

1 James M. Finberg (SBN 114850)
Bill Lann Lee (SBN 108452)
2 Eve H. Cervantez (SBN 164709)
Chimène I. Keitner (SBN 226948)
3 LIEFF, CABRASER, HEIMANN &
BERNSTEIN, LLP
4 275 Battery Street, 30th Floor
San Francisco, CA 94111-3339
5 Telephone: (415) 956-1000
Facsimile: (415) 956-1008
6

7 Todd M. Schneider (SBN 158253)
Guy B. Wallace (SBN 176151)
Joshua Konecky (SBN 182897)
8 SCHNEIDER & WALLACE
180 Montgomery Street, Suite 2000
9 San Francisco, CA 94104
Telephone: (415) 421-7100
10 Facsimile: (415) 421-7105

11 JOHN BURRIS (SBN 69888)
7677 Oakport Bldg., Suite 1120
12 Oakland, CA 94612
Telephone: (510) 839-5210
13 Facsimile: (510) 839-3882
14

15 *Class Counsel*

MICHAEL S. DAVIS (SBN 160045)
345 Hill Street
San Francisco, CA 94109
Telephone: (415) 282-4315
Facsimile: (415) 358-5576

KAY MCKENZIE PARKER (SBN 143140)
225 Bush Street, 16th Floor
San Francisco, CA 94104
Telephone: (415) 227-9622
Facsimile: (415) 227-4522

WAUKEEN Q. MCCOY (SBN 168228)
703 Market Street, Suite 1407
San Francisco, CA 94103
Telephone: (415) 675-7705
Facsimile: (415) 675-2530

16 UNITED STATES DISTRICT COURT
17 NORTHERN DISTRICT OF CALIFORNIA
18

19 DERRICK SATCHELL, KALINI
BOYKIN, VALERIE BROWN, RICK
20 GONZALES, CYNTHIA GUERRERO,
RACHEL HUTCHINS, TYRONE
21 MERRITT, KELVIN SMITH, SR., and
KEN STEVENSON, on behalf of
22 themselves and all others similarly situated,

23 Plaintiffs,

24 v.

25 FEDEX EXPRESS, a Delaware
corporation,

26 Defendant.
27

Case No. C 03-2659 SI; C 03-2878 SI

**STATISTICAL ANALYSIS OF RACE AND
ETHNIC PATTERNS IN FEDERAL
EXPRESS WORKFORCE, BY
RICHARD DROGIN, PH.D.**

**STATISTICAL ANALYSIS OF
RACE AND ETHNIC PATTERNS
IN FEDERAL EXPRESS WORKFORCE**

Richard Drogin, Ph. D.

June 30, 2006

A handwritten signature in black ink that reads "Richard Drogin". The signature is written in a cursive style with a large, looped 'D' and 'G'.

Richard Drogin, Ph. D.

Drogin, Kakigi & Associates
3104 Shattuck Avenue, Berkeley, CA 94705
(510) 540-5071

Statistical Analysis of Race and Ethnic Patterns in Federal Express Workforce

Prepared by Richard Drogin, Ph. D.

June 2006

A. INTRODUCTION

1. I hold a Ph.D. in statistics from the University of California at Berkeley, earned in 1970. I am currently an Emeritus Professor in the Department of Statistics at California State University, Hayward, where I have taught graduate and undergraduate courses in data analysis, non-parametric methods, regression analysis, sample surveys, probability theory, queuing theory, simulation methods, and design of statistical software. I have been employed at California State University, Hayward, since 1973, and became an Emeritus Professor in 1996.

2. I am a partner in the statistical consulting firm of Drogin, Kakigi & Associates. This firm provides consulting services and computerized database management. We have experience in designing sample surveys, supplying census demographic data, organizing and managing large database systems, stochastic modeling, and performing advanced statistical analysis. Our firm has served as statistical consultants to both governmental agencies and the private sector for over twenty years. I have testified as an expert witness (statistical analysis, computer processing) in numerous state, and federal courts. A copy of my curriculum vitae is attached as Appendix 1

3. I have been retained by Plaintiffs' counsel to analyze statistical questions raised in the Satchell v. Federal Express litigation. I previously submitted declarations in support of plaintiff's motion for class certification dated September 10, 2004 and December 17, 2004. The purpose of my study was to obtain descriptive summaries of computer data, and prepare various statistical analyses relevant to the issues in the case. I examined statistics pertaining to workforce summaries, advancement patterns, compensation levels, job posting, performance ratings, discipline, and testing.

4. In order to conduct my study, I was provided with computer-readable personnel and compensation data received through discovery as well as documentation and clarification regarding this data, contained in letters, emails between counsel, additional electronic files, and depositions.

5. This report will describe the data provided to me, how it was processed, the statistical methodology, and the results of my analysis.

B. SUMMARY OF CONCLUSIONS

6. As described in detail in the remainder of this report, I reach the following conclusions:

- a) Among hourly employees, African American and Latino employees are disproportionately concentrated in lower paying jobs.
- b) Nearly 50% of promotions from one hourly class job to another hourly class job during 1997-2005 are not contained in the JCAT database used for posting and tracking hourly job promotions.
- c) 80% of promotions from Handler jobs into the Courier position during 1997-2005 are not contained in the JCAT database
- d) There is a statistically significant shortfall of African Americans among those promoted from Handler to Courier jobs during the class period (October 17, 1999-present) and during 1997-2005.
- e) There is a statistically significant shortfall of African Americans among those promoted from all non-Courier jobs to Courier jobs during the class period and during 1997-2005.
- f) There is a statistically significant shortfall of African Americans among those promoted from Handler to Material and Freight Handlers jobs during the class period and during 1997-2005.
- g) There is a statistically significant shortfall of African Americans among those promoted from Handler to Checker/Sorter jobs during the class period, and during 1997-2005.

h) There is a statistically significant shortfall of African Americans among those advancing from part-time hourly to full-time status during the class period, and during 1997-2005.

i) There is a statistically significant shortfall of Latinos among those promoted from Handler to Courier jobs during the class period.

j) There is a statistically significant shortfall of Latinos among those promoted from hourly jobs into Operations Manager jobs during the class period and during 1997-2005.

k) An analysis of promotions to all permanent hourly positions using data from Federal Express' Job Change Application Tracking System (JCATs) shows that there is a statistically significant shortfall in selection of African American and Latino employees among applicants for promotions to hourly positions during the class period.

l) There is a statistically significant shortfall in approval of African American and Latino employees among JCAT applicants during the class period.

m) There is a statistically significant shortfall in selection of African American and Latino employees among JCAT approved applicants during the class period.

n) For each of the promotion analyses above where Courier is the target job (in d, e, and i), the disparities are still statistically significant when BST is added as a control factor. The shortfall of African Americans advancing from hourly part-time to full-time status is still statistically significant when BST is added as a control factor.

p) African American hourly employees have lower average pay rates than similarly situated white employees. These disparities are statistically significant every year.

q) Latino hourly employees have lower average pay rates than similarly situated white employees. These disparities are statistically significant every year.

r) African American Operations Managers have lower average monthly pay rates than similarly situated white employees. These disparities are statistically significant every year.

s) Both African Americans and Latinos have lower pass rates on each combination of the BST tests than whites. These disparities are statistically significant. The same

conclusion holds when the analysis restricts to the first BST taken, and when restricting to tests taken after date of hire.

t) Both African Americans and Latinos have a statistically significant shortfall in performance ratings each year, when accounting for different performance review type and reviewing manager.

u) African Americans receive significantly more discipline warnings, reminders and suspensions than whites in every year of discipline data 1999-2005. Latinos received more discipline than whites in every year of discipline data 1999-2005, and significantly so in 1999-2001. These analyses control for year of discipline and job group at the beginning of the year.

G. PROMOTION ANALYSIS USING JCATS

Introduction

40. The Job Change Application Tracking System (JCATS) is an electronic job posting system for viewing and applying for open hourly positions. Job openings are posted in the JCATS system, applicants apply and then must obtain approval from their current manager to be considered for selection to the opening.¹⁴ Under FedEx policy, Managers are not to approve applicants who are under a discipline deficiency circumstance¹⁵, do not have the required minimum time in job, or have current performance ratings below 5.0.¹⁶ Job postings are open for a week and are closed on Fridays¹⁷. After the posting is closed the hiring manager is given a list of approved applicants. According to FedEx policy, approved applicants from job ranking category 1 should have priority over approved applicants with job ranking category 2.¹⁸ Also, within a given job ranking category, preference is supposed to be given to

¹⁴ People Manual, page 172, bates PM1100P172, "Electronic Job Change Application Procedure", and defendants' responses to questions.

