

City of Monroe  
Monroe Transit System

Equal Employment Opportunity  
Program Summary



September 2022

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## **II. DISSEMINATION OF THE MONROE TRANSIT POLICY AND PLAN**

To ensure the City of Monroe/Monroe Transit's Equal Employment Opportunity policy statement and appropriate elements of the program are communicated to all agency employees, applicants and citizens, the following steps will be accomplished:

### **Internal**

1. The Transit System's Affirmative Action Officer will be responsible for the dissemination of the EEO policy statement and all other appropriate information to all Transit department divisions. This will be accomplished by:
  - a. Written Communication from the Mayor of the City of Monroe;
  - b. Semi-annual meetings with the Transit System's management team and supervisors.
2. The policy statement will be prominently displayed in a conspicuous public place in all Transit buildings and on bulletin boards.
3. The EEO policy statement will be disseminated to unions representing City Transit Department employees.
4. The EEO/AA Officer will meet with minorities and female employees to seek their input and suggestions in implementing and refining the Transit System's EEO Program.
5. The Affirmative Action/Equal Employment Opportunity policy statement will be included in the Transit Department's operations manual.
6. The system's policy regarding Affirmative Action/Equal Employment Opportunity will be included in the Monroe Transit System Policy and Procedures manual.
7. All Transit employees will receive, annually, the Affirmative Action/Equal Employment Opportunity policy statement and EEO Policy.
8. All newly-hired Transit employees will be provided with a copy of the Affirmative Action/Equal Employment Opportunity policy statement and EEO policy. Discussion regarding the City's position regarding Affirmative Action/Equal Employment will be discussed at new employee orientation.

### **External**

1. All Transit employment applications, along with other personnel documents, will include the phrase "An Equal Opportunity Employer."
2. A list of all Transit employment opportunities will be sent weekly, when such opportunities exist, to local minority and women's organizations, community groups, and agencies.
3. The City of Monroe/Monroe Transit's Equal Employment Opportunity Plan will be made available to minority and women's organizations and those that advocate for the individuals recognized in the plan goals.

4. All advertisements for Monroe Transit positions will include the phrase “An Equal Opportunity Employer.”

### **III. RESPONSIBILITY FOR IMPLEMENTATION OF PROGRAM**

The City of Monroe/Monroe Transit System recognizes that an Equal Employment Opportunity Plan requires total commitment and cooperation from all levels of management and staff. Therefore, affirmative action responsibilities have been assigned accordingly, as detailed below.

#### **Equal Employment Opportunity/AA Officer**

1. The Mayor has designated the Monroe Transit System General Manager as the Equal Employment Opportunity/AA Officer for the Monroe Transit System who shall have the following responsibilities for the Monroe Transit System:
  - a. To develop and recommend an EEO Plan and recommend to the Mayor as necessary.
  - b. Report periodically to the Mayor about the execution and progress of the EEO Plan.
  - c. Design, implement, and monitor internal audit and reporting systems. Monitor the operation and effectiveness of the plan including periodic evaluation of hiring and promotion patterns and take any remedial steps necessary to achieve goals.
  - d. Work with department heads to determine employment problem areas and establish goals and methods, plus reasonable timetables to eliminate discrimination, should any exist, and achieve a representative workforce.
  - e. Serve as a liaison to outside groups and organizations.
  - f. Disseminate current Equal Employment Opportunity laws, rules, and regulations to appropriate staff members.
  - g. Ensuring active recruitment efforts to increase the number of qualified women and minorities. Also establishes outreach sources for use by hiring officials.
  - h. Concurs in all hiring and promotions.
  - i. Processes and investigates employment discrimination complaints.

The Transit System’s EEO/AA Program is an integral part of the City’s larger EEO/AA Program. The Transit System operates as an enterprise fund, and thus, operates nearly autonomously from the City. While general City employment directives are followed, the department implements and enforces its own policies and procedures. Thus, to some extent, the department operates independently of the Human Resources department. Any potential conflicts between the Transit System and the HR Department will be resolved by the Mayor.

It should be noted that the Transit System General Manager has direct access to the Mayor. The manager participates as a member of the Mayor’s staff, including staff meetings, public appearances, City Council meetings, etc. This allows for direct access and communication with the highest executive within the City.

