



Kansas City Area Transportation Authority

EQUAL EMPLOYMENT OPPORTUNITY PROGRAM

May 2009 – June 2011

I. INTRODUCTION

**KANSAS CITY AREA TRANSPORTATION AUTHORITY
EQUAL EMPLOYMENT OPPORTUNITY PROGRAM
2009**

In compliance with Federal Transit Administration (FTA) [formerly Urban Mass Transportation Administration] Circular 4704.1 and amendments, the Kansas City Area Transportation Authority herein submits the Equal Employment Opportunity (EEO) Program update for 2009.

The Kansas City Area Transportation Authority (KCATA) is a ground transportation system composed of a fleet of **312 buses**. The system operates in the States of Missouri and Kansas and is based in Kansas City, Missouri. The Kansas City Area Transportation Authority (KCATA) has an annual passenger count of more than **15 million and travels nearly 9 million route miles per year**.

The governing body of the Kansas City Area Transportation Authority (KCATA) is a ten member Board of Commissioners: five from Missouri and five from Kansas. The 2009 Budget for the Kansas City Area Transportation Authority (KCATA) is \$60.7 million a reduction of approximately \$8.2 million over 2008. This amount comes from Federal Transit Administration (FTA) grants, local share half-cent sales tax revenues from Kansas City, Missouri, the state of Missouri's operating funds, fare box revenues, and user fees paid by other municipalities.

The Kansas City Area Transportation Authority (KCATA) has the following departments: Administration, consisting of the General Manager and the Deputy General Manager; Transportation; Maintenance; Human Resources; Finance; Procurement; Project Management; Plant Management; Information Technology; Marketing and Special Services. The Kansas City Area Transportation Authority prides itself on having complied in theory and practice with the intent and purpose of Federal Executive Order 11246 in its employment practices.

II. POLICY STATEMENTS

**KANSAS CITY AREA TRANSPORTATION AUTHORITY
AFFIRMATIVE ACTION
2008 POLICY STATEMENT**

It is the employment policy and practice of the Kansas City Area Transportation Authority to recruit and hire employees without discrimination because of race, color, religion, national origin, age, gender (even if not sexual in nature), sexual orientation, marital status, family status, disability, military status, and any other characteristic protected by law. The Kansas City Area Transportation further pledges to treat all employees equally with respect to compensation, training, benefits, promotions, transfers, layoffs, suspensions, and discharges, as well as opportunities for advancement and prohibits retaliation or adverse employment action against any employee who exercises his/her rights under this policy under the law.

In furtherance of these policies and practices, the Authority has designed and agreed to implement an Affirmative Action Program in accordance with the provisions of Federal Transit Administration (FTA) Circular 4704.1, "Equal Employment Opportunity Program Guidelines for Grant Recipients," dated July 26, 1988; and Part II, Section 20, "Civil Rights," of the Standard FTA Grant Master Agreement.

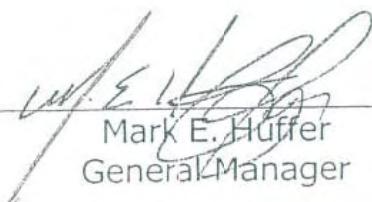
The Authority will annually assess its work force to determine any underutilization of affected groups and will establish goals and timetables to remedy any deficiencies. Directors of the Authority will be evaluated on Equal Employment Opportunity goal attainment just as they are evaluated on other goals of the Authority.

The Kansas City Area Transportation Authority has agreed to assert leadership within the community and to put forth maximum effort to achieve full employment and to utilize and develop the capabilities and productivity of all citizens.

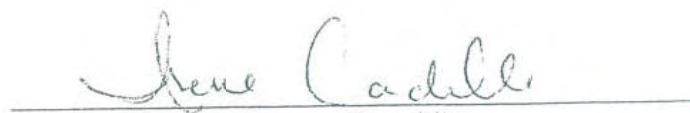
The Authority further recognizes that the effective application of a policy of merit employment involves more than a policy statement and will therefore implement this Affirmative Action Program in a positive and aggressive manner and will make known its commitment to provide equal opportunities within the Authority on the basis of individual merit.

The Board of Commissioner solicits and encourages all persons to seek opportunities within the Kansas City Area Transportation Authority and to take advantage of advancement possibilities.

Signed this 21st day of November 2007.



Mark E. Huffer
General Manager



Irene Caudillo
Chairman of the Board



KANSAS CITY AREA TRANSPORTATION AUTHORITY

HARASSMENT-FREE WORKPLACE POLICY

The Kansas City Area Transportation Authority is committed to providing its employees with a safe and productive working environment. As a result of this commitment, the Authority prohibits all forms of harassment in the workplace.

Sexual harassment and harassment that is based on an individual's race, color, religion, national origin, age, disability, gender (even if not sexual in nature), sexual orientation, marital status, family status, military status, and any other characteristic protected by law are prohibited. This policy applies to all work-related settings, including an employee's customary work location(s), off-site locations where Authority business is conducted, vehicles used for Authority business, Authority-sponsored events, and social and recreational events planned and sponsored by the Authority. This policy also prohibits retaliation or adverse employment action against any employee who exercises his/her rights under this policy or under the law.

Section I. Employee Rights

Consistent with this policy, each Authority employee has –

1. The right to work in an environment that is free of harassment from other employees, supervisors and managers, passengers, independent contractors, vendors, and other third parties;
2. The right to report any complaints that he/she may have regarding harassment or violations of this policy, whether such conduct is directed at him/her or at other employees, and the right to share any knowledge he/she may have regarding violations of this policy during any Authority investigation; and
3. The right to be treated without retaliation and without suffering adverse employment action for a) expressing complaints under this policy, b) by participating in any investigation, or c) exercising any rights identified within this policy or as otherwise provided by law.

Employees who in good faith feel that they may have been harassed should always report their concerns. No employee will be subjected to discipline or any other form of retaliation for truthfully reporting concerns about perceived problems, whether or not management ultimately concludes that the alleged harasser has engaged in improper conduct. However, everyone has an obligation to be honest in making reports about possible misconduct. Abusing the complaint procedure by intentionally making a false complaint will subject the complaining employee to disciplinary action.

Section II. Definition of Harassment

Harassment may encompass a wide range of physical, verbal (oral or written, including emails and voicemails), visual, and/or non-verbal behaviors in the workplace. Harassment is generally unlawful if it is based on a protected characteristic, is unwelcome, is severe (e.g., outrageous, very serious) or pervasive (a series of incidents constituting a pattern), and is made a condition of employment or creates a hostile working environment. Harassment is a violation of this policy in any of the following situations:

- (a) If the employee is given some favorable employment benefit of a tangible nature only if the employee will submit to or tolerate the harassing behavior in question.
- (b) If the employee suffers a tangible adverse employment action because he/she rejected or refused to tolerate the harassing behavior in question.
- (c) If the harassing behavior in question unreasonably interferes with the employee's work performance or creates an intimidating, hostile, abusive or offensive work environment.