- a) A hiring manager posts job openings on JCATS under a "Post Number."
- b) Interested permanent employees apply for job on JCATS, creating an "Applied" activity record under the Post Number.
- c) Applicants must be approved by their managers, creating an "Approved" activity record under the Post Number.
- d) Hiring managers make selections from the approved applicants creating an "Accepted-Offer" activity record. A selectee may inform managers that he or she is not interested in the job, in which case a "Declined" activity record is generated. When the hiring manager enters an effective date of the selection a "Hired" or "Future Hired" activity record is then created.

¹⁵ An employee is in a discipline deficiency circumstance if there has been a warning letter in the last 12 months or a relevant reminder in the last 6 months (See People Manual 2-5 and 2-50).

¹⁶ Managers answers three yes-no questions that appear on the JCATS screen:

- (1) Is employee's record clear of any current performance deficiencies related to the position?
- (2) Does the employee meet time in job?
- (3) Does the employee meet the minimum qualifications of the job?

If the applicant's manager answers "no" to any of these questions, then the applicant is not approved for the job. (See deposition Exhibit 36, page 23) In addition to these three requirements, an applicant should not be approved if

(4) Employee's current performance rating is below 5.0. (See People Manual, 4-15)

¹⁷ Vicki Williamson deposition transcript, page 50.

¹⁸ See depo Exhibit 36, page 33

the person with the highest CEV score.¹⁹ Despite these policy guidelines, the JCAT computer system permits the hiring manager to select anyone on this list²⁰.

JCATS Data

41. The JCATS data I received in February 2006 consisted of activity records for JCATS applicants. Information on each record included employee ID, from job comat, to job comat, to job code, activity, date, post number, rankings, job ranking category, CEV rating number. On March 15, 2006, I received a file that contained an additional CORPORATE FLAG field and replaced the February 2006 JCATS data. The apply dates in ranged from July 1988, to January 2006. An activity record of "Approved" indicates the applicant was approved by his current manager. An activity record of "Accepted-Offer", "Declined", "Hired" or "Future Hired" indicates the applicant was selected by the hiring manager for the posted job opening.

42. Postings in the JCATS data contained 387,205 applications during the period January 1997 to January 2006. The database includes all job postings where there was at least one applicant who worked in a class job in the Western Region. Among those applying for class jobs, 45% were white, 34% were African American, and 14% were Latino. The job group with the greatest number of applications was the Courier job group with 37% of the job group applications, followed by Ramp Agent with (17%), Ramp Diver (14%), Material/Freight (14%) and CSA (8%).

Analysis of Selections for Promotion to Hourly Positions Using JCAT Data

43. I first used the JCATs data to study the question of overall impact of the JCATs process on minority class members:

Are minority applicants less likely to be selected²¹ than white applicants²²?

¹⁹ See depo Exhibit 36, page 30. CEV is computed from months of continuous service as a permanent employee and the two most recent performance ratings.

²⁰ Vicki Williamson deposition transcript, page 54-57.

²¹ Selected means an Accepted-Offer, Hired, Future Hire or Declined activity appears among that person's JCATS records within a posting.

²² In all my analyses comparing white and minority success rates, applicants who applied refers to any applicant who had an "Applied" activity code, and did not withdraw before the first selection.

Manager Approval is a Tainted Variable

52. According to Federal Express policy, an applicant in JCATs is required to have a performance rating of 5 or more, and no discipline deficiencies, to be approved. However, since there is adverse impact against minorities in performance ratings and discipline, these requirements will disproportionately screen out otherwise qualified minority applicants. In addition, as described above,²⁷ there are a substantial number of cases where manager discretion is exercised in giving approval, or not, to applicants in JCATs. Moreover, there is a statistically significant shortfall in approvals of minorities compared to their representation among applicants, indicating adverse impact in the overall approval process.²⁸ Accordingly, receiving manager approval to continue in the JCAT process is a tainted variable, and restricting to approved applicants in analyzing selection rates is not a reasonable proxy for measuring the availability of those interested and qualified for promotion. Nevertheless, I have performed analyses to examine whether there is still adverse impact against minorities in selection among those who are approved, ignoring the defects in the approval process just described.

Analysis of Selection Rates Among Approved Applicants

53. The following table summarizes the analysis of selection rates among similarly situated approved applicants.

Table 19

Analysis of Approval and Selection Rates

Restricted to apply dates on or after October 17, 1999.

Applicants Included In Analysis	Dependent Variable	White v. AfrAm		White v. Latino	
		Shortfall	z value	Shortfall	z value
1 Applied Approved	-> Selected	-676.85	-6.30	-261.52	-5.25

²⁷ See earlier section labeled "Discretion in Awarding Approval, or Not".

²⁸ The Z-value comparing approval rates of whites and African Americans, and whites and Latinos, are -23.13 and -11.35, respectively.

J. ANALYSIS OF PERFORMANCE RATINGS

69. Permanent employees are evaluated by their managers through a system of performance ratings. The scale used depends on whether an employee is hourly or salaried. Hourly employees are rated on the performance review type "R" scale ranging from 1.0 to 7.0. A rating of 7.0 is the highest.

70. The following table gives the average performance ratings given in the year 2000, for each hourly job group. In each job group African American employees had a lower average performance rating than whites. Latinos had a lower average performance rating than whites in 5 out of the 8 job groups.

Table 29

Summary of Performance Ratings for Hourly Class Jobs - 2000

<u>Job Title</u>	<u>Employees</u>			<u>Ave Perf. Rate</u>		
	<u>Total</u>	<u>%AfAm</u>	<u>%Lat.</u>	<u>Wht</u>	<u>AfAm</u>	<u>Lat.</u>
Ramp Agent	410	16.8	15.1	6.74	6.66	6.65
Ramp Transport Driver	1163	22.8	15.9	6.72	6.68	6.68
Courier	9136	13.5	17.4	6.31	6.01	6.14
Shuttle Driver	305	36.4	28.9	6.58	6.46	6.58
Customer Service Agent	1391	20.0	16.0	6.54	6.27	6.32
Checker/Sorter	688	61.0	17.0	6.21	6.18	6.39
Material & Fr't Handler	1226	40.0	19.4	6.33	6.28	6.33
Handlers	1911	42.1	15.9	6.19	5.90	6.09

71. The descriptive summary in the previous table gives the overall average performance ratings by job group, aggregated across performance review type, test version, and reviewing manager, for hourly class job groups. I have performed a statistical test known as the permutation test to determine whether there is a statistically significant difference in the performance ratings of white employees compared to African American employees, and the performance ratings of white employees compared to Latino employees. These analyses control for particular performance review type version, reviewing manager, and year.³⁷ So, performance ratings of employees are compared separately for each subgroup of employees who

³⁷ The permutation test is based on the OLPREXT_D011806 datafile provided in May 2006.

were reviewed under the same review type and version, by the same manager, and in the same year. The analysis is restricted to those hourly employees in hourly class jobs who have a performance review type R rating. The following table shows the Z-values for these analyses, when the disparities in separate subgroups are aggregated by year. Details are given in Appendix 13a-c.

