

2024



EQUAL EMPLOYMENT OPPORTUNITY
PROGRAM

FY2025-FY2029

Agency Reporting Information

EEO-4 Identification Number: 37600190
FTA Recipient Identification Number: 5527

Chief Executive: Charles Lattuca
President and Chief Executive Officer

EEO Officer: Jamila Ormond
Director of Equal Opportunity, Diversity and Inclusion

Comments and suggestions regarding this program are welcomed and should be directed to:

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Office of Equal Opportunity, Diversity and Inclusion
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Table of Contents

INTRODUCTION	3
EXECUTIVE SUMMARY	4
EQUAL EMPLOYMENT OPPORTUNITY (EEO) PROGRAM	6
Frequency of Update	6
Statement of Policy	6
Plan for Dissemination Externally and Internally	8
Designation of Appropriate Personnel	8
Utilization Analysis	11
Goals and Timetables	13
Assessment of Employment Practices	14
GOTRIANGLE POLICIES	19
EEO COMPLAINT PROCEDURES	19
NON-DISCRIMINATION/SEXUAL HARASSMENT POLICY	22
REASONABLE ACCOMMODATION POLICY IMPLEMENTATION	25
RECRUITMENT AND SELECTION	26
INTERNAL JOB PLACEMENT	28
COMPENSATION	30
PERFORMANCE PLANNING AND APPRAISAL	36
PROGRESSIVE DISCIPLINE	53

INTRODUCTION

GoTriangle is a recipient of Federal financial assistance from the U.S. Department of Transportation, Federal Transit Administration (FTA). As a primary recipient of federal funds, GoTriangle is required to develop policies, programs, and practices that ensure federal and state transit dollars are used in a manner that is nondiscriminatory.

In accordance with the FTA Circular, 4704.1A, GoTriangle, as a recipient of federal assistance, is required to submit an Equal Employment Opportunity Program update once every four years or as major changes occur in the workforce or employment conditions, whichever comes first.

GoTriangle is committed to promoting and maintaining a workplace that embraces equity and diversity. Our mission is to be inclusive, reflecting our community within at all levels of the organization. We respect and value individual differences and encourage all employees to reach their full potential.

GoTriangle has utilized guidance provided by the Federal Transit Administration (FTA) as well as other applicable regulations pursuant to 49 U.S.C Section 5532 and 49 CFR Part 27, in developing and implementing its EEO program. Therefore, the use of terms such as “underutilization”, “deficiency”, “concentration”, “goal”, and any other similar terminology should not be construed as an admission by GoTriangle, in whole or in part, that any problem area exists. Further it should not be surmised that either minorities or women have been or are currently being underutilized, concentrated, or discriminated against by GoTriangle in violation of federal, state, or local employment laws. Further, nothing contained in this EEO program, or its supporting data should be construed as an admission by GoTriangle, in whole or in part, that it has contravened such federal, state, or local employment laws.

EXECUTIVE SUMMARY

GoTriangle's Equal Employment Opportunity (EEO) program and the agencies employment actions are guided by the agency's established policies including the equal employment opportunity policy. Any employment goals established in the EEO program are not intended to be rigid or inflexible but should be seen as achievable targets that may be reached by good faith efforts in implementing this EEO program. The use of employment goals in this EEO program are not intended to discriminate against an individual or group of individuals with respect to any employment opportunities for which they are qualified. Nothing herein is intended to sanction the discriminatory treatment of any individual or group of individuals. All employment decisions at GoTriangle are made based on job-related criteria.

The Office of Equal Opportunity, Diversity and Inclusion is responsible for preparing, and monitoring the implementation of GoTriangle's EEO program. GoTriangle's EEO policy statement is signed and issued by the agency's Chief Executive Officer. Consistent with this policy, GoTriangle continues to recruit, hire, train and promote applicants and employees in all job classifications without regard to race, color, national origin, sex (including pregnancy, gender identity and sexual orientation), age (40 and over), religion, disability, genetic information, retaliation, veteran status or any other status or classification protected by applicable laws.

Similarly, all other personnel actions including transfer, demotion, layoff, termination, and rates of pay or other forms of compensation continue to be administered in accordance with GoTriangle's commitment to equal opportunity and non-discrimination.

GoTriangle employs more than 200 transit-related employees and receives capital and operating assistance in excess of \$1 million. GoTriangle also receives planning assistance in excess of \$250,000; therefore, GoTriangle meets the threshold established by the Federal Transit Administration (FTA) and must submit an EEO program update to the FTA every four years. The Office of Equal Opportunity, Diversity and Inclusion is responsible for preparing this program update, and the overall monitoring and implementation of GoTriangle's EEO program. The agency's EEO program outlines its commitment to equity, diversity and inclusion in the workplace and complies with the FTA's Civil Rights requirements detailed in the FTA Circular 4704.1A, and other federal, state, and local laws prohibiting discrimination.

A purpose of GoTriangle's EEO program is to document the agency's efforts to monitor the composition of its workforce by race, ethnicity and gender in each EEO job category. Additionally, the program demonstrates GoTriangle's efforts to identify and correct any areas of underutilization.

GoTriangle takes specific steps to prevent unlawful discrimination, as well as the effects and appearance of unlawful discrimination. This EEO program updates the 2020-2024 EEO program consistent with FTA Circular 4704.1A and instructions from the FTA Regional Administrator.



MEMORANDUM FOR ALL GOTRIANGLE EMPLOYEES

FROM: Chuck Lattuca, CEO and President

DATE: February 1, 2024

SUBJECT: Reaffirming Commitment to Equal Employment Opportunity

As GoTriangle's CEO and President, I maintain overall responsibility and accountability for GoTriangle's compliance with its EEO policy and programs. However, all GoTriangle executive leadership, management and supervisory personnel share in the responsibility for implementing and monitoring GoTriangle's EEO policies and programs within their respective areas and will be assigned specific compliance tasks. GoTriangle will evaluate its managers' and supervisors' performance on their successful implementation of the agency's EEO policies and procedures, in the same manner performance on other agency goals is assessed.

I am personally committed to the principles of Equal Employment Opportunity (EEO) and a workplace that treats all applicants and employees with dignity and respect, as well as equitably under the guidelines of our EEO policies and programs; and expect the very same from GoTriangle employees, sub recipients and our transit partners.

Each of us are responsible for ensuring that the GoTriangle work environment is free from any form of discrimination or harassment. This behavior erodes morale, undermines teamwork, and hinders performance goals and mission objectives.

To ensure day-to-day management, including program preparation, monitoring, and complaint investigation, I have appointed Jamila A. Ormond, Director of Equal Opportunity, Diversity and Inclusion as GoTriangle's EEO Officer. You may contact Ms. Ormond at (919) 485-7518 or via email at: jormond@gotriangle.org.

Please take time to review the attached EEO policy and familiarize yourself with the nondiscrimination requirements outlined.

EQUAL EMPLOYMENT OPPORTUNITY (EEO) PROGRAM

Frequency of Update (FTA Circular 4704.1A, 2.1)

FTA requires each applicant, recipient, subrecipient, or contractor that meets the EEO threshold requirements outlined in Section 1.4 of the Circular to submit an updated EEO Program every four years or as major changes occur in the workforce or employment conditions, whichever comes first.

Only direct recipients and State DOTs who cross the EEO Program threshold in Circular Section 1.4 are required to submit an EEO Program to FTA every four years. All subrecipients and contractors who cross the EEO Program threshold must submit EEO Programs to the entity from which they receive funds, generally the transit agency or the State DOT, as appropriate.

GoTriangle, as a direct recipient of FTA funds, meets the threshold and must comply with this requirement.

EEO Program Elements (FTA Circular 4704.1A, 2.2):

FTA requires an EEO Program to contain the following seven elements:

1. Statement of policy
2. Plan for dissemination both internally and externally
3. Designation of appropriate personnel responsible for carrying out the EEO Program, including the designation of an EEO Officer
4. Utilization analysis
5. Goals and timetables to correct identified areas of underutilization or concentration
6. Assessment of an agency's employment practices
7. Plan for monitoring and reporting on the EEO Program

Statement of Policy

FTA requires an agency's EEO Program to include a signed and dated EEO policy statement issued by the agency's CEO/GM covering all employment and personnel practices, including recruitment, hiring, promotions, terminations, transfers, layoffs, classification, compensation, training, benefits, and other terms and conditions of employment.

GoTriangle's EEO policy was revised and signed by the President and CEO, Charles Lattuca on February 1, 2024.

EQUAL EMPLOYMENT OPPORTUNITY (EEO) POLICY STATEMENT

GoTriangle is an equal opportunity employer committed to maintaining a respectful work environment free from unlawful discrimination or harassment.

