demographic characteristics, although it is considerably smaller than TriMet.

TriMet's 27.3 percent utilization of minority executives is somewhat lower than the average utilization of 36.8 percent for management positions at a sampling of the West Coast 11 agencies. Consider, however, that this is a comparison of TriMet's executive-level positions to the comparators' management positions overall,<sup>16</sup> where diversity is typically greater, and that the West Coast 11 comparators operate in large cities where availability of minority executives is higher. In fact, based on the American Community Survey five-year average from 2011 to 2015, Portland's minority population is less than half of that in the West Coast 11 cities.<sup>17</sup>

#### **4. Utilization of women executives at TriMet is lower than its Affirmative Action Plan (AAP) availability statistics or the percentage of women riders on its system.**

As of this report's publication, TriMet's executive team included two women, which is an 18.2 percent utilization rate. That utilization is below the affirmative action availability rate of 24.9 percent for Job Group 11A. An 18.2 percent utilization of women executives also falls short of commentators' expectations who maintain that utilization should mirror the community it serves because TriMet's ridership is 52.5 percent women.<sup>18</sup>

TriMet's utilization of women executives also falls short of commentators' expectations who maintain utilization should mirror that of comparable public entities. TriMet's 18.2 percent utilization of women executives compares unfavorably to the 48.5 percent utilization of managers and officials at sampled public entities in the Portland area. The comparison is unfavorable even after noting these statistics compare TriMet's executive team, which is a smaller and higher-level group.<sup>19</sup> Even if one adds the next segment of women down in the organizational hierarchy for a more apples-to-apples comparison, TriMet's utilization is 31.1 percent compared to the 48.5 percent utilization at the local public entities sampled.

The same unfavorable comparison is true for commentators who suggest utilization should mirror that of other public transit agencies. TriMet has 18.2 percent utilization of women executives, which grows to 31.1 percent if you add the next level down. Approximately the same managers and officials group at the West Coast 11 transit agencies has a utilization of 34 percent women.<sup>20</sup>

<sup>16</sup> Effective April 2018, TriMet began splitting out its executive team into a separate AAP job group in response to community concerns; however, most organizations do not do that. They prefer to have larger job groups that combine executives and senior positions, similar to the way jobs are grouped in EEO-4 forms.

<sup>17</sup> Comparing to Portland's 23.9 percent minority population, the weighted average minority population is 54.9 percent in the West Coast 11 cities of Dallas, Denver, Los Angeles, Salt Lake City, San Diego, San Jose, and Seattle, as well as Eugene according to the American Community Survey (ACS), 2011-2015, five-year average (total population, ages 16 and older).

<sup>18</sup> When TriMet published its annual AAP update, it used July 1, 2018, data, at which time utilization was 20 percent. Assuming the availability rate did not change between April 2018 and July 2018, there will not be a placement goal because 20 percent utilization is more than 80 percent of the 24.9 percent availability rate.

<sup>19</sup> Only one of the comparators splits out its executive team as a separate job group; most include executives with senior-level officials where diversity is greater typically.

<sup>20</sup> There is some variation among organizations in how they classify positions in either their AAP or EEO-4, making an exact comparison very difficult.

The addition of TriMet's new Chief Operating Officer (COO) occurred after TriMet updated its AAP utilization and availability tables in April 2018. At that time, TriMet had a utilization of 20 percent for both women and minority executives. TriMet had no AAP placement goals for the executive job group at that time because 20 percent utilization is greater than the availability of 12.7 percent for minority executives. Since TriMet's 20 percent utilization of women executives is more than 80 percent<sup>21</sup> of the 24.9 percent availability rate, no AAP placement goal was required. As of July 2018, utilization of minority executives increased to 27.3 percent, but utilization of women executives dropped to 18.2 percent, simply due to the addition of one new member of TriMet's executive team.

Whether based on April 2018 or July 2018 numbers, for TriMet to exceed the AAP availability for women executives it would need to add one woman to its 11-person team. Doing so would yield a utilization of 27.3 percent. Given the ages of TriMet's executive team members, and given that the 62.2 years average age of retirement for TriMet's exempt, non-union workforce,<sup>22</sup> it is likely TriMet will have good faith opportunities to achieve this placement goal in the near future.

**5. TriMet's utilization of minorities in management exceeds availability, but utilization of women does not. Internal succession planning shows equitable participation.**

Key to enhancing diversity among TriMet's management ranks is the ability to recruit new talent from outside the organization. Forbes Magazine recently named TriMet to its list of "America's Best Midsize Employers 2018." That distinction is consistent with the strategic goal in TriMet's Business Plan: "TriMet is where diverse and talented people want to come, stay and thrive." TriMet's Board approves the Business Plan, and TriMet posts the plan on its website. Contained within that broad Business Plan recruitment goal are three specific objectives: 1) Achieve affirmative action goals; 2) Recruit a talented workforce; and 3) Plan for succession. Achieving these three objectives can have a positive impact on enhancing diversity in management.

TriMet's general manager is the senior officer accountable for ensuring diversity and affirmative action progress. TriMet's Labor Relations and Human Resources Division manages the recruitment process, and it monitors and reports on affirmative action progress. The division is itself diverse. The division includes 26 employees, 38.5 percent are minority and 76.9 percent are women. The staff includes five

<sup>21</sup> In establishing its affirmative action goals, TriMet utilizes the 80 percent method permitted by the Office of Federal Contract Compliance Programs (OFCCP). Under this method, a goal is required when actual employment (utilization) is less than 80 percent of availability. OFCCP also allows an organization to use other means to establish goals: 1) Any Difference Rule - A goal is set when availability exceeds employment by any difference; 2) Whole Person Rule - A goal is set when availability exceeds employment by at least one whole person. 3) Significant Difference Rule - A goal is set when availability exceeds utilization by two or more standard deviations.

<sup>22</sup> The average age of 62.2 years is an average for the period 2013 to present and has held very steady during that period.



Latinos/Latinas, three African Americans, one Asian, and one who is multiracial. The division's management staff includes 17 employees, 41.2 percent are minorities and 76.5 percent are women.

During the three-year period ending February 28, 2018, 31.8 percent of new management hires were women, and 31.8 percent were minority candidates. Consequently, as of June 1, 2018, TriMet's 397-person management workforce included 21.4 percent white women, 8.8 percent minority women, 55.2 percent white men, and 14.6 percent minority men.

TriMet's utilization of women and minorities was sufficient as of April 15, 2018, to relieve it of required AAP placement goals in nine of 12 job groups that encompass TriMet's management positions. TriMet does have AAP placement goals due to underutilization in the three job groups. Assuming the job groups stay the same size, TriMet would need a net increase of four minorities in Job Group 11(B)—Mgrs & Officials: Senior, three women in Job Group 15—Supervisors, and three minorities in Job Group 21—Professionals: Engineers & IT to exceed the AAP availability rates for these job groups.

Over the last six years, TriMet has gained ground steadily in the utilization of minority managers. Since FY2013, the number of minority managers increased from 57 to 91, and utilization increased from 16.8 percent to 23.6 percent. Current utilization of minorities in management is above the 17.8 percent overall management availability rate. Current utilization is above the 18.8 percent minority ridership of TriMet's system, as well.

TriMet's minority utilization of 23.6 percent is above the 21.4 percent average utilization at a sampling of public entities in the Portland area, but below the 36.8 percent utilization average at a sampling of the West Coast 11 comparator agencies. However, a number of the comparator agencies operate in metropolitan areas with higher availability of minorities.

TriMet has examined the relationship between the number of women and minority applicants for management positions within the TriMet service district and the percentage of those applicants judged to meet the minimum qualifications required for further consideration. In a sample period from July 1, 2017, to April 1, 2018, the data show minority applicants for management positions comprised 36.1 percent of the applicant pool, and they comprised 28.6 percent of the total referred to managers for interview consideration. As a frame of reference, the minority percentage of total referrals and their percentage of the applicant pool is higher than their 17.8 percent availability rate.

Minority applicants who receive interviews tend to outperform in terms of receiving employment offers. Minority applicants received 32.4 percent of all offers. In the sample period, minority applicants also accepted offers more often than white applicants did. They accepted TriMet's offers 100 percent of the time.

On the other hand, TriMet has lost ground in the utilization of women managers over the last six years. Since FY2013, the number of women managers has decreased from 130 to a 123, and utilization has decreased from 38.2 percent to 31.9 percent. Current utilization of women in management is below their 33.5 percent overall management availability rate. Current utilization of women is below the 52.5 percent women ridership of TriMet's system. Women utilization of 31.9 percent is below the 56.1 percent average at a sampling of public entities in the Portland area and below the 35.3 percent utilization average at a sampling of the West Coast 11 comparator agencies.

In a sample period from July 1, 2017, to April 1, 2018, the data show women applicants for TriMet management positions comprised 23.5 percent of the applicant pool, but comprised only 17.3 percent of the total interview referrals. As a frame of reference, the women percentage of total referrals and their percentage of the applicant pool is lower than their 33.5 percent availability rate.

Women applicants who receive interviews tend to outperform in terms of receiving offers. Women applicants received 27.0 percent of all offers. They also tend to accept offers more often than men do. Women applicants accepted TriMet's offers 100 percent of the time during the sample period.

TriMet has robust key performance indicators (KPIs) in place to monitor performance activity throughout the recruitment and selection process. In addition to the metrics above, TriMet tracks the following metrics: offer-to-interview, acceptance-to-offer, and time-to-fill. The Labor Relations and Human Resources Division reports these metrics monthly for purposes of Business Plan reporting.

The internal succession planning activity shows equitable participation. TriMet has a formal succession plan for 40 key positions. The 2018 plan update just published identifies 56 potential successors that consist of 39.3 percent women and 25.0 percent minorities, which compares favorably to the affirmative action availability percentages, which are 33.5 percent and 17.8 percent, respectively. TriMet has demonstrated that it promotes those identified as potential successors. Since submitting its 2015 succession plan to its Board, TriMet has promoted nine of the potential successors identified.

**6. Engagement survey results show overall engagement of women and minorities is comparable to men and white employees, but there are differences in perceptions about equity in the workplace that warrant further investigation.**

The demographics of TriMet's workforce is changing rapidly. As of February 2018, the average age of TriMet's management workforce was 49.8 years, which is several years older than the typical Portland-area company workforce is. An older workforce typically means a greater portion of turnover due to retirements, and that is true of TriMet. Since 2016, retirements have accounted for 37.6 percent of separations for the non-union workforce as a whole.

From 2016 to 2018, the average length of tenure for 136 managers that have direct reports (“leaders”) has decreased 28.74 percent, from 16.25 to 11.58 years. For women leaders, tenure has decreased 23.15 percent, from 14.73 to 11.32 years. For men leaders, tenure has decreased 31.16 percent, from 17.03 to 11.72 years. For minority leaders, tenure has decreased just 0.35 percent, from 13.33 to 12.28 years. For white leaders, tenure has decreased 26.27 percent, from 16.90 to 12.46 years. The significant reduction in tenure is due to increasing turnover, increasing retirements, and creation of a significant number of new positions.

Turnover is increasing at TriMet across the demographic spectrum. For all non-union personnel, turnover for 2018 is running at 14.29 percent through June, slightly below the 14.77 percent 2017 turnover rate. The turnover rate for TriMet’s management is 15.92 percent overall; for women it is 24.83 percent and for minorities it is 8.99 percent. The six-year average annual turnover for management is 11.95 percent; for women it is 14.86 percent and for minorities it is 9.38 percent.

TriMet conducts a biennial confidential employee engagement survey administered by Quantum Workplace. Approximately 70 percent of leaders responded to the survey. Quantum has conducted three surveys for TriMet since 2015. The results of the February 2018 survey show the engagement level of women and men leaders is about the same.

Six questions in the survey comprise an Engagement Index, which measures overall employee engagement. The survey uses a 1 to 6 (high) scale and reports data both with the favorability (i.e. more engaged) percentage and with the mean average score. Women leaders had a 78.8 percent favorable rating with a 5.07 average rating, while men managers had a 79.9 percent favorable rating with a 5.11 average rating. Minority leaders had an 80.2 percent favorable rating with a 5.09 average rating, while white leaders had a 79.8 percent favorable rating with a 5.10 average rating. As a benchmark, top quartile organizations surveyed nationally by Quantum have an engagement index of 79.8 percent favorable with a 5.10 average rating. Public sector organizations average 69.9 percent favorable with a 4.8 average rating.

The engagement survey also measures which 10 of TriMet employee responses to the 50 survey questions correlate most closely to the standard questions in the Engagement Index. Quantum calls these 10 questions the Engagement Drivers, and advises its clients to focus primarily on these actionable items to drive engagement higher. Overall, women leaders had an 80.7 percent favorable rating with a 5.08 average rating on the Engagement Drivers. Men leaders had an 80.3 percent favorable rating with a 5.07 average rating. Minority leaders had a 74.4 percent favorable rating with a 4.87 average rating, while white leaders had an 81.8 percent favorable rating with a 5.12 average rating.

Among responses to the individual questions making up the Engagement Drivers are notable percentage point differences in responses based on gender and race. Women leaders perceived fewer

opportunities for professional growth (-16.1 percent), fewer advancement opportunities than co-workers (-7.1 percent), less equal treatment (-16.1 percent), and less organizational commitment to cultural diversity (-33.9 percent).

Minority leaders expressed a greater number of concerns compared to white leaders. They voiced less understanding about how they fit in the organization's future plans (-32.0 percent), lack of investment in them (-11.4 percent), lack of caring by supervisors about their development (-12.4 percent), lack of alignment with career goals (-13.2 percent), lack of professional growth (-14.3 percent), lack of organizational commitment to cultural diversity (-34.6 percent), unequal opportunities within the workgroup (-21.3 percent), and unequal treatment in the workgroup (-19.9 percent).

The engagement survey also contains six questions specifically related to diversity. For these questions, all non-union employees' responses were considered for this report, as were discrete racial subgroups. Some of the questions assess perceived attitudes of the organization, rather than just how the environment affects the individual, so considering a broader set of responses seemed appropriate. The key takeaway from responses to the diversity questions is that the Latino subgroup consistently rates diversity at TriMet less favorably than do other racial subgroups, and the Latino group's ratings have declined since 2015.

Finally, TriMet's engagement survey contains the question, "How likely would you be to recommend this transit district to a friend or colleague as a great place to work?" to measure the degree to which a particular group is a net promoter or detractor of TriMet as an employer. The ratio of promoters to detractors is called the "Net Promoter Score" (NPS). The NPS reported here is for the entire non-union TriMet workforce. TriMet's overall NPS is 17.72, slightly higher than the 16.39 score for public sector comparators. However, looking at TriMet's demographic slices, the NPS for women (12.68) is considerably lower than for men (21.47). On the other hand, the NPS for minority employees (18.75) is higher than for white employees (17.47). Within the minority group; however, there are differences. The Asian (36.36) and multiracial (28.57) groups are significant promoters of TriMet. The African American (10.53) group is a promoter, but less so. The Latino (0.00) group has just as many detractors as promoters, which is concerning and must be addressed specifically.

## **7. TriMet's onboarding process for new employees should be overhauled.**

TriMet has experienced significant employment growth over the last five years. The regular full- and part-time workforce grew from 2,459 in January 2013 to over 3,006 in June 2018, an increase of 22.24 percent. However, the non-union workforce grew at only half that pace, increasing from 402 to 449 as of June 2018, or 11.7 percent. For several years, TriMet only hired 15-20 management employees a year. In FY2019, it expects to hire approximately 75. This is due to greater voluntary resignations,

substantial increases in retirements, and a meaningful uptick in newly created positions for management employees.

TriMet has not changed its onboarding process for several years, and the process is highly decentralized, relying on managers to follow the onboarding process posted online. There is no central monitoring of managers to determine whether they complete the onboarding process.

TriMet's employee engagement survey includes an item about onboarding new employees. "This transit district is effective in welcoming new employees and helping them begin a new job." Ratings for the onboarding process (4.26) are much lower than the survey average for all items (4.70). Low ratings for onboarding is particularly concerning because employees in the Labor Relations and Human Resources Division, which is responsible for recruiting new talent to TriMet, ranks the onboarding process second lowest of all divisions (4.05). Employees in the two largest divisions, Transportation (4.06) and Maintenance (4.02), which have the most new hires, also ranked the onboarding survey question very low.

Employees who have recently been through the onboarding process rate the onboarding process low, as well. For those employed less than five years, minority and white employees rated TriMet's onboarding process the same (4.22). Within the minority group, however, the Latino subgroup (3.90) had a meaningfully lower average than other subgroups. Men (4.28) rated TriMet's onboarding process slightly higher than women (4.15) did.

At its June 15, 2018, Directors' Exchange, TriMet's Labor Relations and Human Resources Division announced it would commission an internal taskforce to improve its onboarding process in response to the engagement survey and manage it more centrally. TriMet intends to use focus groups of managers and recent hires to help inform the change.

## **8. Summary of Recommended Commitments:**

Based on the findings above, this report offers the following recommended commitments. The report elaborates on these recommended commitments in Section 6. These commitments are in report order and do not convey a priority order.

### Compensation Practices:

1. To implement the PCM and sustain pay equity, Human Resources must approve all salary offers, both to new hires and to internal candidates, subject to general manager appeal in extraordinary circumstances.

2. Human Resources will monitor, and report to the general manager, progress to eliminate instances of compensation below the salary predicted by the PCM, particularly with respect to the 15-person group of first-level women managers observed to have a 5.1 percent pay disparity compared to men.

Recruitment Practices:

3. TriMet will survey its non-union employees to gauge the level of interest in reallocating investments in the current low-cost, high-value healthcare plan to other types of benefits, even if it means paying more for healthcare.
4. To encourage greater applicant flow and more referrals of qualified candidates to managers for consideration, TriMet will be flexible in requiring public transit experience and will review and revise job descriptions to clearly state required experience versus preferred or desired experience.
5. TriMet will focus on increasing the utilization of women, specifically by increasing the number of women in the applicant pool and by ensuring all qualified women are referred to hiring managers for interview consideration.
6. TriMet will modify its BUD-5 budget form so the staff addition requests indicate whether the job is in an affirmative action job group for which TriMet's utilization is lower than availability.
7. During the fiscal year budgeting process, once the adopted budget has been completed and a list of proposed new positions has been developed, that list will be circulated to sources closely connected to communities of color and women's organizations as a "preview of coming opportunities." TriMet will conduct career fairs to promote the projected openings.
8. For recruitment purposes, TriMet will attend conferences hosted by organizations such as the Conference of Minority Transportation Officials (COMTO), the Women's Transportation Seminar (WTS), the Transportation Research Board, and the American Public Transportation Association (APTA).
9. Human Resources will monitor all hiring panels to ensure the panels are diverse and ensure that the panelists complete unintentional bias training for the employment process.
10. TriMet will modify its recruiting outreach to add more "retail" approaches, meaning it will circulate its openings directly to grassroots organizations, such as churches, civic organizations, affinity groups, charitable organizations, and similar outlets.

### Retention and Engagement:

11. TriMet will incorporate into performance evaluations of managers the degree to which they engage in activities within the community generally, and with communities of color specifically.
12. TriMet will incorporate into performance evaluations of managers the degree to which they involve themselves in mentoring employees generally, and mentoring women and employees of color specifically.
13. To set an example, TriMet's executive team will complete unintentional bias and cultural sensitivity training as a group.
14. TriMet will expand its E3 Training and Development Program to further enhance and give more structure to its management certification program, complete with graduation ceremonies.
15. TriMet will give formal recognition to managers who have succeeded in efforts to expand the diversity of their teams or the organization as a whole.
16. TriMet will utilize some form of an exit interview process to help monitor whether there are organizational barriers to retaining diversity in management.
17. TriMet will conduct targeted focus groups to discuss topics of concern identified in the engagement survey and in this report, related to key groups.
18. TriMet will survey its employees to gauge interest in establishing affinity groups, similar to TriMet's Women's Forum. Where there is sufficient interest, TriMet's director of talent management will facilitate the formation and support of new affinity groups for purpose of enhancing employee engagement.
19. TriMet will make a follow-up presentation to TriMet's Board and Transit Equity Advisory Committee (TEAC) in a year to discuss the status of its initiatives to increase diversity, including changes in utilization of women and minorities. At that time, TriMet will include the Committee on Accessible Transportation (CAT) and include in its report similar information regarding the disabled community and veterans for which TriMet has affirmative action goals.

### Onboarding New Employees:

20. TriMet will overhaul its onboarding process, which will be managed by Human Resources with participation of TriMet's executive team to communicate not only what all employees need to know to be successful, but also TriMet's commitment to diversity and inclusion.

### Budget and Timeline:

21. Implementing the recommended commitments will require approximately \$1.6 million in additional resources, including the addition of two unbudgeted staff additions in FY2019. Meanwhile, management will look for ways to reallocate existing funds within the FY2019 budget to begin moving forward on some of the low-cost recommended commitments, if approved by the general manager.

The author and contributing consultants very much appreciate the opportunity to assist TriMet in its consideration of ways to enhance diversity in management at a large and complex agency that so deeply affects mobility and opportunity for the community. We especially wish to thank the various community leaders and TriMet staff members who spent countless hours compiling, reviewing, and presenting the information contained within this report. In particular, the author would like to acknowledge the following contributors:

- Angela Burns-Brown, Director, Talent Management
- Tom Markgraf, Director, Public Affairs
- Rosalinda Wells, Manager, Compensation
- Britney Colton, Director, Labor & Employee Relations
- Heidi Vass, Benefits Manager
- Bonnie Waters, Senior HRIS Analyst
- Kaitlin Becker, Candidate Sourcer
- Virginia Shank, Sr. Research Analyst
- Jesse O'Brien, Compensation Administrative Specialists
- Angela Murphy
- Roberta Altstadt, Manager, Media Relations & Communications



July 23, 2018

## Margaret Carter, Consulting

2948 NE 10th Ave  
Portland, OR 97212

Randy Stedman  
Executive Director, Labor and Human Resources  
TriMet  
1800 SW 1st. Suite #300  
Portland, Oregon 97201

Dear Randy,

My work with you, Tom Markgraf and Angela Burns-Brown along with Dr. Beverly Scott your National Consultant, was a joy!

My mission was to recommend Best Practices for External Recruitment and identify the gaps causing retention issues for new hires at TriMet. I used a ten-question questionnaire, which was sent to significant leaders of the African American, Asian, and Hispanic corporate, public and not-for-profit communities to give them time to think about the issues before I personally met with them. From these meetings, I heard consistent and clear best-practices which are documented in this report.

I made sure that all respondents' answers to the questions were documented by staff's notes. I heard TriMet's praises and the criticisms and it is all represented in this report.

This has been an intellectual challenge and an opportunity for growth. Needless to say, Randy, I truly believe that internal and external organizations will greatly benefit from the untiring work that has been done for the last six months.

I read and analyzed the entire report. I enthusiastically endorse the findings and conclusions. It is a complete, thoughtful, and diligent self-examination. It is a template for other public agencies that want equity and justice. I can say unequivocally that TriMet never shielded away from the truth. TriMet asked all the tough questions. I never saw TriMet falter. I was so impressed with the quality and level of work from all who participated.


The greatest challenge for the organization, I believe, will be the on-going training and practices for change. Issues like Mentorship, on-boarding, and community involvement at leadership levels are all critical components. I suggest that yearly activities of training be codified and measured for successful outcomes. It must not be a one-time measurement for success, but a yearly practice to show measurable outcomes with professionals in the field of practice.

It is my hope that the beneficiaries experiencing these opportunities will work with management for policy change and practice. I am suggesting in this new 21<sup>st</sup> Century, now we must implement change and growth. Our children and grandchildren require nothing less.

I thank and honor the TriMet Board and Chair Bruce Warner for demanding this self-examination. That takes leadership. I thank you for asking for and listening to the leaders who offered their wisdom and experience.

I am wishing you well as you begin a journey of implementing dignity and respect for all of TriMet's employees, and executive staffers.

Kind Regards,



Margaret Carter, State Senator (ret.)  
M.A.Ed. PSY



August 1, 2018

Mr. Randy M. Stedman  
Executive Director  
Labor Relations & Human Resources  
Tri-County Metropolitan Transportation District of Oregon  
1800 SW 1<sup>st</sup> Avenue  
Portland, Oregon 97201

Re: TriMet Management Workforce Diversity Report (August 2018) –  
Letter of Support

Dear Mr. Stedman:

Beverly Scott & Associates, LLC was engaged to work with TriMet staff to analyze the agency's compensation and recruitment data, assist in the identification of gaps, and the development of recommendations specifically directed to build greater diversity in management. Guided by best practices, that in-depth review has been completed resulting in a set of findings and actionable recommendations to address specific disparities based upon race and gender; and support TriMet's overall objective to build and sustain diversity in management.

This aspect of TriMet's Diversity assessment was also informed by the insightful work of former state Senator Margaret Carter who led the interviews with community leaders of color to provide their experiences regarding successful strategies to enhance TriMet's outcomes and stature in terms of building greater diversity in management. The results of these interviews were an invaluable input to this assessment. TriMet's Employee Engagement Survey results from its confidential biennial survey administered by Quantum Workforce were also an important input. Finally, TriMet's Business Plan, 2019-2023 sets a clear foundation from the highest policy/executive leadership level regarding the value of diversity, inclusion, and community support to the agency's vision and mission: *"TriMet is where Diverse and Talented People Want to Come, Stay and Thrive"*. Upon finalization and approval of the Work Plan resulting from this review, update to relevant areas of the Business Plan is recommended.

As the CEO, Beverly Scott & Associates, *I fully support the findings and recommendations of this Report.* And, commend you and the TriMet team working under your direction for their responsiveness, transparency, and comprehensive approach. It was also a true pleasure to work with Ms. Carter. Her deep personal knowledge, obvious community credibility, and historical insights were a tremendous plus. Considerable data was assembled and analyzed – including detailed requests for historical information to determine appropriate context, baselines, and trends. In all instances, TriMet staff were responsive and proactively engaged. That said, at the end of the day -- action and tangible outcomes are what matter. In that regard, General Manager Kelsey's most recent appointments to the agency's executive management team have already served to positively impact the agency's diversity at the most senior level.

This report could not be timelier. Specifically, following years of minimal non-union hiring, i.e., 15-20 management employees per year, in FY 2019 TriMet expects to hire approximately 75 management employees (many due to retirements). This provides the agency with a singularly unique opportunity to increase diversity. It also underscores the importance of urgent implementation of key recommendations – particularly those directly related to the hiring and promotion process, and continued progress to quickly eliminate remaining internal compensation disparities, consistent with the agency's budget. In the compensation area, tremendous work has been done over the past several years to improve and enhance decision-making in this area – all of which has also well positioned TriMet to achieve full compliance with Oregon's recently enacted Pay law. This report intentionally calls for increased oversight authority by the Human Resources professional staff for compensation decisions to ensure agency-wide consistency and internal equity – the first line of agency-wide protection to avoid issues of disparate treatment.

In public transit, *the largest category of annual operating expenditure is its workforce.* The public transportation workforce is also its most valuable asset – driving safety, performance, and productivity – all central to the District's core mission and ultimate success. As underscored by the commissioning of this assessment – major Human Resources policy direction, expected standards of performance, and public accountability for program oversight ultimately reside at the policy/executive level. On this point, I would simply underscore that the C-suite's policy direction, prioritization, action, and example sets the tone. And, as a former CEO, I can say from much experience that ultimately staff "prioritize" those areas which rise to the level of importance to require *explicit* focus by the Board and chief executive.

As a last point, I will add that Board/executive engagement helps to enrich future decision-making, particularly around lessons learned. Here, I feel it is important to note the decisions made during the mid-2000's economic downturn to cut employee training investments, freeze positions, and management salaries, for several years – all understandable within the context of the times. That said, some of those decisions (significantly complicated by TriMet's retirement bubble) have also exacerbated aspects of the agency's people readiness preparation, i.e., institutional knowledge transfer and succession. Again, in this area TriMet is not alone – people readiness is a challenge for most transit agencies in this period of major workplace change, technological advancement, and rapid deployment. Moving forward, I raise

this as an area for Board/GM discussion and review – that will be best informed by taking a careful look at tangible agency data on impacts.

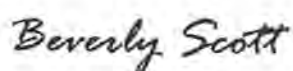
Finally, I will conclude my comments by returning to TriMet’s Business Plan which speaks to “a *culture of diversity and inclusion*”. Some experts in this area term it a “*sense of belonging*” – beyond strict numerical compliance. As evidenced by the findings and facts regarding TriMet representativeness – *certainly some* (albeit not all) of the community’s perspectives regarding lack of management representativeness appear to be driven more by *perception* than the actual data. The recommendations included in this report which directly speak to increased management engagement in the communities served by TriMet -- with performance goals and measures for executive/senior-level management will be very helpful in reinforcing the agency’s community/customer-centric focus, enhancing overall agency visibility, strengthening and building important institutional partnerships and networks; facilitating information sharing flow, and expanded outreach – key for supporting the agency’s employment and overall business success goals.

In a similar vein, while employee survey responses from managers of color and women contain a lot of positives, they also indicate room for improvement on several factors that directly align with employee perceptions of professional growth opportunities, the District’s commitment to the value of cultural diversity, and other dimensions specific to perceptions of equitable treatment. While there is some variation by gender and ethnicity (including several strong notes regarding the overall engagement levels and perceptions of equitable treatment by Hispanic employees – consistently lower than other employee groups – a trend that has persisted over time) -- these are areas for serious internal review and resulting action. I would also be remiss if I did not single out the significant gender equity challenges facing TriMet (and other transits nationally) – particularly in the more specialized technical areas, i.e., maintenance and facilities, IT, and engineering. The fact that TriMet lost ground in this important area over the past six years – is another hard but important lesson.

That said, every area for “improvement”, “okay”, and “good” represents an opportunity to excel. And, these are all areas where the inputs from the community, including their many offers to support, and partner will be invaluable. The same is the case with the proposed deeper dive with employees.

It has been my pleasure to assist TriMet with this extremely important work. And, I am available to address questions covering my areas of review.

Sincerely,



Beverly A. Scott, Ph.D.

CEO

**LARGE TAB #2**

## Section 1 – Perspectives of Community Leaders of Color

### Key Findings:

1. Community leaders believe TriMet should commit to building employment pipelines with key sources of future talent within communities of color.
2. Community leaders believe TriMet can improve its attraction of diverse talent by being flexible about requiring specific transit experience; exceptional talent can learn an operating environment.
3. TriMet has 382 active management jobs; 29 (7.6 percent) of the job descriptions reasonably could be read as requiring transit experience. There are 33 incumbents in those 29 jobs, which represents about 8.6 percent of the management workforce.
4. For TriMet to build rapport with communities of color, community leaders believe that TriMet's executive team must be more active in those communities.
5. Community leaders believe greater use of mentoring relationships should be utilized.
6. Involvement in the community and serving as a mentor should be incorporated into the performance reviews of TriMet's leaders and significant contributions in these areas should be formally recognized.

### 1(A) External Perspectives:

TriMet retained former state Sen. Margaret Carter to conduct interviews with leaders of color in the business and the not-for-profit communities regarding their successful strategies to attract and retain a diverse management workforce. The purpose of the interviews was to capture successful strategies in recruiting, succession planning, compensation, onboarding, engagement, and retention of women and people of color in Portland from people well positioned to provide valuable perspective.

Working with Sen. Carter, TriMet identified nine community leaders to interview.<sup>23</sup> The community members interviewed included both men and women leaders with varied ethnicities. Sen. Carter led the interviews while TriMet staff compiled notes. The interviews each lasted approximately one hour, and Sen. Carter utilized a standardized set of questions.<sup>24</sup> The interviews focused on receiving input

<sup>23</sup> TriMet is grateful for the participation of the following community leaders in this project and appreciative of their insight and perspective: Rukiyah Adams, Chief Investment Officer, Meyer Memorial Trust; Michael Alexander, Vice President for Global Diversity and Inclusion, Portland State University; Nkinge Harmon, President & CEO, Urban League of Portland; Ron Herndon, Director of Albina Head Start Program; James Mason, Ph.D., Chief Diversity Officer, Providence Health and Services; Bandana Shrestha, Director of Community Engagement, AARP Oregon; Karis Stoudamire-Phillips, Corporate Social Responsibility Manager, Moda Health; Dr. Jasmine Streeter, Comparative Medicine Veterinary Resident, OHSU; Dr. Steve Nakana, Social Equity Program Manager.

<sup>24</sup> The following questions were used:

1. In your view, how trusted is TriMet as an employer that will provide historically disadvantaged applicants and women for management and executive-level positions a fair shot at being successful?
2. How positive or negative is TriMet perceived generally in terms of treating employees of color and women?

from the community members. Consequently, the conversations did not explore TriMet's current activities.

Four strategic themes emerged from these interviews: a) establishing employment pipelines, b) being flexible about requiring transit experience, c) expanding mentoring relationships, and, d) enhancing TriMet's leadership involvement in communities of color to build trust.

### 1. Build Employment Pipelines.

Community leaders of color believe TriMet would benefit from investing in the creation of various "employment pipelines." Employment pipelines include traditional job fairs, certainly, but also include offering internships in management and engineering through local colleges and universities. Another pipeline is building relationships with historically black colleges and universities and their career placement activities. Interviewees suggested that creating summer programs to introduce teenagers to job opportunities as a TriMet driver or mechanic could pay dividends over the long term. However, those interviewed cautioned that it takes time and commitment to create an effective employment pipeline.

Specific comments received about employment pipelining include the following:

- For TriMet to succeed in attracting and retaining people of color, it needs to create several opportunities to "feed" its workforce needs. That means establishing a relationship with organizations or schools that have the people power to come work for TriMet.
- Fortune 500 corporations, graduate schools, and large private nonprofits develop relationships with organizations to serve as a pipeline or feeders to their organization.

3. Are you aware of any barriers or negative perceptions that are obstacles to applicants of color or women pursuing management and executive careers with TriMet?
4. TriMet's recruiting staff is very diverse in terms of race and sex, but are there any particular best practices you would suggest TriMet explore in improving its ability to build an applicant pool that includes more applicants of color and women?
5. In the United States, there is a reported 20 percent to 30 percent wage gap based upon gender and race. If you knew TriMet had no disparity in compensation based on race or gender, would you be surprised? Why or why not?
6. Some argue TriMet's executive team should have "parity" of race and sex – meaning participation in equal numbers. However, for example, the availability of women executives with complex public transit system experience is much lower than 50 percent - somewhere in the 25 to 35 percent range. Given that, what advice do you have for bridging aspirational goals of parity with the recruiting realities of availability?
7. In your experience, what are the challenges of recruiting women and people of color to Portland? What steps can TriMet take to overcome those challenges?
8. In your experience, what special steps should TriMet take to ensure that new hires of color and women are integrated smoothly into the organization and into their new jobs?
9. What advice would you give TriMet to help it improve its executive and management recruitment outreach to communities of color and women?
10. In general, what changes do you think TriMet needs to make to improve its employment brand among executive and management personnel who are members of historically disadvantaged communities?



- Pipeline examples include job fairs with historically black colleges and universities, programs with high schools, and longstanding relationships and outreach to organizations that represent communities of color.
- An employment pipeline can begin with children. For example, the Greenbrier Corporation was mentioned as hiring the Urban League to operate a children's summer program. Participants come to the plant, learn tasks and skills, and operate some of the equipment. The idea is that these children represent tomorrow's workforce. Greenbrier makes this investment because they see it is working. Greenbrier has a similar program with Benson High School students, which exposes them to Greenbrier as a future employer. Suggested one interviewee, "Imagine if TriMet had a program that brought African American children to see TriMet's garages and see what it's like to be a mechanic. See what it's like to drive a bus. Plant those seeds early. It will pay off in the long term."
- A key element in the success of an employment pipeline is being diligent and committed. Oregon Health & Science University (OHSU) made extraordinary efforts with one community leader to join their program. They made the person feel wanted. She recalled, "They contacted me. Brought me to OHSU for three weeks. I fell in love with the place. I think Portland is the whitest city on earth. They set me up with a mentoring program that made me feel at home. They made sure I was connected within the school with other people of color. They made sure I had someplace to go for Christmas, Thanksgiving, and the Fourth of July!" As a result, that person has become a pipeline to other prospects to come to Portland. It was a good investment by OHSU.
- "If you want me to be part of your team, show me and tell me you want me. Welcome me, Entice people in a friendly way, but keep on trying. Figure out what works and what goes wrong, but keep trying. When people of color start to come, connect them with others including putting them together in projects. People most often go to jobs from recommendations by their friends. If you are serious about hiring people of color, get a core group to act as a toehold, and that will start to be a pipeline too. It will be hard, but don't give up."
- Providence Healthcare does similar outreach, "We connect them with where to go to church. Where to eat. Where to buy their clothes. We make sure people we've landed want to stay here. Then we connect them with other people of color on projects and work tasks. When they feel connected, that's when they put down roots. When they put down roots, more people of color will follow."

A suggested opportunity for TriMet is to create an internship program for Portland State University (PSU) graduate students in management or planning to learn about TriMet's system. Even if they do not end up as employees, it exposes another student population to the goals and mission of the organization.

Job fairs are pipelines too, but one person cautioned not all job fairs are alike. Some are better than others, but politically, it is important to be seen at some that may not yield the highest return. "It's like

fishing. You have to put your line in water that you do not have a lot of faith in because you'll win sometimes."

## 2. Flexibility Regarding Transit Skillsets.

The community leaders interviewed suggested TriMet be willing to accept people without transit experience into management positions. Skills, they noted, are transferable and the business of transit can be learned. Being more flexible about requiring transit skillsets will broaden the applicant pool, and will eventually bring in alternative or new skillsets that will strengthen the agency.

The suggestion to be flexible about skillsets came up independently in every interview. People have transferable skills even if they are lacking direct experience in transit. Insisting on transit experience is a barrier to employment the community leaders thought should be eliminated. They observed that not requiring specific industry experience represents a shifting paradigm within corporate America and the nonprofit world. Observed one person, "A candidate might not have transit experience, but they have skills that are transferable in management. They can learn the transit side. They bring a skillset that is applicable." Another community leader encouraged TriMet to, "Have a willingness to be vulnerable," meaning to embrace people with great skillsets, but without direct experience, and presume they can learn and adjust.

Another person interviewed suggested TriMet, "Begin to look at people differently. It used to be that people with accents were seen as a detriment to the organization. Now, many organizations look at them having a second language, which is a strength for the agency. Having someone with multiple skills, not specific to transit, can bring new opportunities too."

TriMet has 382 active management jobs; 29 (7.59 percent) of the job descriptions reasonably could be read as requiring transit experience. There are 33 incumbents in those 29 jobs, which represents about 8.25 percent of the management jobs. Exhibit 4.

## 3. Mentoring.

TriMet should have both a formal and informal mentoring program, but it needs to be a part of the culture and it should be a part of management's job. Some firms take the approach that serving as a mentor is not required of its leaders, but whether a leader mentors, or not, is recognized as a part of that leader's annual performance review. An executive asking, "What are you doing to make this organization stronger for the future?" is a powerful incentive and a valuable part of succession planning.

Formal and informal mentoring is a lost art that corporate America is rediscovering. For example, one insurance company was cited for creating programs for people of color that give them opportunities to

expand their experience and skills. These programs did not guarantee participant advancement. However, the program created the occasion for growth and increased skills so that people of color can advance.

Finally, and perhaps most importantly, reward leaders that actively mentor and are engaged in the community. The perception of those interviewed is that mentoring will be effective only if it is in the leader's self-interest to be active and fully engaged in mentoring. Leaders have to value mentoring. "You measure what you treasure," said one person interviewed. "Either management believes in this or they don't. Make mentorship and community involvement something they value."

One interviewee suggested moving people within the agency to take a six-month assignment in a different department. "Moving someone from the Finance Department to Operations creates levels of understanding, as well as new skills. It's good for everyone." Similar programs should be possible at TriMet. Job sharing, paying for outside classes or training, job shadowing, experience with other departments, or working as a loaned executive to another organization are opportunities for developing new skills.

Another interviewee encouraged TriMet to reach down in the organization to those exceptional people, the people who clearly make things happen, and pull them up. Give them extra training and opportunities. Invest early in talent that is apparent, and bring those high potential people along.

Employee Resource Groups, also known as affinity groups, are another strategy to retain employees. Let the people of color know that they have places within the organization that offer specific support. For example, Moda Health was reported as having seven employee resource groups including Latino, Women, Asian American, and LGBTQ.

Most interviewees offered one note of advice: "Grow talent here and from within." There is a perception that local talent is passed over in favor of people from outside the community. "People think that if you go 5050 miles away from Portland, the IQs jump higher. There is local talent and talent within existing management that should be tapped. You shouldn't have to leave your hometown to get a job, but that's what happens in Portland."

#### 4. Community Involvement.

To attract people of color to TriMet's management, the community leaders believe TriMet's executive leadership needs to be more visibly involved in their communities. Community involvement should be calculated and strategic because it demonstrates commitment of public resources. These community leaders feel an agency that believes in their community will place its resources there. Among the most important resources are executive time and attention. Community involvement generates a new level

of trust, and trust is a factor in when deciding whether to join an organization's workforce. Most interviewees brought up this topic because community involvement is a requirement in their businesses.

One community leader lamented, "Corporations used to have managers in chambers and rotaries. We lost that in the 1980s and 1990s. That was a huge loss. If you want people to know and trust you, you have to be involved in the community you serve." Further, "a job is not a place; it's where you connect with a mission and how that connects with the community."

One community leader said his company had an incentive for their top managers to be involved in the community. They are encouraged to be on community boards, and each executive is allowed to contribute \$2,500 of the employer's money to that board's cause. This feature made their executives sought after, and it showed the community his corporation had serious community connections and values. "Executives were not required to do this, but whether or not they were involved in the community outside of work was included as part of their annual reviews." Similarly, mid-level managers were not required to be involved in the community, but it was reflected positively in their reviews if they were. Said one, "Make community involvement a requirement. Maybe you can't require it, but you can encourage it."

Investing in large community events is a critical strategy. Moda Health and Providence Health & Services were reported to make this a priority. Organizations are being more strategic about these investments than they used to be. That visibility has become a recruiting strategy. "I now invest in tee-shirts, get my people to specific events, and make sure that everyone knows we are there and part of the community. I make sure my people outnumber every other business at the Good in the Hood Parade. The payback is tremendous."

Summed up, from the vantage point of these community leaders, a strategy for attracting and retaining people of color would include:

- Making a clear, bold statement of the agency's commitment to diversity by the general manager.
- Follow up by hiring people of color for top positions, and then empower the agency's executive leadership to enact employment pipelines and mentorship programs.
- Involve the agency's leadership in the community to demonstrate a community commitment.
- Reward leaders who actively mentor and are engaged in the community.

## Section 2 – Compensation Practices

### Key Findings:

1. As a whole, there is no pay disparity at TriMet based on race or gender. In one group of first-level managers, there is a 5.1 percent pay disparity based on gender, but it is a small group of 15 women, which is a small data on which to base conclusions. Nonetheless, TriMet will eliminate this small disparity through its August 2018 merit process, before this report is published.
2. TriMet has implemented a robust model, called the Predicted Compensation Model (PCM) for making salary offers in accordance with Oregon's new pay equity statute. TriMet has excellent tracking mechanisms in place to monitor compensation activity and pay equity.
3. While there is little evidence of pay disparity based on protected class under Oregon's pay equity statute, as of May 2018, 44.4 percent of staff is below their predicted compensation. On average, however, actual staff pay is slightly above the predicted salary average. This likely represents the legacy effect of broad manager latitude in setting salaries without regard to objective compensable factors prior to implementation of the PCM and its precursor, the Salary Placement Form (SPF), as well as freezing managers' salaries for several years during the Great Recession. TriMet plans to eliminate the gap between actual and predicted compensation by September 2019.
4. TriMet uses a tool, called the Salary Planner, to ensure there is a high correlation between performance and merit increases. Moreover, before TriMet finalizes merit increases, the compensation staff conducts a disparate impact analysis to ensure fairness in the allocation of merit dollars. Adjustments are made, if necessary, to eliminate any unintended impact.
5. TriMet has a sophisticated, market-based method of pricing its jobs. TriMet's philosophy is to set salary range midpoints at the market. TriMet defines the market by compensation group, which is based on where TriMet recruits from and to where TriMet loses talent.
6. As part of its total compensation philosophy, TriMet offers high-value, low-employee-cost healthcare benefits, which compare favorably to healthcare benefits offered by other governmental employers. However, there is some evidence in TriMet's biennial engagement survey that TriMet's investments in benefits may need reallocation to respond to the interests of women and minorities.

### 2(A) Overview of TriMet's Compensation Program:

TriMet believes pay equity is an essential component for building and sustaining diversity in management. The evidence shows TriMet is leading the way in this area. Since 2014, long before Oregon passed its new pay equity statute, TriMet began setting starting salaries for new hires using a model that considers required education and experience, rather than just an incumbent's salary history or expectations, as the primary means of determining salary offers for new hires. Oregon's pay equity statute now prohibits employers from seeking salary history of external candidates before making salary offers. Consequently, TriMet recently enhanced its compensation practices by implementing what it

calls the Predicted Compensation Model (PCM), which adds performance of internal candidates as an objective compensable factor used<sup>25</sup> and the net value of TriMet's benefits package compared to the market. Consequently, TriMet uses the PCM for pay actions for internal promotions, transfers, and market adjustments, as well as for external hires, as the primary means of ensuring compliance with Oregon's pay equity statute.

TriMet's compensation philosophy for management positions is to set salary range midpoints at the market average and to position individual employees in the salary range, taking into account their knowledge, skills, abilities (KSAs), and experience from a total compensation perspective. TriMet defines the "market average" as the mean average of salaries paid in the market for a given position. In surveying the market, TriMet takes into consideration where TriMet typically recruits from when filling the position and where TriMet typically loses people to when an incumbent leaves. For example, recruiting for a general manager is typically a national search, while recruiting for a payroll manager is typically a local search. Some positions may require transit industry experience, but most do not.

TriMet determines the market average when it first creates a job and again if there are significant changes in duties and responsibilities, scope, organization, or prerequisites. To maintain market competitiveness between in-depth market pricing, TriMet surveys the overall market annually, determines the average amount other public and private sector organizations are increasing their salary range midpoints, and then increases its salary range midpoints by the mean average. TriMet also considers the U.S. Department of Labor's Employment Cost Index in making this annual structural adjustment. Typically, the annual structural adjustment is about 2 percent. Increasing the salary range midpoints does not result in a salary increase automatically for an employee in the salary range.

To determine the market average pricing for a position, TriMet subscribes to several different salary survey tools, both online and in print. TriMet uses the published survey information for jobs that are readily comparable to like jobs in other organizations. For example, the role of recruiter is very similar across the country and in the public and private sectors. However, jobs unique to public transit, such as a light rail vehicle (LRV) maintenance manager, require that TriMet conduct a custom salary survey within the industry. For example, there is a group of public transit agencies that one arbitrator coined the "West Coast 11." The West Coast 11 agencies are very similar in size and scope of operations to TriMet. TriMet often includes the West Coast 11 in pricing its jobs. In many cases, TriMet uses both published and custom survey results to price jobs, usually weighting them equally.

TriMet adjusts raw survey data to account for geographical differences in pricing, using the Economic Research Institute's database. For example, a job paying \$100,000 in San Francisco does not typically

<sup>25</sup> Because TriMet has no performance history information for new hires, TriMet assumes new hires will perform at the average of all non-union personnel.

pay the same in Portland. TriMet adjusts San Francisco data down by about 18 percent before using it to set its salary range midpoints. TriMet adjusts the raw data based on geographic salary differences, not cost of living differences. There is some correlation between the two, but differences in what employers pay, not the cost of milk and groceries, is more relevant to pricing jobs.

TriMet also adjusts raw salary data to account for differences in the match between TriMet's job and the jobs included in the survey. For example, a bus transportation manager at TriMet compared to a bus transportation manager at Lane Transit District in Eugene, Oregon has a quite different scope, notwithstanding the same job title, due to differences in agency size, span of control, reporting relationships, budget authority, and other factors. TriMet calls adjusting survey information for differences in scope a "match modification." Generally, unless there is at least an 80 percent match between TriMet's job and the one surveyed, TriMet will not include the data in pricing a job, even with a match modification. TriMet's Human Resources Policy 2.1 describes compensation practices, including adoption of the PCM. Exhibit 5.

TriMet recognizes that in compensating employees some employers make a greater investment in direct compensation, like base salary, while other companies make a greater investment in indirect compensation, like benefits. Therefore, TriMet's PCM considers "total compensation" when predicting pay and positioning an employee in the salary range. This means including the value of direct pay and the net value of TriMet's benefits package compared to the market average, which TriMet determines through published benefits surveys. In predicting salary or recommending a new hire salary offer, TriMet's PCM adjusts the salary in an amount equal to the difference between TriMet's healthcare, retirement plans, vacation benefits, and the overall market average. This varies somewhat by position, but the value of TriMet's benefits package averages about \$3,000 a year more than the market average. Of course, TriMet cannot look at the actual benefits a candidate enjoyed at his/her prior employer for the same reason TriMet cannot consider a candidate's prior base pay compensation when making salary offers under Oregon's new pay equity statute.

About 23 percent of TriMet's management workforce still qualify for what TriMet calls "Tier 1" benefits, which include a defined benefit retirement plan and retiree medical.<sup>26</sup> Therefore, for the sake of simplicity, when comparing an employee's benefits package to the market, we assume all non-union employees have the benefits package in effect since 2009, meaning a defined contribution retirement plan and no retiree medical coverage. Due to that assumption, TriMet understands that PCM understates its Tier 1 employees' actual total compensation. However, the organization has decided there is little utility gained by maintaining separate models for the balance of Tier 1 managers when the Tier 1 group is rapidly shrinking.

<sup>26</sup> TriMet is not part of the Oregon Public Employees Retirement System (PERS) plan, and TriMet's benefits tier nomenclature does not correlate to Oregon PERS terminology.

## 2(B) Development of TriMet's Predicted Compensation Model (PCM):

### 1. Salary Placement Form (SPF).

Before 2014, TriMet made salary offers to new hires based primarily on the candidate's current and requested salary. Hiring managers determined final salary offers with little oversight from compensation professionals. The budget served as the primary constraint on the high side of offers, while the applicant's current salary constrained the low side.

When a position remained open at the end of the fiscal year, TriMet budgeted the position for the next fiscal year at the prior incumbent's salary level, rather than the midpoint of the salary range. For multiple incumbent positions, TriMet also considered the pay of existing incumbents, tending not to hire new employees at or above existing employees, irrespective of differences in qualifications, experience, or benefits tier. Finally, before 2012, TriMet had an unwritten policy not to hire candidates at greater than 85 percent of the salary range midpoint.

In October 2013, TriMet hired a Certified Compensation Professional as its compensation manager. The executive director of Labor Relations and Human Resources also has substantial expertise in developing compensation systems. As a result, TriMet developed a Salary Placement Form (SPF), which is now part of the PCM. The SPF was an Excel tool that represented a more objective and formulaic approach in determining initial salary offers. The SPF compared candidate qualifications, determined by the resume, application form and interview, with the job description's prerequisites.

TriMet also began implementing compensation best practices. For example, for newly created jobs, TriMet's compensation staff must price the job before posting for recruitment, which requires an approved job description. For existing jobs, TriMet's practice is to review and update the job description before posting it for recruitment. If there are substantial changes, TriMet may price the job anew. Job descriptions include objective prerequisites for experience, education, and certifications/licenses. In turn, the SPF compares these objective compensable factors to a candidate's qualifications.

The job description prerequisites represent minimum requirements. Typically, TriMet will not hire a candidate for a position if she/he does not meet the minimum requirements. By meeting the minimum requirements, a candidate is eligible to be in the job at the minimum of the salary range. Any relevant qualifications and experienced above the minimum requirements are translated into knowledge, skills and ability (KSA) points. As KSA points increase, the recommended salary for the candidate moves higher in the salary range by formula.

With the early version of the SPF, TriMet determined the recommended salary for a candidate by entering the candidate's total KSA points into a statistical algorithm, which produced a recommended



salary offer. Managers had discretion to make actual salary offers outside of the recommended salary with executive director approval.

In January 2018, TriMet redesigned its SPF using a linear regression equation, which statistically aligns salary (the dependent variable) with a set of independent variables, such as experience, education credentials, and performance ratings. A candidate's experience, education, and certifications/licenses convert to "credited points" (which replaces KSA points in the predecessor SPF) based on the relevancy of that experience or education to the job for which the candidate applied. The total credited points determines the total "employee points." The employee points above the minimum requirements determine the recommended salary within the salary range, again by formula.

Prior to passage of Oregon's new pay equity statute and the introduction of the PCM, compensation management strongly encouraged hiring managers to align candidate salary offers to the SPF-recommended salary range, but division managers were accountable for salary determinations and had final authority within budget. Even so, because of the SPF, the recent pay equity analysis showed a significant improvement in the statistical relationship between salary decisions and the objective compensable factors of education, experience, and certifications/licenses for hires made after the tool's introduction compared to pre-2014 hires.

## **2. Oregon's 2017 Pay equity statute.**

After TriMet began using the SPF, Oregon passed its 2017 pay equity statute. The Oregon Bureau of Labor & Industries' summary of the law is attached. Exhibit 6. The underlying principles behind TriMet's SPF are the same as embodied in the new law. Because of TriMet's early work on the SPF, and now with implementation of the PCM, TriMet is at the forefront among Oregon public sector organizations in establishing pay equity.

To summarize the new law, in 2017 the Oregon Legislative Assembly passed House Bill 2005 to amend Oregon's equal pay law. Effective January 1, 2019, the law expands the number of groups protected from unlawful discrimination in the payment of wages or other compensation for work that is of a comparable character to work performed by those in unprotected groups. No longer are equal pay issues confined narrowly to those performing the same or substantially similar jobs. In addition, the new law expands pay equity protection to all of the following protected characteristics: race, color, religion, sex, sexual orientation, national origin, marital status, veteran status, disability, or age.

Under Oregon's new pay equity approach, an employer may not compensate any employee at a rate greater than that at which the employer compensates employees in a protected class for work that is of comparable character. Work that is of a comparable character requires substantially similar knowledge,

skill, effort, responsibility, and working conditions in the performance of work, regardless of the job title. An employer may not reduce the compensation of any employee in order to create pay equity.

The new pay equity statute also prohibits an employer from screening job applicants based on current or past compensation (not including a current employee of the employer during a transfer, move, or hire of the employee to a new position with the same employer). In theory, this prohibition helps eliminate historical discrimination of protected classes in pay decisions. An employer can seek pay history of an applicant, but only after the employer has already made a salary offer.

Since the employer cannot ask candidates their current salary, employers must determine initial salary offers using criteria that is more objective. The new law does not mean an employer must pay all employees the same salary when performing comparable work. Employers may pay employees at different salary levels for work of comparable character if all of the difference in compensation levels is attributable to any combination of the objective compensable factors listed in the law. These factors include seniority systems, merit systems, systems that measure earnings by quantity or quality of production, workplace location, travel requirements, education, training, or experience. TriMet has chosen to utilize the factors of educational credentials, experience, and merit for non-union positions.

The new pay equity statute rewards employers who take prompt action to eliminate pay inequity. There is a “safe harbor” against compensatory and punitive damages. To get safe harbor protection, an employer must have completed an equal pay analysis within three years of an employee filing a claim, and the employer must have made reasonable and substantial progress toward eliminating any identified wage differentials for the protected class asserted by the plaintiff. TriMet is taking steps to ensure that it falls within the safe harbor and has completed its equal pay analysis.

### **3. Development of the Predicted Compensation Model (PCM).**

To further develop the SPF and ensure compliance with Oregon’s new pay equity statute, TriMet retained an independent consultant, Dan Ruprecht, a Principal with Quantitative Research Partners LLC. Exhibit 7. The firm specializes in statistical analysis. Mr. Ruprecht assisted TriMet in modifying its original SPF model. First, Mr. Ruprecht used multiple linear regression to calculate the alignment of pay and each of the objective compensable factors separately to assess “goodness of fit” and its potential use as a valid predictor of pay.

While Mr. Ruprecht worked with TriMet, the final contours of Oregon’s pay equity statute took shape. Because the statute includes merit, TriMet added performance ratings to the model as one of the objective compensable factors. Adding performance ratings makes the model more useful for predicting pay for promotion and transfer of internal candidates, in addition to new hires. TriMet decided to use a multiplier of 1.02 for employees with a “5” rating on its performance rating scale of “5”

(high) to “1” (low). About 11.7 percent of employees achieved a “5” merit performance rating during the 2017 process. Thus, the multiplier adds a 2 percent increase in the predicted base salary of these employees. So that the model treats new hires and existing employees comparably, TriMet assigns a default rating of “4” for new hires. About 56.7 percent of TriMet’s non-union employees received a “4” rating during the 2017 merit performance process.

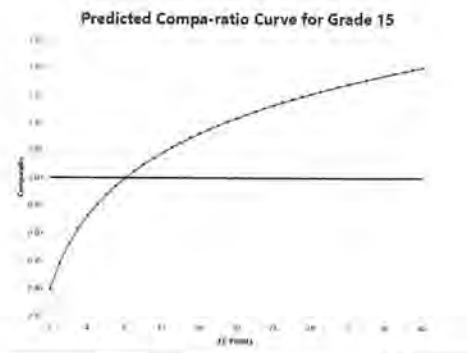
TriMet standardized the minimum experience and education requirements to ensure consistency across jobs with similar job grades to improve the consistency of the requirements and utility of the model. In addition, TriMet changed its salary ranges to utilize a fixed-salary range spread around the midpoint of the salary range for each job grade. Now all salary ranges have a 50 percent spread, resulting in the minimum of the salary range being 80 percent of midpoint, and the maximum being 120 percent of midpoint. A 50 percent range spread is typical and works better with TriMet’s PCM than the variable range spreads used previously. TriMet also adjusted its PCM to continue salary progression based on employee points to the maximum of the salary range. In the original SPF, progression-based employee points capped at 110 percent of midpoint.<sup>27</sup>

Mr. Ruprecht also devised a way to implement TriMet’s request to adjust the model’s predicted salary by the net value of benefits relative to the value of benefits in the market, including medical, retirement, and vacation benefits. The net value difference in benefits adjusts the predicted or recommended salary so that it considers total compensation. TriMet introduced this adjustment to the SPF to strengthen the model’s connection to TriMet’s total compensation philosophy.

In developing the PCM, Mr. Ruprecht and TriMet followed a number of standard compensation principles. First, the salary of candidates or employees with no employee points, meaning those who have no more than the minimum qualifications, should have a salary that is at the minimum of the salary range. Second, employees in lower job grades should progress to the salary range midpoint more rapidly than employees in higher job grades. This is to reflect learning curves, but the upward trajectory should flatten out as salary moves beyond the midpoint and toward the salary range maximum. Third, TriMet should position candidates or employees higher in the salary range based on the more employee points they have beyond the job’s minimum requirements. Finally, all other things being equal, the salary progress of employees at the bottom of the salary range should progress at a faster pace than those higher in the grade range, which recognizes the effect of the learning curve and the goal of propelling salaries toward the salary range midpoint (market average) based on objective compensable factors.

<sup>27</sup> Note that even under the SPF, an incumbent’s salary could continue beyond 110 percent of midpoint based on merit increases. However, the employee points themselves previously did not propel a candidate higher in the salary range.

Below is an illustration of the progression of the predicted salary within one sample grade (E15),



TriMet transitioned to the PCM in spring 2018. Using the PCM, TriMet calculates a predicted salary for each employee. This predicted salary is the level of pay predicted by the model for an employee to be at or above, based on the employee's experience, education, and performance, all of which are objective compensable factors listed in Oregon's pay equity statute. Once the predicted salary is determined, TriMet compares the predicted salary to the employee's actual salary. To the extent that predicted salary exceeds actual salary, TriMet notes it as salary "gap." Mr. Ruprecht then conducted a pay equity analysis to determine whether the gaps in salary reflected disparity based on race or gender, or some unrelated factor.

#### 4. Pay Equity Analysis.

In addition to serving as a model for making salary decisions, TriMet is using the PCM to perform multiple regression analysis for purposes of discrimination testing to determine any pay equity disparities. Multiple regression analysis allows TriMet to identify the degree of relationship, or "explanatory power," between pay and the objective compensatory factors TriMet uses in the PCM. Through multiple regression analysis, TriMet determines whether race or gender are significant determinants of pay after controlling for employees' education, experience, and performance rating.<sup>28</sup> Mr. Ruprecht conducted numerous statistical tests to ensure his results were robust and reliable.

Mr. Ruprecht analyzed the relationship between current pay and the objective compensable factors used in TriMet's PCM: education, experience, and performance rating. Mr. Ruprecht observed that for pay decisions made prior to implementing the SPF in 2014, there was only a relatively weak relationship between the compensatory factors and current pay. Of the factors analyzed, education and experience had a larger and more consistent relationship with pay, while the relationship between pay and performance rating had a more modest and mixed relationship. Mr. Ruprecht also observed the

<sup>28</sup> Measures of possible discrimination based on protected classes other than race and gender are outside the scope of this report.

explanatory power of the model improved significantly when applied to employees hired after July 2014, when TriMet introduced the first version of the SPF.

Mr. Ruprecht's pay equity analysis made the following findings:

"First, in general, there is no statistical evidence of disparity based on race in TriMet's compensation decisions at any level of the organization.

Second, except for the M1 group, a first-level supervisory group that includes a small number of women, there is no statistical evidence of disparity based on gender in TriMet's compensation decisions at any level of the organization."

At the time of Mr. Ruprecht's analysis (data effective December 5, 2017), the M1 job category indicated that men were paid 5.1 percentage points higher relative to the salary range midpoint than women after controlling for the objective compensable factors. Mr. Ruprecht advised caution in interpreting this finding because there are only 15 women in the M1 job category, which is a relatively small group. Exhibit 8.

On the other hand, Mr. Ruprecht also found TriMet's pay decisions prior to 2014 did not relate closely to the objective compensable factors contained in the PCM. Compensation decisions made prior to 2014 were somewhat haphazard. Of course, haphazard decisions are legal, but they are not a management best practice. Fortunately, since TriMet implemented the SPF process in 2014, the relationship between pay and the objective compensable factors of education, experience and merit performance has improved substantially.

#### **5. PCM Implementation – Remedial Steps.**

While there is little evidence of pay disparity based on race and gender, TriMet does have a substantial number of employees below their predicted compensation. TriMet is actively taking steps to eliminate all identified salary gaps, whether or not the employee is in a protected class, and believes it can eliminate salary gaps as early as September 2019. TriMet already has taken a number of steps since introducing the PCM to close salary gaps.

##### **a. MAC Money.**

For the last three fiscal years, TriMet has budgeted approximately \$300,000 annually (a little less than 1 percent of non-union salaries) for mid-year salary adjustments for the Move Ahead Compensation program referred to as "MAC Money." TriMet allocates MAC Money by a formula designed to move employees closer to the salary range midpoint, if they are performing well.

In 2018, TriMet used the PCM to allocate MAC Money. TriMet restricted eligibility to employees below their predicted salary. TriMet allocated the \$300,000 budget to each division on a prorated basis based on the aggregate gap between actual and predicted salary. Within each division, the executive director decided who among eligible employees received MAC Money. Of 435 non-union employees, 238 were eligible for MAC Money and 157 employees received some allocation. Ten of the 153 employees received enough MAC Money to close completely the gap between their predicted and actual salary.

Eligible women and minorities received a roughly proportionate share of the MAC Money. They comprised 56.3 percent of the eligible employees and received 55 percent of the MAC Money even though eligible white men were \$7,061.30 below their predicted salary on average, whereas eligible women and minority employees were \$5,391.85 and \$4,839.36 below their predicted salary, respectively. Exhibit 9.

b. Salary Recovery.

TriMet has a program it calls "Salary Recovery." As defined in TriMet's program document, Salary Recovery refers to the redeployment or reallocation of budgeted and continuing non-union salary expense dollars to fund permanent, mid-year salary actions that are separate from regular merit increases. Exhibit 10. Generally, salary is "recovered" in one of two ways. First, a manager can permanently eliminate a position, through automation, reallocating work, or other means. Second, when an employee with a higher salary leaves and is replaced by an employee with a lower salary, the difference is Salary Recovery. Managers can use Salary Recovery to fund approved salary actions. For example, a market adjustment to reduce or eliminate the gap between actual and predicted salary would be an approved Salary Action. Salary increase funds with Salary Recovery money are available on a "use it or lose it basis." If not used by fiscal year end, the Salary Recovery money is lost.

In March 2018, managers were encouraged to use all of their available Salary Recovery funds to close salary gaps identified because of implementing the PCM. Managers responded very successfully, deploying \$148,394 in Salary Recovery money before the end of FY2018. In fact, one of TriMet's 11 divisions eliminated all salary gaps within the division during this process. A significant portion of the Salary Recovery increases went to women and minority employees. Women and minorities received \$108,190, while white men received \$40,203. Exhibit 9.

Using MAC Money and Salary Recovery funds from January 2018 to April 2018, TriMet reduced the percentage of non-union employees below their predicted compensation from 54.7 percent to 44.4 percent overall (women: 50.0 percent, and minorities: 40.4 percent) and reduced the aggregate amount of the gap from \$1,445,116 to \$975,485 as of May 31, 2018. More specifically, TriMet reduced the aggregate salary gap for women by \$203,543 and minorities by \$91,229. In addition, TriMet reduced

the number of women below their predicted salary from 106 to 88 and minorities from 97 to 44. Exhibit 11.

c. Status: Actual Pay v. Predicted Pay.

As of the May 31, 2018, report, TriMet had 471 non-union employees. TriMet pays 209 (44.4 percent) of them under their predicted compensation.<sup>29</sup> Of the 209, 88 (42.1 percent) are women and 44 (21.1 percent) are minorities.<sup>30</sup> Exhibit 11.

The number of people TriMet pays less than their predicted salary is one reference point, but another one is the magnitude of the pay gap. For example, if TriMet pays two women under their predicted salary by \$500 a year, but it pays one man \$1,000 under his predicted salary, the magnitude of the total salary gap is the same even though the number of women paid less is double that of men. Of the \$975,485 total gap as of May 31, 2018, \$367,993 is attributable to women, and \$150,735 is attributable to minority employees. White men shoulder more of the total gap in pay, but they also represent a greater percentage of the total non-union workforce. For all 209 non-union employees paid under their predicted salary, the average gap between actual and predicted pay is \$4,667 annually. For women, the gap is smaller, \$4,182, and smaller still for minority employees, \$3,426. Keep in mind, these numbers apply only to staff who are under their predicted compensation.

From a pay equity perspective under the PCM, the bottom line is the ratio of actual pay to the predicted pay, based on the objective compensable factors contained in the pay equity statute and used in TriMet's PCM. For all non-union employees, the ratio is 0.98; both women and minorities are at 0.97.

d. FY2019 Merit Increase Budget.

A large portion of TriMet's management is below their predicted salary under the PCM; however, this gap is not related in any statistically significant way to race or gender. TriMet has in place a plan to address the general issue of salary levels for its non-union staff.

TriMet has dedicated funds in its FY2019 merit budget to make further progress in reducing identified salary gaps for its non-union workforce. The total non-union merit budget is 4.5 percent of the non-union payroll. Of the 4.5 percent, 3 percent is for merit-based performance increases; 1 percent is dedicated solely to address salary gaps identified in the PCM, and 0.5 percent is for promotions and

<sup>29</sup> These percentages include non-union administrative support personnel in addition to managers as defined in this report. There are approximately 400 "managers" for purposes of this report.

<sup>30</sup> These numbers count minority women in both the women and minority percentages, so individuals may be counted twice.

market adjustments, which may include reducing or eliminating PCM salary gaps.<sup>31</sup> All regular full-time or part-time employees with a minimum of four months of service are eligible for a merit increase (unless they are at the maximum of the salary range), regardless of their current salary relative to predicted compensation. For employees whose salaries are below their predicted compensation, and thus eligible for the 1 percent dedicated to closing salary gaps, the four four-month service requirement is waived.