Table 30a

Analysis of Performance Review Ratings

Hourly Employees

Whites Compared to African Americans

<u>Year</u>	<u>Z-Value</u>
1997	-12.80
1998	-10.48
1999	-10.81
2000	-11.54
2001	-9.37
2002	-5.72
2003	-6.01
2004	-4.72
2005	-5.66
Total	-15.91

Table 30b

Analysis of Performance Review Ratings

Hourly Employees

Whites Compared to Latinos

<u>Year</u>	<u>Z-Value</u>
1997	-6.73
1998	-8.05
1999	-6.34
2000	-7.00
2001	-6.27
2002	-2.38
2003	-5.83
2004	-1.71
2005	-2.85
Total	-8.78

Appendix 13a

Average Performance Ratings		by Year, Race, Jobs										Total							
Restricted to persons with positive \$/Hr, Active at Year-End, with Perf Ratings													Restricted to Hourly Employees						
JobCd	Job Title	1997						1998						1999					
		Nbr EEEs		Ave Perf Rate				Nbr EEEs		Ave Perf Rate				Nbr EEEs		Ave Perf Rate			
		Total	%Blk	%Hisp	Wht	Blk	Hisp	Total	%Blk	%Hisp	Wht	Blk	Hisp	Total	%Blk	%Hisp	Wht	Blk	Hisp
18	B1427 Mgr Hub Ops	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00
33	B2549 Mgr Station Ops/CDL	1	0.0	0.0	6.80	0.00	0.00	1	0.0	0.0	6.80	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00
111	Total Operations Manager	1	0.0	0.0	6.80	0.00	0.00	1	0.0	0.0	6.80	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00
112	R0009 Ramp Agent/Trunk/DOT	72	4.2	6.9	6.76	6.57	6.56	49	2.0	8.2	6.84	6.30	6.73	39	0.0	12.8	6.82	6.82	6.94
113	R0019 Ramp Agt-Trunk(Non-DOT)	285	17.9	10.2	6.66	6.54	6.40	313	16.9	11.8	6.73	6.57	6.62	345	16.5	14.2	6.76	6.57	6.69
114	R0100 Ramp Agt Trunk DOT/CDL	9	22.2	22.2	6.74	6.70	6.75	11	36.4	18.2	6.84	6.53	6.85	14	35.7	14.3	6.76	6.58	6.25
115	R0102 Ramp Agt/Feeder/DOT/CDL	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00	1	0.0	0.0	6.40	0.00	0.00
116	R0103 Ramp Agt/Feeder/Non-DOT	2	50.0	0.0	6.80	6.50	0.00	2	50.0	0.0	6.80	6.70	0.00	3	33.3	0.0	6.95	6.50	0.00
118	Total Ramp Agent	368	15.5	9.8	6.69	6.54	6.44	375	15.7	11.5	6.75	6.57	6.64	402	15.7	13.9	6.77	6.57	6.70
119	R0010 Ramp Transport Driver	814	20.3	13.1	6.61	6.52	6.50	964	20.6	15.4	6.67	6.62	6.60	1043	21.8	15.4	6.68	6.67	6.66
120	R0105 RTD	198	20.7	19.2	6.42	6.25	6.05	88	21.6	9.1	6.65	6.64	6.65	53	24.5	7.5	6.65	6.51	6.65
121	Total Ramp Transport Driver	1012	20.4	14.3	6.58	6.46	6.38	1052	20.7	14.8	6.67	6.62	6.60	1096	21.9	15.1	6.68	6.66	6.66
122	R0002 Courier/DOT	3109	14.4	16.7	6.13	5.75	5.86	5071	16.2	16.8	6.13	5.77	5.93	6010	14.9	16.6	6.19	5.90	6.04
123	R0006 Courier/Handler/DOT	79	15.2	21.5	5.61	5.28	5.65	81	14.8	18.5	5.85	5.38	5.72	92	21.7	15.2	5.94	5.44	5.83
124	R0018 Courier/Handler/Non-DOT	14	42.9	7.1	6.30	5.83	6.80	7	14.3	0.0	4.60	6.30	0.00	3	0.0	33.3	5.95	0.00	6.70
125	R0021 Courier/Non-Driver	38	18.4	13.2	6.60	5.81	6.24	31	19.4	9.7	6.78	6.05	6.07	31	19.4	16.1	6.75	6.05	5.36
126	R0037 Courier/Feeder Agt/DOT	122	2.5	8.2	6.56	5.83	6.52	122	1.6	9.8	6.52	6.05	6.33	134	0.7	9.0	6.49	6.60	6.33
127	R0085 Courier/Swing Drvr/CDL	965	17.8	14.5	6.18	5.81	6.12	1079	14.8	17.1	6.24	5.84	6.16	1108	14.0	18.5	6.19	5.82	6.08
128	R0088 Courier/Non-DOT	3119	18.0	14.1	6.12	5.72	5.91	1408	13.8	11.5	6.31	5.98	6.16	304	7.2	8.9	6.40	5.65	6.04
129	R0092 Courier/Fdr Agt/Non-DOT	15	0.0	26.7	6.54	0.00	6.15	7	0.0	42.9	6.85	0.00	6.37	4	0.0	75.0	5.70	0.00	6.60
130	R0094 Courier/Handler DOT/CDL	45	15.6	33.3	5.80	5.17	5.43	46	19.6	32.6	5.74	5.43	5.64	53	13.2	35.8	5.85	5.90	5.65
131	R0096 Courier/Dot/Cdl	841	10.6	15.6	6.17	5.76	5.92	993	10.6	14.9	6.29	5.88	6.05	1012	11.6	14.5	6.29	6.00	6.16
132	R0099 Courier/Fdr Agt/DOT/CDL	53	1.9	5.7	6.36	6.40	6.87	62	3.2	4.8	6.53	6.75	6.90	69	2.9	4.3	6.53	6.80	6.53
134	R0108 Courier/Ramp Agt/CDL	1	0.0	0.0	6.00	0.00	0.00	2	0.0	0.0	6.45	0.00	0.00	1	0.0	0.0	6.60	0.00	0.00
135	R0109 Courier/Ramp Agt/DOT	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00