It is not possible to make a complete list of all behaviors that might constitute unlawful harassment. Each situation will be reviewed on a case-by-case basis and depends on a number of factors including severity, seriousness, frequency, nature, presence or absence of tangible job consequences, and other factors. In some cases, one incident will be sufficient to constitute harassment. In other cases, a series or pattern of incidents must be present.

Behaviors that might constitute sexual harassment include sexual touching, propositions, requests for sexual favors, flirtation, sexual innuendo, sexual jokes, sexual comments, and requests for dates after being repeatedly rejected. Behaviors that might constitute harassment based on the other protected categories (i.e., race, color, national origin, religion, gender/sex, sexual orientation, marital status, family status, and military status) include derogatory, hostile, or offensive labels, slurs, jokes, stereotypes, and other comments about the protected category.

Section III. Employee Obligations

A. All Employees. Each employee has the following obligations:

1. To comply with this policy and not engage in unlawful harassment or any other inappropriate behavior that would be inconsistent with the spirit of this policy;
2. To take reasonable steps to avoid being harassed (such as nicely confronting the harasser when appropriate and asking that the offensive behavior be stopped; avoiding contact with a harasser if possible; making it clear when you find someone else's behavior to be offensive and unwelcome; not misleading

others when you are offended by their behavior; and taking other reasonable measures); and

3. To *immediately* report harassment if you believe in good faith that you have been unlawfully harassed **and** to report the harassment *without conditions* (e.g., do not ask for complete confidentiality, that no investigation be done, or that no action be taken, etc.).

B. Supervisory Employees. If possible harassment or a violation of this policy comes to the attention of a supervisor in any way; he/she must immediately report the matter to the Director of Human Resources. In addition, supervisors are specifically prohibited from retaliating against any employee who exercises his/her rights under this policy by reporting harassment or providing information as a witness in any harassment investigation.

Section IV. Reporting Violations

A. When to Report. Violations or possible violations of this policy are to be immediately reported. This will give the Authority the opportunity to investigate it as soon as reasonably possible with the goal of preventing it from occurring again.

B. Where to Report. Harassment must be reported to any one of the following individuals: 1) Department Director; 2) Director of Human Resources (KCATA EEO OFFICER); 3) Deputy General Manager; or 4) General Manager.

Section V. Investigation

Upon receipt of a report or complaint, the Authority will promptly undertake an objective and thorough investigation. The investigation will generally include interviewing the employee who reported the harassment or was allegedly harassed, the alleged harasser, and potential witnesses. The investigation will include a review of the credibility of the evidence and of any individuals who have provided information.

Section VI. Determination

Upon conclusion of the investigation, the Authority will determine if the behavior in question constitutes harassment or any other form of inappropriate conduct. In determining whether alleged conduct constitutes harassment, the Authority will look at numerous factors including the evidence as a whole, the total circumstances, nature of the conduct, context in which the alleged conduct occurred, credibility of the parties and witnesses, frequency and severity of the conduct, patterns of inappropriate conduct, documentation, circumstantial evidence and other factors.

Appropriate action will be taken as warranted under the circumstances and may include disciplinary action, discharge, or other remedial or corrective measures. Even if the conduct in question is not unlawful or does not rise to the level of violating this policy, it

may still be inappropriate in the workplace and be subject to appropriate disciplinary or other action.

Section VII. Confidentiality

Confidentiality will be maintained by the Authority to the extent possible under the circumstances, but total confidentiality cannot be guaranteed.

Section VIII. Communication of Outcome

To the extent that it would be appropriate to do so, the Authority will inform the reporting or complaining employee and any others who have a legitimate need to know of the general outcome of the investigation.

Section XIX. Consequences

If the Authority has reasonable cause to believe or believes in good faith that a violation of this policy or other inappropriate conduct may have occurred, then the Authority will take appropriate action. Such action may include disciplinary action, up to and including termination of employment.

**III. DESIGNATION OF EQUAL EMPLOYMENT OPPORTUNITY OFFICER
AND OTHER RESPONSIBLE MANAGEMENT PERSONNEL**

EQUAL EMPLOYMENT OPPORTUNITY OFFICER

FTA Circular 4704.1 encourages applicants to be creative and imaginative in the development of their EEO programs. The KCATA has attempted to do so in the development of its EEO program. The Equal Employment Opportunity Officer reports directly to the General Manager. These responsibilities have been assigned to the Director of Human Resources, Brenda J. Mack, who also serves as EEO Officer. The EEO Officer is a member of the Director Level staff, and is aware of all personnel changes and has input into KCATA personnel policies that impact employees. The EEO Officer has free access to all personnel data that enables her to manage, coordinate, supervise, and integrate day-to-day operations and activities as they relate to Affirmative Action and Equal Employment Opportunity. KCATA's organization of staff allows for maximum input by the EEO Officer at all times. KCATA's Human Resources Director is a black female, and the Deputy General Manager is a white female, who, along with the General Manager, are proponents of EEO and the EEO program's efforts.

The Equal Employment Opportunity Officer is responsible for the design, implementation, administration, and modification, as required, of the Authority's Affirmative Action/Equal Employment Opportunity Program and monitors the Affirmative Action Compliance of all vendors doing business with the KCATA.

The major duties and responsibilities of the EEO Officer are:

- A. Develops policy statements, Affirmative Action, internal and external communication techniques for review and concurrence by the General Manager, in accordance with appropriate laws and/or requirement.

- B. Assist in the identification of personnel problems and assists in line management, through the General Manager and respective department directors, in arriving at solution to these problems.

- C. Designs and implements, with management, monitoring and reporting systems that:
 - 1. Measure effectiveness of EEO programs;
 - 2. Indicate need for remedial action; and
 - 3. Determine the degree to which the EEO goals and objectives are progressing.

- D. Serves as a liaison between the KCATA and enforcement agencies, minority organizations, minority vendors, and community action groups on all projects assigned.

- E. Keeps management informed of latest developments in the entire EEO area via periodic written reports and/or meetings, on not less than a monthly basis.

- F. Provides assistance, through the General Manager and the appropriate department directors, to managers, supervisors, and foremen in the establishment of appropriate goals and timetables.

- G. Participates, by active involvement, with local minority and community action groups.

- H. Assists, through the Deputy General Manager in the hiring and promotion patterns, to remove impediments to the attainment of goal and timetables.

- I. Act, through department directors and their supervisory personnel, to ensure their cooperation and discusses the Equal Employment Opportunity program with them through a regular written report and/or group meetings.

- J. Reviews qualifications of all employees, through employees' immediate supervisors, on a continuing basis, to assure that minority and female employees are given opportunities for transfers and promotions.