TriMet uses a tool called the “Salary Planner” to systematically calculate and administer salary actions for the annual merit increase process and PCM guidelines. The Salary Planner calculates a suggested merit increase, which managers can adjust modestly, as long as the correlation between the performance ratings and the suggested salary is 0.90, or higher. TriMet analyzes performance ratings, merit increase amounts, and market adjustments for disparate impact. If the Compensation Department identifies an issue, then it returns the Salary Planner to the manager for review and resubmission. TriMet does not finalize any performance rating, merit increase, or market adjustment during the annual merit process until TriMet’s general manager and executive director of Labor Relations and Human Resources review the proposed actions and the final disparate impact analysis, and approve of the results in writing.

Managers have the discretion to apply the PCM and market adjustment increases based on program guidelines and divisional criteria during the annual merit increase process. However, TriMet has notified managers of the women employees in the M1 job category, where pay equity analysis identified a 5.1 percent pay difference based on gender, to apply their portion of the 1 percent PCM money and 0.5 percent market adjustment money first to remedy those disparities before allocating money to other employees. Merit increases will be effective in August 2018.

## **2(C) Benefits Offerings and Employee Perceptions of Them:**

Because TriMet has a “total compensation” philosophy and the PCM takes into consideration the net value of TriMet’s benefits in calculating predicted compensation, this report warrants some discussion of benefits. Attached is TriMet’s “2018 Benefits Decision Guide” for non-union employees. Exhibit 12.

<sup>31</sup> Market Adjustments. A market adjustment at TriMet refers to a salary increase for an employee who is not changing jobs. Market adjustments occur when an employee is positioned lower in the salary range than is justified by their knowledge, skills, abilities, and experience. This includes an employee’s actual salary falling below their PCM predicted salary. Market Adjustment increases may be initiated by Compensation or by that employee’s executive director. In both cases, there must be funds budgeted and available. In addition, a SPF must be completed to compare the employee’s proposed salary to the predicted salary using the PCM.

Promotions. A promotional increase occurs when an employee moves into a higher-graded position. Promotions can occur when an employee moves to an open position or when the employee’s current position is reclassified to a higher grade due to a significant change. Normally, a salary increase occurs at the same time as the promotion if funds are available and the SPF supports a higher salary. Amount of the promotion is determined by completing the SPF process.



Also attached is Mercer's 2018 national survey of employer-sponsored health plans for comparison purposes. Exhibit 13.

TriMet offers employees more healthcare choices than many organizations. Exhibit 13, p. 3. TriMet offers the following plans: 80/20 Regence Preferred Provider Option (PPO), Kaiser Health Maintenance Organization (HMO), and Consumer Directed Health Plan (CDHP) paired with a Health Savings Account (HSA).

In the language of the Affordable Care Act, TriMet has "Gold" level healthcare plans. TriMet's PPO plan has an actuarial value<sup>32</sup> of 85 percent compared to the median of 88 percent for government employers with 500+ employees.<sup>33</sup> Exhibit 13, pp. 10, 12, 14. TriMet's HSA eligible CDHP has an actuarial value of 86 percent compared to 81 percent at government comparators. TriMet's HMO plan has an actuarial value of 95 percent compared to 93 percent at government comparators.

While the actuarial value of TriMet's plans are somewhat better than government comparators, what makes TriMet's program unique is how little of the monthly premium TriMet's employees pay. For the 2017 plan year, TriMet's employees paid, on average, about one third of what employees at government comparators paid. For example, TriMet's employees pay \$101 per month (6 percent of premium costs) for family coverage in the PPO plan, while the Mercer survey average is \$394 per month (26 percent of premium costs). In the HMO plan, TriMet's employees paid \$78 per month (6 percent of premium costs) while the Mercer survey average was \$322 per month (18 percent of premium costs). In the CDHP-HSA plan, TriMet's employees pay nothing. Likewise, employee costs for TriMet's dental insurance is less than average. Exhibit 13, p. 5.

Other comparative features of TriMet's management healthcare benefits are worth noting. For the PPO plan, the average family deductible for in-network care was \$900, while it was \$1,500 on average at government comparators. The annual out-of-pocket maximum for family coverage in-network was \$6,900 at TriMet, but \$6,000 at government comparators. The maximum for single coverage is \$2,300 at TriMet, but \$3,000 at government comparators. In other words, single employees at TriMet do not subsidize the costs of employees with families as much as they do at government comparators. Exhibit 13, pp. 10-11.

<sup>32</sup> The Affordable Care Act values plans using the concept of an "actuarial value" (AV). For example, a plan with an AV of 70 percent (a "silver" plan in the ACA) means that for a standard population, the plan will pay 70 percent of their healthcare expenses, while the enrollees themselves will pay 30 percent through some combination of deductibles, copays, and coinsurance. The higher the AV, the less patient cost sharing the plan will have on average. The percentage a plan pays for any given enrollee generally will be different from the AV, depending upon the healthcare services used by the individual and the total cost of those services.

<sup>33</sup> All comparisons are to government employers with 500+ employees. The Mercer survey also has information for Oregon and Southwest Washington and national employers of 500+ employees, which the reader may review.

Employees' low contributions to the cost of healthcare is noteworthy because TriMet's total healthcare costs per employee for medical, dental, prescription drug, vision, and hearing benefits is higher than average. In 2016, the annual cost of providing the healthcare benefits at TriMet was \$16,457 per year, per employee, while at government comparators the average was \$13,868 per year. In addition, it is notable that from 2016 to 2017, TriMet reduced its costs from \$16,457 per year to \$14,457 per year, a 13 percent reduction, without changing the benefits plan design.<sup>34</sup> Exhibit 13, p. 4. TriMet's other healthcare plans reflect similar favorable characteristics.

TriMet's investment in its healthcare program is substantial. TriMet's healthcare plans are high-value, low-cost-to-employee offerings that should represent a recruiting advantage for all candidates, including women and minorities. Healthcare makes up a significant portion of TriMet's overall fringe benefits costs, which ran 109.4 percent of TriMet's labor costs, as reflected in TriMet's 2017 audited financial statement (Table 2, Page 8). Moreover, TriMet has a significant long-term liability on its balance sheet from building a superior healthcare benefits program. As of the 2018 report, TriMet had a \$786,138,070 unfunded actuarial accrued liability for retiree Other Post-Employment Benefits (OPEB).<sup>35</sup> Exhibit 14. However, the biennial employee engagement survey suggests that women and minorities may not value TriMet's healthcare benefits as highly as might be expected.

The engagement survey has four questions regarding pay and benefits. Regarding TriMet's management staff, women managers were more favorable (+) or less favorable (-) than men managers on the following items (in percentage point differences):

- Considering the value I bring to the transit district, I feel I am paid fairly. (+17.9 percent)
- Total compensation, including pay, benefits and pension, is competitive with other agencies in our industry (+2.0 percent).
- My benefits meet my needs well (-3.6 percent).
- We have benefits not typically available at other transit districts (-8.4 percent). Exhibit 31.

Minority managers have even more divergent perceptions than white managers do about pay and benefits.

- Considering the value I bring to the transit district, I feel I am paid fairly (-10.7 percent).
- Total compensation, including pay, benefits and pension, is competitive with other agencies in our industry (-28.5 percent).
- My benefits meet my needs well (-19.5 percent).

<sup>34</sup> These results were a combined result of hard bargaining with vendors and moving to self-insurance for medical coverage. Dental coverage was already self-insured.

<sup>35</sup> Eligible retirees receive the same healthcare benefits as active employees, so reducing healthcare costs through plan design changes for active employee healthcare reduces the OPEB liability.

- We have benefits not typically available at other transit districts (-26.5 percent). Exhibit 32.

Given TriMet's desire to increase diversity in management and given that TriMet's workforce is beginning to trend younger, as discussed elsewhere in this report, an internal discussion with staff about reallocating TriMet's investments in benefits may prove useful. For example, TriMet offers many ancillary, voluntary, and wellness benefits, but it does not offer paid parental leave, which is a growing trend. Perhaps employees would prefer to pay more than 6 percent in premium contributions if it meant paid parental leave is available.

## **2(D) Compensation Best Practices Comparison:**

On the following pages, Table 1 outlines best practices on compensation that have been observed in the academic and industry literature as having a positive impact on attracting and retaining a diverse workforce. The table also indicates whether the same or similar practices are in place at TriMet.

**Table 1. Compensation Best Practices Comparison (Diversity Focused)**

Practice	TriMet Practice	Best Practice	Research-Based Best Practice Recommendation	TriMet Practice (if applicable)
Ensure consistency in determining salary based on minimum qualifications.	Yes	Yes	Consistency in pay practices that include a defensible process on how salaries are determined. <sup>36</sup>	TriMet has this practice in place through its use of the Salary Placement Form (SPF) and the Predicted Compensation Model (PCM). TriMet completes a new SPF at the time of hire and promotion.
Update education requirements in job descriptions.	Yes	Yes	Recommendation to remove degree requirements and instead list specific coursework and/or experience that can be substituted for a degree. <sup>37</sup>	Currently, in TriMet job descriptions, a line is included that states, "Or any equivalent combination of experience and training."
Separate performance reviews from the merit process.	Yes	Yes	Separate the performance review from the merit increase. In that way, the employee's direct supervisor has no ability to weigh in on the amount an employee can receive during the merit process. Instead, a third party is charged with reviewing the performance reviews and distributing merit funds consistently, based solely on the performance review outcome. <sup>38</sup>	TriMet's practice accomplishes this by having the performance review completed by the employee's manager. After the review has been completed, the executive director for the division must approve the review prior to it being submitted. Once submitted, the merit increase are calculated (via an algorithm in the Salary Planner) linked to the overall performance rating given during the performance review. The merit increase must correlate closely (0.90 or higher) to the merit increase. TriMet uses a focal point process for annual merit reviews, and reviews merit increases for disparate impact. The general manager and the executive director of Labor Relations and Human Resources both must sign off on all merit increases after reviewing the disparate impact discrimination testing.
Transparency in pay practices and salary ranges.	Yes	Yes	Clearly posting salary ranges and compensation practices online for employees to review at any time. <sup>39</sup>	TriMet currently lists the overall salary range for every grade on the internal TriMet website. The salary range for each job is also available for public review through the <a href="http://trimetwebpage.trimet.org/careers">trimetwebpage.trimet.org/careers</a> webpage. Additionally, the Compensation team has been hosting presentations,

<sup>36</sup> Anderson, Lance, Candance Blair Cronin, Daniel Fien-Helfman, Michelle Phol, Brian Cronin, Ream Lozano, Valerie Lazaro, and Anne Singleton. "TCRP Report 139: Guidebook for Recruiting, Developing, and Retaining Transit Managers for Fixed Route Bus and Paratransit Systems." Washington D.C., Transportation Research Board, 2010. <https://www.nap.edu/read/14417/chapter/1>.

<sup>37</sup> Ibid.

<sup>38</sup> Castilla, Emilio. "Gender, Race and Meritocracy in Organizational Careers." University of Chicago Press Journals, *American Journal Sociology*, 2008. 113(6), 1479-1526. <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.167.3238&rep=rep1&type=pdf>

<sup>39</sup> Ibid.

Use concise job descriptions.	Yes	Yes	Job descriptions should stay close to the functions identified in the job analysis. Remove any characteristics or abilities held by an incumbent that are not directly relevant to the essential functions of the job. <sup>40</sup>	open to all employees, for the last two years, covering the salary and merit process at TriMet.
Consistent approach to calculate pay using compensatory factors as defined by Bureau of Labor and Industries (BOLI).	Yes	Yes	Under Oregon's pay equity statute, objective compensable factors identified in the statute must account for all differences in pay for work of a comparable character by protected classes. Those factors include seniority, working location, training, merit, travel, experience, quality/quantity, and education. <sup>41</sup>	TriMet has moved to standardized job descriptions, ensuring job descriptions reflect the actual knowledge, skills, and abilities required to perform the job. There is some evidence that in years past managers drafted job descriptions to meet the knowledge, skills, and abilities of a particular incumbent or candidate, or in an effort to enhance the pricing of the job. Since 2014, TriMet has used objective compensable factors of experience, education, and relevant certifications to calculate a recommended salary. From 2014 to 2017, the salary calculation model used an algorithmic formula referred to as a Salary Placement Form (SPF). In 2018, TriMet began using an enhanced version called the Predicted Compensation Model (PCM), which uses linear regression to calculate the recommended salary based on experience, education, relevant certifications, and merit performance. In both approaches, TriMet uses a detailed consideration of experience and a consistent calculation methodology for all employees.

<sup>40</sup>Washington, Enrique, Jeff Johnson, Brian McCloskey, Paul Tolliver, Monica Simon, Rosalyn Simon, Michael Ford, and Christa Washington. "TCRP Report 148: Practical Resources for Recruiting Minorities for Chief Executive Officers at Public Transportation Agencies." Washington, D.C., Transportation Research Board, 2011. Accessed April-May 2018. <https://www.nap.edu/read/13324/chapter/1>

<sup>41</sup> State of Oregon. "Employee resources and state workforce." Accessed May 30, 2018. <http://www.oregon.gov/das/hr/pages/equity.aspx>

## Section 3 – Recruitment Practices

### Key Findings:

1. Forbes Magazine recently named TriMet to its list of “America’s Best size Employers 2018.”
2. TriMet’s Labor Relations and Human Resources Division is charged with managing the recruitment process and with affirmative action progress, and the division is itself diverse. The division includes 26 employees, 38.5 percent are minority and 76.9 percent are women. The staff includes five Latinos/Latinas, three African Americans, one Asian, and one who is multiracial. The division’s management staff includes 17 employees, 41.2 percent are minorities and 76.5 percent are women.
3. During the three-year period ending February 28, 2018, 31.8 percent of new management hires were women, and 31.8 percent were minority candidates. Consequently, as of June 1, 2018, TriMet’s 397-person management workforce included 21.4 percent white women, 8.8 percent minority women, 55.2 percent white men, and 14.6 percent minority men.
4. In nine of 12 job groups for management positions, TriMet’s utilization of women and minorities is sufficient to relieve it of required AAP placement goals.
5. Over the last six years, TriMet has steadily gained ground in the utilization of minority managers. Since FY2013, the number of minority managers increased from 57 to 91, and utilization increased from 16.8 percent to 23.6 percent. Current utilization of minorities in management is above the 17.8 percent availability rate. Current utilization is also above the 18.8 percent minority ridership of TriMet’s system. Minority utilization of 23.6 percent is above the 21.4 percent average at a sampling of public entities in the Portland area, but below the 36.8 percent utilization average at a sampling of the West Coast 11 comparator agencies. A number of the comparator agencies operate in metropolitan areas with a higher availability of minorities.
6. In a sample period from July 1, 2017 to April 1, 2018, the data show minority applicants for management positions comprised 36.1 percent of the applicant pool, and comprised 28.6 percent of the total interview referrals. As a frame of reference, the percentage of minority applicants and the percentage of minority referrals for interview were greater than their 23.6 percent availability rate.
7. Minority applicants for management positions who receive interviews tend to outperform in terms of receiving offers. Minority applicants received 32.4 percent of all offers. They also tend to accept offers more often than white applicants do. Minority applicants accepted TriMet’s offers 100 percent of the time during the sample period.
8. Over the last six years, TriMet has lost ground in the utilization of women managers. Since FY2013, the number of women managers has decreased from 130 to 123, and utilization has decreased from 38.2 percent to 31.9 percent. Current utilization of women in management is below the 33.5 percent availability rate. Current utilization also is below the 52.5 percent women ridership of TriMet’s system. Women utilization of 31.9 percent is below the 56.1 percent average at a sampling of public entities in the Portland area and below the 35.3 percent utilization average at a sampling of the West Coast 11 comparator agencies.
9. In a sample period from July 1, 2017 to April 1, 2018, the data show women applicants for management positions comprised 23.5 percent of the applicant pool, but comprised only 17.3 percent of the total interview referrals. As a frame of reference, women as a percentage of total

referrals and as a percentage of the applicant pool are lower than their 33.5 percent availability rate.

10. Women applicants for management positions who receive interviews tend to outperform in terms of receiving offers. Women applicants received 27 percent of all offers. They also tend to accept the offer more often than men do. Women applicants accepted TriMet's offers 100 percent of the time during the sample period.
11. TriMet has robust Key Performance Indicators (KPIs) in place to monitor performance activity throughout the recruitment process.
12. TriMet has a formal succession plan for 40 key positions. The 2018 plan just published identified 56 potential successors that consists of 39.3 percent women and 25.0 percent minorities, which compares favorably to the affirmative action availability percentages, which are 33.5 percent and 17.8 percent, respectively.
13. TriMet has demonstrated that it promotes those identified as potential successors. Since submitting its 2015 succession plan to its Board, TriMet has promoted nine of the potential successors identified.

### **3(A) Overview of TriMet's Recruitment of Management:**

Key to enhancing diversity among TriMet's management ranks is the ability to recruit new talent from outside the organization. The Labor Relations and Human Resources Division is responsible for managing the recruitment process and should be diverse. Overall, the division includes 26 employees, 38.5 percent are minority and 76.9 percent are women. The staff includes five Latinos/Latinas, three African American, one Asian, and one who is multiracial. The division's management staff includes 17 employees, 41.2 percent are minorities and 76.5 percent are women.

Forbes Magazine recently named TriMet to its list of "America's Best Midsize Employers 2018." That distinction suggests TriMet is making progress towards the strategic goal in its Business Plan that states: "TriMet is where diverse and talented people want to come, stay and thrive." TriMet's Board approves the Business Plan, and TriMet posts the plan on its website. Contained within the broad Business Plan recruitment goal are three specific objectives: a) Achieve affirmative action goals; b) Recruit a talented workforce; and c) Plan for succession. Achieving these three objectives can have a positive impact on enhancing diversity among TriMet's management. Each of these objectives has a quantifiable measure and target. TriMet updates its Board semi-annually on progress toward meeting those targets.

During the three-year period ending February 28, 2018, 31.8 percent of new management hires were women and 31.8 percent were minority candidates. Exhibit 15. Consequently, as of June 1, 2018, TriMet's 397-person management workforce included 21.4 percent white women, 8.8 percent minority women, 55.2 percent white men, and 14.6 percent minority men. Exhibit 16.

## 1. Achieve Affirmative Action Goals.

TriMet understands that attracting and retaining a diverse workforce is essential to a healthy, innovative organization capable of responding to the expectations of our diverse customers and stakeholders. As a part of its Affirmative Action Plan (AAP), each year TriMet assesses the utilization<sup>42</sup> of included job groups in comparison to the availability of individuals in the labor market for those job groups.

For purposes of this report, which focuses on gender and race for management employees, achieving affirmative action goals means employing women and minority managers (referred to as “utilization”) at a rate reasonably commensurate with the women and minorities who have the requisite skills in a reasonable recruitment area (referred to as “availability”).<sup>43</sup>

For government contractors, like TriMet, a utilization and availability table is contained within their organization’s AAP. To ensure the most current information is included in this report, TriMet retained Northwest Management Systems, Inc. (NWMS), its AAP consultant, to complete a mid-year utilization and availability table. Exhibit 17 contains the updated availability table with data effective April 15, 2018. The utilization and availability table from TriMet’s FY2018 AAP, published on TriMet’s website, appears on page 17 of that document and reflects a snapshot of utilization and availability taken July 1, 2017. Exhibit 18.

TriMet’s April 2018 utilization and availability table includes six job groups that comprise TriMet’s “management”<sup>44</sup> ranks, the focus of this report: 11A–Mgrs & Officials: Executive; 11B–Managers & Officials: Senior-Level; 12–Manager & Officials: First & Mid-Level; 15–Supervisors; 20–Professionals: Administrative; and 21–Professionals: Engrs & IT. There is a potential AAP placement goal for women

<sup>42</sup> “Utilization” means the number of women or minorities employed expressed as a percentage of all incumbents in the particular job group.

<sup>43</sup> For purposes of affirmative action reporting, availability means: A) the percentage of women and minorities with requisite skills in the reasonable recruitment area. The “reasonable recruitment area” is defined as the geographic area from which the agency usually seeks or reasonably could seek candidates for employment openings, and; B) the percentage of women and minorities who are designated as promotable, transferable, and trainable for the position within the agency. “Trainable” refers to those employees who could, with appropriate training, become promotable or transferable during the period of July 1, 2017, through April 15, 2018. Availability is an estimate, expressed as a percentage, of the number of qualified minorities and women available for employment in a particular job group. It serves as a benchmark against which the composition of the workforce can be compared in order to determine whether barriers to equal employment opportunity exist in each job group. The availability analysis considers two factors: 1) internal and 2) external. It is from the internal and external factors that the representation of people available to perform the work in each job group is determined. Internal availability reflects the opportunity for the organization to train, transfer, and promote people from within the organization from “feeder jobs.” Feeder jobs help determine the percentage of a protected class available for employment opportunities within a particular job group at the organization. Feeder jobs are identified as positions that provide a normal promotion path into each job group. Feeder jobs should be based on past promotion activity or on a reasonable expectation of future promotion activity. For example, it is reasonable to assume that jobs in a mid-level manager job group can promote into a top-level manager group, even if no actual promotions occurred during the past year. Each job group will have different feeder jobs, and some job groups will have no feeder jobs. If a job group has no feeder jobs, only external availability counts toward total availability of people who can perform work within the group.

One or more external factors reflect the opportunity to bring in new employees from outside the organization. One factor used is the percentage of minorities and women with the requisite skills in a reasonable recruitment area. Data for external availability typically comes from the U.S. Census Bureau.

<sup>44</sup> By “management,” TriMet is referring to its executives, managers, and professional staff that are exempt, non-union personnel.



and minorities in each of those six job groups. Exhibit 17. Therefore, in theory, TriMet could have 12 affirmative action placement goals for executives and managers if utilization fell sufficiently below the availability of women and minorities with the requisite skills in its reasonable recruitment area. An attached letter from NWMS explains how TriMet's availability and recruitment area statistics were determined. Exhibit 19. Exhibit 20 shows TriMet's updated April 2018 availability analysis.

While there are modest changes in availability statistics from July 2017 compared to April 2018, they are unremarkable. The primary difference results from TriMet deciding to split out the executive team into its own job group, Job Group 11A. This smaller, higher-level group requires a separate availability analysis from Job Group 11B, which generally includes TriMet's directors who report to members of the executive team.

Based on the April 2018 utilization and availability analysis, TriMet has achieved sufficient utilization of women and minorities that it is not required to have a placement goal for nine of the 12 management job groups. In particular, there is no placement goal required for either women or minorities for the executive Job Group, 11A.<sup>45</sup> That means for these nine job group categories, TriMet's current employment of women and minorities exceeds, or is statistically close enough to exceeding, what would be expected using the "80 percent rule,"<sup>46</sup> given the availability of women and minorities with the requisite skills within the reasonable recruitment area. In affirmative action terminology, utilization that exceeds availability means a workforce is representative of the workforce from which it recruits.

TriMet does have AAP placement goals due to underutilization in the following three job groups: 11(B)—Mgrs & Officials: Senior (Minority); 15—Supervisors (Women); and 21 Professionals: Engineers & IT (Minority). Given the workforce makeup as of April 15, 2018, and assuming the job groups stayed the same size, TriMet would need to add four minorities to the Job Group 11(B)—Mgrs & Officials: Senior; three women to Job Group 15—Supervisors; and three hires to Job Group 21—Professionals: Engrs & IT to have utilization that exceeds the AAP availability rates for these positions. Exhibit 21 shows the calculation for determining the hires needed for utilization to exceed availability.<sup>47</sup>

a. Trends in Utilization.

<sup>45</sup> Since the effective date of the April 2018 utilization and availability tables, TriMet has increased the diversity of its executive team still further, hiring its chief operating officer, who is an African American man. Thus, at the time of this report's publication, TriMet's executive team has a 27.3 percent utilization of minority executives, compared to 20 percent in April. However, increasing the executive team by one person effectively decreased the utilization of women from 20 percent to 18.2 percent, which would require a placement goal, since it would fail the 80 percent rule.

<sup>46</sup> In establishing its affirmative action goals, TriMet utilizes the 80 percent method permitted by the Office of Federal Contract Compliance Programs (OFCCP). Under this method, a goal is required when actual employment (utilization) is less than 80 percent of availability. OFCCP also allows an organization to use other means to establish goals: 1) Any Difference Rule - A goal is set when availability exceeds employment by any difference; 2) Whole Person Rule - A goal is set when availability exceeds employment by at least one whole person. 3) Significant Difference Rule - A goal is set when availability exceeds utilization by two or more standard deviations.

<sup>47</sup> Because TriMet uses the 80 percent rule, TriMet may need fewer hires than stated to avoid a required placement goal even if utilization is less than the availability rate.

In addition to looking at job group “slices,” the author combined all of TriMet’s management job groups to assess the management workforce as a whole, and to make it easier to compare TriMet to other organizations. Exhibit 22 show the aggregation calculation. For TriMet’s combined management workforce, minority utilization is 23.6 percent compared to an availability of 17.8 percent; utilization of women is 31.9 percent compared to availability of 33.5 percent.

For a broader snapshot of TriMet’s utilization of women and minorities in management positions, Exhibit 23 provides a six-year look, from FY2013 through April 15, 2018, of utilization by job group. For those six years, TriMet has achieved its affirmative action placement goals for most categories; however, the agency has consistently struggled to achieve its affirmative action placement goal for women in Job Group 15—Supervisors. To a lesser extent, TriMet has been challenged to achieve its placement goal for women in Job Group 21—Professional: Engineers & IT, as well. To demonstrate how delicate that utilization and availability balance is, TriMet achieved its goal for women in Job Group 21 based on the April 15, 2018, utilization and availability update, but now has a placement goal in the same job group for minorities.

Figure 1 below provides the aggregate summary of the utilization of women and minorities in management positions at TriMet during a six-year period. During that time, TriMet increased the number of minority staff in management positions from 57 to 91, a 59.6 percent increase, and this occurred during a time when overall headcount grew just 13.5 percent. Slow staff growth limits the opportunity to make progress in diversity efforts. The utilization percentage for minorities steadily increased from 16.8 percent to 23.6 percent, which is above the availability of 17.8 percent overall for all of TriMet’s management jobs.

**Figure 1.**  
**TriMet Utilization of Minorities and Women in Management FY2013 - FY2018 (Updated)**

Fiscal Year	Total	Minority		Women	
		#	%	#	%
FY2018 (04/15/18)	386	91	23.6%	123	31.9%
FY2018 (07/01/17)	358	77	21.5%	120	33.5%
FY2017	382	76	19.9%	117	30.6%
FY2016	341	65	19.1%	104	30.5%
FY2015	365	59	16.2%	128	35.1%
FY2014	355	59	16.6%	132	37.2%
FY2013	340	57	16.8%	130	38.2%

The story is less favorable regarding the utilization of women. The utilization of women declined from 38.2 percent to 31.9 percent over the same period. While TriMet continues to utilize women in sufficient numbers to avoid having to set placement goals in all but one job group, Exhibit 23 shows TriMet has lost ground regarding the utilization of women. For example, in FY2013 the utilization of women for all management positions was 38.2 percent while availability was 33.9 percent. TriMet’s positive variance of utilization over availability had eroded by FY2015, when utilization was 35.1 percent

and availability was 36.4 percent. As of April 15, 2018, the utilization women in management positions at TriMet is 31.9 percent, while availability is 33.5 percent.

b. Comparison to the “West Coast 11” Public Transit Agencies.

In 2013, Arbitrator David Gaba coined the term “West Coast 11” to describe a group of public transit agencies that TriMet proposed for comparison purposes during a binding interest labor arbitration. The West Coast 11 agencies share many of TriMet’s multi-modal operating characteristics.<sup>48</sup> TriMet often uses the West Coast 11 for comparison purposes in compensation, benefits and other human resources contexts. Consequently, comparison of TriMet’s utilization of women and minorities to a sampling of the West Coast 11 comparators proved helpful.

TriMet requested EEO-4 reports or AAPs from all of the West Coast 11 agencies, plus Lane Transit District, the second largest transit agency in Oregon.<sup>49</sup> Many agencies treat their APPs as confidential submissions to the Office of Federal Contract Compliance Programs (OFCCP) or to the Federal Transportation Administration (FTA). Nevertheless, TriMet received either EEO-4 reports or AAP plans from six of the 12 agencies: Utah Transit Authority, Orange County Transportation Authority, San Diego Transit Corporation, Santa Clara Valley Transportation Authority, King County Metro Transit, and Lane Transit District. For purposes of comparing utilization information in this report, TriMet removed agency names but noted the effective date of each dataset.

Figure 2 below shows TriMet’s utilization information compared to six individual comparator public transit agencies, and then to the aggregate comparator data.

<sup>48</sup> The West Coast 11 transit agencies proposed to Arbitrator by TriMet include the following: Utah Transit Authority, Orange County Transportation Authority, San Diego Transit Corporation, King County Metro Transit, Dallas Area Rapid Transit, Regional Transportation District, Alameda-Contra Costa Transit District, Sacramento Regional Transit District, San Francisco Municipal Transportation Agency, and Santa Clara Valley Transportation Authority. TriMet also proposed Lane Transit District, because it is the second largest transit agency in Oregon and share similar demographic characteristics, although it is considerably smaller than TriMet.

<sup>49</sup> Not all transit agencies are federal contractors, and therefore not required to have annual AAPs. However, FTA requires all but the smallest of transit agencies to submit an Equal Employment Opportunity plan every three years, which contrasts utilization with availability like an AAP.

**Figure 2.**  
**Comparison of TriMet's Women and Minority Utilization for Management Positions to "West Coast 11" Transit Agencies**

	Total	Minority		Women	
<b>TriMet</b>	<b>386</b>	<b>91</b>	<b>23.6%</b>	<b>123</b>	<b>31.9%</b>
Comparator # 1 (2017)	638	191	29.9%	240	37.6%
Comparator # 2 (2017)	64	10	15.6%	28	43.8%
Comparator # 3 (2017)	409	165	40.3%	164	40.1%
Comparator # 4 (2018)	286	128	44.8%	82	28.7%
Comparator # 5 (2017)	520	328	63.1%	212	40.8%
Comparator # 6 (2012)	479	59	12.3%	119	24.8%
<b>Comparator Average</b>	<b>2396</b>	<b>881</b>	<b>36.8%</b>	<b>845</b>	<b>35.3%</b>

TriMet's 23.6 percent utilization of minorities is lower than the 36.8 percent average from the six sample comparators agencies for management positions. Likewise, TriMet's 31.9 percent utilization of women is lower than the 35.3 percent comparators average for women in such positions. Comparisons to transit agencies in different geographic locations is useful for purposes of casting a general understanding, but it has limited utility with respect to the minority statistics. All but one of these comparators operate in large metropolitan areas. U.S. census data suggests that there is a greater availability of minority management talent in other west coast metropolitan areas, like those found in the California Bay Area or Southern California.<sup>50</sup> However, availability based on gender is about the same in Portland as it is for TriMet's comparators.<sup>51</sup>

Because of likely demographic differences for this set of public transit agencies, TriMet sought data on utilization for a set of public sector entities in the Portland area. Figure 3 shows that comparison.<sup>52</sup> The entities included were the City of Portland, Multnomah County, Clackamas County, Washington County, the Oregon Department of Transportation, the Port of Portland, and Tualatin Valley Fire & Rescue.

<sup>50</sup> Comparing to Portland's 23.9 percent minority population, the weighted average minority population is 54.9 percent in the West Coast 11 cities of Seattle, Los Angeles, San Diego, San Jose, Salt Lake City, Dallas, and Denver, as well as Eugene, according to the American Community Survey (ACS), 2011-2015, five-year average (total population, ages 16 and older).

<sup>51</sup> The female population for Portland is 51.4 percent, while it is 50.7 percent at the West Coast 11 cities of Seattle, Los Angeles, San Diego, San Jose, Salt Lake City, Dallas, and Denver, as well as Eugene, according to the American Community Survey (ACS), 2011-2015, five-year average (total population, ages 16 and older).

<sup>52</sup> There are some difficulties with aggregating information and comparing AAP and EEO-4 reports. AAP job groups and EEO-4 job groups may not classify positions the same way. Furthermore, one agency may classify the same position differently than another agency.

**Figure 3.**  
Comparison of TriMet's Women and Minority Utilization for Management Positions to Oregon Public Sector

	Total	Minority		Women	
TriMet	386	91	23.6%	123	31.9%
Comparator # 1 (2017 Data)	386	21	5.4%	139	36.0%
Comparator # 2 (2017 Data)	1499	158	10.5%	578	38.6%
Comparator # 3 (2017 Data)	795	164	20.6%	449	56.5%
Comparator # 4 (2017 Data)	1640	386	23.5%	814	49.6%
Comparator # 5 (2015 Data)	2871	927	32.3%	2023	70.5%
Comparator # 6 (2015 Data)	838	92	11.0%	578	69.0%
Comparator # 7 (2015 Data)	197	9	4.6%	30	15.2%
Comparator Average	8226	1757	21.4%	4611	56.1%

TriMet's 23.6 percent utilization of minorities in management positions is slightly higher than the public sector comparators 21.4 percent average in the Portland area; but TriMet's 31.9 percent utilization of women is lower than its comparators 56.1 percent average. From a comparative standpoint, this data suggests that TriMet has additional work to do with the utilization of women in management.

c. Utilization Comparison to Ridership.

Affirmative action focuses on utilization compared to availability in setting good faith hiring goals. However, the community often sets a different expectation, namely that an organization's workforce should mirror the community it serves, notwithstanding availability. The gap between the affirmative action expectation based on candidate utilization/availability and expectation based on community makeup creates a gray area of challenge, opportunity and compromise, where reasonable minds may differ.

Figure 4 below shows the demographic makeup of TriMet's riders by mode of transportation, as reported in TriMet's 2017 Attitude & Awareness Telephone Survey.<sup>53</sup> Minority riders make up some 16 to 20 percent across all modes except IFTLIFT, which is higher at 28.7 percent ridership. TriMet's utilization of minorities in management is 23.6 percent, while availability is 17.8 percent. On this basis, TriMet is meeting the expectations of both who argue TriMet's diversity in management should mirror the community it serves, and those who adopt an affirmative action perspective.

A different picture emerges with respect to women. Women riders make up 39 to 58 percent of ridership across all modes. TriMet's utilization of women in management is 31.9 percent, while availability is 33.5 percent. Thus, with respect to diversity of women in management, TriMet is not meeting expectations based on either mirroring the community or an affirmative action perspective.

<sup>53</sup> The survey has a 3.5 percent margin of error based on 611 responses.

**Figure 4.**

**Q: Which TriMet vehicles do you ride?**

Race/ethnicity	Total	Bus only	MAX only	Bus & MAX	WES	LIFT
White/Caucasian	81.4%	83.5%	82.1%	80.2%	80.0%	72.2%
Minority	18.8%	16.5%	17.9%	19.8%	20.0%	27.8%
Hispanic or Latino	5.9%	2.9%	5.0%	9.1%	4.0%	5.6%
Asian/Asian American	3.9%	7.8%	2.9%	3.6%	4.0%	0.0%
Black/African American	2.5%	1.9%	2.5%	1.5%	12.0%	5.6%
Native American/Alaska Native	2.2%	0.0%	2.5%	3.0%	0.0%	0.0%
Bi-racial/multiracial	1.9%	1.9%	1.8%	1.5%	0.0%	11.1%
Pacific Islander	0.7%	0.0%	1.1%	0.5%	0.0%	0.0%
Middle Eastern/North African	0.7%	0.0%	0.7%	1.0%	0.0%	0.0%
Other	1.2%	1.9%	1.4%	0.0%	0.0%	5.6%
Gender	Total	Bus only	MAX only	Bus & MAX	WES	LIFT
Women	52.5%	52.3%	57.8%	44.3%	40.7%	57.9%
Men	46.5%	47.7%	41.9%	52.7%	40.7%	42.1%
Other	1.1%	0.0%	0.3%	3.0%	18.5%	0.0%

## 2. Recruit a Talented Workforce.

While affirmative action utilization statistics provide a good measure of diversity, TriMet understands utilization is a lagging indicator. Utilization data reports an organization’s progress after hires already have been made. To ensure timely course correction, upstream intervention in the recruitment process is necessary. To assist in measuring and quantifying its progress towards having a diverse workforce, TriMet has established indicators for each step in the recruitment process relating to: 1) the applicant pool, 2) the Referral Rate of qualified applicants to managers for consideration, 3) the interview rate, 4) the offer-to-interview rate, 5) the acceptance-to-offer rate, and 6) time-to-fill. TriMet looks at these six indicators in two ways: a) as a “share of the pie,” and b) as a “success of the category.”

### a. “Share of the Pie” Perspective.

The share of the pie perspective tests whether there is a disparate result in the recruiting and selection process given the applicant pool. The applicant pool is the starting point. Assuming percentages of women and minority applicants are equal or greater than affirmative action availability statistics, and assuming further that the quality of the women and minority applicants is roughly the same as men and white applicants, then the percentage of women and minority hires should meet or exceed their availability. In other words, at the end of the process, women and minorities would be expected to receive a share of the hiring “pie” proportional to their representation in the applicant pool.

For this report, TriMet looked at management applications for the period July 1, 2017, through April 15, 2018, almost the full FY2018 period. During this data review period, TriMet had 1,573 applications for non-union jobs. Women were 23.5 percent and minorities were 36.1 percent of the applicant pool. Applications for women were below the availability rate of 33.5 percent; applications for minorities were well above the minority availability rate. Figure 5 below summarizes this information.

**Figure 5.**

	<b>% of All Applications</b>	<b>% of All Referrals</b>	<b>% of All Interviews</b>	<b>% of All Offers</b>	<b>% of All Acceptances</b>
Women	23.5%	17.3%	17.7%	27.0%	28.6%
Men	74.0%	79.5%	80.6%	73.0%	71.4%
Unknown	2.5%	3.1%	1.6%	0.0%	0.0%
<b>Minority</b>					
White	61.4%	68.0%	69.9%	67.6%	65.7%
Minority	36.1%	28.6%	28.0%	32.4%	34.3%
Unknown	2.5%	3.1%	1.6%	0.0%	0.0%

The next step in the recruitment process is the recruiters’ referral of qualified applicants to hiring managers for interview consideration. During the data review period, Human Resources referred 381 applicants to managers for consideration, or 24.2 percent of total applicants. Women were 17.3 percent of the total referrals, and minorities were 28.6 percent. Minority referrals were considerably greater than their availability, but below their percentage of the applicant pool. Referrals of women were well below their availability and their percentage of the applicant pool. Since transit historically tends to be male dominated in operations positions, being flexible with job description requirements for transit experience, as suggested by community leaders of color, may be helpful in those few jobs that currently require public transit experience.

After reviewing the qualifications of applicants referred, the next step in the recruitment process is selecting candidates for interviews. During the data review period, hiring managers interviewed 186 applicants, or 48.8 percent of those referred. Women made up 17.7 percent of all those interviewed and minorities made up 28 percent. Once again, the percentage of interviews with women was far less than their availability and far less than their percentage of the applicant pool. The percentage of interviews with minorities was greater than their availability, but less than their percentage of the applicant pool.

After interviews, references are checked and offers of employment are made. During data review period, TriMet made 37 employment offers, or 19.9 percent of interviews. Women received 27.0 percent of all offers made and minorities received 32.4. Offers to women were less than their availability, but just slightly lower than their percentage of the applicant pool. Therefore, when women get interviews, they fare well. Offers to minorities were greater than their availability, but slightly less than their percentage of the applicant pool.

The final step in recruitment is offer acceptance and hire. During the data review period, TriMet made 35 hires following 37 employment offers, or an acceptance-to-offer ratio of 94.6 percent, which is an extremely favorable closing rate. Women represented 28.6 percent of hires and minorities represented 34.3 percent. Hires of women were less than their availability, but greater than their percentage of the applicant pool. Hires of minorities were far greater than their availability and just slightly less than their percentage of the applicant pool.

During the data review period, TriMet hired 2.2 percent of all applicants who applied, but hired 2.7 percent of all women applicants and 2.1 percent of all minority applicants. If TriMet were able to increase the percentage of women in its applicant pool and referred more of them to hiring managers, the data suggests that TriMet would increase its utilization, given their continued outperformance at the interview stage.

b. "Success of the Category" Perspective.

There is another way to look at how applicants progress through the recruitment process. Rather than looking at how big a slice of the pie each gender or racial group gets at each stage, one can look at the vertical performance of the group itself. For example, rather than noting the number of women referred as a percentage of all referrals, one can look at the referral rate of women compared to the referral rate of men. In this review, comparison to availability statistics is not relevant. Figure 6 below shows this information.

Figure 6.					
	Application Rate	Referral Rate	Interview Rate	Offer/Interview Ratio	Acceptance/ Offer Ratio
Women	23.5%	17.9%	50.0%	30.3%	100.0%
Men	74.0%	26.0%	49.5%	18.0%	92.6%
Unknown	2.5%	30.0%	25.0%	0.0%	0.0%
White	61.4%	26.8%	50.2%	19.2%	92.0%
Minority	36.1%	19.2%	47.7%	23.1%	100.0%
Unknown	2.5%	33.3%	30.8%	0.0%	0.0%

Like the prior review method, the first step in analysis is to look at the number of applicants. During the review period of July 1, 2017, through April 15, 2018, TriMet had 1,573 applications for non-union jobs. Women were 23.5 percent and minorities were 36.1 percent of the applicant pool.

TriMet referred women for interviews at a rate 17.9 percent, while it referred men at a rate of 26.0 percent. TriMet referred white applicants at a rate of 26.8 percent, while it referred minority applicants at a rate of 19.2 percent. The overall referral rate was 22.4 percent.



Absent any bias, this would suggest the recruiters who make the referrals to hiring managers believe that men and white applicants met the required qualifications better. Given the difference in referral rates, TriMet should test whether qualifications, bias, or some other factor explains the difference. If qualifications explain the difference in results, TriMet should reconsider whether public transit experience, or other required qualifications, could be relaxed, as suggested elsewhere in this report.

As a percentage of referrals, women interviewed at a rate of 49.5 percent, while men interviewed at a rate of 50.2 percent. White applicants interviewed at rate of 50.2 percent, while minority applicants interviewed at a rate of 47.7 percent. The overall interview rate was 48.8 percent. These results suggest hiring managers judged the qualifications and interviewed these groups at approximately the same rates.

Women who interviewed received employment offers at a rate of 30.3 percent, while men received offers at a rate of 18 percent. White applicants who interviewed received offers at a rate of 19.2 percent, while minority applicants received offers at a rate of 23.1 percent. The overall offer-to-interview ratio was 19.9 percent. Therefore, just as in the share-of-the-pie perspective, women overachieve if they receive an interview.

TriMet has had great success in getting applicants to accept offers once made. Women accepted at a rate of 100 percent of employment offers made; men accepted at a rate of 92.6 percent; white applicants accepted at a rate of 92 percent; and, minority applicants accepted at a rate of 100 percent.

c. Time-to-Fill.

TriMet regularly uses the time it takes to fill a position, referred to as “time-to-fill,” as a measure of the recruiting process. Time-to-fill counts the number of days from when TriMet approves a requisition until the date a candidate accepts an offer and establishes a start date.<sup>54</sup> TriMet’s time-to-fill goal is 60 days. For FY2018, TriMet averaged 63.2 days. TriMet does not track the time-to-fill metric by the race or gender of the person who fills the position.

**1. Recruitment Outreach.**

TriMet communicates its career opportunities broadly. TriMet posts all job opportunities on its career webpage. In addition, TriMet advertises its management positions through professional associations, like the American Public Transportation Association (APTA), the Conference of Minority Transportation Officials (COMTO), Women’s Transportation Seminar (WTS),<sup>55</sup> and Partners in Diversity.

<sup>54</sup> TriMet does not use the actual starting date in measuring time-to-fill because there are too many variables regarding start dates outside the recruiting team’s control to hold them accountable for it.

<sup>55</sup> WTS International is an international organization dedicated to building the future of transportation through the global advancement of women.

TriMet advertises in print publications including the Portland Tribune, The Skanner News, The Portland Observer, and Mass Transit Magazine, among others; and on social media platforms, such as Transit Talent, Partners and Diversity, WTS International, LinkedIn, Twitter and Facebook.

TriMet also holds many hiring events throughout the year. TriMet participates in hiring events in partnership with the Urban League of Portland, the Hispanic Chamber of Commerce, the NE Workforce Training Center; and at College Career Fairs through Portland Community College, Mt Hood Community College, Clackamas Community College and Portland State University. In addition, TriMet participates in regional career fairs, including diversity-related events, in Seattle, Las Vegas, and Phoenix.

For FY2019, TriMet has budgeted funds to enhance the content of its Career Page to attract a more diverse applicant pool. The agency also is continuing efforts to convey a welcoming attitude towards diversity through its collateral materials. Census data shows that Portland is not a very diverse city. Thus, TriMet has broadened its recruiting efforts to communities that are more diverse. Finally, TriMet intends to collaborate even more closely with colleges and universities that have historically diverse student populations to recruit for entry-level professional positions.

TriMet also intends to collaborate with its current employees who are active in professional organizations such as COMTO, the National Society of Black Engineers, WTS, Society of Women Engineers, etc., to assist in branding TriMet as an organization that seeks and supports employees with diverse backgrounds in their professional development. Finally, TriMet will continue to aggressively source passive job seekers that represent diversity using appropriate key word searches on social media platforms, like LinkedIn.

### **3(B) Management Succession Planning:**

TriMet began formalized succession planning in 2015 and recently completed a 2018 revision. TriMet's director of talent management is responsible for maintaining and updating TriMet's succession plan with the assistance of the training and development program manager.

TriMet's succession plan includes high-level positions like the general manager, the general manager's direct reports, and other key positions. To identify other key positions, TriMet's executive team identifies those positions that have the most significant impact on the ongoing governance of the agency. TriMet's general manager finalizes the list. For the 2018 succession plan, 40 key positions are included.

Once Human Resources finalizes the list of positions included in the succession plan, they send it to TriMet's executive team members. Executive team members identify possible successor candidates from the position-specific division. For the 2018 plan, this step produced 66 nominations from a list of

48 candidates (some candidates received nominations for multiple positions). The initial candidates are so-called “traditional” candidates because they currently work in the job family as the position for which they received a nomination.

TriMet then casts a wider net for “non-traditional” candidates. TriMet asks executive directors to nominate non-traditional candidates that may reside anywhere in the organization for any of the 40 positions included in the succession plan. For 2018, this second step produced another 13 nominations from a list of 10 additional candidates. Some individuals nominated as traditional candidates for one position also received nomination as a non-traditional candidate for a position outside the division in which they work.

In total, these two steps produced nominations of 56 individuals for one or more positions. Of the 56 individuals nominated and included in the 2018 succession plan, 22, or 39.3 percent, are women and 14, or 25.0 percent, are minorities. For comparison, among the 114 managers in the agency who have direct reports, 34.2 percent are women and 22.8 percent are minorities.

After compiling the final list of successor candidates, TriMet completes an assessment for each candidate for the nominated position(s). Generally, the executive director with management responsibility for that position completes the assessment, but in some cases, a delegate completes the assessment. Before completing an assessment of a non-traditional candidate, one of TriMet’s executives meets informally with the candidate to determine whether they have career aspirations compatible with the position for which they received a nomination. If the candidate expresses no interest in a particular position, then the nomination is withdrawn.

In producing its succession plan, TriMet uses a competency model designed for public transit as one factor to assess successor candidates.<sup>56</sup> Employers have used competency models effectively for the last two decades, across the full spectrum of industries, as a candidate selection and professional development tool. Together with an evaluation of subject matter expertise, a competency model can help to predict performance of individuals in positions they have not yet held, as well as in their roles as a manager, subordinate and collaborative team member. Organizations also can use competency models to communicate performance expectations and to identify training and development needs.

TriMet uses a 19-factor competency model that includes the following competencies:

- Integrity and Honest
- Vision
- Technology Savvy
- Strategic Thinking

<sup>56</sup> Sherry, Patrick, and Rob Durr. “Identification of a Leadership Competency Model for Use in the Development, Recruitment & Retention of Intermodal Transportation Workers.” University of Denver, National Center for Intermodal Transportation, December 31, 2010. [rosap.ntl.bts.gov/view/dot/28374/dot\\_28374\\_DS1.pdf](https://rosap.ntl.bts.gov/view/dot/28374/dot_28374_DS1.pdf)? The second competency model was developed specifically for public transit by Enrique Washington, then of The Generator Group, Portland, OR.

- Team Management
- Talent Development
- Organizing/Planning
- Financial Acumen
- Delegation/Accountability
- Customer Orientation
- Manages a Culture of Safety
- Influence
- Change Skills
- Relationships/Sensitivity
- Political Savvy
- Technical Expertise
- Business Thinking
- Communication Skills

TriMet's uses the same 19 competencies for all positions, but assessors weight the importance of each competency based on each position on a five-point scale: 5-Essential, 4-Very Important, 3-Useful, 2-Less Important, and 1-Not Important. Assessors then rate the candidate for each competency on a five-point scale: 5-Towering Strength, 4-Very Talented, 3-Skilled, 2-Weakness, and 1-Serious Issue.

In addition to evaluating the candidate against each competency, the assessment tool indicates the successor candidate's overall competency readiness for the position. The tool further indicates whether the candidate has the technical skills required for the position and whether they meet the minimum qualifications. The assessment tool provides historical performance ratings and includes up to a 20-year career history. Finally, the assessment identifies particular development needs; it underscores the candidate's relevant knowledge, skills, abilities, and experience; and solicits input regarding the value-added qualities that might uniquely qualify a candidate for the position.

After completing the assessment, TriMet drafts a successor profile for each candidate to summarize the assessor's input and historical information. The summary characterizes how "ready" a candidate is terms of the competency requirements of the job. A competency assessment algorithm generates the "readiness" assessment. A score of greater than 70 indicates the candidate "aligns very closely" to the position; a score of 60-70 indicates the candidate "aligns closely"; a score of 40-60 indicates the candidate "aligns fairly closely"; a score of 20-40 indicates the candidate "aligns somewhat closely"; and a score of less than 20 indicates the candidate "may eventually align" with the position. However, assessors may override the readiness assessment to substitute their own judgment.

Past performance ratings are included in the candidate assessment. Performance assessments in the succession plan summaries combine two performance-related metrics from TriMet's performance management system. AA rating of performance against established goals, and a "value-added" rating, which describes contributions to the agency beyond annual goals, make up the performance assessment. The highest possible score is 20. A rating of 19-20 is characterized as "exceptional," 18 is "very high," 17 is "high," and 16 is "solid."

Once candidate summaries are completed, TriMet assembles a draft of the succession plan and sends it to executive directors for comment. TriMet makes adjustments, revisions, and corrections based upon the executive directors' input, and then produces a final draft for the general manager. After

incorporating the general manager's comments, TriMet finalizes the succession plan and copies are distributed to TriMet's Board president, its general manager, and its executive director of Labor Relations and Human Resources. TriMet provides executive directors with the portion of the succession plan that relates to their division, together with an overview of the succession plan.

Contained in the succession plan is a table of positions with up to five identified successors. The table is color coded to indicate the overall readiness of the candidate for promotion. Exhibit 24 shows a version of this table. TriMet removed successor names; in place of names, the table indicates successors' race and gender.

TriMet uses its succession plan to identify candidates when executive and management positions arise. In fact, TriMet promoted nine candidates identified in the 2015 succession plan. In some cases, TriMet promoted a successor candidate into a position different from their original nomination, for example, when a new position was created.

The nine successor candidates identified and promoted in the 2015 plan include:

- Doug Kelsey – General Manager (white man)
- Steve Witter – Executive Director, Capital Projects and Construction (white man)
- Angela Burns-Brown – Director, Talent Management (minority woman)
- Britney Colton – Director, Labor & Employee Relations (white woman)
- Rhyan Schaub - Director, Revenue Ops & Electronic Fare Operations (white woman)
- Alan Lehto - Director, Business Planning and Asset Management (white man)
- Steve Callas - Director, Bus and Rail Service Delivery (white man)
- Michael Dohn - Manager, Financial Analysis and Forecasting (white man)
- Freya Gustafsson - Manager, Enterprise Systems (white woman)

The demographic composition of the nine candidates from the 2015 succession plan subsequently promoted included 11 percent minorities and 44.4 percent women. That compares reasonably well with the demographic composition of all candidates in the 2015 succession plan, which included 13.8 percent minorities and 31 percent women. As noted, the 2018 succession plan includes a greater percentage of minority (22.4 percent) and women (39.7 percent) successor candidates than did the 2015 succession plan.

### **3(C) Recruitment Best Practices Comparison:**

On the following pages, Table 2 outlines best recruitment practices that have been identified in academic and industry literature as having a positive impact on attracting and retaining a diverse workforce. The table also indicates the same or similar practices in place at TriMet, if applicable.

**Table 2. Recruitment Best Practices Comparison (Diversity Focused)**

Practice	TriMet Practice	Best Practice	Recommendation	TriMet practice (if applicable)
Combine work with internal recruiters and external search firm.	Yes	Yes	Use both your internal recruiting team and an external recruiting firm to source candidates. The internal group is better able to connect with the internal network, while the external group can reach out to a larger pool of outside candidates who may be enticed to apply for the position with direct outreach. <sup>57</sup>	TriMet currently uses both an internal recruitment team and external search firms for recruiting and sourcing candidates. This is particularly true for TriMet's high-level positions and technical roles that require certain skillsets in high demand.
Ensure there is a diverse candidate pool throughout the selection process.	Yes	Yes	When going through the interview process, set specific diversity requirements surrounding make-up of the candidate pool. This could mean requiring a certain number of women and minorities for each recruitment. Commentators call this requirement the "Rooney Rule." <sup>58</sup>	TriMet tracks the candidate "referral rates" of minorities, women, veterans and individuals with disabilities. TriMet sets the r referral rate equal to the availability rate overall. Monitoring referral rates is particularly helpful for management positions not filled by seniority. The referral rate captures candidates who meet the minimum qualifications and are referred to the hiring manager for active interview consideration.  A monthly report with referral rates and other recruiting metrics is circulated to executive management and is included in TriMet's Business Plan, which is shared with both the TriMet Board of Directors and publicly.

<sup>57</sup> Washington, Enrique, Jeff Johnson, Brian McCloskey, Paul Toliver, Monica Simon, Rosalyn Simori, Michael Ford, and Christa Washington. "TCRP Report 148: Practical Resources for Recruiting Minorities for Chief Executive Officers at Public Transportation Agencies." Washington, D.C., Transportation Research Board, 2011. Accessed April-May 2018. <https://www.nap.edu/read/13324/chapter/1>

<sup>58</sup> Ibid.

Utilize targeted recruitment sources.	Yes	Yes	Identify associations, colleges, local/national groups and specific magazines/digital print that are targets for diverse groups. This allows the company to reach out to a larger audience with members that meet the ideal candidate profile. <sup>59</sup>	TriMet posts job announcements or sends postings to a distribution list of local groups, including Partners in Diversity, The Urban League of Portland, the Native American Youth & Family Center (NAYA), and Women's Transportation Seminar (WTS). In addition, TriMet posts positions on national websites including: Conference of Minority Transportation Officials (COMTO), TSWTS, and Society of Women Engineers.
Address unintentional bias embedded in the hiring panel.	Yes	Yes	Provide unintentional bias training. Such training allows employees to acknowledge that everyone has unintentional bias and provides ways to mitigate them. Such training is especially important for hiring managers to better assess and make objective decisions regarding a diverse talent pool. <sup>60</sup>	TriMet offers a quarterly class for managers called "Hiring Well" During this training, unintentional bias and ways to address it are discussed. In addition, TriMet offers other cultural competency courses to all TriMet staff to address unintentional bias in interacting with customers and each other.
Standardize interview questions.	Yes	Yes	Use behaviorally based job-relevant interview questions that allow the panel to assess candidates objectively. Ensuring the same questions are used consistently with all candidates makes for a fairer candidate comparison. <sup>61</sup>	TriMet recruiters send a selection of questions to the hiring manager for review. In addition, the hiring manager may identify questions from the question bank and add job specific questions from the interview panel to use. TriMet does utilize interview panels. TriMet often circulates to the interview panel "ideal answers" to the interview questions so panel members who are not subject matter experts will know what to listen for.  Once the recruiter receives a completed set of interview questions from the hiring manager, the recruiter reviews them to ensure there are no questions that represent a legal risk. The recruiter then formats the set of interview questions, includes a scoring range for each question, and determines the

<sup>59</sup> Anderson, Lance, Candance Blair Cronin, Daniel Fien-Helfman, Michelle Phol, Brian Cronin, Ream Lozaro, Valerie Lazaro, and Anne Singleton. "TCRP Report 139: Guidebook for Recruiting, Developing, and Retaining Transit Managers for Fixed Route Bus and Paratransit Systems." Washington D.C., Transportation Research Board, 2010. Accessed May 2018. <https://www.nap.edu/read/14417/chapter/1>.

<sup>60</sup> McCormick, Horace. "The Real Effects of Unconscious Bias in the Workplace." University of North Carolina Kenna-Flagler Business School, UNC Executive Development, 2016. Accessed April-May 2018. <https://www.kenan-flagler.unc.edu/~media/Files/Documents/executive-development/unc-white-paper-the-real-effects-of-unconscious-bias-in-the-workplace-Final>.

<sup>61</sup> Anderson, "TCRP Report 139."

				total points possible. Interview panels generally use a scoring matrix.
Use multiple interviewers for interview panels.	Yes	Yes	Have a panel with a variety of individuals from different work groups so that unintentional bias is less likely to be a determining factor in the decision-making. <sup>62</sup>	TriMet uses panel interviews for all hiring within the agency. The recruiter and hiring manager determine the individuals who will participate in the interviews. Human Resources ensures there is diversity on the panel.
Create and use succession planning.	Yes	Yes	Succession planning and development help companies to develop an internal candidate pool that is available and prepared for leadership and technical roles. <sup>63</sup>	TriMet has developed a formal succession plan for some 40 positions. As part of the TriMet Business Plan, TriMet tracks the readiness of potential successors, identifies competency strengths and opportunities, and identifies needed training. There is a specific effort made in this process to identify non-traditional candidates within the agency, but not currently in the traditional line of succession for the position.
Create a candidate pipeline through targeted education and training programs.	Yes	Yes	Identify and collaborate with certain colleges (locally or national) that offer degree programs focused on transportation or related fields. <sup>64</sup>	TriMet collaborates with Portland State University for internship opportunities in the GIS department. TriMet's Capital Project and Construction Division also works with Portland State University, Oregon State University and the University of Portland in presenting to their engineering programs and offering internships within the departments. These internships have resulted in some full-time hires upon graduation.

<sup>62</sup> Anderson, "TCRP Report 139."

<sup>63</sup> Washington, "TCRP Report 148."

<sup>64</sup> Transportation Research Board of the National Academies. "The Workforce Challenge: The Recruiting, Training, And Retaining Qualified Workers for Transportation and Transit Agencies." Washington, D.C., Transportation Cooperative Research Program Special Report 275 , 2003. Accessed April-May 2018. <https://www.nap.edu/read/10764/chapter/1>.



## Section 4 – Retention and Engagement

### Key Findings:

1. The demographics of TriMet's workforce is changing rapidly. As of February 2018, the average age of TriMet's management workforce was 49.8 years, several years older than typical. An older workforce typically means a greater portion of turnover due to retirements, and that is true of TriMet. Since 2016, retirements have accounted for 37.6 percent of separations for the non-union workforce as a whole.
2. From 2016 to 2018, the average length of tenure for 136 managers that have direct reports ("leaders") has decreased 28.74 percent, from 16.25 to 11.58 years. For women leaders, tenure has decreased 23.15 percent, from 14.73 to 11.32 years. For men leaders, tenure has decreased 31.16 percent, from 17.03 to 11.72 years. For minority leaders, tenure has decreased just 0.35 percent, 13.33 to 12.28 years. For white leaders, tenure has decreased 26.27 percent, from 16.90 to 12.46 years. The significant reduction in tenure is due to increasing turnover, increasing retirements, and the creation of a significant number of new positions.
3. Turnover is increasing at TriMet across the demographic spectrum. For all non-union personnel, turnover for 2018 is running at 14.29 percent through June, slightly below the 2017 turnover rate, which was 14.77 percent. The turnover rate for TriMet's management is 15.92 percent; for women managers it is 24.83 percent; and for minority managers it is 8.99 percent. The six-year average annual turnover for management is 11.95 percent; for women managers it is 14.86 percent; and for minority managers it is 9.38 percent.
4. TriMet conducts a biennial confidential employee engagement survey administered by Quantum Workforce. Quantum has conducted three surveys for TriMet since 2015. The results of the February 2018 survey show the engagement level of women and men leaders is about the same. Six questions in the survey comprise an Engagement Index, which measures overall engagement. The survey uses a 1 to 6 (high) scale and reports data as a mean average score and as a favorability percentage. Women leaders had a 78.8 percent favorable rating with a 5.07 average rating, while men managers had a 79.9 percent favorable rating with a 5.11 average rating. Minority leaders had an 80.2 percent favorable rating with a 5.09 average rating, while white leaders had a 79.8 percent favorable rating with a 5.10 average rating. As benchmarks, top quartile organizations have an engagement index of 79.8 percent favorable with a 5.10 average rating; public sector organizations average 69.9 percent favorable with a 4.8 average ratings.
5. The engagement survey also measures which 10 of the 50 survey questions correlate most closely for TriMet's responses to the standard six questions in the Engagement Index. Quantum calls these 10 question the Engagement Drivers, and it advises clients to focus primarily on these actionable items to drive engagement higher. Over all, women leaders had an 80.7 percent favorable rating with a 5.08 average rating on the Engagement Drivers. Men leaders had an 80.3 percent favorable rating with a 5.07 average rating. Minority leaders had a 74.4 percent favorable rating with a 4.87 average rating, while white leaders had an 81.8 percent favorable rating with a 5.12 average rating.

6. Among the individual questions making up the Engagement Driver questions, there are notable differences based upon the gender or race of the respondent. Women leaders perceived fewer opportunities for professional growth (-16.1 percent), fewer advancement opportunities than co-workers (-7.1 percent), less equal treatment (-16.1 percent), and less organizational commitment to cultural diversity (-33.9 percent). Minority leaders perceived a greater number of concerns compared to white leaders. They perceived less understanding about how they fit in the organization's future plan (-32.0 percent), lack of investment in them (-11.4 percent), lack of caring by supervisors about their development (-12.4 percent), lack of alignment with career goals (-13.2 percent), lack of professional growth (-14.3 percent), lack of organizational commitment to cultural diversity (-34.6 percent), unequal opportunities within the workgroup (-21.3 percent), and unequal treatment in the workgroup (-19.9 percent).
7. The engagement survey also contains six questions specifically related to diversity. For these questions, all non-union responses were considered, as were racial subgroups. Some of the questions assess perceived attitudes of the organization rather than just how the environment is affecting the individual, so a broader set of responses seemed appropriate. The key takeaway from responses to the diversity questions is that the Latino group consistently rates diversity at TriMet lower than other racial subgroups, and the Latino group's ratings have declined since 2015.
8. TriMet's engagement survey contains one question that measures the degree to which a particular group is a net promotor or detractor of TriMet. This is the Net Promotor Score (NPS). The question asks, "How likely would you be to recommend this transit district to a friend or colleague as a great place to work?" The NPS reported here is for the entire non-union TriMet workforce. TriMet's overall NPS is 17.72, slightly higher than the 16.39 score for public sector comparators. Looking at TriMet's demographic slices, the NPS for women (12.68) is considerably lower than for men (21.47). The NPS for minority employees (18.75) is higher than for white employees (17.47). Within the minority group, however, there are differences. The Asian (36.36) and the multiracial (28.57) groups are significant TriMet promotors. The African American (10.53) group is a promotor, but less so. The Latino group (0.00) group has just as many detractors as promotors, which is concerning.

#### **4(A) Tenure and Retention:**

TriMet has a relatively old workforce compared to most private sector employers. As of February 2018, the average age of TriMet's management workforce was 49.8 years, which is several years older than typical. An older workforce typically means a greater portion of turnover due to retirements, and that is true of TriMet. In 2016, 15 non-union employees retired, or 33.3 percent of total separations; in 2017, 29 retired, or 45.3 percent of total separations; and, through June 2018, 11 retired, or 34.4 percent of total separations. Exhibit 25. Thus, for the entire period from 2016 to June 2018, separations due to retirements have averaged 37.6 percent of the total.

## 1. Changes in Tenure for Leaders.

In this section of the report, the focus is on the approximately 136 members of TriMet's management staff that have direct reports, which is a group of about one-third of TriMet's management staff. To avoid confusion with the term "manager," defined in this report as exempt, non-union personnel, the report refers to this smaller group as TriMet's "leaders."

The average length of tenure for leaders is decreasing. Average tenure in 2016 was 16.25 years, but has decreased to 11.58 years in 2018, a 28.74 percent decrease. Exhibit 26. There are some differences between women and men, minority and white leaders.

### a. Women Compared to Men Leaders.

For women leaders, tenure has decreased 23.15 percent since 2016, from 14.73 to 11.32 years. During those years, the number of women leaders grew from 41 in 2016 to 49 in 2018. In 2016, women represented 34.2 percent of leaders, but only 13.3 percent of leader separations. In 2017, women represented 36.8 percent of leaders, but 40.0 percent of leader separations. In 2018, women represented 36.0 percent of leaders, but 36.8 percent of leader separations. Exhibit 26 and Exhibit 27.

For men leaders, tenure has decreased 31.16 percent since 2016, from 17.03 to 11.72 years. During those years, the number of men leaders grew from 79 in 2016 to 87 in 2018. In 2016, men represented 65.8 percent of leaders, but 86.7 percent of leader separations. In 2017, men represented 63.2 percent of leaders, but 60 percent of leader separations. In 2018, men represented 64.0 percent of leaders, but 63.2 percent of leader separations. Exhibit 26 and Exhibit 27.

### b. Minority Compared to White Leaders.

For minority leaders, tenure has decreased just 0.35 percent since 2016, from 13.33 to 13.28 years. During those years, the number of minority leaders increased steadily from 22 in 2016 to 35 in 2018. In 2016, minorities represented 20 percent of leaders, and 20 percent of leader separations. In 2017, minorities represented 20 percent of leaders, but only 13.3 percent of leader separations. In 2018, minorities represented 20 percent of leaders, but only 10.5 percent of leader separations. Exhibit 26 and Exhibit 27.

For white leaders, tenure has decreased 26.27 percent since 2016, from 16.90 to 12.46 years. During those years, the number of white leaders increased slightly from 98 in 2016 to 101 in 2018. In 2016, white individuals represented 81.7 percent of leaders, but 80.0 percent of leader separations. In 2017, white individuals represented 78.9 percent of leaders, but 86.7 percent of leader separations. In 2018,

white individuals represented 74.3 percent of leaders, but 89.5 percent of leader separations. Exhibit 26 and Exhibit 27.

#### **4(B) Turnover:**

TriMet regularly tracks non-union, union, and overall turnover. Through June 2018, TriMet's annualized non-union turnover rate for 2018 for all reasons was 14.29 percent; excluding retirements, it was 9.38 percent. Non-union turnover in 2018 is down slightly from 2017, when the turnover for all reasons was 14.77 percent and, excluding retirements, was 8.08 percent. Exhibit 25. Based on historical trends that turnover is higher early in the year, the expectation is that 2018 turnover will end somewhere below 14 percent, which is somewhat higher than the public sector and somewhat lower than the private sector.

TriMet produced turnover reports limited to management, meaning exempt non-union personnel, and then split out women and minority management. Through June 2018, turnover for management is running at 15.92 percent for 2018; excluding retirements, it is 10.27 percent. Exhibit 28. The six-year average turnover for management is 11.95 percent; excluding retirements, it is 7.35 percent. Exhibit 29. Through June 2018, turnover for women managers is running at 24.3 percent; excluding retirements, it is 16.55 percent. Exhibit 28. Elevated turnover among women managers does not appear to be entirely anomalous. The six-year average turnover for women managers is 14.86 percent; excluding retirements, it is 9.66 percent. Exhibit 29. Through June 2018, turnover for minority managers is running at 8.99 percent; excluding retirements, it is 6.74 percent. The six-year average turnover for minority managers is 9.38 percent; excluding retirements, it is 6.90 percent.