136	Total Courier	8401	15.5	15.3	6.14	5.74	5.91	8909	14.7	15.7	6.20	5.82	6.00	8821	13.9	16.2	6.22	5.89	6.06
137	R0069 Shuttle Driver/DOT	185	40.0	28.6	6.28	6.19	6.14	206	40.8	24.8	6.34	6.17	6.35	188	42.0	29.3	6.40	6.35	6.43
138	R0090 Shuttle Driver Non-DOT	9	44.4	11.1	6.10	6.22	7.00	4	50.0	0.0	6.45	6.20	0.00	1	100.0	0.0	0.00	7.00	0.00
139	R0093 Shuttle Driver/CDL	58	29.3	17.2	6.07	6.27	6.51	110	28.2	27.3	6.41	6.24	5.94	102	29.4	30.4	6.48	6.43	6.05
140	Total Shuttle Driver	252	37.7	25.4	6.20	6.21	6.21	320	36.6	25.3	6.37	6.19	6.20	291	37.8	29.6	6.44	6.38	6.29
141	F0004 Service Agent/DOT	1	0.0	0.0	5.30	0.00	0.00	2	0.0	0.0	5.50	0.00	0.00	2	0.0	0.0	6.00	0.00	0.00
142	F0017 Service Agent/Non-DOT	35	28.6	22.9	6.02	6.11	6.00	181	27.1	17.7	5.77	5.76	5.41	199	21.1	20.1	5.80	5.84	5.69
143	F0022 Sr Service Agent/DOT	6	33.3	0.0	6.38	6.05	0.00	5	20.0	0.0	6.43	6.00	0.00	8	12.5	0.0	6.42	6.90	0.00
144	F0026 Sr Svc Agent/Non-DOT	1036	20.7	14.8	6.46	6.18	6.31	1080	20.5	14.4	6.55	6.30	6.34	1134	20.6	14.3	6.61	6.29	6.43
146	F0095 Service Agent/Non-DOT	164	25.0	14.0	5.65	5.47	5.34	46	26.1	15.2	6.16	5.77	5.84	1	100.0	0.0	0.00	5.80	0.00
147	F0098 Service Agent/Non-DOT/A	8	12.5	12.5	6.62	5.50	6.70	2	0.0	0.0	6.70	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00
149	F0300 Svc Agt/Non-DOT/AGFS	0	0.0	0.0	0.00	0.00	0.00	5	0.0	0.0	5.95	0.00	0.00	5	0.0	20.0	6.17	0.00	6.40
150	F0301 Sr Svc Agt/DOT/AGFS	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00
151	F0302 Sr Svc Agt/Non-DOT/AGFS	71	15.5	15.5	6.68	6.55	6.55	82	18.3	14.6	6.70	6.51	6.69	84	17.9	13.1	6.75	6.54	6.75
156	Total Customer Service Agent	1321	21.1	14.8	6.37	6.08	6.20	1403	21.2	14.8	6.47	6.20	6.20	1433	20.4	14.9	6.52	6.24	6.31
157	R0048 Checker/Sorter	713	60.7	16.1	6.15	6.01	6.16	721	60.2	17.3	6.27	6.05	6.19	702	62.5	16.5	6.25	6.09	6.26
158	R0212 Sr Checker Sorter	0	0.0	0.0	0.00	0.00	0.00	2	0.0	0.0	6.80	0.00	0.00	1	100.0	0.0	0.00	6.60	0.00
159	Total Checker/Sorter	713	60.7	16.1	6.15	6.01	6.16	723	60.0	17.3	6.28	6.05	6.19	703	62.6	16.5	6.25	6.09	6.26
160	R0049 Material Handler	494	41.3	20.9	6.11	6.01	6.18	661	42.2	20.7	6.17	6.10	6.21	786	43.6	19.5	6.22	6.15	6.28
161	R0070 Sr Freight Handler	14	21.4	7.1	6.67	6.80	6.80	7	28.6	14.3	6.80	6.60	6.80	1	0.0	100.0	0.00	0.00	6.80
162	R0071 Frt Handler/Non-DOT (G)	300	31.3	17.7	6.41	6.32	6.49	305	28.5	20.0	6.45	6.46	6.53	295	29.8	18.6	6.51	6.41	6.46
163	R0072 Material Handler/DOT*	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00
164	R0075 Freight Handler/CDL (G)	2	50.0	0.0	6.90	6.30	0.00	2	50.0	0.0	6.80	6.60	0.00	1	0.0	0.0	6.90	0.00	0.00
165	R0097 Frt Handler/DOT/CDL (G)	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00	2	0.0	0.0	5.90	0.00	0.00
167	Total Material & Fr't Handler	810	37.3	19.4	6.25	6.12	6.29	975	37.8	20.4	6.28	6.19	6.31	1085	39.7	19.3	6.31	6.20	6.33
168	R0003 Handler (DOT)	32	31.2	9.4	5.66	6.27	6.63	67	34.3	28.4	6.03	6.03	5.82	42	31.0	23.8	5.88	5.98	5.89
169	R0015 Handler (Non-DOT)	2014	44.4	14.6	5.77	5.48	5.71	2051	42.9	14.5	5.87	5.59	5.90	2142	44.3	14.7	5.92	5.63	5.90
170	R0068 Handler/Shuttle Dr/DOT	107	20.9	19.6	6.07	5.78	6.03	122	25.4	26.2	5.98	5.83	5.99	115	28.7	24.3	6.14	6.11	6.15
171	R0091 Hndlr/Shutl Drv/Non-DOT	25	12.0	44.0	6.19	6.00	6.48	19	21.1	21.1	6.36	5.83	6.17	13	38.5	15.4	6.43	6.30	6.15
172	R0095 Handler/Shuttle Drv/CDL	17	29.4	17.6	5.75	6.12	5.67	26	46.2	7.7	6.44	6.12	6.20	34	32.4	14.7	6.55	6.24	5.78
173	R0101 Handler DOT/CDL	2	0.0	0.0	6.50	0.00	0.00	3	0.0	33.3	6.55	0.00	4.70	2	0.0	0.0	6.20	0.00	0.00
174	Total Handlers	2197	42.9	15.1	5.79	5.50	5.76	2288	41.5	15.6	5.89	5.62	5.91	2348	43.1	15.3	5.94	5.66	5.92
175	F0206 SR TRACE REP	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0		