#### **Management Responsibilities:**

The responsibilities of Transit System management include:

1. Assist in identifying problem areas and establishing department goals and objectives.
2. Participate in local minority organizations, women's groups, community action and outreach groups designed to promote EEO.
3. Participate in periodic audits of all aspects of employment to identify and to remove barriers obstructing the achievement of goals and objectives.
4. Hold regular discussions and meetings with other managers, supervisors, and employees to ensure the department's policies and procedures are being followed.
5. Review the qualifications of all employees to ensure that affected groups are given full opportunities for transfer, promotion, training, salary increases, and other forms of compensation.
6. Assisting with the review and/or investigation of complaints alleging discrimination.
7. Conduct and support career counseling for all employees.
8. Conducting periodic audits to ensure that his/her respective department is in compliance with respect to the internal dissemination of the Equal Employment Opportunity policy statement (i.e., statement is posted on appropriate bulletin board(s)).

### **Employees**

All employees of the City of Monroe and the Transit System have the responsibility for carrying out their assigned duties in accordance with the City's Affirmative Action policy.

## **IV. MONROE TRANSIT SYSTEM - ANALYSIS OF EXISTING UTILIZATION AND AVAILABILITY OF MALES, FEMALES AND MINORITIES**

### **Monroe Transit Workforce Analysis**

The labor market for Monroe Transit is determined to be Ouachita Parish. Appendix A indicates the total Monroe Transit employees by occupational titles and sex. The table also indicates the total minority employees in each occupational group by race/ethnic background and sex.

Monroe Transit is approximately 52.5% male and 47.5% female. Further, minorities make up 95% of the total workforce, with 37 blacks and 1 Hispanic.

### **Labor Market**

The labor market for Monroe Transit is determined to be Ouachita Parish. Appendix A indicates the total Monroe Transit employees by occupational titles and sex. The table also indicates the total minority employees in each occupational group by race/ethnic background and sex.

Monroe Transit is approximately 52.5% male and 47.5% female. Further, minorities make up 95% of the total workforce, with 37 blacks and 1 Hispanic.

### Managers

Females and minorities are well represented in Management positions at Monroe Transit. Females comprise 100% of the total workforce, while minorities represent 100%. Since we are seeking an additional position in the future, our goal is to make every effort to recruit and consider qualified male applicants.

### Professional

Monroe Transit employs one (1) employee in this category. This employee is a black female; therefore, males are currently not represented in this category. There are no plans to hire additional professionals in the future, but if this position becomes vacant, every effort to recruit and consider qualified male applicants will be made.

### Office and Clerical

Females comprise 100% of Transit's Office and Clerical staff. Minorities comprise 100% of this group. Therefore, minorities and females are not only well-represented but over-utilized in this occupational group. Again, we plan to maintain a representation of minorities in this group and will consider qualified male applicants for any future openings.

### Craftsmen (skilled)

Monroe Transit employs four (5) employees, two mechanics I and two mechanics II, and one mechanic helper in this occupational group, and minority males make up 80% of this category.

### Operators

Female operators make up 40% of Transit's workforce. The availability for female bus drivers in the local area is approximately 18%. Therefore, females are over-utilized. Minorities, however, make up 100% of the workforce.

### Service Workers

Monroe Transit employs three (3) service workers. Although the minority representation is 100%, female representation is 0%. The local area availability for female service workers is 5%. Efforts to recruit females to this job classification will be made as opportunities are presented.

## **V. GOALS AND TIMETABLES**

### Short-Term Goals

An Affirmative Action program should include a systematic action plan and steps to remedy potential problem situations. Short-term and long-term goals were formulated as follows to correct disparities and problems identified in the preceding analysis (Appendix A).

The results of Appendix A indicated Monroe Transit has no formal goals for this period, however one (1) Manager is now vacant which traditionally is hired through a promotion within. The following short and long-term goals are offered to explain Monroe Transit's commitment to ongoing equal employment opportunities.

Historically, the City of Monroe/Monroe Transit has experienced turnover in the job categories of Operators and Service Workers. As a result, we anticipate approximately one (1) vacancy in the category of Service Worker, and because of several anticipated retirements, (3) vacancies in the Operators category for 2023. The Office/Clerical vacancies and the part-time Transit Operators are typically filled by external, new hires. The full-time Operator vacancies have traditionally been filled internally through a seniority posting procedure offered first to the part-

time, seasonal, and extra-board Operators. Ultimately, the full-time Operator vacancies are filled internally, and the department recruits externally to fill the subsequent part-time vacancy. There are no additional skills required to be employed as a full-time Operator, and based upon the availability analysis, minorities or females are not under-utilized in the Operator classification.