#### **4(C) Engagement:**

TriMet conducted its biennial employee engagement survey in February 2018. As in past years, Quantum Workplace, an Omaha, Nebraska based consulting firm, administered the survey. In 2018, 73.1 percent of non-union employees participated in the survey.

The survey consists of 50 questions. Employees rate each question using a six-point scale, "6" being high. Results are also reported on a favorability scale, with 5 and 6 ratings being "favorable," 3 and 4 ratings being "neutral," and 1 and 2 ratings being "unfavorable." For context, TriMet's average rating was 4.7 in 2018 by 333 non-union employees for all survey questions. TriMet had the same average in 2016 and slightly higher than the 4.6 average in 2015. The survey provider, Quantum Workplace, reports the public-sector average for its book of business is 4.5.

Survey questions fall into 12 categories:

- Alignment with Goals
- Benefits
- Compensation
- Culture
- Diversity
- Individual Contribution

- Feeling Valued
- Job Satisfaction
- Survey Effectiveness
- Manager Effectiveness
- Retention
- Trust with Coworkers

Quantum defines engagement as, “the strength of mental and emotional connection an employee feels toward the work they do, their team, and the org[anization] overall.” Six of Quantum’s survey questions are diagnostic; they provide an “Engagement Index” that measures the overall level of employee engagement. The six Engagement Index questions are:

1. I am always thinking about ways to do my job better.
2. I would like to be working at this transit district one year from today.
3. I enjoy doing my work.
4. It would take a lot to get me to leave this transit district.
5. I recommend this transit district as a great place to work.
6. My immediate coworkers consistently go the extra mile to achieve great results.

The balance of the survey questions are “Engagement Drivers.” Quantum suggests an organization can target these items and thus improve employee engagement. Quantum analyzes all of the survey questions to determine the Engagement Drivers that correlate most closely to the Engagement Index questions in a particular organization. At TriMet, the questions (and category) that correlate to the level of engagement most closely are:

**Alignment with Goals**

1. I believe this transit district will be successful in the future.
2. I know how I fit into the transit district's future plans.
3. I understand how my job helps the transit district achieve success.

**Feeling Valued**

4. The transit district makes investments in me to be more successful.

**Trust with Coworkers**

5. I feel loyal to my immediate team or work group.

**Manager Effectiveness**

6. My immediate supervisor cares about my development.

**Job Satisfaction**

7. I find my job interesting and challenging.
8. My job allows me to utilize my strengths.
9. This job is in alignment with my career goals.

## Retention

10. I see professional growth and career development opportunities for myself in this transit district.

Quantum's research shows that organizations with high engagement are more successful. Organizations with high employee engagement have 22 percent higher profitability, 37 percent lower absenteeism, 26 percent greater stock price growth, and 16 percent greater revenue growth. While these are mostly private sector metrics, Quantum assumes that whatever the key business metrics are for a given organization, there will be better results if the organization focuses effort on improving the Engagement Drivers most correlated to the six Employment Index questions.

Quantum provides a robust set of reporting tools to analyze survey information. These tools allowed TriMet to analyze the Engagement Index, Engagement Drivers, and responses to individual questions that are most significant to this report based upon gender and race. Exhibits 30 and 31 show responses to all questions in the Quantum engagement survey broken down by race and gender for TriMet leaders.

### 1. Leaders.

Some 84 leaders (approximately 70 percent) responded to the survey, including 28 women and 56 men. Among them, 16 minorities and 68 white leaders responded. There was almost no difference in the Engagement Index based upon gender or race. Likewise, there was almost no difference in the Employment Driver scores based on gender, but there were some differences based on race. Moreover, on individual questions regarding opportunity and diversity, there were differences in perception based upon gender and race.

#### a. Women Compared to Men Leaders.

Regarding the Engagement Index, and the six questions used to measure it, women leaders had a 78.8 percent favorable rating with a 5.07 average, while men leaders had a 79.9 percent favorable rating with a 5.11 average rating. Exhibit 30. As benchmarks, top quartile organizations have an engagement index of 79.8 percent favorable with a 5.1 average rating; public sector organizations average a 69.9 percent favorable rating with a 4.80 average rating.

Regarding the Engagement Drivers, items on which employers can take direct action to improve engagement, women leaders had an 80.7 percent favorable rating with a 5.08 average rating. Men leaders had an 80.3 percent favorable rating with a 5.07 average rating. Exhibit 30. As benchmarks, top quartile organizations have an 85.8 percent favorable rating with a 5.3 average rating; public sector organizations average a 60.4 percent favorable rating with a 4.5 average rating. Overall, the Engagement Index and Engagement Drivers for women and men leaders are roughly the same.

Among individual responses to the 10 Engagement Drivers, there were some noteworthy differences in perceptions between women and men leaders. Women leaders were significantly more favorable (+) or less favorable (-) than men on the following items (in percentage point differences):

- I believe this transit district will be successful in the future. (+5.4 percent)
- I know how I fit into the transit district's future plans. (+10.7 percent)
- I feel loyal to my immediate team or work group. (+5.4 percent)
- I see professional growth and career development opportunities for myself in this transit district (-16.1 percent). Exhibit 30.

Regarding items in the survey about diversity and equity perceptions, women leaders were significantly less favorable (-) than men leaders on the following items (in percentage point differences):

- Our transit district understands and is committed to the value of cultural diversity (-33.9 percent).
- I am offered the same opportunities as other employees in my workgroup (-7.1 percent).
- Employees in my workgroup are treated equally, regardless of ethnic background, race, gender, disability, sexual orientation or other differences (-16.1 percent). Exhibit 30.

Women are engaged with TriMet as shown by the Engagement Index, but they are not as favorable as men on key issues regarding opportunities and fair treatment.

b. Minority Compared to White Leaders.

Regarding the Engagement Index, minority leaders had an 80.2 percent favorable rating with a 5.09 average rating, while white leaders had a 79.8 percent favorable rating with a 5.1 average rating. Exhibit 31. Again, the benchmarks: Top quartile organizations have an average engagement index of 79.8 percent favorable rating with a 5.1 average rating; public sector organizations average a 69.9 percent favorable rating with a 4.8 average rating.

Regarding the Engagement Drivers, minority leaders had a 74.4 percent favorable rating with a 4.87 average rating, while white leaders had an 81.8 percent favorable rating with a 5.12 average rating. Exhibit 31. As benchmarks: Top quartile organizations have an 85.8 percent favorable rating with a 5.3 average rating; public sector organizations average a 60.4 percent favorable rating with a 4.5 average rating. Overall, the Engagement Index and Engagement Drivers for minority leaders are somewhat lower than white leaders.

Among individual responses to the 10 Engagement Drivers, there were some noteworthy differences in perceptions between minority and white leaders. Minority leaders were significantly more favorable (+) or less favorable (-) than white leaders on the following items (in percentage point differences):

- I understand how my job helps the transit district achieve success (+4.4 percent).
- I feel loyal to my immediate team or work group (+4.4 percent).
- I know how I fit into the transit district's future plans (-32.0 percent).
- The transit district makes investments in me to be more successful (-11.4 percent).
- This job is in alignment with my career goals (-13.2 percent).
- My immediate supervisor cares about my development (-12.4 percent).
- I see professional growth and career development opportunities for myself in this transit district (-14.3 percent). Exhibit 31.

Regarding items in the survey about diversity and equity perceptions, minority leaders were significantly less favorable (-) than white leaders on the following items (in percentage points):

- Our transit district understands and is committed to the value of cultural diversity (-34.6 percent).
- I am offered the same opportunities as other employees in my workgroup (-21.3 percent).
- Employees in my workgroup are treated equally, regardless of ethnic background, race, gender, disability, sexual orientation or other differences (-19.9 percent). Exhibit 31.

Minority leaders are less engaged, as shown by the Engagement Index and Engagement Drivers, and they are not as favorable as white leaders on key issues regarding opportunities and fair treatment.

c. Survey Questions Specific to Diversity.

TriMet's biennial engagement contains six questions specifically related to diversity that are helpful in understanding differences in perceptions about TriMet as an employer, when viewed through a diversity lens. Exhibit 32. For these questions, all non-union responses were considered. Some of the questions assess perceived attitudes of the organization rather than just how the environment is affecting the individual, so a broader set of responses seemed appropriate.

- i. Diverse voices are important to have in most decision-making processes.

This question attempts to assess the organization's level of understanding about the benefits of having a diverse workforce. Ratings on this question were high, with an average of 5.14, the same as in 2015. Women (5.20) rated this question somewhat higher than men (5.09) did. Minority employees (5.17) rated this question slightly higher than white employees (5.15) did. However, noteworthy were ratings by the Latino group, which rated the question 4.63, a 14.29 percent drop since 2015.



- ii. Diversity and inclusion are important to the success of our transit district.

Like the question above, this question attempts to assess the organization's level of understanding that diversity empowers the agency to accomplish more. Ratings on this question also were high, with an average of 5.26 for all non-union employees; ratings were 2.18 percent higher than in 2015. Women (5.29) also rated this question somewhat higher than men (5.24) did, and both genders had higher ratings from 2015. Minority employees (5.42) rated this question higher than white employees (5.24) did, primarily because the multiracial group rated this question very high at 5.86, 12.74 percent above its 2015 rating. Noteworthy again was the Latino group rating (5.13), which is lower than other groups, and down 4.53 percent from 2015.

- iii. Our transit district understands and is committed to the value of cultural diversity.

While the questions above assess the sense of importance given to diversity in the organization, this question seeks to understand the perceived organizational commitment to diversity. The overall rating of 4.70 is above the survey average by all non-union employees for all questions. Women (4.67) rated this question lower than men (4.84) did, and minority employees (4.43) rated this question noticeably lower than white employees (4.85) did. Importantly, all groups except one, the multiracial group, had lower ratings on this question in 2018 than in 2015. Once again, the Latino group was markedly lower, down 11.02 percent from 2015.

The data raises the question as to whether the Latino group's perception that diversity and inclusion is less important (questions 1 and 2 above) or is really a commentary by Latino group that, in their perception, the organization is less committed to diversity than it was previously. This is worth further investigation.

- iv. I have all the skills I need to serve our diverse stakeholders.

This question attempts to understand the degree to which employees believe they need enhanced skills to serve a diverse group of stakeholders better. Men (4.84) feel better about their skills than women (4.76) do, and white employees (4.83) feel better about their skills than minority employees (4.76) do. Interestingly, most of the racial subgroups feel better about their skills to service diverse stakeholders in 2018 than they did in 2015. The Latino group is the exception, rating this question 9.32 percent lower than in 2015.

- v. I am offered the same opportunities as other employees in my workgroup.

This question seeks to understand perceptions about equal access to opportunities. Notably, ratings on this question for all non-union employees (4.52) is lower than the 4.7 survey average for all questions.

Women (4.33) rated the question less than men (4.63), but both genders rated this question higher in 2018 than in 2015. Minority employees (4.45) rated this question lower than white employees (4.55) , but both groups rated this question higher than in 2015, primarily because the multiracial group rating increased 24.51 percent, offsetting meaningful declines by the African American (8.36 percent lower) and Latino (6 percent lower) groups.

- vi. Employees in my workgroup are treated equally, regardless of ethnic background, race, gender, disability, sexual orientation or other differences.

This question attempts to understand perceptions about equal treatment based upon protected class. The rating of this question is quite high for all non-union employees (4.98), but there is considerable variation based on gender and ethnicity. Women (4.82) rated this question lower than men (5.11) did, and minority employees (4.86) rated it lower than white employees (5.02) did. Virtually all groups rated this question lower than in 2015, by small amounts, with the Latino showing the largest decline, down 6.86 percent.

d. Net Promoter Score (NPS).

TriMet's biennial engagement survey contains one question that indicates the degree to which employees are "promoters" or "detractors" of TriMet as a place to work. The engagement survey asks, "How likely would you be to recommend this transit district to a friend or colleague as a great place to work?" This question reveals whether an employee tends to be a promoter of TriMet related to employment, is passive, or is a detractor. The difference in scores between promoters and detractors yields the "Net Promoter Score" (NPS). Exhibit 33 shows TriMet's NPS for non-union employees compared to other public sector and same-sized organizations; it also shows the NPS of men compared to women and white employees compared to minority employees and to each individual racial group.

TriMet's overall NPS is 17.72, slightly higher than public sector comparators at 16.39. Looking at TriMet's demographic slices, the NPS for women (12.68) is considerably lower than for men (21.47). The NPS for minority employees (18.75) is higher than for white employees (17.47). Within the minority group, however, there are differences. The Asian (36.36) and the multiracial (28.57) groups are significant promoters of TriMet. The African American (10.53) group is a promoter, but less so. The Latino group (0.00) group has just as many detractors as promoters, which is concerning.

Latinos are seemingly less satisfied than other racial groups regarding their employment experience at TriMet. This is worth focused effort to understand the Latino group's concerns.

#### **4(D) Engagement and Retention Best Practices Comparison:**

On the following pages, Table 3 outlines best engagement and retention practices that have been noted in academic and industry literature as having a positive impact upon attracting and retaining a diverse workforce. The table also indicates whether the same or similar practices are in place at TriMet.

**Table 3. Retention Best Practices Comparison (Diversity Focused)**

Practice	TriMet Practice	Best Practice	Recommendation
Place emphasis on both informal and formal mentoring of individuals in the agency.	Yes	Yes	Support and establish a framework for informal mentoring through various groups and committees. Develop a structured mentoring program for directors and above. <sup>65</sup>
Leverage existing training and development opportunities.	Yes	Yes	Identify training opportunities that fit the knowledge and skills needed to do work at the organization. Consider sending identified staff to such internal and external training. <sup>66</sup>
Make training easy to access.	Yes	Yes	Identify training and development programs that align with the schedule and interests of the employee. Find workarounds for those who have personal conflicts that would preclude them from attending off-site or after-hours trainings. <sup>67</sup>
Offer executive coaching to help retain leaders.	Yes	Yes	Use executive coaches to assist in developing new skills and perspectives. <sup>68</sup>

<sup>65</sup> Washington, "TCRP Report 148."

<sup>66</sup> Anderson, "TCRP Report 139."

<sup>67</sup> Ibid.

<sup>68</sup> Washington, "TCRP Report 148."

Emphasis on building relationships across-departmental teams/divisions.	Yes	Yes	Strengthen the focus on cross-departmental working relationships, which allows individuals to feel a sense of opportunity. This can include supporting forums, committees, or clubs formed with a common goal or shared interest. <sup>69</sup>
Provide support in developing a career path.	Somewhat	Yes	Work to ensure managers and supervisors are assisting in developing a career path, with milestones and goals that allows the individual to see long-term opportunities within the agency. <sup>70</sup>
Use engagement surveys.	Yes	Yes	Use surveys to provide employees an opportunity to provide anonymous feedback. This allows managers and executives to identify key areas for organizational development. Place emphasis on manager and executive action in response to survey results to show employees their opinions were heard and valued. <sup>71</sup>
Continue training for managers on effective ways to supervise their diverse workforce.	Yes	Yes	Place emphasis on training that not only provides certain skills for forward movement in an individual's career, but also on training geared towards managing current equity and inclusion forces. <sup>72</sup>

<sup>69</sup> Allen, David G. "Retaining Talent: A Guide to Analyzing and Managing Employees." *SHRM Foundation's Effective Practice Guideline Series*, 2008. Accessed May 2018. <https://www.shrm.org/hr-today/trends-and-forecasting/special-reports-and-expert-views/Documents/Retaining-Talent.pdf>

<sup>70</sup> Ibid.

<sup>71</sup> Anderson, "TCRP Report 139."

<sup>72</sup> Ibid.

## Section 5 – Onboarding New Employees

### Key Findings:

1. Overall, TriMet has experienced significant growth over the last five years. The regular full- and part-time workforce grew from 2,459 in January 2013 to over 3,006 in June 2018, an increase of 22.24 percent. However, the non-union workforce grew at only half that pace, increasing from 402 to 449 as of June 2018, or 11.7 percent. For several years, TriMet only hired 15-20 management employees a year. In FY2019, it expects to hire approximately 75. This is due to higher voluntary resignations, substantial increases in retirements, and a meaningful uptick in newly created positions.
2. TriMet has not changed its onboarding process for several years. The onboarding process is highly decentralized, relying on managers to follow the onboarding process posted online. There is no central monitoring of managers to complete the onboarding process.
3. TriMet's employee engagement survey includes one item about onboarding new employees, "This transit district is effective in welcoming new employees and helping them begin a new job." The average rating for the onboarding process (4.26) is much lower than the survey average for all items (4.70). Low ratings for onboarding is particularly concerning because the Labor Relations and Human Resources Division, which is responsible for recruiting new talent to TriMet, ranks the onboarding process second lowest of all divisions (4.05). The two largest divisions, Transportation (4.06) and Maintenance (4.02), which have the most new hires, also ranked the onboarding survey question very low.
4. Employees who have recently been through the onboarding process also rate the process low. For those employed less than five years, minority and white employees rated TriMet's onboarding process the same (4.22). Within the minority group, however, the Latino sub-group (3.90) had a meaningfully lower average than other groups. Men (4.28) rated TriMet's onboarding process slightly higher than women (4.15) did.
5. At its June 15, 2018, Directors' Exchange, TriMet's Labor Relations and Human Resources Division announced it would commission an internal taskforce to improve its onboarding process in response to the engagement survey and manage it more centrally. TriMet intends to use focus groups of managers and recent hires to help inform the change.

### 5(A) Overview:

Overall, TriMet has experienced significant growth over the last five years. The regular full- and part-time workforce grew from 2,459 in January 2013 to over 3,006 in June 2018, an increase of 22.24 percent. However, the non-union workforce grew more slowly, increasing from 402 to approximately 455 as of June 2018, an increase of only 11.69 percent.

TriMet does not have a formal, centralized onboarding process. Instead, TriMet generally takes a decentralized approach. TriMet posts on ET, its internal intranet site, a recommended onboarding process for managers to follow, outlined below. Human Resources discusses with managers the need to develop an onboarding process when new hires accept employment offers. Human Resources representatives also inform new hires on their first day of employment to review the Employee Resources portion of ET.

TriMet delegates the responsibility for collaborating with new employees for a successful onboarding experience to the hiring managers. Managers take the lead to ensure the proper assimilation of new employees into the organization. The onboarding guidelines are the same for all new hires. TriMet offers no unique or differentiated onboarding experience based upon race, gender, or other immutable characteristic.

TriMet has not comprehensively reviewed its onboarding process for several years. However, there have been some technology improvements over the years. For example, new employees complete new-hire paperwork online before their first day of employment. In addition, TriMet has produced some employee communication videos that provide an overview of TriMet. Apart from these changes, however, TriMet has paid only modest attention to the onboarding process for several years.

Through the Great Recession, TriMet's non-union workforce remained essentially flat. In 2008, full-time regular non-union headcount was 392 and was 399 in 2012; but in between it dropped to as low as 374. As the effects of the Great Recession subsided, there has been steady growth each year, increasing from 406 in 2014 to 449 as of June 2018.

### **5(B) New Employee Onboarding Process:**

TriMet's Labor Relations and Human Resources Division publishes a recommended onboarding process to managers, which is posted on ET which outlines an onboarding process that encompasses the first day, the first week, and the subsequent 30, 60 and 90-day experiences. Hiring managers have authority to vary the onboarding process based upon their judgment and business demands.

The recommended new employee orientation and onboarding process, which is the same for all non-union new hires, including management and executives, contains the following:

#### **1. Orientation.**

Prior to First Day: The hiring manager or human resources representative should discuss with the new employee the pertinent information needed for new hire paperwork. The hiring manager should confirm the time, location, and contact for reporting purposes and where to park or access to the transit system.

First-Day Orientation: On the first day, management employees meet with a representative from both Talent Management and Benefits to complete a new-hire benefits orientation. When meeting with these representatives, new hire paperwork is completed and TriMet provides a copy of TriMet's Human Resources Manual that includes employment policies. Employees also receive a Notice of Privacy Practices; Confidentiality Statement; TriMet's Business Plan Strategy Map; and TriMet's Vision, Mission and Values statement, along with other important documents.

A Benefits Specialist provides an overview of TriMet's benefits program, gives the employee a Benefits Guide, benefits plan summaries, retirement plan information, enrollment forms, and other benefits information. This meeting is to ensure a new employee understands benefits plans, eligibility rules, and election timelines. After meeting with these representatives, a new hire meets with his or her manager for onboarding.

## 2. Onboarding.

The recommended onboarding process includes the following:

### a. First Day.

- Introduce the new employee to the executive director of the division.
- Provide a tour of the floor/building.
- Identify the location of nearest exit and fire drill/escape plan.
- Identify the location of restrooms.
- Identify the location of printers, copy machine and fax (if applicable), and provide a brief tutorial on how to operate these machines.
- Identify the location of breakrooms.
- Recommended: Assign a co-worker or hiring manager as a mentor to check-in with new hire throughout the first week. Identify to whom the employee should talk with if she/he has additional questions.
- Provide a contact list for the department in which the employee works.
- Provide information about the organization, including the organization chart.
- Review everyday aspects of the employee's job.
- Plan a lunch with the new hire and co-workers.
- At the end of the day, discuss first-day experiences and answer questions.
- Have the recruiter involved in the recruitment of the employee meet with him/her.

### b. First Week.

- The hiring manager should meet with the new employee to:



- Discuss assigned responsibilities, projects and tasks.
- Establish performance objectives.
- Ask the employee whether she/he has specific goals she/he would like to achieve.
- Discuss management style and performance expectations.
- Have the recruiter involved in recruitment of the employee meet with him/her at the end of the first and second week.

c. First 30 Days.

TriMet advises new employees that during the first 30 days, it is extremely important to put in the effort to study and learn the internal lay of the land. TriMet has a robust intranet site, which is available 24/7 to all employees and offers a wealth of information to assist new hires. Hiring managers should:

- Hold a 30-day check-in meeting; review work assignments and ask the new employee what additional support she/he feel they needs.
- Discuss how the employee's job, performance, and contributions fit into the overall goals of the division and agency.
- Discuss the annual performance management process, review how objectives are set, and contributions are measured.
- Have the recruiter involved in recruitment of the employee meet with him/her at the end of 30 days.
- The hiring manager should provide the necessary tools and resources so new employees understand and accomplish the following:
  - Explain TriMet's mission, vision, and values and bring them to life. Explain the current Business Plan and activities TriMet is pursuing to fulfill its mission.
  - Set expectations of performance.
  - Encourage the employee to begin forming professional relationships with co-workers.
  - Encourage the employee to learn about TriMet's customers and their interests.
  - Investigate to understand organizational culture and their place in it.

d. First 60 days.

Hiring managers should schedule time regularly during the first eight weeks of employment to meet with their new employee, answer questions and concerns, and respond with remedial actions. Expand upon prior onboarding activities by:

- More fully explaining job responsibilities, setting realistic expectations, and providing timely and constructive feedback using clear communication so the employee easily understands performance objectives.
- Establish a formal performance plan and communicate to the employee she/he is accountable for achieving the goals articulated in the plan.
- Provide meaningful work for the employee, and ensure that intended outcomes are explained well and clearly understood.
- Provide feedback on completed work assignments.
- Continue introducing the employee to key stakeholders, including staff from other departments and external partners.
- Solicit feedback from the employee regarding his/her onboarding process and make course corrections, as needed.

Once a new employee has taken time to assess fully the agency, managers should expect the employee to begin taking greater initiative to enhance their development:

- Suggest ways they can enhance their contribution to the agency by applying their individual knowledge, skills, abilities and experience in new and different ways.
- Brainstorm ways in which their personal objectives can align with and accelerate the agency's success.
- Although new employees often start out listening and absorbing information, by 60 days managers should encourage new employees to begin sharing their expertise to the problem-solving process.
- Engage in open and honest communications.
- Employees should take on some additional tasks as they become more efficient in applying their expertise within the TriMet operating environment.
- Employees should engage their manager in discussions regarding performance objectives.
- Employees should take initiative to schedule a 30- or 60-day check-in with their manager to discuss progress, objectives, and performance if the manager has not scheduled such meetings.

e. First 90 days.

TriMet invites new employees to attend a group orientation within 90 days of hire. This presentation provides the non-union employee an overview of TriMet, the stakeholders we serve, our Business Plan, and learning and development opportunities. By this time, the new hire should have a firm grasp on their roles. At this point in the onboarding process, we encourage hires to:

- Proactively engage in TriMet activities. Ask a co-worker or peers for ideas of ways to get involved.
- Broaden horizons by looking for ways to apply expertise, keep aware of new activities, and come ready with possible solutions.
- Build their internal network, both in their division and throughout the agency.
- Learn from their novice mistakes.
- Attend the general manager Town Hall meetings. Read “ExpressLine” and the general manager’s “Doug’s Desk” newsletter.

f. Annually.

Managers conduct performance evaluations annually for each non-union employee. TriMet conducts performance evaluations the first quarter of each fiscal year. Managers meet with the employee one-on-one to review and discuss their prior-year performance compared to established objectives, value-added contributions outside of established objectives, and core competencies. Managers also provide commentary to recognize employee strengths and observations on areas for development. TriMet views this assessment process as a collaboration between the manager and employee. In most cases, employees play an active role in the performance review process to capture performance information fully and accurately. Salary increases correlate highly to performance ratings. The methodology for connecting pay to performance is described in the compensation section of this report.

### 5(C) Employee Resources:

TriMet has several internal resources available to new employees for support during their onboarding process and beyond.

- **Labor and Employee Relations Department.** This department is responsible for publishing and maintaining Human Resources policies and is available to new employees to explain and apply those policies. This department also conducts workplace investigations of complaints filed by employees, including discrimination and harassment complaints. A director, who is a woman,<sup>73</sup> has led this department, but the position is temporarily vacant.
- **Talent Management Department.** This department is responsible for not only recruiting and affirmative action, but also for succession planning, and learning and development. New employees interested in career development, promotional opportunities, tuition reimbursement, and training can consult with this team. A director, who is a woman of color, leads the department.

<sup>73</sup> As of August 17, the position is open, but a new hire will start on August 29, 2018.

- **Diversity and Transit Equity Department.** This department is primarily involved in Title VI activities but is increasingly involved in capturing how our stakeholders perceive TriMet from an equity, inclusion, and diversity perspective. A director, who is a man of color, leads the Department.
- **TriNET** – TriMet’s intranet site is extensive and provides broad insight into TriMet, including information, contacts, business strategies, special interest groups, publications, policies, and a host of other information.

#### **5(D) Employee Perceptions of the Onboarding Process:**

In the 2018 Quantum Workplace employee engagement survey there is an item directly related to the onboarding process. This is a custom survey question, so there is no benchmark comparison to other organizations, as there is with the standard survey questions. Regarding onboarding, the survey asks employees to rate TriMet on a “6” (high) to “1” (low) scale for the following item, “This transit district is effective in welcoming new employees and helping them begin a new job.”

TriMet’s onboarding process affects all employees, so the data reported below includes all non-union employees; there were 331 responses to this question. The survey also allows TriMet to slice the data. For purposes of this report, we sliced the data by tenure in order to compare differences in perceptions between all non-union employees to those with tenure of less than five years who have been through the onboarding process more recently.

TriMet’s onboarding process received an average employee rating of 4.26, significantly lower than the 4.70 average rating for all items in the survey by non-union employees. Low ratings for onboarding are particularly concerning because the Labor Relations and Human Resources Division, which is responsible for recruiting new talent to TriMet, ranks the onboarding process second lowest of all divisions (4.05). The two largest divisions, Transportation (4.06) and Maintenance (4.02), which have the most new hires, also ranked the onboarding survey question very low. Exhibit 34.

Minority employees (4.30) rated TriMet’s onboarding process slightly higher than white employees (4.25) did. Within the minority groups, the Latino group (4.13) had a meaningfully lower average than other groups. Sliced by gender for all non-union employees, men employees (4.28) rated TriMet’s onboarding process slightly higher than women employees (4.22) did. Exhibit 34.

Perhaps most relevant in assessing the onboarding process are the perceptions of employees who have been through it recently. Sliced by tenure for those employed less than five years, minority and white employees rated TriMet’s onboarding process the same at 4.22. However, within the minority group, the Latino subgroup (3.90) had a meaningfully lower average rating than did white employees. Sliced by

gender for employees with less than five years' tenure, men employees (4.28) rated TriMet's onboarding process slightly higher than women employees (4.15) did. Exhibit 34.

**5(E) Onboarding Best Practices Comparison:**

On the following pages, Table 4 outlines best onboarding practices that have been noted in academic and industry literature as having a positive impact on attracting and retaining a diverse workforce. The table also indicates the same or similar practices in place at TriMet, if applicable.

**Table 4. Onboarding Best Practices Comparison (Diversity Focused)**

Practice	TriMet Practice	Best Practice	Recommendation	TriMet Practice (if applicable)
Reinforce the value of each new employee's authentic self as he or she enters the organization.	No	Yes	Focus onboarding around the value an employee is bringing to the organization, instead of selling the organization's attributes. This shift promotes notions of "contribution" rather than simply "assimilation" of the employee into the organizational machine. <sup>74</sup>	Not applicable.
Communicate roles and responsibilities clearly.	Yes	Yes	Ensure managers have discussions early and often regarding the new employee's role and the expectations of them. Require managers to provide regular follow-up and provide additional training, if needed. <sup>75</sup>	TriMet has "Role Clarity" as an item listed on the Manager Checklist for new hires. While this is not a monitored process during onboarding, it is something Human Resources has listed for managers to review with new hires.
Provide professional development and mentoring program.	Yes	Yes	Provide professional development and mentoring program for new, early-career mid-level managers in their current position for 1-3 years. Focus on new or newer managers by linking them with a mentor in an executive leadership role. A mentoring program also may include some type of outside development program in conjunction with internal mentoring. <sup>76</sup>	As a part of TriMet's leadership development offerings for managers, directors, and senior leadership, the organization has teamed with Mentium, an industry leader in structured, cross-company, virtual mentoring. TriMet has access to several mentoring program options that focus on women in leadership, minorities in leadership, or high-potential leaders.
Emphasize to managers and supervisors the importance of the onboarding process in achieving engaged and productive employees.	Yes	Yes	Human Resources plays the primary role in ensuring individuals complete the necessary paperwork and benefits information, but the best practice is for managers to ensure their new hires experience a planned and intentional onboarding process that covers at least the first 90 days. <sup>77</sup>	TriMet's Labor Relations and Human Resources Division publishes a recommended onboarding process to managers, on TRINET, the organization's intranet site. The onboarding outline encompasses the first day, the first week, and subsequent 30, 60 and 90-day experiences. Hiring managers have authority to vary the onboarding process based on their judgment and operational needs. TriMet does

<sup>74</sup> Bauer, Talya N., Berrin Erdogan, Daniel M. Cable, and Donald M. Truxillo. "New employees come with new ideas: The role of socialization on newcomer idea acceptance and creativity." Presented at the Academy of Management Conference, Coming in with the new: Directions for research on socialization and newcomers symposium. San Antonio, TX, August 2011.

<sup>75</sup> Bauer, Talya N. "Onboarding New employees: Maximizing Success," *SHRM Foundation's Effective Practice Guidelines Series*, 2010. Accessed May 2018. <https://www.shrm.org/foundation/ourwork/initiatives/resources-from-past-initiatives/Documents/Onboarding%20New%20Employees.pdf>

<sup>76</sup> Andreski, Richard, Doran Barnes, Flora Castillo, Mary Anne Collier, Terry Garcia Crews, Greg Evans, Barbara Gannon, Leticia Mata, Richard Maxwell, Jerome Premo, et. al. "Creating Sustainable Human Capital Investment." *Final Report of the 2012 APTA Workforce Development Task Force*, 2012. Accessed May 2018. <https://www.apta.com/resources/workforce/Documents/Creating-Sustainable-Human-Capital-Investment.pdf>

<sup>77</sup> Anderson, "TCRP Report 139."

	Yes	Yes	Incorporating technology in the onboarding process streamlines the process and increases the likelihood of completion. <sup>78</sup>	not monitor progress through the process, but empowers managers to ensure completion. TriMet uses NeoGov as its Applicant Tracking System for new-hire pre-employment paperwork. New hires complete this paperwork before starting work. In addition, TriMet maintains on TriNET, its internal website, a page for new hires. TriMet does not use technology to monitor progress through the onboarding process to ensure completion.
Utilize technology to monitor progress through the orientation and onboarding process.	Yes	Yes	By assisting in providing support (money/time off) to participate in local/national events offered by chapters of professional organizations geared towards the employee's career, two things occur: employees build professional networks and it expands the employee's knowledge, skills, and abilities. <sup>79</sup>	TriMet actively participates in local/national events and programs with a diversity focus, such as Conference of Minority Transportation Officials (COMTO) and other local, regional, and national organizations.
Provide employees support by allowing them to participate in local/national professional associations for development purposes.	Yes	Yes		

<sup>78</sup> Washington, "TCRP Report 148."

<sup>79</sup> Bauer, "New employees come with new ideas."

## Section 6 – Recommended Commitments

Based upon the findings made throughout this report, the author makes the following recommended commitments in consultation with TriMet’s outside experts on this project, Sen. Margaret Carter and Dr. Beverly Scott. The following recommended commitments seem to hold the most promise for increasing diversity in management. These recommended commitments are organized by report section and are not in priority order.

### Compensation Practices:

1. **To implement the PCM and sustain pay equity, Human Resources must approve all salary offers, both to new hires and to internal candidates, subject to general manager appeal in extraordinary circumstances.** The new PCM supports TriMet’s emphasis on pay equity. While there is little evidence of pay disparity based upon race and gender, the specific subject of this report, additional work should be done to determine whether the same is true for other protected classes. Moreover, a review of TriMet’s compensation practices before 2014, when the SPF was introduced (and to some extent since), suggests that the number of current employees below their predicted salary is a result of too much manager discretion in setting salaries. It appears that managers have used subjective factors, other than those specifically outlined in Oregon’s new pay equity statute. TriMet has a very good plan to remedy the results of past compensation practices by the end of FY2019 using salary recovery funds and additional funds for this purpose, contained in the FY2019 budget. The author encourages TriMet to implement this plan assertively; see recommendation 3 below.

The author also encourages TriMet not to commit the sins of the past when the next, and inevitable, recession comes. Training and development and wage increases are easy targets for management during recessions. During the Great Recession, TriMet froze management wages for several years, but not union wages. TriMet also shut down its training and development activities. The long-term effects of those decisions can be seen clearly in the results of TriMet’s engagement survey and by the 44.4 percent of non-union employee below their targeted compensation.

When the next recession comes, TriMet should continue to give merit increases consistent with the market, even if the increases are small. TriMet also may need to scale back, but it should not shut down, training and development activities. Over the long-term, if TriMet simply moves with the market, employees will reward TriMet with greater engagement and lower turnover on the other side of the downturn. Of course, to hit financial targets, TriMet may have to look elsewhere to trim costs.

2. **Human Resources will monitor, and report to the general manager, progress to eliminate instances of compensation below the salary predicted by the PCM, particularly with respect to the 15-person group of first-level women managers observed to have a 5.1 percent pay disparity**



**compared to men.** Concurrent with development of the PCM, TriMet's Human Resources Division developed monthly reports to identify employees below their predicted compensation. This report, distributed to executive directors, identifies people below their predicted compensation. The report slices the information by division, race, and gender. This report should be maintained indefinitely. While TriMet has achieved pay equity overall, Human Resources should monitor closely and follow through on its plan to eliminate pay disparities based on gender for the small group of women in first-level management positions by September 2018. Human Resources has initiated communication with managers regarding their employees who are in this group of women. Human Resources should monitor their merit increases to ensure elimination of the identified pay disparity according to plan.

- 3. TriMet will survey its non-union employees to gauge the level of interest in reallocating investments in the current low-cost, high-value healthcare plan to other types of benefits, even if it means paying more for healthcare.** TriMet should not increase its net costs by investing in additional benefits programs. However, given TriMet's desire to increase diversity in management, and given that TriMet's workforce is beginning to trend younger, a discussion about reallocating TriMet's investments in benefits may prove useful. For example, TriMet offers very low-cost, high-value healthcare plans, together with many ancillary, voluntary, and wellness benefits, but it does not offer paid parental leave, which is a growing trend. Perhaps employees would prefer to pay more than 6 percent in premium contributions if it meant paid parental leave is available.

There are some indications in research literature that paid parental leave not only is good for parents and babies, but also good for the organization in terms of career development and succession planning. When an executive, manager, or professional steps out to bond with a new baby, another employee has an opportunity to step up to fill the void. Backfilling for a co-worker is a great way to learn new skills, make new organizational connections, and gain perspective they otherwise would not. New skills and more visibility likely will lead to additional opportunities within the organization as well.

There are other reallocations of benefits investments that TriMet could consider in its efforts to attract women and minorities. Millennials and Xennials value vacation or other paid time off, perhaps more so than prior generations. TriMet's vacation policy is generous overall, but the vesting schedule for vacations tends to favor long-tenured employees over new hires. TriMet's vacation benefits for new employees are less competitive than the market, and it grants exceptions somewhat frequently. Given TriMet's robust methodology for determining new hire salaries, which takes into account net value of benefits compared to the market, including vacation, TriMet should be in a position to manage the reallocation of vacation benefits without bloating its personnel costs. Monitoring systems are in place.

## Recruitment Practices:

4. **To encourage greater applicant flow and more referrals of qualified candidates to managers for consideration, TriMet will be flexible in requiring public transit experience and will review and revise job descriptions to clearly state required experience versus preferred or desired experience.** Particularly for management positions, TriMet should be flexible regarding public transit experience. There is some evidence that TriMet's job descriptions have been developed either around the qualifications of a current incumbent, identified by the manager in advance, or to overstate qualifications in order to increase the position's grade, and thus salary. This tends to screen out, rather than invite, potential candidates. By focusing on the true minimum qualifications, a more diverse slate of candidates may qualify for interviews. During interviews, candidates can often present compelling attributes that warrant consideration for hire that go beyond the four corners of the job description. Furthermore, TriMet's job descriptions should be revised to use a common template that clearly states required versus preferred or desired experience.
5. **TriMet will focus on increasing the utilization of women, specifically by increasing the number of women in the applicant pool and by ensuring all qualified women are referred to hiring managers for interview consideration.** TriMet's overall utilization of women is 31.9 percent, while availability is 33.5 percent. This compares unfavorably to the West Coast 11 comparators and to public entities in the Portland area. Once in the interview stage, women perform better than men do, but the percentage of women in the applicant pool is only 23.5 percent and women are only 17.3 percent of the total applicants referred to hiring managers for interview consideration.
6. **TriMet will modify its BUD-5 budget form so the staff addition requests indicate whether the job is in an affirmative action job group for which TriMet's utilization is lower than availability.** A BUD-5 form is used in the fiscal budgeting process to request new expenditures, like new positions. A notation on the BUD-5 form will focus the attention of managers and recruiters on special effort to build a diverse applicant pool in the recruitment for that position. Furthermore, such a notation allows TriMet's executive management to monitor those recruitments more closely.
7. **During the fiscal year budgeting process, once the adopted budget has been completed and a list of proposed new positions has been developed, that list will be circulated to sources closely connected to communities of color and women's organizations as a "preview of coming opportunities." TriMet will conduct career fairs to promote the projected openings.** Circulating the list and holding careers in advance of the opening will give sources for candidates a longer lead-time in which to generate interest among their communities. TriMet should also consider holding a hiring event to discuss upcoming openings. Having advance notice may cause some candidates to wait and apply for the job when posted, rather than making a job change sooner with another company.

8. **For recruitment purposes, TriMet will attend conferences hosted by organizations such as Conference of Minority Transportation Officials (COMTO), Women’s Transportation Seminar (WTS), the Transportation Research Board, and American Public Transportation Association.** There is no substitute for face-to-face contact with professional women and minorities before they are considering a career change. Conferences such as COMTO’s national meeting, WTS conferences, and the Transportation Research Board’s annual meeting and exposition, provide an opportunity to increase TriMet’s visibility and tell its story in an informal setting. Such involvement also conveys that TriMet is an organization committed to diversity in management.
9. **Human Resources will monitor all hiring panels to ensure the panels are diverse and ensure that panelists complete unintentional bias training for the employment process.** Together with unintentional bias training for interviewers, which TriMet offers periodically, having a diverse hiring panel will help ensure a more inclusive and consistent selection process, as well as making candidates more comfortable. A Human Resources representative often sits in on interview panels, which is good. The Human Resources representative should not be a voting member of the panel. They should serve as a neutral member to oversee and facilitate the interview process, enforcing policy where necessary.
10. **TriMet will modify its recruiting outreach to add more “retail” approaches, meaning it will circulate its openings directly to grassroots organizations, like churches, civic organizations, affinity groups, charitable organizations, and similar outlets.** Like many large organizations, TriMet focuses on institutional outreach to formal trade organizations, media outlets, social media platforms, and colleges. However, communities of color often interact more with their local churches, community, and civic organizations. Developing closer connections with these latter organizations may generate a greater applicant flow of women and minorities. In addition, jobs should be kept open long enough to ensure successful outreach to women and communities of color.

### **Retention and Engagement:**

11. **TriMet will incorporate into the performance evaluations of managers the degree to which they engage in activities with the community in general, and with communities of color specifically.** The community leaders of color interviewed for this report stressed how important spending time in their communities. It is essential in order for TriMet to establish itself as welcoming to their communities and as an employer of their choice. Time is a precious commodity for executives. Expecting and then recognizing in performance evaluations one’s community involvement is a powerful and strategic means for changing how executives allocate their time.
12. **TriMet will incorporate into the performance evaluations of managers the degree to which they involve themselves in mentoring employees generally, and mentoring women and employees of**

**color specifically.** Many historically disadvantaged employees have not had executive role models in their lives. Having a coaching or mentoring relationship with a TriMet executive can facilitate an employee's development by helping them understand how executives think, act, and navigate sometimes choppy organizational waters. For the executive, the mentoring relationship can assist them in gaining greater insight into the unique challenges faced by traditionally underrepresented groups, and enhance their sensitivity to unintentional bias and problematic issues of perception that may or may not be anchored in reality.

- 13. To set an example, TriMet's executive team will complete unintentional bias and cultural sensitivity training as a group.** Employees take notice of where executives spend their time. Taking this training together can be a great team building process that aligns and commits the executive team to a common purpose and priority. Put simply, actions speak louder than words.
- 14. TriMet will expand its E3 Training and Development Program to further enhance and give more structure to its management certification program, complete with graduation ceremonies.** Graduation from these structured programs should be a factor considered in assessing the qualifications of internal candidates for promotion. Any management certification program should include unintentional bias and cultural competency training. More generally, any program should be focused on developing the competencies considered most critical for management success at TriMet. Graduation from the program(s) should be part of the career development process for candidates identified as potential successors in TriMet's succession plan. Graduation should also be considered in determining the readiness of potential successors for promotion.
- 15. TriMet will give formal recognition to managers who have succeeded in efforts to expand the diversity of their teams or the organization as a whole.** Nothing promotes emulation like recognition. TriMet can convey the importance it places on diversity by publicly recognizing those who have shown internal leadership in efforts to value, increase, and retain diversity in the organization.
- 16. TriMet will utilize some form of an exit interview process to help monitor whether there are organizational barriers to retaining diversity in management.** To be sure, there are pros and cons with conducting either exit interviews or exit surveys, the two main ways of collecting exit information. Exit interviews promote a conversational style that allows the interviewer to guide the conversation as needed, focusing, clarifying, or following up on areas of distress or concern. Interviews also provide clues and context through body language. However, the conversational style can make it hard to aggregate and trend information. Exiting employees also tend to sugarcoat things in order to leave a good last impression, and interviews do not allow much time to reflect before answering. On the other hand, exit surveys are easy to distribute and access, facilitate trend analysis, and allow the employee to tell hard truths without fear. Surveys are impersonal, and are much easier to ignore, avoid, and leave uncompleted. TriMet should consider using a survey

tailored to include questions related to diversity, perhaps the same questions as used in its engagement survey, followed by an exit interview focusing on the key issues spotted in the survey responses.

- 17. TriMet will conduct targeted focus groups to discuss topics of concern identified in the engagement survey and in this report, related to key groups.** The engagement survey identified persistent and declining engagement on a range of topics. This report identified higher turnover among women than men, and the engagement survey results suggest some possible explanations that should be verified. Minority managers are more pessimistic than white managers about pay and benefits despite their being no disparity based on race anywhere within TriMet. At a minimum, there is a communication issue.
- 18. TriMet will survey its employees to gauge interest in establishing affinity groups, similar to TriMet's Women's Forum. Where there is sufficient interest, TriMet's director of talent management will facilitate the formation and support of new affinity groups for purpose of enhancing employee engagement.** Affinity groups consist of a group of people having a common interest or goal, or acting together for a specific purpose. Many organizations encourage affinity groups as a way to add versatility, variety, and inclusiveness to the workplace. Active affinity groups add liveliness to their work lives as they explore ideas through invited speakers, consider different perspectives concerning business problems, and develop skills and cross-department personal networks. Some organizations find they are able to mobilize their affinity groups to engage in community activities.
- 19. TriMet will make a follow-up presentation to TriMet's Board and Transit Equity Advisory Committee (TEAC) in a year to discuss the status of its initiatives to increase diversity, including changes in utilization of women and minorities. At that time, TriMet will include the Committee on Accessible Transportation (CAT) and include in its report similar information regarding the disabled community and veterans for which TriMet has affirmative action goals.** To build trust, TriMet should accept accountability for producing results. Due to the genesis of this report, it deals with gender and race. However, TriMet has affirmative action goals for the disabled community and for veterans. While it implements the recommended commitments in this report, TriMet should compile similar information for the disabled community and veterans. TriMet will have to add additional demographic information to its biennial engagement survey to capture the perceptions of those groups in that survey. Having accepted accountability and produced results, TriMet should expect that leaders of its advisory groups, like TEAC and CAT, to be powerful allies in promoting and recognizing TriMet as an employer that values and welcomes diversity in management.

## Onboarding New Employees:

**20. TriMet will overhaul its onboarding process, which will be managed by Human Resources with participation of TriMet’s executive team, to communicate not only what all employees need to know to be successful, but also TriMet’s commitment to diversity and inclusion.** Human Resources announced an initiative to reform the onboarding process during a recent TriMet Director’s Exchange meeting, which is overdue. The current onboarding process is too decentralized. While the posted onboarding process is comprehensive in scope, there is no tracking mechanism in place to ensure completion. In addition, some important elements are missing. For example, the onboarding process should introduce new employees early on to TriMet’s executive team and it should clearly communicate TriMet’s vision, mission and values, as well as the Business Plan. The process should be enjoyable. TriMet should use “gamification” and other techniques to communicate how TriMet serves the community and how TriMet expects employees to conduct themselves, ultimately to communicate that TriMet welcomes and celebrates differences in the workforce and the public. Onboarding also should increase awareness and education regarding TriMet’s commitment to diversity. For example, early exposure to a cross-section of leaders of color during orientation may spark informal mentoring.

## Budget and Timeline:

**21. Implementing the recommended commitments will require approximately \$1.6 million in additional resources, including the addition of two unbudgeted staff additions in FY2019. Meanwhile, management will look for ways to reallocate existing funds within the FY2019 budget in order begin moving forward on some of the low-cost recommended commitments, if approved by the general manager.** A preliminary five-year budget of approximately \$1.6 million and implementation timeline follows these recommended commitments. The budget includes two unbudgeted additions to staff, including an Organization Development and Learning Coordinator and a Recruiter, in FY2019, which began July 1, 2018. According to a recent study by Bloomberg BNA, “2017 HR Benchmarks Report,” the average ratio of human resources staff to total employees is 1.4:100. A survey of six West Coast 11 transit agencies,<sup>80</sup> revealed a ratio of 0.98 of human resources staff to total employees. Given TriMet’s current headcount of approximately 3,000 employees, and based upon these ratios, TriMet’s Labor Relations and Human Resources Division should have 42 or 29.4 employees, respectively. Currently, the Division has 26 staff members. The author believes only the no-cost recommended commitments could be implemented without increasing current division staffing levels.

<sup>80</sup> TriMet sent inquires to all West Coast 11 transit agencies requesting HR to total employee staffing ratio. TriMet received responses from Dallas Area Rapid Transit, Denver Regional Transportation District, Sacramento Regional Transit District, San Diego Metropolitan Transit System, San Francisco Municipal Transportation Agency, and Orange County Transit Authority,

## Budget Estimate for Recommended Commitments Once Approved

Recommended Commitments Budget	Further Explanation	FY19	FY20	FY21	FY22	FY23	Total
<b>Compensation Practices</b>							
1. To implement the PCM and sustain pay equity, Human Resources must approve all salary offers, both to new hires and to internal candidates, subject to general manager appeal in extraordinary circumstances.	This is a process change, which should have little budgetary impact.	\$0	\$0	\$0	\$0	\$0	\$0
2. Human Resources will monitor, and report to the general manager, the progress to eliminate instances of compensation below the salary predicted by the PCM, particularly with respect to the 15-person group of first-level women managers observed to have a 5.1 percent pay disparity compared to men.	Monthly reporting already in place.	\$0	\$0	\$0	\$0	\$0	\$0
3. TriMet will survey its non-union employees to gauge the level of interest in reallocating investments in the current low-cost, high-value healthcare plan to other types of benefits, even it means paying more for healthcare.	TriMet's benefits consultant - Mercer Health & Benefits, LLC will conduct a non-union employee survey to gauge the level of interest in reallocating investments in the current low-cost, high-value healthcare plan to other types of benefits.  Mercer will provide results and recommendations.	\$20,000		\$0	\$0	\$0	\$20,000
4. To encourage greater applicant flow and more referrals of qualified candidates to managers for consideration, TriMet will be flexible in requiring public transit experience and will review and revise job descriptions to clearly state required experience versus preferred or desired experience.	This is a process change, which should have little budgetary impact.	\$0	\$0	\$0	\$0	\$0	\$0
<b>Recruitment Practices</b>							
5. TriMet will focus on increasing the utilization of women, particularly by increasing the number of women in the applicant pool and by ensuring all qualified women are referred to hiring managers for interview consideration.	<b>Additional FTE:</b> Recruiter/HR Coordinator. This role would not only attract candidates at historically black colleges but also increase the recruitment of women. It would also assist in the other recommended commitments for recruitment practices. Annual Expense: \$93,086 (salary + fringe; assumption grade 11).	\$93,086	\$95,878	\$98,754	\$101,716	\$104,767	\$494,201

Recommended Commitments Budget	Further Explanation	FY19	FY20	FY21	FY22	FY23	Total
6. TriMet will modify its UDBUD-5 budget form so when requesting additions to staff there is a notation to indicate whether the job is in an affirmative action job group for which TriMet's utilization is lower than availability.	This is a process change, which should have little budgetary impact.	\$0	\$0	\$0	\$0	\$0	\$0
7. During the fiscal year budgeting process, once the adopted budget has been completed and a list of proposed new positions has been developed, that list will be circulated to sources closely connected to communities of color and women's organizations as a "preview of coming attractions." TriMet will conduct career fairs to promote the coming openings.	Expenses will include facility exhibit costs to hold the career fair, as well as advertisement of event to communities of color - print and social media; collateral, etc.	\$8,000	\$8,000	\$9,000	\$9,000	\$9,000	\$43,000
8. For recruitment purposes, TriMet will attend conferences hosted by organizations like the Conference of Minority Transportation Officials (COMTO), Women's Transportation Seminar (WTS), the Transportation Research Board, and American Public Transportation Association.	On an annual basis, two talent management staff members will participate in the proposed conferences. This includes registration, airfare, hotel, and meals. This also includes participation in Transportation Research Board's annual meeting, and the OMTOCOMTO and the TSWTS annual conferences.	\$10,850	\$11,176	\$11,511	\$11,856	\$12,212	\$57,604
9. Human Resources will monitor all hiring panels to ensure the panels are diverse and to ensure that panelists complete unintentional bias training for the employment process.	Unintentional bias training expense for hiring managers and panel members.	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$30,000
10. TriMet will modify its recruiting outreach to add more "retail" approaches, meaning it will circulate its openings directly to grassroots organizations, including churches, civic organizations, affinity groups, charitable organization, and similar outlets.	Expense listed is for creation, distribution and mailings.	\$2,500	\$2,500	\$3,000	\$3,000	\$3,000	\$14,000



Recommended Commitments Budget	Further Explanation	FY19	FY20	FY21	FY22	FY23	Total
<b>Retention and Engagement</b>							
11. TriMet will incorporate into the performance evaluations of managers the degree to which they engage in activities with the community in general, and with communities of color specifically.	Consulting expense to change the Oracle-based appraisal.	\$10,000	\$0	\$0	\$0	\$0	\$10,000
12. TriMet will incorporate into the performance evaluations of managers the degree to which they involve themselves in mentoring employees in general, and mentoring women and employees of color specifically.	Expense included in # 11 above.	\$0	\$0	\$0	\$0	\$0	\$0
13. To set an example, TriMet's executive team will complete unintentional bias and cultural sensitivity training as a group.	Budget for external facilitator.	\$7,500					\$7,500
14. TriMet will expand its E3 Training and Development Program to further enhance and give more structure to its management certification program, complete with graduation ceremonies.	<b>Additional FTE:</b> Organization Development and Learning Coordinator. This position will coordinate affinity groups, develop agendas, facilitate activities and expand the E3 certification program. Annual Expense - \$100,208 (salary + fringe; assumption Grade 12).	\$100,208	\$103,454	\$106,557	\$109,753	\$113,045	\$533,017
	Management certification course enhancements and graduation	\$21,000	\$21,630	\$22,279	\$22,947	\$23,636	\$111,492
15. TriMet will give formal recognition to managers who have succeeded in efforts to expand the diversity of their teams or the organization as a whole.	Formal celebration and recognition of recognized leaders.	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628	\$26,546
16. TriMet will utilize some form of exiting process to help monitor whether there are organizational barriers to retaining diversity in management.	Utilize Quantum Workplace platform exiting online survey. Utilize Organizational Development and Learning Coordinator above to conduct follow-up in-person interviews.	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
17. TriMet will conduct targeted focus groups to discuss topics of concern identified in the engagement survey and in this report related to key groups.	Budget for external facilitator. Initial session in FY2019; and follow-up focus group after next biennial engagement survey.	\$8,000		\$8,500			\$16,500

Recommended Commitments Budget	Further Explanation	FY19	FY20	FY21	FY22	FY23	Total
18. TriMet will survey its employees to gauge interest in establishing affinity groups, similar to TriMet's Women's Forum. Where there is sufficient interest, TriMet's director of talent management will facilitate the formation and support of new affinity groups for purpose of enhancing employee engagement.	Budget assumes, in addition to the current Women's Forum, four additional affinity groups will be added over five years, depending upon interest. These expenses are for meetings, marketing, speakers, and collateral materials.	\$5,000	\$7,500	\$9,000	\$11,500	\$14,000	\$47,000
19. TriMet will make a follow-up presentation to the TriMet's Board and TEAC in a year to discuss the status of its initiatives to increase diversity, including changes in utilization of women and minorities. At that time, TriMet will include the CAT and include in its report similar information regarding the disabled community and veterans, for which TriMet has affirmative action goals.	Outside consultant for expertise in recruiting and engagement of the disabled and veteran community.	\$0	\$25,000	\$0	\$0	\$0	\$25,000
<b>Onboarding New Employees</b>							
20. TriMet will overhaul its onboarding process, which will be managed by Human Resources with participation of TriMet's executive team, to communicate not only what all employees need to know to be successful, but also TriMet's commitment to diversity and inclusion.	Materials for orientation sessions. Production of new employee orientation video and gamification of TriMet overview.	\$5,000	\$22,000	\$5,305	\$5,464	\$5,628	\$43,397
<b>Budget and Timeline</b>							
21. Implementing the recommended commitments will require approximately \$1.6 million in additional resources, including the addition of two unbudgeted additions to staff in FY2019.	Meanwhile, management will look for ways to reallocate existing funds within the FY2019 budget in order begin moving forward on some of the low-cost recommended commitments, if approved by the general manager.	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTALS:</b>		<b>\$327,144</b>	<b>\$333,288</b>	<b>\$310,210</b>	<b>\$311,700</b>	<b>\$321,915</b>	<b>\$1,604,257</b>

## Timeline Estimate for Recommended Commitments Once Approved

Recommended Commitments Timeline	Status	Start Date	Due Date	Duration
<b>Compensation Practices</b>				
1. To implement the PCM and sustain pay equity, Human Resources must approve all salary offers, both to new hires and to internal candidates, subject to general manager appeal in extraordinary circumstances.	This change of process will require communication from the general manager down through the organization.	10/1/2018	12/31/2018	91
2. Human Resources will monitor, and report to the general manager, progress to eliminate instances of compensation below the salary predicted by the PCM, particularly with respect to the 15-person group of first-level women managers observed to have a 5.1 percent pay disparity compared to men.	This process has been implemented.	3/1/2018	3/31/2018	30
3. TriMet will survey its non-union employees to gauge the level of interest in reallocating investments in the current low-cost, high-value healthcare plan to other types of benefits, even it means paying more for healthcare.	We will likely have Mercer conduct the survey, determine plan design change options, and model pricing impact of the plan design changes.	11/1/2018	3/31/2019	150
4. To encourage greater applicant flow and more referrals of qualified candidates to managers for consideration, TriMet will be flexible in requiring public transit experience and will review and revise job descriptions to clearly state required experience versus preferred or desired experience.	Compensation will work with managers to review those positions that now require transit experience. The prerequisite section of all job descriptions will be revised to state clearly the required experience versus preferred or desired experience. A check will be made to determine whether current incumbents meet the stated requirements.	10/1/2018	4/1/2019	182
<b>Recruitment Practices</b>				
5. TriMet will focus on increasing the utilization of women, particularly by increasing the number of women in the applicant pool and by ensuring all qualified women are referred to hiring managers for interview consideration.	Additional FTE: Recruiter/HR Coordinator. This position will not only recruit at historically black colleges, but also focus on increasing recruitment of women through targeted outreach and be the primary recruiter at conferences targeting minority and women applicants.	1/1/2018	3/15/2018	73
6. TriMet will modify its UDBUD-5 budget form so that when requesting additions to staff there is a notation to indicate whether the job is in an affirmative action job group for which TriMet's utilization is lower than availability.	Human Resources will work with Finance to modify the UDBUD-5 form. All BUD-5 forms flow through compensation to price jobs. Human Resources will inform Compensation of all job groups with AAP placement goals. Compensation will notate on BUD-5 forms all jobs subject to AAP placement goals that will flow through to requisition forms.	9/1/2018	1/30/2019	151
7. During the fiscal year budgeting process, once the adopted budget has been completed and a list of proposed new positions has been developed, that list will be circulated to sources closely connected to communities of color and women's organizations as a "preview of coming attractions." TriMet will conduct career fairs to promote the coming openings.	When preliminary budget approval is in place and new BUD-5 positions are identified begin planning for TriMet Career Fair and promotion to community-based organizations	10/1/2018	4/1/2019	182

Recommended Commitments Timeline	Status	Start Date	Due Date	Duration
8. TriMet will attend for recruitment purposes conferences hosted by organizations such as the Conference of Minority Transportation Officials (COMTO), Women's Transportation Seminar (WTS), the Transportation Research Board, and the American Public Transportation Association.	Begin planning participation for all three conferences, including registering for exhibit space, etc. First Conference (TRB) scheduled for 1-13-2019.	9/30/2018	10/30/2018	30
9. Human Resources will monitor all hiring panels to ensure the panels are diverse and ensure that panelists complete unintentional bias training for the employment process.	Human Resources will review all hiring panels to ensure diversity. Human Resources will implement tracking mechanism to ensure all those who serve on hiring panel have completed unconscious bias training before serving on panels.	2/1/2019	7/1/2019	150
10. TriMet will modify its recruiting outreach to add more "retail" approaches, meaning it will circulate its opening directly to grassroots organizations, like churches, civic organizations, affinity groups, charitable organization, and similar outlets.	Begin compiling list of organizations during Fall 2018. Once a preliminary list of new positions has been developed, begin outreach for TriMet career fair and promotion to community-based organizations.	10/1/2018	3/31/2019	181
<b>Retention and Engagement</b>				
11. TriMet will incorporate into the performance evaluations of managers the degree to which they engage in activities with the community in general, and with communities of color, specifically.	Present to TriMet executive team proposed recommendation for evaluating managers on community involvement. Once an evaluation approach has been determined, the importance and value will be communicated to managers. Performance Appraisal system will need to be programmed to include community involvement evaluation section.	10/1/2018	4/1/2019	182
12. TriMet will incorporate into the performance evaluations of managers the degree to which they involve themselves in mentoring employees in general, and mentoring women and employees of color, specifically.	Present to TriMet executive team proposed recommendation for evaluating managers in mentoring women and employees of color. Once an evaluation approach has been determined, the importance and value will be communicated to managers. Performance Appraisal system will need to be programmed to include mentoring evaluation section.	2/1/2019	6/1/2019	120
13. To set an example, TriMet's executive team will complete unintentional bias and cultural sensitivity training as a group.	Survey other public entities to identify vendor suitable for executive-level interaction and presentation.	12/1/2018	5/1/2019	151
14. TriMet will expand its E3 Training and Development Program to further enhance and give more structure to its management certification program, complete with graduation ceremonies.	Define additional E3 training, including interviewing key stakeholders in understanding manager development needs. Define delivery of training and facilitators. Enhance management certification, including promotion of achieving certification (graduating ceremony, announcements in ExpressLine other internal and external communication outlets).	1/1/2019	2/1/2019	31
15. TriMet will give formal recognition to managers who have succeeded in efforts to expand the diversity of their teams or the organization as a whole.	Determine criteria and suitable recognition.	4/1/2019	7/1/2019	91
16. TriMet will utilize some form of an exit process to help monitor whether there are organizational barriers to retaining diversity in management.	Identify vendor for on-line survey; design interview; develop management reporting.	5/1/2019	4/30/2020	365

Recommended Commitments Timeline	Status	Start Date	Due Date	Duration
17. TriMet will conduct targeted focus groups to discuss topics of concern identified in the engagement survey and in this report related to key groups.	Utilize Quantum Workplace Survey tool. Define questions to obtain insight on recruiting, agency's culture and work environment, inclusiveness, etc. Identify how information will be reported out, including actionable items.	11/1/2018	5/1/2019	181
18. TriMet will survey its employees to gauge interest in establishing affinity groups, similar to TriMet's Women's Forum. Where there is sufficient interest, TriMet's director of talent management will facilitate the formation and support of new affinity groups for purpose of enhancing employee engagement.	Will hold a focus group in early 2019 to harness feedback from Latino managers. Determine participants and facilitator of focus group. Assess feedback and outcomes.	10/1/2018	6/1/2019	243
<b>Onboarding New Employees</b>				
TriMet will overhaul its onboarding process, which will be managed by Human Resources, to communicate not only what all employees need to know to be successful, but also TriMet's commitment to diversity and inclusion.	Conduct a focus group of new hires to determine gaps and potential enhancements for onboarding process. Produce onboarding orientation video. Incorporate respectful workplace training. Create gamification for TriMet overview. Build in process for early introduction to executive team. Determine technology solutions to monitor onboarding through to completion.	10/1/2018	10/1/2019	365
<b>Budget and Timeline</b>				
21. Implementing the recommended commitments will require approximately \$1.6 million in additional resources, including the addition of two unbudgeted additions to staff in FY2019.	Meanwhile, management will look for ways to reallocate existing funds within the FY2019 budget in order begin moving forward on some of the low-cost recommended commitments, if approved by the general manager.	N/A	N/A	N/A

## Acknowledgements

The author and contributing consultants very much appreciate the opportunity to assist TriMet in its consideration of ways to enhance diversity in management at a large and complex agency that so deeply affects mobility and opportunity for the community. We especially wish to thank the various community leaders and TriMet staff who spent countless hours compiling, reviewing, and presenting the information contained within this report.

### Community Leaders:

Rukiyah Adams, Chief Investment Officer, Meyer Memorial Trust  
Michael Alexander, Vice President for Global Diversity and Inclusion, Portland State University  
Nkinge Harmon, President and Chief Executive Officer, Urban League of Portland  
Ron Herndon, Director of Albina Head Start Program  
James Mason, Ph.D., Chief Diversity Officer, Providence Health and Services  
Bandana Shrestha, Director of Community Engagement, AARP Oregon  
Karis Stoudamire-Phillips, Corporate Social Responsibility Manager, Moda Health  
Dr. Jasmine Streeter, Comparative Medicine Veterinary Resident, OHSU  
Dr. Steve Nakana, Social Equity Program Manager

### TriMet Staff:

Angela Burns-Brown, Director, Talent Management  
Tom Markgraf, Director Public Affairs  
J.C. Vannatta, Director, Communications & Marketing  
Rosalinda Wells, Compensation Manager  
Britney Colton, Director, Labor & Employee Relations  
Heidi Vass, Benefits Manager  
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Virginia Shank, Senior Research Analyst  
Jesse O'Brien, Compensation Administrative Specialist  
Angela Murphy, Contractor  
Roberta Altstadt, Manager, Media Relations & Communications

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## Exhibits

**SMALL TAB #1**

Memo

To: TriMet Board of Directors  
From: Chair Bruce Warner, Board President  
Re: Necessary Actions and Deliverables to address Community Concerns before authorizing the Chair to negotiate a contract with Mr. Doug Kelsey for the role of General Manager  
Date: February 21, 2018

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Based on extensive discussions with community organizations, elected official and other stakeholders, the board would like to move forward with the process of negotiating an employment contract with Doug Kelsey for the role of General Manager. The Board expects that the actions described below will be included in written performance objectives pursuant to negotiations for a final employment contract.

During our meetings with stakeholders over the past few weeks, the Board and Mr. Kelsey heard clearly from the community a number of areas in which the community would like to see TriMet improve its performance. Based on the feedback we received, Mr. Kelsey has proposed a set of actions he would undertake to quickly and energetically address those concerns and issues.

Mr. Kelsey has developed the following eleven actions with associated timelines. The board believes these actions are important and appropriate steps to address community concerns and will go a long way towards demonstrating the board and TriMet's commitment to transparency, equity and collaboration. I suggest that these action items be incorporated into the performance evaluation for the General Manager and that the Board will schedule regular updates on progress toward achieving the deliverables of each action.

With that background, here are the specific actions and deliverables Mr. Kelsey has proposed to the Board:

1. Improving communication, collaboration and community input regarding TriMet policy and budget:
  - a. Town hall listening sessions. To build on the constructive conversations with stakeholder groups we have had in the past few weeks, the General Manager will schedule and hold seven town hall listening sessions in the next 90 days following his appointment – one in each TriMet board member's district. TriMet's board members will be asked to participate in the meeting in their respective districts. TriMet will work with TEAC and community-based organizations to host, publicize and encourage participation and help develop agenda for the sessions. The General Manager will provide a report to the board on the public input received.

**Deliverable #1: Hold seven community town listening sessions within 90 days after appointment.**

- b. Budget workshops. We heard interest in having a more participatory budget process. The agency is currently developing a plan for the implementation of HB2017, the new state transit-funding program, which will affect the agency's budgets for the next five years or more. This is an opportune time to seek broad-based community input on the

spending priorities that the agency should consider over the coming years as they relate to service expansion, bus electrification, improving safety and security and other issues. To facilitate meaningful community engagement in this process, the General Manager will hold four half-day workshops across the region, assisted by community-based organizations, to gather information from as wide an array of users and stakeholders as possible. In addition, working with community-based organizations, TriMet will hold annual hands-on budget workshops that allow stakeholders and customers to actively participate in the budget process.

**Deliverable #2: Hold four half-day HB2017 budget priority workshops with multi-cultural participation within 120 days. Establish annual participatory budget process for FY2020 budget cycle.**

- c. Outreach staff. To improve communication and opportunities for engagement, particularly for low income, historically underrepresented, and vulnerable communities the General Manager will add an additional outreach position to work specifically with these transit dependent communities regarding TriMet policy and budget. TriMet will engage stakeholders from these communities in the recruitment and selection process.