It is the policy of the agency to assure that applicants are employed, and that employees are treated during employment, without regard to their race, color, national origin, sex (including pregnancy, gender identity and sexual orientation), age (40 and over), religion, disability, genetic information, veteran status or any other status or classification protected by applicable laws. Retaliation against anyone who engages in protected activity, opposes discrimination, or participates in the discrimination complaint process is strictly prohibited and will not be tolerated.

GoTriangle's EEO policy applies to all employment actions including but not limited to, recruitment, advertising, hiring, upgrading, selection for training, promotion, transfer, demotion, layoff, termination, and rates of pay or other forms of compensation, and treatment of employees. The agency is committed to making employment decisions based solely on merit and valid job requirements.

GoTriangle is committed to providing reasonable accommodation to applicants and employees who need them because of a disability or to practice or observe their religion, absent of undue hardship.

All applicants and employees have the right to file complaints alleging unlawful discrimination with the agency's EEO Officer, Ms. Jamila A. Ormond, Director of Equal Opportunity, Diversity and Inclusion.

Ms. Ormond can be reached by phone at **919.485.7518** or by email at jormond@gotriangle.org.

Any complaints of alleged discrimination should be reported immediately by following GoTriangle's complaint procedures. Complaints will be promptly investigated. If an investigation shows that this policy has been violated, prompt and effective remedial action will be taken.

GoTriangle is committed to developing and implementing a written EEO program that sets forth the nondiscrimination policies, practices, and procedures with goals and timetables, to which the agency is committed and will make the EEO program available for inspection by any employee or applicant for employment upon request.

All GoTriangle employees are expected to conform to the principles of equal employment opportunity at all times. Any violation of this policy may be subject to disciplinary action up to and including termination. GoTriangle executives, directors, managers and supervisors share in the responsibility for implementing and monitoring the agency's EEO program within their respective areas and are responsible for taking affirmative steps to prevent, document and promptly correct discrimination, harassment, and retaliation in the workplace.



Charles E. Lattuca
President and Chief Executive Officer

Plan for Dissemination Externally and Internally

FTA requires agencies to publicize and disseminate their EEO policy statement by posting it in conspicuous locations so that employees, applicants, and potential applicants are aware of the agency's commitment to EEO. Agencies are required to disseminate their EEO policy internally and externally.

GoTriangle is committed to ensuring that both applicants and employees, are aware of the agency's commitment to EEO, and of their rights concerning nondiscrimination in employment practices, by assuring the external and internal dissemination of the agency's EEO policy and discrimination complaints procedures.

The EEO policy statement is available on the agency's public website, GoTriangle.org and accessed via a visible link on the home page. Additionally, GoTriangle's commitment to EEO is highlighted on all job postings and advertisements.

Internally, the EEO policy statement is shared with employees in a variety of ways. Employees review the EEO policy statement during new hire orientation and may also access it via GoTriangle's Intranet. The Chief Executive Officer has issued memos reaffirming his commitment to the agency's EEO program and has shared the EEO policy statement with all staff. The EEO policy is posted in employee breakrooms and the mail room. GoTriangle's EEO policy statement is also reviewed with employees during required EEO training.

Designation of Appropriate Personnel

The designation of an agency's EEO Officer responsible for EEO Program management and oversight reflects the agency's EEO commitment. As such, FTA requires agencies to designate an executive as EEO Officer who will report to and is directly responsible to the agency's CEO/GM. Since managing the EEO Program requires a commitment of time and resources, FTA requires agencies and their senior managers to give the EEO Officer support and assign sufficient staff to successfully carry out the EEO Program, as appropriate. FTA requires agencies to name the EEO Officer and publicize the individual's contact information in all internal and external communications regarding the agency's EEO Program.

GoTriangle's President and CEO maintains overall responsibility and accountability for GoTriangle's compliance with its EEO policy and programs. However, all GoTriangle executive leadership, management and supervisory personnel share in the responsibility for implementing and monitoring the agency's EEO policies and programs within their respective areas.

In September 2023, a new Office of Equal Opportunity, Diversity and Inclusion (EODI) was established at GoTriangle. Led by the Director of Equal Opportunity, Diversity and Inclusion; the purpose of the Office of EODI is to create policies, programs, and initiatives that promote diversity, equity, and inclusion throughout the organization, ensuring all employees and applicants have equal opportunities and feel a sense of belonging. The Director of EODI is also responsible for ensuring compliance with all applicable federal, state, and local laws and regulations and is the agency's lead investigator. The Director collaborates with key stakeholders and serves as a strategic partner offering guidance and expertise to executive leaders. The goal is to drive change, raise awareness, and create an inclusive work environment that values diversity.

The Director of EODI serves as the agency's designated EEO Officer and reports directly to the President and CEO regarding all EEO related matters. Responsibilities include:

- Ensuring that all aspects of the EEO, DBE, DEI, and Title VI programs are appropriately administered.
- Investigating complaints of discrimination, harassment and retaliation and documents and communicates findings to the CEO and the legal team.
- Providing monthly updates to the CEO regarding EEO, DBE, and Title VI progress, including information on any complaints or investigations.
- Holding meetings with staff, providing coaching and training, supporting program goals, and promoting a collaborative and teamwork-oriented atmosphere.
- Implementing strategies to include the development of a diversity advisory committee and DBE advisory committee that reflects all segments of the community and the agency's workforce.
- Partnering with the Human Resources team to concur on hiring packages, review employment practices, complaint policies, reasonable accommodation policies, performance evaluations, and grievance procedures.
- Assisting management in collecting and analyzing employment data, identifying problem areas, setting goals and timetables, and developing programs to achieve goals.
- Serving as a liaison between government agencies at different levels (federal, state, county, and local), regulatory bodies, and minority, women, and disability community groups.
- Creating, executing, and overseeing internal auditing and reporting systems to evaluate the effectiveness of EEO, DBE, DEI, and Title VI programs.

The Title VI and Disadvantaged Business Enterprise (DBE) Compliance Program Manager is responsible for the day-to-day implementation of GoTriangle's Title VI Program to ensure compliance with the provisions of Title VI of the Civil Rights Act of 1964 and other nondiscrimination authorities. This role plans, develops, coordinates and administers the DBE program to ensure compliance with this Federally mandated program that encourages agencies to contract with small businesses which are owned and controlled by socially and economically disadvantaged individuals. Responsibilities include:

- Ensuring the implementation, monitoring and reporting of GoTriangle's compliance with Title VI regulations.
- Providing guidance to GoTriangle employees to ensure nondiscrimination and participation of all people in Transit and related programs, activities, and services in accordance with Title VI of the Civil Rights Act of 1964.
- Assisting GoTriangle staff with Title VI responsibility with the implementation of corrective action of identified program deficiencies.

- Monitoring the agency's progress towards DBE goal attainment; completes all required DBE reporting; advises on DBE matters; develops and maintains contract award database.
- Working with purchasing, finance, administration, legal, grants, communications, and project management to make procurement and contracting decisions that support the successful implementation of GoTriangle's DBE program.
- Reviewing solicitations, third party contracts, and purchase requisitions to ensure that DBE goals and required nondiscrimination language are included in accordance with the approved DBE program.
- Monitoring contracts and progress payments to ensure DBE compliance, report violations and make recommendations for corrective action.

The Equal Opportunity Program Specialist performs a wide variety of diverse and confidential duties in support of the Office of Equal Opportunity, Diversity and Inclusion. This role provides overall civil rights program support and interprets and applies laws, rules, regulations and policies applicable to the program activities assigned.

Responsibilities include:

- Partnering with the Human Resources to review employment practices, complaint policies, reasonable accommodation policies, performance evaluations, and grievance procedures.
- Compiling statistical reports, preparing program plans, policy manuals and other informational materials for distribution to staff, and the general public and to meet federal, state and agency reporting requirements.
- Assisting management in collecting and analyzing employment data, identifying problem areas, setting goals and timetables, and developing programs to achieve goals.
- Participating in the pre-compliant phases of the discrimination complaints process and supporting the development and administration of an Alternative Dispute Resolution Program (Mediation).

GoTriangle's Executive Leadership, Managers and Supervisors share in the responsibility for implementing and monitoring the agency's EEO program, and are expected make personnel decisions solely based on merit, while ensuring their actions are free from bias and do not result in unlawful discrimination. Responsibilities include:

- Encouraging employee participation to support the advancement of the EEO program.
- Monitoring the conduct of their direct reports to ensure their areas of responsibility are free from discrimination.
- Taking immediate and appropriate corrective action in cases of inappropriate behavior.
- Seeking reasonable resolution of potential complaints before a formal complaint is filed.

- Cooperating with EEO investigations.

