

HUMAN RESOURCES DIVISION

MISSION STATEMENT

The Human Resources Division provides employment and recruitment, benefits, human resource information systems, compensation, labor and employee relations, training and, employee development to support the Authority.

DIVISION STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

The Human Resources Division champions the VFO to Improve Employee Development, as a component of Strategic Focus Area for Innovation & Learning. This includes a multi-disciplinary approach to employee and leadership development to advance the Authority's overall People Strategy. Key People Strategy initiatives address leadership development, continuous improvement, compliance, innovation, where promotion, succession planning, skill development, and better tools for management evaluation are established and monitored. In addition, reporting on employee satisfaction & engagement, performance management, workforce retention and training, attendance, labor and employee relations metrics, utilization of benefits, and completed training are measured.

2018 ACCOMPLISHMENTS

- Successfully negotiated and implemented a new contractual agreement with the Fraternal Order of Police
- Implemented new wellness initiative payment process and requirements for 2018
- Procured new health care consult and health care contracts for 2019
- Continued enhancements of Oracle Standard Benefits and Employee Self-Service modules to provide policy information and decision support information to employees and managers in a timely fashion
- Revised new hire orientation program
- Continued to track and monitor attendance trends and comply with Family Medical Leave Act (FMLA) in an effort to manage and reduce absence duration to control costs associated with absenteeism
- Continued deployment of Frontline Supervisory Training and Employee Promotability Training
- Continued deployment of the Midwest Transit Leadership Exchange (MTLE) to enhance development of high potential operations staff, supervisors, and management
- Developed and implemented FMLA training for supervisors in 2018
- Continued Positive Discipline and Labor Relations supervisory training
- Continued Get Fit Wellness Program, increased wellness education/events and opened the new Triskett Fitness Center
- Purchased RX program to assist in monitoring and containing RX costs
- Continued deployment of Operator Stress Management & Wellness Training for operators
- Implemented an Operator Mentoring pilot program at Triskett District, with continued deployment to Hayden, Paratransit, and Rail Districts
- Improved operator recruitment and time-to-fill
- Received Ohio State Apprenticeship Registration for the Railcar Apprenticeship Program
- Trained ODOT-State Safety Oversight for Federal Transit Administration State Safety Oversight Certification. First State Safety Oversight to receive the certification in the country.
- Secured new travel training community partners: US Committee for Refugees & Immigrants, Milestones Autism Resources, Jewish Family Services, and Opportunities for Ohioans with Disabilities

2019 PRIORITIES

- Develop and Implement Customer Service Strategy for all employees
- Continue implementation and deployment of Oracle Manager Self Service to improve efficiencies for completion of key employee transactions
- Continue development of a long-term strategic plan to continue to lower healthcare costs and optimize benefits design and wellness activities
- Develop and implement multi-division collaboration (HR, Operations, OMB) to improve recruitment and retention for key operational positions (operators, mechanics, facilities)
- Complete a study of education/work experience equivalencies to apply consistently to job descriptions
- Continue training for Oracle HRMS, Kronos, and EIS users in the areas of reporting, data analysis, metrics, and increased functionality.
- Negotiate a cost effective labor contract with the Amalgamated Transit Union (ATU)
- Continue succession planning programming for frontline supervisory, mid-level, sr. management
- Continue the deployment of employee engagement activities
- Develop and deploy total compensation statements
- Develop and implement revisions to performance management forms and processes
- Implementation of hiring manager satisfaction surveys

LIST OF DEPARTMENTS

Department Number	Department Name
14	Human Resources
18	Labor & Employee Relations
30	Training & Employee Development

HUMAN RESOURCES DEPARTMENT

MISSION STATEMENT

The Human Resources Department provides personnel services, benefits, wellness, and compensation to support the Authority.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

The Human Resources Department plays a critical role in achieving the VFO for Improve Employee Development. Key strategies for recruitment and retention have significant impact on the Change Initiative for Development and Succession Planning across all workforce segments. Partnering with Training & Employee Development, Human Resources is charged with monitoring turnover, defining capability & capacity needs, and information action plans to improve bench strength throughout the workforce.