Based upon the availability analysis, females are under-represented at the Transit Department in the job category of Craftsman. However, it should also be noted that the availability factor of minority individuals in Ouachita Parish that possess the requisite skills for a Mechanic is only 0% for females.

These short-term goals have been established in anticipation of the mentioned vacancies. However, it should be noted that should these vacancies occur, they may not be filled due to budget constraints.

### Long-Term Goals

With respect to long-term goals, the focus of the Transit department will be to attempt to make progress in employing qualified minorities and females in the job categories that they are currently under-utilized. It is our goal to increase representation in these areas by continually evaluating the City's recruitment and promotional processes to ensure that equal opportunity is provided to these individuals. The City of Monroe is committed to establishing a workforce that represents the community it serves and creating a workforce that is free from discrimination and provides equal opportunity for all individuals. As a result, the following goals and timetables have been established.

1. As position vacancies occur, notify City employees and other sources of persons who are under-represented in the City Transit Department workforce, including notifying groups and agencies which assist or represent minorities or the disabled (in the job category of that opening) of the employment opportunity. Encourage qualified candidates to apply. **(On-going)**.
2. Continue to provide equal employment opportunities for qualified persons without regard to race, color, ancestry, religion, national origin, sex, age, disability, marital status or any other non-merit factors, except where such factors constitute a bona fide occupational qualification. **(On-going)**.
3. Continue to provide equal employment opportunities in job structuring, classification promotion, recruitment, selection, appointment, placement, testing, training, layoff and recall, and salary and benefit administration. **(On-going)**.
4. Review issues relating to equal opportunity employment, while maintaining the confidentiality, to the extent possible, of the individual providing the information (unless otherwise directed). **(On-going)**.
5. Research materials available and coordinate efforts with area communities regarding cultural diversity training in the workforce on a continuous basis. **(On-going)**.
6. Continue to evaluate classification specifications to determine the job relatedness of the minimum training and experience requirements to identify and remove any artificial barriers to employment. **(On-going)**.

7. EEO/AA Officer to analyze selection results. **(On-going)**
8. Review the achievement of these goals. Conduct necessary analysis to identify further problem areas. Establish an action plan to address problems identified. **(On-going)**
9. Review the Monroe Transit System policies regarding hiring/selection to assure conformance with Equal Employment Opportunity plan. **(On-going)**

### Previous Goals

The department has not experienced great turnover since the last report. The diversity of the workforce has remained somewhat constant. As indicated on the workforce analysis, the department does not have a formal goal to achieve. This would be consistent with previous plans. Therefore, the transit system has continued to maintain its diverse workforce.

## **VI. ANALYSIS OF EMPLOYMENT PRACTICES: PROBLEM IDENTIFICATION**

Equal opportunity can be provided through the development of Human Resources policies and practices, which are fair and equitable in their treatment of current and potential employees. To attain such standards, an assessment of current policies and practices must be continuously undertaken. The components normally included in such an assessment are in the areas of recruitment and selection, which includes written and skill tests, interviews, qualification and reference inquiries, training, promotion, classification, corrective action, transfer, termination, and other conditions of employment. Affirmative action can be taken in these areas to provide a Human Resources system which accommodates the principles and theory of equal opportunity.

In FY 22, the City of Monroe/Monroe Transit conducted six (6) external recruitments and had five (5) internal postings for various positions (see Workplace Analysis attached). The Transit department is responsible for conducting recruitments, with assistance from the Human Resources department. Typically, a position that is to be filled externally is advertised for two (2) weeks in the local newspaper and, depending upon the position, may be advertised in appropriate periodicals or websites. Local minority agencies receive a copy of the City's weekly "Open Positions List," which details all the positions the City is currently recruiting for, including Transit Department positions. The Human Resources department has a web page that includes an updated listing of all current vacancies. In addition, the City's advertisements include the phrase "Equal Opportunity Employer."