**Deliverable #3: Hire staff within 100 days.**

2. Improving the diversity of TriMet's management workforce and improving equity outcomes related to TriMet fare and code enforcement:

- a. Expanded Transit Equity Advisory Committee (TEAC). To ensure the agency and the Board have the benefit of a broad range equity and diversity perspective on a wide variety of issues, the General Manager will expand the membership and profile of TEAC, including community leaders from social service providers who support transit dependent riders from the low income, historically underrepresented, youth and other vulnerable communities, organized labor, rider advocates, ACLU, poverty advocates and communities of color. TEAC will review and provide input to the agency on issues such as diversity of management workforce, safety and security, equity outcomes of TriMet fare and code enforcement activities, and customer complaints regarding equitable treatment by TriMet or contract employees. The TEAC chair will make regular reports to the TriMet board.

**Deliverable #4: Expand TEAC within 90 days. Develop work plan within 150 days.**

- b. Workforce diversity. To ensure that TriMet's management workforce reflects the diversity of the available applicant pool as set forth in TriMet's published affirmative action plan the General Manager, will engage outside experts to compare the current level of diversity in TriMet's management ranks to workforce availability; assess compensation characteristics to identify any disparity in compensation for women and historically underrepresented employees; and, to the extent gaps exist, identify 'best practices' for the external recruitment, internal development and retention of a diverse management workforce and close any identified compensation gaps. Working with the TEAC, TriMet will issue a report of findings, including commitments for short- and long-

term steps to close any gaps identified. The report will be submitted to the TEAC, presented to the Board, and released to the public.

**Deliverable #5: Complete external review release report by August 1, 2018.  
Close identified diversity gaps within TriMet's Executive Team within 18 months.  
Close identified compensation gaps within 36 months, subject to budget availability for compensation changes.**

- c. Safety and security. Working with the TEAC, the General Manager will form a broad-based advisory committee of community stakeholders to explore ways to improve safety and security and overall "presence" on the TriMet system while also addressing concerns about equitable treatment of low income, historically underrepresented groups, youth or other vulnerable populations. As part of the committee's work, the General Manager will:
  - i. Examine the possibility of adding customer liaison or rider advocate positions to the mix of safety and security personnel staffing the transit system.

**Deliverable #6: Produce recommendation within 120 days.**

- ii. Commission an update to the Portland State University equity analysis of TriMet's fare and code enforcement activities, identify any disparities and produce a road map for eliminating any disparities that are identified.

**Deliverable #7: External equity analysis initiated within 120 days.**

- iii. In consultation with the TEAC, develop a dashboard that allows the public to assess the agency's ongoing performance as it relates to safety, security and equity of enforcement.

**Deliverable #8: Establish equity dashboard. Delivery date TBD after consulting with TEAC.**

- iv. Working with the TEAC, the General Manager will create a forum for discussing and resolving issues related to safety, security and equitable outcomes of TriMet fare and code enforcement activities conducted by TriMet or contract employees. The forum will produce a report for the TEAC and the board, providing advice and guidance for enhancing safety and security, ensuring equitable outcomes related to fare and code enforcement and making the transit system attractive and welcoming to all customers.

**Deliverable #9: Recommendations and action plan within 180 days.**

3. Improved collaboration and communication regarding implementation of Hop Fastpass program.
  - a. Slow transition away from paper tickets. To ensure community-based organizations and our riders are fully prepared for the transition to the Hop program, the General

Manager will work with our retail ticket outlets to continue selling paper tickets at major retail outlets for the time being. The General Manager will develop a plan to work with our community service partners to make an additional 20,000 free Hop cards available to low income individuals and provide information regarding the expanded number of retail outlets that will service Hop cards, including many areas that previously lacked any access to TriMet passes.

**Deliverable #10: Hop transition outreach, education and free card distribution plan within 60 days.**

4. Providing opportunities for front-line employee communication and collaboration.
  - a. Actively engage with front-line employees. To provide face-to-face opportunities for front-line employees to provide feedback and advice, and ask questions, the General Manager will hold five employee town hall meetings at the various TriMet facilities and provide employees paid time to attend. The town halls will be open to all represented and non-represented employees to provide direct input regarding any top-of-mind issues, including budget priorities, general safety and security items, staffing levels, etc.

**Deliverable #11: Hold five front-line town halls and report to the Board within 120 days.**

5. Long-range reporting. TriMet will establish a regular calendar for tracking and reporting progress on these items to the board on a regular basis, including an annual report.

**Deliverable #12: Produce regular updates, including an annual update.**

**SMALL TAB #2**

Community Involvement Related to Communities of Color and Women

ORGANIZATION	DETAILS	CATEGORY
Hispanic Metropolitan Chamber	Hispanic Heritage Celebration Dinner	Community
Urban League of Portland	Equal Opportunity Dinner	Community
Street Roots	Sponsorship	Community
Women's Transportation Seminar (WTS)	Portland Winter Gala	Community
The Skanner	MLK Breakfast	Community
Portland Winter Light Festival	Sponsorship: Shimmering Level	Community
Basic Rights Oregon	Oregonians Against Discrimination: Leadership Luncheon	Community
Native American Youth & Family Center (NAYA)	ECA NAYA Luncheon (Sponsorship)	Community
Portland Community Reinvestment Initiatives	2018 Gala	Community
Elders in Action	Annual Gala	Community
Immigrant & Refugee Community Organization	Africa House Gala 2018	Community
Ride Connection	30th Anniversary	Community
Portland Community College	Foundations Gala	Community
Women's Transportation Seminar (WTS)	Spring Event & Awards	Community
NAACP	X-Factor	Community
Pride NW	Pride Parade	Community
Prosper Portland	My People's Market	Ridership/Community
NW Kids	Sponsor OMSI Expo	Sponsorship
Centro Cultural	Sponsor El Grito	Sponsorship
Soul District Business Association (Formerly NNEBA)	Sponsor MLK Dream Run	Sponsorship
Immigrant & Refugee Community Organization (IRCO)	Informational Sessions; make on-site visits; send weekly job.	Recruiting
Partners and Diversity	Sponsor; participants in "SAY HEY"; send weekly Job Announcements.	Recruiting
Urban League of Portland	Annual career fair participant; ad placement; send weekly job announcements.	Recruiting
DiversityJobs.com	Two diversity hiring events focused on Latino recruitment.	Recruiting
Women in Trades	Sponsor and participate in annual career event; conduct informational sessions; send weekly job announcements.	Recruiting
Women's Transportation Seminar (WTS)	Ad placement; staff periodically attends luncheons throughout the year.	Recruiting
Asian Pacific American Network (APANO)	Local chapter President is a TriMet employee. Participate in annual career fair, participate in Jade District Night Market to share career opportunities, weekly job announcements.	Recruiting
Centro Cultural	Participate in various events promoting career opportunities; send job announcements; hold hiring events.	Recruiting
PSU, OSU, University of Portland and Loyola Marymount	Hired four interns (2 from communities of color and 2 women).	Recruiting
NE Workforce Center- PCC	Participate in informational sessions, hiring events and weekly job announcements.	Recruiting



## Community Involvement Related to Communities of Color and Women

National Association of City Transportation Officials – Equity group	Staff peer to peer participation, and resource sharing	Shared practices – annual fee
Metropolitan Alliance for Workforce Equity	Staff presentations on contracting opportunities and meeting attendance	Annual Membership and event support
Portland Youth Builders	Staff participation on leadership group	Annual event support
Oregon Minority Association of Entrepreneurs	Staff participation on leadership group	Annual Membership and event support
Professional Builders Development Group	Staff presentations on contracting opportunities and meeting attendance	Annual Membership and event support
Metropolitan Contractor Improvement Program	Staff presentations on contracting opportunities and meeting attendance	Annual Membership and event support
Oregon Trades Women	Event planning support and attendance	Annual Event support
Constructing Hope	Career presentations	Annual Event support
Centro Cultural	TEAC and special population outreach partnerships	Annual Event support
Partners in Diversity	Event and activity participation	Annual Membership and event support
National Association of Minority Contractors	Staff presentations on contracting opportunities and meeting attendance	Annual Membership and event support
Business Education Compact	Staff participate in mentoring program at area schools to interest youth of color in pursuing careers in transportation	Mentorship program support
Coalition of Communities of Color	Safety and Security committee member	Annual Event support
Black Parent Initiative	Event participation	Annual event support

**SMALL TAB #3**



## The Gender Wage Gap by Occupation 2017 and by Race and Ethnicity

Women's median earnings are lower than men's in nearly all occupations, whether they work in occupations predominantly done by women, occupations predominantly done by men, or occupations with a more even mix of men and women. Data for both women's and men's median weekly earnings for full-time work are available for 121 occupations.<sup>1</sup> The occupation with the largest gender wage gap is 'personal financial advisor;' in 2017, the median weekly earnings of women 'personal financial advisors' were only 58.9 percent of those of men's, corresponding to a gender wage gap of 41.1 percent.<sup>2</sup>

Altogether, there are only two occupations—'dining room and cafeteria attendants and bartender helpers' and 'wholesale and retail buyers, except farm products'—in which women's median earnings are slightly higher than men's,<sup>3</sup> while there are 107 occupations in which women's median earnings were 95 percent or less than men's (that is, a wage gap of at least 5 cents per dollar earned by men). During 2017, the median gender earnings ratio for all full-time weekly workers was 81.8 percent, reflecting median weekly earnings for all female full-time workers of \$770, compared with \$941 per week for men (Table 1).<sup>4</sup> In general, the highest paid occupations have the biggest gender gaps and the lowest paid occupations that have the smallest gaps. All but one of the ten occupations with the largest gender wage gaps have earnings that are higher than median earnings for all workers (\$860); five of the ten occupations with the lowest wage gaps or with a gap in favor of women have earnings below the median for all workers.

### The Gender Wage Gap Between Occupations

Added to the gender wage gap *within* occupations is the gender wage gap *between* occupations. Male-dominated occupations tend to pay more than female-dominated occupations at similar skill levels.<sup>5</sup> For example, women 'elementary and middle school teachers'—one of the most common occupations for women and a female-dominated field—earn \$987 (compared with \$1,139 for men; Table 1).<sup>6</sup> Men in 'software developers, applications and systems software'—one the most common occupations for men and a male-dominated field—earn \$1,863 per week on average (compared with \$1,543 for women; Table 2). Both occupations require at least a bachelor's degree. Tackling occupational segregation—men primarily working in occupations with other men, and women primarily working with other women—is an important part of eliminating the gender wage gap.

The gender wage gap and occupational segregation are persistent features of the U.S. labor market.<sup>7</sup> Only six of the 20 most common occupations for men and the 20 most common occupations for women overlap (Tables 1 and 2). Of all women working full-time, about four of ten (38.0 percent) work in female-dominated occupations and almost half of men (47.6 percent)

work in male-dominated occupations.<sup>8</sup> Only 6.6 percent of women work in male-dominated occupations, while only 4.7 percent of men work in female-dominated occupations.<sup>9</sup>

## **Women Earn Less than Men in All the Most Common Occupations for Women**

Table 1 shows the median weekly earnings and the gender earnings ratio in the 20 most common occupations for full-time working women. The occupations together employ 40.7 percent of women and 15.1 percent of men working full-time. The three largest occupations—‘registered nurses,’ ‘elementary and middle school teachers,’ and ‘secretaries and administrative assistants’—together employ 13.0 percent of all women. Ten of these 20 large occupations are female-dominated.

Within the 20 most common occupations for women, median full-time weekly earnings for women range from \$1,251 per week for ‘managers, all other’ to \$422 per week for ‘cashiers’ (Table 1). Women earn less than men in each of the largest occupations for women. The gender wage gap among the 20 most common occupations is largest for ‘financial managers,’ with a gender earnings ratio for full-time work of 71.1 percent (corresponding to a wage gap of 28.9 percent, which amounts to \$497 dollars less per week for women than men) and the second largest gap is for ‘first-line supervisors of retail sales workers’ with a ratio of 71.7 percent (corresponding to a wage gap of 28.3 percent or \$252 less per week for women than men).

## **Women Earn Less than Men in All the Most Common Occupations for Men**

Table 2 shows the median weekly earnings and the gender earnings ratios in the 20 most common occupations for full-time working men. These occupations employ 32.9 percent of male full-time workers and 20.3 percent of female full-time workers. Eight of the occupations are nontraditional for women,<sup>10</sup> and in five of the 20—‘construction laborers,’ ‘carpenters,’ ‘grounds maintenance workers,’ ‘automotive service technicians and mechanics,’ and ‘electricians,’—there are too few women workers to estimate their median weekly earnings.

Without exception, women’s median earnings are lower than men’s in the 20 largest occupations for men for which data are available. Median full-time weekly earnings for men range from \$2,415 for ‘chief executives’ to \$481 for ‘cooks’ (Table 2). Three of the 20 most common occupations for men have median male weekly earnings above \$1,500, including one, ‘chief executives,’ above \$2,000 per week; none of the most common occupations for women has female median weekly earnings at that level.

All of the most common occupations with too few women workers to calculate the gender earnings ratio are middle-skill occupations, which require more than high school but less than a bachelor’s degree; across all middle-skill occupations, workers in female-dominated occupations earn only 66 percent of workers in male-dominated occupations.<sup>11</sup>

**Table 1. The Gender Wage Gap in the 20 Most Common Occupations for Women (Full-Time Workers Only), 2017**

	Women's median weekly earnings	Women's earnings as a percent of men's	Men's median weekly earnings	Share of female workers in occupation (percent)	Share of male workers in occupation as percent of all male workers	Share of female workers in occupation as percent of all female workers
<b>All Full-time Workers</b>	\$770	81.8%	\$941	44.4%	100% (62,980,00)	100% (50,291,000)
<b>20 Most Common Occupations for Women</b>						
Registered nurses	\$1,143	90.7%	\$1,260	88.8%	0.4%	4.5%
Elementary and middle school teachers	\$987	86.7%	\$1,139	78.4%	1.0%	4.4%
Secretaries and administrative assistants	\$735	86.3%	\$852	94.5%	0.2%	4.1%
Customer service representatives	\$637	89.5%	\$712	65.6%	1.0%	2.5%
Nursing, psychiatric, and home health aides	\$493	84.6%	\$583	88.2%	0.3%	2.4%
Managers, all other	\$1,251	76.8%	\$1,629	38.7%	2.9%	2.3%
First-line supervisors of retail sales workers	\$639	71.7%	\$891	42.4%	2.2%	2.0%
Cashiers	\$422	85.6%	\$493	72.2%	0.6%	2.0%
Accountants and auditors	\$1,065	76.7%	\$1,389	58.9%	1.0%	1.8%
First-line supervisors of office and administrative support workers	\$819	83.0%	\$987	67.7%	0.6%	1.7%
Receptionists and information clerks	\$599	91.9%	\$652	92.6%	0.1%	1.6%
Office clerks, general	\$670	85.9%	\$780	84.8%	0.2%	1.6%
Retail salespersons	\$523	74.3%	\$704	38.8%	1.8%	1.5%
Maids and housekeeping cleaners	\$439	86.4%	\$508	84.3%	0.2%	1.4%
Bookkeeping, accounting, and auditing clerks	\$716	96.4%	\$743	87.0%	0.1%	1.2%
Financial managers	\$1,222	71.1%	\$1,719	55.0%	0.8%	1.2%
Personal care aides	\$479	92.1%	\$520	82.7%	0.2%	1.2%
Waiters and waitresses	\$475	89.1%	\$533	65.0%	0.5%	1.2%
Social workers	\$900	96.3%	\$935	82.8%	0.2%	1.2%
Secondary school teachers	\$1,091	89.0%	\$1,226	57.1%	0.6%	1.0%
<b>Percent of all men and women</b>					15.1%	40.7%

**Note:** Earnings data are published only for occupations with an estimated minimum of 50,000 workers. N/A=No data or does not meet BLS publication criteria.

**Source:** IWPR calculation of data from the U.S. Department of Labor, Bureau of Labor Statistics, 2018. Household Data Annual Averages. Table 39. "Median weekly earnings of full-time wage and salary workers by detailed occupation and sex." <<http://www.bls.gov/cps/cpsaat39.htm>> (retrieved March 2018).

**Table 2. The Wage Gap in the 20 Most Common Occupations for Men (Full-Time Workers Only), 2017**

	Women's median weekly earnings	Women's earnings as a percent of men's	Men's median weekly earnings	Share of female workers in occupation (percent)	Share of male workers in occupation as percent of all male workers	Share of female workers in occupation as percent of all female workers
<b>All Full-time Workers</b>	\$770	81.8%	\$941	44.4%	100% (62,980,00)	100% (50,291,00)
<b>20 Most Common Occupations for Men</b>						
Driver/sales workers and truck drivers	\$589	73.0%	\$807	4.9%	4.3%	0.3%
Managers, all other	\$1,251	76.8%	\$1,629	38.7%	2.9%	2.3%
Construction laborers	N/A	N/A	\$667	3.0%	2.2%	0.1%
First-line supervisors of retail sales workers	\$639	71.7%	\$891	42.4%	2.2%	2.0%
Laborers and freight, stock, and material movers, hand	\$500	84.0%	\$595	17.5%	1.9%	0.5%
Software developers, applications and systems software	\$1,543	82.8%	\$1,863	18.4%	1.9%	0.5%
Retail salespersons	\$523	74.3%	\$704	38.8%	1.8%	1.5%
Janitors and building cleaners	\$481	83.8%	\$574	28.8%	1.8%	0.9%
Cooks	\$436	90.6%	\$481	37.1%	1.4%	1.0%
Carpenters	N/A	N/A	\$789	2.2%	1.4%	0.0%
Chief executives	\$1,920	79.5%	\$2,415	27.6%	1.3%	0.6%
Grounds maintenance workers	N/A	N/A	\$526	3.7%	1.3%	0.1%
Sales representatives, wholesale and manufacturing	\$956	78.2%	\$1,222	27.9%	1.3%	0.6%
Automotive service technicians and mechanics	N/A	N/A	\$764	2.0%	1.2%	0.0%
Electricians	N/A	N/A	\$974	2.1%	1.1%	0.0%
Production workers, all other	\$570	79.6%	\$716	26.7%	1.0%	0.5%
Customer service representatives	\$637	89.5%	\$712	65.6%	1.0%	2.5%
Stock clerks and order fillers	\$538	94.2%	\$571	34.5%	1.0%	0.7%
Accountants and auditors	\$1,065	76.7%	\$1,389	58.9%	1.0%	1.8%
Elementary and middle school teachers	\$987	86.7%	\$1,139	78.4%	1.0%	4.4%
<b>Percent of all men and women</b>					32.9%	20.3%

**Note:** Earnings data are published only for occupations with an estimated minimum of 50,000 workers. N/A=No data or does not meet BLS publication criteria.

**Source:** IWPR calculation of data from the U.S. Department of Labor, Bureau of Labor Statistics, 2018. Household Data Annual Averages. Table 39. "Median weekly earnings of full-time wage and salary workers by detailed occupation and sex." <<http://www.bls.gov/cps/cpsaat39.htm>> (retrieved March 2018).

## **More than Eight Times as Many Women as Men Work in Occupations with Poverty-Level Wages**

Low earnings are a significant problem for both male and female full-time workers, but poverty-level wages are much more likely for women than men. Among all occupations, 4.2 million women full-time workers are in occupations with median weekly earnings for women that are lower than 100 percent of the federal poverty threshold for a family of four, \$478 per week in 2017; this compares with 0.5 million men in occupations where median weekly earnings for men are below this poverty threshold.<sup>12</sup> These numbers rise to 13.1 million full-time working women, compared with 7.9 million full-time working men, when using the slightly higher eligibility threshold for SNAP (formerly known as food stamps) of \$615 per week for a family of four.<sup>13</sup> Workers in these occupations likely experience greater poverty than suggested by their weekly wages. The poverty threshold refers to annual, and SNAP eligibility to monthly, income; using weekly earnings to calculate a poverty wage assumes that a worker can get full-time work for four weeks a month and 52 weeks a year; this may not always be possible in occupations characterized by considerable fluctuations in demand for labor and, hence, unstable earning opportunities.

Two of the most common occupations for women—‘cashiers’ and ‘maids and household cleaners’ (employing 3.3 percent of all full-time working women) have median earnings for all workers below the poverty threshold for a family of four; one of the most common occupations for men—‘cooks’—has such low median earnings for all workers (men’s earnings are marginally above the threshold). Seven of the most common occupations for women have median weekly earnings for women below the SNAP eligibility threshold; five of the most common occupations for men have such low median earnings for men.

## **Women Earn Less than Men of the Same Race and Ethnicity in Broad Occupational Categories**

The gender wage gap differs by race and ethnicity. Table 3 provides median weekly earnings for women and men for full-time work by race and ethnicity in seven broad occupational groups. (The sample size in the Current Population Survey is not sufficient to provide earnings estimates by race and ethnicity at a more detailed occupational level, or for other racial or ethnic groups.)

The distribution of women across the occupations varies for each group (Table 3):

- More than one-third of Asian women, as well as one third of White women, more than one-quarter of Black women, and almost one-fifth of Hispanic women, work in ‘professional and related’ occupations;
- Black and Hispanic women are more than twice as likely to work in ‘service’ occupations as White women;
- Asian women are considerably less likely than other women to work in ‘office and administrative support’ occupations; and
- Hispanic women are the most likely group of women to work in ‘production, transportation and material moving’ occupations.

The size of the overall wage gap is heavily dependent on the racial and ethnic composition of the working population. For all occupations considered together, Hispanic women have the lowest median earnings at \$603 per week (56.6 percent of the median weekly earnings of non-Hispanic White men—\$1,065, Table 3). Black women have median weekly earnings of \$657, 61.7 percent of the median weekly earnings of White men. Both Asian men and women have the highest median weekly earnings, at \$1,207 and \$903, respectively. The earnings ratios for Asian women compared with Asian men, at 74.8 percent, and White women compared with White men, at 79.7 percent, are lower than the gender earnings ratio for the whole population (81.8 percent), and the wage gaps (25.2 percent and 20.3 percent respectively, compared with

18.2 percent) are larger. The wage gaps between Black female and male workers and Hispanic female and male workers are smaller than that between all women and men.<sup>14</sup>

Men have higher median earnings than women of the same race or ethnicity in each of the major occupational groupings, except for Black and Hispanic workers in 'office and administrative support' and Black workers in 'natural resources, construction, and maintenance' occupations, where the median earnings of women are slightly higher than same-race and -ethnicity men's earnings (Table 3). The gender earnings gap is magnified by a racial and ethnic earnings gap. For example, Hispanic women in 'sales and related' occupations earn 69.9 percent of Hispanic men's and only 49.6 percent of White men's earnings in these occupations.

The median weekly earnings of Hispanic women are lower than the federal poverty threshold for a family of four in two occupational groups: 'service' and 'natural resources, construction, and maintenance' occupations, and they are just \$1 above the threshold in 'production, transportation, and material moving' occupations. These three occupational groups employ four in ten Hispanic full-time women workers (39.6 percent; Table 3).

### **Tackling Women's Low Earnings and the Gender Wage Gap**

More than fifty years after the Equal Pay Act of 1963 and Title VII of the Civil Rights Act of 1964 made discrimination illegal, a gender earnings gap remains. Our analysis shows that women's median earnings are lower than men's in all the 20 most common occupations for women, all the most common occupations for men, and, indeed, in almost all occupations for which a gender wage gap can be calculated. Female-dominated occupations tend to have lower median earnings than male-dominated occupations, a pattern which has a particularly pernicious impact on the women who work in the lowest paid female-dominated occupations. Poverty-level wages are especially common for Hispanic women.

While low-wage work can be found across the economy, it is particularly prevalent in jobs that involve the education and care of children, the elderly, and the infirm, work that traditionally was done by women at home, and often continues to be done almost exclusively by women when it is paid. Many of these jobs are low paid even though workers are expected to have at least a high school diploma and some post-secondary certificates.<sup>15</sup> If women were paid the same per hour as men of the same age, education, and rural or urban residence, poverty rates for working women would be cut in half.<sup>16</sup>

To improve women's earnings and reduce the gender earnings gap, women need stronger efforts to ensure non-discriminatory hiring and pay practices, better training and career counseling, and improved work-family supports. Public policy such as raising the minimum wage, which increases wages in the lowest-paid jobs, is especially important for women, and particularly women of color. After considerable progress in the 1980s and 1990s, progress towards the greater gender integration of occupations has stalled, approximately at the same time as progress towards closing the gender wage gap.<sup>17</sup> Women need better access to well-paid jobs that are currently primarily done by men, and they need better terms and conditions, and better pay, for the jobs that are primarily done by women. Investing in the public care infrastructure will not only improve the pay and economic security of workers in those jobs, it will also make it easier for women and men with care responsibilities to stay economically active and advance in their careers.



**Table 3: Median Weekly Earnings for Female and Male Workers, by Race and Ethnicity for Broad Occupational Groups (Full-Time Workers Only), 2017**

Female Workers		White Women		Black Women		Asian Women		Hispanic Women	
Occupation	Median weekly earnings	White women in occupation as % of all female White workers	Median weekly earnings	Black women in occupation as % of all female Black workers	Median weekly earnings	Asian women in occupation as % of all female Asian workers	Median weekly earnings	Hispanic women in occupation as % of all female Hispanic workers	
All occupations	\$849	100% (39,326,000)	\$657	100% (7,593,000)	\$903	100% (3,306,000)	\$603	100% (7,719,000)	
Management, business, and financial operations occupations	\$1,163	20.4%	\$962	13.4%	\$1,389	17.8%	\$945	12.5%	
Professional and related occupations	\$1,040	34.0%	\$869	26.6%	\$1,247	36.8%	\$902	18.6%	
Service occupations	\$520	11.6%	\$484	23.2%	\$515	17.0%	\$475	26.4%	
Sales and related occupations	\$676	8.7%	\$524	7.6%	\$634	7.9%	\$506	9.7%	
Office and administrative support occupations	\$708	20.1%	\$655	20.2%	\$760	12.4%	\$648	19.6%	
Natural resources, construction, and maintenance occupations	\$676	0.8%	\$748	0.8%	\$689	0.5%	\$477	2.7%	
Production, transportation, and material moving occupations	\$609	4.5%	\$530	8.3%	\$577	7.7%	\$479	10.5%	
Male Workers		White Men		Black Men		Asian Men		Hispanic Men	
Occupation	Median weekly earnings	White men in occupation as % of all male White workers	Median weekly earnings	Black men in occupation as % of all male Black workers	Median weekly earnings	Asian men in occupation as % of all male Asian workers	Median weekly earnings	Hispanic men in occupation as % of all male Hispanic workers	
All occupations	\$1,065	100% (39,326,000)	\$710	100% (6,928,000)	\$1,207	100% (4,014,000)	\$690	100% (11,896,000)	
Management, business, and financial operations occupations	\$1,594	19.8%	\$1,119	11.1%	\$1,756	17.3%	\$1,146	8.8%	
Professional and related occupations	\$1,406	21.5%	\$1,082	14.9%	\$1,617	40.2%	\$1,195	9.6%	
Service occupations	\$677	10.0%	\$527	19.1%	\$613	11.3%	\$543	17.9%	
Sales and related occupations	\$1,021	10.0%	\$624	7.3%	\$862	7.1%	\$724	6.7%	
Office and administrative support occupations	\$774	5.8%	\$621	9.1%	\$837	5.4%	\$645	5.9%	
Natural resources, construction, and maintenance occupations	\$907	16.3%	\$723	12.4%	\$911	6.0%	\$676	28.7%	
Production, transportation, and material moving occupations	\$817	16.6%	\$641	26.2%	\$705	12.7%	\$642	22.3%	

Note: Data for White workers is for Whites alone, non-Hispanic; data for Black and Asian workers may include Hispanics. Hispanics may be of any race.

Source: IWPR calculation of unpublished data based on U.S. Department of Labor, Bureau of Labor Statistics. Table A-2. "Usual weekly earnings of employed full-time wage and salary workers by intermediate occupation, sex, race, and Hispanic or Latino ethnicity and Non-Hispanic ethnicity, Annual Average 2017."

## Notes

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<sup>1</sup> This fact sheet shows median weekly earnings for full-time (35 hours or more per week) wage and salaried workers ages 16 and older (excluding the self-employed) based on Current Population Survey (CPS) annual averages for the calendar year 2017. Earnings data are made available only where there are an estimated minimum of 50,000 workers in an occupation; many occupations have fewer than 50,000 women and/or men working within them and earnings data are not published; U.S. Bureau of Labor Statistics. 2018. "Household Data Annual Averages Table 39. Median weekly earnings of full-time wage and salary workers by detailed occupation and sex." <<http://www.bls.gov/cps/cpsaat39.pdf>> (accessed March 28, 2018).

<sup>2</sup> The occupation of 'personal financial advisors' is 32.9 percent female, with median weekly earnings for full-time work of \$979 for women and \$1,662 for men; three other occupations—'administrative services managers,' 'securities, commodities, and financial services sales agents,' 'emergency medical technicians and paramedics'—have a gender earnings ratio of less than 66%; men's median weekly earnings are higher than \$1,000 in each of these; IWPR calculation based on U.S. Bureau of Labor Statistics (2018), as above.

<sup>3</sup> Because of small sample sizes, the specific occupations in which women earn more than men differ from year to year, and the earnings differences are not likely to be statistically significant. Most likely, the typical woman in any of these two occupation has more years of experience than the typical man in each of these occupations, which may elevate the typical woman's wage. The occupation of 'dining room and cafeteria attendants and bartender helpers' is 41.0 percent female, with median weekly earnings of \$481 for women and \$444 for men, and a gender earnings ratio of 108.3 percent; median weekly earnings for 'wholesale and retail buyers, except farm products' (56.5 percent female) are \$888 for women and \$882 for men (an earnings ratio of 100.7 percent); IWPR calculation based on U.S. Bureau of Labor Statistics (2018), as above.

<sup>4</sup> Another measure of the gender earnings ratio based on median annual earnings for full-time, year-round work, which includes the self-employed and annual bonus and commission payments, was 80.5 percent (a gender wage gap of 19.5 percent) in 2016; 2017 data will not be published until fall 2018. See Ariane Hegewisch and Emma Williams-Baron. 2018. "The Gender Wage Gap 2017: Earnings Differences by Gender, Race, and Ethnicity." Fact Sheet, IWPR #C464. Washington, DC: Institute for Women's Policy Research. <<https://iwpr.org/publications/gender-wage-gap-2017-race-ethnicity/>>.

<sup>5</sup> See Ariane Hegewisch and Heidi Hartmann. 2014. "Occupational Segregation and the Gender Wage Gap: A Job Half Done." Scholar's Paper to Commemorate the 50th Anniversary of the Publication of the Report of President Kennedy's Commission on the Status of American Women. Washington, DC: U.S. Department of Labor <<http://www.dol.gov/asp/evaluation/reports/WBPaperSeries.pdf>> (accessed March 2018). The Carl D. Perkins Vocational and Technical Education Act of 1998 defines a nontraditional occupation for women as one where women are fewer than 25 percent of workers; female-dominated occupations are those in which at least three of four workers are women; male-dominated occupations are those in which at least three of four workers are men.

<sup>6</sup> Teachers at the same level are generally paid similarly, and it is possible that the weekly wage differential of \$152 shown here is due to women and men working at different job levels within this broad category for teachers, or possibly to more men than women taking on extra duties such as coaching or leading special programs.

<sup>7</sup> In 2010, differences of employment across occupations explained 32.9 percent of the gender wage gap and differences in the distribution of women's and men's employment across industries explained 17.6 percent; Francine D. Blau and Lawrence Kahn. 2017. "The Gender Wage Gap: Extent, Trends, and Explanations" *Journal of Economic Literature* 55(3): 789-865

<sup>8</sup> See note 5 above for definition of female- and male-dominated occupations. When part-time workers are included, the share of women workers working in female-dominated occupations is lower, at 38.2 percent; the share of men workers in male-dominated occupations is also lower, at 41.5 percent; IWPR calculation based on U.S. Bureau of Labor Statistics. 2018. "Household Data Annual Averages Table 11. Employed persons by detailed occupation, sex, race, and Hispanic or Latino ethnicity." <<http://www.bls.gov/cps/cpsaat11.htm>> (accessed March 28, 2018).

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<sup>9</sup> When part-time workers are included, 5.5 percent of women work in nontraditional occupations for women, and 5.0 percent of men work in nontraditional occupations for men; source as note 8 above.

<sup>10</sup> See note 5 above for definition of ‘nontaditional’.

<sup>11</sup> See Ariane Hegewisch, Marc Bendick, Barbara Gault, and Heidi Hartmann. 2016. *Pathways to Equity: Narrowing the Wage Gap by Improving Women’s Access to Good Middle-Skill Jobs*. Washington, DC: Institute for Women’s Policy Research, <[www.womenandgoodjobs.org](http://www.womenandgoodjobs.org)> (accessed March 2018); calculations based on median annual earnings for full-time year-round workers.

<sup>12</sup> The 2017 federal poverty threshold for a family of four was \$24,858 (\$478 per week for 52 weeks); see U.S. Census Bureau. 2017. “Poverty Thresholds.” <<https://www.census.gov/data/tables/time-series/demo/income-poverty/historical-poverty-thresholds.html>> (retrieved March 2018). The 2017 SNAP eligibility threshold for a family of four is 130 percent of the federal poverty threshold, \$2,665 per month (\$615 per week); see U.S. Department of Agriculture. 2018. “Supplemental Nutrition Assistance Program (SNAP).” <https://www.fns.usda.gov/snap/eligibility> (retrieved March 2018).

<sup>13</sup> When including part- as well as full-time workers, 9.2 million women work in occupations with median weekly earnings for women for full-time work below the poverty threshold for a family of four, and just under a million (989,012) men work in occupations with median weekly earnings for full-time work for men below the poverty threshold. A further 23.3 million women are in occupations paying them full-time weekly earnings below SNAP eligibility, compared with 11.7 million men in occupations paying full-time weekly earnings below SNAP eligibility.

<sup>14</sup> See Hegewisch and Williams-Baron 2018, at note 4 above.

<sup>15</sup> For an analysis of the largest female-dominated low-wage occupations, see Elyse Shaw, Ariane Hegewisch, Emma Williams-Barron, and Barbara Gault. 2016. *Undervalued and Underpaid in America: Women in Low-Wage, Female-Dominated Jobs* Washington, DC: Institute for Women’s Policy Research <<https://iwpr.org/publications/undervalued-and-underpaid-in-america-women-in-low-wage-female-dominated-jobs/>>.

<sup>16</sup> See Jessica Milli, Ph.D., Yixuan Huang , Heidi Hartmann, Ph.D., Jeff Hayes, Ph.D.. 2017. “The Impact of Equal Pay on Poverty and the Economy.” IWPR Briefing Paper #C445; Washington, DC: Institute for Women’s Policy Research <<https://iwpr.org/publications/impact-equal-pay-poverty-economy/>>

<sup>17</sup> See Hegewisch and Hartmann, at note 5 above.

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*The Institute for Women’s Policy Research (IWPR) conducts and communicates research to inspire public dialogue, shape policy, and improve the lives and opportunities of women of diverse backgrounds, circumstances, and experiences. The Institute’s research strives to give voice to the needs of women from diverse ethnic and racial backgrounds across the income spectrum and to ensure that their perspectives enter the public debate on ending discrimination and inequality, improving opportunity, and increasing economic security for women and families. The Institute works with policymakers, scholars, and public interest groups to design, execute, and disseminate research and to build a diverse network of individuals and organizations that conduct and use women-oriented policy research. IWPR’s work is supported by foundation grants, government grants and contracts, donations from individuals, and contributions from organizations and corporations. IWPR is a 501(c)(3) tax-exempt organization that also works in affiliation with the Program on Gender Analysis in Economics at American University.*

**SMALL TAB #4**

**TriMet Management Jobs Requiring Transit Experience**

Code	# Incumbents	Title	Reports to	Grade	Division
212	2	Manager, Bus Operations (Transportation)	Director, Rail and Bus Operations (Transportation)	16	Transportation
224	1	Manager, LIFT Service Delivery	Director, Transportation Programs	16	Transportation
246	3	Manager, Bus Maintenance	Director, Bus Maintenance	16	Operations
281	1	Director, Bus and Rail Operations (Transportation)	Executive Director of Transportation	18	Operations
284	1	Executive Director, Capital Projects/Construction	General Manager	24	Capital Projects
338	1	Engineer IV	Director, PMLR Project Design/Construction	16	Capital Projects
456	1	Manager, Service Planning	Director, Policy & Planning	16	Operations
459	1	Planner III	Manager, Service Planning	13	Operations
623	2	Manager, Rail Equipment Maintenance	Executive Director, Maintenance Operations	16	Operations
739	1	Director, Operations Planning & Development	Interim Deputy General Manager	20	Operations
777	1	Manager, Capital Planning	Director, Policy & Planning	16	Public Affairs
834	0	Manager, Rail Operations (Street Car)	Director, Bus and Rail Operations (Transportation)	16	Transportation
850	1	Director, Bus and Rail Service Delivery	Executive Director, Transportation	18	Transportation
853	1	Planner III	Director, Policy & Planning	14	Public Affairs
857	0	Director, Operations Support	Executive Director, Transportation	18	Operations
899	1	Director, Rail and Bus Operations (OCC & Field Ops)	Executive Director, Transportation	18	Transportation
941	0	Planner III	Manager, Service Planning	13	Public Affairs
961	0	Engineer I - Rail Vehicle	Director, Systems Engineering	13	Capital Projects
1011	1	Manager, Workforce Utilization	Director, Service Delivery	15	Operations
1035	1	Assistant Manager, Commuter Rail Operations	Director, Commuter Rail / RR Compliance	14	Operations
1096	1	Manager, Service Performance and Analysis	Director, Operations Planning & Development	16	Operations
1124	1	Chief Operating Officer	General Manager	26	Office of the General Manager
1155	4	Assistant Project Manager - CP Vehicles	Manager, CP Vehicle Engineering	14	Capital Projects
1157	1	Manager, Bus and Rail Operations (OCC)	Director, Rail and Bus Operations (OCC and Field Operations)	16	Operations
1162	1	Planner III, STP	Manager, Service Planning	13	Public Affairs
1174	2	Manager, Rail Transportation	Director, Transportation	16	Transportation
1182	1	Manager, Bus and Rail Operations (field Operations)	Director, Rail and Bus Operations (OCC and Field Operations)	16	Operations
1194	1	Manager, Bus and Rail Operations (Operating Rules, Procedures, & Instructions)	Director, Bus and Rail (Transportation)	16	Operations
1200	1	Assistant Manager, Bus and Rail Operations (Operating Rules, Procedures, & Instructions)	Manager, Bus and Rail Operations (Rules Procedures, and Instructions)	15	Operations

**Prerequisites for TriMet Management Jobs Requiring Transit Experience**

Position Code	Grade	Title	Division	Reports To	Prerequisites
212	16	Manager, Bus Operations (Transportation)	Transportation	Director, Rail and Bus Operations (Transportation)	Bachelor's degree in Public Administration, Transportation/Logistics, Transportation/Urban Planning or a related discipline. A minimum of 10 years total credited experience. Experience in a transportation, or service related industry with 3 years in an assistant manager level role in one of the following area: Control Center, Field Operations, and/or Transportation. Intermediate skills with Word, Excel, Outlook, database applications and other software applications required. Must possess valid Class C drivers' license and be able to obtain a Class B Commercial Driver's License, with passenger endorsement and without airbrake restriction.
224	16	Manager, LIFT Service Delivery	Transportation	Director, Transportation Programs	Bachelor's degree in business management, public administration, transportation, management, or related field, with course work in statistics and project management. Graduate degree may substitute for two years of experience. A minimum of 10 years total credited experience. 3 of which must have been supervisory, in operations management, operational analysis, project management, information technology, or related disciplines. 3 years of experience must have been in a large-scale transportation operation. Experience in a demand response transit program within an ADA regulated environment, serving the elderly and/or persons with disabilities, desired. Or any equivalent combination of training or experience.
246	16	Manager, Bus Maintenance	Operations	Director, Bus Maintenance	Bachelor's Degree in Business, Engineering, Transportation Management, Public Administration, or related discipline. A minimum of 10 years total credited experience. Five of which are progressively responsible management role in transportation, equipment maintenance, urban rail transit, transit operations or project management at a large public or private organization. Experience with managing union and non-union workforce; urban rail transit experience required. Experience may be substituted for education at a ratio of two to one (two years of experience equates to one year of education/training required).

Position Code	Grade	Title	Division	Reports To	Prerequisites
281	18	Director, Bus and Rail Operations (Transportation)	Operations	Executive Director of Transportation	Bachelor's degree in Public Administration, Transportation/Logistics, Transportation/Urban Planning or a related discipline. A minimum of 11 years total credited experience. Experience in a transportation, transit, or service related industry with 5 years in a manager level role in one of the following area: Control Center, Field Operations, and/or Transportation. Intermediate skills with Word, Excel, Outlook, database applications and other software applications required. Must possess valid Class C drivers' license and be able to obtain a Class B Commercial Driver's License, with passenger endorsement and without airbrake restriction.
284	24	Executive Director, Capital Projects/Construction	Capital Projects	General Manager	Bachelor's degree in Engineering, Architecture, Urban Design, Management or related field. A minimum of 12 years total credited experience. Senior management position with an emphasis on project management, transportation, transit or rail development is required. A Master's degree and Professional Engineering license is desirable, but not required.
338	16	Engineer IV	Capital Projects	Director, PMLR Project Design/Construction	Bachelor's degree in civil engineering, engineering, or related field. Licensed as Professional Engineer in the State of Oregon or Professional Engineer eligible for licensing in the State of Oregon. A minimum of 8 years total credited experience. Experience as competent, practicing civil engineer, including four years of experience in an area directly related to civil alignment design, inspection, or construction management of transportation projects. Experience as construction or design project manager. Three years experience using AutoCAD/Softdesk design software. Experience using personal computer and applicable business software applications. Or any equivalent combination of training and experience.
456	16	Manager, Service Planning	Operations	Director, Policy & Planning	Bachelor's degree in planning, engineering, systems analysis, public administration or similar field. A minimum of 10 years total credited experience. Progressively responsible experience in transportation planning, including four years with a transportation/transit industry. Two years in lead or supervisory capacity. Or any equivalent combination of experience and training.

Position Code	Grade	Title	Division	Reports To	Prerequisites
459	13	Planner III	Operations	Manager, Service Planning	Bachelor's degree in planning, engineering, systems analysis, public administration, or similar field. Master's degree desired and may substitute for one year of experience. A minimum of 6 years total credited experience. Three years of experience in transportation planning, including two years with a transportation/transit agency. Or any equivalent combination of experience and training.
623	16	Manager, Rail Equipment Maintenance	Operations	Executive Director, Maintenance Operations	Bachelor's Degree in Business, Engineering, Transportation Management, Public Administration, or related discipline. A minimum of 10 years total credited experience. Five of which are in a progressively responsible management role in transportation, equipment maintenance, urban rail transit, transit operations or project management at a large public or private organization. Experience with managing union and non-union workforce; urban rail transit required. Experience may be substituted for education at a ratio of two to one (two years of experience equates to one year of education/training required).
739	20	Director, Operations Planning & Development	Operations	Interim Deputy General Manager	Bachelor's degree in Planning, Business Administration, Transportation Management, Engineering, Public Administration or a related discipline. A graduate degree is preferred. A minimum of 11 years total credited experience. Progressively responsible experience in management of urban mass transit operations or related large operating and capital project intensive organizations. Mass transit experience should include experience in the following functional areas: bus and rail transit operations, operations planning, budgeting and management of operating expenses, and capital replacement and construction programs. As this role involves managing and negotiation of existing and future external government and business relationships, proven negotiation skills are a prerequisite. Or any equivalent combination of training and experience.



Position Code	Grade	Title	Division	Reports To	Prerequisites
777	16	Manager, Capital Planning	Public Affairs	Director, Policy & Planning	<p>Master's Degree in Planning, Economics, Engineering, Systems Analysis or related field. A minimum of 10 years total credited experience. Progressively responsible experience in transportation planning within the transportation/transit industry. Experience managing teams of staff and consultants on transit-related planning and/or design. Or any equivalent combination of training and experience.</p>
834	16	Manager, Rail Operations (Street Car)	Transportation	Director, Bus and Rail Operations (Transportation)	<p>Bachelor's degree in Public Administration, Transportation/Logistics, Transportation/Urban Planning or a related discipline. A minimum of 10 years total credited experience. Experience in a transportation, or service related industry with 3 years in an assistant manager level role in one of the following area: Control Center, Field Operations, and/or Transportation. Intermediate skills with Word, Excel, Outlook, database applications and other software applications required. Must possess valid Class C drivers' license and be able to obtain a Class B Commercial Driver's License, with passenger endorsement and without air brake restriction.</p>
850	18	Director, Bus and Rail Service Delivery	Transportation	Executive Director, Transportation	<p>Bachelor's degree in Transportation/Urban Planning, Statistics, Transportation/Logistics, or a related field. A minimum of 11 years total credited experience. Overall experience with five years in a management-level position in bus and rail operations, scheduling, service planning, special event service planning, track access planning, and manpower planning. Two years overseeing a major transportation function desired. Valid Oregon Class C driver license. Master's degree in related field desirable. Or an equivalent combination of training and experience.</p>
853	14	Planner III	Public Affairs	Director, Policy & Planning	<p>Bachelor's degree in Planning, Engineering, Architecture, Landscape Architecture, Systems Analysis, Public Administration or similar field. Master's degree desired. A minimum of 6 years total credited experience. Progressively responsible experience in transportation planning, including two years with a transportation/transit agency. Or any equivalent combination of experience and training.</p>

Position Code	Grade	Title	Division	Reports To	Prerequisites
857	18	Director, Operations Support	Operations	Executive Director, Transportation	Bachelor's degree in Business or Public Administration, Transportation Management, Engineering or a related discipline. A graduate degree is desired. A minimum of 11 years total credited experience. Progressively responsible experience in management of mass transit operations comparable to TriMet. Experience must include direct responsibility for operations, for both union and non-union personnel, and for operations budgets and expenses. Or any equivalent combination of training and experience.
899	18	Director, Rail and Bus Operations (OCC & Field Ops)	Transportation	Executive Director, Transportation	Bachelor's degree in Public Administration, Transportation/Logistics, Transportation/Urban Planning or a related discipline. A minimum of 11 years total credited experience. Experience in a transportation, or service related industry with 5 years in a manager level role in one of the following area: Control Center, Field Operations, and/or Transportation. Intermediate skills with Word, Excel, Outlook, database applications and other software applications required. Must possess valid Class C drivers' license and be able to obtain a Class B Commercial Driver's License, with passenger endorsement and without airbrake restriction.
941	13	Planner III	Public Affairs	Manager, Service Planning	Bachelor's degree in Planning, Engineering, Systems Analysis, Public Administration or similar field. Master's degree desired and may substitute for one year of experience. A minimum of 6 years total credited experience. Experience in transportation planning, including two years with a transportation/transit agency. Or any equivalent combination of experience and training.
961	13	Engineer I - Rail Vehicle	Capital Projects	Director, Systems Engineering	Bachelor's degree in electrical or mechanical engineering. A minimum of 6 years total credited experience. Two years of general light rail systems experience. Or any equivalent combination of training and experience.

Position Code	Grade	Title	Division	Reports To	Prerequisites
1011	15	Manager, Workforce Utilization	Operations	Director, Service Delivery	Bachelor's degree in Public Administration, Transportation/Logistics, Transportation/Urban Planning, Statistics, or a related discipline. A minimum of ten (10) years total credited experience. Experience in the management of bus and/or rail operations with 3 years in an assistant manager, supervisory, and/or equivalent role in one of the following areas: Control Center, Field Operations, Service Delivery (Station Agent), Transportation, and/or Training and Development. Direct experience with transportation Extra Board operations is desirable. Intermediate skills with Word, Excel, Outlook, database applications and other software applications. Must possess valid Class C drivers' license and be able to obtain a Class B Commercial Driver's License, with passenger endorsement and without airbrake restriction. Or any equivalent combination of training and experience.
1035	14	Assistant Manager, Commuter Rail Operations	Operations	Director, Commuter Rail / RR Compliance	Bachelor's degree in Business Administration, Transportation Management, Public Administration or a related field. A minimum of eight (8) years total credited experience. Progressively responsible experience in passenger/commuter railroad operations, urban rail transit operations or project management in a related field. Management experience in railroad or transit vehicle maintenance desired. Or any equivalent combination of training and experience.
1096	16	Manager, Service Performance and Analysis	Operations	Director, Operations Planning & Development	Bachelor's Degree in Transportation, Engineering, Systems Analysis, Public Administration or related field. A minimum of 10 years total credited experience. Progressively responsible experience in transportation operations or planning, including at least 6 years with a multi-modal mass transit agency. At least three years of experience in mass transit operations analysis, performance measurement, statistics, process and organizational improvement. Proficiency with personal and networked computers using desktop and web software. Or any equivalent combination of training and experience.

Position Code	Grade	Title	Division	Reports To	Prerequisites
1124	26	Chief Operating Officer	Office of the General Manager	General Manager	Bachelor's Degree in Public Administration, Business Administration, Transportation, Planning, Engineering or related field. A graduate degree is preferred. A minimum of 13 years of credited experience. At least seven of which includes management in public transit operations. Experience with a multi-modal transit agency is strongly preferred.
1155	14	Assistant Project Manager - CP Vehicles	Capital Projects	Manager, CP Vehicle Engineering	Bachelor's Degree in Electrical or Mechanical Engineering. Professional registration from the State of Oregon is desired. A minimum of 10 years total credited experience. General passenger rail vehicle and/or systems experience. Or any equivalent combination of training and experience.
1157	16	Manager, Bus and Rail Operations (OCC)	Operations	Director, Rail and Bus Operations (OCC and Field Operations)	Bachelor's degree in Public Administration, Transportation/Logistics, Transportation/Urban Planning or a related discipline. A minimum of 10 years total credited experience. Experience in a transportation, or service related industry with 3 years in an assistant manager level role in one of the following area: Control Center, Field Operations, and/or Transportation. Intermediate skills with Word, Excel, Outlook, database applications and other software applications required. Must possess valid Class C drivers' license and be able to obtain a Class B Commercial Driver's License, with passenger endorsement and without airbrake restriction.
1162	13	Planner III, STP	Public Affairs	Manager, Service Planning	Bachelor's degree in Planning, Public Administration or similar field. Master's degree desired. A minimum of six (6) years total credited experience. Four years of progressively responsible experience in transportation planning, including two years with a transportation/transit agency. Or any equivalent combination of experience and training.

Position Code	Grade	Title	Division	Reports To	Prerequisites
1174	16	Manager, Rail Transportation	Transportation	Director, Transportation	Bachelor's degree in Public Administration, Transportation/Logistics, Transportation/Urban Planning or a related discipline. A minimum of 10 years total credited experience. Experience in a transportation, or service related industry with 3 years in an assistant manager level role in one of the following area: Control Center, Field Operations, and/or Transportation. Intermediate skills with Word, Excel, Outlook, database applications and other software applications required. Must possess valid Class C drivers' license and be able to obtain a Class B Commercial Driver's License, with passenger endorsement and without airbrake restriction.
1182	16	Manager, Bus and Rail Operations (field Operations)	Operations	Director, Rail and Bus Operations (OCC and Field Operations)	Bachelor's degree in Public Administration, Transportation/Logistics, Transportation/Urban Planning or a related discipline. A minimum of 10 years total credited experience. Experience in a transportation, or service related industry with 3 years in an assistant manager level role in one of the following area: Control Center, Field Operations, and/or Transportation. Intermediate skills with Word, Excel, Outlook, database applications and other software applications required. Must possess valid Class C drivers' license and be able to obtain a Class B Commercial Driver's License, with passenger endorsement and without airbrake restriction.
1194	16	Manager, Bus and Rail Operations (Operating Rules, Procedures, & Instructions)	Operations	Director, Bus and Rail (Transportation)	Bachelor's degree in Public Administration, Transportation/Logistics, Transportation/Urban Planning, Technical Writing, or a related discipline. A minimum of 10 years total credited experience. Experience in the management of bus and/or rail operations with 3 years in an assistant manager level role in one of the following area: Control Center, Field Operations, Transportation, and/or Training and Development. Intermediate skills with Word, Excel, Outlook, database applications and other software applications required. Must possess valid Class C drivers' license and be able to obtain a Class B Commercial Driver's License, with passenger endorsement and without airbrake restriction.

Position Code	Grade	Title	Division	Reports To	Prerequisites
1200	15	Assistant Manager, Bus and Rail Operations (Operating Rules, Procedures, & Instructions)	Operations	Manager, Bus and Rail Operations (Rules Procedures, and Instructions)	Bachelor's degree in Public Administration, Transportation/Logistics, Transportation/Urban Planning, Technical Writing, or a related discipline. A minimum of eight (8) years total credited experience. Experience in the management of bus and/or rail operations with 3 years in a supervisory role in one of the following areas: Control Center, Field Operations, Transportation, and/or Training and Development. Intermediate skills with Word, Excel, Outlook, database applications and other software applications required. Must possess valid Class C drivers' license and be able to obtain a Class B Commercial Driver's License, with passenger endorsement and without airbrake restriction.

**SMALL TAB #5**



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<b>Title</b>	Salary Administration	<b>Former Title(s)</b>	Salary: Non-Union Employees Compensation
<b>Policy #</b>	2.1	<b>Former Policy#</b>	HR-420
<b>Section</b>	2. Compensation – Non-Union Employees		
<b>Revision Date</b>	July 15, 2018; May 1, 2018; March 23, 2016; June 9, 2015	<b>Policy Owner</b>	Labor Relations & Human Resources

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**Purpose**

This policy outlines the non-union salary program philosophy and administration, which are part of a “total compensation” approach that includes health, retirement benefits, training and development, work-life balance and recognition.

**Scope**

This policy applies to all non-union TriMet employees. The employment terms set out in this policy work in conjunction with, and do not replace, amend or supplement any terms or conditions of employment stated in any collective bargaining agreement. The Labor Relations & Human Resources Division (LRHR) administers this policy.

**Policy**

Subject to budget availability, TriMet’s policy is to align employees’ actual salaries at least to the level of their predicted compensation using the Salary Placement Form (SPF) and Predicted Compensation Model (PCM). TriMet’s overall compensation philosophy is based upon two key principles. First, the midpoint of TriMet’s jobs should be set at the market average. A market-based approach allows TriMet to attract, retain and develop a diverse and highly skilled workforce while responding more quickly than other job pricing techniques as the job market changes; it also is legally more defensible. Second, an employee’s salary should be placed in the salary range using objective compensable factors contained in Oregon’s pay equity law, including the employee’s credited experience, educational credentials, and performance.

**Guidelines**

Compensation Program Overview

TriMet’s salary administration program is subject to the availability of budgeted funds. TriMet does not guarantee an annual salary increase to any of its non-union employees.

Market Competitive

To pay competitively, a position’s salary range midpoint is set to the position’s market average rate. In pricing jobs, we consider both transit and non-transit comparators and take into account geographical pay differences. Generally, the “market” is determined based upon what is paid for comparable positions in the areas from which we draw talent. In other words, the market is based upon where we typically recruit from and where we lose talent to other companies. For example, if a search is national, TriMet’s considers national market data; if it is local, TriMet considers local market



data. If non-local market data is used, it is adjusted for geographical differences in labor rates (not the cost of living index).

#### Driven by objective, identifiable, defensible compensatory factors

TriMet administers salary under the framework of the Predicted Compensation Model (PCM). PCM targets the placement of an employee's salary within the salary range (minimum to maximum) based upon objective compensatory factors relative to the job's prerequisites. The compensatory factors include credited experience, education (including degrees and certifications) and performance.

#### Career Development Based

Career and long-term salary growth is facilitated by utilizing the full salary range spread (between minimum to maximum) and by offering a variety of career opportunities in positions across the agency.

#### Non-Discriminatory Program

Employees are compensated for their assigned responsibilities reflected in a job description, credited experience, educational credentials and performance without regard to gender, pregnancy, race/ethnicity, national origin, sexual orientation, religion, age, disability, gender identity, military/veteran status, political affiliation, family relationship, or any other group protected by law. TriMet regularly uses a statistical process to conduct pay equity analyses and discrimination testing to identify any salary disparity between the groups. Based on the findings, corrective action is identified and taken, subject to available funds.

#### Job Grade Salary Structure

The Grade Salary Structure is a list of all TriMet's grades and shows the range minimum, midpoint, and maximum. The job grade salary midpoint is set to 100% of the market mean average. The job grade minimum is set at 80% of the market average, and the job grade maximum is set at 120% of the market average. Thus, the job grade salary range spread from minimum to maximum is 50% (80%/120%).

Each year, TriMet reviews and adjusts the Job Grade Salary Structure based upon prevailing market conditions. As a matter of policy, employees should be paid within the job grade salary range for their position. When the Job Grade Salary Structure is adjusted, if an employee's salary falls below the range minimum, the employee's salary should be adjusted upward at least to the new grade minimum, either immediately or within a reasonable time. Whenever possible, adjustments required by movement in the Job Grade Salary Structure should be made retroactive to the effective date of the new grade structure. If the adjustment is made at the time of merit increases, then the employee should receive both a "bring to minimum" adjustment and a regular merit increase, if applicable, so long as the total adjustment results in the employees' salary being below their predicted compensation.

#### Job Descriptions

Job descriptions outline a job's primary purpose, essential functions, prerequisites, and Knowledge, Skills and Abilities (KSAs). TriMet uses this information to evaluate jobs, as well as in recruiting candidates, evaluating performance, and establishing career development plans.

Having accurate job descriptions is essential to ensuring compliance with legal requirements, such as the Fair Labor Standards Act and provisions of the Americans with Disabilities Act. Job descriptions

should be reviewed when substantive changes are made to the primary purpose, essential functions, or prerequisites of the position, and they should be verified or updated prior to recruiting for an open position or promoting incumbents. However, not all changes to the job description warrant a grade change. In fact, they generally do not unless the change is substantial and market rates warrant the grade change.

#### Salary Placement Form (SPF)

The Salary Placement Form (SPF) is a part of the Predicted Compensation Model (PCM). A SPF should be used to calculate the predicted compensation at the time of employment offer for new hires, for job changes initiated by a promotion, lateral transfer or demotion, and during a market adjustment review.

The SPF calculates the predicted compensation by comparing and analyzing credited experience, educational credentials and performance, the objective compensable factors TriMet uses, relative to the job's prerequisites (minimum experience and education requirements). This comparison calculates "employee points" and, in turn, the predicted salary. The predicted salary then is fine-tuned (either up or down) to reflect the net value of TriMet's benefits, resulting in the final predicted compensation. The net value of TriMet's benefits compared to the market is calculated, taking into consideration medical, retirement and vacation.

Managers use the predicted compensation to make salary offers. Aligning actual salary offers with the predicted compensation strengthens the relationship to pay equity and compliance with federal and state law. All salary actions must be completed by the appropriate HR representative, approved via MSS Workflow, and confirmed as within budget before the salary action is communicated to an employee or candidate.

#### Salary Administration

TriMet's management staff is expected to keep the following principles in mind when administering salaries.

##### **Key Principles**

- Employees' base salaries should not be less than the predicted compensation, as calculated by the SPF per the Predicted Compensation Model (PCM). This means that employees' predicted compensation should be placed between the minimum and maximum of the grade range based on the objective compensatory factors incorporated into the PCM model.
- All other things equal, employees with higher ratings for the compensatory factors will be higher in the grade salary range.
- All other things equal, employees toward the bottom of the grade salary range should move along in the grade salary range at a faster pace than those higher in the grade range, which recognizes the effect of the learning curve. The goal is to propel employees toward the midpoint early in their learning curve for a new job.
- Generally, employee salaries should not be placed below the grade range minimum, and only in extraordinary circumstances will salaries be above the maximum of the salary range.
- In a market-based salary system, job comparisons are to comparable jobs in the market, not to dissimilar jobs within TriMet.
- Salary actions should be processed on a timely basis and generally should not be made retroactive.

### Types of Salary Adjustments

TriMet has the following types of salary actions for non-union personnel:

- Annualized Merit Salary Increases (base pay increase)
- Promotional Increase (base pay increase)
- Lateral Transfer, Reclassification, Demotion Adjustment (base pay adjustment)
- Market Adjustments (base pay increase)
- Adder Pay (temporary base pay increase)

### Annualized Merit Salary Increases

TriMet's available budget, the employee's performance rating, and the employee's predicted compensation determine the employee's merit increase. TriMet uses a *Salary Planner* Tool to calculate and administer the merit increases. All employees, regardless of their current salary relative to predicted compensation, are eligible for annual merit increases. An employee whose salary is above the predicted compensation is eligible for a merit increase. TriMet does not guarantee an annual merit salary increase; they are based upon available funds.

Only regular full-time or part-time employees hired four months or more before the effective date of the merit increases are eligible for a merit increase. Executive Directors retain the ability to delay a salary increase and reserve funds to later in the fiscal year due to address documented performance issues. Refer to the Salary Program Guideline Manual for additional information.

During the annual merit review process, employees approaching the grade salary range maximum, or who have been grandfathered at or above the grade salary range maximum, are eligible for a lump sum payment equivalent to the merit increase if they were not above the maximum of the grade salary range. Employees whose salary is below the minimum of the new grade minimum should receive an increase to adjust their salaries at least to the minimum of the grade range, as described above.

### Promotional Increase

A promotional increase occurs when an employee moves into a higher-graded position to recognize greater scope, complexity, autonomy, and/or knowledge. A promotional increase also may occur when an employee's current position is changed and is reclassified to a higher-graded position. Promotions are defined as a change to a higher grade.

Promotions may occur within the same job family, such as advancing from (Accountant I, Grade 15 to Accountant II, Grade 16) or through a competitive action to a different job family (Accountant I, Grade 15 to Operations Analyst, Grade 16.) The new higher-graded position must be established in the salary administration system with a job description approved by Compensation before the employee may be promoted into the position.

Normally, a salary increase occurs at the same time as the promotion if funds are available and if the SPF supports a higher salary. A good rule of thumb for a promotional increase is between 5% - 8% per grade change, with a total increase ranging between 5 - 20% for multiple grade increases. However, the SPF and PCM are the controlling, and the ultimate goal is to set the employee's salary appropriately in the salary range. In fact, in some cases, a promotional increase may not be warranted if the employee's current salary is already at an appropriate placement within the grade range of the new position, as determined by the PCM. Promotional increases resulting in a higher

salary than recommended by PCM (+/- 3%) requires Executive Director, LRHR or General Manager approval.

#### Market Adjustments

A "Market Adjustment" is a salary increase to an employee's base salary when an employee remains in the same graded position, but there exist bona fide compensation justifying an increase. These reasons may include, but are not limited to, an employee's current salary being below the SPF's predicted compensation, increased skills and performance, pay equity among employees in the same position with comparable skills, salary compression, or market conditions. Annualized Job Grade Salary Structure Adjustments do not justify a Market Adjustment unless the employee's salary is below the new Grade Minimum.

Market Adjustments may be initiated by Human Resources or the employee's Executive Director. In any case, funds must be available and a SPF must be completed to compare the employee's proposed salary to the predicted compensation. Market adjustments resulting in a higher salary than the recommended predicted compensation requires Executive Director, LRHR or General Manager approval.

#### Adder Adjustment - Temporary Base Pay Adjustments

Adder Pay is a temporary salary increase to an employee's base salary when TriMet believes an employee will assume significant additional or higher-graded duties outside of the employee's typical scope of work area or serve in a project management role in addition to his/her normal duties, for a temporary period. The adder pay period should be greater than four (4) weeks and typically should not exceed six (6) months. A temporary situation may be triggered due to a temporary restructuring, resignation or seasonable work requiring coverage. Subject to the following guidelines, an employee may be eligible to receive the temporary Adder Pay while serving in such a capacity:

##### Project Management Role

- The scope, impact, and value of the project are significant and important to TriMet and beyond the typical scope of the employee's regular duties.
- The project duration is anticipated to be greater than four weeks, and typically up to six months. If a project is greater than one year, then a permanent salary adjustment should be completed per an SPF analysis and re-evaluated upon completion of the temporary project. Adder Pay may be extended beyond six month with LRHR Executive Director approval.
- The employee will continue to perform his/her regular duties.
- The employee will spend at least 25% additional time working on the project.
- Adder pay will range from 3%-8% of base salary depending on the project's scope, impact and value.
- Employees whose jobs routinely manage projects are not eligible for project-related Adder Pay because the market average for such jobs already reflects this level of responsibility.

##### Significant Additional or Higher-Level Responsibilities

- The employee will spend at least 25% additional time fulfilling the interim significant additional higher-level duties in addition to their regular duties; typically, this is higher-level duties.
- The interim duties are critical to TriMet, cannot be deferred, and cannot be performed by others in the agency.

- Duration of the interim duties is anticipated to be greater than four weeks, but less than six months.
- The employee will continue to perform his/her regular duties.
- Adder pay will range from 5 - 8% of base salary for additional higher-level (higher-grade) work.

Requests for Adder Pay require an Adder Pay Form outlining the justifying criteria and must be approved as outlined in the MSS PO Workflow before the MSS PO action is initiated. All Adder Pay requests must be for future work and include a completion date. Adder Pay will not be granted for work performed in a prior pay period. Funding for Adder Pay must be identified at the time of request.

#### Lateral Transfers, Demotion or Reassignment to Lower-Graded Job

A lateral transfer is a job change where the salary grade range of both the former and new job is the same. A demotion is a job change to a lower graded position. In a lateral transfer, the grade remains the same, but the difference in predicted salary based upon compensatory factors may warrant a change in the predicted compensation. A SPF should be completed to calculate the new predicted compensation based on the new comparison between the employee's compensatory factors and job's prerequisites. If the employee's salary is below the new-predicted compensation, a market adjustment may be warranted. Conversely, if an employee's salary is above the new-predicted compensation, a salary increase is not warranted and the information should be considered in future salary decisions, such as the annual merit program, to better align the salary with the predicted compensation.

In a demotion, an effort should be made to protect an employee's salary if his/her salary is within the new grade salary range and if it aligns with the new-predicted compensation. Although predicted salary should be the primary factor, demotions require case-specific collaborations to determine whether to grandfather the employee at his/her current salary.

#### Employees Returning from a Leave of Absence

Employees returning from paid leave absences pursuant to the Family Medical Leave Act (FMLA) or Uniformed Services Employment and Reemployment Rights Act (USERRA) will be eligible for salary adjustments in the same manner as if they had not been on leave. However, the duration of employment and other factors, such as performance, and predicted compensation will be considered during the salary adjustment process for employees on other forms of paid leave and unpaid leave of absences during the year.

#### Late Salary Actions

Effective dates for base salary adjustments should be processed during the current payroll period. Base salary adjustments should be made retroactive only in cases of payroll or administrative error. They will not be made retroactive due to the delayed processing.

#### Salary Administration Program Exceptions

The content of this policy and associated guidelines are intended to be standard operating procedures. Exceptions require approval by the Executive Director, Labor Relations and Human Resources (LRHR) or the General Manager. Exceptions will be granted only in rare circumstances on a case-by-case basis. No employee is entitled to any payment or salary adjustment until it is

formally approved. Furthermore, this policy is subject to periodic review by TriMet, which may at any time and for any reason, modify, suspend or terminate the policy or practice.

**Resources/Forms**

For ongoing assistance regarding the MSS Workflow administration and processing of salaries for non-union employees, please refer to the Manager Self Service (MSS) section of the [Labor Relations & Human Resources](#) page on TriNet. Please also refer to this same page for the current Non Union Salary Structure.

**SMALL TAB #6**

## Oregon Bureau of Labor & Industries

### OREGON EQUAL PAY LAW

Oregon law currently prohibits employers from discriminating between “the sexes” in the payment of wages for work of comparable character. ORS 652.220.