Utilization Analysis

FTA requires agencies who meet the EEO Program threshold requirements to complete a utilization analysis as part of their EEO Program submission. A completed utilization analysis identifies job categories that have an underutilization or concentration of minorities and women in relation to their availability in the relevant labor market. The analysis also establishes the framework for goals and timetables to correct employment practices that contributed to any identified underutilization or concentration.

GoTriangle completes and submits the EEO-4 report to the Equal Employment Opportunity Commission (EEOC) as required. The results of the analysis are shared with the Executive Leadership Team in order formulate goals and timetables to address any areas of underutilization.

The Office of Equal Opportunity, Diversity and Inclusion will work collaboratively with Human Resources to support management in making good faith efforts to eliminate underutilization as much as practicable.

	AI/AN	B	H/L	A	NHOPI	Multi	
Officials and Admin - Male							
Current Workforce	0	12	0	0	0	0	
Percent in Category	0.00%	33.33%	0.00%	0.00%	0.00%	0.00%	
Percent of Availability	0.20%	7.30%	1.90%	3.20%	0.00%	0.60%	
Percent Underutilized	0.20%	-26.03%	1.90%	3.20%	0.00%	0.60%	
Underutilized	YES	NO	YES	YES	NO	YES	
Number needed to reach parity	0.072	0	0.684	1.152	0	0.216	
# of Employees Needed	1		1	1		1	
Planned increase in 2025							
Planned increase in 2026							
Planned increase in 2027							
Planned increase in 2028							

	AI/AN	B	H/L	A	NHOPI	Multi	W
Officials and Admin - Female							
Current Workforce	0	12	0	0	0	0	8
Percent in Category	0.00%	33.33%	0.00%	0.00%	0.00%	0.00%	22%
Percent of Availability	0.00%	10.60%	1.70%	2.50%	0.00%	0.90%	31%
Percent Underutilized	0.00%	-22.73%	1.70%	2.50%	0.00%	0.90%	9%
Underutilized	No	NO	YES	YES	NO	YES	YES
Number needed to reach parity			0.612	0.9		0.324	3.124
# of Employees Needed			1	1		1	3
Planned increase in 2025							
Planned increase in 2026							
Planned increase in 2027							
Planned increase in 2028							

	AI/AN	B	H/L	A	NHOPI	multi	
Professionals - Male							
Current Workforce	0	7	0	1	0	0	
Percent in Category	0.00%	16.67%	0.00%	2.38%	0.00%	0.00%	
Percent of Availability	0.10%	4.80%	1.90%	4.20%	0.00%	0.70%	
Percent Underutilized	0.10%	-11.87%	1.90%	1.82%	0.00%	0.70%	
Underutilized	YES	NO	YES	YES	NO	YES	
Number needed to reach parity	0.042		0.798	1.764		0.294	
# of Employees Needed	1		1	2		1	
Planned increase in 2025							
Planned increase in 2026							
Planned increase in 2027							
Planned increase in 2028							

	AI/AN	B	H/L	A	NHOPI	Multi	W
Professionals - Female							
Current Workforce	0	6	1	1	0	1	9
Percent in Category	0.00%	14.29%	2.38%	2.38%	0.00%	2.38%	21.43%
Percent of Availability	0.20%	11%	2%	3.90%	0.00%	1.30%	38%
Percent Underutilized	0.20%	-2.89%	-0.38%	1.52%	0.00%	-1.08%	16.57%
Underutilized	YES	NO	NO	YES	NO	NO	YES
Number needed to reach parity	0.084			1.638			15.96
# of Employees Needed	1			2			16
Planned increase in 2025							
Planned increase in 2026							
Planned increase in 2027							
Planned increase in 2028							

	AI/AN	B	H/L	A	NHOPI	Multi	
Technicians - Male							
Current Workforce	0	9	0	1	0	0	
Percent in Category	0.00%	45.00%	0.00%	5.00%	0.00%	0.00%	
Percent of Availability	0.00%	15.70%	4.50%	3.50%	0.00%	1.10%	
Percent Underutilized	0.00%	-29.30%	4.50%	-1.50%	0.00%	1.10%	
Underutilized	NO	NO	YES	NO	NO	YES	
Number needed to reach parity	0	3.14	0.9	0	0	0.22	
# of Employees Needed	0			5		1	
Planned increase in 2025							
Planned increase in 2026							
Planned increase in 2027							
Planned increase in 2028							

	AI/AN	B	H/L	A	NHOPI	Multi	W
Technicians - Female							
Current Workforce	0	6	1	0	0	0	1
Percent in Category	0.00%	30.00%	5.00%	0.00%	0.00%	0.00%	5.00%
Percent of Availability	0.10%	21.50%	3.90%	1.90%	0.00%	0.90%	23.60%
Percent Underutilized	0.10%	-8.50%	-1.10%	1.90%	0.00%	0.90%	18.60%
Underutilized	YES	NO	NO	YES	NO	YES	YES
Number needed to reach parity	0.02			0.38		0.18	4.72
# of Employees Needed	1			1		0	5
Planned increase in 2025							
Planned increase in 2026							
Planned increase in 2027							
Planned increase in 2028							

	AI/AN	B	H/L	A	NHOPI	Multi	
Admin suport - Male							
Current Workforce	0	6	3	1	0	0	
Percent in Category	0.00%	17.65%	8.82%	2.94%	0.00%	0.00%	
Percent of Availability	0.00%	9.70%	1.70%	0.90%	0.00%	0.90%	
Percent Underutilized	0.00%	-7.95%	-7.12%	-2.04%	0.00%	0.90%	
Underutilized	NO	NO	NO	NO	NO	YES	
Number needed to reach parity	0	3.298	0.578	0.306	0	0.306	
# of Employees Needed						1	
Planned increase in 2025							
Planned increase in 2026							
Planned increase in 2027							
Planned increase in 2028							

	AI/AN	B	H/L	A	NHOPI	Multi	W
Admin support- Female							
Current Workforce	0	8	4	0	0	0	6
Percent in Category	0.00%	23.53%	11.76%	0.00%	0.00%	0.00%	17.65%
Percent of Availability	0.00%	22.50%	3.90%	1.90%	0.00%	1.50%	35.20%
Percent Underutilized	0.00%	-1.03%	-7.86%	1.90%	0.00%	1.50%	17.55%
Underutilized	NO	NO	NO	YES	NO	YES	YES
Number needed to reach parity	0	7.65	1.326	0.646	0	0.51	11.968
# of Employees Needed				1		1	12
Planned increase in 2025							
Planned increase in 2026							
Planned increase in 2027							
Planned increase in 2028							

	AI/AN	B	H/L	A	NHOPI	Multi
Maintenance - Male						
Current Workforce	0	3	2	0	0	0
Percent in Category	0.00%	25.00%	16.67%	0.00%	0.00%	0.00%
Percent of Availability	0.20%	20.80%	10.90%	1.70%	0.00%	1.30%
Percent Underutilized	0.20%	-4.20%	-5.77%	1.70%	0.00%	1.30%
Underutilized	YES	NO	NO	YES	NO	YES
Number needed to reach parity	0.024			0.204		0.156
# of Employees Needed	1			1		1
Planned increase in 2025						
Planned increase in 2026						
Planned increase in 2027						
Planned increase in 2028						

	AI/AN	B	H/L	A	NHOPI	Multi	W
Maintenance- Female							
Current Workforce	0	7	0	0	0	0	0
Percent in Category	0.00%	58.33%	0.00%	0.00%	0.00%	0.00%	0.00%
Percent of Availability	0.20%	17.10%	9.00%	1.70%	0.00%	0.80%	16.50%
Percent Underutilized	0.20%	-41.23%	9.00%	1.70%	0.00%	0.80%	16.50%
Underutilized	YES	NO	YES	YES	NO	YES	YES
Number needed to reach parity	0.024		1.08	0.204		0.096	1.98
# of Employees Needed	1		1	1		1	2
Planned increase in 2025							
Planned increase in 2026							
Planned increase in 2027							
Planned increase in 2028							

	AI/AN	B	H/L	A	NHOPI	multi
OFTE (Part-time) - Male						
Current Workforce - Paraprofessional	0	18	0	0	0	0
Percent in Category	0.00%	52.94%	0.00%	0.00%	0.00%	0.00%
Percent of Availability						
Percent Underutilized						
Underutilized						
Number needed to reach parity						

	AI/AN	B	H/L	A	NHOPI	Multi	W
OFTE (Part-time)- Female							
Current Workforce - Admin support	0	4	0	1	0	0	0
Percent in Category	0.00%	11.76%	0.00%	0.00%	0.00%	0.00%	0.00%
Percent of Availability							
Percent Underutilized							
Underutilized							
Number needed to reach parity							