- K. Maintains and provides assistance and information for employees, through their respective department directors, concerning career development and promotional potential.

- L. Ensures that Affirmative Action posters are properly displayed.

- M. Ensures that all facilities are in compliance with federal guidelines.

- N. Ensures that minority and female employees are afforded full opportunities and are encouraged to participate in all agency sponsored educational, training, recreational, and social activities.

- O. Acts as a mediator in alleged discrimination charges, protecting the confidentiality of claimants, keeping management advised of such claims, and recommends corrective action where warranted.

- P. Performs other duties as assigned.

The KCATA's EEO Officer has been designated to assist in the identification and solution of problems associated with Equal Employment Opportunity.

OTHER RESPONSIBLE MANAGEMENT PERSONNEL

Other management personnel also share responsibility for the Authority's Equal Employment Opportunity Program, and will be assigned specific tasks, as needed, to assure compliance is achieved. Performance by directors, managers, and supervisors will be evaluated on the success of the EEO programs, just as is evaluated on other KCATA goals.

The major EEO duties and responsibilities of management personnel are:

- A. Assist the EEO Officer in developing policy statements, Affirmative Action, internal and external communication techniques for review and concurrence by the General Manager, in accordance with appropriate laws and/or requirements.
- B. Assist the EEO Officer in identifying personnel problems and work with the EEO Officer in arriving at solutions to these problems.
- C. Assist the EEO Officer, through regular review, in designing and implementing, monitoring and reporting systems that:
 - 1. Measure effectiveness of EEO programs;
 - 2. Indicate need for remedial action; and

3. Determine the degree to which the EEO goals and objectives are progressing.
- D. Assist the EEO Officer, where appropriate, in his/her liaison function between the KCATA and enforcement agencies, minority organizations, minority vendors, and community action groups on all projects assigned.
 - E. Work with the EEO Officer to keep informed of latest developments in the EEO area.
 - F. Work with the EEO Officer in establishing appropriate goals and timetables.
 - G. Participate, as appropriate, by active involvement, with local minority and community action groups.
 - H. Assist the EEO Officer in hiring and promotion patterns, to remove impediments to the attainment of goals and timetables.
 - I. Discuss the Equal Employment Opportunity programs with the EEO Officer on a regular basis.
 - J. Assist the EEO Officer in reviewing qualifications of all employees, through employees' immediate supervisors, on a continuing basis, to assure that minority and female employees are given opportunities for transfers and promotions.

- K. Assist the EEO Officer in maintaining and providing assistance and information fro employees concerning career development and promotional potential.
- L. Assist the EEO Officer in insuring that Affirmative Action posters are properly displayed.
- M. Assist the EEO Officer in insuring that all facilities are in compliance with federal guidelines.
- N. Assist the EEO Officer in insuring that minority and female employees are afforded full opportunities and are encouraged to participate in all agency sponsored educational, training, recreational, and social activities.
- O. Assist the EEO Officer in performing other duties as may be assigned.

All of the KCATA's management personnel have been designated to assist in the identification and solution of problems associated with Equal Employment Opportunity.

**IV. DISSEMINATION OF
THE EQUAL EMPLOYMENT OPPORTUNITY PROGRAM**

- A. INTERNAL COMMUNICATIONS**
- B. EXTERNAL COMMUNICATIONS**

DISSEMINATION OF THE EQUAL EMPLOYMENT OPPORTUNITY PROGRAM

As stated in the Affirmative Action Policy Statement, the KCATA is committed to implementing the concept of Equal Employment Opportunity in a positive and aggressive manner. The KCATA has also agreed to assert leadership within the community. The internal and external communication policies of the KCATA have been designed to meet those goals.

A. INTERNAL COMMUNICATIONS

All employment publications contain the KCATA's policy on Equal Employment Opportunities. The Metro Operator's Manual, the Salaried Personnel Policy (Revised 2006), and the EEO Grievance Procedure clearly state the KCATA's policies on non-discrimination.

All department directors and managers receive copies of the Affirmative Action Program Policy Statement, and supervisors are apprised of the KCATA's position on non-discrimination. Management, in turn, is required to convey this position to all employees. An annual Metro Bulletin is displayed in several prominent places informing employees of the KCATA's EEO Policy. The bulletin further communicates a grievance procedure to be followed if an employee feels that he or she has been treated in a discriminatory manner. This EEO grievance procedure is separate and apart from the labor grievance procedure under the respective collective bargaining agreement with Division 1287 of the Amalgamated Transit Union (ATU).

The KCATA displays in conspicuous places all posters provided by the Human Relations Department setting forth the provisions of Section 26.222 Revised Ordinance of Kansas City, Missouri, which is promulgated by Federal Executive Order 11246.

KCATA's printed materials feature minority and female persons and, where appropriate, minorities and females are pictured in high level and non-traditional positions.

B. EXTERNAL COMMUNICATIONS

The following is a partial list of publications and websites utilized by the KCATA to advertise job openings:

The Kansas City Star
1729 Grand Avenue
Kansas City, MO 64108

The Hispanic News
1911 Baltimore
Kansas City, MO 64106

The Kansas City Globe
615 E. 29th Street
Kansas City, MO 66109

The Kansas City Call
1715 East 18th Street
Kansas City, MO 64108

Dos Mundos
824 Southwest Blvd.
Kansas City, MO 64108

The Globe and The Call are minority weekly newspapers. Dos Mundos and the Hispanic News are twice-monthly Hispanic newspapers. Management level positions may also be advertised in the above publications as well as in the following publications:

America Public Transit Association
1201 New York Avenue, Suite 400
Washington, D.C. 20005

Mass Transit
538 National Press Building
Washington, D.C. 20045

COMTO
818 18th St. NW, Suite 850
Washington, DC 20006

Passenger Transport
APTA
1666 K St. NW
Washington, D.C. 20006

TransiTalent.com
21143 Hawthorne Blvd.
Box 431
Torrance, CA 90503

All advertisements/publications contain the statement, "An Equal Employment Opportunity Employer."

It is the intention of the KCATA to encourage participation in the affairs of the KCATA by individuals in the service area regardless of race, religion, color, national origin, ancestry, handicap, medical condition, disability, Vietnam Veteran status, or sex.