2018 ACCOMPLISHMENTS

- Selection of new vendor for background checks
- Improved operator recruitment and time-to-fill
- Development of new and enhancement of existing external workforce agency recruiting relationships
- Restructured ERD department to better focus on sourcing/recruiting of candidates for position openings
- Documentation of ERD procedures

2019 PRIORITIES

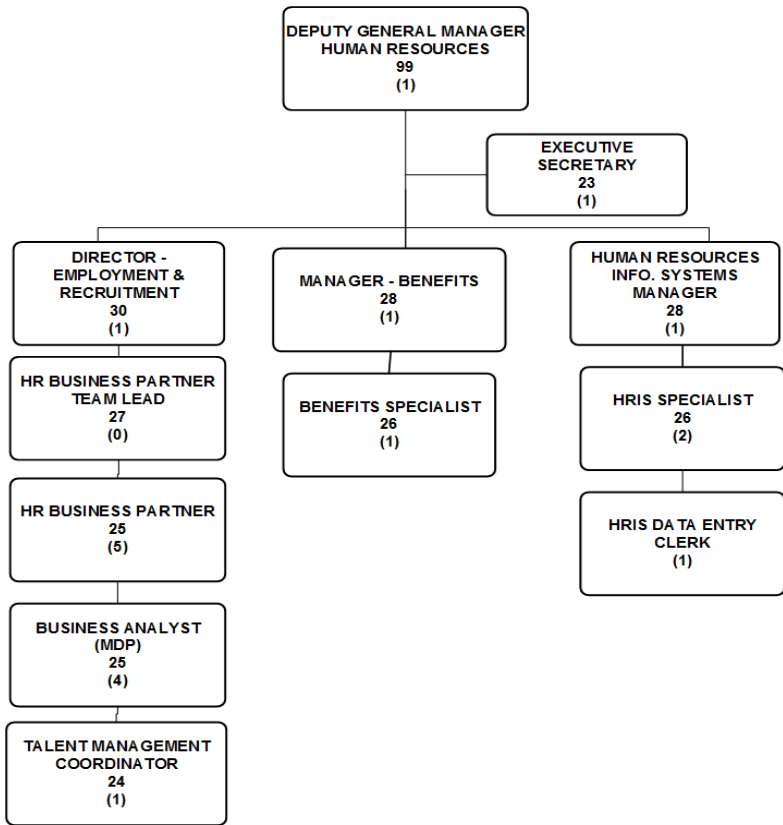
- Production of total compensation statements
- Revision to performance management forms and process
- Compensation plan updates for non-bargaining positions
- Continued improvement of pre-employment testing
- Multi-division collaboration (HR, Operations, OMB) to improve recruitment and retention for key operational positions (operators, mechanics, facilities)
- Study of education/work experience equivalencies to apply consistently to job descriptions
- Implement hiring manager satisfaction surveys
- Implementation of FTA Affirmative Action guidelines in recruitment
- Process mapping of hiring and promotion process
- Finalization of telecommuting policy recommendation to Executive Management Team (EMT)

HUMAN RESOURCES DEPARTMENT BUDGET

Obj. Class	Description	2017 Actual	2018 Actual	2019 Budget Amended
501200	Hourly Employees	212,313	123,425	264,900
501204	Hourly Employees/Light Duty Wages	0	0	30,000
501210	Overtime – Hourly Employees	805	1,551	300
501300	Labor – Salaried Employees	1,006,950	1,124,195	1,017,165
502000	Fringe Benefits	453,674	443,931	460,932
503000	Services	57,388	98,459	337,000
503020	Advertising Fees	27,132	25,180	32,000
504000	Materials & Supplies	12,100	4,286	20,750
509000	Miscellaneous Expenses	11,179	2,870	21,125
509022	Meals & Concessions	0	129	5,800
Total		1,781,541	1,824,026	2,189,972

HUMAN RESOURCES DEPARTMENT STAFFING

Grade	Job Name	2016	2017	2018	2019
22	1659 HRIS Data Entry Clerk	0.0	0.0	1.0	1.0
23	0725 Executive Secretary	1.0	1.0	1.0	1.0
24	1636 Talent Management Coordinator	0.0	1.0	1.0	1.0
25	1081 Business Analyst	4.0	4.0	4.0	4.0
	1640 HR Business Partner	5.0	4.0	5.0	5.0
26	1624 HR Performance Specialist	1.0	1.0	0.0	0.0
	1690 HRIS Specialist	1.0	1.0	1.0	2.0
	1700 Benefits Specialist	1.0	1.0	1.0	1.0
27	1641 HR Business Partner Team Lead	0.0	0.0	0.0	0.0
28	0904 HRIS Manager	1.0	1.0	1.0	1.0
	0844 Benefits Manager	1.0	1.0	1.0	1.0
30	1444 Director of Employment & Recruitment	1.0	1.0	1.0	1.0
99	9971 DGM Human Resources	1.0	1.0	1.0	1.0
Total		17.0	17.0	18.0	19.0



LABOR AND EMPLOYEE RELATIONS DEPARTMENT

MISSION STATEMENT

The mission of the Labor & Employee Relations Department is to build and support the continuous relationship between labor unions and the Authority. The Department also administers the Benefits/ Wellness and Occupational Health programs of the Authority to promote attendance and the well-being of all employees.