	AI/AN	B	H/L	A	NHOPI	multi
OFTE (Part-time) - Male						
Current Workforce - Paraprofessional	0	2	0	0	0	0
Percent in Category	0.00%	5.80%	0.00%	0.00%	0.00%	0.00%
Percent of Availability						
Percent Underutilized						
Underutilized						
Number needed to reach parity						

	AI/AN	B	H/L	A	NHOPI	Mult	W
OFTE (Part-time)- Female							
Current Workforce - Admin support	0	8	0	0	0	0	1
Percent in Category	0.00%	23.52%	0.00%	0.00%	0.00%	0.00%	2.94%
Percent of Availability							
Percent Underutilized							
Underutilized							
Number needed to reach parity							

From the EEO Excel book, we do not employ any FTE males or females under the Skilled Craft category, but employ 1 "other than FTE" white female in that job category.

skilled craft - male	AI/AN	B	H/L	A	NHOPI	Multi
Current Workforce	0	0	0	0	0	0
Percent in category	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Percent of availability	0.10%	13%	29.70%	1.20%	0.00%	0.90%

skilled craft- female	AI/AN	B	H/L	A	NHOPI	Multi	W
Current Workforce	0	0	0	0	0	0	0
Percent in category	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Percent of availability	0.10%	2.80%	2.90%	0.40%	0.00%	0.05%	3.50%

Percent of underutilized
 Underutilized
 needed to reach parity

Percent of availability
 Percent of underutilized
 Underutilized
 needed to reach parity

From the EEO Excel book, we do not employ any males or females under the Protective Service category

Protective Service - male	AI/AN	B	H/L	A	NHOPI	multi
Current Workforce	0	0	0	0	0	0
Perc ent in category	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Perc ent of availability						
Percent of underutilized						
Underutilized						
needed to reach parity						

Protective Service - female	AI/AN	B	H/L	A	NHOPI	multi	W
Current Workforce	0	0	0	0	0	0	0
Perc ent in category	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Perc ent of availability							
Percent of underutilized							
Underutilized							
needed to reach parity							

See link and attached data from US Census

Paraprofessional - male	AI/AN	B	H/L	A	NHOPI	multi
Current Workforce	0	51	3	2	0	0
Perc ent in category	0.00%	19.10%	1.12%	0.75%	0.00%	0.00%
Perc ent of availability						
Percent of underutilized						
Underutilized						
needed to reach parity						

Paraprofessional - female	AI/AN	B	H/L	A	NHOPI	multi	W
Current Workforce	0	52	0	1	0	0	1
Perc ent in category	0.00%	19.48%	0.00%	0.37%	0.00%	0.00%	0.37%
Perc ent of availability							
Percent of underutilized							
Underutilized							
needed to reach parity							

Goals and Timetables

FTA requires agencies that fail to meet their goals from the previous program submission to justify the reasons for this failure. This justification will include efforts made by the agency to reach the goal and any new efforts based on the results of the utilization and employment practices analysis.

In developing goals and timetables, FTA expects agencies to use the following guidelines:

- Involve human resources, department and division heads, and district/unit managers in the process. Since they will ultimately be responsible for achieving the goals, they are in the best position to know the potential job openings in their departments. For agencies that have multiple facilities or districts, and analyses point to specific locations with utilization issues, FTA recommends including these managers in the process
- Set goals that are realistic and measurable
- Ensure that goals and associated timetables are specific and linked to planned results
- Consider anticipated levels of attrition, expansion, and succession planning in the context of the availability of people with required skills
- Consider effects of changes in existing employment practices
- Create goals that are not rigid and inflexible, but are reasonably attainable targets by applying every good faith effort to make all aspects of the nondiscrimination program work

GoTriangle takes proactive measures to address and remove barriers, expand employment opportunities, and produce measurable results, including but not limited to:

- Annual evaluation of recruitment and selection policies and processes to ensure they are free from bias and/or have a disparate impact on any group thus hindering the attainment of EEO goals and objectives.
- Collaboration with the HR team to develop recruitment strategies consisting of community-based recruitment, online and print media advertisement and affinity partnerships to attract and target underutilized groups.
- Providing HR team members, managers and supervisors responsible for recruitment, screening, selection, promotion, with training on EEO, and the hiring process to ensure their actions are free from any bias.
- Targeted recruitment efforts to attract underutilized groups by placing recruitment advertisement on the GoTriangle website and other major employment websites to reach all qualified applicants, including targeted minority and female populations.
- Participation in local career fairs and employment events expected to

yield applicants from the target underutilized groups.

- Coordination with HR to review and analyze job descriptions to ensure they accurately reflect the functions of the position, are in the appropriate EEO category and that salary grades are consistent amongst positions requiring the same or similar qualifications.

Additionally, the Office of Equal Opportunity, Diversity and Inclusion is working to establish a Diversity, Equity and Inclusion committee to ensure that the agency creates and fosters an inclusive and equitable workplace reflective of our diverse staff.

Assessment of Employment Practices

FTA requires agencies to identify all problem areas and propose a program of corrective actions as part of their EEO Program. A proper assessment and identification of problem areas evaluates the impact of an agency's evaluation of external factors (e.g., applicants not knowing where to apply for jobs or the unavailability of bilingual materials and information) and internal factors (e.g., recruitment, testing, hiring, promotions, transfers, seniority, training, compensation, benefits, disciplinary procedures, and terminations). These required assessment elements, along with requirements for individuals with disabilities and veterans, are discussed below. Proper analyses evaluate the impact of an agency's practices on any identified underutilization or concentration.

GoTriangle conducts an assessment of its employment policies, practices, processes, and personnel actions to identify and evaluate the impact of the agency's employment practices. The purpose of this assessment is to determine any employment barriers and whether employment policies or processes may have a disparate impact on any group of individuals. If it is determined that a disparity exists or that any policy or practice is inconsistent with, or violates Federal nondiscrimination laws and regulations, the FTA circular, or GoTriangle's EEO policy, the EEO Officer would determine and recommend prompt and appropriate corrective action.

Recruitment, Selection, and Hiring

All recruitment, selection and hiring at GoTriangle is based on appropriate job criteria and is consistent with the agency's EEO program. In accordance with applicable federal regulations, all selection criteria are reviewed to ensure validity and that there is no disproportionate impact to members of protected classes.

All applicants are required to complete an application for open positions. Applications are screened by the HR team and applicants are deemed qualified or not based on completed job application. HR forwards qualified applicants to the hiring manager for review and interview selection. Interviews are conducted by a diverse interview panel selected by HR and the hiring manager.

Salaries

GoTriangle employees shall be equitably compensated for assigned duties and responsibilities without regard to race, color national origin, religion, sex, age, disability, veteran status, or any other basis of discrimination prohibited by federal, state, or local law. GoTriangle completes a market analysis of all positions before an offer is made to any new hire or existing employee being promoted to determine salary parity based on a candidate's experience. Once HR determines the salary calculation and has compared it to the salary grade of similar positions, the Director of EODI reviews and concurs prior to an offer being made to the selected candidate.

Promotions

Generally, an employee who has been in their current position with GoTriangle for at least six months with a successful rating is eligible for promotion. Any employee meeting the minimum qualifications for the role is welcome to apply for vacant promotional opportunities. Based on business needs some positions may be reclassified. The Director of EODI reviews promotions and reclassifications to ensure that they are being done in an equitable manner. If disparities are identified corrective actions will be recommended.

Terminations

Employment in North Carolina is at-will, meaning either the agency or the employee may terminate the employment relationship at any time with or without cause, or notice. No one in the agency has the authority to enter into any employment agreement (contract) for a specified period of time, or to make any other representations or agreements that are inconsistent with the at-will status. The Director of EODI will review all terminations to ensure that there is no disparate impact on any protected class. If a disparate impact is determined a recommendation for corrective action will be made.

Training

All employee training programs supported or sponsored by GoTriangle are open to all qualified employees without regard to their protected status. The Office of EODI works collaboratively with the HR Office to assess available training programs and opportunities.