Appendix 13a

Average Performance Ratings		by Year, Race, Jobs															Total		
Restricted to persons with positive \$/Hr, Active at Year-End, with Perf Ratings		Restricted to Hourly Employees																	
JobCd	Job Title	2000					2001					2002							
		Nbr EEEs		Ave Perf Rate			Nbr EEEs		Ave Perf Rate			Nbr EEEs		Ave Perf Rate					
		Total	%Blk	%Hisp	Wht	Blk	Hisp	Total	%Blk	%Hisp	Wht	Blk	Hisp	Total	%Blk	%Hisp	Wht	Blk	Hisp
18	Bl427 Mgr Hub Ops	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00
33	B2549 Mgr Station Ops/CDL	1	0.0	0.0	3.50	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00
111	Total Operations Manager	1	0.0	0.0	3.50	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00
112	R0009 Ramp Agent/Trunk/DOT	42	2.4	9.5	6.87	6.60	6.75	43	7.0	14.0	6.88	5.67	6.87	43	4.7	11.6	6.86	6.20	6.62
113	R0019 Ramp Agt-Trunk(Non-DOT)	347	18.2	15.9	6.72	6.65	6.64	361	17.5	15.8	6.73	6.70	6.65	360	17.8	15.0	6.73	6.77	6.74
114	R0100 Ramp Agt Trunk DOT/CDL	16	31.2	12.5	6.60	6.76	6.95	20	25.0	10.0	6.68	6.66	6.90	25	20.0	12.0	6.75	6.72	6.93
115	R0102 Ramp Agt/Feeder/DOT/CDL	1	0.0	0.0	6.60	0.00	0.00	1	0.0	0.0	6.40	0.00	0.00	1	0.0	0.0	6.40	0.00	0.00
116	R0103 Ramp Agt/Feeder/Non-DOT	4	0.0	25.0	6.87	0.00	6.70	4	0.0	25.0	6.87	0.00	6.90	4	0.0	25.0	6.90	0.00	6.60
118	Total Ramp Agent	410	16.8	15.1	6.74	6.66	6.65	429	16.6	15.4	6.75	6.65	6.68	433	16.4	14.5	6.75	6.75	6.73
119	R0010 Ramp Transport Driver	1163	22.8	15.9	6.72	6.68	6.68	1092	22.5	15.6	6.79	6.73	6.81	1054	22.2	15.7	6.79	6.74	6.72
120	R0105 RTD	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00
121	Total Ramp Transport Driver	1163	22.8	15.9	6.72	6.68	6.68	1092	22.5	15.6	6.79	6.73	6.81	1054	22.2	15.7	6.79	6.74	6.72
122	R0002 Courier/DOT	6455	14.1	17.7	6.29	6.02	6.14	6449	13.8	17.7	6.43	6.19	6.30	6308	13.7	18.0	6.45	6.26	6.35
123	R0006 Courier/Handler/DOT	61	31.1	31.1	6.31	5.89	6.08	63	23.8	36.5	6.25	6.14	6.07	52	21.2	30.8	6.48	6.05	6.21
124	R0018 Courier/Handler/Non-DOT	4	0.0	25.0	5.80	0.00	6.80	2	50.0	50.0	0.00	6.40	6.90	1	0.0	100.0	0.00	0.00	6.50
125	R0021 Courier/Non-Driver	35	20.0	17.1	6.50	5.93	5.82	26	19.2	11.5	6.59	6.32	5.90	23	26.1	4.3	6.56	6.30	6.50
126	R0037 Courier/Feeder Agt/DOT	141	0.0	10.6	6.60	0.00	6.28	131	1.5	11.5	6.68	6.60	6.62	138	2.9	11.6	6.61	6.47	6.70
127	R0085 Courier/Swing Drvr/CDL	1134	15.3	19.0	6.23	5.94	6.02	1127	13.6	20.0	6.36	6.13	6.21	1137	14.3	20.2	6.40	6.20	6.28
128	R0088 Courier/Non-DOT	205	5.4	7.3	6.53	6.05	6.14	223	11.7	7.2	6.53	6.16	6.34	198	8.1	7.1	6.54	6.24	6.31
129	R0092 Courier/Fdr Agt/Non-DOT	2	0.0	100.0	0.00	0.00	6.30	1	0.0	100.0	0.00	0.00	6.80	1	0.0	100.0	0.00	0.00	7.00
130	R0094 Courier/Handler DOT/CDL	36	13.9	50.0	6.14	5.44	5.85	35	11.4	51.4	6.45	6.73	6.37	19	15.8	57.9	6.52	6.53	6.50
131	R0094 Courier/Dot/CDL	987	10.6	15.1	6.38	6.13	6.34	931	9.9	15.4	6.51	6.27	6.38	918	10.1	15.0	6.48	6.29	6.34
132	R0099 Courier/Fdr Agt/DOT/CDL	72	1.4	4.2	6.58	6.80	6.63	70	1.4	7.1	6.68	6.60	6.48	69	1.4	5.8	6.70	6.60	6.60
134	R0108 Courier/Ramp Agt/CDL	3	0.0	0.0	6.37	0.00	0.00	5	0.0	0.0	6.50	0.00	0.00	3	0.0	0.0	0.00	0.00	0.00
135	R0109 Courier/Ramp Agt/DOT	1	0.0	0.0	6.90	0.00	0.00	2	0.0	0.0	6.50	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00
136	Total Courier	9136	13.5	17.4	6.31	6.01	6.14	9065	13.1	17.6	6.44	6.19	6.29	8867	13.1	17.7	6.46	6.26	6.35
137	R0069 Shuttle Driver/DOT	201	34.8	31.3	6.60	6.48	6.59	176	31.2	33.5	6.67	6.53	6.57	163	27.0	36.8	6.76	6.58	6.56
138	R0090 Shuttle Driver Non-DOT	5	80.0	0.0	6.80	6.35	0.00	6	83.3	0.0	7.00	6.68	0.00	4	75.0	0.0	7.00	6.67	0.00
139	R0093 Shuttle Driver/CDL	99	37.4	25.3	6.53	6.43	6.54	92	32.6	30.4	6.66	6.57	6.64	84	33.3	28.6	6.70	6.58	6.70
140	Total Shuttle Driver	305	36.4	28.9	6.58	6.46	6.58	274	32.8	31.8	6.67	6.55	6.59	251	29.9	33.5	6.74	6.58	6.60
141	F0004 Service Agent/DOT	1	0.0	0.0	6.40	0.00	0.00	2	50.0	0.0	6.60	6.80	0.00	4	0.0	0.0	6.40	0.00	0.00
142	F0017 Service Agent/Non-DOT	241	20.3	25.3	6.04	5.68	5.86	145	17.2	22.8	6.15	5.94	5.97	70	18.6	21.4	6.37	6.05	6.27
143	F0022 Sr Service Agent/DOT	7	0.0	14.3	6.68	0.00	7.00	13	7.7	7.7	6.69	6.40	7.00	19	10.5	5.3	6.38	6.85	7.00
144	F0026 Sr Svc Agent/Non-DOT	1065	20.1	14.3	6.60	6.38	6.47	1096	20.6	15.9	6.66	6.41	6.53	1120	18.9	16.9	6.65	6.47	6.52
146	F0095 Service Agent/Non-DOT	1	100.0	0.0	0.00	5.80	0.00	1	100.0	0.0	0.00	5.80	0.00	1	100.0	0.0	0.00	5.80	0.00
147	F0098 Service Agent/Non-DOT/A	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00
149	F0300 Svc Agt/Non-DOT/AGFS	2	0.0	0.0	6.05	0.00	0.00	2	0.0	0.0	5.85	0.00	0.00	2	0.0	0.0	6.35	0.00	0.00
150	F0301 Sr Svc Agt/DOT/AGFS	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00	1	0.0	0.0	6.80	0.00	0.00
151	F0302 Sr Svc Agt/Non-DOT/AGFS	74	18.9	10.8	6.74	6.58	6.93	63	17.5	12.7	6.82	6.70	6.86	60	18.3	15.0	6.79	6.79	6.83
156	Total Customer Service Agent	1391	20.0	16.0	6.54	6.27	6.32	1322	20.0	16.3	6.62	6.38	6.46	1277	18.7	16.8	6.64	6.46	6.52
157	R0048 Checker/Sorter	686	60.9	17.1	6.21	6.18	6.39	675	62.4	15.6	6.36	6.24	6.41	717	57.2	15.5	6.24	6.25	6.40
158	R0212 Sr Checker Sorter	2	100.0	0.0	0.00	6.55	0.00	1	100.0	0.0	0.00	6.70	0.00	1	100.0	0.0	0.00	6.50	0.00
159	Total Checker/Sorter	688	61.0	17.0	6.21	6.18	6.39	676	62.4	15.5	6.36	6.24	6.41	718	57.2	15.5	6.24	6.25	6.40
160	R0049 Material Handler	1026	41.8	19.6	6.28	6.24	6.27	1094	40.9	17.6	6.39	6.30	6.43	1349	37.5	19.9	6.32	6.33	6.41
161	R0070 Sr Freight Handler	1	0.0	100.0	0.00	0.00	6.80	1	0.0	100.0	0.00	0.00	6.80	1	0.0	100.0	0.00	0.00	6.80
162	R0071 Frt Handler/Non-DOT (G)	195	30.8	18.5	6.57	6.55	6.63	177	29.4	20.3	6.66	6.62	6.70	160	28.8	18.1	6.67	6.71	6.69
163	R0072 Material Handler/DOT*	3	33.3	0.0	6.25	6.60	0.00	1	0.0	0.0	6.90	0.00	0.00	3	0.0	33.3	6.35	0.00	6.80
164	R0075 Freight Handler/DOT (G)	1	0.0	0.0	7.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00
165	R0097 Frt Handler/DOT/CDL (G)	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00
167	Total Material & Fr't Handler	1226	40.0	19.4	6.33	6.28	6.33	1273	39.2	18.0	6.43	6.33	6.47	1513	36.5	19.8	6.36	6.36	6.44
168	R0003 Handler (DOT)	50	38.0	12.0	6.27	6.15	5.93	61	23.0	16.4	6.39	6.26	6.44	65	18.5	20.0	6.54	6.69	6.56
169	R0015 Handler (Non-DOT)	1699	43.6	15.7	6.18	5.86	6.10	1594	38.3	18.9	6.24	6.01	6.25	1420	38.0	16.1	6.18	6.08	6.27
170	R0068 Handler/Shuttle Dr/DOT	116	25.9	22.4	6.18	6.42	6.01	117	24.8	23.1	6.46	6.43	6.29	101	27.7	24.8	6.60	6.55	6.38
171	R0091 Hndlr/Shuttl Drv/Non-DOT	12	25.0	8.3	6.16	6.43	5.60	4	25.0	25.0	6.40	5.00	6.50	2	0.0	50.0	7.00	0.00	6.50
172	R0095 Handler/Shuttle Drv/CDL	33	36.4	15.2	6.61	6.09	6.22	35	34.3	17.1	6.72	6.66	6.38	24	41.7	12.5	6.74	6.73	6.80
173	R0101 Handler DOT/CDL	1	0.0	0.0	6.90	0.00	0.00	1	100.0	0.0	0.00	6.60	0.00	1	100.0	0.0	0.00	6.60	0.00
174	Total Handlers	1911	42.1	15.9	6.19	5.90	6.09	1812	36.8	19.1	6.27	6.05	6.26	1613	36.6	16.8	6.24	6.13	6.30
175	F0206 SR TRACE REP	0	0.0	0.0	0.00	0.00	0.00	1	0.0	0.0	6.10	0.00	0.00	1					

