



I. POLICY

It is the policy of the SFMTA to provide equal employment opportunity. Consistent with this policy, the SFMTA Equal Employment Opportunity Office (EEO Office) shall monitor the hiring process to ensure that all applicants for employment or promotion are provided the same opportunity to present their qualifications. SFMTA Human Resources (SFMTA HR) will only hire or promote individuals with documentation of the EEO Office concurrence with the selection process and outcome.

II. PROCEDURES

Step 1. Advertising/Recruitment/Outreach

To develop a pool of interested candidates for all exempt and provisional positions, public advertisement must occur consistent with Civil Service Rules and/or for a minimum of five business days. SFMTA HR shall develop a robust recruitment plan in conjunction with the EEO Office to ensure that there is diversity in the pool of prospective candidates for all exempt and provisional positions.

The pool of candidates for permanent civil service positions shall be derived from the eligible lists for the job classification and associated certification rule. SFMTA HR shall develop a robust outreach plan in conjunction with the EEO Office to ensure that there is diversity in the pool of prospective candidates on the eligible lists.

Step 2. Screening applicants

All applicants must be provided the same opportunity to present their qualifications. To determine the best qualified candidates for participation in the selection process, the applicants' qualifications shall be evaluated on a predetermined set of criteria derived from the rules of the eligible list, job duties and/or minimum qualifications of the position.

Step 3. Selection Process

SFMTA's HR and the hiring division will develop the selection process, which can be oral, written and/or skill based, and can consist of single or multiple phases. All phases of the selection process must be identified and approved by the EEO Office prior to the interviews.

The candidates' performance in the selection process will be evaluated by a qualified selection panel. The panel should reflect the diversity of San Francisco and the public we serve. A brief summary of the ethnicity, gender, expertise, employer and job title of the panelists must be provided to the EEO Office for approval. Division staff who develop the selection process in consultation with SFMTA HR may not sit on the selection panel and score the candidates, but may work with the panel to explain the skills and technical expertise needed, as appropriate. Selection panels must include at least one panelist from outside the hiring division and every effort should be made to include a panelist from outside the SFMTA. A subordinate employee may not sit on a panel with his/her/their manager or supervisor.



Step 4. Selection process approval

SFMTA HR must provide the EEO Office the job announcement, the list of all applicants, the selection criteria for determining which candidates will participate in the selection process, the selection process, and the identity of panel prior to scheduling interviews.

The EEO office shall approve the selection process and panel within one business day absent the need for additional information. Upon approval of the selection process, the interviews may be scheduled.

Step 5. Selection of the best qualified candidate(s)

All candidates must be provided the same opportunity to present their qualifications. The candidates' responses during the selection process must be evaluated on the same set of criteria. Follow-up questions of clarification are permissible but care should be taken to ensure that all candidates are provided the same opportunity to present their qualifications within the same allotted time frame.

Each panel member shall numerically score the performance of the candidates based on their own expertise and the previously determined set of selection criteria. Discussion amongst panel members is permissible. Panelists may discuss the relative strengths and weaknesses of the candidates but should only discuss information coming from the interviews.

The top ranked candidate(s) shall be recommended for hire absent a compelling, non-discriminatory reason for not following the results of the selection process. In the event the panelists' scores result in a numerical tie, SFMTA's HR and the hiring division shall develop and submit a tiebreaker process to the EEO Office for approval.

Step 6. Post selection process

At the conclusion of the interviews, the hiring division shall forward a summary of the selection process and a copy of the score sheets to the EEO Office.

- a. The summary shall include confirmation that all the candidates were evaluated based on the pre-approved selection process. It shall also contain a summary table of the ratings by each panelist.
- b. The selected candidate must be identified. In the event the top-ranked candidate is not selected, the hiring division must provide a written explanation.
- c. The EEO Office shall approve the hiring process and candidate selection within two business days, absent the need for additional information.
- d. The EEO Office shall maintain a record of the selection process and results, including EEO Office concurrence.

A handwritten signature in blue ink.

Julie Kirschbaum
Director of Transportation

January 22, 2026

Date