Assessment of Employment Actions Taken During the Previous Reporting Period

Applicants

A total of 11,100 applicants applied for positions during the plan period of FY2020 through FY2024. Total applicants increased from 1238 to 11,100 or 796% from the previous period. Male applicants totaled 5,327 or 48% and female applicants 5,773 52%. Minority applicants totaled 8,592 or 77% of applicants. Minority applicant percentages include: Black males, 3,003 or 27%, Black females 3,764 or 34%, Hispanic males or 3.2%,

Hispanic females 353 or 3.2%, Asian males, 233 or 2.1%, Asian females 122 or 1.1%, American Indian/Alaska Native males 41 or .37%, American Indian/Alaska Native females 28 or .25%, Native Hawaiian/Pacific Islander males or 9 or .08%, Native Hawaiian/Pacific Islander females 21 or .19% and Multi-racial males 242 or 2.23% Multi-racial females 663 or 3.77

GoTriangle Female Applicants FY2020-FY2024

EEO Categories	AI/AN	B	W	NHOPI	A	H/L	Two or more
Officials and Administrators	1	185	109	1	9	19	19
Professionals	3	976	287	5	49	130	137
Paraprofessionals	12	1,168	74	12	7	37	74
Service (Maintenance)	2	184	10	0	0	10	12
Skilled Craft	0	4	0	0	0	0	0
Technicians	0	12	8	1	4	0	1
Administrative Support	10	1,235	587	2	53	157	176

GoTriangle Male Applicants FY2020-FY2024

EEO Categories	AI/AN	B	W	NHOPI	A	H/L	Two or more
Officials and Administrators	4	185	244	2	27	34	21
Professionals	5	438	449	3	89	93	60
Paraprofessionals	15	1,296	205	0	32	70	62
Service (Maintenance)	4	382	26	2	1	30	16
Skilled Craft	1	74	50	0	1	6	10
Technicians	4	48	28	0	7	11	6
Administrative Support	8	580	431	2	76	116	73

New Hires

GoTriangle Female New Hires FY2020-FY2024

EEO Categories	AI/AN	B	W	NHOPI	A	H/L	Two or more
Officials and Administrators	0	7	0	0	3	0	0
Professionals	0	0	4	0	0	0	0
Paraprofessionals	0	35	0	0	0	0	0
Service-Maintenance	0	0	0	0	0	0	0
Skilled Craft	0	0	0	0	0	0	0
Technicians	0	0	0	0	0	0	0
Administrative Support	0	13	0	0	0	0	0

Trainees are omitted

GoTriangle Male New Hires FY2020-FY2024

EEO Categories	AI/AN	B	W	NHOPI	A	H/L	Two or more
Officials and Administrators	0	0	0	0	0	0	0
Professionals	0	0	4	0	0	0	0
Paraprofessionals	0	50	0	1	0	0	1
Service-Maintenance	0	0	7	0	0	0	0
Skilled Craft	0	0	7	0	0	0	0
Technicians	0	0	8	0	0	0	0
Administrative Support	0	0	0	0	0	0	0

Promotions

GoTriangle Female Promotions FY2020-FY2024

EEO Categories	AI/AN	B	W	NHOPI	A	H/L	Two or more
Officials and Administrators	0	2	1	0	0	0	0
Professionals	0	0	1	0	1	0	0
Paraprofessionals	0	5	0	0	0	0	0
Service-Maintenance	0	0	0	0	0	0	0
Skilled Craft	0	0	0	0	0	0	0
Technicians	0	0	0	0	0	0	0
Administrative Support	0	1	0	0	0	0	0

GoTriangle Male Promotions FY2020-FY2024

EEO Categories	AI/AN	B	W	NHOPI	A	H/L	Two or more
Officials and Administrators	0	0	1	0	0	0	0
Professionals	0	1	1	0	0	0	0
Paraprofessionals	0	8	1	0	0	0	0
Service-Maintenance	0	0	0	0	0	0	0
Skilled Craft	0	0	0	0	0	0	0
Technicians	0	1	5	0	0	0	0
Administrative Support	0	0	0	0	0	0	0

Terminations

GoTriangle Female Terminations FY2020-FY2024

EEO Categories	AI/AN	B	W	NHOPI	A	H/L	Two or more
Officials and Administrators	0	7	0	0	3	0	0
Professionals	0	0	4	0	0	0	0
Paraprofessionals	0	35	0	0	0	0	0
Service-Maintenance	0	0	0	0	0	0	0
Skilled Craft	0	0	0	0	0	0	0
Technicians	0	0	0	0	0	0	0
Administrative Support	0	13	0	0	0	0	0

Trainees are omitted

GoTriangle Male Terminations FY2020-FY2024

EEO Categories	AI/AN	B	W	NHOPI	A	H/L	Two or more
Officials and Administrators	0	2	3	0	0	1	0
Professionals	0	0	10	0	1	0	0
Paraprofessionals	0	83	2	1	1	3	0
Service-Maintenance	0	4	7	0	0	1	0
Skilled Craft	0	2	3	0	1	1	0
Technicians	0	3	4	0	0	0	0
Administrative Support	0	7	0	0	0	1	0

Trainees are omitted

GOTRIANGLE POLICIES

All of GoTriangle's employment policies are currently under review by the Director of Equal Opportunity, Diversity and Inclusion, the Director of Human Resources, the Chief People and Diversity Officer and GoTriangle's Policy Advisory Committee. The agency's existing policies have been included and will be updated along with the EEO program, as needed, during the EEO program period.

EEO COMPLAINT PROCEDURES

The EEO Program upholds the importance and value of each employee or applicant for employment. The Director of Equal Opportunity, Diversity and Inclusion (EODI) has the specific responsibility of investigating complaints of unlawful discrimination and harassment. Any applicant or employee who believes they have been subjected to an action that violates GoTriangle's EEO policy is encouraged to report such action immediately to:

Jamila A. Ormond
Director of Equal Opportunity Diversity and Inclusion at:
GoTriangle, 4600 Emperor Blvd., Durham, NC 27703
Phone: (919) 485-7518
Email: jormond@gotriangle.org

Employees

Employees who feel they have been subjected to work-related conditions or terms in violation of the EEO policy should promptly report such incident(s) to the Director of EODI but no later than 180 days after the date of the alleged discrimination occurred. Allegations of work conditions or terms in violation of the EEO policy will be investigated.

A written determination, approved by the President/CEO will be issued upon the conclusion of all EEO investigations. A decision by the President/CEO shall be final.

Any action taken by GoTriangle with regard to EEO complaints will be based upon specific case findings. Appropriate action may include, but is not limited to, employee disciplinary action up to and including termination, mediation, mandatory Employee Assistance Program counseling referrals, mandatory EEO, diversity or sensitivity training, and/or other measures designed to eliminate inappropriate behavior within the agency. In addition, GoTriangle will take such steps as may be necessary to address individual or organizational impacts of inappropriate behavior.

The confidentiality of EEO complaints and investigations will be respected to the maximum extent possible. Employees are free to make allegations of work conditions or terms in violation of the EEO policy without fear of reprisal or retaliation. Any such act of reprisal or retaliation will be investigated, and any such violation will be subject to disciplinary action up to and including termination.

Applicants

Job applicants who feel they have been denied employment with GoTriangle in violation of the EEO policy may report such incident(s) to the Director of EODI no later than 180 days after such denial of employment occurs. Allegations of hiring practices in violation of the EEO policy will be investigated promptly.

External Agencies

Any person who feels they have experienced discrimination in violation of the EEO Policy has the right to file complaints with appropriate federal, state or local agencies. Please be aware that these rights are not given up if a complaint is filed with GoTriangle.

Such agencies located within the Triangle area that assist in the filing of EEO complaints or may provide information concerning filing such complaints include:

Equal Employment Opportunity Commission

Raleigh Area Office

434 Fayetteville Street, Suite 700

Raleigh, North Carolina 27601-1701

(800) 669-4000 (Phone)

(919) 856-4151 (Fax)

(800) 669-6820 (TTY)

The Raleigh Area Office is open for charge receipts Monday through Friday from 8:30 a.m. - 5:00 p.m. You may call first to obtain information and directions.

You must arrive two hours before closing to assure same day service.

La Oficina de Area de Raleigh esta abierta para recepcion de Querellas de Lunes a Jueves de 8:30 am a 5:00 pm. Se recomienda comunicarse antes de su visita para obtener informacion e instrucciones de como llegar. Para asegurar atencion el mismo dfa debera llegar dos horas antes de la hora de cierre. Si usted tiene alguna pregunta puede llamar a la Supervisora Nina Troxler su telefono 800-669-4000 o escribirle a su correo electronico nina.troxler@eeoc.gov.

In addition, GoTriangle is subject to oversight by the Federal Transit Administration (FTA) as a recipient of federal financial assistance. EEO complaints may be filed with the FTA headquarters office as follows:

Federal Transit
Administration Attention:
Office of Civil Rights
East Building, 5th Floor -
TCR 1200 New Jersey
Ave., SE Washington,
DC 20590

NON-DISCRIMINATION/SEXUAL HARASSMENT POLICY

General Policy

GoTriangle's policy is to maintain a pleasant and productive work environment for all Employees. The agency shall not tolerate any form of harassment based on race, color, religion, age, sex, sexual orientation, marital status, national origin, disability, or veteran status. Employee violations of this policy are subject to disciplinary action up to and including termination.