STRATEGIC PLAN CHANGE INITIATIVE & SCORECARD MEASURES

Labor & Employee Relations supports the Improve Employee Development VFO in managing the TEAM Goals of Attendance. Attendance is reported monthly as an Authority-wide percentage, and is tracked by workforce segment (verify).

2018 ACCOMPLISHMENTS

- Continued to track and monitor attendance trends and comply with Family Medical Leave Act (FMLA) in an effort to manage and reduce absence duration to control costs associated with absenteeism
- Developed FMLA training for supervisors in 2018
- Continued Positive Discipline and Labor Relations supervisory training
- Continued union negotiations with ATU
- Negotiated a tentative agreement with the FOP
- Provided internships for 3 interns from Job Corp
- Administered unemployment compensation benefits process and monitored funds; ensure proper discipline and discharge procedures are followed to limit claims liability
- Ensured Operators received biennial exams prior to the expiration
- Performed drug tests and alcohol tests on safety-sensitive employees in accordance with FTA regulations
- Administered Drug & Alcohol policies and processed all FMLA requests in accordance with regulations
- Continued Get Fit Wellness Program, increased wellness education/events and purchased new fitness equipment for CBFM fitness center
- ACA Tax Forms processed
- Outsourced COBRA process
- Purchased RX program to assist in monitoring and containing RX costs
- RFP completed for Health Care Consultant, drug and alcohol collection sites, and unemployment claims vendor

2019 PRIORITIES

- Procure new health care contracts for 2019
- Continue development of a long-term strategic plan to continue to lower healthcare costs and optimize benefits design and wellness activities
- Implement new wellness initiative payment process and requirements for 2018
- Process ACA Tax Forms and ensure benefit compliance with ACA regulations
- Provide advice, training, and counsel to managers, supervisors, and employees on discipline, grievances, policies, contracts, and labor laws
- Negotiate labor contract with ATU
- Serve as last step grievance hearing officer, prior to arbitration
- Chair or facilitate various Labor Management committees
- Continue to administer and monitor the on line uniform ordering process
- Seek to provide additional internship opportunities for Job Corp
- Administer unemployment compensation benefits process and monitor funds

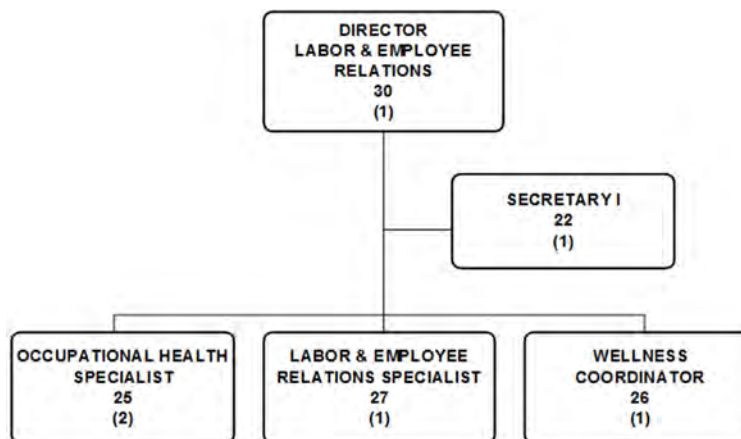
- Ensure Operators receive biennial exams prior to their expiration
- Perform drug tests on at least 25 percent and alcohol tests on at least 10 percent of safety-sensitive pool
- Issue revised Substance Abuse Policies to all employees
- Administer Drug & Alcohol policies and process all FMLA requests
- Provide FMLA Training to Supervisors
- Continue to enhance wellness initiatives, education, and events
- Continue to engage employees with the Get Fit Wellness Program
- Assist with the purchase of fitness equipment for the Triskett District

LABOR & EMPLOYEE RELATIONS DEPARTMENT BUDGET

Object Class	Description	2017 Actual	2018 Actual	2019 Amended Budget
501300	Labor Salaried Employees	402,304	406,630	413,512
502000	Fringe Benefits	116,250	121,143	149,023
502070	Unemployment Compensation	106,080	91,570	200,000
503000	Services	101,525	147,131	172,000
503052	Other Maintenance Contracts	286,343	218,451	221,700
504000	Materials & Supplies	12,124	1,650	750
509000	Miscellaneous Expenses	4,067	3809	4,375
509022	Meals & Concessions	1,795	1,749	7,750
Total		1,030,488	992,133	1,169,110