The City's application materials follow Equal Employment/Affirmative Action guidelines in that only job-related questions are asked of candidates. A separate "EEO" data sheet is attached to the original application. For the City to maintain an EEO database, candidates are asked to provide the City with EEO data. Once the employment applications are received, the EEO data is entered into the database, and the EEO datasheet is removed from the application before the applications are screened. The EEO data sheet is filed separately from the application to ensure that the EEO data remains confidential and so that decisions regarding eligibility for the position are based upon the candidate's application materials, not non-merit factors, as outlined previously. Applications are then screened to determine which candidates meet the minimum requirements for a position and best meet the needs of the department based upon the application materials. The applications are always screened by a representative of the Human

Resources Department and the department supervisor and/or department head.

If the Transit Department has a union position vacancy, the first step to fill the position is by posting the job vacancy for the union membership in accordance with the labor agreement. The most senior qualified signer is then tested if a test is required for the position. If he/she passes the written exam, they are awarded the position. If they do not pass the exam or decline the position, the next most senior qualified signer is offered the exam and position if he/she passes. If the job posting is not filled internally, the position is then advertised, and the external recruitment/selection process is initiated.

For external recruitments, candidates who meet the minimum requirements and the needs of the position based upon their application materials are selected to proceed to the next step in the selection process, which is either a written exam or typing test for clerical positions or an interview. If the City is left with a manageable number of candidates after the written exam, those candidates that passed the exam are invited to an oral interview. If there is an unmanageable number of candidates for the interview, the department supervisor and the Human Resources representative will re-screen the applications to determine, based on the application materials, who is most qualified to proceed to the next step in the process.

For Transit department positions, the interview panel is typically comprised of the division head and division supervisor and may include a member of the Human Resources Department. The Human Resources representative will compose interview questions for the department supervisor's review and input. The interviews are then conducted, and the top candidate(s) are determined based on the information obtained during the interview process. Criminal and employer reference checks are then conducted. Should the top candidate be acceptable after the background and reference checks are completed, an employment offer is extended and dependent upon the position, and the offer may be contingent upon passing a pre-employment medical exam.

The effectiveness of a successful recruitment and selection program regarding affirmative action can be determined by examining the make up of applicants for position vacancies and by conducting an audit of the applicant flow through each step of the selection process for position openings within various job categories. Records for these processes have been established and maintained by sex and race/ethnic group. In addition, documentation for other personnel actions such as job transfers, promotions and terminations are in the process of being established, which will be used to determine if there are discriminatory or adverse effects in the administration of any Human Resources related actions. After reviewing these practices and methods, the City is in compliance with Equal Employment Opportunity guidelines.

The validity, reliability, and objectivity of selection devices, including written tests, interview questions, and background and reference checks, need to be continuously reviewed and refined in accordance with Equal Opportunity Employment guidelines. These devices, to be lawful, should be job-related and eliminate adverse effects on groups under-represented in particular job classifications.

With respect to seniority practices and provisions within Monroe Transit, the majority of the employees are represented by a labor organization, and therefore, these provisions are administered in accordance with the labor agreement. For represented positions, all transfers/promotions are subject to the terms of the labor agreement (i.e. the most senior qualified signer is awarded the position). For non-represented positions, transfers/promotions are conducted in accordance with the City's Transfer policy and non-represented

recruitment/selection processes as described previously.

At this time, the department does not have a formal training program established for transfers/promotions. However, the Class I Mechanic positions are typically filled by the most senior qualified Class II Mechanic through the established job posting process. Staff members are encouraged, however, to attend training programs as deemed appropriate and if budget dollars are available. Opportunities for training, promotions and the like should be equally offered without regard to non-merit factors. Systematic efforts to discover employees with potential and develop them through career advancement in both the classroom and on the job need to be developed. Such training programs can be used as a vehicle to advance persons to job categories in which they are under-represented, but it would also ensure that employees are trained as needed to assure high-quality performance.

Wages, salary levels, and benefits for represented (union) employees are bargained for and administered in accordance with the labor agreement. Non-represented (administrative) employee salaries are administered in accordance with the City's administrative salary schedule as approved by the Monroe City Council. With respect to ensuring equitable and adequate compensation for non-represented employees, their respective classification and compensation plans should be continuously evaluated. This includes updating job descriptions when significant changes in duties occur and conducting salary surveys to ensure salaries are competitive to recruit and retain competent employees.