Conduct that constitutes harassment depends on the specific facts and context in which alleged offensive acts occurs. Employees should be mindful that behavior considered innocent or harmless by one person may be offensive to others.

Harassment may occur through subtle and indirect acts, or through blatant overt acts. It may occur between co-workers, or between an employee and someone who is in supervisory authority over an Employee. Harassment may arise from a series of occurrences or may arise from a single occurrence. Harassment may arise from a person other than the person to whom inappropriate behavior is directed when such offending behavior has a hostile impact on others in the workplace. Harassment allegations may also arise between employees and persons conducting business with the agency including transit passengers due to the public nature of the agency's operations.

GoTriangle encourages employees to report any incidents(s) that violates this policy immediately. All reports of harassment will be investigated promptly and held in confidence to the maximum extent possible.

Concerns or questions regarding this policy should be directed to the General Manager, or the department head, manager or supervisor.

Prohibited Behavior

Discriminatory Harassment

No Employee shall engage in any verbal or physical conduct that is demeaning or offensive to another employee or persons conducting business with the GoTriangle including transit passengers based upon race, color, religion, age, sex, sexual orientation, marital status, national origin, disability or veteran status.

Conduct that creates an intimidating, hostile or offensive environment to the extent such conduct unreasonably interferes with an employee's work environment or performance, or a person's ability to conduct business or enjoy transit service with Go Triangle shall constitute a violation of this policy. Employee violations of this policy are subject to disciplinary action up to and including termination.

The following list, though not exhaustive, includes examples of impermissible employee conduct when such conduct is discriminatory, offensive and demeaning:

1. Engaging in ethnic, gender, religions or otherwise "off-color" innuendoes, jokes, slurs or stories.
2. Disseminating or displaying similarly offensive literature or pictures; or
3. Making similarly offensive or threatening gestures.

Sexual Harassment

GoTriangle shall not tolerate sexual harassment of its employees by anyone, including department heads, managers, supervisors, co-workers or persons conducting business with the agency including transit passengers. Go Triangle deems sexual harassment to include unwelcome sexual advances, requests for sexual favors, and other verbally or physically offensive conduct of a sexual nature directed to employees, regardless of gender, when:

1. Such conduct has the purpose or effect of unreasonably interfering with an employee's work performance or creating an intimidating, hostile or offensive work environment.
2. An employee's submission to or rejection of such conduct is used as the basis for employment decisions which affect that employee; or
3. Submission to such conduct is an implied or stated term or condition of an employee's employment.

No employee shall engage in any verbal or physical conduct that is sexually demeaning, harassing or offensive to any Employee or person conducting business with the Authority including transit passengers.

Conduct that creates an intimidating, hostile or offensive environment to the extent such conduct unreasonably interferes with an employee's work environment or performance, or a person's ability to conduct business or enjoy transit service with Go Triangle shall constitute a violation of this policy. Employee violations of this policy are subject to disciplinary action up to and including termination.

Sexually demeaning, harassing, or offensive conduct against any person, regardless of gender, shall not be tolerated. The following list, though not exhaustive, includes examples of impermissible employee conduct when such conduct is sexually harassing, offensive and demeaning:

1. Kissing, patting, pinching, squeezing or otherwise placing hands about or touching a person in an unwelcome or assaulting manner.
2. Making sexually suggestive gestures, puckering of the lips or obscene hand or finger signs.
3. Engaging in *off-color* jokes, slurs, stories or discussions related to sexual activities, practices, preferences or other topics.
4. Disseminating or displaying sexually suggestive literature or pictures.
5. Making use of any endearing, or obscene or suggestive terms such as "babe", "dear", "honey", "hunk", "stud", "sweetheart", etc;
6. Extending questionable compliments or making innuendoes about a person's clothing or body, such as "you look hot" or "nice legs"; or
7. Visiting, without invitation, an employee's home or hotel room while engaged in business-related travel.

REASONABLE ACCOMMODATION POLICY IMPLEMENTATION

GoTriangle remains committed to providing reasonable accommodations to qualified applicants and employees with disabilities to the extent that providing such accommodations does not create undue hardships. The determination whether an accommodation is reasonable is contingent upon the circumstances presented by each individual case. GoTriangle has learned through experience that effective accommodations are made when employee and supervisor work together to bring about the desired result.

Employees with invisible disabilities may request reasonable accommodations by notifying their department head or Human Resources. Requests for reasonable accommodations are managed by Human Resources to ensure that such requests are properly documented and reviewed. Employees may be required to provide appropriate medical documentation and/or submit to appropriate medical examinations to assist in determining the reasonableness requests. A Human Resources representative will assist department heads to ensure a win-win in all reasonable accommodation requests.

Applicants with disabilities requesting reasonable accommodations can notify Human Resources. Human Resources is responsible for ensuring that such requests are properly documented and reviewed prior to a determination.

Medical documentation and information received to determine reasonable accommodations will be maintained in separate medical files apart from other employment related data. These records will be treated as confidential information, except to the extent that department heads and supervisors need to be informed of necessary work restrictions or other required compliances. Furthermore, first aid, safety or emergency personnel may be informed to assist them in rendering appropriate medical assistance.

Policy Number 100

RECRUITMENT AND SELECTION

POLICY STATEMENT

GoTriangle's recruitment philosophy, policy, and process promotes selection of the most qualified applicant for every position and provides equal opportunity of employment for all.

The appropriate process is required to initiate action for an open position including recruitment efforts, advertising, interviewing, and offers of employment. Proper signature approval is needed to extend an offer of employment.

POLICY SCOPE

This policy applies to all seeking employment or promotion with Triangle Transit.

POLICY DEFINITIONS

Requisition Form - The "requisition" is an approved form authorizing the recruitment of GoTriangle regular, full-time, part-time, and temporary employees. All requisitions require approvals. Exceptions include internal promotions or transfers within the organization. These actions require the use of a "Change of Status" form.

Replacement Requisition - Indicates a position has been vacated by the transfer or termination of a current, regular, full-time employee and requires management approval through the Manager of Human Resources. Requisitions are opened for the same or comparable position as the employee who vacated the position to include salary range and are not required for the replacement of temporary (agency) workers. Replacement of temporaries should be discussed with Human Resources.

Add to Headcount Requisitions - Indicates a new position is being created and that there is not a current, regular, full-time employee in the position. This requisition requires management approval through the General Manager.

POLICY APPLICATION

Recruitment Procedure – External

The hiring supervisor/manager submits the approved, completed requisition to Human Resources. The hiring supervisor and the department manager are to sign the requisition. Human Resources will assign a number to the requisition this number assists in tracking and reporting data. Human Resources contacts the hiring supervisor to determine the most cost-effective method of recruitment and selection. The Manager of Human Resources is authorized to approve expenditures relating to the recruitment of potential employees.

A Human Resources representative will discuss potential recruitment sources with the hiring

supervisor.

Human Resources will screen all resumes, sending those with the most qualified credentials to the hiring supervisor. All resumes can be viewed by the Department Manager upon request.

The hiring supervisor and a Human Resources representative will discuss who should conduct the phone screening.

Selection Procedure

This process is for external, non-agency hiring. Agency employees working under a temp to hire situation will be considered for transfer from their agency to Go Triangle after a 60-90 day evaluation period (depending upon negotiated arrangements with the servicing agency and the department's budget), assuming their performance meets expectations.

Hiring managers are responsible for conducting timely, effective interviews of qualified applicants. Hiring managers and Human Resources also are responsible for ensuring that all interviewers have received thorough interview training before being approved/selected to interview. Managers are to ensure that thorough documentation from all interviewers is clear and decisive.

After the departmental interviews, the applicant is interviewed by Human Resources to explain benefits and other non-departmental related information.

The hiring manager and Human Resources confer regarding the interview process and ascertain to whom/if an employment offer should be extended.

Human Resources will then, after conferring with the hiring manager, make a verbal offer and follow it up in writing the next day.

Upon receipt of a signed offer letter, Human Resources closes the requisition on the tracking report.

Human Resources maintains ongoing tracking of all requisitions. Requisitions left open more than 90 days must be resubmitted.

Responsibility

Human Resources is responsible for the overall management of the recruitment and selection process including employment agency relationships, offer negotiations and the processing of new requisitions and advertisements.

Policy Number 106

INTERNAL JOB PLACEMENT

POLICY STATEMENT

GoTriangle has an internal job placement process open to all employees with a satisfactory or above job performance rating and who meet the minimum qualifications for the position.

POLICY SCOPE

Available GoTriangle openings will be posted electronically on GoTriangle Intranet and visually on bulletin boards throughout the organization. An employee who has completed at least one (1) year of active, full-time service with GoTriangle and who has been in his/her current assignment for at least one year is eligible. While it is the intent of this policy to afford employees the opportunity to advance, at times it may be necessary for management to fill positions with external candidates due to business and operational requirements.