LABOR & EMPLOYEE RELATIONS DEPARTMENT STAFFING

Grade	Job Name	2016	2017	2018	2019
22	0721 Secretary I	1.0	1.0	1.0	1.0
25	0899 Occupational Health Specialist	2.0	2.0	2.0	2.0
26	0902 Labor & Employee Relations Specialist	1.0	1.0	1.0	1.0
26	1963 Wellness Coordinator	1.0	1.0	1.0	1.0
30	1342 Director	1.0	1.0	1.0	1.0
	Total	60	6.0	6.0	6.0



TRAINING AND EMPLOYEE DEVELOPMENT DEPARTMENT

MISSION STATEMENT

The mission of the Training & Employee Development Department is to provide growth and development opportunities for all GCRTA employees by improving their skills, knowledge, and abilities in support of the Authority's goals.

STRATEGIC PLAN CHANGE INITIATIVES & SCORECARD MEASURES

Training & Employee Development plays a critical role in achieving a variety of metrics around Learning & Innovation and obtaining goals for the Vital Few Objective of Improving Employee Development. The key Change Initiative is the continued development of the Succession Planning program, to include projects that address the promotion process, improving "bench strength", and improving the Non-Bargaining Performance Management & Evaluation process.

Training & Employee Development has in place a "Promotability Training" course, supports the Director of Employment & Recruiting with the Employee Satisfaction & Engagement Survey, Performance Management Evaluations, and maintains key training programs for the GCRTA workforce.

2018 ACCOMPLISHMENTS

- Continued implementation of Operator Stress Management & Wellness Training for operators
- Implemented an Operator Mentoring pilot program at Triskett District, with continued deployment to Hayden, Paratransit, and Rail Districts
- Received Ohio State Apprenticeship Registration for the Railcar Apprenticeship Program
- Trained ODOT-State Safety Oversight for Federal Transit Administration State Safety Oversight Certification. First State Safety Oversight to receive the certification in the country.
- Secured new travel training community partners: US Committee for Refugees & Immigrants, Milestones Autism Resources, Jewish Family Services, and Opportunities for Ohioans with Disabilities
- Continued deployment of the Midwest Transit Leadership Exchange (MTLE) to enhance development of high potential operations staff, supervisors, and management
- Continued deployment of the Career Pathways Program training and internships – Mechanical, Electronic Repair, and Temporary Commercial Driver's License Training
- Implemented Frontline Supervisor Training for cohorts 1-3 of supervisors in 2018.

2019 PRIORITIES

- Develop and Implement Customer Service Strategy for all employees
- Implementation of ADA Customer Service Training for operators
- Continue succession planning programming for frontline supervisory, mid-level, sr. management
- Continue implementation of Facilities Maintenance Training
- Continue implementation of Frontline Supervisor Training: Cohorts 4 and 5 started during the first quarter of 2019
- Continue the deployment of employee engagement activities

TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT BUDGET

Obj. Class	Description	2017 Actual	2018 Actual	2019 Amended Budget
501200	Hourly Employees	14,547	12,904	0
501300	Labor – Salaried Employees	1,819,777	1,761,719	1,823,211
501310	Overtime – Salaried Employees	78,334	64,700	80,000
502000	Fringe Benefits	764,479	733,093	718,132
502148	Tuition Reimbursement	51,771	33,756	80,000
503000	Services	77,355	54,989	90,700
503052	Other Maintenance Contracts	155,195	207,965	210,023
504000	Materials & Supplies	16,638	24	26,100
509000	Miscellaneous Expenses	326,819	287,807	303,513
509022	Meals and Refreshments	591	0	1,500
Total		3,305,506	3,156,957	3,333,179

TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT STAFFING

Grade	Job Name	2016	2017	2018	2019
05	0511 Assistant Operating Instructor	2.0	1.0	1.0	1.0
06	0611 Operating Instructor	11.0	11.0	11.0	11.0
	0612 Vehicle Maintenance Instructor	5.0	5.0	5.0	5.0
25	1658 Training Coordinator	1.0	1.0	0.0	1.0
26	1194 Safety Trainer	1.0	1.0	1.0	1.0
	1619 Travel Trainer	2.0	2.0	2.0	2.0
	1622 Power/Way Rail Trainer	3.0	3.0	3.0	3.0
	1631 Service Quality Trainer	1.0	1.0	1.0	1.0
28	0870 Manager Oper/Maint Training	1.0	1.0	1.0	1.0
	0886 Manager Training Rail Oper	1.0	1.0	1.0	1.0
30	1430 Director	1.0	1.0	1.0	1.0
	Total	28.0	28.0	27.0	27.0