The Equal Pay Law (House Bill 2005), enacted by the 2017 Oregon Legislative Assembly, amends the current law as follows:

#### Unlawful Practices Under Equal Pay Law

Effective January 1, 2019, the law makes it an unlawful employment practice under ORS chapter 659A (Unlawful Discrimination laws) for an employer to:

In any manner discriminate between employees on the basis of an employee’s status as a member of a protected class[1] in the payment of wages or other compensation[2] for work of comparable character;

Pay wages or other compensation to any employee at a rate greater than that at which the employer pays wages or other compensation to employees of a protected class for work of comparable character;

Screen job applicants based on current or past compensation;

Determine compensation for a position based on current or past compensation of a prospective employee (not including a current employee of the employer during a transfer, move or hire of the employee to a new position with the same employer);

Seek the pay history of an applicant or employee from the applicant or employee or a current or former employer of the applicant or employee before the employer makes an offer of employment to the prospective employee that includes an amount of compensation. ORS 652.220(1); ORS 659A[3].

#### Pay History

Effective October 6, 2017 employers are prohibited from seeking the pay history of an applicant or employee from the applicant or employee or a current or former employer of the applicant or employee before the employer makes an offer of employment to the prospective employee that includes an amount of compensation;

BOLI enforcement of this provision will begin January 1, 2019;



Alleged violations of this provision are only enforceable by filing a complaint with BOLI through 2023. Effective January 1, 2024, an individual may also elect to bring a civil suit alleging violation of this provision.

**Permitted Circumstances for Paying Employees Performing Work of a Comparable Character at Different Compensation Levels**

The law provides that employers may pay employees for work of comparable character at different compensation levels if all of the difference in compensation levels is based on a bona fide factor that is related to the position and is based on:

A seniority system;

A merit system;

A system that measures earnings by quantity or quality of production, including piece-rate work;

Workplace locations;

Travel, if travel is necessary and regular for the employee;

Education;

Training;

Experience; or

Any combination of these factors, if the combination of factors accounts for the entire compensation differential. ORS 652.220(2).

**Additional Provisions of Equal Pay Law**

ORS 652.220(3) currently prohibits employers from discriminating against an employee because the employee has filed a complaint under the law or has testified, is about to testify, or because the employer believes the employee may testify in any investigation or proceedings related to the law. Effective January 1, 2019 the provisions of this law will extend to complaints filed under ORS chapter 659A (Unlawful Discrimination laws). In addition, the following provisions have been added to the law:

Employers may not reduce the compensation of any employee in order to comply with the law;

Amounts owed to an employee because of a failure of an employer to comply with the requirements of the Equal Pay Law are considered "unpaid wages" under the law;

Employees who assert violations of the Equal Pay Law may file complaints with the Civil Rights Division of the Bureau of Labor and Industries (BOLI) or a civil action within one year after the occurrence of the unlawful practice;

An unlawful compensation practice is deemed to have occurred each time compensation is paid pursuant to a discriminatory compensation decision or other practice;

Notices of claim against public bodies (tort claim notices) must be given within 300 days of discovery of the alleged loss or injury;

Employers are required to post a notice of the requirements of the law in every establishment where employees work. BOLI is to provide a template that meets the required notice provisions. ORS 652.220(4)-(7); ORS 652.230(5)-(7); 659A.875(7) and (8).

### **Legal Remedies under the Law**

The law provides that if the commissioner of BOLI issues a final order in favor of a complainant alleging a violation of the Equal Pay Law, the law provides that the order must require the employer to pay an award of back pay for the lesser of:

The two-year period immediately preceding the filing of the complaint, plus the period of time commencing with the date on which the complaint is filed and ending on the date on which the commissioner issued the order; or

The period of time the complainant was subject to an unlawful wage differential by the employer plus the period of time commencing with the date on which the complaint is filed and ending on the date on which the commissioner issued the order. ORS 659A.870(4).

Courts may award injunctive relief and any other equitable relief that may be appropriate, including back pay, as well as compensatory damages. ORS 659A.885(5).

### **Equal-Pay Analyses as Defense in Award of Compensatory and Punitive Damages**

The amended law provides authority to courts to grant employer motions to disallow awards of compensatory and punitive damages in civil actions alleging violations of the Equal Pay Law if the employer demonstrates by a preponderance of the evidence that the employer:

Completed within three years before the date that the employee filed the action, an equal-pay analysis of the employer's pay practices in good faith that was reasonable in detail and scope in light of the size of the employer and related to the protected class asserted by the plaintiff in the action; and

Eliminated the wage differentials for the plaintiff and has made reasonable and substantial progress toward eliminating wage differentials for the protected class asserted by the plaintiff.

If the court grants an employer's motion to disallow awards of compensatory and punitive damages, the court may award back pay only for the two-year period immediately preceding the filing of the action, and may allow the prevailing plaintiff costs and reasonable attorney fees.

Evidence of an equal-pay analysis under this law is not admissible in any other proceeding.

Information that an employer has not completed an equal-pay analysis may not be used as evidence of a violation of the law.

September 2017

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[1] "Protected class" is defined as "a group of persons distinguished by race, color, religion, sex, sexual orientation, national origin, marital status, veteran status, disability or age. ORS 652.210(5).

[2] "Compensation" is defined to include "wages, salary, bonuses, benefits, fringe benefits and equity-based compensation."

[3] Effective October 6, 2017 but not enforced until January 1, 2019.

**SMALL TAB #7**

## DANIEL RUPRECHT

18815 Parkwood Place  
West Linn, OR 97068

(503) 826-3264  
danielruprecht@gmail.com

### Experience

**First Tech Federal Credit Union**  
*Capital Markets Analyst*

Beaverton, OR  
Mar. 2016-present

- Analyze non-agency and agency MBS, CMOs, munis, and other bonds using Bloomberg and Intex, focusing on deal structure, collateral quality, and prepayment speeds. Help formulate portfolio strategy including duration, credit, and sector exposures.
- Create screens to identify buy and sale candidates. Build software tools to accelerate and deepen analysis of portfolio and individual bonds. Read widely in broker and academic research.
- Contribute to balance sheet, liquidity, and asset-liability strategy and loan pricing and credit models.
- Present results to executive committees each month. Mentor two junior analysts.

**Quantitative Research Partners, LLC**  
*Principal*

Lake Oswego, OR  
2009-2016

- Provided investment, statistical, economic, analytic, and technology consulting to external clients. Created software, spreadsheets, and data management tools as needed for the analyses.
- Researched financial strategies and investment ideas in all asset classes for trading in own account. Areas included asset allocation, systematic trading, retirement spending rules, and real estate.

**Traxis Partners, a \$2B global macro hedge fund**  
*Quantitative Analyst*

New York, NY  
2003-2008

- Developed and implemented all aspects of a quantitative long-short equity country selection strategy, including background research, data procurement and cleaning, factor testing, portfolio construction, deployment, and PNL analysis. Strategy ran live on \$40 million for two years.
- Researched own and others' discretionary trade ideas in and across all asset classes, based on macroeconomic conditions, valuation, and sentiment, and made recommendations to portfolio managers. Trade types included asset allocation, market timing, and asset selection.

### Education

**Carnegie Mellon University**  
*M.S. in Computational Finance – 3.67 G.P.A.*

Pittsburgh, PA  
2003

**Lewis & Clark College**  
*B.A. in Mathematics, cum laude – 3.80 G.P.A.*

Portland, OR  
2001

- CFA Level 2 Candidate (June 2018)
- GMAT: 770/800 (99<sup>th</sup> percentile)
- National Merit Scholar
- Pamplin Fellowship, “the highest honor bestowed by Lewis & Clark College on its students”

### Skills

- **Investment Analysis:** Macroeconomics, sector rotation, investment valuation, financial statement analysis, investment strategy design and testing, derivatives, portfolio construction, risk management. Data analysis, advanced statistical modeling, econometrics, time series analysis, simulation, optimization, and numerical methods.
- **Programming & Data:** Bloomberg, Intex, FAME (a statistical software package similar to R), Excel/VBA, C++, Python, Datastream. Data system design and implementation. Macro, industry, and company-level financial, economic, and market data.
- **Communication:** Superior writing and presentation skills. Extensive financial and technical writing experience including hundreds of research reports and memos. Years of experience presenting research to portfolio managers, executives, and clients.

**SMALL TAB #8**

February 28, 2018

Mr. Randy Stedman  
Executive Director, Labor Relations & Human Resources  
TriMet  
1800 SW 1st Avenue, Suite 300  
Portland, OR 97201

Dear Randy:

I am pleased to present the enclosed report on the Predicted Compensation Model project recently completed for TriMet by Quantitative Research Partners, LLC.

We appreciate the opportunity to offer our consulting services to you and look forward to working with you again in the future.

Sincerely,

A handwritten signature in cursive script that reads "Daniel Ruprecht".

Daniel Ruprecht  
Principal  
Quantitative Research Partners, LLC

## Consultant Profile

**Daniel Ruprecht** is Principal at Quantitative Research Partners, LLC, an independent consulting firm he founded in 2009 to provide statistical, investment, economic, analytic, and technology consulting services to clients. He has consulted in the areas of statistical analysis of investment opportunities, macroeconomic forecasting, real estate, and data system design and development, among others. Dan previously held positions at Traxis Partners LP in New York City and USA Research in Portland, OR. He holds a B.A. in Mathematics from Lewis & Clark College and an M.S. in Computational Finance from Carnegie Mellon University.



## Predicted Compensation Model Final Report

**Engagement and scope.** Daniel Ruprecht, Principal at Quantitative Research Partners, LLC, an independent consultant with expertise in quantitative analysis, was engaged by TriMet to provide salary placement modeling and linear regression statistical analysis services. The term of the project was from December 1, 2017 through February 28, 2018. Most work was conducted in December and January, and results were presented to the TriMet Executive Team on January 23, 2018.

A data file was provided by TriMet in early December. The data set contained information on current employees as of 11/30/2017, including data on base salary, recent performance ratings, education and experience, tenure at TriMet, age, race, gender, title, and division, among other fields. For ease of replication, all calculations in the analysis were performed in Microsoft Excel.

The project included two related analyses. First, an analysis was conducted to measure the relationship between compensatory factors (education, experience, and performance) and current pay and identify if any pay differences were present based upon hire date, race, or gender. Second, in collaboration with TriMet, a "Predicted Compensation Model" was designed and built to provide a predicted compensation for each employee based upon the same compensatory factors.

This brief report summarizes the results of the two analyses described above.

### Part 1: Analysis of Current Pay.

Results of this analysis may be summarized as follows:

- a) Generally, there is only a relatively weak relationship between compensatory factors and current pay. Of the factors, EE Points (comprising education and experience) has a larger and more consistent relationship with pay, while the relationship between job performance and pay is more modest and mixed.
- b) The model fit improves when applied to employees hired after 7/2014, when the current salary placement model (SPF) was introduced.
- c) There are modest differences in pay based upon gender in one category of employees, but no evidence of pay difference based upon race in any category.

More detail is provided on these summary points in the charts and discussion below.

The following table summarizes the relationship between compensatory factors and current pay within each category of employees. For each category, a statistic on the overall explanatory power of the model ("r-squared") is reported, along with measures of statistical significance for the individual compensatory factors, as measured by "t-statistics."

Category/ Level	# Employees	Model r- squared	<i>t-statistics</i>	
			Performance	
			Rating	EE Points
EI-II	67	0.30	2.5	4.8
EIII	46	0.29	2.3	3.3
EIV	74	0.27	2.4	5.0
MI	89	0.23	-1.3	4.4
MII	64	0.16	0.8	3.5
MIII	29	0.27	0.1	2.7
NI-II NIII- IV	38 29	0.53 0.34	5.3 0.0	4.6 3.4

Overall, the explanatory power of the models is relatively low, as evidenced by small values of r-squared in most categories. Of the compensatory factors, EE points has a larger and more consistent relationship with pay, while the relationship between job performance and pay is more modest and mixed. (Green highlighting indicates statistical significance, and red highlighting indicates a relationship that is the opposite from what is expected.)

The following table summarizes results of the analysis conducted to measure whether the relationship between pay and compensatory factors has increased for those employees hired after 7/2014, when the SPF was introduced.

	Hired Before 7/1/2014		Hired On or After 7/1/2014		Change in R-sq
	N	R-sq	N	R-sq	
Exempt	111	0.16	76	0.41	0.25
Mgmt	126	0.14	56	0.21	0.07
Non-exempt	36	0.36	31	0.53	0.17

As evidenced by the positive change in r-squared in each category, model fit improves when applied to employees hired after the introduction of SPF. That is, there is substantial improvement in the model's explanatory power when applied to employees hired after 7/1/2014.

Finally, summary results of discrimination testing based on race and gender are presented below. (More detail on discrimination testing is given in a separate report. Please refer to that report for a detailed discussion of the data used in the discrimination testing, the scope of the testing, its methodology, robustness checks performed, and results.)

Panel A: Descriptive Data				Panel B: Statistics for Models with Gender/Race Variables Added to Base Model (Perf. and EE Points)				Panel C: Comparison of R-sq Between Base Model and Models with Gender/Race Variables Added		
	N	% male	% white	Adding gender		Adding race		Base	Adding gender	Adding race
				Coef	t-stat	Coef	t-stat			
EI-II	67	43%	72%	0.3	0.2	1.5	0.9	30%	30%	31%
EIII	46	57%	78%	-1.6	-0.8	-1.1	-0.5	29%	30%	29%
EIV	74	76%	81%	-0.1	0.0	-2.7	-1.1	27%	27%	29%
MI	89	83%	81%	5.1	3.1	-0.2	-0.1	23%	30%	23%
MII	64	63%	77%	1.9	1.2	-2.4	-1.2	16%	18%	18%
MIII	29	69%	86%	3.5	1.3	2.4	0.7	27%	32%	29%
NI-II	38	18%	71%	-0.4	-0.2	2.8	1.3	53%	53%	55%
NIII-IV	29	31%	86%	-1.4	-0.5	-2.1	-0.6	34%	35%	35%

(Note: in Panel B, positive coefficients/t-stats on gender and race would indicate higher salaries for males and whites, respectively, after controlling for other factors. Highlighted cells indicate statistical significance. Panel C examines whether the models' goodness of fit increases when variables for gender and race are added.)

- In general there is no evidence of racial bias. All coefficients on the race variables are insignificant, and most of them point to higher salaries for nonwhites (after controlling for other factors), but the magnitudes are tiny.
- There is evidence of gender disparity in only one category: MI (lower-level management)
  - The t-stat on Gender is statistically significant in Category MI (3.1)
  - The coefficient in MI indicates that, after controlling for other factors (i.e. performance rating and education/experience beyond job minimum), males are paid 5.1 percentage points higher (relative to grade midpoint) than females.
- Caution should be used in interpreting the previous point, since there are only 15 females in Category MI, a relatively small sample size.
- There is no strong evidence of gender disparity in pay in any other category of employees.
- The values in Panel C indicate that, with the exception of category MI, model fit is not significantly increased by including variables for race or gender.
- TriMet's Executive Team was excluded from discrimination testing because at the time the analysis took place, the compensation for these positions was under review based on a compensation market analysis conducted by Milliman and subject to change. Secondly, the data set of 10 individuals is too small to produce reliable analysis.

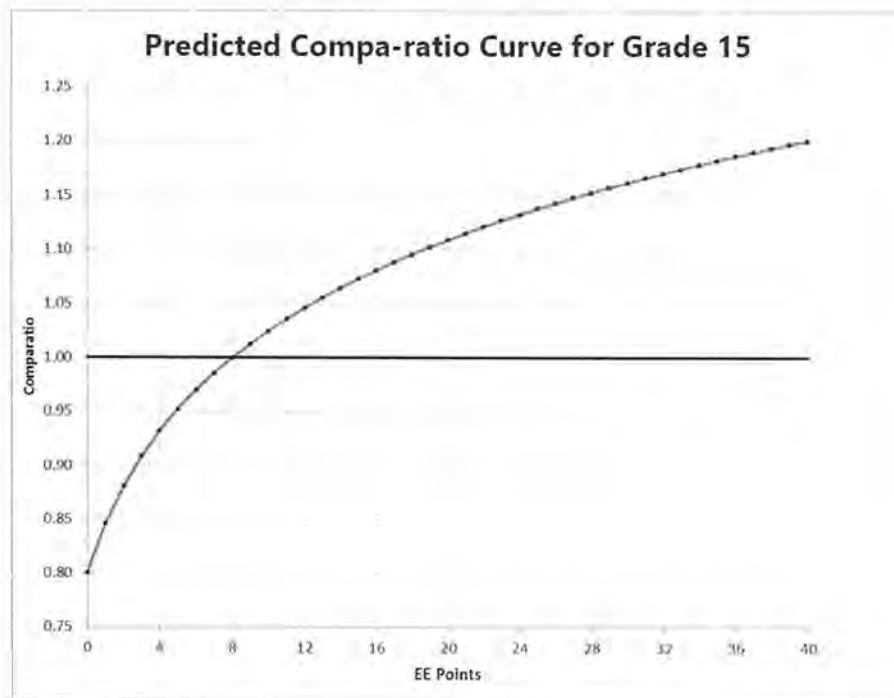
## Part 2: Predicted Compensation Model.

The goal of the TCM was to build a mathematical formula that systematically calculates a predicted salary for employees based on their compensable factors of education, experience, and performance. The predicted might then be used as a guide to salary decisions including, among others, offers made to new hires.

The inputs to the formula are an employee's grade, EE points (measuring education and experience beyond the minimum requirement for the job), and performance rating. The output is a predicted comparatio which, when combined with the grade's salary midpoint, translates into a predicted salary in dollars.

The first component of the formula is a "comparatio curve" which maps EE points (the input) into a comparatio (the output). An example curve is shown below for Grade E15. The shape of the curve was chosen to reflect the following principles of compensation:

- Predicted salary increases with more EE points, but at a slowing rate of growth.
- Employees with 0 EE points beyond the minimum required start at the grade minimum.
- Employees in lower grades progress to the grade midpoint more rapidly than ones in higher grades, but then flatten out more rapidly.



The second component is a performance multiplier that, if applicable, is applied to the comparatio curve and shifts the predicted salary higher. For example, if an employee's performance rating justified a multiplier of 1.02x, his or her comparatio curve (and resulting predicted salary) would be shifted upward by 2%.

The third component is a measure of the value of TriMet's benefits relative to the value of benefits in the market. This difference in value is applied to predicted salary from the previous step to arrive at predicted compensation.

When combined, these components form a predicted compensation for each employee, which may be compared to the employee's current compensation. If predicted compensation is above current compensation, then a positive gap exists and the employee might be predicted for an increase in pay.

**SMALL TAB #9**

**Recent Steps by TriMet to Close Compensation Gaps**

**PRE-MAC Money Gap Amount (\$1,445,116)**

Data as of 12/31/17

	Under Gap	Total	Gap to PCM	% of Total PCM Gap	% Under PCM	Ave. Gap
White Male	104	213	\$734,375	51%	48.8%	\$7,061.30
Minority Male	28	53	\$139,204	10%	52.8%	\$4,971.57
White Female	84	125	\$468,772	32%	67.2%	\$5,580.62
Minority Female	22	44	\$102,764	7%	50.0%	\$4,671.09
ALL Females	106	169	\$571,536	40%	62.7%	\$5,391.85
ALL Minorities	50	97	\$241,968	17%	51.5%	\$4,839.36
	<b>238</b>	<b>435</b>	<b>\$1,445,116</b>	<b>Total PCM Gap</b>		
			<b>54.7%</b>	<b>Percentage of Employees Under Predicted Compensation.</b>		

**MAC Money Allocation**

data as of 2/24/18

	Received	Eligible	% eligible	MAC Allocated	% of Total Allocation	Ave. MAC Allocation
White Male	71	104	68%	\$134,974	45%	\$1,901.04
Minority Male	22	28	79%	\$43,039	14%	\$1,956.32
White Female	51	84	61%	\$104,009	35%	\$2,039.39
Minority Female	13	22	59%	\$17,978	6%	\$1,382.92
ALL Females	64	106	60%	\$121,986	41%	\$1,906.03
ALL Minorities	35	50	70%	\$61,017	20%	\$1,743.34
<b>Total:</b>	<b>157</b>	<b>238</b>		<b>\$300,000</b>	<b>Total MAC Allocated</b>	

**Salary Recovery Allocation (\$148,394)**

Time period: 02/26/18 - 03/31/18

	Received	Amount of Salary Recovery	% of Total Salary Recovery	Ave. Salary Recovery Increase
White Male	20	\$40,203	27%	\$2,010.15
Minority Male	5	\$7,116	5%	\$1,423.20
White Female	25	\$63,292	43%	\$2,531.68
Minority Female	12	\$37,782	25%	\$3,148.50
ALL Females	37	\$101,074	68%	
ALL Minorities	17	\$44,899	30%	
	<b>62</b>	<b>\$148,394</b>	<b>Total Salary Recovery Awarded</b>	

**POST-SALARY RECOVERY Gap Amount (\$972,918)**

Data as of 04/30/18

	Under Gap	Total	Gap to PCM	% of Total PCM Gap	% Under PCM	Ave. Gap	Reduction in 2017 Gap	% Reduction in Gap
White Male	96	229	\$524,017	54%	41.9%	\$5,458.51	\$210,358	28.6%
Minority Male	25	59	\$79,140	8%	42.4%	\$3,165.60	\$60,064	43.1%
White Female	71	130	\$298,702	31%	54.6%	\$4,207.07	\$170,070	36.3%
Minority Female	19	47	\$71,059	7%	40.4%	\$3,739.95	\$31,705	30.9%
ALL Females	90	177	\$369,760	38%	50.8%	\$4,108.44	\$201,776	35.3%
ALL Minorities	44	106	\$150,199	15%	41.5%	\$3,413.61	\$91,769	37.9%
	<b>211</b>	<b>465</b>	<b>\$972,918</b>	<b>Total PCM Gap</b>				
			<b>45.4%</b>	<b>Percentage of Employees Under Predicted Compensation.</b>				

**Note:** This reports the Gap to PCM to April 30, 2018. The report for which this document is an exhibit, discusses the total gap as of May 31, 2018 that, due to changes in personnel, grew slightly to \$975,485.



**SMALL TAB #10**

## Memorandum

**Date:** August 19, 2016

**To:** Neil McFarlane, General Manager

**From:** Dee Brookshire, Executive Director, Finance & Administration  
Randy Stedman, Executive Director, Labor Relations & Human Resources

**Subject:** **Managing the Cost of Mid-Year Salary Actions - "Salary Recovery"**

This memorandum is submitted for approval to modify the use of the "salary recovery" concept in managing the costs of mid-year salary actions for non-union personnel. This concept was developed in response to executive manager concerns about lack of flexibility for managing such costs. The memorandum explains the concept, distinguishes it from the annual salary pool, outlines the test for determining whether salary recovery is available, and reflects the process for using available salary recovery.

**Salary Recovery:** "**Salary recovery**" is the redeployment or reallocation of continuing non-union salary expense dollars (generally created by permanently eliminating positions when an incumbent leaves TriMet employment during the current fiscal year, hiring people at a rate less than what the prior incumbent earned, or changing the FTE status of a regular position, such as from full-time regular to part-time regular) to fund permanent mid-year salary actions. Salary recovery is measured by year-over-year salary inflation from the end of one fiscal year to the end of the next fiscal year.

Salary recovery is not applicable for limited term positions, elimination of union positions, long-term vacant positions or one-time-only salary expense savings. One-time-only salary expense savings can be used for Adder pay. For example, temporary hires and interns, changing from PT to FT for a short duration, and pre-filling a position for training purposes with the incumbent.

A position is considered a long-term vacancy if the position starts the new fiscal year vacant and remains vacant the entire next year. For example, a position becomes vacant in the last quarter of the current fiscal year and remains vacant through the following fiscal year, then the position would be not available for salary recovery savings in FY2018. A variation in timing may be made subject to GM approval.

- **Relationship of Salary Recovery to the Salary Pool:** "**Salary pool**" (non-union merit increases, market adjustments and promotions) increases are part of the year-over-year salary inflation calculation and is separate from salary recovery considerations.
- **Relationship of Budget Exceptions to the Salary Pool:** Managers may reserve a portion of their salary pool for planned mid-year salary actions. Managers have full access to their salary pool. Reserved salary pool money will not be "taken away" mid-year as an offset to a mid-year salary action that is approved as an

unbudgeted exception during the fiscal year.

- No Exhaustion the Salary Pool Required. Managers can access salary recovery money for mid-year salary actions (as described below) without first exhausting their reserved salary pool money.
- “The Test” for Proposed Mid-Year Non-Union Salary Actions not Funded by Salary Pool Money. Unless an unbudgeted exception is approved by the General Manager, a proposed mid-year non-union salary action not funded by reserved salary pool must meet the following two objectives (**“the test”**).

The projected fiscal year-end impact of the proposal action must:

1. Meet the Department’s year-over-year salary inflation objective of 103% for budgeted non-union salaries at year end:

- ✓ To determine whether the salary inflation objective, compare A ([the actual June 30 non-union aggregate salary costs budgeted \* 103%<sup>1</sup>] + the annualized cost of budgeted non-union additions to staff) to B (the projected year-end aggregate salary costs [including the cost of budgeted non-union additions to staff and the proposed mid-year salary action] +). See Example 1.

- ✓ If B is less than A, then there is **“permanent salary recovery.”**<sup>2</sup>

2. Meet their projected year-end budget for non-union salary expense. See Example 2.

- Test Met – Proposed Salary Action Approved. If both objectives are met, then there is sufficient permanent salary recovery and sufficient budget available. The proposed mid-year non-union salary action can be approved as being within budget, at manager discretion, and without regard to Compensation guidelines.

- ✓ Salary actions approved as unbudgeted exceptions in the fiscal year are not included as part of the test.

- Test Not Met. What if a Department’s proposed non-union salary action not funded by the salary pool fails either prong of the test, but it wishes to proceed with the salary action nonetheless?

- ✓ Budget & Grants Department of the Finance Division will perform the test at the Division level, the next level up. If the proposed salary action meets the test at the Division level, then the salary action should be approved as being within budget with Executive Director approval. See Example 3.

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<sup>1</sup> Assumes 3% is the District’s salary inflation target; a higher or lower inflation target could be budgeted. This will vary slightly by Department based upon the distribution of Tier 1, 2, and 3 employees in the Department.

<sup>2</sup> Permanent salary recovery usually is created by eliminating budgeted positions, hiring replacements at a cost that is less than departing incumbents, or reducing the FTE status of a position, such as full-time regular to half-time regular.

- ✓ If either prong of the test is not met, then the Division manager must get an exception approved by the General Manager for the amount of the overage. The General Manager may seek input from Finance as to whether, if the proposed salary action were implemented, the test would be met at the District-wide level and thus warrant an exception.
- ✓ **Important Note:** Once the test is run at the next level up (i.e. Division level) for one proposed mid-year salary action, the test must be run at the Division level for the remainder of the fiscal year for all Departments within the Division seeking to justify mid-year salary actions based upon salary recovery. See **Example 4**.
- Who is responsible for running “the test?”
  - ✓ The Budget & Grants Department of the Finance Division. Budget & Grants will track salary activity to run the tests when requested.
- What is the process for requesting a test for salary recovery funds?
  - ✓ The director wishing to use salary recovery to justify a mid-year salary will work with their HR Business Partner (HRBP) to notify Budget & Grants.
    - A Salary Recovery Worksheet must be used to notify Budget & Grants when requesting to utilize salary recovery dollars. See Exhibit A.
  - ✓ Budget & Grants will run the tests to verify whether permanent salary recovery funds are available.
  - ✓ Budget & Grants will identify various options available and present those options to the requesting director and HRBP.
  - ✓ The Division director is responsible for making a final decision regarding salary recovery money from among the available options, if any. All salary actions must be bona fide salary actions within TriMet’s policies.
  - ✓ HR Business Partner is responsible for completing the Salary Recovery Form, PO and notifying Budget of the selected option.

Application of the Test.

- Does the test apply to salary offers to budgeted replacement hires and/or newly created positions that are above the salary amount contained in the budget?
  - ✓ Yes, if salary recovery is used to justify the proposed salary action. If the proposed salary action fails the test, then the Division director must get an exception approved by the General Manager before the salary offer is made. Independent of the salary recovery money available, if any, Compensation will make a salary recommendation based upon the manager’s assessment of the candidate’s knowledge, skills, abilities (KSAs), but the Division director has authority to make a different decision.

- Does the test apply to market adjustments and promotions?
  - ✓ No, if the manager is using reserved salary pool money. Yes, if salary recovery is used to justify the proposed salary action. Independent of salary pool or salary recovery money available, if any, Compensation will make a salary recommendation based upon the manager's assessment of the candidate's knowledge, skills, abilities (KSAs). As stated in the HR Manual (Policy # 420), the guideline for promotional increases typically is 8% - 14%,<sup>3</sup> but the manager has authority to make a different decision. If the proposed salary action fails the test, then the Division manager must get an exception approved by the General Manager before the salary offer is made.
  
- Subject to meeting the test, is there any artificial limit as to the comparatio of a new hire?
  - ✓ No. Compensation recommends salaries based upon the director's assessment of the candidate's KSA's and experience documented in the Salary Placement Form. This recommendation is independent of whether there is budget available or whether the test can be met. If the test is met, Division directors can make a decision different than Compensation's professional judgment.
  
- ✓ Subject to meeting the test, should a Division director be constrained by what current incumbents are making in determining the salary and comparatio of new hire?
  - ✓ Maybe. Compensation recommends salaries based upon the Division director's and recruiter's assessment of the candidate's KSA's and experience documented in the Salary Placement Form. We have a market-based compensation system. Internal equity is relevant only if all the comparators hold the same job as the position being recruited for (not some different job in the organization). However, even if internal equity is a relevant consideration, the **compensation tiers** are a factor: As a rule of thumb, a tier 3 candidate would need a base salary of approximately 13.5% higher than a tier 1 incumbent and 7.5% more than a tier 2 incumbent to have the same total compensation package. This rule of thumb becomes firmer when the incumbent has vested through service and age. Thus, it is very possible that the salary and comparatio of a new hire should be higher than that of long-time employees.

- General Principles.

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<sup>3</sup> Why the 8% - 14% promotional increase guideline? There is a 10% difference from one grade to the next. Assuming that the promotion results in a one-grade change, and the employee is properly placed in his/her current range, generally s/he should be at a lower comparatio in the new job. That is because, relative to the market, s/he will not be as competent in the new job as the old one - primarily because experience in the new job will be less than the market average. A 10% promotional increase would retain the current comparatio, while an 8% increase would result in a slightly lower comparatio. Because range midpoints increase at a slower rate than merit increases/market adjustments, it would take about two years to regain the "lost" comparatio. This represents the employee's learning curve. Of course, some promotions are two grades; hence the range in promotional increase amounts. However, a two grade jump is a bigger professional stretch, so one would expect the drop in comparatio to be more than two percentage points, which is why the guideline is not 8% - 14% and not 8% - 16%. If the promotion is more than two grades, a larger increase would be appropriate, but employing similar logic

- ✓ Permanent salary recovery achieved in one year will not be carried over to the next fiscal year.
- ✓ Even if there is no permanent salary recovery, **temporary salary recovery** may justify the award of **Adder Pay** in bona fide situations, as described in HR Policy # 420.
- ✓ Salary actions are not approved on the basis of being under budget in Materials and Services, but being under budget in Materials and Services may form the basis of an exception approval by the General Manager of a salary action not based upon salary recovery but on the basis of a permanent reduction in M&S.

**SMALL TAB #11**

Predicted Compensation Model Gap (by All, Gender, Race) as of May 31, 2018

DIVISION	Predicted Compensation - All Non-Union Employees (May 31, 2018)						Overall Ratio of Actual Salary to Predicted Compensation (All EEs)	Actual Comparatio (All Employees) (Prior Method)
	# EEs	# EEs Under Predicted Compensation	% Under Predicted Compensation	Aggregate \$ Under Predicted Compensation	Average Gap Per Person Under Predicted Compensation	Ratio of Actual Salary to Predicted Compensation (Those Under Predicted Compensation Only)		
CP	91	57	63%	(\$336,656)	(\$5,906)	0.93	0.98	0.95
Finance	43	14	33%	(\$33,197)	(\$2,371)	0.97	1.05	1.03
GM	20	1	5%	(\$1,175)	(\$1,175)	0.98	1.09	1.01
IT	51	28	55%	(\$159,237)	(\$5,687)	0.94	1.01	0.95
Legal	13	9	69%	(\$52,566)	(\$5,841)	0.95	0.99	0.96
LRHR	24	0	0%	\$0	\$0	ALL ABOVE	1.06	1.03
Maint	86	27	31%	(\$97,544)	(\$3,613)	0.96	1.07	0.99
Ops	10	3	30%	(\$12,239)	(\$4,080)	0.96	1.03	1.01
PA	56	36	64%	(\$137,317)	(\$3,814)	0.95	0.99	0.95
Safety	21	7	33%	(\$22,878)	(\$3,268)	0.96	1.04	0.99
Trans	56	27	48%	(\$122,675)	(\$4,544)	0.94	1.03	0.96
Aggregate	471	209	44.4%	(\$975,485)	(\$4,667)	0.95	1.03	0.98

DIVISION	Predicted Compensation - by Gender (May 31, 2018)						Overall Ratio of Actual Salary to Predicted Compensation (All EEs)	Actual Comparatio (All Employees) (Prior Method)
	# EEs	# EEs Under Predicted Compensation	% Under Predicted Compensation	Aggregate \$ Under Predicted Compensation	Average Gap Per Person Under Predicted Compensation	Ratio of Actual Salary to Predicted Compensation (Those Under Predicted Compensation Only)		
CP	35	23	66%	(\$112,846)	(\$4,906)	0.94	0.98	0.95
Finance	22	10	45%	(\$28,257)	(\$2,826)	0.96	1.01	1.00
GM	8	1	13%	(\$1,175)	(\$1,175)	0.98	1.04	0.98
IT	6	2	33%	(\$18,113)	(\$9,057)	0.91	1.01	0.99
Legal	6	4	67%	(\$18,980)	(\$4,745)	0.96	0.98	0.96
LRHR	19	0	0%	\$0	\$0	ALL ABOVE	1.06	1.04
Maint	11	5	45%	(\$12,532)	(\$2,506)	0.97	1.04	1.01
Ops	1	1	100%	(\$2,727)	(\$2,727)	0.97	0.97	0.88
PA	22	15	68%	(\$56,119)	(\$3,741)	0.95	0.99	0.95
Safety	13	5	38%	(\$12,775)	(\$2,555)	0.97	1.03	1.00
Trans	33	22	67%	(\$104,469)	(\$4,749)	0.93	0.99	0.95
Aggregate	176	88	50.0%	(\$367,993)	(\$4,182)	0.95	1.01	0.97



Predicted Compensation - by Race (May 31, 2018)									
DIVISION	# EEs	# EEs Under Predicted Compensation	% Under Predicted Compensation	Aggregate \$ Under Predicted Compensation	Average Gap Per Person Under Predicted Compensation	Ratio of Actual Salary to Predicted Compensation (Those Under Predicted Compensation Only)	Overall Ratio of Actual Salary to Predicted Compensation (All EEs)	Actual Comparatio (All Employees) (Prior Method)	
CP	13	8	62%	(\$28,161)	(\$3,520)	0.96	0.99	0.97	
Finance	9	3	33%	(\$7,040)	(\$2,347)	0.97	1.02	1.02	
GM	7	1	14%	(\$1,175)	(\$1,175)	0.98	1.06	1.00	
IT	11	5	45%	(\$24,487)	(\$4,897)	0.95	1.01	0.98	
Legal	2	1	50%	(\$568)	(\$568)	1.00	1.00	0.95	
LRHR	10	0	0%	\$0	\$0	ALL ABOVE	1.04	1.02	
Maint	20	7	35%	(\$16,658)	(\$2,380)	0.97	1.07	0.99	
Ops	3	1	33%	(\$2,727)	(\$2,727)	0.97	1.06	0.88	
PA	13	9	69%	(\$32,181)	(\$3,576)	0.95	1.00	0.93	
Safety	5	2	40%	(\$9,027)	(\$4,513)	0.95	1.03	0.93	
Trans	16	7	44%	(\$28,716)	(\$4,102)	0.94	1.03	0.92	
<b>Aggregate</b>	<b>109</b>	<b>44</b>	<b>40.4%</b>	<b>(\$150,739)</b>	<b>(\$3,426)</b>	<b>0.96</b>	<b>1.03</b>	<b>0.97</b>	

**SMALL TAB #12**

# 2018 Benefits Decision Guide



For Non Union Employees

# WELCOME TO YOUR 2018 BENEFITS

From your family to your budget, your doctors to your health goals — everything about you is unique. That’s why TriMet offers you more choice, flexibility, and opportunities to save money when it comes to your benefits. We believe that by promoting your health and wellness, we can add to your overall employee experience with TriMet and enable you and your family to achieve good health.

***Use this Decision Guide to determine the best benefits for you and your family. For complete details about your TriMet benefits, go to the Employee Benefits page on the Labor Relations & Human Resources page on TriNet.***

## In this Guide

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# ENROLLING FOR BENEFITS

You can enroll for benefits:

- When you're first hired (within 31 days of your date of hire)
- During Open Enrollment
- During the plan year, if you experience a qualifying event

A qualifying event includes:

- A change in legal marital status (e.g. marriage, legal separation, or divorce)
- A change in domestic partnership
- A change in number of dependents (e.g. birth of a child)
- A change in work status of you or any of your dependents
- A change in place of work or residence of you or any of your dependents
- Termination of employment of you or any of your dependents
- A dependent satisfies or ceases to satisfy the dependent eligibility requirements for a particular benefit

You must notify and provide proof of the qualifying event to the TriMet Benefits Department within 31 days of the event in order to change your coverage.

**Important!**

Elections for medical/vision and dental coverage are separate. You may elect medical/vision and dental coverage, medical/vision coverage only, or dental coverage only.

If you elect both medical/vision and dental coverage, you may elect different tiers for each plan. For example, you may elect employee-only medical/vision coverage and family dental coverage.

You must be enrolled in the medical/vision and dental plans as an employee for your dependents to also be enrolled for medical/vision or dental coverage.

Please refer to page 4 for information regarding waiving coverage.

***BENEFITS ELIGIBILITY***

You are eligible for TriMet's benefits programs if you are:

- A full-time employee or retiree
- A part-time employee or retiree
- Currently on Long-term Disability

If you are eligible, your legal spouse or eligible domestic partner, as well as your children under age 26, are also eligible for coverage.

For complete eligibility information, please refer to policy 1.1 Benefits Eligibility on TriNet.



## MEDICAL/VISION

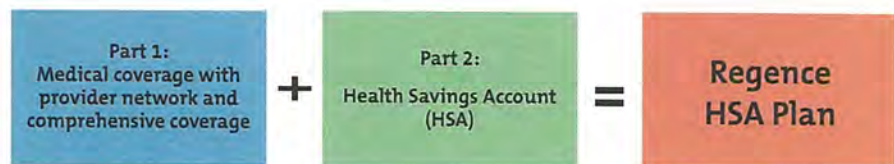
Medical coverage offers valuable benefits to help you stay healthy and pay for care if you or your covered family members become sick or injured. You have the choice between three medical plan options:

- Regence HSA Plan; a High Deductible Health Plan (HDHP) with Health Savings Account (HSA) (*available to all employees*)
- Regence Preferred Provider Organization (PPO) 80/20 Plan (*available to all employees*)
- Kaiser Permanente Health Maintenance Organization (HMO) Plan (*available to all employees—see page 7 for location details*)

When you enroll for medical coverage, you automatically receive vision benefits through your medical plan.

### Regence HSA Plan

The Regence HSA Plan combines two important parts: medical coverage and a Health Savings Account (HSA). Here's how they work together:



#### Part 1: Medical Coverage

The Regence HSA Plan offers PPO-style medical coverage:

- **Free in-network preventive care.** To emphasize the importance of wellness, your preventive care is fully covered with no deductible and no coinsurance, as long as you receive this care from in-network providers. This includes annual physicals, well-child checkups, immunizations, flu shots, well-woman exams, mammograms, and other cancer screenings.

*By taking advantage of this free medical care, you can stretch your health care dollars while also staying up-to-speed on your health status and potential health risks.*

- **Deductible.** You pay for your initial (non-preventive) medical care and prescription drugs until you meet your annual deductible. Note that you don't need to meet any deductible when you fill prescriptions for generic or formulary brand-name medications specifically designated as preventive for treatment of chronic diseases.

To help offset the deductible, you can save federal tax-free money in your Health Savings Account (HSA) to help pay for these out-of-pocket costs. (You can also use any contributions that TriMet puts in your HSA.)

- **Coinsurance.** Once the deductible is met, you and the plan share any further health care costs until you meet your out-of-pocket maximum. This is known as coinsurance.
- **Out-of-pocket maximum.** The medical plan limits the total amount you pay each year for medical care. Once you meet your out-of-pocket maximum, the plan pays 100% of your eligible, in-network expenses for the remainder of the calendar year.

Although HDHPs have higher deductibles than traditional PPOs, that cost can be offset by lower premiums, TriMet's contribution, and pretax HSA contributions. You could actually end up saving more under the Regence HSA Plan than under any of your other plan options!

#### It's the Law!

As part of the health care reform law, most Americans must have medical insurance or pay a federal tax penalty. Be sure you're covered, either through your employer-sponsored plan or through another option available to you, such as your spouse's employer benefits or a government program like Medicare or Medicaid.

#### Waiving Coverage (For Exempt Employees Only)

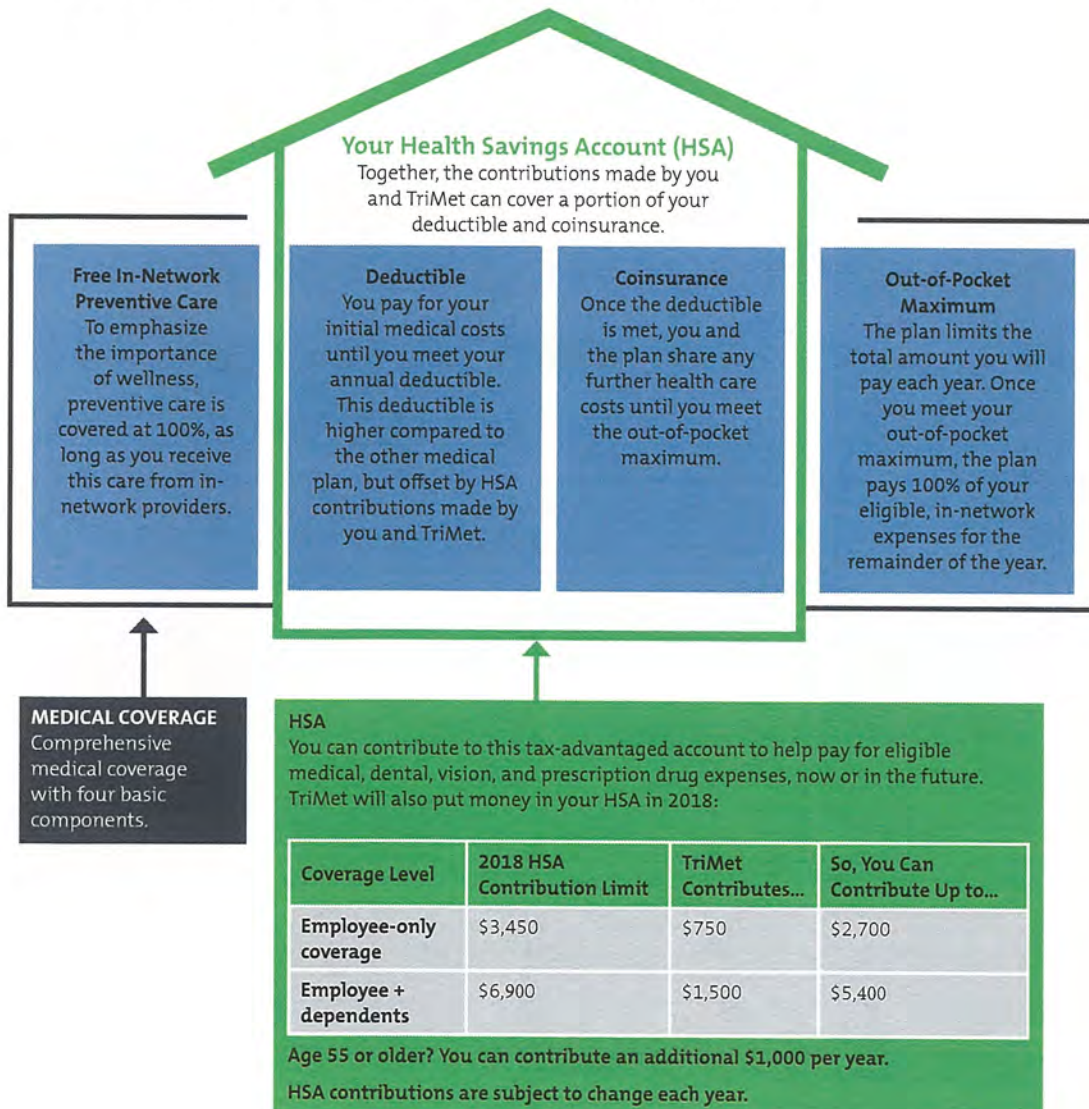
You may waive coverage for yourself and your dependents if you are an exempt employee and covered by another plan sponsor's medical plan. (You must verify you are eligible for coverage through the District's plans.) If you waive both medical and dental coverage, you will receive \$250 per month as taxable income.

## Part 2: The Health Savings Account (HSA)

If you enroll in the Regence HSA Plan, you will have access to a unique tax-advantaged savings account called a Health Savings Account, or HSA. You can use this account to pay for eligible health care expenses on a federal tax-free basis, for you and your eligible dependents.

TriMet's HSA is set up and administered through HealthEquity. When you enroll in the Regence HSA Plan, HealthEquity will open an HSA in your name.

### The Medical Plan and the HSA: How They Work Together



HealthEquity provides a comparison tool you can use to create a personalized comparison. Compare the plans today at <https://comparemyhsa.com/TriMet-Non-Union2018>

### Manage Your HSA On-the-Go!

Download the HealthEquity Mobile App at [www.healthequity.com](http://www.healthequity.com) to view your account balance, manage contributions, and more!

### Key Features

- **The HSA is triple tax-advantaged:** The money you put into your HSA is before federal tax, and your money isn't taxed when you take it out for eligible expenses. Finally, any earnings on your savings aren't subject to federal tax.
- **TriMet helps build your savings:** When you enroll in the Regence HSA Plan, TriMet will make contributions to your HSA twice a month.
- **You own the account:** Your HSA funds — including any contributions to your HSA made by TriMet — belong to you. That means you can take your HSA funds with you, even if you change medical plans, leave TriMet, or retire.
- **You control how you use it:** You can use your HSA funds to cover eligible expenses or you can pay out of your own pocket and save your HSA funds for a later date.
- **HSA contribution elections roll over every year.** You do not need to make a new election each year.

## Regence PPO 80/20

Under the Regence PPO 80/20, you pay for your health care expenses before you reach the deductible. Once you meet your annual deductible, your plan starts paying benefits and you and the plan share costs. This cost-sharing is called coinsurance. If your share of medical expenses reaches the out-of-pocket maximum, you won't have to pay anything for the rest of the calendar year.

You also receive access to Regence's network of providers under the Regence PPO 80/20. By using providers that are in-network, you can save significantly on your health care expenses. Be sure to determine if your doctor is in the Regence network before scheduling a visit.

When you enroll for medical coverage through the Regence PPO 80/20, you automatically receive vision benefits through VSP.

### Regence's Network of Providers

Regence uses a unique network of providers that includes preferred, participating, and non-participating providers. The definitions below will help you understand the differences between these types of providers:

#### Preferred Provider

- You pay the lowest out-of-pocket costs because of larger discounts with preferred providers.

#### Participating Provider

- You pay higher out-of-pocket costs than if you chose a preferred provider. However, discounts are available so you pay lower costs than if you chose out-of-network providers.

#### Non-Participating Provider

- Discounts aren't available.
- Out-of-pocket expenses will generally be higher.
- When you receive care, you may be responsible for paying the difference between the maximum amount allowed by the plan for that care and the amount the out-of-network provider or other health care provider charges.

#### Lower Cost Vision Care through VSP Providers

If you enroll in a Regence plan, your vision coverage is provided through VSP. When you visit a provider in the VSP Choices network, you will pay less for coverage than if you visit an out-of-network provider.

#### Free In-Network Preventive Care!

Services like annual physicals, immunizations, and routine screenings are fully covered under all plans.





## Kaiser Permanente HMO

With the Kaiser HMO, you must use providers in the HMO network in order to receive coverage. There are no out-of-network benefits. Unlike with Regence HSA and Regence PPO 80/20, you aren't required to pay a deductible with the Kaiser HMO, but will pay a copay for any services received.

When you enroll for medical coverage through Kaiser, you automatically receive vision benefits through Kaiser.

Kaiser facilities are located throughout the Portland and SW Washington areas. The following table details ZIP codes that have access to Kaiser facilities. **Note: All employees are eligible to enroll in the Kaiser HMO, regardless of ZIP code, since you're covered in TriMet's eligible employment area.**

OREGON	
County	ZIP codes
Benton	97330, 97331, 97333, 97339, 97370
Clackamas	97004, 97009, 97011, 97013, 97015, 97017, 97022-23, 97027, 97034-36, 97038, 97042, 97045, 97049, 97055, 97067-68, 97070, 97086, 97089, 97222, 97267-69
Columbia	All ZIP codes
Hood River	97014
Linn	97321-22, 97335, 97346, 97348, 97355, 97358, 97360, 97374, 97389
Marion	97002, 97020, 97026, 97032, 97071, 97137, 97301-03, 97305-14, 97317, 97325, 97342, 97346, 97352, 97362, 97373, 97375, 97381, 97383-85, 97392
Multnomah	All ZIP codes
Polk	All ZIP codes
Washington	All ZIP codes
Yamhill	All ZIP codes
WASHINGTON	
County	ZIP codes
Clark	All ZIP codes
Cowlitz	All ZIP codes

### Availability of Summary Health Information

TriMet's health benefits represent a significant component of your total compensation package. They also provide important protection for you and your family in the case of illness or injury.

TriMet offers many health care plans, and choosing your coverage is one of the most important decisions you can make each year. To make an informed choice, refer to the plans' Summary of Benefits and Coverage (SBC), which summarize important information about the coverage in a standard format.

The SBCs are available on TriNet. A paper copy is also available, free of charge, by contacting the TriMet Benefits Department at (503) 962-7625 or [benefits@trimet.org](mailto:benefits@trimet.org).

## MEDICAL BENEFITS AT A GLANCE

For complete details about your TriMet medical plans, go to TriNet. See page 6 for Regence provider details.

	Regence HSA		Regence PPO 80/20		Kaiser HMO
	Preferred Providers	Participating and Non-Participating Providers	Preferred Providers	Participating and Non-Participating Providers	In-Network
<b>Annual deductible</b>	Single: \$1,500 Family: \$3,000		Individual: \$300 Family: \$900	Individual: \$900 Family: \$2,700	None
<b>Out-of-pocket max</b>	Single: \$5,000 Family: \$10,000 <sup>1</sup>		Individual: \$2,300 Family: \$6,900	Individual: \$4,900 Family: \$14,700	Individual: \$600 Family: \$1,200
<b>Preventive doctor's visit</b>	100%; deductible doesn't apply	40% <sup>2</sup>	100%; deductible doesn't apply	100%; deductible doesn't apply	100%
<b>Office visit (primary care/specialist)</b>	20% <sup>2</sup>	40% <sup>2</sup>	20% <sup>2</sup>	40% <sup>2</sup>	\$10 copay
<b>Inpatient hospital</b>	20% <sup>2</sup>	40% <sup>2</sup>	20% <sup>2</sup>	40% <sup>2</sup>	\$50 copay/day, up to \$250/admission
<b>Emergency room</b>	20% <sup>2</sup>	20% <sup>2</sup>	\$50 copay; deductible doesn't apply <sup>3</sup>	\$50 copay; deductible doesn't apply <sup>3</sup>	\$100 copay <sup>3</sup>
<b>Urgent care</b>	20% <sup>2</sup>	40% <sup>2</sup>	20% <sup>2</sup>	40% <sup>2</sup>	\$30 copay
<b>Vision Care</b>	Through VSP Exams: 100%; deductible doesn't apply Frames: Up to \$200 allowance every 24 months Lenses: 100%; deductible doesn't apply	Through VSP Exams: Up to \$45 allowance Frames: Up to \$70 limit every 24 months Lenses (necessary): Up to \$210 allowance	Through VSP Exams: 100%; deductible doesn't apply Frames: Up to \$200 allowance every 24 months Lenses: 100%; deductible doesn't apply	Through VSP Exams: Up to \$45 allowance Frames: Up to \$70 limit every 24 months Lenses (necessary): Up to \$210 allowance	\$10 copay Hardware: Up to \$150 allowance every two calendar years <sup>4</sup>
<b>Most other services</b>	20% <sup>2</sup>	40% <sup>2</sup>	20% <sup>2</sup>	40% <sup>2</sup>	\$10 copay for visits; \$50 copay/day for inpatient facilities
<b>Prescription drugs</b>					
Prescription drug out-of-pocket maximum	N/A	N/A	\$2,000/\$5,000		N/A
<b>Retail prescriptions</b>					
Generic	20% <sup>2</sup>	20% <sup>2</sup>	\$10 copay	\$10 copay	\$10 copay
Formulary	20% <sup>2</sup>	20% <sup>2</sup>	\$25 copay or 20%, whichever is greater	\$25 copay or 20%, whichever is greater	\$10 copay
Nonformulary	20% <sup>2</sup>	20% <sup>2</sup>	50%	50%	\$10 copay
<b>Mail order prescriptions</b>					
Generic	20% <sup>2</sup>	20% <sup>2</sup>	\$30 copay	\$30 copay	\$20 copay
Formulary	20% <sup>2</sup>	20% <sup>2</sup>	\$75 copay or 20%, whichever is greater	\$75 copay or 20%, whichever is greater	\$20 copay
Nonformulary	20% <sup>2</sup>	20% <sup>2</sup>	50%	50%	\$20 copay

<sup>1</sup> For the family out-of-pocket maximum, an individual's out-of-pocket expenses won't exceed \$7,150 (2018).

<sup>2</sup> After deductible

<sup>3</sup> Copay waived if admitted

<sup>4</sup> If you are age 18 years or younger, there is no charge for one pair of standard frames and lenses (or contact lenses) every 12 months.

## Need Help Choosing a Medical Plan That's Right for You?

Use this handy chart to help you determine which plan might be the best fit for you and your family.

Do you...	Then Consider...			Why?
	Regence HSA	Regence PPO 80/20	Kaiser HMO	
Want to pay the lowest premiums?	✓			The Regence HSA has the lowest premium of all three medical plans.
Want the flexibility to see any provider?	✓	✓		Unlike the Kaiser HMO, you can choose between in- or out-of-network providers with the Regence HSA and Regence PPO 80/20.
Want prescription drugs covered without a deductible?*		✓	✓	The Regence PPO 80/20 and Kaiser HMO don't have a deductible for prescription drugs.*
Want a lower deductible?		✓	✓	The Regence PPO 80/20 has a lower deductible than the Regence HSA. The Kaiser HMO has no deductible.
Want to lower your taxable income for future health care expenses?	✓			The Regence HSA includes the ability to put money in an HSA (savings account), which helps you save money on taxes now and in the future.
Want FREE money from TriMet to pay for health care?	✓			TriMet will contribute \$750/individual coverage or \$1,500/family coverage to your HSA in 2018. The contribution is only available when you enroll in the Regence HSA medical plan.

\* Please note that the Regence HSA Plan does offer certain drugs with no deductible. This includes specific preventive medications for chronic conditions. However, most prescriptions are subject to the deductible.

For complete details about your TriMet medical plans, go to the Benefits page on the Labor Relations & Human Resources page on TriNet.

## DENTAL

Healthy teeth and gums are important to your overall health. That's why it's important to have regular dental checkups and maintain good oral hygiene. TriMet offers two dental plan options: one through Delta Dental of Oregon, provided by MODA, and one through Kaiser. The chart below shows your dental benefit options at a glance:

	Delta Dental Plan*	Kaiser Dental Plan
Annual deductible	None	None
Annual maximum benefit	\$2,000/person	\$2,000/person
Dental office charge (applies to all visits)	n/a	\$10 copay
Preventive services (exams, X-rays, cleanings)	100%	100%
Basic services (fillings, extractions, periodontics, root canals)	90%	80%
Major services (crowns, bridges, implants, dentures)	70%	50%
Orthodontia	50% up to \$3,000/lifetime	50% up to \$3,000/lifetime

\*The table shows Delta Dental's in-network coverage. If you use a dentist outside of the Delta Dental PPO network, you will typically have less coverage and pay more out-of-pocket.

## EMPLOYEE ASSISTANCE PROGRAM (EAP)

You have access to the Employee Assistance Program (EAP) through Cascade Centers — a free and confidential resource available to help you (and your household members) with life's everyday issues. When you access the EAP offered through Cascade Centers, you can speak with a licensed behavioral health professional who can help answer your health-related questions. You will also have access to licensed counselors who can help with other issues, such as:

- Relationships
- Problems with your children
- Substance abuse
- Stress, anxiety, or depression
- Job pressures
- Marital conflicts
- Grief and loss
- Education
- Home buying
- Child care, elder care, pet care
- Legal, financial, and identity theft services
- Online workshops and tutorials
- Free Simple Will kit
- Career development services

You (and each of your household members) have access to six in-person confidential counseling sessions per primary issue, and unlimited calls. For additional information regarding the services provided, please call **(800) 433-2320** for assistance or refer to the Employee Benefits page on the Labor Relations & Human Resources page on TriNet.

## WELLNESS PROGRAM

Taking preventive health measures is one of the most rewarding things you can do for your body. TriMet supports your health and wellness through our Wellness Matters Program. We encourage you to participate in our free annual wellness offerings, which include:

- **An onsite biometric screening.** Get to know your numbers, including cholesterol levels, glucose levels, and other critical indicators of health.
- **An onsite flu shot.** When flu season hits, you want to be ready. You should get your flu shot every year, so take advantage of this convenient opportunity to get yours at work.

Stay tuned for more information about these events, and cheers to a safe and healthy you.



# FLEXIBLE SPENDING ACCOUNTS (FSAs)

Save money on health care and/or dependent care expenses by using a tax-advantaged FSA. The money you contribute to these accounts comes from your paycheck before it's taxed, and you withdraw it tax-free when you pay for eligible expenses. **You must re-enroll in an FSA if you wish to participate in one for 2018, even if you currently have an FSA.**

There are three types of FSAs available to you:

- **Health Care FSA.** Use a debit card to pay for eligible expenses. Choose your contribution amount once a year; your entire contribution amount is available to you at the beginning of the plan year. *Note:* Up to \$500 of unused money may be carried over to the next year; amounts above \$500 will be forfeited.
- **Dependent Care FSA.** Get reimbursed by submitting a claim. Eligible expenses include child care for children up to age 13 and care for dependent elders.
- **Limited FSA.** Designed to work together with your Health Savings Account (HSA) for additional tax-saving opportunities. Use a debit card to pay for your eligible expenses (dental and vision only). Your entire contribution amount is available to you at the beginning of the plan year.

The maximum amount you can contribute into each account is below:

	Health Care FSA	Dependent Care FSA	Limited FSA
<b>Contribution Limit</b>	\$2,600	\$5,000	\$2,600

## What is the Difference Between an FSA and an HSA?

	HSA	FSA
<b>Can the account collect interest?</b>	Yes	No
<b>Do my contributions roll over to the next year?</b>	Yes	Up to \$500*
<b>Who contributes to the account?</b>	You and TriMet	You
<b>How much money do I have access to?</b>	Only the amount that has been deposited into the account to date	<i>Health Care FSA:</i> Entire annual election amount, even if not all money has been deducted from your paycheck  <i>Dependent Care FSA:</i> Only the amount that has been deposited into the account to date

\* Please remember, once you're enrolled in the Limited FSA, you can't carry over funds from year to year.

For a complete list of eligible expenses, refer to IRS Publication 502 at [www.irs.gov/publications/p502/index.html](http://www.irs.gov/publications/p502/index.html).

## LONG-TERM DISABILITY (LTD)

### *Company pays, coverage is automatic*

TriMet offers long-term disability insurance to help protect your financial well-being. If you become ill or injured and need to miss work for an extended time, disability insurance can replace a percentage of your lost income. These benefits are fully paid for by TriMet. Coverage is automatic; you do not need to enroll.

- Coverage is available only to employees working at least 20 hours per week
- Coverage begins after you have been disabled for 90 days
- Pays 60% of your salary, to a maximum of \$10,000 per month

A disability can be one of the biggest financial risks you face. Your work income will end, but your living expenses will continue.

## LIFE AND ACCIDENT INSURANCE

Because life can suddenly take an unexpected turn, it's good to know you're covered if the worst occurs. TriMet offers you different levels of coverage to meet your needs.

### Basic Life Insurance and Basic Accidental Death and Dismemberment (AD&D) Insurance

#### *Company pays, coverage is automatic*

TriMet provides Basic Life Insurance and Basic AD&D Insurance to assist you and your family in the event of death or dismemberment. These benefits are fully paid for by TriMet. Coverage is automatic; you do not need to enroll.

Benefits are equal to:

- Basic life insurance: 1x your annual earnings, subject to a maximum of \$150,000. The amount of your life insurance is rounded to the next higher multiple of \$1,000, if not already a multiple of \$1,000.
- Basic AD&D insurance: For an accidental loss of life, the amount of this insurance benefit is equal to the employee Basic Life coverage amount. For other covered losses, the amount of this benefit is a percentage of the AD&D insurance coverage amount.

### Select a Beneficiary

It's important to choose a beneficiary or beneficiaries to receive the policy's benefit payment in the event of the insured person's death. You should designate your beneficiary(ies) when you're enrolling via **Employee Self Service**.

# VOLUNTARY LIFE AND ACCIDENT INSURANCE

## *You pay, you must enroll*

You may purchase additional Voluntary Life Insurance and Voluntary Accidental Death & Dismemberment (AD&D) for yourself, your spouse or domestic partner, and your child(ren).

You pay the full cost of any voluntary coverage. You must purchase coverage for yourself in order to purchase it for your dependents. In order to elect AD&D, you must elect voluntary life insurance and the coverage amounts must match.

Coverage is available in the following amounts:

	Voluntary Life Insurance	Voluntary AD&D Insurance
<b>For you</b>	Coverage available in increments of \$10,000, up to \$500,000 or 6x your annual earnings	Coverage available in increments of \$10,000, up to \$500,000 or 6x your annual earnings. Must match voluntary life amount elected.
<b>For your spouse/ domestic partner</b>	Coverage available in increments of \$5,000, up to \$300,000 (not to exceed 100% of your voluntary coverage)	Coverage available in increments of \$5,000, up to \$300,000 (not to exceed 100% of your voluntary coverage)
<b>For your children</b>	Coverage available in increments of \$1,000, up to \$10,000	Coverage available in increments of \$1,000, up to \$10,000

### During This Enrollment Period Only!

Want Voluntary Life Insurance coverage? Now is your chance! You can elect Voluntary Life Insurance for you and your spouse/domestic partner, up to guarantee issue amounts, without answering medical history questions, **during this enrollment period only!**\*

Don't miss your opportunity to protect your loved ones.

\*After this enrollment period, you must answer medical history questions when you purchase any coverage amount.

### Medical History Questions

If you elect Voluntary Life Insurance coverage for you and your spouse/domestic partner when you're first eligible, you must answer medical history questions for amounts above the guarantee issue amounts:

- For you: Amounts over \$150,000
- For your spouse/domestic partner: Amounts over \$30,000

If you or your spouse/domestic partner do not elect life coverage when first eligible, but decide to elect at a later date, you must answer medical history questions for any coverage amount. You will also be required to answer medical history questions if you choose to increase your coverage at a later time.

Coverage won't be effective until the insurance company provides written approval of your application.

Complete the online Medical History Statement via [The Standard](#) to get started.

# RATES

Costs are one of the important factors to consider when choosing your benefits. Here are the 2018 monthly rates for your benefits. To determine how much will be deducted from your biweekly paycheck, divide the 2018 Employee Monthly Cost by 2.

## Medical

### Full-time employees: 30+ hours

	Regence HSA				
	2018 Employee Monthly Cost	2018 TriMet Monthly Cost	TriMet's Monthly HSA Contribution	TriMet's Annual HSA Contribution	2018 Total Monthly Premium
Employee Only	\$27.96	\$500.56	\$62.50	\$750.00	\$466.02
Employee + Spouse/Domestic Partner*	\$58.72	\$1,044.88	\$125.00	\$1,500.00	\$978.60
Employee + Child(ren)	\$48.94	\$891.68	\$125.00	\$1,500.00	\$815.62
Family	\$78.28	\$1,351.54	\$125.00	\$1,500.00	\$1,304.82

	Regence PPO 80/20			Kaiser Permanente HMO		
	2018 Employee Monthly Cost	2018 TriMet Monthly Cost	2018 Total Monthly Premium	2018 Employee Monthly Cost	2018 TriMet Monthly Cost	2018 Total Monthly Premium
Employee Only	\$36.12	\$565.94	\$602.06	\$33.44	\$524.01	\$557.45
Employee + Spouse/Domestic Partner*	\$75.86	\$1,188.44	\$1,264.30	\$66.90	\$1,047.99	\$1,114.89
Employee + Child(ren)	\$63.22	\$990.36	\$1,053.58	\$60.20	\$943.20	\$1,003.40
Family	\$101.14	\$1,584.56	\$1,685.70	\$100.34	\$1,572.00	\$1,672.34

### Part-time employees: 20-29 hours

	Regence HSA				
	2018 Employee Monthly Cost	2018 TriMet Monthly Cost	TriMet's Monthly HSA Contribution	TriMet's Annual HSA Contribution	2018 Total Monthly Premium
Employee Only	\$116.50	\$412.02	\$62.50	\$750.00	\$466.02
Employee + Spouse/Domestic Partner*	\$244.64	\$858.96	\$125.00	\$1,500.00	\$978.60
Employee + Child(ren)	\$203.90	\$736.72	\$125.00	\$1,500.00	\$815.62
Family	\$326.20	\$1,103.62	\$125.00	\$1,500.00	\$1,304.82

	Regence PPO 80/20			Kaiser Permanente HMO		
	2018 Employee Monthly Cost	2018 TriMet Monthly Cost	2018 Total Monthly Premium	2018 Employee Monthly Cost	2018 TriMet Monthly Cost	2018 Total Monthly Premium
Employee Only	\$150.52	\$451.54	\$602.06	\$139.36	\$418.09	\$557.45
Employee + Spouse/Domestic Partner*	\$316.08	\$948.22	\$1,264.30	\$278.72	\$836.17	\$1,114.89
Employee + Child(ren)	\$263.40	\$790.18	\$1,053.58	\$250.84	\$752.56	\$1,003.40
Family	\$421.42	\$1,264.28	\$1,685.70	\$418.08	\$1,254.26	\$1,672.34



# RATES (CONTINUED)

## Dental

### Full-time employees: 30+ hours

	Delta Dental Plan			Kaiser Dental Plan		
	2018 Employee Monthly Cost	2018 TriMet Monthly Cost	2018 Total Monthly Premium	2018 Employee Monthly Cost	2018 TriMet Monthly Cost	2018 Total Monthly Premium
Employee Only	\$3.68	\$57.74	\$61.42	\$3.82	\$59.84	\$63.66
Employee + Spouse/Domestic Partner*	\$6.96	\$109.10	\$116.06	\$7.22	\$113.08	\$120.30
Employee + Child(ren)	\$7.00	\$109.70	\$116.70	\$7.26	\$113.68	\$120.94
Family	\$10.50	\$164.54	\$175.04	\$10.88	\$170.52	\$181.40

### Part-time employees: 20-29 hours

	Delta Dental Plan			Kaiser Dental Plan		
	2018 Employee Monthly Cost	2018 TriMet Monthly Cost	2018 Total Monthly Premium	2018 Employee Monthly Cost	2018 TriMet Monthly Cost	2018 Total Monthly Premium
Employee Only	\$15.36	\$46.06	\$61.42	\$15.92	\$47.74	\$63.66
Employee + Spouse/Domestic Partner*	\$29.02	\$87.04	\$116.06	\$30.08	\$90.22	\$120.30
Employee + Child(ren)	\$29.18	\$87.52	\$116.70	\$30.24	\$90.70	\$120.94
Family	\$43.76	\$131.28	\$175.04	\$45.34	\$136.06	\$181.40

Note: It is a violation of TriMet policy to enroll people who are not eligible dependents and/or who fail to remove dependents that are no longer eligible. TriMet pays 94% of the cost of premiums to the insurance carriers for full-time employees and eligible dependents. Any employee who enrolls a person who is not a qualified dependent or who fails to remove a person who is no longer eligible is subject to discipline for fraud or theft, up to and including termination from employment and criminal prosecution for theft.