POLICY IMPLEMENTATION

For all vacancies *not from within* the department, a "Position Vacancy Notice" will be posted throughout GoTriangle. The vacancy notice will remain posted for five (5) consecutive business days on common area bulletin boards and electronically on the "Go Triangle Public" drive.

Employees desiring consideration should complete a "Statement of Interest Form" and return it to the Human Resources Department. The "Statement of Interest" form is available electronically on the Intranet.

Employees should fill out the form, attaching all pertinent information to support their candidacy. Those chosen for interviews must have the educational background and experience most closely matching the job requirements. If available, a copy of an updated resume (including GoTriangle experience) may be attached. In the event that a candidate wants assistance in developing a resume, he/she should contact Human Resources.

The hiring manager reviews all interest forms. The Human Resources Department coordinates interviews with all qualified candidates. Employees are encouraged, but not required, to advise their current supervisor of an interest in the posted position.

Selection Process

An employee selected for a position through the internal placement process may be retained in his/her former position until a replacement is obtained, or satisfactory arrangements are made with his/her present department (minimum of two-week period).

Employees who have experienced a formal, corrective action within the last twelve months may not submit a "Statement of Interest Form."

All changes in pay resulting from an Internal Job Placement action are consistent with the guidelines of the compensation program. The salary offered for the new position is determined by the employee's qualifications for the new position and internal equity within the department.

Employees are reminded that former positions are not held vacant for any period of time that allows for a "decision" regarding whether or not the new position is acceptable. All activity involving movement from one position to another is considered final.

"Statement of Interest" forms that are not sent to Human Resources within the time frame stated in this policy (five days) will not be considered unless the employee was on vacation, sick leave, at a training seminar, or was absent for some other legitimate reason.

Policy Number 200

COMPENSATION

POLICY STATEMENT

GoTriangle's Compensation Policy establishes wage and salary ranges that reflect the value to the organization of various jobs as determined by a formal system of continuing job evaluation and review that takes into account the duties and responsibilities inherent in each position.

POLICY OBJECTIVES

The following statements express GoTriangle's objectives and policy with respect to base pay for all employees. GoTriangle recognizes all of the following objectives may not be completely achieved at all times for employees, but they are set forth herein to serve as guidelines against which proposed actions are evaluated.

It is GoTriangle's goal to establish and maintain a compensation system that:

- Attracts, retains, and rewards qualified individuals who possess the requisite skills as referenced in each job description
- Reflects the complexity and responsibility of jobs
- Remains externally competitive, internally consistent, and objective
- Motivates employees to work toward achievement of organizational goals
- Creates incentives for personal growth and monetary advancement on the basis of demonstrated performance
- Controls direct and indirect costs
- Optimizes all of its human resources
- Fosters better understanding and relationships by providing employees with information on the communication and implementation of its pay structure
- Is *flexible* and *routinely simple* to administer
- *Complies with applicable local, state and federal laws*

POLICY SCOPE

The policy applies to all regular, full time and part time GoTriangle employees. Temporary, contract, and other classes of employees are no covered by this policy.

POLICY DEFINITIONS

Base Pay - An employee's base hourly rate of pay typically refers to the employee's hourly (regular) rate of compensation without regard to any additional elements of an employee's earnings such as shift differentials, bonus pay, etc. It is often used to describe the employee's rate of compensation for non-overtime work.

Day Shift - The normal hours of the day shift typically start at 7:30 a.m. and end at 4:00 p.m.

Merit Pay - Pay that employees are eligible to receive on an annual basis providing they have met the standards of performance outlined in a performance work plan. Employees should understand that merit pay is never guaranteed; it is based on the employee's performance and financial capabilities of Go Triangle.

Night Shift - The night shift is a regular shift in which the majority of the hours fall outside of the normal day shift. The hours of night shift are typically from 3:30 p.m. to 12:00 a.m. (midnight).

Overtime Pay - Required by the federal *Fair Labor Standards Act* (FLSA), overtime is computed on the basis of an employee's regular rate of pay (base pay). This pay is used when an employee is asked to work more than 40 hours in any given work week. Go Triangle pays non-exempt employees at an overtime rate of 1.5 times the hourly (regular) rate. Overtime hours are not credited to vacation or sick.

Promotion - Promotion is defined as (1) movement of multiple grades within the Go Triangle salary structure (2) movement from a non-supervisory to a supervisory position (3) movement from a supervisory to a managerial position (4) movement to a different job classification and/or salary grade.

Upgrade - Upgrade is defined as movement within the same job classification (e.g. Bus Operator I to Bus Operator 11, Office Assistant to Administrative Assistant).

POLICY PROCEDURE IMPLEMENTATION

In administering this policy, GoTriangle:

- Establishes and maintains justifiable differentials between job levels
- Ensures that, for comparable jobs, pay rates and benefits are competitive
- Adjusts pay ranges when warranted by changing economic and competitive factors, as determined by periodic compensation/salary surveys and Go Triangle's ability to comply

- Encourages quality performance by adjusting the pay rate of each employee on the basis of the consistency of individual performance, as determined by a systemic program of performance evaluation
- Excludes any influences due to age, sex, creed, race, national origin, Monitors compensation disability, or other protected characteristic
- Considers wage and salary rates without reference to other types of supplemental pay

Contiguous Shift Differential

When employees are required to work immediately before or after their normal work schedule on any particular day, they will receive the shift differential, if any, that is appropriate for their normal shift.

The following shift differential will apply unless otherwise specified. Day Shift - No differential authorized

Night Shift - \$.25 per hour

Change of Shifts

Change to Lower/Non-Differential Shift - Employees who are temporarily assigned to a lower or non-differential shift for Go Triangle's convenience will continue to receive their regularly assigned shift differential for up to five (5) days.

Daily Changes to Higher Differential Shift - Employees whose shift assignment is changed during the week will receive the shift differential appropriate for each shift.

Vacation/Holiday Payment

Shift differential will be paid for vacation and holiday pay to employees who would have been eligible for the differential had they worked the vacation/holiday time.

GoTriangle reserves the right to eliminate or revise the shift differential component, when necessary, with the approval of the General Manager.

Wage and Salary Surveys

Accurate information is maintained on basic pay, other elements of compensation, and all aspects of human capital administration. GoTriangle participates in relevant surveys, conducted by recognized employers or organizations, provided results are disseminated by the employer/organization conducting the survey. Specific wages paid to individuals are not identifiable by name except in circumstances of public record. GoTriangle must be assured by surveying organizations that applicable laws are followed when gathering and sharing compensatory information.

GoTriangle also reviews annually its position regarding cost-of-living increase (COLA) adjustments and will make a determination each year as to whether wage and salary data supports a COLA. COLAs were implemented in the past but should not be expected in the future.

Internal Alignment

A minimum and maximum pay rate is established for each job, together with the minimums and maximums for other jobs, indicating the necessary contributions required for the success of Go Triangle and the demands placed on incumbents. Analyses are determined by consistent and impersonal methods of job evaluation and internal alignment.

The internal alignment of jobs includes the recommendation of supervisors and managers having direct responsibility for the jobs in question and also of those in Human Resources having responsibility for the organizational patterns of pay.

Minimums and Maximums

Regular, full-time employees, performing the duties of a job as described, shall be paid not less than the minimum applicable to that job, unless the employee's qualifications and experience fail to meet the job requirements. Generally, such pay will be designated as a "training wage". GoTriangle anticipates this occurrence in the rarest of circumstances.

Periodic Review of Performance and Pay

While the performance of each employee is under continuous review, overall performance and pay levels are evaluated in detail at least once during each twelve month period generally on the employee's anniversary date. Review results determine the performance pay increase given, if any, and the interval of time between increases. In some cases, review dates may be stretched to longer than twelve months if warranted by performance or economic conditions.

Performance Pay Increases

Change in pay for an employee will primarily reflect competence in the performance of all assigned duties and sustained accomplishments of the objectives established (set) for the position. Performance is determined by those in management having direct supervisory responsibility for the job and is reviewed and approved according to the Performance Planning and Appraisal policy.

Employees are to understand that performance increases do not occur automatically. Each year, the organization assesses its ability to set aside a certain percentage of dollars for merit and "topped out" increases. At no time will an employee's salary increase exceed the maximum salary range established for the position.

Employees whose salaries reach the maximum (top) of the range will receive a lump sum increase established by the organization.

Increase at Time of Promotion and Upgrade

When an employee is promoted or upgraded, the rate of pay shall be increased in a timely manner to reflect the enhanced responsibility. The increase will be contingent upon several factors: namely, skills to do the job as defined in job description, internal equity considerations, and a combination of education and experience.