Appendix 13a

Average Performance Ratings		by Year, Race, Jobs															Total		
Restricted to persons with positive \$/Hr, Active at Year-End, with Perf Ratings Restricted to Hourly Employees																			
JobCd	Job Title	2003						2004						2005					
		Nbr EEEs		Ave Perf Rate				Nbr EEEs		Ave Perf Rate				Nbr EEEs		Ave Perf Rate			
		Total	%Blk	%Hisp	Wht	Blk	Hisp	Total	%Blk	%Hisp	Wht	Blk	Hisp	Total	%Blk	%Hisp	Wht	Blk	Hisp
18	B1427 Mgr Hub Ops	1	100.0	0.0	0.00	2.60	0.00	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00
33	B2549 Mgr Station Ops/CDL	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00
111	Total Operations Manager	1	100.0	0.0	0.00	2.60	0.00	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00
112	R0009 Ramp Agent/Trunk/DOT	42	7.1	9.5	6.79	6.00	6.65	37	8.1	10.8	6.87	5.97	6.60	26	3.8	7.7	6.88	6.50	6.85
113	R0019 Ramp Agt-Trunk(Non-DOT)	365	18.1	14.5	6.78	6.72	6.72	381	18.6	16.5	6.73	6.75	6.69	396	17.4	19.2	6.74	6.67	6.74
114	R0100 Ramp Agt Trunk DOT/CDL	20	20.0	10.0	6.85	6.75	6.75	17	29.4	11.8	6.83	6.42	6.85	23	17.4	8.7	6.71	6.72	6.95
115	R0102 Ramp Agt/Feeder/DOT/CDL	2	0.0	0.0	7.00	0.00	0.00	2	0.0	0.0	6.75	0.00	0.00	1	0.0	0.0	6.60	0.00	0.00
116	R0103 Ramp Agt/Feeder/Non-DOT	3	0.0	33.3	7.00	0.00	7.00	4	0.0	25.0	6.50	0.00	7.00	4	0.0	25.0	6.90	0.00	6.90
118	Total Ramp Agent	432	16.9	13.9	6.79	6.69	6.72	441	17.9	15.9	6.75	6.70	6.69	450	16.4	18.0	6.75	6.67	6.75
119	R0010 Ramp Transport Driver	1022	21.3	16.4	6.78	6.75	6.73	1036	21.4	17.0	6.75	6.74	6.69	1055	22.2	16.6	6.77	6.68	6.69
120	R0105 RTD	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00
121	Total Ramp Transport Driver	1022	21.3	16.4	6.78	6.75	6.73	1036	21.4	17.0	6.75	6.74	6.69	1055	22.2	16.6	6.77	6.68	6.69
122	R0002 Courier/DOT	6393	13.5	18.1	6.39	6.22	6.29	6482	13.5	18.3	6.38	6.19	6.30	6650	13.3	19.4	6.35	6.15	6.25
123	R0006 Courier/Handler/DOT	49	22.4	30.6	6.48	6.16	6.18	45	17.8	22.2	6.38	6.06	6.04	91	11.0	23.1	6.03	6.01	5.94
124	R0018 Courier/Handler/Non-DOT	1	0.0	100.0	0.00	0.00	6.70	2	0.0	50.0	5.20	0.00	6.90	3	0.0	33.3	6.05	0.00	6.90
125	R0021 Courier/Non-Driver	17	29.4	5.9	6.72	6.30	6.30	17	35.3	5.9	6.72	6.37	6.60	15	33.3	6.7	6.84	6.56	6.60
126	R0037 Courier/Feeder Agt/DOT	137	2.2	10.9	6.58	6.87	6.44	138	2.2	12.3	6.58	6.97	6.49	136	0.7	13.2	6.63	6.90	6.42
127	R0085 Courier/Swing Drvr/CDL	1187	14.9	20.6	6.45	6.14	6.23	1215	15.2	22.4	6.42	6.18	6.28	1244	14.1	20.7	6.35	6.09	6.18
128	R0088 Courier/Non-DOT	177	4.5	6.2	6.54	6.26	6.19	160	4.4	8.1	6.52	6.19	6.30	147	5.4	8.2	6.45	6.34	6.23
129	R0092 Courier/Fdr Agt/Non-DOT	0	0.0	0.0	0.00	0.00	0.00	1	0.0	0.0	7.00	0.00	0.00	1	0.0	0.0	6.80	0.00	0.00
130	R0094 Courier/Handler DOT/CDL	23	8.7	52.2	6.47	6.70	6.34	23	13.0	52.2	6.37	6.07	6.38	21	9.5	42.9	6.39	6.00	6.63
131	R0096 Courier/Dot/Cdl	902	9.8	16.5	6.45	6.09	6.34	749	10.3	16.0	6.47	6.14	6.36	652	8.3	15.6	6.44	6.30	6.23
132	R0099 Courier/Fdr Agt/DOT/CDL	75	0.0	4.0	6.59	0.00	6.53	71	0.0	5.6	6.50	0.00	6.67	79	0.0	5.1	6.54	0.00	6.70
134	R0108 Courier/Ramp Agt/CDL	8	0.0	0.0	6.50	0.00	6.50	8	0.0	0.0	6.51	0.00	6.50	7	0.0	0.0	6.25	0.00	6.50
135	R0109 Courier/Ramp Agt/DOT	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00
136	Total Courier	8969	12.9	17.9	6.42	6.20	6.29	8911	13.0	18.3	6.41	6.18	6.31	9046	12.6	19.0	6.37	6.15	6.24
137	R0069 Shuttle Driver/Non-DOT	169	26.6	35.5	6.69	6.56	6.62	179	28.5	35.2	6.69	6.57	6.54	165	28.5	35.2	6.72	6.50	6.60
138	R0090 Shuttle Driver Non-DOT	4	75.0	0.0	6.80	6.13	0.00	2	100.0	0.0	6.00	6.05	0.00	2	50.0	0.0	7.00	6.70	0.00
139	R0093 Shuttle Driver/CDL	75	26.7	30.7	6.66	6.66	6.66	89	27.0	36.0	6.40	6.64	6.49	89	25.8	36.0	6.31	6.52	6.62
140	Total Shuttle Driver	248	27.4	33.5	6.68	6.57	6.63	270	28.5	35.2	6.58	6.58	6.52	256	27.7	35.2	6.55	6.51	6.61
141	F0004 Service Agent/DOT	5	0.0	0.0	6.15	0.00	0.00	3	0.0	0.0	6.45	0.00	0.00	2	0.0	0.0	6.50	0.00	0.00
142	F0017 Service Agent/Non-DOT	126	15.9	18.3	6.24	6.03	6.06	121	17.4	20.7	6.28	6.32	6.18	110	17.3	17.3	6.14	5.96	6.40
143	F0022 Sr Service Agent/DOT	17	11.8	5.9	6.57	6.75	7.00	15	0.0	6.7	6.75	0.00	7.00	15	0.0	6.7	6.76	0.00	6.90
144	F0026 Sr Svc Agent/Non-DOT	1101	18.4	16.7	6.64	6.41	6.50	998	18.7	17.2	6.66	6.48	6.52	858	17.2	17.5	6.67	6.51	6.50
146	F0095 Service Agent/Non-DOT	1	100.0	0.0	0.00	5.80	0.00	1	100.0	0.0	0.00	5.80	0.00	1	100.0	0.0	0.00	5.80	0.00
147	F0098 Service Agent/Non-DOT/A	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00
149	F0300 Svc Agt/Non-DOT/AGFS	4	25.0	50.0	4.00	6.80	6.45	6	16.7	33.3	6.60	5.00	6.05	1	100.0	0.0	0.00	6.60	0.00
150	F0301 Sr Svc Agt/DOT/AGFS	1	0.0	0.0	6.60	0.00	0.00	1	0.0	0.0	6.80	0.00	0.00	1	0.0	0.0	7.00	0.00	0.00
151	F0302 Sr Svc Agt/Non-DOT/AGFS	55	21.8	18.2	6.78	6.72	6.83	67	20.9	25.4	6.75	6.63	6.56	79	29.1	22.8	6.72	6.52	6.51
156	Total Customer Service Agent	1310	18.2	16.8	6.60	6.39	6.47	1212	18.5	17.9	6.63	6.46	6.48	1067	18.0	17.6	6.63	6.46	6.52
157	R0048 Checker/Sorter	742	54.3	14.7	6.34	6.25	6.40	720	56.0	14.9	6.27	6.21	6.25	757	57.6	17.0	6.20	6.14	6.30
158	R0212 Sr Checker Sorter	1	100.0	0.0	0.00	5.60	0.00	1	0.0	0.0	6.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00
159	Total Checker/Sorter	743	54.4	14.7	6.34	6.24	6.40	721	55.9	14.8	6.27	6.21	6.25	757	57.6	17.0	6.20	6.14	6.30
160	R0049 Material Handler	1486	33.2	19.3	6.34	6.36	6.39	1469	34.5	20.1	6.35	6.33	6.34	1568	34.1	19.6	6.33	6.33	6.40
161	R0070 Sr Freight Handler	1	0.0	100.0	0.00	0.00	6.80	1	0.0	100.0	0.00	0.00	6.80	1	0.0	100.0	0.00	0.00	6.80
162	R0071 Frt Handler/Non-DOT (G)	143	28.7	18.2	6.65	6.61	6.72	122	25.4	18.9	6.63	6.64	6.76	110	23.6	22.7	6.43	6.70	6.73
163	R0072 Material Handler/DOT*	2	0.0	50.0	6.70	0.00	6.60	0	0.0	0.0	0.00	0.00	0.00	2	0.0	0.0	6.20	0.00	0.00
164	R0075 Freight Handler/DOT (G)	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00
165	R0097 Frt Handler/DOT/CDL (G)	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00	0	0.0	0.0	0.00	0.00	0.00
167	Total Material & Fr't Handler	1632	32.8	19.3	6.37	6.38	6.42	1592	33.8	20.1	6.38	6.35	6.37	1681	33.4	19.9	6.33	6.35	6.42
168	R0003 Handler (DOT)	89	23.6	19.1	6.45	6.45	6.51	82	20.7	22.0	6.45	6.69	6.39	90	24.4	32.2	6.44	6.52	6.43
169	R0015 Handler (Non-DOT)	1338	37.0	18.2	6.26	6.05	6.24	1442	33.4	17.8	6.22	6.05	6.29	1601	29.7	20.0	6.13	6.08	6.28
170	R0068 Handler/Shuttle Dr/DOT	103	30.1	26.2	6.61	6.33	6.36	87	26.4	26.4	6.53	6.60	6.56	84	27.4	34.5	6.21	6.38	6.50
171	R0091 Hndlr/Shutl Drv/Non-DOT	2	0.0	50.0	6.90	0.00	6.50	2	0.0	50.0	7.00	0.00	6.40	1	0.0	0.0	7.00	0.00	0.00
172	R0095 Handler/Shuttle Drv/CDL	22	36.4	22.7	6.45	6.70	6.70	19	42.1	15.8	6.42	6.69	6.87	25	44.0	16.0	6.56	6.51	6.75
173	R0101 Handler DOT/CDL	0	0.0	0.0	0.00	0.00	0.00	3	66.7	33.3	0.00	5.85	6.10	6	50.0	16.7	6.60	6.40	6.10
174	Total Handlers	1554	35.7	18.9	6.31	6.09	6.27	1635	32.5	18.5	6.26	6.11	6.32	1807	29.6	21.2	6.16	6.13	6.31
175	F0206 SR TRACE REP	1	100.0	0.0	0.00	6.30	0.00	2	50.0	0.0	6.50	6.60	0.00	2	50.0	0.0	6.30	6.70	0.00