V. EMPLOYMENT POLICY AND PROCEDURES

A. RECRUITMENT

B. TRAINING

C. SELECTION, PLACEMENT, PROMOTION, BENEFITS, AND SALARY

D. TESTING

E. AUDIT

F. DISCIPLINARY PROCEDURES

G. TERMINATION

H. GRIEVANCE PROCEDURES

I. COMPENSATION

EMPLOYMENT POLICY PROCEDURE

A. RECRUITMENT

1. The first consideration for filling all vacancies is given to qualified employees of lower rank with the same department or qualified employees within the organization. Persons who may have been laid off by the KCATA will be given the opportunity to return to work in positions that they are qualified to fill and that have not been filled by present employees. Union positions are also posted unless the vacancy is to be filled through promotion. All positions that come open for external recruitment are advertised in widely read minority publications. Additionally, where appropriate, the Authority also uses the assistance of special interest groups, such as the Full Employment Council, Urban League, Women's Employment Network, El Centro Community Center, Don Bosco Center, and the various minority Chambers of Commerce to find qualified candidates to fill open positions. Active recruitment consists of:

- a. Identification in the Kansas City Metropolitan Area and, when necessary, other area agencies and programs concerned with educational and employment opportunities for minority and female persons to elicit their help in filling positions.
- b. Personally contacting a variety of agencies and individuals to identify prospective applicants and giving written notification to such agencies of all new positions and the requirements of each as soon as positions become available. The agencies listed in the previous section are used.
- c. Publicly advertising all vacancies and new positions in the KCATA, not initially filled by a current employee. The requirements for the position and application procedures are clearly stated in such advertisements and the statement "An Equal Opportunity Employer" is part of each advertisement

regarding employment. The publications and media listings in the previous section are used for this purpose.

- d. Placing employment advertisements in publications that have a broad circulation so that a large number of minority groups can be reached. In addition, employment advertisements are placed in newspapers within the Kansas City Metropolitan Area which are widely read by, and devoted to, the interests of minority and female groups.
- e. Systematically contacting the local Workforce Development Office, Community Action Agency, and the Department of Manpower for the City of Kansas City, Missouri and State of Missouri to encourage referral of minority and female applicants for positions that might become available.
- f. Encouraging existing employees to refer minority and female applicants when positions are available.
- g. Aggressively seeking more minority and female candidates in all areas of the organization by making it known to all recruitment sources that minority and female members are being sought for consideration when positions are available.
- h. Continually scrutinizing internal practices to determine if:
 - 1) Job categories are, or appear to be, closed to persons of minority or female groups.
 - 2) Hiring practices indicate that all applicants are considered solely on the basis of their qualifications for the job openings for which they have applied.
 - 3) Job placement is determined or materially influenced by whether or not the employee is a member of a minority or female group.

If any discriminatory conditions are found, they are immediately remedied.

- i. The KCATA has established a system by which it is possible to verify the number of minority and female applicants and the number of minority and female workers newly employed or promoted in reference to the number of applications received and openings available.

The system is supplemental to the employment applications, which are free of ethics, religious, and/or gender references. Information concerning the number of minority and female workers is kept separate from the employment application and is used solely for recruiting and statistical reporting.

B. TRAINING

Minority and female employees, as well as others, are encouraged to increase their skill and job potential through participation in training and educational programs. The KCATA regularly reviews and helps to ensure that such programs are adequate and are, in fact, available to minority and female persons. The KCATA encourages minority and female employees to take advantage of training opportunities in numbers that are representative when compared to the size of the workforce, and when training is available generally to other employees in the same classification. The Human Resources Department is made aware of all departments' on-the-job training sessions and posts bulletins notifying all employees of this training, when scheduled. There is a tuition reimbursement program for salaried employees, which aids employees seeking higher education. The program is granted on a first come, first served basis. Minorities and females are represented proportionately among employees who have taken advantage of the tuition reimbursement program. The Authority also encourages employees to participate in other training, including workshops, seminars, and conferences.

The KCATA has held the following workshops on the property:

1. HUMAN RESOURCES DEPARTMENT: Conducting Effective Performance Appraisals, Using the EAP as a Management Tool, KCATA Drug/Alcohol Policy Training, Preventing Workplace Harassment, What Supervisors need to Know about Employment Law, Supervisors vs. Stress, Preventing Workplace Harassment, Sexual Harassment Training and Pandemic Preparedness. The Organization also began offering Management University to Directors, Managers and Supervisors in 2007. Management University strives to provide continuing education for management personnel with the intent of providing all employees with a superior work environment.
- 2 TRANSPORTATION DEPARTMENT: Customer Sensitivity Training, Supervisory Training, New Operator Training, Refresher Driver Training, Accident Remedial Training, and Commercial Driver License (CDL) Training.
3. MAINTENANCE DEPARTMENT: On-the-job refresher training is ongoing. The Maintenance Department has held workshops on Shop Talk, Conflict Resolution, Teamwork, Employee Evaluation, Work Safety Programs, Hazardous Waste Materials, and Back Training.

C. SELECTION, PLACEMENT, PROMOTION, BENEFITS, AND SALARY

All employment application forms are free of all reference to race, religion, color, national origin, ancestry, handicap, medical condition, disability, Vietnam Veteran status, or sex, as noted on the attached application form. Applications are kept active for a period of six months. Only after jobs have been advertised, with dates and times for applying, are applications accepted. Resumes for positions are accepted on a walk-in or mail-in basis. The resumes are logged in chronological order by date and are active for ninety days. If a position applied for becomes vacant, the applicants may be contacted for testing and interview, along with other qualified applicants whose

qualifications have been reviewed and determined to meet the needs of the organization. All qualifications for employment are fully job-related. Any tests given by the KCATA are equitable and identical for all applicants for a given position.

Tests are continually reviewed for job relatedness. Modifications continue to be made on the test as jobs change. Continuous review of the test given by the Authority is conducted to ensure their validity in terms of the purpose of their use. Qualified persons selected to fill positions are selected based on the data considered from resumes, application forms, test results (if a test is required for the position), background checks, drug screens, physical examinations, pre-screen interviews and panel interviews. Pre-screen interviews are conducting by HR to assist in specifying the ideal candidates for open positions. Panel interviews may include the department director, manager, supervisor, and/or the Human Resources Director.

Placement, promotion, and transfer activities at all levels are monitored by the EEO Officer to ensure that full consideration, as required by the KCATA policy, has been given to qualified minority or female employees. The Authority has a strong record of promoting internal candidates to positions when vacancies occur. This has been made possible, in part, by the success of the Authority's training and tuition assistance program, which has given ambitious individuals the opportunity to increase their education, knowledge, skills, and ability in their chosen fields. Additionally, the Authority has invested a great deal of energy in keeping lines of communication open between individual employees, departments, and the Human Resources and EEO functions, thereby ensuring that candidates who are interested in being promoted have the chance to do so.

The KCATA ensures that there is no disparity between the compensation received by minority and female group employees and other employees; and that the opportunity for performing overtime work or otherwise earning increased compensation is effectuated without discrimination to any employee.

It is the KCATA's policy that none of its facilities be segregated on the basis of race, religion, color, national origin, ancestry, handicap, medical condition, disability, Vietnam Veteran status, or sex and the same policy is observed with respect to any employee programs or activities that are sponsored or supported by KCATA.