\*In addition to the monthly deduction, employees pay tax on the monthly imputed income for domestic partners and the partner's children. For same-sex partners, federal tax regulations will treat same-sex spouses as married if they were legally wed in any jurisdiction, regardless of their state of residence. Contact the Benefits Department for information.

## Voluntary Life Insurance/Voluntary AD&D Insurance

Go to the Employee Benefits page on the Labor Relations & Human Resources page on TriNet for additional information and rates for Voluntary Life Insurance and Voluntary AD&D Insurance.

# BENEFIT CONTACTS

When you need to reach one of our benefit providers, please refer to the table below. You can always reach out to the TriMet Benefits Department at:



[benefits@trimet.org](mailto:benefits@trimet.org)



(503) 962-7625

Benefit	Administrator	Website	Phone number
Regence Medical Plans	Medical: Regence Blue Cross	<a href="http://www.regence.com">www.regence.com</a>	(888) 233-8038
	Prescription: Prime Therapeutics	<a href="http://www.primetherapeutics.com">www.primetherapeutics.com</a>	(844) 765-2894
	Vision: VSP	<a href="http://www.vsp.com">www.vsp.com</a>	(800) 877-7195
Kaiser Medical Plan	Kaiser Permanente	<a href="http://www.kp.org">www.kp.org</a>	(503) 813-2000 or (800) 813-2000
Dental	Delta Dental of Oregon	<a href="http://www.modahealth.com">www.modahealth.com</a>	(503) 265-5680 or (877) 277-7280
	Kaiser Dental	<a href="http://www.kaiserpermanentedentalnw.org">www.kaiserpermanentedentalnw.org</a>	(503) 813-2000 or (800) 813-2000
Health Savings Account	HealthEquity	<a href="http://www.healthequity.com">www.healthequity.com</a>	(866) 960-8055
Flexible Spending Account	BenefitHelp Solutions	<a href="http://www.benefithelpsolutions.com">www.benefithelpsolutions.com</a>	(888) 398-8057
Employee Assistance Program	Cascade Centers	<a href="http://www.cascadecenters.com">www.cascadecenters.com</a>	(800) 433-2320
Long-Term Disability	The Standard	<a href="http://www.standard.com">www.standard.com</a>	503-321-7000
Life and Accident Insurance	The Standard	<a href="http://www.standard.com">www.standard.com</a>	503-321-7000

# ENROLLMENT MEETING SCHEDULE

It's important to attend an Open Enrollment meeting so you can learn more about your benefit options and what's changing, as well as ask questions directly to benefit representatives. Mark your calendar with one of the dates below:

Event Date	Start Time	End Time	Location/Address	Building/Room	City
Monday 10/16/2017	4:30 AM	4:00 PM	Center Street 4012 SE 17th Avenue	1st Floor Report Area	Portland
Tuesday 10/17/2017	4:30 AM	4:00 PM	Powell 9800 SE Powell Blvd	Report Area	Portland
Wednesday 10/18/2017	4:30 AM	4:00 PM	Merlo 16130 SW Merlo Road	Report Area	Beaverton
Thursday 10/19/2017	4:30 AM	4:00 PM	Ruby Junction 2222 NW Eleven Mile Ave	RJ North, 2nd Floor Lunch Room	Gresham
Friday 10/20/2017	4:30 AM	4:00 PM	Center Street 4012 SE 17th Avenue	1st Floor Report Area	Portland
Monday 10/23/2017	9:00 AM	3:00 PM	Harrison Square 1800 SW First Avenue, #300	3rd Floor, Alsea Conf Room Near Reception Area	Portland
Monday 10/23/2017	4:30 AM	4:00 PM	Merlo 16130 SW Merlo Road	Report Area	Beaverton
Tuesday 10/24/2017	6:30 PM	8:30 PM	Elmonica 16250 SW Jenkins Road	Lunch Room	Beaverton
Tuesday 10/24/2017	12:00 PM	4:00 PM	Portland Streetcar	Lunch Room	Beaverton
Tuesday 10/24/2017	9:30 PM	10:30 PM	WES 9499 SW Barber St	Conf Room	Wilsonville
Thursday 10/26/2017	6:00 AM	8:00 AM	Elmonica 16250 SW Jenkins Road	Report Area	Beaverton
Thursday 10/26/2017	12:00 PM	2:00 PM	Portland Streetcar	Lunch Room	Beaverton
Thursday 10/26/2017	1:30 PM	3:30 PM	WES 9499 SW Barber St	Conf Room	Wilsonville

**SMALL TAB #13**

HEALTH WEALTH CAREER

# NATIONAL SURVEY OF EMPLOYER- SPONSORED HEALTH PLANS



A special report for  
TriMet  
Non-Union Employees



MAKE TOMORROW, TODAY  MERCER

# A SPECIAL REPORT FROM THE 2017 NATIONAL SURVEY OF EMPLOYER-SPONSORED HEALTH PLANS

In contrast to the turmoil in the individual health plan market, employer health plan sponsors extended their run of low annual cost increases in 2017, as average total health benefit cost per employee rose by just 2.6%. Employers expect cost to rise by 4.2% in 2018, reflecting changes made to hold down cost; if they made no changes, they projected cost would rise by an average of 6.5%. Despite relatively moderate cost growth, health coverage represents an enormous expense. Total health benefits cost averaged \$12,229 per employee in 2017. Even among smaller employers (those with 10-499 employees), where benefits are typically less generous, per-employee cost averages \$11,527.

One of the key strategies for slowing cost growth has been consumerism: making employees responsible for a greater share of their healthcare expenses and providing resources to help them spend more carefully. Resources such as transparency tools, telemedicine and voluntary benefit options like hospital indemnity plans can make choosing a high-deductible plan a more comfortable choice. Nearly two-thirds of all large employers (those with 500 or more employees) now offer a high-deductible consumer-directed health plan (CDHP), most often as a choice rather than as a full replacement. However, after years of steady growth, enrollment in CDHPs among large employers slowed nearly to a halt in 2017, rising only from 33% to 34% of covered employees.

While consumerism has an important role in cost management, it can't solve for all of the inefficiencies in the healthcare market. The next wave of cost management strategies seek to improve the value of the care provided. The survey asked employers to rate the importance of strategies they will be using over the next five years to achieve lower cost, higher quality and a better member experience. At the top of the list was taking action to manage high-cost claims – such as by providing enhanced care management or a “high-touch” advocacy program, followed by addressing the rising cost of specialty drugs. The third priority -- a focused strategy for creating a culture of health -- recognizes that helping employees thrive has a measurable impact on virtually every aspect of their business.

Using a scientific random sample and supplemental convenience sample, we collected data from 2,481 employers with 10 or more employees. The national and regional results are based on the random sample only and are weighted to be projectable. However, results for city, state and other special employer groups include the convenience sample and are unweighted. In cases where there are too few data to report, "ID" (insufficient data) appears instead of a figure.

**NUMBER OF PARTICIPANTS** **GEOGRAPHIC REGIONS USED IN THIS SURVEY**

TriMet Non-Union	1
Government 500+	183
Oregon & SW Washington 500+	42
National 500+	1,559



## EMPLOYER PROFILE

### Demographics

	TriMet Non-Union	Government 500+	Oregon & SW Washington 500+	National 500+
Average employee age	48	44	42	43
Average % of female employees	39%	42%	53%	47%
Average % of union employees	85%	35%	31%	12%
<b>Company revenue in 2016</b>				
Less than \$25M		22%	15%	14%
\$25M-\$249.9M		41%	26%	31%
\$250M-\$999.9M		25%	22%	26%
\$1B or more		12%	37%	29%

## MEDICAL PLAN PREVALENCE

### Type of medical plan offered

Percent of employers offering each type of medical plan

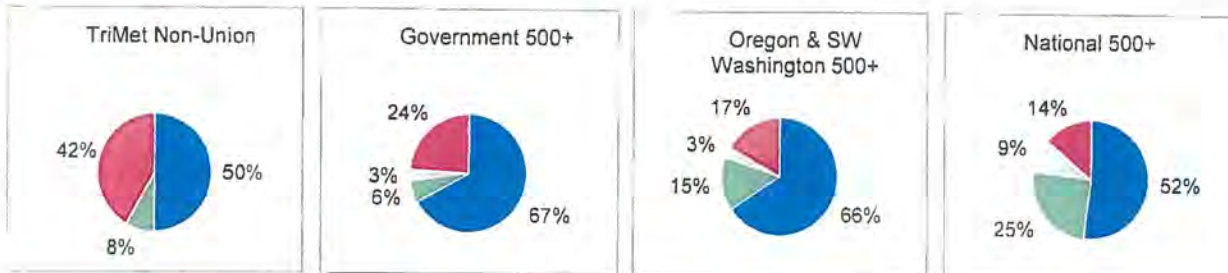
	TriMet Non-Union	Government 500+	Oregon & SW Washington 500+	National 500+
PPO/POS*	Yes	92%	95%	85%
HSA-eligible CDHP	Yes	26%	48%	59%
HRA-based CDHP	No	14%	10%	12%
Either type of CDHP	Yes	35%	50%	64%
HMO	Yes	20%	45%	29%

\*Includes traditional indemnity plans

### Employee enrollment

Percent of all covered employees enrolled in each type of medical plan

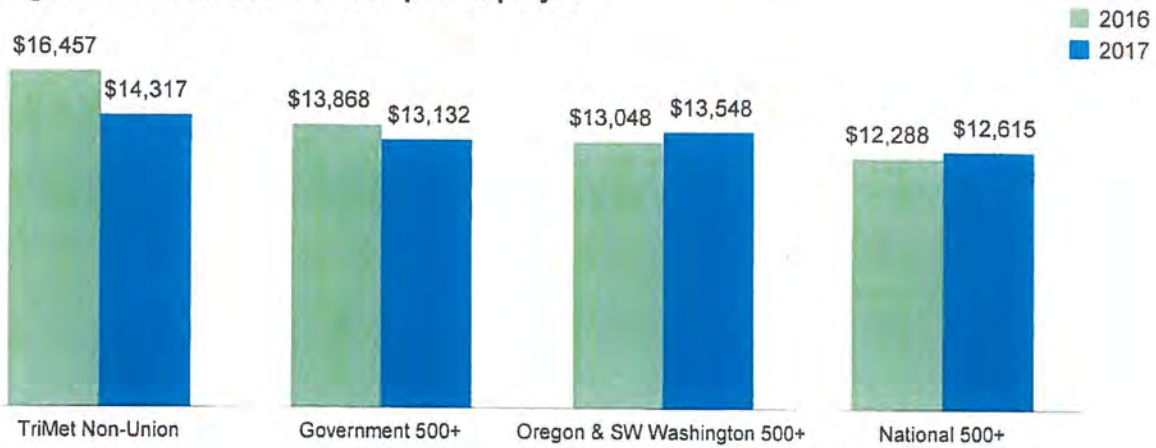
■ PPO/POS\* 
 ■ HSA-eligible CDHPs 
 ■ HRA 
 ■ HMO



\*Includes traditional indemnity plans

**COST, CONTRIBUTION AND FUNDING**

**Average total health benefit cost\* per employee**



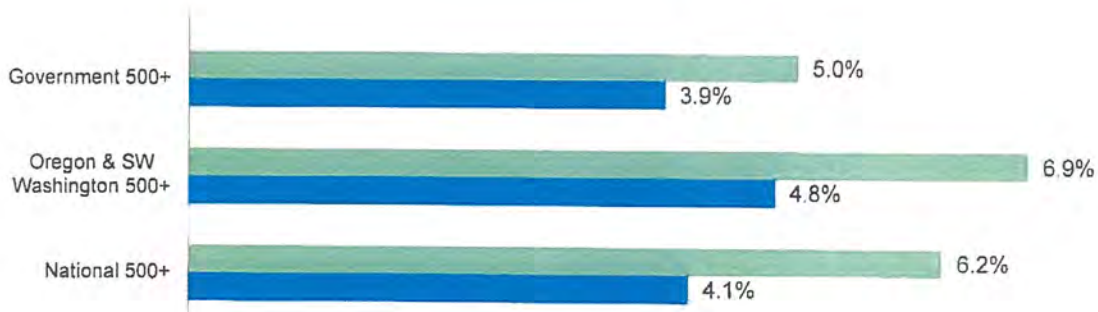
\*Total health benefit cost includes medical, dental, Rx, vision and hearing benefits

**Health benefit cost as a percentage of payroll**

	Government 500+	Oregon & SW Washington 500+	National 500+
Average total health benefit cost as a percentage of payroll for 2016	19.6%	17.6%	15.6%

**Expected average increase in total health benefit cost per employee for 2018**

■ Before any plan changes\*      ■ After plan changes\*



\*Changes to plan design or health plan vendor

## COST, CONTRIBUTION AND FUNDING, CONTINUED

### Employee contribution for individual coverage

#### Average monthly contribution for individual coverage (\$)

	TriMet Non- Union	Government 500+	Oregon & SW Washington 500+	National 500+
PPO/POS	\$36	\$104	\$89	\$140
HSA-eligible CDHP	\$28	\$59	\$51	\$83
HRA-based CDHP	N/A	ID	\$39	\$109
HMO	\$33	\$63	\$87	\$128
Dental (Delta Dental / Kaiser)	\$4 / \$4	\$17	\$7	\$18

#### Average contribution for individual coverage as a % of premium

PPO/POS	6%	17%	15%	24%
HSA-eligible CDHP	6%	10%	20%	18%
HRA-based CDHP	N/A	ID	12%	20%
HMO	6%	19%	15%	23%
Dental	6%	51%	22%	49%

### Employee contribution for family coverage\*

#### Average monthly contribution for family coverage (\$)

	TriMet Non- Union	Government 500+	Oregon & SW Washington 500+	National 500+
PPO/POS	\$101	\$394	\$390	\$470
HSA-eligible CDHP	\$78	\$239	\$235	\$318
HRA-based CDHP	N/A	ID	\$140	\$389
HMO	\$100	\$322	\$441	\$484
Dental (Delta Dental / Kaiser)	\$11 / \$11	\$64	\$47	\$59

#### Average contribution for family coverage as a % of premium

PPO/POS	6%	26%	27%	31%
HSA-eligible CDHP	6%	16%	20%	25%
HRA-based CDHP	N/A	ID	14%	25%
HMO	6%	18%	29%	32%
Dental	6%	62%	32%	55%

\*Family coverage is defined as coverage for employee, spouse and two children

### Use salary-based contributions

	TriMet Non- Union	Government 500+	Oregon & SW Washington 500+	National 500+
Use salary bands	No	3%	0%	12%
Median number of salary bands	N/A	ID	ID	3
Contribution is the same percentage of salary for all employees (% of employers)	No	1%	0%	2%



## COST, CONTRIBUTION AND FUNDING, CONTINUED

### Funding method for most prevalent plan

■ Fully insured   
 ■ Self-funded with stop-loss   
 Self-funded without stop-loss



## COVERAGE ELIGIBILITY, ELECTION

	Government 500+	Oregon & SW Washington 500+	National 500+
<b>Coverage waivers</b>			
Average % of eligible employees waiving own coverage	11%	14%	18%
Offer cash incentive to waive coverage (% of employers)	18%	25%	10%
Average annual cash incentive, when provided	\$2,359	\$1,572	\$1,667
Offer other incentive to waive coverage (% of employers)	3%	3%	2%
<b>Spousal provisions</b>			
Spouses with other coverage available are not eligible	10%	3%	10%
Surcharge applies for spouses with other coverage available	4%	18%	14%
Median monthly surcharge amount (\$)	ID	\$100	\$100
<b>Domestic partner coverage</b>			
Offer to same-sex partners only	7%	2%	8%
Offer to both same-sex and opposite-sex partners	45%	80%	48%
Dropped coverage due to legalization of same-sex marriage	12%	10%	13%
<b>Average % of employees electing dependent coverage</b>	<b>52%</b>	<b>56%</b>	<b>53%</b>
<b>Part-time employees</b>			
Offer coverage to part-time employees <sup>1</sup>	49%	78%	55%
Average number of hours / week required for eligibility <sup>2</sup>	20	21	23
Average contribution as a percent of premium for employee-only coverage	38%	29%	31%
Average contribution as a percent of premium for family coverage	46%	32%	39%

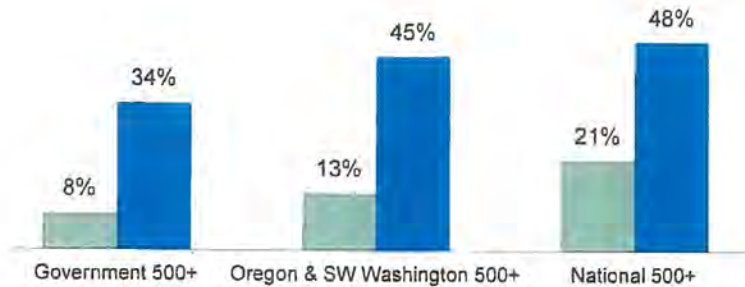
<sup>1</sup> Among employers that have part-time employees

<sup>2</sup> Among employers with a minimum hour requirement

## STRATEGIC PLANNING

### Expect to offer an account-based CDHP in the next three years

- As only type of plan offered to all or most employees
- Alongside other medical plan choices for all or most employees



### Telemedicine services<sup>1</sup>

	Government 500+	Oregon & SW Washington 500+	National 500+
Offer through the health plan	63%	62%	57%
Offer through a speciality vendor outside the health plan	8%	14%	15%
<b>Cost-sharing requirements</b>			
% requiring copay	63%	41%	67%
% requiring coinsurance	11%	22%	15%
No cost-sharing is required	29%	37%	21%
Median copay amount	\$20	\$20	\$25
<b>Utilization rate for programs in use in 2016</b>			
1% - 3%	56%	50%	51%
4% - 6%	11%	25%	19%
7% - 9%	7%	0%	4%
10% or more	26%	25%	27%

### How transparency tools\* are provided<sup>1</sup>

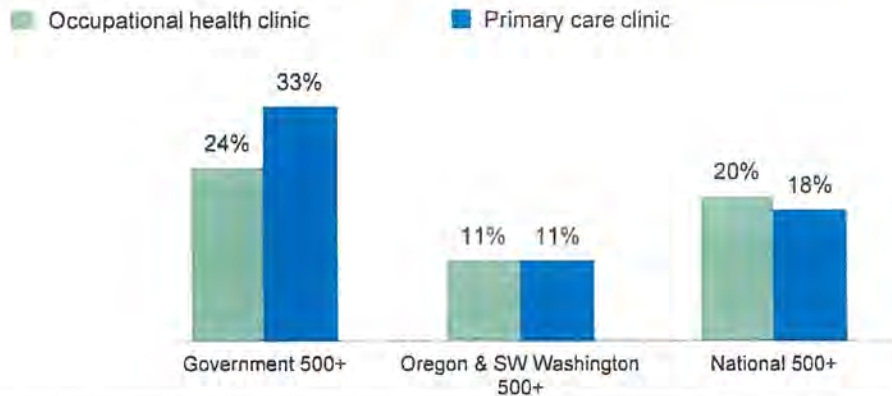
	Government 500+	Oregon & SW Washington 500+	National 500+
Through health plan only	66%	83%	67%
Through specialty vendor outside the health plan	16%	14%	15%
No transparency tools are provided	18%	3%	18%

\*Tool to deliver price and quality information about specific health care providers or service to employees. Tool can be accessed online, telephonically or via mobile applications.

<sup>1</sup>Based on employers with 500 or more employees

## STRATEGIC PLANNING, CONTINUED<sup>1</sup>

### Offer on-site or near-site health clinic



### Employees have incentives to use narrow networks / value-based care

Employer offers incentives to use:	Government 500+	Oregon & SW Washington 500+	National 500+
Accountable care organization (affiliated providers that treat patients across care settings with payment tied to performance)	13%	10%	6%
Patient-centered medical home (primary care-driven model designed to provide enhanced access, quality and integrated care)	3%	13%	4%
Other type of narrow network of providers selected based on quality / cost performance	6%	7%	8%

### Centers of Excellence

	Government 500+	Oregon & SW Washington 500+	National 500+
Offer surgical COE (for surgeries other than transplants)	47%	46%	48%
Employees have incentives to use	6%	11%	9%
Offer COE for cardiology	49%	46%	46%
Employees have incentives to use	6%	11%	8%
Offer COE for orthopedics	47%	39%	44%
Employees have incentives to use	6%	4%	8%
Offer COE for oncology	45%	45%	45%
Employees have incentives to use	3%	7%	7%
Offer COE for women's health (infertility/pregnancy)	41%	43%	41%
Employees have incentives to use	3%	11%	6%

### Reference-based pricing\*

	Government 500+	Oregon & SW Washington 500+	National 500+
Currently in place	10%	9%	8%
Considering	17%	6%	12%

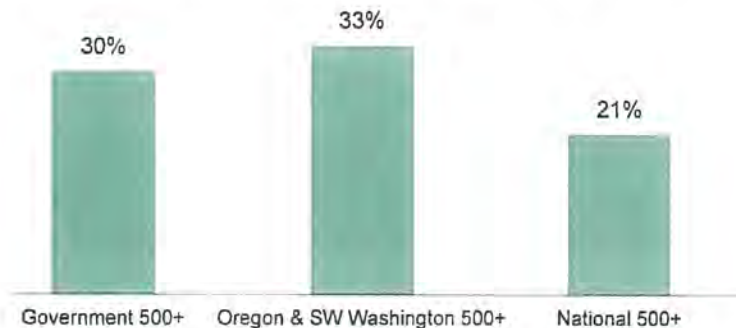
\*health plan sets a maximum amount payable for specific procedures, higher than normal cost-sharing applies for providers charging above reference price)

<sup>1</sup>Based on employers with 500 or more employees

## STRATEGIC PLANNING, CONTINUED

### Excise tax\*

Estimated percentage of employers subject to excise tax in 2020 if they make no changes to current plans



\* Among employers with 50 or more employees. Estimate based on employer's current premium for highest-cost plan, trended at 4.7%. Tax threshold estimated at \$10,700 for employee-only coverage and \$28,900 for family coverage.

### Bundled solution for benefits (includes private exchanges)

	Government 500+	Oregon & SW Washington 500+	National 500+
Currently use or plan to by 2019	7%	8%	16%
Considering using within 5 years	7%	21%	17%
Not using / not considering	86%	71%	66%

### Future strategies to achieve triple aim (cost, quality, engagement)<sup>1</sup>

Percent of employers ranking as important / very important

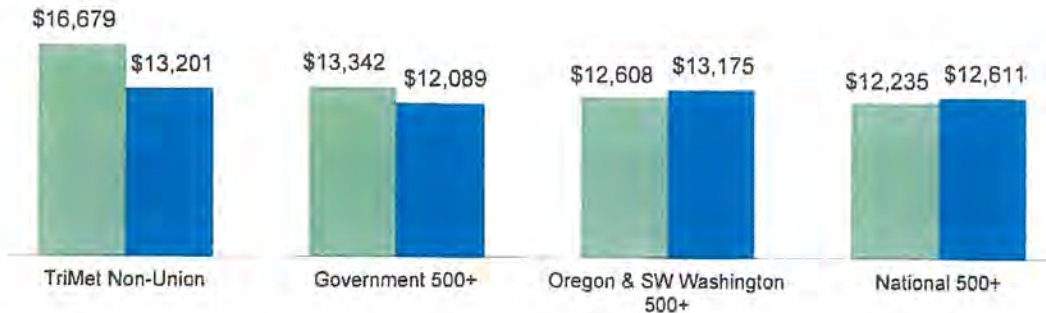
	Government 500+	Oregon & SW Washington 500+	National 500+
ACO or other high-performance network strategies	33%	41%	33%
Focused action to manage cost for specialty pharmacy	75%	79%	73%
Monitoring and managing high-cost claimants	74%	55%	77%
Offering employees more plan or benefit options with decision support tools	43%	55%	48%
Focused strategy for creating a culture of health	80%	79%	70%
"Point solutions"—high tech or high touch support for physical / mental / financial health issues	38%	53%	40%

<sup>1</sup>Based on employers with 500 or more employees

**PREFERRED PROVIDER ORGANIZATION (PPO) / POINT-OF-SERVICE PLANS (POS)**

**Average PPO / POS\* cost per employee, for active employees**

■ 2016  
■ 2017



\*includes traditional indemnity

**PPO / POS cost sharing**

	TriMet Non-Union	Government 500+	Oregon & SW Washington 500+	National 500+
Median actuarial value <sup>1</sup>	85%	88%	88%	87%
<b>Deductible for in-network services</b>				
Deductible required (% of employers)	Yes	89%	97%	95%
Median individual deductible amount	\$300	\$500	\$500	\$650
Median family deductible amount	\$900	\$1,500	\$1,500	\$1,500
<b>Deductible for out-of-network services</b>				
Deductible required (% of employers)	Yes	97%	95%	97%
Median individual deductible amount	\$900	\$1,000	\$1,000	\$1,250
Median family deductible amount	\$2,700	\$2,000	\$3,000	\$3,000
<b>In-network primary care physician (PCP) visit</b>				
% requiring copay	No	80%	69%	84%
% requiring coinsurance	Yes	23%	36%	23%
No cost-sharing is required	No	5%	3%	3%
Median copay amount	N/A	\$25	\$25	\$25
Median coinsurance amount	20%	20%	20%	20%
<b>In-network specialist visit</b>				
% requiring higher copay for specialist	No	46%	34%	60%
Median copay amount, when higher than PCP	N/A	\$40	\$40	\$40
<b>Out-of-network primary care physician visit</b>				
% requiring copay	No	19%	6%	12%
% requiring coinsurance	Yes	81%	94%	88%
No cost-sharing is required	No	4%	0%	3%
Median coinsurance amount	40%	40%	40%	40%

<sup>1</sup>Calculated using plan design information supplied by the respondent, modeled through Mercer's MedPrice tool. AVs represent the ratio of paid claims divided by covered health care claims and exclude the impact of employee payroll contributions

**PREFERRED PROVIDER ORGANIZATION (PPO) / POINT-OF-SERVICE PLANS (POS), CONTINUED**

**PPO / POS cost sharing, continued**

	TriMet Non-Union	Government 500+	Oregon & SW Washington 500+	National 500+
<b>In-network hospital stay</b>				
% requiring deductible / per-admission or daily copay	No	26%	3%	21%
% requiring coinsurance	Yes	68%	94%	77%
No cost-sharing is required	No	8%	3%	8%
Median coinsurance amount	20%	20%	20%	20%
<b>Out-of-network hospital stay</b>				
% requiring deductible / per-admission or daily copay	No	13%	3%	13%
% requiring coinsurance	Yes	91%	100%	93%
No cost-sharing is required	No	3%	0%	2%
Median coinsurance amount	40%	40%	40%	40%
<b>Emergency room visit</b>				
% requiring copay	Yes	81%	97%	78%
% requiring coinsurance	No	39%	50%	48%
No cost-sharing is required	No	4%	0%	3%
Median copay amount	\$50	\$100	\$150	\$150
Median coinsurance amount (% of eligible expenses)	N/A	20%	20%	20%
<b>Out-of-pocket maximum for in-network services*</b>				
Median individual out-of-pocket maximum	\$2,300	\$3,000	\$3,000	\$3,000
Median family out-of-pocket maximum	\$6,900	\$6,000	\$6,750	\$6,850
<b>Out-of-pocket maximum for out-of-network services*</b>				
Median individual out-of-pocket maximum	\$4,900	\$4,050	\$4,950	\$6,000
Median family out-of-pocket maximum	\$14,700	\$8,500	\$12,000	\$12,000
<b>Out-of-pocket limit includes prescription drug expenses</b>				
	No**	55%	75%	71%

\*Includes deductible

\*\*Rx OOP limit 2,000 Claimant/5,000 family per calendar year

## HSA-ELIGIBLE CONSUMER-DIRECTED HEALTH PLANS (CDHP)

### Average HSA-eligible CDHP cost per employee, for active employees



### HSA cost sharing

	TriMet Non-Union	Government 500+	Oregon & SW Washington 500+	National 500+
Average actuarial value <sup>1</sup>	86%	81%	85%	81%
<b>Deductible for in-network services</b>				
Median individual deductible amount	\$1,500	\$2,100	\$1,500	\$1,750
Median family deductible amount	\$3,000	\$4,200	\$3,700	\$3,600
<b>Deductible for out-of-network services</b>				
Median individual deductible amount	Shared	\$3,000	\$2,600	\$3,000
Median family deductible amount	Shared	\$6,000	\$5,600	\$6,000
<b>In-network physician visit</b>				
% requiring copay	No	7%	6%	3%
% requiring coinsurance	Yes	56%	89%	78%
No cost-sharing is required	No	39%	11%	19%
Median coinsurance amount	20%	20%	20%	20%
<b>Out-of-network physician visit</b>				
% requiring copay	No	2%	0%	2%
% requiring coinsurance	Yes	88%	94%	91%
No cost-sharing is required	No	10%	6%	8%
Median coinsurance amount	40%	30%	45%	40%
<b>Out-of-pocket maximum for in-network services*</b>				
Median individual out-of-pocket maximum	\$5,000	\$3,500	\$3,500	\$3,500
Median family out-of-pocket maximum	\$10,000	\$6,850	\$6,850	\$7,000
<b>Out-of-pocket maximum for out-of-network services*</b>				
Median individual out-of-pocket maximum	Shared	\$6,000	\$6,000	\$6,350
Median family out-of-pocket maximum	Shared	\$12,000	\$12,000	\$13,000

\*Includes deductible

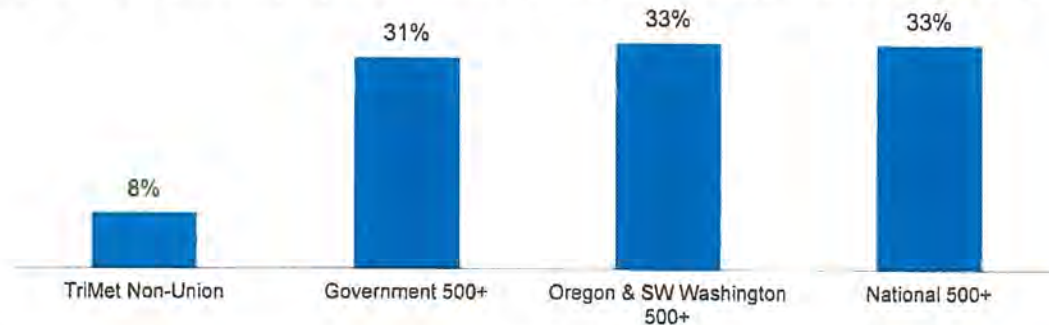
<sup>1</sup>Calculated using plan design information supplied by the respondent, modeled through Mercer's MedPrice tool. AVs represent the ratio of paid claims divided by covered health care claims and exclude the impact of employee payroll contributions. Includes the employer contribution to the health savings account.

## HSA-ELIGIBLE CONSUMER-DIRECTED HEALTH PLANS (CDHP), CONTINUED

### HSA cost sharing, continued

	TriMet Non-Union	Government 500+	Oregon & SW Washington 500+	National 500+
<b>Preventive Rx covered at separate, higher benefit level</b>				
Not subject to deductible	No	8%	42%	24%
100% coverage for at least some Rx categories	Yes	24%	32%	26%
Lower cost-sharing, but not 100% coverage	No	12%	11%	9%
<b>Non-preventive prescription drugs subject to same coinsurance as any other medical expense</b>	Yes	69%	61%	71%

### Average % of eligible employees enrolled in HSA-eligible CDHP when offered as an option



### Plan funding / features

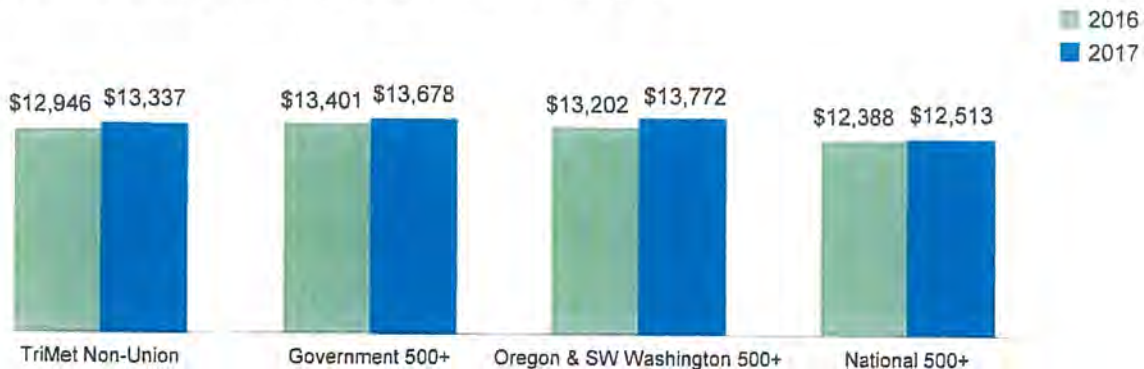
	TriMet Non-Union	Government 500+	Oregon & SW Washington 500+	National 500+
<b>Percent of employers making an account contribution</b>	Yes	73%	85%	77%
<b>Employer contribution to account*</b>				
Median for employee-only coverage	\$750	\$750	\$800	\$500
Median for family coverage	\$1,500	\$1,000	\$1,500	\$1,000
<b>Type of employer account contribution*</b>				
Matching contributions	No	9%	7%	6%
Incentive-based contributions	No	15%	14%	19%
<b>Offer a limited-purpose flexible spending account</b>	Yes	70%	58%	53%
<b>Primary objective for HSA-eligible plan</b>				
Plan is our core health plan; high enrollment is a goal		23%	31%	27%
Plan is offered as a low-cost option to provide medical plan choice		55%	56%	61%
Plan was implemented primarily to meet ACA affordability requirements		2%	6%	4%

\*Among employers contributing to the account



## HEALTH MAINTENANCE ORGANIZATION (HMO)

### Average HMO cost per employee, for active employees



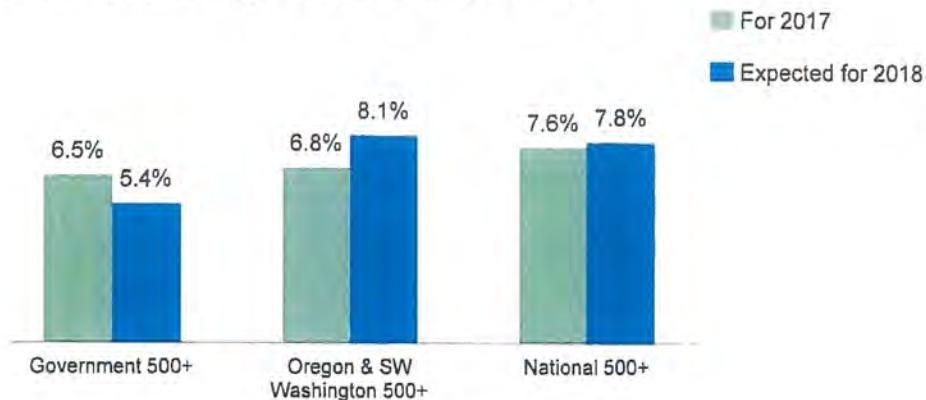
### HMO cost sharing

	TriMet Non-Union	Government 500+	Oregon & SW Washington 500+	National 500+
Average actuarial value <sup>1</sup>	95%	93%	94%	93%
<b>Primary care physician (PCP) visit</b>				
% requiring copay	Yes	90%	89%	91%
% requiring coinsurance	No	7%	11%	5%
Median copay amount	\$10	\$20	\$15	\$20
<b>In-network specialist visit</b>				
% requiring higher copay for specialist	No	55%	53%	67%
Median copay amount, when higher than PCP	\$10	\$35	\$25	\$40
<b>Inpatient hospital stay</b>				
% requiring deductible / per-admission copay	Yes	55%	47%	46%
% requiring coinsurance	No	15%	37%	37%
No cost-sharing is required	No	31%	16%	21%
Median deductible amount	\$50/day to max \$250/admit	\$300	\$250	\$250
Median coinsurance amount	N/A	ID	20%	20%
<b>Outpatient surgery</b>				
% requiring copay per procedure that is higher than PCP / specialist copay	Yes	53%	37%	42%
% requiring copay per procedure that is the same as PCP / specialist copay	No	20%	32%	18%
% requiring coinsurance	No	24%	37%	39%
No cost-sharing is required	No	14%	0%	12%
Median copay amount per procedure when higher than PCP / specialist copay	\$20	\$150	\$50	\$125
<b>Emergency room visit</b>				
% requiring copay	Yes	93%	79%	77%
Median copay amount	\$100	\$125	\$100	\$100
% requiring overall deductible	No	27%	47%	42%

<sup>1</sup> Calculated using plan design information supplied by the respondent, modeled through Mercer's MedPrice tool. AVs represent the ratio of paid claims divided by covered health care claims and exclude the impact of employee payroll contributions.

## PRESCRIPTION DRUG (RX) BENEFITS<sup>1</sup>

### Annual change in cost per employee for prescription drug benefits

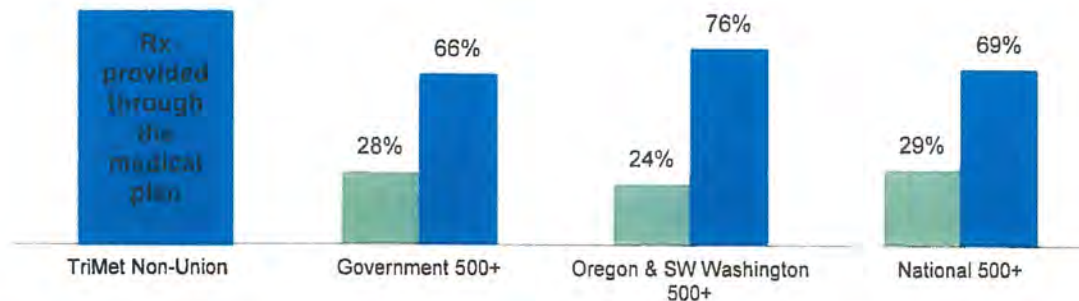


### Average copayments in prescription drug plans

	TriMet Non-Union PPO	Government 500+	Oregon & SW Washington 500+	National 500+
<b>Retail</b>				
Generic	\$10	\$10	\$11	\$11
Brand-name formulary	\$25 or 20%	\$30	\$33	\$33
Brand-name non-formulary	50%	\$50	\$50	\$56
Specialty or biotech drugs (when separate)	N/A	\$105	\$69	\$115
<b>Mail-order (for 90-day supply)</b>	PPO			
Generic	\$30	\$19	\$23	\$22
Brand-name formulary	\$75 or 20%	\$57	\$65	\$68
Brand-name non-formulary	50%	\$95	\$99	\$117
Specialty or biotech drugs (when separate)	N/A	\$172	\$146	\$186

### How drug benefits are provided

■ Contract directly with PBM (carve-out)
 ■ Medical plan provides pharmacy benefit or contracts with PBM (carve-in)



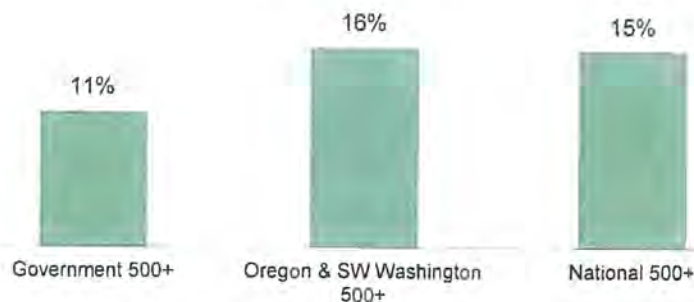
<sup>1</sup> Offered to employees enrolled in the largest medical plan of any type

## PRESCRIPTION DRUG (RX) BENEFITS<sup>1</sup>, CONTINUED

### Drug plan features<sup>2</sup>

	Government 500+	Oregon & SW Washington 500+	National 500+
Mandatory generics (with or without physician override)	30%	42%	34%
Step therapy (generics / preferred brands required before non-preferred brands)	65%	72%	61%
Drug exclusions	31%	44%	35%
Mandatory mail-order (maintenance drugs must be filled by mail after 2-4 fills at a retail pharmacy)	8%	8%	16%
Retail penalty program (maintenance drugs are subject to higher cost sharing after 2-4 fills at a retail pharmacy)	11%	6%	17%
Members may fill 90-day maintenance drugs at specific retail pharmacy	33%	22%	24%

### Average change in per-employee cost for specialty medications at last renewal



### Encourage use of specialty pharmacy<sup>2</sup>

	Government 500+	Oregon & SW Washington 500+	National 500+
Offer lower cost-sharing when filled at specialty pharmacy	21%	22%	12%
Exclude some / all specialty medications from coverage under the retail pharmacy benefit or medical benefit	32%	30%	31%
Other method	6%	11%	13%
Do not steer members to specialty pharmacy	45%	43%	47%

<sup>1</sup>Offered to employees enrolled in the largest medical plan of any type

<sup>2</sup>Based on employers with 500 or more employees

## HEALTH AND WELL-BEING PROGRAMS<sup>1</sup>

### Health and well-being programs and policies

	Government 500+	Oregon & SW Washington 500+	National 500+
<b>Steps taken to build a "culture of health"</b>			
Vision / mission statement supports a culture of health	24%	38%	23%
Offer onsite fitness facility	35%	43%	43%
Work environment modified to promote physical activity	23%	19%	23%
Have policies to promote healthy work / life balance	45%	46%	42%
Healthy food choices in cafeteria, meetings / events	30%	38%	59%
No smoking anywhere on campus	52%	49%	54%
<b>Dependents are eligible for key elements of health and well-being program</b>			
Spouses	61%	62%	57%
Children	32%	44%	22%
No dependents are eligible	39%	38%	42%
<b>Health plan non-participants eligible for at least some elements of the health and well-being program<sup>2</sup></b>			
	65%	68%	67%
<b>Financial health resources (other than retirement planning)</b>			
Offer through the health plan	16%	5%	11%
Offer through specialty vendor	38%	54%	41%

### Other health and well-being initiatives

	Government 500+	Oregon & SW Washington 500+	National 500+
<b>Technology-based resources used to promote program participation / engagement</b>			
Mobile applications to engage employees	41%	55%	40%
Wearables / apps to monitor activity	33%	39%	29%
Devices to transmit health measures to providers	13%	5%	9%
<b>Provide health advocacy services</b>			
Through the health plan	35%	25%	30%
Through a specialty vendor	11%	19%	19%
Considering offering	5%	14%	15%
<b>Integrated technology-based platform<sup>2</sup></b>			
All health and well-being vendors and offerings can be accessed through one integrated platform	16%	26%	18%
Not all vendors and offerings can be accessed through one platform, but that's a goal	23%	6%	19%
Considering an integrated platform	17%	19%	25%
Not considering	43%	48%	38%

<sup>1</sup>Offered to employees enrolled in the largest medical plan of any type

<sup>2</sup>Based on employers with 500 or more employees

## HEALTH AND WELL-BEING PROGRAMS<sup>1</sup>, CONTINUED

### How employee health and well-being programs are offered

	Government 500+	Oregon & SW Washington 500+	National 500+
Through health plan, standard services only	43%	35%	39%
Through health plan, optional services	29%	38%	32%
Through one or more specialty vendors	55%	62%	52%

### Program participation rates<sup>2</sup>

	Government 500+	Oregon & SW Washington 500+	National 500+
Health assessment (% of eligible employees)	45%	39%	36%
Validated biometric screening (% of eligible employees)	44%	34%	37%

### Health and well-being incentives / penalties

	Government 500+	Oregon & SW Washington 500+	National 500+
<b>Use incentives in connection with health and well-being program</b>			
Financial rewards	62%	55%	61%
Financial penalties	14%	16%	12%
Make charitable contribution on behalf of members	0%	3%	4%
Non-financial rewards	30%	26%	23%
Do not use any incentives	25%	29%	28%
<b>Incentives for participating in health and well-being programs<sup>2</sup></b>			
Provide participation incentives	67%	70%	65%
Maximum annual value of incentive* (median)	\$250	\$250	\$350
<b>Outcomes-based incentives<sup>2</sup></b>			
Provide outcomes-based incentives	24%	17%	23%
Maximum annual value of incentive* (median)	ID	\$300	\$520
<b>Provide incentive for non-tobacco use</b>			
Lower premium contribution	15%	11%	22%
Other incentive	11%	0%	8%
No incentives provided	75%	89%	71%
Annual reduction in premium for non-tobacco-users, when provided (median)	\$520	\$288	\$520
<b>Methods used to verify employees' tobacco-use status (among those offering incentives for non-tobacco use)</b>			
Honor system (including affidavit) and/or peer policing	77%	100%	88%
Testing employees (e.g., cotinine testing)	39%	0%	10%
Other	0%	0%	3%

\*Among employers that offer financial incentives

<sup>1</sup>Offered to employees enrolled in the largest medical plan of any type

<sup>2</sup>Based on employers with 500 or more employees

## SPECIAL COVERAGES<sup>1</sup>

### Behavioral health and autism

Programs provided to support behavioral health (through the health plan or separate program) <sup>2</sup>	Government	Oregon & SW Washington	National 500+
	500+	500+	
Stress management	84%	83%	75%
Resiliency	53%	56%	39%
Mindfulness	56%	50%	40%
Tele-therapy	39%	44%	42%
Texting / online coaching with mental health experts	33%	33%	34%
Family support services for children with disabilities	42%	44%	43%
None of the above programs offered	8%	6%	16%
<b>Have conducted an analysis of employees' mental health and substance abuse issues</b>			
Yes	10%	8%	6%
No, but considering in the next two years	8%	14%	14%
No, and not considering	82%	78%	79%
<b>Provide coverage for autism<sup>2</sup></b>			
Diagnostic services	78%	94%	75%
Medication management	69%	86%	63%
Speech, occupational and physical therapies	68%	91%	69%
Inpatient and outpatient treatment services	51%	69%	56%
Applied behavior analysis / other intensive behavioral therapies	43%	51%	45%
Autism spectrum disorders are excluded conditions	18%	3%	16%

### Other special coverages

	Government	Oregon & SW Washington	National 500+
	500+	500+	
<b>Provide coverage for bariatric surgery</b>			
Limited eligibility (must comply with behavior modification program or standards)	33%	24%	34%
Covered the same as other medically necessary procedures	19%	26%	25%
<b>Infertility services covered<sup>2</sup></b>			
Evaluation by a specialist	43%	45%	52%
Drug therapy	25%	21%	33%
In vivo fertilization	12%	8%	23%
In vitro fertilization	13%	11%	26%
Egg freezing	3%	3%	6%
No infertility services are covered	50%	53%	44%
<b>Coverage for infertility treatment limited to women who meet the clinical definition of infertile<sup>2</sup></b>			
	51%	54%	56%
<b>Gender reassignment surgery</b>			
Surgery is covered	30%	57%	34%
Not covered, but considering	5%	3%	5%

<sup>1</sup>Offered to employees enrolled in the largest medical plan of any type

<sup>2</sup>Based on employers with 500 or more employees

## DENTAL BENEFITS

### Average cost of dental coverage, per employee



### Type of dental plan offered

	TriMet Non-Union	Government 500+	Oregon & SW Washington 500+	National 500+
Active PPO	Yes	56%	58%	55%
Passive PPO	No	39%	39%	42%
Dental HMO	Yes	12%	29%	11%
No provider network	No	7%	0%	4%

### Dental plan design

	TriMet Non-Union	Government 500+	Oregon & SW Washington 500+	National 500+
<b>Services covered</b>				
Sealants	Yes	84%	89%	83%
Implants	Yes	66%	86%	71%
Treatment of TMJ	No	29%	36%	32%
Posterior composites	No	52%	58%	52%
<b>Individual deductible for restorative services</b>				
% requiring deductible	No	82%	69%	85%
Median deductible	\$0	\$50	\$50	\$50
<b>Family deductible for restorative services</b>				
% requiring deductible	No	80%	69%	85%
Median deductible	\$0	\$100	\$150	\$150
<b>Dental plan includes annual maximum benefit (% of employers)</b>				
Annual maximum benefit (median), among employers with an annual maximum benefit	Yes	89%	92%	94%
	\$2,000	\$1,500	\$1,500	\$1,500
<b>Orthodontic services</b>				
Median lifetime maximum benefit amount	\$3,000	\$1,500	\$1,500	\$1,500

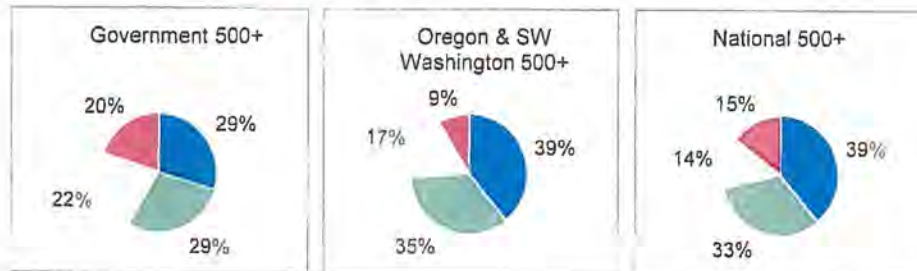
## OTHER BENEFITS

### Voluntary insurance benefits offered

	Government 500+	Oregon & SW Washington 500+	National 500+
Accident	73%	55%	61%
Cancer / critical illness	69%	37%	51%
Individual disability insurance	56%	47%	42%
Whole / universal life	58%	24%	41%
Hospital indemnity	26%	26%	20%
Long-term care	31%	26%	24%
Auto / homeowners	10%	11%	21%
ID theft	28%	24%	24%
Legal benefit	28%	34%	36%
Investment advisory	16%	21%	23%
Discount purchase program	20%	13%	33%
Pet insurance	4%	5%	16%
None of the above voluntary programs offered	7%	18%	11%
<b>Voluntary benefits program integrated with core benefit program on same administration platform</b>	<b>48%</b>	<b>53%</b>	<b>65%</b>

### Percentage of eligible employees enrolled in a voluntary benefits program in 2017

■ Less than 25%   
 ■ 25-50%   
 ■ 51-75%   
 ■ Greater than 75%



### Flexible spending accounts (FSA)

	Government 500+	Oregon & SW Washington 500+	National 500+
<b>Health care FSA</b>			
% offering health care FSA	78%	88%	85%
Average employee participation	23%	21%	20%
Average annual voluntary contribution	\$1,351	\$999	\$1,338
Average % of contribution dollars forfeited in 2016	2%	9%	5%
<b>Dependent care FSA</b>			
% offering dependent care FSA	74%	93%	84%
Average employee participation	3%	6%	6%
Average annual voluntary contribution	\$3,378	\$2,973	\$3,360
Average % of contribution dollars forfeited in 2016	1%	5%	2%



## RETIREE HEALTH CARE

### Offer retiree health coverage\*

■ To pre-Medicare-eligible retirees   ■ To Medicare-eligible retirees



\*Offer a traditional medical plan or private exchange to some or all retirees, on an ongoing basis (new hires will be eligible)

### Offer private medical exchange to retirees (among retiree plan sponsors)<sup>1</sup>

	Government 500+	Oregon & SW Washington 500+	National 500+
Pre-Medicare-eligible retirees	15%	6%	15%
Medicare-eligible retirees	19%	0%	27%

### Current approach to providing Medicare Part D prescription drug benefit<sup>1</sup>

	Government 500+	Oregon & SW Washington 500+	National 500+
Receive 28% subsidy for all / most covered retirees	6%	0%	14%
Offer a plan that wraps around a PDP	21%	57%	20%
Contract with vendor to offer PDP, EGWP or MA-PD plan	16%	14%	20%
Continue to provide drug coverage through standard plan and do not receive subsidy	34%	14%	24%
Some other approach	1%	0%	8%

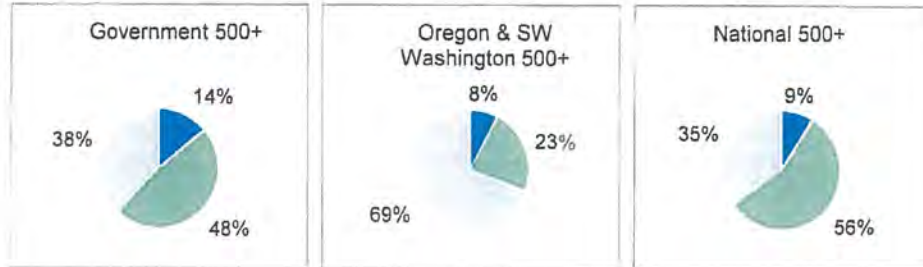
<sup>1</sup>Based on employers with 500 or more employees

**RETIREE HEALTH CARE, CONTINUED<sup>1</sup>**

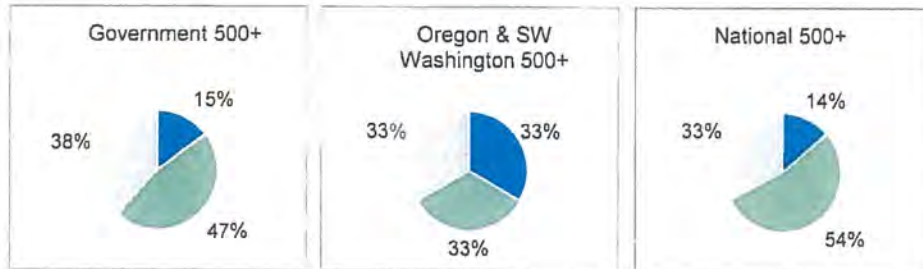
**Contribution requirements for retiree-only coverage**

■ Employer pays all   ■ Cost is shared   ■ Retiree pays all

**Pre-Medicare-eligible retirees**



**Medicare-eligible retirees**

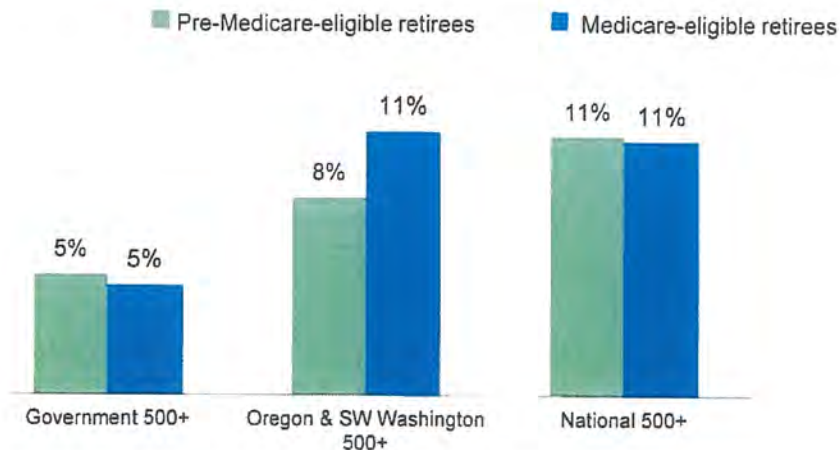


**Average retiree contribution as a percent of premium, when cost is shared**

	Government 500+	Oregon & SW Washington 500+	National 500+
Retiree-only coverage for:			
Pre-Medicare-eligible retirees	33%	48%	36%
Medicare-eligible retirees	40%	52%	41%

**Very likely or likely to add a private exchange in the next 5 years**

Based on retiree plan sponsors not currently offering a retiree medical exchange



<sup>1</sup>Based on employers with 500 or more employees

## DEFINITIONS

### HEALTH PLAN PREVALENCE AND ENROLLMENT

A **consumer-directed health plan eligible for a Health Savings Account** is a high-deductible health plan with an employee-controlled account. Employer contributions are optional. Account funds roll over at year end and are portable.

A **consumer-directed health plan with a Health Reimbursement Account** is a health plan with an employer-funded spending account. Account funds may roll over at year end, but are not portable.

### HEALTH PLAN COST

**Total health benefit cost** is the total gross cost for all medical, dental, prescription drug, MH / SA, vision and hearing benefits for all covered active employees and their dependents divided by the number of enrolled employees. Total gross annual cost includes employee contributions but not employee out-of-pocket expenses.

**Medical plan cost** is the total gross cost for medical and prescription drug benefits divided by the number of enrolled employees. Mental health, vision and hearing benefits for all active employees and their covered dependents are included if part of the plan. Dental benefits, even if a part of the plan, are not included in these costs. CDHP cost includes any employer account contribution.

### EMPLOYEE CONTRIBUTIONS, PPO/POS, HMO, CDHP, DENTAL

Unless otherwise noted, employers with multiple plans of the same type were asked to respond for the **largest plan of each type** (i.e., the one with the largest enrollment).

**Family coverage** is the coverage level for an employee, spouse and two children.

### STRATEGIC PLANNING

A **bundled solution** (which includes private exchanges) is where a single vendor provides consulting, administration and a high-tech platform designed to deliver an enhanced consumer experience. Typically, these solutions offer a wide range of health plan choices.

### EMPLOYEE WELL-BEING

A **health advocacy** program is a "high-touch" telephonic program with *integrated* customer service and clinical teams.

"ID" = Insufficient data.

**SMALL TAB #14**

## **TriMet Other Postemployment Benefit Plan**

**GASB 74/75 Report  
as of January 1, 2018**

Produced by Cheiron

June 2018

**TRIMET OTHER POSTEMPLOYMENT BENEFIT PLAN**  
**GASB 74/75 REPORTING FOR JANUARY 1, 2018 MEASUREMENT DATE**

**SECTION I – EXECUTIVE SUMMARY**

<b>Table I-1</b>			
<b>Summary of Key Valuation Results</b>			
<b>Valuation Date</b>	<b>GASB 75</b>		<b>GASB 45</b>
	<b>01/01/2018</b>	<b>01/01/2017</b>	<b>01/01/2017 *</b>
Discount Rate	3.44%	3.78%	3.50%
<b>Total OPEB Liability</b>			
<u>Union</u>			
Active	\$ 351,923,546	\$ 339,271,407	\$ 351,441,936
Inactive	<u>336,062,365</u>	<u>305,885,791</u>	<u>314,389,048</u>
Total Union	\$ 687,985,911	\$ 645,157,198	\$ 665,830,984
<u>Non-Union</u>			
Active	\$ 52,030,263	\$ 61,557,901	\$ 65,595,773
Inactive	<u>46,525,236</u>	<u>37,001,717</u>	<u>37,878,349</u>
Total Non-Union	\$ 98,555,499	\$ 98,559,618	\$ 103,474,122
<b>Total</b>	<b>\$ 786,541,410</b>	<b>\$ 743,716,816</b>	<b>\$ 769,305,106</b>
Market Value of Assets	<u>403,340</u>	<u>401,426</u>	<u>401,426</u>
<b>Net OPEB Liability</b>	<b>\$ 786,138,070</b>	<b>\$ 743,315,390</b>	<b>\$ 768,903,680</b>

\* The results in this column are from the prior actuary's report.

The Total OPEB Liability decreased from \$769.3 million under the GASB 45 valuation performed by the prior actuary to \$743.7 million under the GASB 75 valuation. This change is attributable to a \$3.5 million increase due to the change in actuary and a \$29.1 million decrease due to the higher discount rate.

Table I-2 on the following page provides a summary of the key GASB 75 results during this measurement period. The Net OPEB Obligation reported under GASB 45 of approximately \$563.8 million as of June 30, 2017 would be replaced with a Net OPEB Liability of \$743.3 million as of the beginning of the fiscal year. In addition, contributions between the measurement date of January 1, 2017 and the fiscal year end would be reported as a deferred outflow of resources.

**SMALL TAB #15**

External New Hires - Managers (03-01-15 to 02-28-18)

Ethnic Origin	New External Manager Hires: 03-01-15 to 02-28-18											
	Total	Men	Women	Minority	Total	Men	Women	Minority	Total	Men	Women	Minority
	Count	Count	Count	Count	% of New Hires	% of New Hires	% of New Hires	% of New Hires	% of New Hires	% of New Hires	% of New Hires	% of New Hires
American Indian or Alaska Native (Not Hispanic or Latino)	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Asian (Not Hispanic or Latino)	4	2	2	4	20.0%	10.0%	10.0%	20.0%	10.0%	10.0%	20.0%	20.0%
Black or African American (Not Hispanic or Latino)	8	6	2	8	40.0%	30.0%	10.0%	40.0%	30.0%	10.0%	40.0%	40.0%
Black or African American, Two or More Races	1	0	1	1	5.0%	0.0%	5.0%	5.0%	0.0%	5.0%	5.0%	5.0%
Hispanic or Latino	1	1	0	1	5.0%	5.0%	0.0%	5.0%	5.0%	0.0%	5.0%	5.0%
Native Hawaiian/Other Pacific Islander(Not Hispanic/Latino)	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Two or More Races (Not Hispanic or Latino)	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
White, Two or More Races	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
White (Not Hispanic or Latino)	30	21	9	9	68.2%	47.7%	20.5%	68.2%	47.7%	20.5%	68.2%	31.8%
	44	30	14	14	100.0%	68.2%	31.8%	100.0%	68.2%	31.8%	100.0%	31.8%



**SMALL TAB #16**

**Organizational Table of Management Positions by Race and Gender and by Division and EEO-4 Segmentation as of June 1, 2018**

Division	Total	Women				Men				Total Women		Total Minority	
		White		Minority		White		Minority		#	%	#	%
		#	%	#	%	#	%	#	%				
As of June 1, 2018 (Includes COO)													
Capital Projects	79	22	27.8%	4	5.1%	46	58.2%	7	8.9%	26	32.9%	11	13.9%
Finance & Administration	37	14	37.8%	4	10.8%	14	37.8%	5	13.5%	18	48.6%	9	24.3%
General Manager-Executive Team	11	1	9.1%	1	9.1%	7	63.6%	2	18.2%	2	18.2%	3	27.3%
General Manager-Other	7	1	14.3%	2	28.6%	3	42.9%	1	14.3%	3	42.9%	3	42.9%
Information Technology	47	4	8.5%	1	2.1%	32	68.1%	10	21.3%	5	10.6%	11	23.4%
Legal Affairs	9	2	22.2%	1	11.1%	5	55.6%	1	11.1%	3	33.3%	2	22.2%
LRHR	17	8	47.1%	5	29.4%	2	11.8%	2	11.8%	13	76.5%	7	41.2%
Maintenance	78	5	6.4%	2	2.6%	56	71.8%	15	19.2%	7	9.0%	17	21.8%
COO	10	0	0.0%	1	10.0%	7	70.0%	2	20.0%	1	10.0%	3	30.0%
Public Affairs	46	12	26.1%	4	8.7%	24	52.2%	6	13.0%	16	34.8%	10	21.7%
Safety	14	4	28.6%	3	21.4%	6	42.9%	1	7.1%	7	50.0%	4	28.6%
Transportation	42	12	28.6%	7	16.7%	17	40.5%	6	14.3%	19	45.2%	13	31.0%
<b>Total</b>	<b>397</b>	<b>85</b>	<b>21.4%</b>	<b>35</b>	<b>8.8%</b>	<b>219</b>	<b>55.2%</b>	<b>58</b>	<b>14.6%</b>	<b>120</b>	<b>30.2%</b>	<b>93</b>	<b>23.4%</b>

Segmented by Level	Total	Women				Men				Total Women		Total Minority	
		White		Minority		White		Minority		#	%	#	%
		#	%	#	%	#	%	#	%				
As of June 1, 2018 (Includes COO)													
Assistant Supervisors	19	2	10.5%	6	31.6%	7	36.8%	4	21.1%	8	42.1%	10	52.6%
Supervisors	61	3	4.9%	2	3.3%	44	72.1%	12	19.7%	5	8.2%	14	23.0%
Professionals	199	50	25.1%	17	8.5%	108	54.3%	24	12.1%	67	33.7%	41	20.6%
Managers	73	19	26.0%	7	9.6%	34	46.6%	13	17.8%	26	35.6%	20	27.4%
Directors	34	10	29.4%	2	5.9%	19	55.9%	3	8.8%	12	35.3%	5	14.7%
Executive Team	11	1	9.1%	1	9.1%	7	63.6%	2	18.2%	2	18.2%	3	27.3%
<b>Total</b>	<b>397</b>	<b>85</b>	<b>21.4%</b>	<b>35</b>	<b>8.8%</b>	<b>219</b>	<b>55.2%</b>	<b>58</b>	<b>14.6%</b>	<b>120</b>	<b>30.2%</b>	<b>93</b>	<b>23.4%</b>

Note: These numbers will vary slightly from the April 15, 2018, AAP utilization tables due to the different effective date of the data.

**SMALL TAB #17**

# Women and Minority Utilization Analysis and Goal Table

## Tri-County Metropolitan Transportation District of Oregon

### Workforce Diversity Project

Effective: 4/15/2018

Job Group	Total	Total		Utilization				Availability				Placement Goal	
		Men	Women	Total	%	Women	Minority	%	Women	Minority	%	Women	Minority
11A Mgrs & Officials: Executive	10	8	2	2	20.0%	20.0%	24.9%	12.7%	No	No	No	No	
11B Mgrs & Officials: Senior-Level	34	22	12	4	35.3%	11.8%	35.7%	23.4%	No	No	No	Yes	
12 Mgrs & Officials: First & Mid-Level	97	60	37	30	38.1%	30.9%	32.2%	17.8%	No	No	No	No	
15 Supervisors	58	53	5	14	8.6%	24.1%	12.5%	15.3%	Yes	Yes	Yes	No	
20 Professionals: Administrative	111	61	50	29	45.0%	26.1%	55.0%	16.2%	No	No	No	No	
21 Professionals: Engrs & IT	76	59	17	12	22.4%	15.8%	19.8%	20.1%	No	No	No	Yes	
25 Professionals: Bargaining Unit	58	42	16	13	27.6%	22.4%	20.8%	27.7%	No	No	No	No	
30 Technicians	9	8	1	2	11.1%	22.2%	30.4%	11.0%	Yes	Yes	Yes	No	
50 Admin Support: Non-Bargaining	74	18	56	16	75.7%	21.6%	87.5%	13.7%	No	No	No	No	
51 Admin Support: Bargaining Unit	134	74	60	41	44.8%	30.6%	34.5%	25.2%	No	No	No	No	
60A Craft Workers: Apprentices	74	67	7	18	9.5%	24.3%	9.7%	24.2%	No	No	No	No	
60B Craft Workers: Skilled	403	379	24	91	6.0%	22.6%	10.5%	25.1%	Yes	Yes	Yes	No	
70A Operatives: Mini-Run Operators	313	201	112	69	35.8%	22.0%	35.6%	23.9%	No	No	No	No	
70B Operatives: Bus Operators	982	701	281	288	28.6%	29.3%	36.2%	21.7%	Yes	Yes	Yes	No	
70C Operatives: Light Rail Operators	203	164	39	56	19.2%	37.6%	27.9%	28.7%	Yes	Yes	Yes	No	
70D Operatives: Street Car Operators	58	47	11	13	19.0%	22.4%	19.2%	27.6%	No	No	No	No	
75 Operatives: Non-Transit Operators	104	81	23	25	22.1%	24.0%	25.3%	28.2%	No	No	No	No	
80 Service Workers	176	149	27	57	15.3%	32.4%	16.5%	38.9%	No	No	No	No	
90 Service-Maint Workers	12	9	3	4	25.0%	33.3%	15.3%	32.4%	No	No	No	No	
<b>Total:</b>	<b>2,986</b>	<b>2,203</b>	<b>783</b>	<b>784</b>									

Note: This table uses the Eighty Percent Method.