Information to Employees

At a minimum, as part of the annual performance review process, each employee is granted the opportunity to discuss his/her pay status with the supervisor. The discussion is to include reasons why the pay is/is not slated for an increase, the quality and/or shortcomings of recent job performance, the duties and responsibilities of the job, and if appropriate, how the employee may better qualify for promotional opportunities as they become available.

Approval of Wage and Salary Adjustments - Documentation

Proposed changes in employee wages, salaries, and position title are initiated on the appropriate salary action form. Information on the form must include the rationale for the proposed adjustment. In addition, all requests for pay increases, except those resulting from promotion, must include relevant documentation and adhere to the Compensation Policy.

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Approval of Wage and Salary Adjustments

All salary action forms must be submitted to the Department Manager, Human Resources, Finance, and the President/CEO for approval. Employees will receive a letter documenting all salary actions.

Employee Communications

Proposed increases are not discussed with employees until final approval is granted.

Temporary Assignments

Occasionally, it becomes necessary and beneficial to assign employees to a responsibility that is substantially different from a current position. Employees in this situation are often given the opportunity to enhance their skills set. Temporary assignments of this nature are not associated with a pay increase and are viewed as job rotations.

Temporary assignments leading to enhanced opportunities, for which the employee has the requisite skills, require the following if an interim pay increase is expected:

- An organization wide announcement of the temporarily assigned duties and responsibilities
- A general acknowledgment of an employee's demonstrated skills and written documentation stating the organizational significance of placing him/her in the position
- A documented time frame of six months or more in which the employee is expected to occupy the position
- The likelihood that the assignment will evolve into a regular, full-time status
- Documentation of a performance history of "meets" to "above expected".

The President/CEO approves all temporary assignments resulting in interim pay increases. Compensation is generally awarded at 7% for the duration of the assignment. Employees placed in temporary positions of this nature can expect to receive a decrease (7%) in interim pay once the assignment ends.

GoTriangle has established the Compensation Policy as a philosophy to share with employees but must exercise the complete discretion to determine when, on what basis, if, and in what amount increases are awarded.

Policy Number 300

PERFORMANCE PLANNING AND APPRAISAL

POLICY STATEMENT

GoTriangle has a formal planning and review process with the goal of providing every employee with an accurate and objective assessment of work performance.

POLICY SCOPE

All Go Triangle regular, full-time, and part-time employees will receive a written performance plan and performance evaluation at least annually.

POLICY APPLICATION

At the beginning of each performance year, the supervisor and employee are to develop a performance plan that has stated and agreed upon goals and accomplishments. All accomplishments should be measured, and all results dated.

Performance plans should be written in explicit language that relates to the mission and goals of the department and Go Triangle.

The previous year's performance evaluation should be reviewed prior to the development of a new performance plan so trends, chronic problems, areas of improvement, and demonstrated strengths are noted.

Once the supervisor and the employee sign the performance plan, both should monitor the work performance on a regular basis to ensure that there is progression towards accomplishment and stated results.

At the sixth month stage, the supervisor will conduct an informal performance discussion with the employee. Additions, revisions, or deletions to the performance plan should be noted during the discussion. Six months is not the only time period at which the supervisor and employee are encouraged to review the performance plan. Review can occur at any time during and by the first six months of the performance year.

Before the end of the performance year, the performance appraisal should be formalized by the supervisor and sent to the department head for approval.

The department head will forward the appraisal to Human Resources for review and signature. Human Resources will sign the appraisal, returning it to the department so the employee's performance can be formally reviewed beside the performance plan.

All supervisors and department heads are to ensure that the employee's appraisal is completed before the end of the performance year.

Appraisal Process

1. *Once the department head receives the appraisal, a performance interview should be scheduled between the employee and the supervisor.*
2. The supervisor should schedule the review with ample lead-time to prepare for no interruptions and at least ½ hour to discuss the appraisal in detail.
3. The employee should be given an opportunity to discuss his/her self- appraisal during this ½ hour. If ½ hour is not enough time, then additional time should be allocated.
4. Appraisal discussions should be frank, honest, and occur in an organized manner with a win-win approach that makes the employee and the supervisor feel comfortable.
5. After the appraisal interview, employees are encouraged to take the written document with them to look it over carefully before signing it and returning it to the supervisor/manager. The manager is responsible for returning the signed form to Human Resources.

Roles and Responsibilities

Employee

- To perform to the best of his/her ability, asking for assistance and guidance when needed.
- To communicate with the supervisor throughout the performance year to ensure that the performance plan accomplishments **are** met.
- To provide objective self-assessment during the performance appraisal.

Supervisor

- To remain accessible to employees throughout the performance year for coaching, open communication, facilitation, and advocacy purposes.
- To provide an atmosphere of continuous learning for all employees and to consistently assess their need for skills enhancement and resources.
- To prepare for uninterrupted performance appraisal interviews which foster an opportunity for open discussion.

Department Head

- To track all performance planning by ensuring that supervisors meet stated guidelines for completion.
- To encourage supervisors to remain prepared for coaching and counseling opportunities that foster growth and productivity of employees.
- To assist supervisors in all areas of supervision on a routine basis.

Human Resources

- To provide a consistent review of all performance plans and appraisals.
- To return all performance-related information in a timely manner to the departments.
- To return, without signature, performance plans and appraisals that fail to meet the standards established by GoTriangle.
- To conduct performance training for all in job titles of supervisor and above.
- To conduct performance training for employees.
- To remain available, at all times for individual employee and supervisory counseling.

Policy Number 301

PROGRESSIVE DISCIPLINE

POLICY STATEMENT

In order to provide a consistent method of disciplining employees, GoTriangle has established a formal, progressive discipline procedure that should be followed by all supervisors/ managers.

POLICY APPLICATION

This policy pertains to and shall be followed by all regular, full-time, and part-time employees as well as those who are working on a temporary basis for GoTriangle.

POLICY GUIDELINES

Discipline may be initiated for various reasons, including but not limited to violations of GoTriangle's general work rules, insubordination, or poor job performance.

The severity of the action generally depends on the nature of the offense and an employee's record and may range from verbal counseling to immediate dismissal.

The normal progressive discipline procedure consists of:

1. Verbal counseling;
2. First written warning;
3. Final written warning, which may include suspension; and
4. Discharge.

Any or all of these steps may be utilized, depending upon individual circumstances and the nature of the infraction. Exceptions or deviations from the normal procedure may occur whenever GoTriangle deems it appropriate. As a result, termination may occur for either a single offense or performance problems.

Progressive discipline must be timely and should follow as closely as possible the incident requiring the disciplinary action.

POLICY IMPLEMENTATION

1. With the exception of offenses or performance problems requiring more stringent action, employees normally will be counseled verbally at least once before receiving a written warning.
2. In the event of another performance problem, offense, or a violation of any GoTriangle policy, a first written warning should ordinarily be issued.
 - a. The warning should be signed and dated by the employee. If the employee refuses to sign the warning, another supervisor should be asked immediately to sign and witness that the employee has seen, but refused to sign, the warning.
 - b. The warning should inform the employee of the possible consequences, including a final written warning, suspension, and/or discharge should additional violations or performance problems occur.
 - c. A written warning need not pertain to the same or similar offense for which the verbal counseling was given.
3. If a third offense occurs within 12 months of the previous written warning, a final written warning should be issued.
 - a. The warning should be signed and dated by the employee. If the employee refuses to sign the warning, another supervisor should be asked immediately to sign and witness that the employee has seen, but refused to sign, the warning.
 - b. The warning should inform the employee that termination will result if further violations or performance problems occur.
 - c. A final written warning need not pertain to the same or similar offense for which any prior verbal or first written warning was issued.
 - d. All written warning letters and corrective action forms must be sent to Human Resources for inclusion in the employee's file.
4. If the employee violates *any* policy of the employer or fails to improve his/her level of performance, termination may result.

GoTriangle reserves the right to deviate from this policy if and when it feels that circumstances warrant such a decision. Immediate termination for one offense therefore may occur if Go Triangle deems it appropriate. In addition, progressive discipline is not applicable to staff reduction and layoffs.

PROGRESSIVE COUNSELING FORM

Employee's Name:	Employee's Position Title:
Today's Date/Time:	<ul style="list-style-type: none">0 Verbal Warning: (Copy to File) 0 First Written Warning: (Copy to File & Employee)
Current Behavior:	Desired Behavior:
To correct the problem, employee offers to:	The agreed upon solution is to:
The consequences for not performing as agreed are:	Number of days and date/time for next progress review:

Additional Comments: (Use additional sheets if needed)

Employee's Signature & Date

Supervisor's Signature & Date