Benefits provided to all full-time employees, regardless of Division or Department, include:

1. Bereavement Leave
2. Paid Vacation
3. Paid Holidays
4. Sick Leave
5. Paid Jury Duty
6. Free transportation via KCATA Service
7. Free dependent transportation via KCATA Service
8. Pension Plan
9. Medical and Dental Insurance
10. Employee Assistance Program
11. Military Leave
12. Life Insurance
13. Social Security
14. Long-term disability
15. Short-term disability
16. Deferred Compensation
17. Section 125 FSA

D. TESTING

All qualifications for employment are job related. Tests are given for collective bargaining unit operators, office/clerical personnel, information clerks, and all Maintenance Department employees, including Mechanic Trainees and Class "A" Mechanics. Secretarial position applicants are also tested.

Management candidates are tested dependent upon the position. Candidates are ranked and scheduled for interviews after their resumes have been reviewed and it has been determined which candidates meet the job qualifications and essential requirements of the position. Candidates then may be given an In-Basket type of test, a request for a writing sample or whatever may be appropriate for the position being recruited for. A team of KCATA personnel, including the Human Resources Director (EEO Officer), and supervisors or instructors from the respective departments, conduct the interviews and review tests if applicable. The department director, the Deputy General Manager, and the General Manager then approve the selected candidate(s).

E. AUDIT

Personnel changes for each department, including new hires, promotions, upgrades, transfers, re-classifications, demotions, terminations, and forthcoming openings are transmitted to the EEO Officer.

1. The EEO Officer reviews this information regularly with the General Manager.
2. These reviews, which include a statistical summary of personnel activities, also cover:
 - a) Noteworthy developments in relation to agencies and the community in general;
 - b) Suggested improvements;
 - c) A subjective appraisal of progress; and
 - d) Any related matters of interest.

3. Periodic meetings are held with the executive personnel and the EEO Officer for the specific purpose of reviewing the progress of this program.

The qualifications of all employees, including those of minority background, are reviewed regularly to ensure that they are considered for promotion and upgrading.

All promotions and/or transfers of employees from one job to another are made without regard to race, religion, color, national origin, ancestry, handicap, medical condition, disability, Vietnam Veteran status, or sex.

Minority and female employees receive counseling on their advancement and development opportunities at the time of their annual review.

The Authority will continue to aggressively seek more minorities, females, and candidates with disabilities in various job areas of the organization by making it known that minority, female, and applicants with disabilities are being sought for consideration when positions are available.

The Kansas City Area Transportation Authority participates in Career Day activities at local elementary and high schools. The Authority also holds job fairs and may participate in local, state, and federal organizations or groups based on the recruitment needs of the KCATA.

F. ATTENDANCE POLICY

Attendance of Contractual employees at the Authority is crucial. The Union Contract expressly clarifies the rules of conduct in regard to attendance and the disciplinary steps that accompany excessive absenteeism. The Authority enforces the policy consistently allowing employees 7 absences within a six (6) month period before any disciplinary action is taken.

G. DISCIPLINARY PROCEDURES

Employees who are careless with the safety of themselves or others, indifferent in the performance of their duties, or who commit acts of discourtesy, dishonesty, intemperance, insubordination, immoral conduct, fighting, gross carelessness, gross misconduct, inappropriate conduct, violation of rules, not properly accounting for passengers or revenues, willfully neglect, make false reports or statements, fail to report an accident or fail to make proper efforts to procure witnesses will be subject to suspension or discharge from employment.

A disciplinary code has been developed to standardize types of penalties for various violations and to inform KCATA employees of penalties that may be imposed for successive violations of rules and regulations. It serves as a guide to employees and supervisors involved in disciplinary matters. The code is regarded as indicative of the various types of violations and does not enumerate the entire range of possible violations. The code is not considered a hard and fast limitation upon supervisory personnel in dealing with disciplinary matters. Penalties for multiple violations occurring at the time or similar time will be dealt with only after a review by the department directors.

Generally, successive violations of the same rule or regulation should be considered within a twelve (12) month period from the date of the most recent violation. However, patterns of continuous violations in one or more areas may be considered with a longer time period. Whenever disciplinary action is contemplated, the supervisor considers the employee's total record and work history before determining the penalty. Supervisors review the entire work record to determine whether a particular violation is an isolated

instance in an otherwise good work record or is indicative of a continuous pattern of violations.

H. TERMINATION

The Operator Manual and the Maintenance Disciplinary Code contain the policy for the Kansas City Area Transportation Authority's operators and maintenance employees. These codes outline the offenses for which an employee may be terminated.

Salaried employees are subject to discharge if they repeatedly violate the rules or regulations of the Authority as they are set out in the Salaried Personnel Policies (Revised 2006), and are also subject to discharge if they fail to adequately carry out their job responsibilities as stated in their job descriptions.

An employee may resign at will. A written notice of resignation to the department director or General Manager is encouraged. Except in the case of emergency, an employee is required to provide at least a fourteen (14) day notice in order to be considered to have terminated in good standing.

I. GRIEVANCE PROCEDURE OF THE UNION CONTRACT

1. The employee, or his accredited Union representative, shall personally and informally present the alleged grievance to the Dispatcher, Foreman, or other official immediately superior to him in rank, within seven (7) days after same has come to his attention, otherwise it shall not be considered; and in presenting such alleged grievance, the employee may be accompanied by a duly accredited representative of the Union if he so desires; and if such alleged grievance is presented in time and is not adjusted to his satisfaction within two (2) day thereafter; then
2. The employee shall present his alleged grievance in writing on the proper grievance form, either individually or through a duly accredited representative of the Union, to

his superintendent, lead foreman, manager, or director, at a time to be agreed upon with the latter, when none of the others exist, within five (5) days after his immediate superior has acted or should have acted. If not adjusted in writing to his satisfaction within five (5) days after presentation, then

3. The employee may appeal to the director, or his designated representative by filing therewith, individually, or through a duly accredited representative of the Union and within five (5) days after the superintendent, lead foreman, or manager has acted or should have acted, a complaint in writing, setting forth the alleged grievance and stating the action of the superintendent, lead foreman, or manager; whereupon the director or his designated representative, shall set the case down for a hearing at a specified place, date and time not more than seven (7) days thereafter, giving at least two (2) days notice thereof to the employee or his representative, and shall render a decision thereon in writing and deliver copies thereof to the employee and to the president of the Union within five (5) days after the close of the hearing. The third step of the grievance procedure will be held either during working hours or immediately preceding, or immediately following the employee's run or shift. If held during nonworking hours and grievance is upheld, the grievant will be paid to one-half (1/2) hour at his regular hourly rate.
4. If the director's decision is not satisfactory, then the dispute may be referred to arbitration by the Union by delivering a notice of intent to arbitrate to the director within five (5) days of the Union's receipt of his decision. Arbitration shall be invoked only by the Union, and if it is not, the dispute shall be resolved according to the last answer in the grievance procedure. The Union may intervene and participate in the handling of a grievance or dispute at any level of grievance procedure and no settlement may be reached between the Authority and an employee at Step 2 or above without the Union's knowledge and approval. The Union and Authority may mutually agree to settle, compromise, dismiss or resolve any dispute, disagreement, claim, controversy or problem at any time or at any grievance step before the Arbitration Board issues its final and binding decision. The matter may be submitted

to regular or expedited arbitration. Expedited arbitration must be my mutual consent.