Appendix 13b

 Perm Test Dependent Variable = Overall Perf Rating Score (OLPA record)

Controlling for Year, PerfRev Type (1st 4 byte),
 PerfRev Type (full 6 byte code), Mgr performing review
 Black v White

Summary of Permutation Test (Group-nonGroup)

Input file = '/export/data/dkfedex/OLPREXT_D011806.1.OLPA.6a.bw'
 Par file = 'perm.121.par'
 Control Fields = 22/25 16/19 16/21 50/55

Dependent Variable Field: 92/93

Total Group	%	disp.	std.dev.	Z	Ctr Flds
12668 2637	20.8	-6456.39	533.42	-12.10	1997/COUR
144 48	33.3	-50.77	91.60	-0.55	1997/CSRO
227 44	19.4	-49.40	29.03	-1.70	1997/RA00
874 230	26.3	-221.40	76.54	-2.89	1997/RTD0
594 165	27.8	-296.82	78.03	-3.80	1997/SA00
Total:		-7074.78	552.92	-12.80	1997
13468 2735	20.3	-5817.72	663.31	-8.77	1998/COUR
218 90	41.3	-306.92	103.29	-2.97	1998/CSRO
471 98	20.8	-72.01	43.94	-1.64	1998/RA00
1146 296	25.8	-155.40	86.40	-1.80	1998/RTD0
1899 546	28.8	-1091.18	210.92	-5.17	1998/SA00
Total:		-7443.23	710.31	-10.48	1998
57 9	15.8	-4.00	6.32	-0.63	1999/AGFS
13349 2569	19.2	-4949.61	477.90	-10.36	1999/COUR
223 81	36.3	-92.80	95.74	-0.97	1999/CSRO
75 11	14.7	-11.00	5.97	-1.84	1999/DISP
489 105	21.5	17.75	48.68	0.36	1999/RA00
1204 320	26.6	-231.85	90.29	-2.57	1999/RTD0
1911 519	27.2	-486.41	188.35	-2.58	1999/SA00
Total:		-5757.91	532.57	-10.81	1999
114 26	22.8	13.00	25.96	0.50	2000/AGFS
13226 2468	18.7	-4157.00	469.67	-8.85	2000/COUR
178 71	39.9	-147.27	67.44	-2.18	2000/CSRO
475 78	16.4	-144.34	44.98	-3.21	2000/DISP
2343 1448	61.8	-1374.26	316.27	-4.35	2000/HAND
444 251	56.5	-116.63	61.19	-1.91	2000/IPPO
500 117	23.4	-58.96	37.07	-1.59	2000/RA00
1335 389	29.1	-263.47	97.50	-2.70	2000/RTD0
1987 543	27.3	-826.40	182.26	-4.53	2000/SA00
Total:		-7075.35	612.95	-11.54	2000
97 22	22.7	20.00	11.14	1.80	2001/AGFS
12395 2227	18.0	-2713.49	337.85	-8.03	2001/COUR
140 58	41.4	-17.54	64.01	-0.27	2001/CSRO
488 89	18.2	-113.95	56.41	-2.02	2001/DISP
5052 3198	63.3	-3421.70	697.68	-4.90	2001/HAND
1514 838	55.4	-393.84	179.90	-2.19	2001/IPPO
1 1	100.0	0.00	0.00	0.00	2001/OPSO
558 133	23.8	-89.83	65.05	-1.38	2001/RA00
1635 481	29.4	-408.41	95.61	-4.27	2001/RTD0
1776 474	26.7	-544.93	170.98	-3.19	2001/SA00
197 60	30.5	-23.67	12.99	-1.82	2001/SA00
377 206	54.6	-57.08	58.45	-0.98	2001/TEAM

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1	0	0.0	0.00	0.00	0.00	2001/TRCO
Total:			-7764.45	828.77	-9.37	2001
52	11	21.2	3.00	3.00	1.00	2002/AGFS
5630	972	17.3	-808.15	125.23	-6.45	2002/COUR
128	46	35.9	-106.50	43.03	-2.47	2002/CSRO
240	45	18.8	-62.08	24.85	-2.50	2002/DISP
3294	1931	58.6	-997.25	377.55	-2.64	2002/HAND
898	461	51.3	-133.27	61.53	-2.17	2002/IPPO
1	1	100.0	0.00	0.00	0.00	2002/OPSO
358	78	21.8	24.06	21.44	1.12	2002/RA00
743	215	28.9	-175.73	51.04	-3.44	2002/RTDO
1068	276	25.8	-161.50	85.12	-1.90	2002/SA00
151	46	30.5	-8.00	5.10	-1.57	2002/SAA0
317	169	53.3	25.00	12.94	1.93	2002/TEAM
8	7	87.5	7.00	7.00	1.00	2002/WROO
Total:			-2393.41	418.38	-5.72	2002
37	13	35.1	-4.50	3.54	-1.27	2003/AGFS
8253	1402	17.0	-1501.00	249.39	-6.02	2003/COUR
96	35	36.5	-41.58	29.27	-1.42	2003/CSRO
312	58	18.6	-140.96	42.98	-3.28	2003/DISP
3131	1704	54.4	-1111.43	449.43	-2.47	2003/HAND
648	314	48.5	-94.57	62.96	-1.50	2003/IPPO
1	1	100.0	0.00	0.00	0.00	2003/OPSO
315	66	21.0	12.65	21.84	0.58	2003/RA00
709	203	28.6	-94.72	44.08	-2.15	2003/RTDO
875	210	24.0	-220.49	97.51	-2.26	2003/SA00
119	27	22.7	-3.50	2.55	-1.37	2003/SAA0
245	129	52.7	2.33	16.42	0.14	2003/TEAM
2	2	100.0	0.00	0.00	0.00	2003/TRCO
13	8	61.5	-1.00	2.12	-0.47	2003/WROO
Total:			-3198.77	532.05	-6.01	2003
35	10	28.6	2.00	5.83	0.34	2004/AGFS
6291	1071	17.0	-836.60	228.85	-3.66	2004/COUR
68	34	50.0	-102.83	76.89	-1.34	2004/CSRO
232	39	16.8	-107.20	55.43	-1.93	2004/DISP
3234	1813	56.1	-1555.36	527.44	-2.95	2004/HAND
712	343	48.2	10.19	85.14	0.12	2004/IPPO
298	68	22.8	-9.24	22.23	-0.42	2004/RA00
695	197	28.3	-44.69	41.79	-1.07	2004/RTDO
899	214	23.8	-237.28	107.97	-2.20	2004/SA00
112	27	24.1	1.67	4.65	0.36	2004/SAA0
234	142	60.7	42.67	26.57	1.61	2004/TEAM
1	1	100.0	0.00	0.00	0.00	2004/TRCO
16	12	75.0	0.00	7.14	0.00	2004/WROO
Total:			-2836.68	601.26	-4.72	2004
48	23	47.9	-49.00	27.16	-1.80	2005/AGFS
6587	1099	16.7	-1011.19	273.98	-3.69	2005/COUR
67	31	46.3	-102.17	37.85	-2.70	2005/CSRO
234	43	18.4	-146.71	29.52	-4.97	2005/DISP
3518	1920	54.6	-1836.63	572.28	-3.21	2005/HAND
712	371	52.1	-240.25	101.04	-2.38	2005/IPPO
3	2	66.7	0.00	0.00	0.00	2005/MECH
291	75	25.8	-58.15	54.82	-1.06	2005/RA00
716	203	28.4	-117.70	47.65	-2.47	2005/RTDO
720	150	20.8	-118.35	59.09	-2.00	2005/SA00
93	21	22.6	-5.00	4.24	-1.18	2005/SAA0
220	130	59.1	-24.17	34.34	-0.70	2005/TEAM
2	1	50.0	0.00	0.00	0.00	2005/TRCO
14	11	78.6	15.00	15.97	0.94	2005/WROO
Total:			-3694.33	652.72	-5.66	2005