With respect to the City's disciplinary procedures and termination practices, the Transit Department disciplinary/termination procedures for represented employees are administered in accordance with the employee's respective labor agreement and City policy, and progressive discipline practices are followed. For non-represented employees, the City's policy regarding progressive discipline is followed. As mentioned previously, documentation for disciplines and terminations must be established to be used to determine if there are discriminatory or adverse effects of these actions. (See Workplace Analysis for statistical data regarding disciplinary actions/terminations within the past year at the Transit Department).

## **VII. MONITORING AND REPORTING SYSTEM**

An integral part of a successful Equal Employment Opportunity Plan is an internal monitoring and reporting system to be used to assess plan accomplishments, evaluate the plan during the year and take corrective action as deemed necessary. In addition, the monitoring and reporting system should identify the need to develop and execute programs and provide a database to be used to establish future goals or timetables. The following are several Human Resources management systems that have been or will be implemented to provide for Equal Employment Opportunity and Affirmative Action.

1. The continuous revision of the City's application form to conform with applicable laws and regulations.
2. The development and continued use of forms to track applicants and employees through selection procedures.
3. Development and continued use of forms to track promotions, transfers, discipline, terminations, and training programs.
4. The development and continued utilization of job-related selection devices for City

positions.

5. Continuous revision of job descriptions and salary reviews/surveys as deemed necessary to ensure equitable pay. The expansion of recruiting and resources through varied recruitment methods.
6. The continued utilization and adoption of City policy prohibiting sexual harassment and other forms of harassment/discrimination and the provision of training to all City employees in the policy, concepts, and myths regarding harassment. Continuous training of all new City employees.
7. Summary reports prepared and distributed quarterly. These reports will:
  - a. Assess EEO Accomplishments.
  - b. Identify units which are not meeting goals and objectives.
  - c. Summarize statistics gathered in steps 3 and 4.
8. Summary reports will be used during recruitment processes to ensure proper utilization rates.
10. Results from each recruitment selection will be measured and recorded.
11. Reports will be discussed and distributed to management staff on a quarterly basis. Action plans, based on information contained in the summary reports, will be discussed, and implemented as needed.
12. Due to the small size of the Transit System, EEO complaints will be handled on a case-by-case basis. Complaints will be tracked and filed accordingly.

The City of Monroe directly operates the fixed route service and paratransit service. No subcontractors are used in the delivery of these services. Therefore, Monroe Transit has no monitoring of subcontractors.

**APPENDIX A-1  
Detailed Breakdown of Job Titles**

**OFFICIALS/MANAGERS**

<u>Position</u>	<u>Salary</u>	<u>Principal Job Duties</u>
Route Supervisor	\$37,574.40	Supervises and schedules Transit Operators for all shifts.
Maintenance Director	\$49,999	Oversees and directs the day-to-day activities of all maintenance and repair of transit equipment, property and grounds.

**PROFESSIONALS**

<u>Position</u>	<u>Salary</u>	<u>Principal Job Duties</u>
Finance Coordinator	\$36,248	Develops various transportation related data and reports, including the TIP. Conducts transit performance audits, evaluates requests for new service, applies for federal operating assistance, and develops policies and procedures. Provides technical assistance and information to agencies and public.

**OFFICE AND CLERICAL**

<u>Position</u>	<u>Salary</u>	<u>Principal Job Duties</u>
Administrative Assistant	\$35,636	Performs administrative work for the transit department.
ADA Transportation Clerk	\$25,358.60	Receives call for demand response service. Prepares daily trip schedules using computerized software. Compiles operational reports, statistics, ridership, etc.
Customer Service Representative	\$23,712	Dispatches buses and answers phone inquiries. Sells bus tickets and passes to the public. Compiles daily operational statistics (e.g., transfers, mileage, revenue, ridership).
Parts Administrator	\$28,121	Maintains parts inventory including receiving and stocking parts and transit supplies. Processes invoices, purchase orders. Answers

parts-related questions, issue and order parts as needed.

**APPENDIX A-1 (continued)**

Part-Time Customer Service Representative	Varies depending on actual hours worked. Pay rate is \$10.50/hour	Dispatches buses and answers phone inquiries. Sells bus tickets and passes to the public. Compiles daily operational statistics (e.g., transfers, mileage, revenue, ridership).
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**CRAFTSMAN (SKILLED)**

<u>Position</u>	<u>Salary</u>	<u>Principal Job Duties</u>
Class I Mechanic	\$37,710	Performs technical diagnostic, repair and rebuilding work. Perform full range of mechanical repairs necessary to maintain transit vehicles and equipment within acceptable work standards.
Class II Mechanic	\$35,630	Performs semi-skilled mechanical work involving inspecting, diagnosing, repairing and servicing motor coaches and equipment.
Mechanic's helper	\$33,030	Performs semi-skilled mechanical work involving inspecting, diagnosing, repairing and servicing motor coaches and equipment under the direction of the Director of Maintenance or senior mechanics.