- a) Expedited Arbitration – To invoke expedited arbitration, the Union must serve written notice upon the Authority within five (5) working days of the director's decision stating its intention to invoke the expedited arbitration procedure. All time limits concerning expedited arbitration may be changed or modified in a particular case by the express mutual agreement of the parties.

The Authority and the Union shall attempt to have drawn up and ready for selection, a list of mutually acceptable arbitrators who may be contacted directly for the expedited arbitration. Should this not have been done, or should no arbitrator on the list be available, and should the parties within twenty-four (24) hours be unable to agree upon an arbitrator, they shall immediately contact the office of American Arbitration Association to request the first available arbitrator who can hear the case.

In the event of death, disability, or subsequent unavailability of the selected or designated arbitrator within the time limits prescribed in this provision, the parties shall select another arbitrator within twenty-four (24) hours, and failing such mutual selection within two (2) days, either party may request that the American Arbitration Association make a designation of an available arbitrator.

The arbitrator shall hold an arbitration hearing as expeditiously as possible, but in no event later than forty-eight (48) hours after receipt of said notice. The decision of the arbitrator shall issue forthwith and in no event later than twenty-four (24) hours after the conclusion of the hearing. The arbitrator's written opinion will follow within fifteen (15) days. The arbitrator's decision shall be final and binding on the Authority and grievant.

The arbitration proceedings shall be held at the Authority property or such other place as designated by the arbitrator or agreed upon by the parties.

- b) Regular Arbitration – Each party shall, within (5) days of the Union's notice of intent to arbitrate, appoint a member of said Arbitration Board and deliver written notice thereof to the other party, or otherwise forfeit its case. The two (2) members thus appointed shall forthwith proceed to select an additional member of the Board (who shall be an impartial and disinterested person); but should the two (2) members first selected fail to agree upon the other member within ten (10) days after being appointed, they shall request the American Arbitration Association to furnish a list of seven (7) member of the National Academy of Arbitration or a list of seven (7) arbitrators from the Federal Mediation and Conciliation services, at the discretion of the party initiating arbitration, from which the third member shall be selected. Within five (5) days after receipt of such a list, the two (2) members shall determine by lot the order of elimination, and thereafter each shall in that order alternately eliminate one name until only one name remains. The remaining person on the list shall be the third member of the Arbitration Board. Any vacancy in the Arbitration Board shall be filled in like manner as the predecessor member was selected. Multiple grievances may be submitted to the same arbitrator only if they arise out of the same factual situation, involved the same contract clause or work rule, or with the consent of the parties.

The Arbitration Board as this constituted shall promptly proceed to hear the case and render a decision thereon and the decision of a majority thereof shall be final; provided that the party appealing to the Arbitration Board shall bring the case on for hearing within ninety (90) days after the third member has been appointed, unless extended by mutual agreement, else closed. The Arbitration Board shall make every reasonable effort to render its decision within thirty (30) days from the date of the completion of the hearing in the

proceedings, or within such longer period as the parties to the proceeding may mutually agree upon in writing. All decisions of the Arbitration Board shall be in writing, in triplicate, signed by at least a majority thereof, and the originals thereof shall be filed with the Authority, the employee, and the Union.

5. All cost for the hearing and service of the arbitrator shall be borne by the parties jointly. Each party will bear the expense of its representatives and for the presentation of its own case.
6. In the aforesaid first step of the grievance procedure, the employee may be requested to be present. In the aforesaid subsequent three (3) steps, or any thereof, he shall have the right to be present if he so desires, and he shall be present in person if he or his representative is so requested by the official of the Authority conducting the hearing or the party representing the Authority before the Arbitration Board (as the case may be).
7. When a case is submitted to an Arbitration Board, the Authority and the employee involved (or his representative) shall jointly present a statement in writing of the specific issue or issues to be decided, based upon the record before the department director (or his designated representative) and the Arbitration Board shall confine its decision to the issue or issues so presented; and no such Arbitration Board shall be authorized to deal with wage, hours of service, or working condition controversies of general nature, but shall be limited to considering and acting upon individual grievances as hereinbefore provided. If the parties cannot agree upon such a joint statement, each party may submit a written statement of the specific issue or issues believed by it to be involved, subject to written objection by the other party, and from such statements, objections and the record before the department director (or his designated representative), the Arbitration Board shall determine the specific issue or issues before it and notify each party thereof in writing at the start of the case.

8. The expense of each proceeding before an Arbitration Board, including reasonable compensation to the impartial and disinterested member, shall be equally divided between the parties, except that each party shall bear the expense of the member selected by it, its witnesses, and the production of its evidence; and, in any grievance proceeding before an official of the Authority or an Arbitration Board, each party may present such witnesses and evidence as it deems material to the issue or issues involved and shall bear the expense thereof.

9. If, as concerns any grievance presented, the decision of the immediate superior official, superintendent, lead foreman, or director, then none of the others exist, the department director or Arbitration Board, or any of them shall sustain the position of the employee, the latter shall be awarded such remedy as the Arbitrator shall determine, less any interim earnings or unemployment compensation.

In addition to the Union Grievance Procedure, there is an EEO Grievance Procedure. All employees have available the EEO Grievance Procedure, which is spelled out in the annual EEO Bulletin. Salaried employees may grieve through the chain of command. Salaried EEO grievances may be filed through the same procedure.

J. COMPENSATION

The respective job classifications and pay scales of Union Employees in the Transportation Department, Maintenance Department, and office/clerical seniority unit are governed by the Union Agreement.

Salaried personnel are compensated in accordance with the job classification and the compensation plan for salaried personnel. In all cases, salary increases are approved by the General Manager. The Board of Commissioners and the General Manager have

the right to impose minimums and maximums on salaries. Salaried personnel may receive annual merit increases. Salaries may also increase due to promotions or major increases in job responsibilities.

The Union Contract governs overtime for Union employees. Overtime for salaried employees is spelled out in the Personnel Policies Manual for Salaried Personnel. (Revised 2006).