**SMALL TAB #18**

**Tri-County Metropolitan Transportation District of Oregon  
TriMet Affirmative Action Program**

**Utilization Analysis and Placement Goal Table<sup>1</sup> | 41 CFR 60-2.15 and 60-2.16 |  
July 1, 2017**

Job Group	Total		Total Women		Total Minority		Utilization		Availability		Placement Goal	
	Men	Women	Women	Minority	Women	Minority	% Women	% Minority	% Women	% Minority	Yes/No Women	Yes/No Minority
11 Mgrs & Officials Exce & Sr -Level	42	12	12	5	28.6%	11.9%	33.6%	18.1%	No	Yes	No	Yes
12 Mgrs & Officials First & Mid-Level	88	34	34	22	38.6%	25.0%	34.5%	18.3%	No	No	No	No
15 Supervisors	51	49	2	8	3.9%	15.7%	16.9%	16.7%	Yes	No	Yes	No
20 Professionals Administrative	108	52	56	30	51.9%	27.8%	57.9%	16.7%	No	No	No	No
21 Professionals Engineers & IT	69	53	16	12	23.2%	17.4%	23.0%	18.9%	No	No	No	No
25 Professionals Bargaining Unit	54	38	16	12	29.6%	22.2%	22.6%	26.8%	No	No	No	No
30 Technicians	9	8	1	2	11.1%	22.2%	24.1%	14.3%	Yes	Yes	Yes	No
50 Admin Support Non-Bargaining	75	19	56	19	74.7%	35.3%	87.8%	13.4%	No	No	No	No
51 Admin Support Bargaining Unit	118	58	60	39	50.8%	33.1%	29.2%	27.9%	No	No	No	No
60A Craft Workers Apprentices	95	88	7	28	7.4%	29.5%	7.7%	21.4%	No	No	No	No
60B Craft Workers Skilled	403	375	28	86	6.9%	21.3%	8.9%	28.6%	Yes	Yes	Yes	Yes
70A Operatives Mini-Run Operators	354	234	120	84	33.9%	23.7%	35.6%	23.3%	No	No	No	No
70B Operatives Bus Operators	954	672	282	288	29.6%	30.2%	34.5%	23.3%	No	No	No	No
70C Operatives Light Rail Operators	200	161	39	47	19.5%	23.5%	29.6%	28.7%	Yes	Yes	No	No
70D Operatives Street Car Operators	56	44	12	13	21.4%	23.2%	19.9%	23.3%	No	No	No	No
75 Operatives Non-Transit Operators	117	84	27	27	24.3%	24.3%	25.2%	25.3%	No	No	No	No
80 Service Workers	151	128	23	49	15.2%	32.5%	16.6%	39.9%	No	No	No	No
90 Service-Maintenance Workers	15	12	3	5	20.0%	33.3%	19.9%	32.2%	No	No	No	No
<b>Total:</b>	<b>2,953</b>	<b>2,159</b>	<b>794</b>	<b>776</b>								

Note: This table uses the Eighty Percent Method.

<sup>1</sup> Placement Goals are a technical targeting tool used by Affirmative Action Program planners to apply good faith efforts to increase the percentage of women and minorities in a work force as required by US federal contracting regulations. The establishment of goals represents neither a finding of discrimination nor lack of prior good-faith efforts.

**SMALL TAB #19**



June 1, 2018

Ms. Angela Burns Brown  
Director, Talent Management  
Tri-County Metropolitan Transportation District of Oregon  
1800 SW Harrison Square, Suite 300  
Portland, Oregon 97201

Angela,

I am writing to summarize the approach used to update TriMet's Affirmative Action Plan Availability Analysis as of April 15, 2018 and to address TriMet's specific questions. The availability analysis update was prepared in accordance with the federal contracting rules contained in 41 CFR 2.14 and the assumptions described in the July 1, 2017 Affirmative Action Plan's "Program and Plan Introduction" section.

The term "Availability" is used in context with federal contracting rules to mean the approximate demographics of persons in the reasonable recruitment area who are interested in and qualified to fill positions in a particular Job Group. In accordance with contracting rules, the Availability Analysis takes the following factors into account:

1. Factor 1: *The percentage of women and minorities with requisite skills in the reasonable recruitment area.* The "reasonable recruitment area" is defined as the geographic area from which TriMet usually seeks or reasonably could seek candidates for employment openings; and
2. Factor 2: *The percentage of women and minorities who are designated as promotable, transferable, and trainable within the agency.* "Trainable" refers to those employees who could, with appropriate training (which can be reasonably provided), become promotable or transferable during the AAP year.

Factor 1's "reasonable recruitment" was defined to be the Portland-Vancouver Metropolitan area with the following exceptions:

- For Job Groups 11A, 11B, 20, and 21 the extended USA labor market was also considered,
- For Job Groups 15 and 30 the state of Oregon labor market was also considered,
- For Job Group 70A, applicant flow was also considered (Factor 1C), and
- For Job Groups 25, 70D, 75 and 90 (where job movement is governed by collective bargaining rules and practices) the external labor market was not considered.

Factor 2 was developed on the basis of a review of employee job group movement between July 1, 2015 and April 15, 2018. Feeder Job Groups were established on the basis of actual employee in-migration during the review period, which was interpreted to be an indicator of the sub-workforce pools containing employees interested, trained or trainable, and eligible under collective bargaining



rules for possible job group movement. This approach was used after considering TriMet's internal affirmative action efforts to encourage employees to consider and apply for positions across the organization. When more than a single Feeder Job Group was found, each individual group received a sub-weight based on the relative number of placements. An exception to this approach was made for Job Group 11A, where, due to limited employment activity, equal weight was subjectively assigned to Job Groups 11B and 12.

Application of Factors and Weights for Job Groups 11A through 21:

To the extent possible, the availability for each job title within the Job Group was determined and weighted according to the number of incumbents employed in each job title. Then the sum of the weighted availability estimates for all job titles in the Job Group was used to determine the final availability of women and minorities for the Job Group.

The relative weighting of Factor 1 (external placements) to Factor 2 (internal placements) was developed on the basis of the source of employee movement into a job group between July 1, 2015 and April 15, 2018, except as noted above for Job Group 11A.

Table 1. Weighting of Factors and Feeder Groups for Job Groups 11A through 21

Job Group	Factor 1 Wt.		Factor 2 Wt.	Feeder Job Groups by Code and Relative Weight (Count)
	Local Area	Extended Area	Feeder Job Group	
11A Mgrs. & Officials: Executive	40.0%	35.0%	25.0%	11B (1); 12 (1)
11B Mgrs. & Officials: Senior-Level	30.0%	10.0%	60.0%	12 (9), 20 (1); 21 (1)
12 Mgrs. & Officials: First & Mid-Level	50.0%	5.0%	45.0%	21 (9); 20 (7); 51 (4), 25 (3); 15 (2); 75 (2)
15 Supervisors	50.0%	5.0%	45.0%	60B (10); 50 (2); 60A (2); 20 (1); 80 (1)
20 Professionals: Administrative	80.0%	5.0%	15.0%	50 (5); 21 (2); 51 (1); 12 (1); 30 (1)
21 Professionals: Engrs. & IT	75.0%	10.0%	15.0%	20 (3); 15 (2); 50 (1)

Table 2. Job Group Availability Analysis Estimates for Job Groups 11A through 21

Job Group	Analysis Factors	Factor Weight	Percent Women	Percent Minorities
11A Mgrs. & Officials: Executive	1A. Local Area	40.0%	20.1%	6.6%
	1B. Extended Area	35.0%	22.0%	13.4%
	2. Internal Feeder	25.0%	36.7%	21.3%
	Final Availability:	100.0%	24.9%	12.7%
11B Mgrs. & Officials: Senior-Level	1A. Local Area	30.0%	32.9%	13.4%
	1B. Extended Area	10.0%	33.7%	19.4%
	2. Internal Feeder	60.0%	37.3%	29.1%
	Final Availability:	100.0%	35.7%	23.4%
12 Mgrs. & Officials: First & Mid-Level	1A. Local Area	50.0%	33.2%	13.2%
	1B. Extended Area	5.0%	32.6%	20.6%
	2. Internal Feeder	45.0%	31.1%	22.6%
	Final Availability:	100.0%	32.2%	17.8%
15 Supervisors	1A. Local Area	50.0%	7.9%	8.7%
	1B. Extended Area	5.0%	8.8%	7.0%
	2. Internal Feeder	45.0%	18.1%	23.5%
	Final Availability:	100.0%	12.5%	15.3%
20 Professionals: Administrative	1A. Local Area	80.0%	55.7%	14.5%
	1B. Extended Area	5.0%	53.5%	25.6%
	2. Internal Feeder	15.0%	51.7%	22.3%
	Final Availability:	100.0%	55.0%	16.2%
21 Professionals: Engrs. & IT	1A. Local Area	75.0%	16.4%	18.1%
	1B. Extended Area	10.0%	17.7%	28.3%
	2. Internal Feeder	15.0%	38.0%	24.7%
	Final Availability:	100.0%	19.8%	20.1%

Accompanying this letter is a Utilization and Affirmative Action Goal Table using the Eighty-Percent method to identify where affirmative action placement goals are required by contracting rules.

I look forward to reviewing these materials with you and answering questions TriMet may have about the analysis.

Sincerely,

A handwritten signature in black ink that reads "Dave Schloetel". The signature is written in a cursive style with a long horizontal stroke at the end.

Dave Schloetel  
NW Management Systems, Inc.

**SMALL TAB #20**

**Availability Analysis - Women and Minorities**  
**Tri-County Metropolitan Transportation District of Oregon**  
**Workforce Diversity Project**  
**Effective: 4/15/2018**

**Job Group 11A Mgrs & Officials: Executive**

**External Labor Market**

**Factor 1a: Immediate Labor Market**

Occupational Category	Geographic Area	Sub Wt	Women	Minorities
0010 Chief executives and legislators	OR-WA Port Vanc Metro 0010	10.0	20.1%	6.6%
<b>Factor 1a Weight: 40.0%</b>		<b>Total:</b>	<b>10.0</b>	<b>20.1% 6.6%</b>

**Factor 1b: Extended Labor Market**

Occupational Category	Geographic Area	Sub Wt	Women	Minorities
0010 Chief executives and legislators	USA 0010	10.0	22.0%	13.4%
<b>Factor 1b Weight: 35.0%</b>		<b>Total:</b>	<b>10.0</b>	<b>22.0% 13.4%</b>

**Factor 1c: Other**

Source	Reference	Sub Wt	Women	Minorities
NA		0.0	0.0%	0.0%
<b>Factor 1c Weight: 0.0%</b>		<b>Total:</b>	<b>0.0</b>	<b>0.0% 0.0%</b>

**Internal Promotable and Transferable**

**Factor 2: Transferable and Promotable**

AAP Job Group	Sub Wt	Women	Minorities
Job Group 11B: Mgrs & Officials: Senior-Level	1.0	35.3%	11.8%
Job Group 12: Mgrs & Officials: First & Mid-Level	1.0	38.1%	30.9%
<b>Factor 2 Weight: 25.0%</b>		<b>Total:</b>	<b>2.0 36.7% 21.3%</b>

<b>Total for Job Group 11A</b>	<b>Total of Weights: 100.0%</b>	<b>Job Group Final Availability:</b>	<b>24.9%</b>	<b>12.7%</b>
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## Job Group 11B Mgrs & Officials: Senior-Level

### External Labor Market

#### Factor 1a: Immediate Labor Market

Occupational Category	Geographic Area	Sub Wt	Women	Minorities	
0020 General and operations managers	OR-WA Port Vanc Metro 0020	19.0	31.6%	13.7%	
0050 Marketing and sales managers	OR-WA Port Vanc Metro 0050	2.0	37.9%	10.4%	
0060 Public relations and fundraising managers	OR-WA Port Vanc Metro 0060	1.0	62.2%	14.8%	
0120 Financial managers	OR-WA Port Vanc Metro 0120	3.0	46.3%	13.9%	
0136 Human resources managers	OR-WA Port Vanc Metro 0136	2.0	56.0%	13.5%	
0137 Training and development managers	OR-WA Port Vanc Metro 0137	2.0	47.5%	16.4%	
0220 Construction managers	OR-WA Port Vanc Metro 0220	2.0	8.4%	7.7%	
0300 Architectural and engineering managers	OR-WA Port Vanc Metro 0300	2.0	9.9%	22.1%	
0425 Emergency management directors	OR-WA Port Vanc Metro 0425	1.0	0.0%	0.0%	
<b>Factor 1a Weight: 30.0%</b>		<b>Total:</b>	<b>34.0</b>	<b>32.9%</b>	<b>13.4%</b>

#### Factor 1b: Extended Labor Market

Occupational Category	Geographic Area	Sub Wt	Women	Minorities	
0020 General and operations managers	USA 0020	19.0	29.0%	18.8%	
0050 Marketing and sales managers	USA 0050	2.0	43.4%	17.6%	
0060 Public relations and fundraising managers	USA 0060	1.0	60.4%	16.7%	
0120 Financial managers	USA 0120	3.0	53.5%	23.4%	
0136 Human resources managers	USA 0136	2.0	59.2%	27.3%	
0137 Training and development managers	USA 0137	2.0	52.0%	19.5%	
0220 Construction managers	USA 0220	2.0	7.0%	15.9%	
0300 Architectural and engineering managers	USA 0300	2.0	8.0%	17.2%	
0425 Emergency management directors	USA 0425	1.0	33.9%	19.7%	
<b>Factor 1b Weight: 10.0%</b>		<b>Total:</b>	<b>34.0</b>	<b>33.7%</b>	<b>19.4%</b>

#### Factor 1c: Other

Source	Reference	Sub Wt	Women	Minorities	
NA		0.0	0.0%	0.0%	
<b>Factor 1c Weight: 0.0%</b>		<b>Total:</b>	<b>0.0</b>	<b>0.0%</b>	<b>0.0%</b>

### Internal Promotable and Transferable

#### Factor 2: Transferable and Promotable

AAP Job Group	Sub Wt	Women	Minorities		
Job Group 12: Mgrs & Officials: First & Mid-Level	9.0	38.1%	30.9%		
Job Group 20: Professionals: Administrative	1.0	45.0%	26.1%		
Job Group 21: Professionals: Engrs & IT	1.0	22.4%	15.8%		
<b>Factor 2 Weight: 60.0%</b>		<b>Total:</b>	<b>11.0</b>	<b>37.3%</b>	<b>29.1%</b>
<b>Total for Job Group 11B</b>	<b>Total of Weights: 100.0%</b>	<b>Job Group Final Availability:</b>	<b>35.7%</b>	<b>23.4%</b>	

# Job Group 12 Mgrs & Officials: First & Mid-Level

## External Labor Market

### Factor 1a: Immediate Labor Market

Occupational Category	Geographic Area	Sub Wt	Women	Minorities	
0020 General and operations managers	OR-WA Port Vanc Metro 0020	25.0	31.6%	13.7%	
0050 Marketing and sales managers	OR-WA Port Vanc Metro 0050	3.0	37.9%	10.4%	
0060 Public relations and fundraising managers	OR-WA Port Vanc Metro 0060	8.0	62.2%	14.8%	
0100 Administrative services managers	OR-WA Port Vanc Metro 0100	1.0	32.7%	9.5%	
0110 Computer and information systems managers	OR-WA Port Vanc Metro 0110	6.0	30.7%	10.2%	
0120 Financial managers	OR-WA Port Vanc Metro 0120	5.0	46.3%	13.9%	
0135 Compensation and benefits managers	OR-WA Port Vanc Metro 0135	2.0	95.6%	20.0%	
0137 Training and development managers	OR-WA Port Vanc Metro 0137	3.0	47.5%	16.4%	
0150 Purchasing managers	OR-WA Port Vanc Metro 0150	3.0	48.5%	14.0%	
0160 Transportation, storage, and distribution managers	OR-WA Port Vanc Metro 0160	18.0	17.5%	13.1%	
0220 Construction managers	OR-WA Port Vanc Metro 0220	6.0	8.4%	7.7%	
0300 Architectural and engineering managers	OR-WA Port Vanc Metro 0300	4.0	9.9%	22.1%	
0410 Property, real estate, and community association managers	OR-WA Port Vanc Metro 0410	1.0	59.7%	12.3%	
0420 Social and community service managers	OR-WA Port Vanc Metro 0420	1.0	68.4%	17.2%	
0425 Emergency management directors	OR-WA Port Vanc Metro 0425	1.0	0.0%	0.0%	
0430 Miscellaneous managers, including funeral service managers and postmasters and mail superintendents	OR-WA Port Vanc Metro 0430	9.0	34.9%	12.0%	
0710 Management analysts	OR-WA Port Vanc Metro 0710	1.0	42.7%	10.0%	
<b>Factor 1a Weight: 50.0%</b>		<b>Total:</b>	<b>97.0</b>	<b>33.2%</b>	<b>13.2%</b>

### Factor 1b: Extended Labor Market

Occupational Category	Geographic Area	Sub Wt	Women	Minorities	
0020 General and operations managers	USA 0020	25.0	29.0%	18.8%	
0050 Marketing and sales managers	USA 0050	3.0	43.4%	17.6%	
0060 Public relations and fundraising managers	USA 0060	8.0	60.4%	16.7%	
0100 Administrative services managers	USA 0100	1.0	34.7%	22.5%	
0110 Computer and information systems managers	USA 0110	6.0	29.7%	23.3%	
0120 Financial managers	USA 0120	5.0	53.5%	23.4%	
0135 Compensation and benefits managers	USA 0135	2.0	78.3%	17.8%	
0137 Training and development managers	USA 0137	3.0	52.0%	19.5%	
0150 Purchasing managers	USA 0150	3.0	44.6%	20.6%	
0160 Transportation, storage, and distribution managers	USA 0160	18.0	17.9%	25.6%	
0220 Construction managers	USA 0220	6.0	7.0%	15.9%	
0300 Architectural and engineering managers	USA 0300	4.0	8.0%	17.2%	
0410 Property, real estate, and community association managers	USA 0410	1.0	50.6%	23.7%	
0420 Social and community service managers	USA 0420	1.0	67.2%	25.3%	
0425 Emergency management directors	USA 0425	1.0	33.9%	19.7%	
0430 Miscellaneous managers, including funeral service managers and postmasters and mail superintendents	USA 0430	9.0	34.6%	21.3%	
0710 Management analysts	USA 0710	1.0	40.9%	21.3%	
<b>Factor 1b Weight: 5.0%</b>		<b>Total:</b>	<b>97.0</b>	<b>32.6%</b>	<b>20.6%</b>

### Factor 1c: Other

Source	Reference	Sub Wt	Women	Minorities		
NA		0.0	0.0%	0.0%		
<b>Factor 1c Weight:</b>		<b>0.0%</b>	<b>Total:</b>	<b>0.0</b>	<b>0.0%</b>	<b>0.0%</b>

**Internal Promotable and Transferable**  
**Factor 2: Transferable and Promotable**

AAP Job Group	Sub Wt	Women	Minorities			
Job Group 21: Professionals: Engrs & IT	9.0	22.4%	15.8%			
Job Group 20: Professionals: Administrative	7.0	45.0%	26.1%			
Job Group 51: Admin Support: Bargaining Unit	4.0	44.8%	30.6%			
Job Group 25: Professionals: Bargaining Unit	3.0	27.6%	22.4%			
Job Group 75: Operatives: Non-Transit Operators	2.0	22.1%	24.0%			
Job Group 15: Supervisors	2.0	8.6%	24.1%			
<b>Factor 2 Weight:</b>		<b>45.0%</b>	<b>Total:</b>	<b>27.0</b>	<b>31.1%</b>	<b>22.6%</b>
<b>Total for Job Group 12</b>	<b>Total of Weights:</b>	<b>100.0%</b>	<b>Job Group Final Availability:</b>	<b>32.2%</b>	<b>17.8%</b>	



## Job Group 15 Supervisors

### External Labor Market

#### Factor 1a: Immediate Labor Market

Occupational Category	Geographic Area	Sub Wt	Women	Minorities	
0800 Accountants and auditors	OR-WA Port Vanc Metro 0800	1.0	64.7%	14.6%	
1050 Computer support specialists	OR-WA Port Vanc Metro 1050	1.0	33.2%	15.6%	
1550 Engineering technicians, except drafters	OR-WA Port Vanc Metro 1550	8.0	19.9%	23.9%	
4210 First-line supervisors of landscaping, lawn service, and groundskeeping workers	OR-WA Port Vanc Metro 4210	1.0	8.0%	24.1%	
6740 Rail-track laying and maintenance equipment operators	OR-WA Port Vanc Metro 6740	21.0	0.0%	0.0%	
7000 First-line supervisors of mechanics, installers, and repairers	OR-WA Port Vanc Metro 7000	26.0	7.4%	10.0%	
<b>Factor 1a Weight: 50.0%</b>		<b>Total:</b>	<b>58.0</b>	<b>7.9%</b>	<b>8.7%</b>

#### Factor 1b: Extended Labor Market

Occupational Category	Geographic Area	Sub Wt	Women	Minorities	
0800 Accountants and auditors	OR State 0800	1.0	64.3%	12.7%	
1050 Computer support specialists	OR State 1050	1.0	33.1%	15.7%	
1550 Engineering technicians, except drafters	OR State 1550	8.0	21.6%	20.7%	
4210 First-line supervisors of landscaping, lawn service, and groundskeeping workers	OR State 4210	1.0	6.6%	20.6%	
6740 Rail-track laying and maintenance equipment operators	OR State 6740	21.0	0.0%	0.0%	
7000 First-line supervisors of mechanics, installers, and repairers	OR State 7000	26.0	9.0%	7.5%	
<b>Factor 1b Weight: 5.0%</b>		<b>Total:</b>	<b>58.0</b>	<b>8.8%</b>	<b>7.0%</b>

#### Factor 1c: Other

Source	Reference	Sub Wt	Women	Minorities	
NA		0.0	0.0%	0.0%	
<b>Factor 1c Weight: 0.0%</b>		<b>Total:</b>	<b>0.0</b>	<b>0.0%</b>	<b>0.0%</b>

### Internal Promotable and Transferable

#### Factor 2: Transferable and Promotable

AAP Job Group	Sub Wt	Women	Minorities		
Job Group 60B: Craft Workers: Skilled	10.0	6.0%	22.6%		
Job Group 60A: Craft Workers: Apprentices	2.0	9.5%	24.3%		
Job Group 50: Admin Support: Non-Bargaining	2.0	75.7%	21.6%		
Job Group 20: Professionals: Administrative	1.0	45.0%	26.1%		
Job Group 80: Service Workers	1.0	15.3%	32.4%		
<b>Factor 2 Weight: 45.0%</b>		<b>Total:</b>	<b>16.0</b>	<b>18.1%</b>	<b>23.5%</b>

<b>Total for Job Group 15</b>	<b>Total of Weights: 100.0%</b>	<b>Job Group Final Availability:</b>	<b>12.5%</b>	<b>15.3%</b>
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## Job Group 20 Professionals: Administrative

### External Labor Market

#### Factor 1a: Immediate Labor Market

Occupational Category	Geographic Area	Sub Wt	Women	Minorities	
0135 Compensation and benefits managers	OR-WA Port Vanc Metro 0135	1.0	95.6%	20.0%	
0410 Property, real estate, and community association managers	OR-WA Port Vanc Metro 0410	2.0	59.7%	12.3%	
0540 Claims adjusters, appraisers, examiners, and investigators	OR-WA Port Vanc Metro 0540	2.0	62.2%	11.2%	
0565 Compliance officers	OR-WA Port Vanc Metro 0565	5.0	59.7%	19.7%	
0600 Cost estimators	OR-WA Port Vanc Metro 0600	1.0	12.7%	12.0%	
0630 Human resources workers	OR-WA Port Vanc Metro 0630	7.0	71.8%	15.4%	
0640 Compensation, benefits, and job analysis specialists	OR-WA Port Vanc Metro 0640	1.0	87.9%	6.4%	
0710 Management analysts	OR-WA Port Vanc Metro 0710	4.0	42.7%	10.0%	
0740 Business operations specialists, all other	OR-WA Port Vanc Metro 0740	24.0	65.4%	20.5%	
0800 Accountants and auditors	OR-WA Port Vanc Metro 0800	7.0	64.7%	14.6%	
0820 Budget analysts	OR-WA Port Vanc Metro 0820	5.0	64.2%	25.8%	
0840 Financial analysts	OR-WA Port Vanc Metro 0840	5.0	45.0%	13.3%	
1006 Computer systems analysts	OR-WA Port Vanc Metro 1006	3.0	34.6%	21.3%	
1030 Web developers	OR-WA Port Vanc Metro 1030	2.0	36.1%	13.7%	
1220 Operations research analysts	OR-WA Port Vanc Metro 1220	6.0	45.5%	3.6%	
1300 Architects, except naval	OR-WA Port Vanc Metro 1300	1.0	23.2%	13.1%	
1430 Industrial engineers, including health and safety	OR-WA Port Vanc Metro 1430	5.0	19.7%	20.7%	
1840 Urban and regional planners	OR-WA Port Vanc Metro 1840	9.0	45.9%	3.7%	
2025 Miscellaneous community and social service specialists, including health educators and community health workers	OR-WA Port Vanc Metro 2025	1.0	56.7%	19.9%	
2100 Lawyers, and judges, magistrates, and other judicial workers	OR-WA Port Vanc Metro 2100	5.0	34.0%	10.1%	
2145 Paralegals and legal assistants	OR-WA Port Vanc Metro 2145	2.0	84.6%	9.7%	
2630 Designers	OR-WA Port Vanc Metro 2630	2.0	47.5%	13.7%	
2825 Public relations specialists	OR-WA Port Vanc Metro 2825	8.0	55.6%	8.9%	
5700 Secretaries and administrative assistants	OR-WA Port Vanc Metro 5700	3.0	95.0%	13.2%	
<b>Factor 1a Weight: 80.0%</b>		<b>Total:</b>	<b>111.0</b>	<b>55.7%</b>	<b>14.5%</b>

#### Factor 1b: Extended Labor Market

Occupational Category	Geographic Area	Sub Wt	Women	Minorities
0135 Compensation and benefits managers	USA 0135	1.0	78.3%	17.8%
0410 Property, real estate, and community association managers	USA 0410	2.0	50.6%	23.7%
0540 Claims adjusters, appraisers, examiners, and investigators	USA 0540	2.0	61.6%	28.8%
0565 Compliance officers	USA 0565	5.0	46.3%	27.6%
0600 Cost estimators	USA 0600	1.0	12.6%	12.0%
0630 Human resources workers	USA 0630	7.0	70.6%	30.3%
0640 Compensation, benefits, and job analysis specialists	USA 0640	1.0	82.7%	27.0%
0710 Management analysts	USA 0710	4.0	40.9%	21.3%
0740 Business operations specialists, all other	USA 0740	24.0	62.3%	30.9%
0800 Accountants and auditors	USA 0800	7.0	59.8%	26.2%
0820 Budget analysts	USA 0820	5.0	63.4%	32.4%

0840 Financial analysts	USA 0840	5.0	33.1%	27.2%
1006 Computer systems analysts	USA 1006	3.0	35.1%	31.9%
1030 Web developers	USA 1030	2.0	35.4%	22.2%
1220 Operations research analysts	USA 1220	6.0	48.1%	27.5%
1300 Architects, except naval	USA 1300	1.0	24.7%	19.9%
1430 Industrial engineers, including health and safety	USA 1430	5.0	18.6%	20.7%
1840 Urban and regional planners	USA 1840	9.0	40.5%	19.2%
2025 Miscellaneous community and social service specialists, including health educators and community health workers	USA 2025	1.0	66.8%	37.6%
2100 Lawyers, and judges, magistrates, and other judicial workers	USA 2100	5.0	32.9%	13.9%
2145 Paralegals and legal assistants	USA 2145	2.0	84.0%	25.7%
2630 Designers	USA 2630	2.0	53.4%	21.3%
2825 Public relations specialists	USA 2825	8.0	64.1%	19.1%
5700 Secretaries and administrative assistants	USA 5700	3.0	96.0%	22.9%

<b>Factor 1b Weight:</b>	<b>5.0%</b>	<b>Total:</b>	<b>111.0</b>	<b>53.5%</b>	<b>25.6%</b>
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**Factor 1c: Other**

Source	Reference	Sub Wt	Women	Minorities
NA		0.0	0.0%	0.0%

<b>Factor 1c Weight:</b>	<b>0.0%</b>	<b>Total:</b>	<b>0.0</b>	<b>0.0%</b>	<b>0.0%</b>
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**Internal Promotable and Transferable**

**Factor 2: Transferable and Promotable**

AAP Job Group	Sub Wt	Women	Minorities
Job Group 50: Admin Support: Non-Bargaining	5.0	75.7%	21.6%
Job Group 21: Professionals: Engrs & IT	2.0	22.4%	15.8%
Job Group 51: Admin Support: Bargaining Unit	1.0	44.8%	30.6%
Job Group 30: Technicians	1.0	11.1%	22.2%
Job Group 12: Mgrs & Officials: First & Mid-Level	1.0	38.1%	30.9%

<b>Factor 2 Weight:</b>	<b>15.0%</b>	<b>Total:</b>	<b>10.0</b>	<b>51.7%</b>	<b>22.3%</b>
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<b>Total for Job Group 20</b>	<b>Total of Weights: 100.0%</b>	<b>Job Group Final Availability:</b>	<b>55.0%</b>	<b>16.2%</b>
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## Job Group 21 Professionals: Engrs & IT

### External Labor Market

#### Factor 1a: Immediate Labor Market

Occupational Category	Geographic Area	Sub Wt	Women	Minorities	
1010 Computer programmers	OR-WA Port Vanc Metro 1010	2.0	15.9%	18.8%	
1020 Software developers, applications and systems software	OR-WA Port Vanc Metro 1020	23.0	17.1%	27.4%	
1030 Web developers	OR-WA Port Vanc Metro 1030	2.0	36.1%	13.7%	
1060 Database administrators	OR-WA Port Vanc Metro 1060	5.0	28.4%	16.5%	
1106 Computer network architects	OR-WA Port Vanc Metro 1106	4.0	16.9%	15.5%	
1300 Architects, except naval	OR-WA Port Vanc Metro 1300	2.0	23.2%	13.1%	
1360 Civil engineers	OR-WA Port Vanc Metro 1360	32.0	13.3%	10.1%	
1410 Electrical and electronics engineers	OR-WA Port Vanc Metro 1410	5.0	12.2%	31.1%	
1530 Miscellaneous engineers, including nuclear engineers	OR-WA Port Vanc Metro 1530	1.0	11.3%	29.3%	
<b>Factor 1a Weight: 75.0%</b>		<b>Total:</b>	<b>76.0</b>	<b>16.4%</b>	<b>18.1%</b>

#### Factor 1b: Extended Labor Market

Occupational Category	Geographic Area	Sub Wt	Women	Minorities	
1010 Computer programmers	USA 1010	2.0	24.3%	28.1%	
1020 Software developers, applications and systems software	USA 1020	23.0	21.4%	38.8%	
1030 Web developers	USA 1030	2.0	35.4%	22.2%	
1060 Database administrators	USA 1060	5.0	37.1%	29.1%	
1106 Computer network architects	USA 1106	4.0	10.8%	29.2%	
1300 Architects, except naval	USA 1300	2.0	24.7%	19.9%	
1360 Civil engineers	USA 1360	32.0	12.6%	21.6%	
1410 Electrical and electronics engineers	USA 1410	5.0	9.1%	28.7%	
1530 Miscellaneous engineers, including nuclear engineers	USA 1530	1.0	11.8%	25.5%	
<b>Factor 1b Weight: 10.0%</b>		<b>Total:</b>	<b>76.0</b>	<b>17.7%</b>	<b>28.3%</b>

#### Factor 1c: Other

Source	Reference	Sub Wt	Women	Minorities	
NA		0.0	0.0%	0.0%	
<b>Factor 1c Weight: 0.0%</b>		<b>Total:</b>	<b>0.0</b>	<b>0.0%</b>	<b>0.0%</b>

### Internal Promotable and Transferable

#### Factor 2: Transferable and Promotable

AAP Job Group	Sub Wt	Women	Minorities		
Job Group 20: Professionals: Administrative	3.0	45.0%	26.1%		
Job Group 15: Supervisors	2.0	8.8%	24.1%		
Job Group 50: Admin Support: Non-Bargaining	1.0	75.7%	21.6%		
<b>Factor 2 Weight: 15.0%</b>		<b>Total:</b>	<b>6.0</b>	<b>38.0%</b>	<b>24.7%</b>

<b>Total for Job Group 21</b>	<b>Total of Weights: 100.0%</b>	<b>Job Group Final Availability:</b>	<b>19.8%</b>	<b>20.1%</b>
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## Job Group 25 Professionals: Bargaining Unit

### External Labor Market

#### Factor 1a: Immediate Labor Market

Occupational Category	Geographic Area	Sub Wt	Women	Minorities	
0530 Purchasing agents, except wholesale, retail, and farm products	OR-WA Port Vanc Metro 0530	4.0	54.1%	9.7%	
0650 Training and development specialists	OR-WA Port Vanc Metro 0650	52.0	69.8%	11.0%	
0710 Management analysts	OR-WA Port Vanc Metro 0710	1.0	42.7%	10.0%	
1050 Computer support specialists	OR-WA Port Vanc Metro 1050	1.0	33.2%	15.6%	
<b>Factor 1a Weight: 0.0%</b>		<b>Total:</b>	<b>58.0</b>	<b>67.6%</b>	<b>11.0%</b>

#### Factor 1b: Extended Labor Market

Occupational Category	Geographic Area	Sub Wt	Women	Minorities	
0530 Purchasing agents, except wholesale, retail, and farm products	OR State 0530	4.0	50.4%	8.2%	
0650 Training and development specialists	OR State 0650	52.0	63.3%	14.8%	
0710 Management analysts	OR State 0710	1.0	45.0%	9.4%	
1050 Computer support specialists	OR State 1050	1.0	33.1%	15.7%	
<b>Factor 1b Weight: 0.0%</b>		<b>Total:</b>	<b>58.0</b>	<b>61.5%</b>	<b>14.3%</b>

#### Factor 1c: Other

Source	Reference	Sub Wt	Women	Minorities	
NA		0.0	0.0%	0.0%	
<b>Factor 1c Weight: 0.0%</b>		<b>Total:</b>	<b>0.0</b>	<b>0.0%</b>	<b>0.0%</b>

### Internal Promotable and Transferable

#### Factor 2: Transferable and Promotable

AAP Job Group	Sub Wt	Women	Minorities		
Job Group 70C: Operatives: Light Rail Operators	11.0	19.2%	27.6%		
Job Group 70B: Operatives: Bus Operators	3.0	28.6%	29.3%		
Job Group 60B: Craft Workers: Skilled	3.0	6.0%	22.6%		
Job Group 80: Service Workers	2.0	15.3%	32.4%		
Job Group 51: Admin Support: Bargaining Unit	2.0	44.8%	30.6%		
Job Group 75: Operatives: Non-Transit Operators	1.0	22.1%	24.0%		
<b>Factor 2 Weight: 100.0%</b>		<b>Total:</b>	<b>22.0</b>	<b>20.8%</b>	<b>27.7%</b>
<b>Total for Job Group 25</b>	<b>Total of Weights: 100.0%</b>	<b>Job Group Final Availability:</b>	<b>20.8%</b>	<b>27.7%</b>	

## Job Group 30 Technicians

### External Labor Market

#### Factor 1a: Immediate Labor Market

Occupational Category	Geographic Area	Sub Wt	Women	Minorities	
1050 Computer support specialists	OR-WA Port Vanc Metro 1050	4.0	33.2%	15.6%	
1540 Drafters	OR-WA Port Vanc Metro 1540	3.0	16.3%	9.9%	
1840 Urban and regional planners	OR-WA Port Vanc Metro 1840	2.0	45.9%	3.7%	
<b>Factor 1a Weight: 95.0%</b>		<b>Total:</b>	<b>9.0</b>	<b>30.4%</b>	<b>11.0%</b>

#### Factor 1b: Extended Labor Market

Occupational Category	Geographic Area	Sub Wt	Women	Minorities	
1050 Computer support specialists	OR State 1050	4.0	33.1%	15.7%	
1540 Drafters	OR State 1540	3.0	22.3%	9.5%	
1840 Urban and regional planners	OR State 1840	2.0	40.8%	2.7%	
<b>Factor 1b Weight: 5.0%</b>		<b>Total:</b>	<b>9.0</b>	<b>31.2%</b>	<b>10.8%</b>

#### Factor 1c: Other

Source	Reference	Sub Wt	Women	Minorities	
NA		0.0	0.0%	0.0%	
<b>Factor 1c Weight: 0.0%</b>		<b>Total:</b>	<b>0.0</b>	<b>0.0%</b>	<b>0.0%</b>

### Internal Promotable and Transferable

#### Factor 2: Transferable and Promotable

AAP Job Group	Sub Wt	Women	Minorities		
Job Group 30: Technicians	0.0	11.1%	22.2%		
<b>Factor 2 Weight: 0.0%</b>		<b>Total:</b>	<b>0.0</b>	<b>11.1%</b>	<b>22.2%</b>
<b>Total for Job Group 30</b>	<b>Total of Weights: 100.0%</b>	<b>Job Group Final Availability:</b>	<b>30.4%</b>	<b>11.0%</b>	

## Job Group 50 Admin Support: Non-Bargaining

### External Labor Market

#### Factor 1a: Immediate Labor Market

Occupational Category	Geographic Area	Sub Wt	Women	Minorities	
2145 Paralegals and legal assistants	OR-WA Port Vanc Metro 2145	1.0	84.6%	9.7%	
2630 Designers	OR-WA Port Vanc Metro 2630	1.0	47.5%	13.7%	
2825 Public relations specialists	OR-WA Port Vanc Metro 2825	4.0	55.6%	8.9%	
5150 Procurement clerks	OR-WA Port Vanc Metro 5150	1.0	48.7%	10.3%	
5260 File Clerks	OR-WA Port Vanc Metro 5260	2.0	71.7%	16.3%	
5360 Human resources assistants, except payroll and timekeeping	OR-WA Port Vanc Metro 5360	4.0	91.7%	6.7%	
5400 Receptionists and information clerks	OR-WA Port Vanc Metro 5400	1.0	92.4%	16.7%	
5700 Secretaries and administrative assistants	OR-WA Port Vanc Metro 5700	58.0	95.0%	13.2%	
5860 Office clerks, general	OR-WA Port Vanc Metro 5860	1.0	81.9%	17.8%	
5940 Miscellaneous office and administrative support workers, including desktop publishers	OR-WA Port Vanc Metro 5940	1.0	76.4%	16.4%	
<b>Factor 1a Weight: 95.0%</b>		<b>Total:</b>	<b>74.0</b>	<b>90.2%</b>	<b>12.8%</b>

#### Factor 1b: Extended Labor Market

Occupational Category	Geographic Area	Sub Wt	Women	Minorities	
2145 Paralegals and legal assistants	OR State 2145	1.0	87.4%	9.4%	
2630 Designers	OR State 2630	1.0	49.4%	13.0%	
2825 Public relations specialists	OR State 2825	4.0	58.0%	10.7%	
5150 Procurement clerks	OR State 5150	1.0	58.6%	12.1%	
5260 File Clerks	OR State 5260	2.0	76.6%	15.0%	
5360 Human resources assistants, except payroll and timekeeping	OR State 5360	4.0	95.0%	11.0%	
5400 Receptionists and information clerks	OR State 5400	1.0	90.8%	16.2%	
5700 Secretaries and administrative assistants	OR State 5700	58.0	95.7%	11.6%	
5860 Office clerks, general	OR State 5860	1.0	84.5%	15.7%	
5940 Miscellaneous office and administrative support workers, including desktop publishers	OR State 5940	1.0	75.4%	13.8%	
<b>Factor 1b Weight: 0.0%</b>		<b>Total:</b>	<b>74.0</b>	<b>91.4%</b>	<b>11.7%</b>

#### Factor 1c: Other

Source	Reference	Sub Wt	Women	Minorities	
NA		0.0	0.0%	0.0%	
<b>Factor 1c Weight: 0.0%</b>		<b>Total:</b>	<b>0.0</b>	<b>0.0%</b>	<b>0.0%</b>

### Internal Promotable and Transferable

#### Factor 2: Transferable and Promotable

AAP Job Group	Sub Wt	Women	Minorities		
Job Group 70B: Operatives: Bus Operators	1.0	28.6%	29.3%		
Job Group 51: Admin Support: Bargaining Unit	1.0	44.8%	30.6%		
<b>Factor 2 Weight: 5.0%</b>		<b>Total:</b>	<b>2.0</b>	<b>36.7%</b>	<b>30.0%</b>
<b>Total for Job Group 50</b>	<b>Total of Weights: 100.0%</b>		<b>Job Group Final Availability:</b>	<b>87.5%</b>	<b>13.7%</b>

## Job Group 51 Admin Support: Bargaining Unit

### External Labor Market

#### Factor 1a: Immediate Labor Market

Occupational Category	Geographic Area	Sub Wt	Women	Minorities	
5120 Bookkeeping, accounting, and auditing clerks	OR-WA Port Vanc Metro 5120	10.0	90.9%	12.5%	
5140 Payroll and timekeeping clerks	OR-WA Port Vanc Metro 5140	13.0	91.2%	13.6%	
5240 Customer service representatives	OR-WA Port Vanc Metro 5240	29.0	65.0%	18.2%	
5520 Dispatchers	OR-WA Port Vanc Metro 5520	18.0	62.6%	10.0%	
5600 Production, planning, and expediting clerks	OR-WA Port Vanc Metro 5600	7.0	57.9%	11.6%	
5620 Stock clerks and order fillers	OR-WA Port Vanc Metro 5620	24.0	37.8%	25.2%	
5850 Mail clerks and mail machine operators, except postal service	OR-WA Port Vanc Metro 5850	1.0	46.2%	26.5%	
5920 Statistical assistants	OR-WA Port Vanc Metro 5920	1.0	52.4%	12.7%	
5940 Miscellaneous office and administrative support workers, including desktop publishers	OR-WA Port Vanc Metro 5940	31.0	76.4%	16.4%	
<b>Factor 1a Weight: 28.0%</b>		<b>Total:</b>	<b>134.0</b>	<b>66.3%</b>	<b>16.7%</b>

#### Factor 1b: Extended Labor Market

Occupational Category	Geographic Area	Sub Wt	Women	Minorities	
5120 Bookkeeping, accounting, and auditing clerks	OR State 5120	10.0	92.4%	10.2%	
5140 Payroll and timekeeping clerks	OR State 5140	13.0	89.0%	13.0%	
5240 Customer service representatives	OR State 5240	29.0	64.6%	16.9%	
5520 Dispatchers	OR State 5520	18.0	61.2%	10.8%	
5600 Production, planning, and expediting clerks	OR State 5600	7.0	61.4%	10.9%	
5620 Stock clerks and order fillers	OR State 5620	24.0	38.3%	22.3%	
5850 Mail clerks and mail machine operators, except postal service	OR State 5850	1.0	53.8%	22.5%	
5920 Statistical assistants	OR State 5920	1.0	48.8%	12.2%	
5940 Miscellaneous office and administrative support workers, including desktop publishers	OR State 5940	31.0	75.4%	13.8%	
<b>Factor 1b Weight: 0.0%</b>		<b>Total:</b>	<b>134.0</b>	<b>66.0%</b>	<b>15.1%</b>

#### Factor 1c: Other

Source	Reference	Sub Wt	Women	Minorities	
NA		0.0	0.0%	0.0%	
<b>Factor 1c Weight: 0.0%</b>		<b>Total:</b>	<b>0.0</b>	<b>0.0%</b>	<b>0.0%</b>

### Internal Promotable and Transferable

#### Factor 2: Transferable and Promotable

AAP Job Group	Sub Wt	Women	Minorities
Job Group 80: Service Workers	15.0	15.3%	32.4%
Job Group 70B: Operatives: Bus Operators	10.0	28.6%	29.3%
Job Group 75: Operatives: Non-Transit Operators	6.0	22.1%	24.0%
Job Group 60B: Craft Workers: Skilled	6.0	6.0%	22.6%
Job Group 90: Service-Maint Workers	4.0	25.0%	33.3%
Job Group 70C: Operatives: Light Rail Operators	4.0	19.2%	27.6%
Job Group 50: Admin Support: Non-Bargaining	2.0	75.7%	21.6%



Job Group 25: Professionals: Bargaining Unit	1.0	27.6%	22.4%
Job Group 20: Professionals: Administrative	1.0	45.0%	26.1%
<b>Factor 2 Weight: 72.0%</b>	<b>Total: 49.0</b>	<b>22.2%</b>	<b>28.5%</b>

**Total for Job Group 51**                      **Total of Weights: 100.0%**                      **Job Group Final Availability: 34.5%**                      **25.2%**

## Job Group 60A Craft Workers: Apprentices

### External Labor Market

#### Factor 1a: Immediate Labor Market

Occupational Category	Geographic Area	Sub Wt	Women	Minorities
7210 Bus and truck mechanics and diesel engine specialists	OR-WA Port Vanc Metro 7210	23.0	0.2%	13.2%
7220 Heavy vehicle and mobile equipment service technicians and mechanics	OR-WA Port Vanc Metro 7220	36.0	2.1%	14.8%
7350 Maintenance workers, machinery	OR-WA Port Vanc Metro 7350	12.0	0.0%	2.9%
7410 Electrical power-line installers and repairers	OR-WA Port Vanc Metro 7410	2.0	4.8%	10.4%
7630 Other installation, maintenance, and repair workers, including wind turbine service technicians, and commercial divers,	OR-WA Port Vanc Metro 7630	1.0	6.8%	16.8%
<b>Factor 1a Weight: 37.0%</b>	<b>Total: 74.0</b>	<b>1.3%</b>	<b>12.3%</b>	

#### Factor 1b: Extended Labor Market

Occupational Category	Geographic Area	Sub Wt	Women	Minorities
7210 Bus and truck mechanics and diesel engine specialists	OR State 7210	23.0	1.5%	16.5%
7220 Heavy vehicle and mobile equipment service technicians and mechanics	OR State 7220	36.0	2.0%	14.1%
7350 Maintenance workers, machinery	OR State 7350	12.0	0.8%	3.2%
7410 Electrical power-line installers and repairers	OR State 7410	2.0	2.2%	11.2%
7630 Other installation, maintenance, and repair workers, including wind turbine service technicians, and commercial divers,	OR State 7630	1.0	9.0%	16.3%
<b>Factor 1b Weight: 0.0%</b>	<b>Total: 74.0</b>	<b>1.8%</b>	<b>13.0%</b>	

#### Factor 1c: Other

Source	Reference	Sub Wt	Women	Minorities
NA		0.0	0.0%	0.0%
<b>Factor 1c Weight: 0.0%</b>	<b>Total: 0.0</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>

### Internal Promotable and Transferable

#### Factor 2: Transferable and Promotable

AAP Job Group	Sub Wt	Women	Minorities
Job Group 80: Service Workers	47.0	15.3%	32.4%
Job Group 60B: Craft Workers: Skilled	7.0	6.0%	22.6%
Job Group 51: Admin Support: Bargaining Unit	1.0	44.8%	30.6%
<b>Factor 2 Weight: 63.0%</b>	<b>Total: 55.0</b>	<b>14.7%</b>	<b>31.1%</b>

**Total for Job Group 60A**                      **Total of Weights: 100.0%**                      **Job Group Final Availability: 9.7%**                      **24.2%**

## Job Group 60B Craft Workers: Skilled

### External Labor Market

#### Factor 1a: Immediate Labor Market

Occupational Category	Geographic Area	Sub Wt	Women	Minorities
5520 Dispatchers	OR-WA Port Vanc Metro 5520	3.0	62.6%	10.0%
6740 Rail-track laying and maintenance equipment operators	OR-WA Port Vanc Metro 6740	17.0	0.0%	0.0%
7100 Electrical and electronics repairers, transportation equipment, and industrial and utility	OR-WA Port Vanc Metro 7100	22.0	0.0%	0.0%
7210 Bus and truck mechanics and diesel engine specialists	OR-WA Port Vanc Metro 7210	146.0	0.2%	13.2%
7220 Heavy vehicle and mobile equipment service technicians and mechanics	OR-WA Port Vanc Metro 7220	144.0	2.1%	14.8%
7260 Miscellaneous vehicle and mobile equipment mechanics, installers, and repairers	OR-WA Port Vanc Metro 7260	6.0	0.0%	8.0%
7340 Maintenance and repair workers, general	OR-WA Port Vanc Metro 7340	20.0	6.1%	25.4%
7350 Maintenance workers, machinery	OR-WA Port Vanc Metro 7350	24.0	0.0%	2.9%
7410 Electrical power-line installers and repairers	OR-WA Port Vanc Metro 7410	2.0	4.8%	10.4%
7630 Other installation, maintenance, and repair workers, including wind turbine service technicians, and commercial divers,	OR-WA Port Vanc Metro 7630	19.0	6.8%	16.8%

**Factor 1a Weight: 10.0%**      **Total: 403.0      1.9%      12.6%**

#### Factor 1b: Extended Labor Market

Occupational Category	Geographic Area	Sub Wt	Women	Minorities
5520 Dispatchers	OR State 5520	3.0	61.2%	10.8%
6740 Rail-track laying and maintenance equipment operators	OR State 6740	17.0	0.0%	0.0%
7100 Electrical and electronics repairers, transportation equipment, and industrial and utility	OR State 7100	22.0	0.0%	0.0%
7210 Bus and truck mechanics and diesel engine specialists	OR State 7210	146.0	1.5%	16.5%
7220 Heavy vehicle and mobile equipment service technicians and mechanics	OR State 7220	144.0	2.0%	14.1%
7260 Miscellaneous vehicle and mobile equipment mechanics, installers, and repairers	OR State 7260	6.0	3.5%	8.5%
7340 Maintenance and repair workers, general	OR State 7340	20.0	4.2%	18.0%
7350 Maintenance workers, machinery	OR State 7350	24.0	0.8%	3.2%
7410 Electrical power-line installers and repairers	OR State 7410	2.0	2.2%	11.2%
7630 Other installation, maintenance, and repair workers, including wind turbine service technicians, and commercial divers,	OR State 7630	19.0	9.0%	16.3%

**Factor 1b Weight: 0.0%**      **Total: 403.0      2.5%      13.1%**

#### Factor 1c: Other

Source	Reference	Sub Wt	Women	Minorities
NA		0.0	0.0%	0.0%

**Factor 1c Weight: 0.0%**      **Total: 0.0      0.0%      0.0%**

### Internal Promotable and Transferable

#### Factor 2: Transferable and Promotable

AAP Job Group	Sub Wt	Women	Minorities
Job Group 60A: Craft Workers: Apprentices	79.0	9.5%	24.3%

Job Group 80: Service Workers	29.0	15.3%	32.4%
Job Group 75: Operatives: Non-Transit Operators	1.0	22.1%	24.0%
Job Group 51: Admin Support: Bargaining Unit	1.0	44.8%	30.6%

**Factor 2 Weight: 90.0%**                      **Total: 110.0      11.4%      26.5%**

**Total for Job Group 60B**                      **Total of Weights: 100.0%**                      **Job Group Final Availability: 10.5%      25.1%**

## Job Group 70A Operatives: Mini-Run Operators

### External Labor Market

#### Factor 1a: Immediate Labor Market

Occupational Category	Geographic Area	Sub Wt	Women	Minorities
9120 Bus drivers	OR-WA Port Vanc Metro 9120	313.0	47.9%	14.7%

**Factor 1a Weight: 48.0%**                      **Total: 313.0      47.9%      14.7%**

#### Factor 1b: Extended Labor Market

Occupational Category	Geographic Area	Sub Wt	Women	Minorities
9120 Bus drivers	OR State 9120	313.0	50.5%	14.0%

**Factor 1b Weight: 0.0%**                      **Total: 313.0      50.5%      14.0%**

#### Factor 1c: Other

Source	Reference	Sub Wt	Women	Minorities
TriMet18: 7/1/2015 - 6/30/2017 Appl Flow	Job Group 70A	2.0	20.4%	34.7%
TriMet16: 7/1/2014 - 6/30/2015 Appl Flow	Job Group 70A	1.0	28.7%	30.1%
TriMet15: 7/1/2013 - 6/30/2014 Appl Flow	Job Group 70A	1.0	27.0%	30.0%

**Factor 1c Weight: 50.0%**                      **Total: 4.0      24.1%      32.4%**

### Internal Promotable and Transferable

#### Factor 2: Transferable and Promotable

AAP Job Group	Sub Wt	Women	Minorities
Job Group 70B: Operatives: Bus Operators	8.0	28.6%	29.3%
Job Group 80: Service Workers	1.0	15.3%	32.4%
Job Group 70C: Operatives: Light Rail Operators	1.0	19.2%	27.6%

**Factor 2 Weight: 2.0%**                      **Total: 10.0      26.3%      29.5%**

**Total for Job Group 70A**                      **Total of Weights: 100.0%**                      **Job Group Final Availability: 35.6%      23.9%**

## Job Group 70B Operatives: Bus Operators

### External Labor Market

#### Factor 1a: Immediate Labor Market

Occupational Category	Geographic Area	Sub Wt	Women	Minorities
9120 Bus drivers	OR-WA Port Vanc Metro 9120	982.0	47.9%	14.7%
<b>Factor 1a Weight:</b> 5.0%		<b>Total:</b>	<b>982.0</b>	<b>47.9%</b> <b>14.7%</b>

#### Factor 1b: Extended Labor Market

Occupational Category	Geographic Area	Sub Wt	Women	Minorities
9120 Bus drivers	OR State 9120	982.0	50.5%	14.0%
<b>Factor 1b Weight:</b> 0.0%		<b>Total:</b>	<b>982.0</b>	<b>50.5%</b> <b>14.0%</b>

#### Factor 1c: Other

Source	Reference	Sub Wt	Women	Minorities
NA		0.0	0.0%	0.0%
<b>Factor 1c Weight:</b> 0.0%		<b>Total:</b>	<b>0.0</b>	<b>0.0%</b> <b>0.0%</b>

### Internal Promotable and Transferable

#### Factor 2: Transferable and Promotable

AAP Job Group	Sub Wt	Women	Minorities
Job Group 70A: Operatives: Mini-Run Operators	451.0	35.8%	22.0%
Job Group 70C: Operatives: Light Rail Operators	5.0	19.2%	27.6%
<b>Factor 2 Weight:</b> 95.0%		<b>Total:</b>	<b>456.0</b> <b>35.6%</b> <b>22.1%</b>
<b>Total for Job Group 70B</b>	<b>Total of Weights:</b> 100.0%	<b>Job Group Final Availability:</b>	<b>36.2%</b> <b>21.7%</b>

## Job Group 70C Operatives: Light Rail Operators

### External Labor Market

#### Factor 1a: Immediate Labor Market

Occupational Category	Geographic Area	Sub Wt	Women	Minorities
9260 Subway, streetcar, and other rail transportation workers	OR-WA Port Vanc Metro 9260	203.0	57.1%	0.0%
<b>Factor 1a Weight:</b>		<b>0.0%</b>	<b>Total:</b>	<b>203.0</b>
			<b>57.1%</b>	<b>0.0%</b>

#### Factor 1b: Extended Labor Market

Occupational Category	Geographic Area	Sub Wt	Women	Minorities
9260 Subway, streetcar, and other rail transportation workers	OR State 9260	203.0	43.8%	0.0%
<b>Factor 1b Weight:</b>		<b>0.0%</b>	<b>Total:</b>	<b>203.0</b>
			<b>43.8%</b>	<b>0.0%</b>

#### Factor 1c: Other

Source	Reference	Sub Wt	Women	Minorities
NA		0.0	0.0%	0.0%
<b>Factor 1c Weight:</b>		<b>0.0%</b>	<b>Total:</b>	<b>0.0</b>
			<b>0.0%</b>	<b>0.0%</b>

### Internal Promotable and Transferable

#### Factor 2: Transferable and Promotable

AAP Job Group	Sub Wt	Women	Minorities
Job Group 70B: Operatives: Bus Operators	154.0	28.6%	29.3%
Job Group 70D: Operatives: Street Car Operators	13.0	19.0%	22.4%
Job Group 70A: Operatives: Mini-Run Operators	1.0	35.8%	22.0%
Job Group 25: Professionals: Bargaining Unit	1.0	27.6%	22.4%
<b>Factor 2 Weight:</b>		<b>100.0%</b>	<b>Total:</b>
			<b>169.0</b>
			<b>27.9%</b>
			<b>28.7%</b>
<b>Total for Job Group 70C</b>	<b>Total of Weights:</b>	<b>100.0%</b>	<b>Job Group Final Availability:</b>
			<b>27.9%</b>
			<b>28.7%</b>

## Job Group 70D Operatives: Street Car Operators

### External Labor Market

#### Factor 1a: Immediate Labor Market

Occupational Category	Geographic Area	Sub Wt	Women	Minorities
9260 Subway, streetcar, and other rail transportation workers	OR-WA Port Vanc Metro 9260	58.0	57.1%	0.0%
<b>Factor 1a Weight:</b>		<b>0.0%</b>		
<b>Total:</b>		<b>58.0</b>	<b>57.1%</b>	<b>0.0%</b>

#### Factor 1b: Extended Labor Market

Occupational Category	Geographic Area	Sub Wt	Women	Minorities
9260 Subway, streetcar, and other rail transportation workers	OR State 9260	58.0	43.8%	0.0%
<b>Factor 1b Weight:</b>		<b>0.0%</b>		
<b>Total:</b>		<b>58.0</b>	<b>43.8%</b>	<b>0.0%</b>

#### Factor 1c: Other

Source	Reference	Sub Wt	Women	Minorities
NA		0.0	0.0%	0.0%
<b>Factor 1c Weight:</b>		<b>0.0%</b>		
<b>Total:</b>		<b>0.0</b>	<b>0.0%</b>	<b>0.0%</b>

### Internal Promotable and Transferable

#### Factor 2: Transferable and Promotable

AAP Job Group	Sub Wt	Women	Minorities
Job Group 70C: Operatives: Light Rail Operators	41.0	19.2%	27.6%
<b>Factor 2 Weight:</b>		<b>100.0%</b>	
<b>Total:</b>		<b>41.0</b>	<b>19.2% 27.6%</b>
<b>Total for Job Group 70D</b>	<b>Total of Weights: 100.0%</b>	<b>Job Group Final Availability:</b>	<b>19.2% 27.6%</b>

## Job Group 75 Operatives: Non-Transit Operators

### External Labor Market

#### Factor 1a: Immediate Labor Market

Occupational Category	Geographic Area	Sub Wt	Women	Minorities
5410 Reservation and transportation ticket agents and travel clerks	OR-WA Port Vanc Metro 5410	5.0	57.7%	15.6%
9000 Supervisors of transportation and material moving workers	OR-WA Port Vanc Metro 9000	72.0	18.2%	14.4%
9260 Subway, streetcar, and other rail transportation workers	OR-WA Port Vanc Metro 9260	24.0	57.1%	0.0%
9410 Transportation inspectors	OR-WA Port Vanc Metro 9410	3.0	21.9%	8.2%
<b>Factor 1a Weight: 0.0%</b>		<b>Total:</b>	<b>104.0</b>	<b>29.2%</b>

#### Factor 1b: Extended Labor Market

Occupational Category	Geographic Area	Sub Wt	Women	Minorities
5410 Reservation and transportation ticket agents and travel clerks	OR State 5410	5.0	73.2%	9.4%
9000 Supervisors of transportation and material moving workers	OR State 9000	72.0	20.3%	17.4%
9260 Subway, streetcar, and other rail transportation workers	OR State 9260	24.0	43.8%	0.0%
9410 Transportation inspectors	OR State 9410	3.0	12.5%	14.2%
<b>Factor 1b Weight: 0.0%</b>		<b>Total:</b>	<b>104.0</b>	<b>28.0%</b>

#### Factor 1c: Other

Source	Reference	Sub Wt	Women	Minorities
NA		0.0	0.0%	0.0%
<b>Factor 1c Weight: 0.0%</b>		<b>Total:</b>	<b>0.0</b>	<b>0.0%</b>

### Internal Promotable and Transferable

#### Factor 2: Transferable and Promotable

AAP Job Group	Sub Wt	Women	Minorities
Job Group 70C: Operatives: Light Rail Operators	20.0	19.2%	27.6%
Job Group 51: Admin Support: Bargaining Unit	6.0	44.8%	30.6%
Job Group 70B: Operatives: Bus Operators	3.0	28.6%	29.3%
Job Group 70D: Operatives: Street Car Operators	1.0	19.0%	22.4%
<b>Factor 2 Weight: 100.0%</b>		<b>Total:</b>	<b>30.0</b>

<b>Total for Job Group 75</b>	<b>Total of Weights: 100.0%</b>	<b>Job Group Final Availability:</b>	<b>25.3%</b>	<b>28.2%</b>
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## Job Group 80 Service Workers

### External Labor Market

#### Factor 1a: Immediate Labor Market

Occupational Category	Geographic Area	Sub Wt	Women	Minorities
4250 Grounds maintenance workers	OR-WA Port Vanc Metro 4250	8.0	6.6%	56.1%
9610 Cleaners of vehicles and equipment	OR-WA Port Vanc Metro 9610	168.0	16.1%	42.0%
<b>Factor 1a Weight: 77.0%</b>		<b>Total:</b>	<b>176.0</b>	<b>15.7%</b>

#### Factor 1b: Extended Labor Market

Occupational Category	Geographic Area	Sub Wt	Women	Minorities
4250 Grounds maintenance workers	OR State 4250	8.0	9.8%	40.9%
9610 Cleaners of vehicles and equipment	OR State 9610	168.0	16.7%	42.3%
<b>Factor 1b Weight: 0.0%</b>		<b>Total:</b>	<b>176.0</b>	<b>16.4%</b>

#### Factor 1c: Other

Source	Reference	Sub Wt	Women	Minorities
NA		0.0	0.0%	0.0%
<b>Factor 1c Weight: 0.0%</b>		<b>Total:</b>	<b>0.0</b>	<b>0.0%</b>

### Internal Promotable and Transferable

#### Factor 2: Transferable and Promotable

AAP Job Group	Sub Wt	Women	Minorities
Job Group 60B: Craft Workers: Skilled	14.0	6.0%	22.6%
Job Group 51: Admin Support: Bargaining Unit	7.0	44.8%	30.6%
Job Group 90: Service-Maint Workers	5.0	25.0%	33.3%
Job Group 60A: Craft Workers: Apprentices	4.0	9.5%	24.3%
Job Group 70A: Operatives: Mini-Run Operators	1.0	35.8%	22.0%
<b>Factor 2 Weight: 23.0%</b>		<b>Total:</b>	<b>31.0</b>

<b>Total for Job Group 80</b>	<b>Total of Weights: 100.0%</b>	<b>Job Group Final Availability:</b>	<b>16.5%</b>	<b>38.9%</b>
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## Job Group 90 Service-Maint Workers

### External Labor Market

#### Factor 1a: Immediate Labor Market

Occupational Category	Geographic Area	Sub Wt	Women	Minorities
4250 Grounds maintenance workers	OR-WA Port Vanc Metro 4250	5.0	6.6%	56.1%
9610 Cleaners of vehicles and equipment	OR-WA Port Vanc Metro 9610	7.0	16.1%	42.0%
<b>Factor 1a Weight: 0.0%</b>		<b>Total:</b>	<b>12.0</b>	<b>12.2%</b>

#### Factor 1b: Extended Labor Market

Occupational Category	Geographic Area	Sub Wt	Women	Minorities
4250 Grounds maintenance workers	OR State 4250	5.0	9.8%	40.9%
9610 Cleaners of vehicles and equipment	OR State 9610	7.0	16.7%	42.3%
<b>Factor 1b Weight: 0.0%</b>		<b>Total:</b>	<b>12.0</b>	<b>13.8%</b>

#### Factor 1c: Other

Source	Reference	Sub Wt	Women	Minorities
NA		0.0	0.0%	0.0%
<b>Factor 1c Weight: 0.0%</b>		<b>Total:</b>	<b>0.0</b>	<b>0.0%</b>

### Internal Promotable and Transferable

#### Factor 2: Transferable and Promotable

AAP Job Group	Sub Wt	Women	Minorities
Job Group 80: Service Workers	7.0	15.3%	32.4%
<b>Factor 2 Weight: 100.0%</b>		<b>Total:</b>	<b>7.0</b>
<b>Total for Job Group 90</b>	<b>Total of Weights: 100.0%</b>	<b>Job Group Final Availability:</b>	<b>15.3%</b>

**SMALL TAB #21**

**Calculation of Hires Needed to Achieve Availability Rate  
(Based on April 2018 AAP Data)**

<b>11(B) Mgrs &amp; Officials: Senior-Level (Minority)</b>			
	<b>Utilization</b>	<b>Availability</b>	<b>Representation Needed to Achieve Goal</b>
<b>Minorities in Job Group</b>	4		8
<b>Total in Job Group</b>	34		34
<b>Percentage</b>	11.76%	23.40%	23.53%
<b>Net Change Needed:</b>			<b>4</b>

<b>15 Supervisor (Women)</b>			
	<b>Utilization</b>	<b>Availability</b>	<b>Representation Needed to Achieve Goal</b>
<b>Women in Job Group</b>	5		8
<b>Total in Job Group</b>	58		58
<b>Percentage</b>	8.62%	12.50%	13.79%
<b>Net Change Needed:</b>			<b>3</b>

<b>21 Professionals: Engrs &amp; IT (Minority)</b>			
	<b>Utilization</b>	<b>Availability</b>	<b>Representation Needed to Achieve Goal</b>
<b>Minority in Job Group</b>	13		16
<b>Total in Job Group</b>	76		76
<b>Percentage</b>	17.11%	20.10%	21.05%
<b>Net Change Needed:</b>			<b>3</b>

Note: Due to the 80% rule, a placement goal may be avoided with fewer hires than indicated even if below the availability rate.