Appendix 13b

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Grand Total:      |   -47238.91 |    1844.48 |   -25.61 |
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Appendix 13c

 Perm Test Dependent Variable = Overall Perf Rating Score (OLPA record)

Controlling for Year, PerfRev Type (1st 4 byte),
 PerfRev Type (full 6 byte code), Mgr performing review
 Latino v White

Summary of Permutation Test (Group-nonGroup)

Input file = '/export/data/dkfedex/OLPREXT_D011806.1.OLPA.6a.hw'
 Par file = 'perm.13l.par'
 Control Fields = 22/25 16/19 16/21 50/55

Dependent Variable Field: 92/93

Total	Group	%	disp.	std.dev.	Z	Ctr Flds
12547	2516	20.1	-3267.85	485.65	-6.73	1997/COUR
119	23	19.3	7.50	76.18	0.10	1997/CSRO
207	24	11.6	-10.13	22.37	-0.45	1997/RA00
762	118	15.5	-90.81	48.91	-1.86	1997/RTD0
532	103	19.4	5.69	65.68	0.09	1997/SA00
Total:			-3355.61	498.86	-6.73	1997
13568	2835	20.9	-3879.69	585.94	-6.62	1998/COUR
163	35	21.5	-183.43	56.32	-3.26	1998/CSRO
440	67	15.2	-29.38	29.53	-0.99	1998/RA00
1062	212	20.0	-218.92	74.66	-2.93	1998/RTD0
1736	383	22.1	-634.46	157.15	-4.04	1998/SA00
Total:			-4945.88	614.53	-8.05	1998
57	9	15.8	-4.00	3.16	-1.26	1999/AGFS
13579	2799	20.6	-2514.37	468.69	-5.36	1999/COUR
181	39	21.5	-63.75	63.82	-1.00	1999/CSRO
72	8	11.1	-9.10	13.32	-0.68	1999/DISP
464	80	17.2	-31.82	33.47	-0.95	1999/RA00
1121	237	21.1	-68.83	68.63	-1.00	1999/RTD0
1765	373	21.1	-481.50	144.63	-3.33	1999/SA00
Total:			-3173.38	500.68	-6.34	1999
107	19	17.8	3.50	6.49	0.54	2000/AGFS
13796	3038	22.0	-2261.05	490.82	-4.61	2000/COUR
150	43	28.7	-85.80	49.71	-1.73	2000/CSRO
460	63	13.7	-62.39	30.93	-2.02	2000/DISP
1478	583	39.4	-47.61	142.81	-0.33	2000/HAND
298	105	35.2	-75.80	52.64	-1.44	2000/IPPO
492	109	22.2	-142.28	41.46	-3.43	2000/RA00
1231	285	23.2	-221.80	68.97	-3.22	2000/RTD0
1888	444	23.5	-972.88	176.92	-5.50	2000/SA00
Total:			-3866.11	552.55	-7.00	2000
91	16	17.6	20.17	13.47	1.50	2001/AGFS
13204	3036	23.0	-2108.30	410.19	-5.14	2001/COUR
130	48	36.9	-0.13	62.40	-0.00	2001/CSRO
469	70	14.9	-60.67	32.86	-1.85	2001/DISP
3155	1301	41.2	-322.46	253.13	-1.27	2001/HAND
1160	484	41.7	-147.68	131.50	-1.12	2001/IPPO
541	116	21.4	-26.53	32.01	-0.83	2001/RA00
1485	331	22.3	-56.86	70.66	-0.80	2001/RTD0
1722	420	24.4	-561.75	125.57	-4.47	2001/SA00
164	27	16.5	-17.67	12.48	-1.42	2001/SAA0
238	67	28.2	-17.25	21.36	-0.81	2001/TEAM
1	0	0.0	0.00	0.00	0.00	2001/TRC0

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Total:			-3299.12	526.47	-6.27	2001
49	8	16.3	4.00	3.16	1.26	2002/AGFS
5977	1319	22.1	-554.63	180.09	-3.08	2002/COUR
125	43	34.4	-77.17	40.91	-1.89	2002/CSRO
232	37	15.9	-16.10	19.46	-0.83	2002/DISP
2191	828	37.8	231.96	170.79	1.36	2002/HAND
729	292	40.1	-44.63	40.90	-1.09	2002/IPPO
359	79	22.0	13.95	16.88	0.83	2002/RA00
672	144	21.4	-2.05	39.15	-0.05	2002/RTD0
1030	238	23.1	-185.48	62.91	-2.95	2002/SA00
124	19	15.3	2.00	1.41	1.41	2002/SAA0
208	60	28.8	-5.50	4.53	-1.21	2002/TEAM
1	0	0.0	0.00	0.00	0.00	2002/WRO0
Total:			-633.65	266.71	-2.38	2002
34	10	29.4	9.00	6.71	1.34	2003/AGFS
8822	1971	22.3	-1307.44	275.73	-4.74	2003/COUR
93	32	34.4	-60.37	35.22	-1.71	2003/CSRO
298	44	14.8	-83.08	30.55	-2.72	2003/DISP
2213	786	35.5	-301.98	204.57	-1.48	2003/HAND
544	210	38.6	-111.03	62.13	-1.79	2003/IPPO
302	53	17.5	-40.97	22.30	-1.84	2003/RA00
658	152	23.1	-26.17	31.57	-0.83	2003/RTD0
868	203	23.4	-191.49	87.19	-2.20	2003/SA00
105	13	12.4	-1.00	1.00	-1.00	2003/SAA0
159	43	27.0	-12.83	13.47	-0.95	2003/TEAM
6	1	16.7	0.00	0.00	0.00	2003/WRO0
Total:			-2127.37	365.02	-5.83	2003
38	13	34.2	1.00	2.55	0.39	2004/AGFS
6791	1571	23.1	-226.40	270.23	-0.84	2004/COUR
51	17	33.3	16.17	31.28	0.52	2004/CSRO
222	29	13.1	-50.31	20.36	-2.47	2004/DISP
2298	877	38.2	-30.32	235.21	-0.13	2004/HAND
620	251	40.5	-44.33	77.89	-0.57	2004/IPPO
289	59	20.4	-16.47	22.04	-0.75	2004/RA00
653	155	23.7	-89.26	41.19	-2.17	2004/RTD0
884	199	22.5	-216.77	83.52	-2.60	2004/SA00
98	13	13.3	0.33	3.28	0.10	2004/SAA0
136	44	32.4	6.50	10.30	0.63	2004/TEAM
5	1	20.0	-1.00	1.00	-1.00	2004/WRO0
Total:			-650.87	380.91	-1.71	2004
44	19	43.2	-31.00	33.94	-0.91	2005/AGFS
7206	1718	23.8	-877.23	341.60	-2.57	2005/COUR
54	18	33.3	-10.00	28.64	-0.35	2005/CSRO
230	39	17.0	-74.39	27.91	-2.67	2005/DISP
2663	1065	40.0	-42.43	274.29	-0.15	2005/HAND
601	260	43.3	37.42	121.04	0.31	2005/IPPO
1	0	0.0	0.00	0.00	0.00	2005/MECH
286	70	24.5	-6.14	30.67	-0.20	2005/RA00
676	163	24.1	-50.41	39.10	-1.29	2005/RTD0
751	181	24.1	-302.53	70.97	-4.26	2005/SA00
89	17	19.1	14.00	12.29	1.14	2005/SAA0
128	38	29.7	14.50	11.06	1.31	2005/TEAM
1	0	0.0	0.00	0.00	0.00	2005/TRC0
3	0	0.0	0.00	0.00	0.00	2005/WRO0
Total:			-1328.21	465.95	-2.85	2005

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 Grand Total: -23380.20 1423.46 -16.42
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