Employees included in Group II of the Salaried Personnel Policy are not eligible for overtime pay and will be paid their regular salary regardless of overtime worked. Salaried employee's supervisors may grant time off during normal working hours to compensate for overtime hours worked at a one-for-one rate.

Employees are eligible for unemployment compensation upon termination of employment provided they meet the requirements of the appropriate State Employment Security law. Employees terminated for reasons of misconduct or violations of the Salaried Personnel Policy are disqualified from benefits pursuant to law. Employees are covered under the provisions of the Missouri Worker's compensation Act.

Payments made to an employee under the Worker's Compensation Act are deductible from sick leave payments due an employee.

VI. ASSESSMENT OF EMPLOYMENT POLICY AND PROCEDURES

ASSESSMENT OF EMPLOYMENT POLICY AND PROCEDURES

The KCATA's continued success depends heavily on the full and effective use of qualified persons, regardless of race, religion, color, national origin, ancestry, handicap, medical condition, disability, Vietnam Veteran status, or sex. The Authority has an enduring obligation to the community as well as to itself to hire and develop the best available. The Authority also has an obligation to seek out and to remove those persons and/or policies that disregard equal opportunity through the use of discriminatory practices.

The Authority will ensure equal opportunity in all matters related to recruiting, hiring, training, compensation, benefits, promotions, transfers, layoffs, recall from layoffs, suspensions, and discharges; as well as opportunities for advancement. Opportunities for transfers or promotions will be administered on the basis of merit and qualifications, and not on the basis of race, religion, color, national origin, ancestry, handicap, medical condition, disability, Vietnam Veteran status, or sex. Any practice that discriminates on the basis of physical attractiveness or allows favoritism toward friends or tolerates nepotism will not be allowed to exist, and those who are found participating in such practices will be disciplined.

The Kansas City Area Transportation Authority ensures that all who are interested in obtaining contracts to perform work for the Authority are afforded an equal opportunity to bid on and to be awarded contracts for such work. The Authority will ensure that no illegal, immoral, and unconstitutional discrimination is practiced in the organization and encourages other groups and agencies to do likewise.

The Kansas City Area Transportation Authority's Affirmative Action Program is progressive and dynamic, and is reevaluated and revised when necessary. This program has its foundation based on the designation of responsible, qualified, and

sincere EEO Officer and staff who have been and will continue to be dedicated to the philosophy and policy of the Affirmative Action Program.

Transit service provided by the Kansas City Area Transportation Authority will be provided to all communities based on service standards as adopted by the Board of Commissioners of the Kansas City Area Transportation Authority. Transit service shall not be provided, withheld, or withdrawn on the basis of race, religion, color, national origin, ancestry, handicap, medical condition, disability, Vietnam Veteran status, or sex.

The Authority intends to measure itself against specific objectives that will continue to move its total position aggressively toward full and equal participation of all in the opportunities available.

Problem areas are discussed in the section on Goals and Timetable, which attempts to note deficiencies or underutilization, and propose resolutions. Goals and timetables have been established to rectify underutilization.

VII. UTILIZATION ANALYSIS

UTILIZATION ANALYSIS

Past discrimination may cause the workforce of any agency to be less than representative of the population in general. In this case, corrective action is warranted. In reviewing the workforce of the KCATA, a number of factors are considered, with parity the ultimate goal.

Parity is the term used to describe the number of people of any race or sex that would be expected to be found in a given workforce, all things being equal. In considering parity in the workforce composition, two factors are involved: 1) the percentage of persons of a particular race or sex in the population; and 2) the percentage of individuals of a particular race or sex who have experience in a job category. Information on population and skill availability in the Kansas City Standard Metropolitan Statistical Area (SMSA) is contained in the 2000 Census. Trends in previous years should also be considered when trying to establish a parity percentage for workforce participation. Increased availability of education and training for minority and female persons has had a positive impact on skill availability. The large number of women reentering the workforce should also be considered in assessing workforce utilization. See Exhibit K.

VIII. GOALS AND TIMETABLES AND PROGRAMS OF AFFIRMATIVE ACTION

Job Group	Female						Male				Grand Total	Minority Total	% Minority Workforce	Female Total	% Workforce	Under-Utilization		Goals	
	M	NM		TTL		M	NM		TTL	Min.						Fem.	Min.	Fem.	
		2	5	7	4		17	4											17
Executive/Sr. Officials & Mgrs	3	2	5	0	9	9	14	3	21%	5	35.71%								
First/Mid Officials & Mgrs	2	5	7	4	17	21	28	5	18%	7	25.00%	Yes	NO	1	0				
Professional	15	8	23	14	15	29	52	29	56%	23	44.23%	NO	NO	0	0				
Technicians	11	3	14	6	4	10	24	17	71%	14	58.33%	NO	NO	0	0				
Administrative Support	10	12	22	1	1	2	24	11	46%	22	91.67%	NO	NO	0	0				
Craft Workers	0	0	0	12	68	80	80	12	15%	0	0.00%	Yes	Yes	4	1				
Operatives	151	28	179	236	79	315	494	387	78%	179	36.23%	NO	NO	0	0				
Laborers & Helpers	5	2	7	26	23	49	56	31	55%	7	12.50%	NO	NO	0	1				
Service Workers	1	0	1	8	7	15	16	9	56%	1	6.25%	NO	Yes	0	1				
Grand Total	198	60	258	307	223	530	788	504		258									

GOALS AND TIMETABLES AND PROGRAMS OF AFFIRMATIVE ACTION

During the next five years, the Authority will actively attempt to fill positions with the goal of reaching parity in all EEO race categories where a disparity currently exists. This will be accomplished through training, promotion, and recruitment.

Training – The Authority has an active tuition reimbursement program, which allows employees to earn college credit paid for by the Authority. The Authority also encourages employees to participate in other training, including workshops, seminars, conferences, and on-site training programs.

Promotion – The Authority has a strong record of promoting internal candidates to positions when vacancies occur. This has been made possible, in part, by the success of the Authority's training program, which has given ambitious individuals the opportunity to increase their knowledge, skills, and ability in their chosen fields. Additionally, the Authority has invested a great deal of energy in keeping lines of communication open between individual employees, departments, and the Human Resources and EEO functions, thereby ensuring that candidates who are interested in being promoted have the chance to do so. Candidates who are not yet ready for promotion are also advised about what steps they should take to make themselves eligible for promotion in the future.

Recruitment – All positions that come open for external recruitment are advertised in widely read minority publications. Additionally, where appropriate, the Authority also uses the assistance of special interest groups, such as the Full Employment Council, Urban League, Women's Employment Network and the various minority Chambers of Commerce to find qualified candidates to fill open positions.

Throughout the coming five years, the Authority will continue to use these practices toward its goal of achieving EEO parity across all job categories. Goals will be reviewed and updated annually.