**OPERATORS**

<u>Position</u>	<u>Salary</u>	<u>Principal Job Duties</u>
Transit Operator	\$29,348-\$35,550	Operates City buses on fixed and demand response routes with specified schedules. Receives and determines appropriate fares. Provides transfers information to passengers.
Part-Time/ Seasonal Operator	Varies. Dependent on actual hours worked. Pay rate is \$ 14.11/hour	Operates a variety of City buses on regular and demand response service routes. Cover other shifts as deemed necessary. Receives and determines appropriate fares. Provides transfers and information to passengers.

**SERVICE WORKERS**

<b><u>Position</u></b>	<b><u>Salary</u></b>	<b><u>Principal Job Duties</u></b>
Service Worker	\$25,250-\$29,058	Performs general end-of-day servicing, routine cleaning and safety checks of Transit Department vehicles including routine cleaning of buses.

**Appendix A**

**Workforce Analysis and Goals by Job Title and Group**

Job Title	Salary	CURRENT PERIOD AS OF: Nov 20, 2022												Current %		Availability Factor		% of Underutilization		FUTURE PERIOD FROM 11/22-11/23													
		All Employees			Minority Employees - Male				Minority Employees - Female											Anticipated Job Openings	Job Openings to be Filled												
		Total	M	F	BLK	HISP	API	N.AM	BLK	HISP	API	N.AM	Min	F	Min	F	Min	F	Total	REC	TRAN	PRO	NEW	TOTAL									
		Officials/Mangers	\$39,832-\$54,600	3	0	3								3						100%	100%	4%	6%	-	-	1						1	1
Professionals	\$38,833	1	0	1								1						100%	0%				-	0							0	0	
Technicians	\$38,958	1	1		-													0%		3.90%	3.40%			0							0	0	
Office & Clerical	\$25,916-\$34,902	6	0	6	-							6						100%	100%	5%	5%		-	0							0	0	
Craftsmen (Skilled)	\$36,337-\$41,225	5	5	0	3	1												80%	0%	6%	0%			0								0	0
Operators	\$19,312-\$35,550	20	12	8	12							8	-					100%	40%	6%	5%		-	3							3	3	
Laborers		1	0	1								1						100%	100%	5.30%	5.20%			0								0	0
Service Workers	\$30,000-\$31,761	3	3	0	3													100%	0%	5.30%	5.20%		5%	0								0	0

Key: BLK=Black, HISP=Hispanic, API=Asian or Pacific Islander, and N.AM=Native American.

## APPENDIX B: EEO / AA OFFICER

### Job Description:

### EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE

### ACTION (EEO/AA) OFFICER

#### General Description

The Transit System EEO/AA Officer is assigned the following duties and responsibilities:

- assists in identifying areas that need improvement and establishes objectives and goals to implement EEO/AA policies;
- participates in minority organizations and community action groups, conferences, seminars, and/or meetings;
- audits hiring and promotion patterns;
- reviews existing employees to assure that full opportunities for transfers and promotions are given to all minorities and women;
- ensure employees, new and existing, are aware of Monroe Transit's EEO/AA commitments and counsels employees regarding career development and promotions;
- ensures posters and informational bulletins are properly displayed in accessible locations;
- performs other duties as necessary

The Transit System EEO/AA Officer has the following responsibilities:

- develops policy statement, AA programs, and internal and external communications
- determines and assist in correcting any EEO/AA problem areas;
- implement audit and reporting system that will measure the effectiveness of the EEO/AA program which includes any remediation and an evaluation of goals and objectives;
- reviews hiring and promotions patterns;
- serves as liaison between minority organizations and community action groups;
- ensures Managers and other necessary personnel are aware of goals and timetables;
- ensures that minority and women employees are afforded a full opportunity and are encouraged to participate in all educational, training, and social activities.

# Monroe Transit System Organizational Chart