**SMALL TAB #22**

Calculation of Weighted Average Availability and Identification of Management Job Group Placement Goals (as of 04-15-18)

Group #	Job Group	FY2018 UTILIZATION UPDATED (April 15, 2018)				Availability		Placement Goal Required?		
		Total	Minority	Women	Women	Minority	Women	Minority	Women	
11A	Mgrs & Officials: Executive	10	2	20.0%	2	20.0%	12.7%	24.9%	No	No
11B	Mgrs & Officials: Senior-Level	34	4	11.8%	12	35.3%	23.4%	35.7%	Yes	No
12	Mgrs & Officials: First and Mid-Level	97	30	30.9%	37	38.1%	17.8%	32.2%	No	No
15	Supervisors	58	14	24.1%	5	8.6%	15.3%	12.5%	No	Yes
20	Professionals: Administrative	111	29	26.1%	50	45.0%	16.2%	55.0%	No	No
21	Professionals: Engrs & IT	76	12	15.8%	17	22.4%	20.1%	19.8%	Yes	No
<b>Executive &amp; Management Total</b>		<b>386</b>	<b>91</b>	<b>23.6%</b>	<b>123</b>	<b>31.9%</b>	<b>17.6%</b>	<b>30.0%</b>		
							<b>Straight Average</b>			
							<b>17.8%</b>	<b>33.5%</b>		
							<b>Weighted Average</b>			

**SMALL TAB #23**

**TriMet's Utilization and Aggregated Management Availability Over Time**

Group #	Job Group	FY2018 UTILIZATION UPDATED (April 15, 2018)			Availability		AAP Goal Required?	
		Total	Minority	Women	Minority	Women	Minority	Women
11A	Mgrs & Officials: Executive	10	2	20.0%	12.7%	24.9%	No	No
11B	Mgrs & Officials: Senior-Level	34	4	11.8%	23.4%	35.7%	Yes	No
12	Mgrs & Officials: First and Mid-Level	97	30	30.9%	17.8%	32.2%	No	No
15	Supervisors	58	14	24.1%	15.3%	12.5%	No	Yes
20	Professionals: Administrative	111	29	26.1%	16.2%	55.0%	No	No
21	Professionals: Engrs & IT	76	12	15.8%	20.1%	19.8%	Yes	No
<b>Management Average</b>		<b>386</b>	<b>91</b>	<b>23.6%</b>	<b>17.6%</b>	<b>30.0%</b>		
					<b>Straight Average</b>			
					<b>17.8%</b>	<b>33.5%</b>		
					<b>Weighted Average</b>			

Group #	Job Group	FY2018 UTILIZATION (July 1, 2017)			Availability		AAP Goal Required?	
		Total	Minority	Women	Minority	Women	Minority	Women
11	Mgrs & Officials: Exec & Sr-Level	42	5	11.9%	18.1%	33.6%	Yes	No
12	Mgrs & Officials: First and Mid-Level	88	22	25.0%	18.3%	34.5%	No	No
15	Supervisors	51	8	15.7%	16.7%	16.9%	No	Yes
20	Professionals: Administrative	108	30	27.8%	16.7%	57.9%	No	No
21	Professionals: Engrs & IT	69	12	17.4%	18.9%	23.0%	No	No
<b>Management Average</b>		<b>358</b>	<b>77</b>	<b>21.5%</b>	<b>17.7%</b>	<b>33.2%</b>		
					<b>Straight Average</b>			
					<b>17.7%</b>	<b>36.7%</b>		
					<b>Weighted Average</b>			

Group #	Job Group	FY2017 UTILIZATION (July 1, 2016)			Availability		AAP Goal Required?	
		Total	Minority	Women	Minority	Women	Minority	Women
11	Mgrs & Officials: Exec & Sr-Level	45	6	13.3%	17.4%	30.7%	Yes	No
12	Mgrs & Officials: First and Mid-Level	94	21	22.3%	17.3%	32.5%	No	No
15	Supervisors	50	8	16.0%	15.0%	11.9%	No	Yes
20	Professionals: Administrative	116	26	22.4%	15.5%	56.7%	No	No
21	Professionals: Engrs & IT	77	15	19.5%	18.1%	22.3%	No	Yes
<b>Management Average</b>		<b>382</b>	<b>76</b>	<b>19.9%</b>	<b>16.7%</b>	<b>30.8%</b>		
					<b>Straight Average</b>			
					<b>16.6%</b>	<b>34.9%</b>		
					<b>Weighted Average</b>			

Group #	Job Group	FY2016 UTILIZATION (July 1, 2015)			Availability			AAP Goal Required?		
		Total	Minority	Women	Minority	Women	Minority	Women	Minority	Women
11	Mgrs & Officials: Exec & Sr-Level	36	5	13.9%	12	33.3%	16.6%	30.2%	No	No
12	Mgrs & Officials: First and Mid-Level	83	17	20.5%	27	32.5%	16.7%	32.8%	No	No
15	Supervisors	44	6	13.6%	3	6.8%	15.9%	13.3%	No	Yes
20	Professionals: Administrative	99	22	22.2%	51	51.5%	14.8%	56.2%	No	No
21	Professionals: Engrs & IT	79	15	19.0%	11	13.9%	17.8%	21.5%	No	Yes
	<b>Management Average</b>	<b>341</b>	<b>65</b>	<b>19.1%</b>	<b>104</b>	<b>30.5%</b>	<b>16.4%</b>	<b>30.8%</b>		
							<b>Straight Average</b>			
							<b>16.3%</b>			
							<b>Weighted Average</b>			

Group #	Job Group	FY2015 UTILIZATION (July 1, 2014)			Availability			AAP Goal Required?		
		Total	Minority	Women	Minority	Women	Minority	Women	Minority	Women
11	Mgrs & Officials: Exec & Sr-Level	40	4	10.0%	13	32.5%	16.1%	33.0%	Yes	No
12	Mgrs & Officials: First and Mid-Level	89	17	19.1%	31	34.8%	15.6%	35.0%	No	No
15	Supervisors	41	5	12.2%	3	7.3%	16.1%	13.8%	Yes	Yes
20	Professionals: Administrative	109	18	16.5%	65	59.6%	14.8%	57.5%	No	No
21	Professionals: Engrs & IT	86	15	17.4%	16	18.6%	16.5%	23.3%	No	Yes
	<b>Management Average</b>	<b>365</b>	<b>59</b>	<b>16.2%</b>	<b>128</b>	<b>35.1%</b>	<b>15.8%</b>	<b>32.5%</b>		
							<b>Straight Average</b>			
							<b>15.7%</b>			
							<b>Weighted Average</b>			

Group #	Job Group	FY2014 UTILIZATION (July 1, 2013)			Availability			AAP Goal Required?		
		Total	Minority	Women	Minority	Women	Minority	Women	Minority	Women
11	Mgrs & Officials: Exec & Sr-Level	38	4	10.53%	13	34.21%	12.5%	35.6%	No	No
12	Mgrs & Officials: First and Mid-Level	80	16	20.00%	24	30.00%	21.4%	34.8%	No	No
20	Professionals	142	24	16.90%	76	53.52%	25.8%	31.9%	Yes	No
21	Professionals: Computer/Engineer	69	10	14.49%	12	17.39%	19.2%	15.8%	Yes	No
30	Technicians	22	5	22.73%	3	13.64%	21.3%	24.0%	No	Yes
50	Para Professionals	4	0	0.00%	4	100.00%	12.5%	47.6%	Yes	No
	<b>Executive &amp; Management Total</b>	<b>355</b>	<b>59</b>	<b>16.6%</b>	<b>132</b>	<b>37.2%</b>	<b>18.8%</b>	<b>30.8%</b>		
							<b>Straight Average</b>			
							<b>21.7%</b>			
							<b>Weighted Average</b>			



Group #	Job Group	FY2013 UTILIZATION (July 1, 2012)				Availability		AAP Goal Required?		
		Total	Minority	Women	Minority	Women	Minority	Women		
11	Mgrs & Officials: Exec & Sr-Level	35	5	14.29%	15	42.86%	6.8%	30.3%	No	No
12	Mgrs & Officials: First and Mid-Level	77	17	22.08%	25	32.47%	9.6%	32.3%	No	No
20	Professionals	139	19	13.67%	72	51.80%	16.0%	44.6%	No	No
21	Professionals: Computer/Engineer	71	14	19.72%	15	21.13%	15.2%	18.1%	No	No
30	Technicians	18	2	11.11%	3	16.67%	18.8%	26.9%	Yes	Yes
<b>Executive &amp; Management Total</b>		<b>340</b>	<b>57</b>	<b>16.8%</b>	<b>130</b>	<b>38.2%</b>	<b>13.3%</b>	<b>30.4%</b>		
							<b>Straight Average</b>			
							<b>13.6%</b>	<b>33.9%</b>		
							<b>Weighted Average</b>			

**SMALL TAB #24**

# TriMet Succession Plan

June 2018

## “Succession Plan at a Glance”

### Index of Successor Candidates by Position

Legend

Ready Now
Ready Soon
Not yet ready
None Identified

I. Office of the General Manager	1 <sup>st</sup> Candidate	2 <sup>nd</sup> Candidate	3 <sup>rd</sup> Candidate	4 <sup>th</sup> Candidate	5 <sup>th</sup> Candidate
A. General Manager (Doug Kelsey)	White/Male	Two or More Races/Male	White/Female	Black or African American/Male	
B. Chief Operating Officer (Maurice Henderson starting July 16)	White/Male	Two or More Races/Male			
C. Director, Operations Planning and Development (Dan Caufield)	Asian/Female	White/Male	White/Male		
II. Capital Projects Division	1 <sup>st</sup> Candidate	2 <sup>nd</sup> Candidate	3 <sup>rd</sup> Candidate	4 <sup>th</sup> Candidate	5 <sup>th</sup> Candidate
A. Executive Director, Capital Projects (Steve Witrer)	White/Female	White/Male	White/Male	White/Male	
B. Managing Director, Design & Construction (Rob Barnard)	White/Female	White/Male	White/Female	White/Male	
C. Director, Program Management (Sandy Bradley)	White/Male	White/Female	Black or African American/Male		
D. Director, Project Development & Permitting (Dave Unsworth)	White/Female	White/Male	Asian/Male		
E. Director, Southwest Corridor (Leah Robbins)	White/Female	White/Male	White/Male	White/Female	White/Male
III. Finance & Administration Division	1 <sup>st</sup> Candidate	2 <sup>nd</sup> Candidate	3 <sup>rd</sup> Candidate	4 <sup>th</sup> Candidate	5 <sup>th</sup> Candidate
A. Executive Director, Finance & Administration (CFO) (Dee Brookshire)	White/Female				
B. Director, Financial Services (Cara Fitzpatrick)	White/Male				
C. Director, Budget and Grants (Nancy Young - Oliver)	White/Male				
D. Director, Revenue Operations (Rhyann Schaub)	None Identified				
E. Director, Insurance Programs (Andrew Wilson) — position added to succession plan 2017	None Identified				
F. Director, Procurement & Contracts (Kevin Yin)	None Identified				

IV. Information Technology		1 <sup>st</sup> Candidate	2 <sup>nd</sup> Candidate	3 <sup>rd</sup> Candidate	4 <sup>th</sup> Candidate	5 <sup>th</sup> Candidate
A.	Chief Information Officer (Tim McHugh)	White/Male	White/Female			
B.	Manager, Intelligent Transportation Systems (A.J. O'Connor)	White/Male	Hispanic or Latino/Male			
V. Labor Relations & Human Resources Division		1 <sup>st</sup> Candidate	2 <sup>nd</sup> Candidate	3 <sup>rd</sup> Candidate	4 <sup>th</sup> Candidate	5 <sup>th</sup> Candidate
A.	Executive Director, LR & HR (Randy Stedman)	White/Female	Black or African American/Female			
B.	Director, Labor and Employee Relations (Britney Colton)	White/Female				
C.	Manager, Benefits (Heidi Vass)	None Identified				
D.	Manager, Compensation (Rosalinda Wells)	None Identified				
E.	Director, Talent Management (Angela Burns-Brown)	Hispanic or Latino/Male	White/Female	Black or African American/Male		

VI. Legal Services Division		1 <sup>st</sup> Candidate	2 <sup>nd</sup> Candidate	3 <sup>rd</sup> Candidate	4 <sup>th</sup> Candidate	5 <sup>th</sup> Candidate
A.	Executive Director, Legal Services (General Counsel) (Shelley Devine)	White/Female	White/Male			
B.	Director, Legal Services (Kim Sewell)	White/Male	White/Male	Asian/Male		

VII. Maintenance Division		1 <sup>st</sup> Candidate	2 <sup>nd</sup> Candidate	3 <sup>rd</sup> Candidate	4 <sup>th</sup> Candidate	5 <sup>th</sup> Candidate
A.	Executive Director, Maintenance (Roland Hoskins)	White/Male	White/Male	White/Male		
B.	Director, Facilities Management (Brett Rogers)	None Identified				
C.	Director, Bus Maintenance (Edmond Bennett)	Black or African American/Male				
D.	Director, Rail Equipment Maintenance (Dan Blair)	White/Male				
E.	Manager, MOW Operations (Rick Kindig)	None Identified				

VIII. Public Affairs Division		1 <sup>st</sup> Candidate	2 <sup>nd</sup> Candidate	3 <sup>rd</sup> Candidate	4 <sup>th</sup> Candidate	5 <sup>th</sup> Candidate
A.	Executive Director, Public Affairs (Bernie Bottomly)	White/Male	White/Male			
B.	Director, Policy & Planning (Kerry Ayres-Palanuk)	White/Female	White/Male			
C.	Director, Communications and Marketing (JC Vannatta)	Black or African American/Female	White/Female	White/Male		
D.	Director, Public Affairs (Tom Markgraf)	White/Male	White/Male	White/Male		

IX. Safety & Security Division		1 <sup>st</sup> Candidate	2 <sup>nd</sup> Candidate	3 <sup>rd</sup> Candidate	4 <sup>th</sup> Candidate	5 <sup>th</sup> Candidate
A.	Executive Director, Safety & Security (Harry Saportia)	Asian/Male				
B.	Director, Safety and Environmental Services (Vacant)	White/Female	Asian/Male			

X. Transportation Division	1 <sup>st</sup> Candidate	2 <sup>nd</sup> Candidate	3 <sup>rd</sup> Candidate	4 <sup>th</sup> Candidate	5 <sup>th</sup> Candidate
A. Executive Director, Transportation (Patrick Preusser)	White/Male				
B. Director, Operations Command Center & Field Ops (Kristina Babcock)	White/Male	Black or African American/Male			
C. Director, Accessible Transportation Programs (Margo Moore)	White/Female				
D. Director, Transportation (Robin Brazier)	White/Male	White/Male	White/Female	Two or More Races/Female	
E. Director, Bus and Rail Service Delivery (Steve Callas) – position added to succession plan 2017	White/Female	White/Male	White/Male		
F. Director, Commuter Rail (Darren Morris) – position added to succession plan 2017	White/Male				

**SMALL TAB #25**

**Non-Union Detail Turnover Report for 2016 - 2018**

Month	2018							Without Retirements			Total Separations		
	Ending Headcount for Month*	Resignations	Other Separations	Sub-Total WITHOUT Retirements	Retirements	Total Separations	Average Headcount	Cumulative YTD Turnover	Projected Year End Turnover	Cumulative YTD Turnover	Projected Year End Turnover		
Jan	441	6	1	7	2	9	441	1.59%	19.05%	2.04%	24.49%		
Feb	443	0	0	0	2	2	442	1.58%	9.50%	2.49%	14.93%		
Mar	445	3	0	3	2	5	443	2.26%	9.03%	3.61%	14.45%		
Apr	455	1	0	1	1	2	446	2.47%	7.40%	4.04%	12.11%		
May	455	3	0	3	0	3	448	3.13%	7.50%	4.69%	11.26%		
Jun	449	6	1	7	4	11	448	4.69%	9.38%	7.14%	14.29%		
Jul													
Aug													
Sep													
Oct													
Nov													
Dec													
<b>Total</b>		<b>19</b>	<b>2</b>	<b>21</b>	<b>11</b>	<b>32</b>							

\*Note: Data includes separations of all regular full-time, regular part-time for non-union

Month	2017							Without Retirements			Total Separations		
	Ending Headcount for Month*	Resignations	Other Separations	Sub-Total WITHOUT Retirements	Retirements	Total Separations	Average Headcount	Cumulative YTD Turnover	Projected Year End Turnover	Cumulative YTD Turnover	Projected Year End Turnover		
Jan	434	1	0	1	5	6	434	0.23%	2.76%	1.38%	16.59%		
Feb	432	3	0	3	2	5	433	0.92%	5.54%	2.54%	15.24%		
Mar	432	1	0	1	0	1	433	1.16%	4.62%	2.77%	11.09%		
Apr	434	0	0	0	2	2	433	1.15%	3.46%	3.23%	9.70%		
May	430	5	0	5	2	7	432	2.31%	5.55%	4.86%	11.66%		
Jun	431	4	0	4	4	8	432	3.24%	6.48%	6.71%	13.42%		
Jul	429	2	4	6	4	10	432	4.63%	7.94%	9.03%	15.49%		
Aug	426	0	0	0	3	3	431	4.64%	6.96%	9.74%	14.62%		
Sep	430	5	2	7	1	8	431	6.27%	8.35%	11.60%	15.47%		
Oct	439	1	0	1	3	4	432	6.49%	7.78%	12.51%	15.01%		
Nov	442	1	1	2	2	4	433	6.93%	7.56%	13.41%	14.62%		
Dec	441	4	1	5	1	6	433	8.08%	8.08%	14.77%	14.77%		
<b>Total</b>		<b>27</b>	<b>8</b>	<b>35</b>	<b>29</b>	<b>64</b>							

\*Note: Data includes separations of all regular full-time, regular part-time for non-union

Month	2016										Without Retirements		Total Separations	
	Ending Headcount for Month*	Resignations	Other Separations	Sub-Total WITHOUT Retirements	Retirements	Total Separations	Average Headcount	Cumulative YTD Turnover	Projected Year End Turnover	Cumulative YTD Turnover	Projected Year End Turnover			
Jan	413	5	3	8	2	10	413	1.94%	23.24%	29.06%				
Feb	411	4	0	4	0	4	412	2.91%	17.48%	20.39%				
Mar	415	0	0	0	0	0	413	2.91%	11.62%	13.56%				
Apr	417	0	0	0	3	3	414	2.90%	8.70%	12.32%				
May	423	0	0	0	0	0	416	2.89%	6.93%	9.81%				
Jun	424	2	0	2	0	2	417	3.36%	6.71%	9.11%				
Jul	418	4	2	6	5	11	417	4.79%	8.22%	12.32%				
Aug	419	2	1	3	1	4	418	5.51%	8.26%	12.22%				
Sep	421	1	0	1	1	2	418	5.74%	7.66%	11.49%				
Oct	422	1	0	1	2	3	418	5.98%	7.17%	11.19%				
Nov	426	2	1	3	0	3	419	6.68%	7.29%	10.94%				
Dec	431	2	0	2	1	3	420	7.14%	7.14%	10.71%				
<b>Total</b>		<b>23</b>	<b>7</b>	<b>30</b>	<b>15</b>	<b>45</b>								

\*Note: Data includes separations of all regular full-time, regular part-time for non-union



**SMALL TAB #26**

Leaders - Length of Service (Tenure)

Ethnic Origin	Total			Total Men			Total Women			Active Employees - 2016			Total	Men % of Actives	Women % of Actives	Minority % of Actives
	Count	Tenure (Yrs.)	Average	Count	Tenure (Yrs.)	Average	Count	Tenure (Yrs.)	Average	Count	Tenure (Yrs.)	Average				
American Indian or Alaska Native (Not Hispanic or Latino)	0	0.00		0	0.00		0	0.00		0	0.00		0.0%	0.0%	0.0%	
Asian (Not Hispanic or Latino)	4	12.19		2	11.86		2	12.52		4	12.19		3.3%	1.7%	3.3%	
Black or African American (Not Hispanic or Latino)	10	18.30		6	18.19		4	18.48		10	18.30		8.3%	5.0%	3.3%	
Black or African American, Two or More Races	0	0.00		0	0.00		0	0.00		0	0.00		0.0%	0.0%	0.0%	
Hispanic or Latino	6	6.59		3	5.97		3	7.21		6	6.59		5.0%	2.5%	2.5%	
Native Hawaiian/Other Pacific Islander(Not Hispanic/Latino)	0	0.00		0	0.00		0	0.00		0	0.00		0.0%	0.0%	0.0%	
Two or More Races (Not Hispanic or Latino)	2	11.01		1	9.69		1	12.32		2	11.01		1.7%	83.0%	83.0%	
White, Two or More Races	0	0.00		0	0.00		0	0.00		0	0.00		0.0%	0.0%	0.0%	
White (Not Hispanic or Latino)	98	16.90		67	17.69		31	15.19		-	-		81.7%	55.8%	25.8%	
<b>Total</b>	<b>120</b>	<b>16.25</b>		<b>79</b>	<b>17.03</b>		<b>41</b>	<b>14.73</b>		<b>22</b>	<b>13.33</b>		<b>100.0%</b>	<b>65.8%</b>	<b>34.2%</b>	<b>20.0%</b>

Ethnic Origin	Total			Total Men			Total Women			Active Employees - 2017			Total	Men % of Actives	Women % of Actives	Minority % of Actives
	Count	Tenure (Yrs.)	Average	Count	Tenure (Yrs.)	Average	Count	Tenure (Yrs.)	Average	Count	Tenure (Yrs.)	Average				
American Indian or Alaska Native (Not Hispanic or Latino)	0	0.00		0	0.00		0	0.00		0	0.00		0.0%	0.0%	0.0%	
Asian (Not Hispanic or Latino)	6	9.64		3	8.84		3	10.43		6	9.64		4.5%	2.3%	2.3%	
Black or African American (Not Hispanic or Latino)	11	12.83		6	12.09		5	13.71		11	12.83		8.3%	4.5%	3.8%	
Black or African American, Two or More Races	0	0.00		0	0.00		0	0.00		0	0.00		0.0%	0.0%	0.0%	
Hispanic or Latino	7	7.24		4	6.51		3	8.21		7	7.24		5.3%	3.0%	2.3%	
Native Hawaiian/Other Pacific Islander(Not Hispanic/Latino)	0	0.00		0	0.00		0	0.00		0	0.00		0.0%	0.0%	0.0%	
Two or More Races (Not Hispanic or Latino)	4	9.43		1	10.69		3	9.01		4	9.43		3.0%	0.8%	2.3%	
White, Two or More Races	0	0.00		0	0.00		0	0.00		0	0.00		0.0%	0.0%	0.0%	
White (Not Hispanic or Latino)	105	14.09		70	15.35		35	11.56		-	-		78.9%	52.6%	26.3%	
<b>Total</b>	<b>133</b>	<b>13.28</b>		<b>84</b>	<b>14.41</b>		<b>49</b>	<b>11.35</b>		<b>28</b>	<b>10.26</b>		<b>100.0%</b>	<b>63.2%</b>	<b>36.8%</b>	<b>20.0%</b>

Ethnic Origin	Total			Total Men			Total Women			Active Employees - 2018			Total	Men % of Actives	Women % of Actives	Minority % of Actives
	Count	Tenure (Yrs.)	Average	Count	Tenure (Yrs.)	Average	Count	Tenure (Yrs.)	Average	Count	Tenure (Yrs.)	Average				
American Indian or Alaska Native (Not Hispanic or Latino)	0	0.00		0	0.00		0	0.00		0	0.00		0.0%	0.0%	0.0%	
Asian (Not Hispanic or Latino)	7	8.46		3	9.84		4	7.42		7	9.64		5.1%	2.2%	2.9%	
Black or African American (Not Hispanic or Latino)	15	8.63		9	6.19		6	12.27		15	12.83		11.0%	6.6%	4.4%	
Black or African American, Two or More Races	0	0.00		0	0.00		0	0.00		0	0.00		0.0%	0.0%	0.0%	
Hispanic or Latino	8	7.23		5	6.04		3	9.21		8	7.24		5.9%	3.7%	2.2%	
Native Hawaiian/Other Pacific Islander(Not Hispanic/Latino)	0	0.00		0	0.00		0	0.00		0	0.00		0.0%	0.0%	0.0%	
Two or More Races (Not Hispanic or Latino)	5	13.92		2	19.79		3	10.01		5	9.43		3.7%	1.5%	2.2%	
White, Two or More Races	0	0.00		0	0.00		0	0.00		0	0.00		0.0%	0.0%	0.0%	
White (Not Hispanic or Latino)	101	12.46		68	12.72		33	11.93		-	-		74.3%	50.0%	24.3%	
<b>Total</b>	<b>136</b>	<b>11.58</b>		<b>87</b>	<b>11.72</b>		<b>49</b>	<b>11.32</b>		<b>35</b>	<b>13.28</b>		<b>100.0%</b>	<b>64.0%</b>	<b>36.0%</b>	<b>20.0%</b>

<b>Reduction in Average Length of Tenure (2016 to 2018)</b>	<b>-28.74%</b>	<b>-31.16%</b>	<b>-23.15%</b>	<b>-0.35%</b>
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**SMALL TAB #27**

Leader - Length of Service (Separations)

Ethnic Origin	Total		Total Men		Total Women		Total Minority		Total	Men % of Terms	Women % of Terms	Minority % of Terms
	Count	Tenure (Yrs.)	Count	Tenure (Yrs.)	Count	Tenure (Yrs.)	Count	Tenure (Yrs.)				
American Indian or Alaska Native (Not Hispanic or Latino)	0	0.0	0	0.00	0	0.00	0	0.00	0.0%	0.0%	0.0%	
Asian (Not Hispanic or Latino)	0	0.0	0	0.00	0	0.00	0	0.00	0.0%	0.0%	0.0%	
Black or African American (Not Hispanic or Latino)	3	6.7	2	4.00	1	12.00	3	6.67	20.0%	6.7%	20.0%	
Black or African American, Two or More Races	0	0.0	0	0.00	0	0.00	0	0.00	0.0%	0.0%	0.0%	
Hispanic or Latino	0	0.0	0	0.00	0	0.00	0	0.00	0.0%	0.0%	0.0%	
Native Hawaiian/Other Pacific Islander(Not Hispanic/Latino)	0	0.0	0	0.00	0	0.00	0	0.00	0.0%	0.0%	0.0%	
Two or More Races (Not Hispanic or Latino)	0	0.0	0	0.00	0	0.00	0	0.00	0.0%	0.0%	0.0%	
White, Two or More Races	0	0.0	0	0.00	0	0.00	0	0.00	0.0%	0.0%	0.0%	
White (Not Hispanic or Latino)	12	12.3	11	12.64	1	8.00	-	-	80.0%	73.3%	0.0%	
	15	11.1	13	11.31	2	10.00	3	6.67	100.0%	86.7%	20.0%	

Ethnic Origin	Total		Total Men		Total Women		Total Minority		Total	Men % of Terms	Women % of Terms	Minority % of Terms
	Count	Tenure (Yrs.)	Count	Tenure (Yrs.)	Count	Tenure (Yrs.)	Count	Tenure (Yrs.)				
American Indian or Alaska Native (Not Hispanic or Latino)	0	0.0	0	0.00	0	0.00	0	0.00	0.0%	0.0%	0.0%	
Asian (Not Hispanic or Latino)	0	0.0	0	0.00	0	0.00	0	0.00	0.0%	0.0%	0.0%	
Black or African American (Not Hispanic or Latino)	2	32.5	1	41.00	1	24.00	2	32.50	13.3%	6.7%	13.3%	
Black or African American, Two or More Races	0	0.0	0	0.00	0	0.00	0	0.00	0.0%	0.0%	0.0%	
Hispanic or Latino	0	0.0	0	0.00	0	0.00	0	0.00	0.0%	0.0%	0.0%	
Native Hawaiian/Other Pacific Islander(Not Hispanic/Latino)	0	0.0	0	0.00	0	0.00	0	0.00	0.0%	0.0%	0.0%	
Two or More Races (Not Hispanic or Latino)	0	0.0	0	0.00	0	0.00	0	0.00	0.0%	0.0%	0.0%	
White, Two or More Races	0	0.0	0	0.00	0	0.00	0	0.00	0.0%	0.0%	0.0%	
White (Not Hispanic or Latino)	13	24.2	8	26.25	5	21.00	-	-	86.7%	53.3%	0.0%	
	15	25.3	9	27.89	6	21.50	2	32.50	100.0%	60.0%	13.3%	

Ethnic Origin	Total		Total Men		Total Women		Total Minority		Total	Men % of Terms	Women % of Terms	Minority % of Terms
	Count	Tenure (Yrs.)	Count	Tenure (Yrs.)	Count	Tenure (Yrs.)	Count	Tenure (Yrs.)				
American Indian or Alaska Native (Not Hispanic or Latino)	0	0.0	0	0.00	0	0.00	0	0.00	0.0%	0.0%	0.0%	
Asian (Not Hispanic or Latino)	1	4.0	0	0.00	1	4.00	1	4.00	5.3%	0.0%	5.3%	
Black or African American (Not Hispanic or Latino)	1	23.0	1	23.00	0	0.00	1	23.00	5.3%	5.3%	5.3%	
Black or African American, Two or More Races	0	0.0	0	0.00	0	0.00	0	0.00	0.0%	0.0%	0.0%	
Hispanic or Latino	0	0.0	0	0.00	0	0.00	0	0.00	0.0%	0.0%	0.0%	
Native Hawaiian/Other Pacific Islander(Not Hispanic/Latino)	0	0.0	0	0.00	0	0.00	0	0.00	0.0%	0.0%	0.0%	
Two or More Races (Not Hispanic or Latino)	0	0.0	0	0.00	0	0.00	0	0.00	0.0%	0.0%	0.0%	
White, Two or More Races	0	0.0	0	0.00	0	0.00	0	0.00	0.0%	0.0%	0.0%	
White (Not Hispanic or Latino)	17	19.0	11	22.27	6	13.00	-	-	89.5%	57.9%	0.0%	
	19	18.4	12	22.33	7	11.71	2	13.50	100.0%	63.2%	10.5%	

**SMALL TAB #28**

**Management Turnover 2018**

Month	2018									
	Ending Headcount for Month*	Resignations	Other Separations	Sub-Total WITHOUT Retirements	Retirements	Total Separations	Average Headcount	Without Retirements	Total Separations	Projected Year End Turnover
Jan	379	6	0	6	2	8	379	Cumulative YTD Turnover 1.58%	Cumulative YTD Turnover 2.11%	Projected Year End Turnover 25.33%
Feb	385	0	0	0	2	2	382	1.57%	2.62%	15.71%
Mar	385	2	1	3	2	5	383	2.35%	3.92%	15.67%
Apr	397	1	0	1	1	2	387	2.59%	4.40%	13.20%
May	399	3	0	3	0	3	389	3.34%	5.14%	12.34%
Jun	391	6	1	7	4	11	389	5.14%	7.96%	15.92%
Jul				0		0				
Aug				0		0				
Sep				0		0				
Oct				0		0				
Nov				0		0				
Dec				0		0				
<b>Total</b>		<b>18</b>	<b>2</b>	<b>20</b>	<b>11</b>	<b>31</b>				

\* Data includes all employment categories; ie, Regular, Limited Term and Temporary.

**Management Women Turnover 2018**

Month	Ending Headcount for Month*	2018						Without Retirements			Total Separations	
		Resignations	Other Separations	Sub-Total WITHOUT Retirements	Retirements	Total Separations	Average Headcount	Cumulative YTD Turnover	Projected Year End Turnover	Cumulative YTD Turnover	Projected Year End Turnover	
Jan	119	4	0	4	0	4	119	3.36%	40.34%	3.36%	40.34%	
Feb	122	0	0	0	1	1	121	3.32%	19.92%	4.15%	24.90%	
Mar	121	1	1	2	0	2	121	4.97%	19.89%	5.80%	23.20%	
Apr	123	0	0	0	1	1	121	4.95%	14.85%	6.60%	19.79%	
May	122	1	0	1	0	1	121	5.77%	13.84%	7.41%	17.79%	
Jun	118	3	0	3	3	6	121	8.28%	16.55%	12.41%	24.83%	
Jul				0		0						
Aug				0		0						
Sep				0		0						
Oct				0		0						
Nov				0		0						
Dec				0		0						
<b>Total</b>		<b>9</b>	<b>1</b>	<b>10</b>	<b>5</b>	<b>15</b>						

\* Data includes all employment categories; ie, Regular, Limited Term and Temporary.

**TRIMET Management Minority Turnover 2018**

Month	2018							Without Retirements			Total Separations	
	Ending Headcount for Month*	Resignations	Other Separations	Sub-Total WITHOUT Retirements	Retirements	Total Separations	Average Headcount	Cumulative YTD Turnover	Projected Year End Turnover	Cumulative YTD Turnover	Projected Year End Turnover	
Jan	83	0	0	0	0	0	83	0.00%	0.00%	0.00%		
Feb	87	0	0	0	1	1	85	0.00%	1.18%	7.06%		
Mar	88	0	1	1	0	1	86	1.16%	2.33%	9.30%		
Apr	90	0	0	0	0	0	87	1.15%	2.30%	6.90%		
May	93	0	0	0	0	0	88	1.13%	2.27%	5.44%		
Jun	93	2	0	2	0	2	89	3.37%	4.49%	8.99%		
Jul				0		0						
Aug				0		0						
Sep				0		0						
Oct				0		0						
Nov				0		0						
Dec				0		0						
<b>Total</b>		<b>2</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>4</b>						

\* Data includes all employment categories; ie, Regular, Limited Term and Temporary.

Month	Minority Non-Union Exempt Headcount					
	2018	2017	2016	2015	2014	2013
Jan	83	77	65	64	58	58
Feb	87	77	65	62	59	57
Mar	88	76	67	66	59	57
Apr	90	78	68	67	59	56
May	93	78	70	66	58	57
Jun	93	77	72	66	58	57
Jul		78	72	66	59	57
Aug		75	73	65	61	57
Sep		76	74	66	61	58
Oct		77	75	66	63	58
Nov		80	75	67	65	58
Dec		79	74	68	64	57
<b>Average</b>	<b>89</b>	<b>77</b>	<b>71</b>	<b>66</b>	<b>60</b>	<b>57</b>



**SMALL TAB #29**

**Management Turnover Percentage (6-Year History)**

Non-Union Exempt Year Over Year Comparison - Total Separations							
	2018	2017	2016	2015	2014	2013	Average
Jan	25.33%	16.39%	38.94%	10.29%	20.40%	0.00%	
Feb	15.71%	14.73%	26.59%	15.54%	15.34%	7.01%	
Mar	15.67%	12.00%	17.68%	16.11%	11.37%	5.84%	
Apr	13.20%	9.80%	16.76%	14.66%	11.10%	6.11%	
May	12.34%	10.45%	13.36%	15.20%	9.56%	6.27%	
Jun	15.92%	12.54%	12.26%	14.41%	10.83%	7.54%	
Jul		14.03%	16.02%	13.84%	10.25%	6.95%	
Aug		13.52%	14.87%	14.29%	11.97%	6.51%	
Sep		14.20%	13.58%	13.08%	11.02%	5.78%	
Oct		13.40%	13.25%	13.52%	10.26%	6.92%	
Nov		13.33%	12.64%	13.55%	9.62%	6.90%	
Dec	15.92%	13.83%	12.42%	12.70%	10.24%	6.60%	11.95%

Non-Union Exempt Year Over Year Comparison - Without Retirements							
	2018	2017	2016	2015	2014	2013	Average
Jan	19.00%	3.28%	31.86%	3.43%	10.20%	0.00%	
Feb	9.42%	4.91%	23.04%	10.36%	8.52%	3.50%	
Mar	9.40%	4.36%	15.32%	12.66%	6.82%	2.33%	
Apr	7.76%	3.27%	12.35%	12.07%	7.68%	3.49%	
May	8.02%	3.92%	9.84%	12.44%	6.83%	4.18%	
Jun		4.91%	9.34%	10.95%	7.41%	5.80%	
Jul		5.61%	11.01%	10.38%	6.83%	5.46%	
Aug		4.92%	10.06%	10.39%	8.12%	4.77%	
Sep		6.19%	8.93%	9.23%	7.60%	4.24%	
Oct		5.88%	8.37%	9.71%	7.18%	4.50%	
Nov		5.93%	8.22%	10.08%	6.83%	4.39%	
Dec	8.02%	6.78%	8.09%	9.24%	7.68%	4.31%	7.35%

Average Turnover from Retirements:							37.1%
49.6%	51.0%	34.9%	27.3%	25.0%	34.8%		

**Management Women Turnover Percentage (6-Year History)**

<b>Women Non-Union Exempt Year Over Year Comparison - Total Separations</b>							
	2018	2017	2016	2015	2014	2013	Average
Jan	40.34%	49.18%	22.64%	21.24%	29.51%	0.00%	
Feb	24.90%	29.39%	11.16%	32.43%	24.69%	15.25%	
Mar	23.20%	19.62%	7.36%	32.63%	19.83%	13.64%	
Apr	19.79%	17.11%	11.01%	27.33%	22.41%	10.21%	
May	17.79%	17.56%	8.78%	24.18%	17.97%	10.20%	
Jun	24.83%	17.89%	7.27%	22.05%	16.67%	10.21%	
Jul		20.93%	7.75%	20.53%	15.73%	8.75%	
Aug		18.35%	6.74%	17.99%	16.32%	7.65%	
Sep		19.62%	5.96%	16.00%	15.67%	6.79%	
Oct		17.66%	7.49%	15.53%	14.13%	8.11%	
Nov		16.04%	6.76%	15.11%	13.77%	9.20%	
Dec	24.83%	17.15%	7.92%	14.78%	15.19%	9.26%	14.86%

<b>Women Non-Union Exempt Year Over Year Comparison - Without Retirements</b>							
	2018	2017	2016	2015	2014	2013	Average
Jan	40.34%	9.84%	22.64%	10.62%	9.84%	0.00%	
Feb	19.92%	9.80%	11.16%	27.03%	9.88%	5.08%	
Mar	19.89%	6.54%	7.36%	29.00%	9.92%	3.41%	
Apr	14.85%	4.89%	5.50%	24.60%	14.94%	2.55%	
May	13.84%	7.80%	4.39%	21.98%	11.98%	4.08%	
Jun	16.55%	6.50%	3.64%	20.21%	11.67%	5.11%	
Jul		8.37%	3.10%	17.37%	10.01%	4.37%	
Aug		7.34%	2.70%	15.22%	11.30%	3.83%	
Sep		9.81%	2.39%	13.54%	11.19%	3.39%	
Oct		8.83%	3.21%	13.31%	10.09%	4.06%	
Nov		8.02%	2.90%	13.10%	10.10%	4.60%	
Dec	16.55%	8.99%	3.52%	12.01%	11.81%	5.05%	9.66%

<b>Average Turnover from Retirements:</b>						<b>39.5%</b>
47.6%	47.6%	55.6%	18.8%	22.2%	45.5%	

**Management Minority Turnover Percentage (6-Year History)**

Minority Non-Union Exempt Year Over Year Comparison - Total Separations							
	2018	2017	2016	2015	2014	2013	Average
Jan	0.00%	31.17%	55.38%	18.75%	0.00%	0.00%	
Feb	7.06%	15.58%	36.92%	28.57%	0.00%	20.87%	
Mar	9.30%	10.43%	24.37%	18.75%	0.00%	13.95%	
Apr	6.90%	7.79%	18.11%	13.90%	5.11%	15.79%	
May	5.44%	6.22%	14.33%	14.77%	4.10%	12.63%	
Jun	8.99%	7.78%	11.79%	12.28%	3.42%	14.04%	
Jul		6.65%	15.03%	13.13%	2.93%	12.03%	
Aug		7.79%	15.22%	13.79%	2.55%	10.53%	
Sep		8.67%	13.42%	12.24%	2.26%	9.34%	
Oct		9.36%	11.98%	11.01%	2.02%	8.39%	
Nov		8.48%	12.37%	9.99%	1.82%	9.52%	
Dec	8.99%	11.64%	12.71%	9.13%	3.31%	10.48%	9.38%

Minority Non-Union Exempt Year Over Year Comparison - Without Retirements							
	2018	2017	2016	2015	2014	2013	Average
Jan	0.00%	15.58%	55.38%	18.75%	0.00%	0.00%	
Feb	0.00%	7.79%	36.92%	28.57%	0.00%	10.43%	
Mar	4.65%	5.22%	24.37%	18.75%	0.00%	6.98%	
Apr	3.45%	3.90%	18.11%	13.90%	5.11%	10.53%	
May	2.72%	3.11%	14.33%	14.77%	4.10%	8.42%	
Jun		5.18%	11.79%	12.28%	3.42%	10.53%	
Jul		4.44%	15.03%	10.50%	2.93%	9.02%	
Aug		3.90%	13.04%	11.49%	2.55%	7.89%	
Sep		5.20%	11.50%	10.20%	2.26%	7.00%	
Oct		4.68%	10.27%	9.17%	2.02%	6.29%	
Nov		4.24%	10.82%	8.32%	1.82%	7.62%	
Dec	2.72%	7.76%	11.29%	7.60%	3.31%	8.73%	6.90%

Average Turnover From Retirements:							24.6%
69.7%	33.3%	11.1%	16.7%	0.0%	16.7%		

**SMALL TAB #30**

**Quantum Catetory Report and Item Report: Gender Comparison (Managers)**

Category	Question	Female (28)				Male (56)			
		Average	Favorable	Neutral	Unfavorable	Average	Favorable	Neutral	Unfavorable
Alignment with Goals	I understand the transit district's plans for future success.	4.86	64.3%	32.1%	3.6%	4.77	59.6%	36.8%	3.5%
	I believe this transit district will be successful in the future.	4.89	78.6%	21.4%	0.0%	4.84	73.2%	23.2%	3.6%
	I understand how my job helps the transit district achieve success.	5.50	96.4%	3.6%	0.0%	5.52	96.4%	3.6%	0.0%
	I know how I fit into the transit district's future plans.	4.57	64.3%	28.6%	7.1%	4.54	53.6%	42.9%	3.6%
		<b>4.96</b>	<b>75.9%</b>	<b>21.4%</b>	<b>2.7%</b>	<b>4.92</b>	<b>70.7%</b>	<b>26.6%</b>	<b>2.7%</b>
Benefits	My benefits meet my needs well.	5.11	82.1%	17.9%	0.0%	5.14	85.7%	14.3%	0.0%
	We have benefits not typically available at other transit districts.	4.30	40.7%	51.9%	7.4%	4.36	49.1%	43.6%	7.3%
		<b>4.70</b>	<b>61.4%</b>	<b>34.9%</b>	<b>3.7%</b>	<b>4.75</b>	<b>67.4%</b>	<b>29.0%</b>	<b>3.6%</b>
Compensation	Considering the value I bring to the transit district, I feel I am paid fairly.	4.46	64.3%	25.0%	10.7%	4.21	46.4%	39.3%	14.3%
	Total compensation, including pay, benefits and pension, is competitive with other agencies in our industry.	4.48	55.6%	37.0%	7.4%	4.32	53.6%	39.3%	7.1%
		<b>4.5</b>	<b>59.9%</b>	<b>31.0%</b>	<b>9.1%</b>	<b>4.3</b>	<b>50.0%</b>	<b>39.3%</b>	<b>10.7%</b>
Culture	My workplace is safe.	5.14	89.3%	10.7%	0.0%	5.21	91.1%	8.9%	0.0%
	The Executive Team has created a work environment that drives high performance.	4.50	53.6%	46.4%	0.0%	4.29	55.4%	32.1%	12.5%
	This transit district is effective in welcoming new employees and helping them begin a new job.	4.36	50.0%	42.9%	7.1%	4.09	44.6%	39.3%	16.1%
		<b>4.67</b>	<b>64.3%</b>	<b>33.3%</b>	<b>2.4%</b>	<b>4.53</b>	<b>63.7%</b>	<b>26.8%</b>	<b>9.5%</b>
Diversity	Diverse voices are important to have in most decision-making processes.	5.14	82.1%	10.7%	7.1%	5.13	80.4%	14.3%	5.4%
	Diversity and inclusion is important to the success of our transit district.	5.39	89.3%	7.1%	3.6%	5.25	87.5%	8.9%	3.6%
	Our transit district understands and is committed to the value of cultural diversity.	4.32	42.9%	53.6%	3.6%	4.89	76.8%	19.6%	3.6%
	I have all the skills I need to serve our diverse stakeholders.	4.71	67.9%	28.6%	3.6%	4.95	75.0%	23.2%	1.8%
	I am offered the same opportunities as other employees in my workgroup.	4.79	75.0%	14.3%	10.7%	4.93	82.1%	14.3%	3.6%
	Employees in my workgroup are treated equally, regardless of ethnic background, race, gender, disability, sexual orientation or other differences.	4.79	67.9%	25.0%	7.1%	5.27	83.9%	14.3%	1.8%
		<b>4.86</b>	<b>70.8%</b>	<b>23.2%</b>	<b>6.0%</b>	<b>5.07</b>	<b>81.0%</b>	<b>15.8%</b>	<b>3.3%</b>

**Quantum Cateory Report and Item Report: Gender Comparison (Managers)**

Feeling Valued	Female (28)				Male (56)			
	4.82	71.4%	28.6%	0.0%	4.75	71.9%	22.8%	5.3%
The transit district makes investments in me to be more successful.								
The Executive Team of the transit district value people as their most important resource.	4.11	42.9%	46.4%	10.7%	3.86	39.3%	39.3%	21.4%
The Executive Team of this transit district are committed to making it a great place to work.	4.25	46.4%	46.4%	7.1%	4.21	53.6%	32.1%	14.3%
	<b>4.39</b>	<b>53.6%</b>	<b>40.5%</b>	<b>6.0%</b>	<b>4.28</b>	<b>54.9%</b>	<b>31.4%</b>	<b>13.7%</b>

Individual Contribution	5.64	100.0%	0.0%	0.0%	5.56	98.2%	1.8%	0.0%
I am always thinking about ways to do my job better.								
If I contribute to the transit district's success, I know I will be recognized.	4.18	39.3%	57.1%	3.6%	4.02	42.9%	41.1%	16.1%
	<b>4.91</b>	<b>69.6%</b>	<b>28.6%</b>	<b>1.8%</b>	<b>4.79</b>	<b>70.6%</b>	<b>21.4%</b>	<b>8.0%</b>

Job Satisfaction	5.07	82.1%	14.3%	3.6%	5.23	84.2%	14.0%	1.8%
I enjoy doing my work.								
This job is in alignment with my career goals.	5.21	85.7%	10.7%	3.6%	5.09	85.7%	12.5%	1.8%
My job allows me to utilize my strengths.	5.00	85.7%	10.7%	3.6%	5.23	87.5%	12.5%	0.0%
I find my job interesting and challenging.	5.36	89.3%	10.7%	0.0%	5.30	87.5%	12.5%	0.0%
	<b>5.16</b>	<b>85.7%</b>	<b>11.6%</b>	<b>2.7%</b>	<b>5.21</b>	<b>86.2%</b>	<b>12.9%</b>	<b>0.9%</b>

Manager Effectiveness	5.11	78.6%	17.9%	3.6%	5.18	78.9%	14.0%	7.0%
My immediate supervisor cares about my development.								
My immediate supervisor regularly gives me constructive feedback on my job performance.	4.64	60.7%	32.1%	7.1%	4.75	64.3%	33.9%	1.8%
I trust and respect my immediate supervisor.	5.18	82.1%	10.7%	7.1%	5.16	80.4%	17.9%	1.8%
I like working for my immediate supervisor.	5.04	82.1%	10.7%	7.1%	5.07	75.0%	21.4%	3.6%
There is open and honest communication between employees and managers.								
	4.57	64.3%	32.1%	3.6%	4.61	60.7%	35.7%	3.6%
	<b>4.91</b>	<b>73.6%</b>	<b>20.7%</b>	<b>5.7%</b>	<b>4.95</b>	<b>71.9%</b>	<b>24.6%</b>	<b>3.5%</b>

Retention	5.21	78.6%	21.4%	0.0%	5.32	86.0%	12.3%	1.8%
I would like to be working at this transit district one year from today.								
I see professional growth and career development opportunities for myself in this transit district.	4.54	57.1%	35.7%	7.1%	4.66	73.2%	16.1%	10.7%
I recommend this transit district as a great place to work.	4.89	82.1%	10.7%	7.1%	4.91	73.2%	21.4%	5.4%
It would take a lot to get me to leave this transit district.	4.25	46.4%	42.9%	10.7%	4.54	53.6%	41.1%	5.4%
	<b>4.72</b>	<b>66.1%</b>	<b>27.7%</b>	<b>6.2%</b>	<b>4.86</b>	<b>71.5%</b>	<b>22.7%</b>	<b>5.8%</b>

**Quantum Cateory Report and Item Report: Gender Comparison (Managers)**

	Female (28)				Male (56)			
	Score	%	Score	%	Score	%	Score	%
Survey Effectiveness	3.84	40.0%	4.13	20.0%	4.13	41.5%	50.9%	7.5%
I noticed positive change as a result of the last survey.	4.93	77.8%	4.87	11.1%	4.87	75.5%	15.1%	9.4%
My manager shared the results of the last survey with our team.	4.38	58.9%	4.50	15.6%	4.50	58.5%	33.0%	8.5%

Teamwork	5.36	89.3%	5.11	0.0%	5.11	84.2%	14.0%	1.8%
My immediate coworkers consistently go the extra mile to achieve great results.	4.57	64.3%	4.70	10.7%	4.70	64.9%	31.6%	3.5%
Goals and accountabilities are clear to everyone on my team.	5.29	96.4%	5.04	0.0%	5.04	78.6%	21.4%	0.0%
My team effectively collaborates leveraging individual strengths.								
The people I work with most closely are committed to producing top quality work.	5.50	96.4%	5.20	0.0%	5.20	85.7%	14.3%	0.0%
	5.18	86.6%	5.01	2.7%	5.01	78.4%	20.3%	1.3%

Trust in Senior Leaders	4.50	57.1%	4.44	7.1%	4.44	56.1%	35.1%	8.8%
I trust the Executive Team of this transit district to set the right course.	4.46	57.1%	4.46	7.1%	4.46	59.6%	31.6%	8.8%
I trust the Executive team to lead the transit district to future success.								
I believe the Executive Team of this transit district are honest and trustworthy.	4.68	64.3%	4.76	7.1%	4.76	70.9%	23.6%	5.5%
The Executive Team of this transit district demonstrate integrity.	4.54	53.6%	4.71	3.6%	4.71	71.4%	21.4%	7.1%
	4.54	58.0%	4.59	6.2%	4.59	64.5%	27.9%	7.5%

Trust with Coworkers	5.46	89.3%	5.44	0.0%	5.44	93.0%	7.0%	0.0%
I have a close and trusting relationship with one or more coworkers.	5.79	100.0%	5.63	0.0%	5.63	94.6%	5.4%	0.0%
I feel loyal to my immediate team or work group.	5.50	100.0%	5.29	0.0%	5.29	85.7%	14.3%	0.0%
I know I can depend on the other members of my team.	5.11	75.0%	5.11	0.0%	5.11	78.6%	19.6%	1.8%
I feel close to the other members of my work group.	5.46	91.1%	5.36	0.0%	5.36	88.0%	11.6%	0.4%

Engagement Index (6 questions)	5.07	79.8%	5.11	3.6%	5.11	79.9%	17.4%	2.7%
Engagement Drivers (10 questions)	5.08	80.7%	5.07	2.5%	5.07	80.3%	16.5%	3.2%

Engagement Index - measures the level of engagement.  
 Engagement Drivers - actionable items most correlated to the Engagement Index questions.



**SMALL TAB #31**

**Quantum Cateatory Report and Item Report: Race Comparison (Managers)**

Category	Question	Minority (16 )				White (68 )			
		Average	Favorable	Neutral	Unfavorable	Average	Favorable	Neutral	Unfavorable
Alignment with Goals	I understand the transit district's plans for future success.	4.88	62.5%	37.5%	0.0%	4.78	60.9%	34.8%	4.3%
	I believe this transit district will be successful in the future.	4.75	75.0%	25.0%	0.0%	4.88	75.0%	22.1%	2.9%
	I understand how my job helps the transit district achieve success.	5.38	100.0%	0.0%	0.0%	5.54	95.6%	4.4%	0.0%
	I know how I fit into the transit district's future plans.	4.06	31.3%	62.5%	6.3%	4.66	63.2%	32.4%	4.4%
		<b>4.77</b>	<b>67.2%</b>	<b>31.3%</b>	<b>1.6%</b>	<b>4.97</b>	<b>73.7%</b>	<b>23.4%</b>	<b>2.9%</b>
Benefits	My benefits meet my needs well.	4.75	68.8%	31.3%	0.0%	5.22	88.2%	11.8%	0.0%
	We have benefits not typically available at other transit districts.	3.69	25.0%	62.5%	12.5%	4.50	51.5%	42.4%	6.1%
		<b>4.22</b>	<b>46.9%</b>	<b>46.9%</b>	<b>6.3%</b>	<b>4.86</b>	<b>69.9%</b>	<b>27.1%</b>	<b>3.0%</b>
Compensation	Considering the value I bring to the transit district, I feel I am paid fairly.	4.25	43.8%	50.0%	6.3%	4.31	54.4%	30.9%	14.7%
	Total compensation, including pay, benefits and pension, is competitive with other agencies in our industry.	4.00	31.3%	62.5%	6.3%	4.46	59.7%	32.8%	7.5%
		<b>4.1</b>	<b>37.5%</b>	<b>56.3%</b>	<b>6.3%</b>	<b>4.4</b>	<b>57.1%</b>	<b>31.9%</b>	<b>11.1%</b>
Culture	My workplace is safe.	5.06	93.8%	6.3%	0.0%	5.22	89.7%	10.3%	0.0%
	The Executive Team has created a work environment that drives high performance.	4.31	50.0%	43.8%	6.3%	4.37	55.9%	35.3%	8.8%
	This transit district is effective in welcoming new employees and helping them begin a new job.	4.13	37.5%	50.0%	12.5%	4.19	48.5%	38.2%	13.2%
		<b>4.50</b>	<b>60.4%</b>	<b>33.3%</b>	<b>6.3%</b>	<b>4.59</b>	<b>64.7%</b>	<b>27.9%</b>	<b>7.4%</b>
Diversity	Diverse voices are important to have in most decision-making processes.	5.25	87.5%	6.3%	6.3%	5.10	79.4%	14.7%	5.9%
	Diversity and inclusion is important to the success of our transit district.	5.50	93.8%	6.3%	0.0%	5.25	86.8%	8.8%	4.4%
	Our transit district understands and is committed to the value of cultural diversity.	4.06	37.5%	50.0%	12.5%	4.85	72.1%	26.5%	1.5%
	I have all the skills I need to serve our diverse stakeholders.	4.75	62.5%	37.5%	0.0%	4.90	75.0%	22.1%	2.9%
	I am offered the same opportunities as other employees in my workgroup.	4.38	62.5%	18.8%	18.8%	5.00	83.8%	13.2%	2.9%
	Employees in my workgroup are treated equally, regardless of ethnic background, race, gender, disability, sexual orientation or other differences.	4.63	62.5%	31.3%	6.3%	5.22	82.4%	14.7%	2.9%
		<b>4.76</b>	<b>67.7%</b>	<b>25.0%</b>	<b>7.3%</b>	<b>5.05</b>	<b>79.9%</b>	<b>16.7%</b>	<b>3.4%</b>

**Quantum Cateatory Report and Item Report: Race Comparison (Managers)**

Feeling Valued	Minority (16)				White (68)			
	4.56	62.5%	31.3%	6.3%	4.83	73.9%	23.2%	2.9%
The transit district makes investments in me to be more successful.								
The Executive Team of the transit district value people as their most important resource.	4.19	50.0%	37.5%	12.5%	3.88	38.2%	42.6%	19.1%
The Executive Team of this transit district are committed to making it a great place to work.	4.13	50.0%	37.5%	12.5%	4.25	51.5%	36.8%	11.8%
	<b>4.16</b>	<b>50.0%</b>	<b>37.5%</b>	<b>12.5%</b>	<b>4.07</b>	<b>44.9%</b>	<b>39.7%</b>	<b>15.4%</b>

Individual Contribution	5.50	100.0%	0.0%	0.0%	5.61	98.6%	1.4%	0.0%
I am always thinking about ways to do my job better.								
If I contribute to the transit district's success, I know I will be recognized.	3.88	50.0%	37.5%	12.5%	4.12	39.7%	48.5%	11.8%
	<b>4.69</b>	<b>75.0%</b>	<b>18.8%</b>	<b>6.3%</b>	<b>4.86</b>	<b>69.1%</b>	<b>25.0%</b>	<b>5.9%</b>

Job Satisfaction	5.38	87.5%	6.3%	6.3%	5.13	82.6%	15.9%	1.4%
I enjoy doing my work.								
This job is in alignment with my career goals.	4.94	75.0%	25.0%	0.0%	5.18	88.2%	8.8%	2.9%
My job allows me to utilize my strengths.	5.00	87.5%	6.3%	6.3%	5.19	86.8%	13.2%	0.0%
I find my job interesting and challenging.	5.25	87.5%	12.5%	0.0%	5.34	88.2%	11.8%	0.0%
	<b>5.14</b>	<b>84.4%</b>	<b>12.5%</b>	<b>3.1%</b>	<b>5.21</b>	<b>86.5%</b>	<b>12.4%</b>	<b>1.1%</b>

Manager Effectiveness	4.88	68.8%	25.0%	6.3%	5.22	81.2%	13.0%	5.8%
My immediate supervisor cares about my development.								
My immediate supervisor regularly gives me constructive feedback on my job performance.	4.31	43.8%	50.0%	6.3%	4.81	67.6%	29.4%	2.9%
I trust and respect my immediate supervisor.	4.94	75.0%	18.8%	6.3%	5.22	82.4%	14.7%	2.9%
I like working for my immediate supervisor.	4.94	75.0%	18.8%	6.3%	5.09	77.9%	17.6%	4.4%
There is open and honest communication between employees and managers.	4.25	50.0%	43.8%	6.3%	4.68	64.7%	32.4%	2.9%
	<b>4.66</b>	<b>62.5%</b>	<b>31.3%</b>	<b>6.3%</b>	<b>5.00</b>	<b>74.8%</b>	<b>21.4%</b>	<b>3.8%</b>

Retention	5.38	87.5%	12.5%	0.0%	5.26	82.6%	15.9%	1.4%
I would like to be working at this transit district one year from today.								
I see professional growth and career development opportunities for myself in this transit district.	4.25	56.3%	25.0%	18.8%	4.71	70.6%	22.1%	7.4%
I recommend this transit district as a great place to work.	4.75	75.0%	12.5%	12.5%	4.94	76.5%	19.1%	4.4%
It would take a lot to get me to leave this transit district.	4.38	50.0%	43.8%	6.3%	4.46	51.5%	41.2%	7.4%
	<b>4.69</b>	<b>67.2%</b>	<b>23.4%</b>	<b>9.4%</b>	<b>4.84</b>	<b>70.3%</b>	<b>24.6%</b>	<b>5.1%</b>

Survey Effectiveness	3.33	20.0%	53.3%	26.7%	4.21	46.0%	46.0%	7.9%
I noticed positive change as a result of the last survey.								

**Quantum Cateatory Report and Item Report: Race Comparison (Managers)**

	Minority (16 )			White (68 )		
	4.73	73.3%	13.3%	4.92	76.9%	13.8%
My manager shared the results of the last survey with our team.	4.0	46.7%	33.3%	4.6	61.5%	29.9%
						8.6%

	5.19	81.3%	18.8%	0.0%	5.19	87.0%	11.6%
My immediate coworkers consistently go the extra mile to achieve great results.	4.63	68.8%	25.0%	6.3%	4.67	63.8%	30.4%
Goals and accountabilities are clear to everyone on my team.	4.94	68.8%	31.3%	0.0%	5.16	88.2%	11.8%
My team effectively collaborates leveraging individual strengths.							0.0%
The people I work with most closely are committed to producing top quality work.	5.25	93.8%	6.3%	0.0%	5.31	88.2%	11.8%
	5.00	78.1%	20.3%	1.6%	5.08	81.8%	16.4%
							1.8%

	4.50	62.5%	25.0%	12.5%	4.45	55.1%	37.7%
I trust the Executive Team of this transit district to set the right course.	4.44	62.5%	25.0%	12.5%	4.46	58.0%	34.8%
I trust the Executive team to lead the transit district to future success.							7.2%
I believe the Executive Team of this transit district are honest and trustworthy.	4.44	56.3%	31.3%	12.5%	4.81	71.6%	23.9%
The Executive Team of this transit district demonstrate integrity.	4.31	62.5%	25.0%	12.5%	4.74	66.2%	29.4%
	4.42	60.9%	26.6%	12.5%	4.61	62.7%	31.4%
							5.8%

	5.25	87.5%	12.5%	0.0%	5.49	92.8%	7.2%
I have a close and trusting relationship with one or more coworkers.	5.63	100.0%	0.0%	0.0%	5.69	95.6%	4.4%
I feel loyal to my immediate team or work group.							0.0%
I know I can depend on the other members of my team.	5.38	93.8%	6.3%	0.0%	5.35	89.7%	10.3%
I feel close to the other members of my work group.	5.06	68.8%	31.3%	0.0%	5.12	79.4%	19.1%
	5.33	87.5%	12.5%	0.0%	5.41	89.4%	10.3%
							0.4%

	5.09	80.2%	15.6%	4.2%	5.10	79.8%	17.5%
Engagement Index (6 questions)	4.87	74.4%	21.3%	4.4%	5.12	81.8%	15.5%
Engagement Drivers (10 questions)							2.6%

Engagement Index - the six questions that measures the level of engagement.

Engagement Drivers - the 10 questions that are actionable and most correlated to the Engagement Index questions.

**SMALL TAB #32**

**Quantum Diversity Questions Report (Management)**

Category	Question	Slice	2015	2016	2018	% Change
			Ave.	Ave.	Ave.	2018 v. 2017
Diversity	Diverse voices are important to have in most decision-making processes.	All Non-Union Employees	5.14	5.18	5.14	0.0%
		Male	5.11	5.15	5.09	-0.3%
		Female	5.19	5.22	5.20	0.2%
		Asian	4.80	5.00	5.14	6.5%
		Black or African American	5.43	5.00	5.33	-1.9%
		Hispanic or Latino	5.29	5.43	4.63	-14.3%
		Two or More Races	5.11	5.50	5.57	8.3%
		White	5.14	5.19	5.15	0.1%
Diversity	Diversity and inclusion is important to the success of our transit district.	All Non-Union Employees	5.15	5.19	5.26	2.2%
		Male	5.09	5.15	5.24	2.8%
		Female	5.22	5.25	5.29	1.3%
		Asian	4.90	5.09	5.32	7.9%
		Black or African American	5.39	5.05	5.39	0.0%
		Hispanic or Latino	5.36	5.36	5.13	-4.5%
		Two or More Races	5.11	5.17	5.86	12.7%
		White	5.14	5.20	5.24	2.0%
Diversity	Our transit district understands and is committed to the value of cultural diversity.	All Non-Union Employees	4.86	4.86	4.77	-1.9%
		Male	4.91	4.89	4.84	-1.3%
		Female	4.79	4.81	4.67	-2.7%
		Asian	4.90	4.74	4.64	-5.7%
		Black or African American	4.26	4.15	4.00	-6.5%
		Hispanic or Latino	4.86	4.71	4.38	-11.0%
		Two or More Races	4.44	4.50	4.71	5.7%
		White	4.93	4.95	4.85	-1.5%
Diversity	I have all the skills I need to serve our diverse stakeholders.	All Non-Union Employees	4.65	4.80	4.81	3.2%
		Male	4.66	4.83	4.84	3.8%
		Female	4.64	4.76	4.76	2.5%
		Asian	4.95	4.87	4.86	-1.8%
		Black or African American	4.26	4.68	4.72	9.8%
		Hispanic or Latino	4.71	5.00	4.31	-9.3%
		Two or More Races	4.78	5.50	5.14	7.1%
		White	4.65	4.77	4.83	3.7%

6 Point Scale: 6 = High  
 Public Sector Average = 4.5  
 TriMet Goal = 4.6

**Quantum Diversity Questions Report (Management)**

Category	Question	Slice	2015	2016	2018	% Change
			Ave.	Ave.	Ave.	2018 v. 2017
Diversity	I am offered the same opportunities as other employees in my workgroup.	All Non-Union Employees	4.46	4.59	4.52	1.3%
		Male	4.56	4.69	4.63	1.4%
		Female	4.33	4.44	4.38	1.0%
		Asian	4.60	4.30	4.59	-0.2%
		Black or African American	4.39	4.15	4.05	-8.4%
		Hispanic or Latino	4.57	4.57	4.31	-6.0%
		Two or More Races	3.67	4.33	4.86	24.5%
		White	4.48	4.67	4.55	1.6%
Diversity	Employees in my workgroup are treated equally, regardless of ethnic background, race, gender, disability, sexual orientation or other differences.	All Non-Union Employees	5.14	5.11	4.98	-3.2%
		Male	5.23	5.22	5.11	-2.4%
		Female	5.02	4.96	4.82	-4.2%
		Asian	4.95	5.00	5.05	1.9%
		Black or African American	4.78	4.55	4.58	-4.4%
		Hispanic or Latino	5.14	5.21	4.81	-6.9%
		Two or More Races	5.33	5.50	5.00	-6.7%
		White	5.18	5.16	5.02	-3.2%

6 Point Scale: 6 = High  
 Public Sector Average = 4.5  
 TriMet Goal = 4.6

**SMALL TAB #33**



**Quantum Net Promoter Score (NPS)**

Question	Slice	Count of Responses	Net Promoter Score	Promoters	Passives	Detractors
How likely would you be to recommend this transit district to a friend or colleague as a great place to work?	Public Sector Comparators	1885	<b>16.39</b>	42.86%	30.66%	26.47%
	Same Sized Comparators	43687	<b>23.89</b>	45.89%	32.10%	22.00%
	TriMet - All Non-Union	333	<b>17.72</b>	40.24%	37.24%	22.52%
	Female	142	<b>12.68</b>	39.44%	33.80%	26.76%
	Male	191	<b>21.47</b>	40.84%	39.79%	19.37%
	All Non-White	64	<b>18.75</b>	45.31%	28.12%	26.56%
	Asian (Not Hispanic or Latino)	22	<b>36.36</b>	50.00%	36.36%	13.64%
	Black or African American (Not Hispanic or Latino)	19	<b>10.53</b>	36.84%	36.84%	26.32%
	Hispanic or Latino	16	<b>0.00</b>	43.75%	12.50%	43.75%
	Two or More Races (Not Hispanic or Latino)	7	<b>28.57</b>	57.14%	14.29%	28.57%
	White (Not Hispanic or Latino)	269	<b>17.47</b>	39.03%	39.41%	21.56%

**SMALL TAB #34**

Quantum Responses on OnBoarding Process (All Non-Union Employees)

All Non-Union Employees						
Question	Slice	Count	Average	Favorable	Neutral	Unfavorable
Race						
This transit district is effective in welcoming new employees and helping them begin a new job.	<b>Non-White Average</b>	63	4.30	46.03%	46.03%	7.94%
	Asian (Not Hispanic or Latino)	22	4.45	50.00%	45.45%	4.55%
	Black or African American (Not Hispanic or Latino)	18	4.33	50.00%	38.89%	11.11%
	Hispanic or Latino	16	4.13	50.00%	37.50%	12.50%
	Two or More Races (Not Hispanic or Latino)	7	4.14	14.29%	85.71%	0.00%
	<b>White (Not Hispanic or Latino)</b>	268	4.25	44.40%	46.27%	9.33%
<b>Gender</b>						
This transit district is effective in welcoming new employees and helping them begin a new job.	Female	141	4.22	41.84%	48.23%	9.93%
	Male	190	4.28	46.84%	44.74%	8.42%

Tenure Less Than 5 Years						
Question	Slice	Count	Average	Favorable	Neutral	Unfavorable
Race						
This transit district is effective in welcoming new employees and helping them begin a new job.	<b>Non-White Average</b>	31	4.22	41.94%	48.39%	9.68%
	Asian (Not Hispanic or Latino)	12	4.42	50.00%	41.67%	8.33%
	Black or African American (Not Hispanic or Latino)	9	4.33	33.33%	55.56%	11.11%
	Hispanic or Latino	10	3.90	40.00%	50.00%	10.00%
	Two or More Races (Not Hispanic or Latino)	0	0.00	0.00%	0.00%	0.00%
	<b>White (Not Hispanic or Latino)</b>	137	4.22	44.53%	45.26%	10.22%
<b>Gender</b>						
This transit district is effective in welcoming new employees and helping them begin a new job.	Female	75	4.15	40.00%	48.00%	12.00%
	Male	96	4.28	46.88%	44.79%	8.33%

Responses by Division (All Non-Union)							
Question	Slice	Count	Average	Favorable	Neutral	Unfavorable	
This transit district is effective in welcoming new employees and helping them begin a new job.	All Divisions						
	Maintenance Operations	47	4.02	34.04%	53.19%	12.77%	
	Labor Relations/Human Resources	22	4.05	31.82%	54.55%	13.64%	
	Public Affairs	41	4.07	43.90%	41.46%	14.63%	
	Transportation Operations	44	4.16	45.45%	38.64%	15.91%	
	Finance & Administration	31	4.29	45.16%	48.39%	6.45%	
	Capital Projects	71	4.38	47.89%	47.89%	4.23%	
	Legal Services	11	4.45	54.55%	45.45%	0.00%	
	Information Technology	27	4.48	48.15%	48.15%	3.70%	
	Safety & Security	18	4.56	44.44%	55.56%	0.00%	
	General Manager	14	4.71	71.43%	21.43%	7.14%	
	<b>TriMet Non-Union (By Division)*</b>		<b>331</b>	<b>4.26</b>	<b>44.71%</b>	<b>46.22%</b>	<b>9.06%</b>

\* The Operations Division did not have enough responses to report and some responses did not identify a division. Therefore, for divisions identified, there are 326 respondents, but the total line includes all 331 respondents.