VIII. INTERNAL MONITORING AND REPORTING SYSTEM

INTERNAL MONITORING AND REPORTING SYSTEM

The Authority will take appropriate steps to ensure that all employees are advised of the policy of non-discrimination and KCATA's interest in actively and affirmatively providing equal employment opportunities. Dissemination methods include:

1. The use of communication media, posted bulletins employee handbooks, discussions or films to orient new employees, and in-house publications to emphasize the EEO policy – all of which emanate from the General Manager.
2. Notification of the policy and responsibilities of implementation to all management, including those engaged in recruiting, training, and other personnel activities.
3. Posting in KCATA facilities posters furnished by the Human Relations Department of Kansas City, Missouri, setting forth the provisions of U.S. Executive Order 11246.
4. Presenting and discussing the policy and program in all training programs.
5. Meet standards as established by the Federal Transportation Administration.

EXHIBIT A
Mailing/Contact List

EXHIBIT B
Organization

EXHIBIT B

ORGANIZATION

It is the employment policy and practice of the Kansas City Area Transportation Authority to recruit and to hire employees without discrimination because of race, religion, color, national origin, ancestry, handicap, medical condition, disability, Vietnam Veteran status, sex, or because applicants are between forty (40) and sixty-two (62) years of age, and to treat all employees equally with respect to compensation; opportunities for advancement, including upgrading, promotion and transfer; and all other terms and conditions of employment.

The Metro is more often judged favorably or unfavorably by the character and performance of its employees than by any other single thing. The Metro is interested in aiding you, as its representative, in doing the best possible job of rendering safe, efficient, and courteous service to the riding public. This manual is presented to you as a guide in the proper performance of your duties.

When you accept a position with The Metro, you assume certain responsibilities, which are essential to the proper performance of your job. This acceptance is regarded as an assurance of your willingness to conform to The Metro's rules and regulations, to render The Metro efficient and faithful service, and to be loyal to its interests. **(Note: Taken from the Operators Manual).**

EXHIBIT C

Non-Discrimination/EEO Grievance Procedure

EXHIBIT C

DISCRIMINATION IS PROHIBITED AFFIRMATIVE ACTION IS REQUIRED

It is important to remind all employees of the Kansas City Area Transportation Authority
That we are opposed to any acts of discrimination on the basis of:

- Race
- Age
- Religion
- Color
- National Origin
- Ancestry
- Handicap
- Medical Condition
- Disability
- Vietnam Veteran Status
- Sex

In furtherance of this policy, the following procedure has been established for filing and handling complaints of any employee based on alleged acts of discrimination due to race, religion, color, national origin, ancestry, handicap, medical condition, disability, Vietnam Veteran status, or sex:

- Grievances related to or in any way felt to be the result of discrimination because of race, religion, color, national origin, ancestry, handicap, medical condition, disability, Vietnam Veteran status, or sex may be presented to the Equal Employment Opportunity Officer.

- Complaints must be filed within 120 days after the alleged discrimination unless the alleged discrimination is continuing, in which case the complaint may be filed at any time.
- The employee may submit a written complaint alleging discrimination in an envelope marked “Confidential” if he or she wished to do so, or the employee may communicate directly with the Equal Employment Opportunity Officer at 1200 East 18th Street.
- Complaints will be acknowledged in writing at the home address of the employee within ten (10) days of receipt of the complaint.
- Confidentiality will be maintained as far as practicable.
 - If it is necessary to identify the employee, the employee will be advised in advance and will be told why it is necessary to identify him.

EXHIBIT D

Employment Referral Listing

EXHIBIT D

The KCATA actively encourages employment referrals from the following agencies:

EXHIBIT E

Description of Test

EXHIBIT E

DESCRIPTION OF TEST ADMINISTERED BY KANSAS CITY AREA TRANSPORTATION AUTHORITY

1. Operator Test: The Kansas City Area Transportation Authority seeks to hire the most qualified applicants available to become bus drivers. The Step One Survey is an employer's first step in evaluating a job candidate's qualifications for employment. It has two parts, the first being a direct-admissions structured interview format that asks about recent work history, record of honesty, drug/alcohol use and related issues. The results of the "interview" are assessed by the company to evaluate the candidate's suitability for employment. The second part of the Step One Survey assesses the candidate's attitudes toward Integrity, substance abuse, reliability, and work ethic.
2. Entry Level Test for Maintenance: The test is designed to see how much mechanical understanding the applicant has. The test is made up of three short tests: Mechanical interrelationship, Mechanical Tools and Devices, and Spatial Relations. The test has 78 questions to be completed in a forty-five (45) minute time limit, with a passing score of 67%.
3. Mechanic Trainee Test: This test is to be taken after the applicant has passed the Entry Level Test for the Maintenance Department. The test consists of more in-depth understanding of mechanical insight. The test has 151 questions in five parts. There is no time limit. The passing score is 67%.
4. Office/Clerical Test: The test consists of math computation, checking for errors, word meaning, copying, spelling, and a typing test. This test is for general office procedures. The test is a six (6) parts with 177 questions. There is a thirty-four (34) minute time limit, with a passing score of 75%.
5. Data Entry Test: This test is a keypunch test to determine accuracy and the basic keypunching skills. This test is to establish that an applicant has some entry level qualifications for the job. The test has 230 questions, a time limit of twelve (12) minutes, and is graded on passing above 50%.
6. Computer Operator Test: This test is designed to determine if a person has the aptitude and vocabulary to operate an IBM System 38 and IBM AS/400. This test consists of 20 questions. It has no time limit, and a passing score is 75%.

7. Accounting Test: This test consists of bookkeeping accuracy, use of a calculator and typewriter, plus a math aptitude. It is a basic entry level test. The test consists of 20 questions. There is no time limit, and a passing score is 75%.
8. General Ledger Clerk Test: This test is designed to measure intermediate accounting skills, bookkeeping accuracy, use of a calculator and typewriter, and math aptitude. The test has 41 questions, no time limit, and a passing score is 75%.
9. Information Center Clerk Test: This test is administered to determine a person's knowledge of the Kansas City Metropolitan Area, spelling and typing skill level, and eye-hand coordination, which is necessary for fast retrieval of information to help callers requesting bus schedule information. The test consists of seven (7) parts, with 165 questions. A time limit of fifty-two (52) minutes is set with a passing score of 75% required.
10. Body Mechanics Test: This test is designed to test the knowledge of applicants in the areas of body repair. The test has 134 questions, no time limit, with a passing score of 80%.
11. Diesel Mechanics Test: This test is administered to determine a basic knowledge of diesel maintenance. The test has twelve (12) parts, for a total of 200 questions. There is no time limit, and a passing score is 70%.
12. Calculation Test: This test is administered to determine the adaptability for using a calculator on the job. The test has eight (8) addition and subtraction problems, a five (5) minute time limit, and a passing score is 75%.