05- HUMAN RESOURCES DIVISION

OVERVIEW

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

CONNECTION TO STRATEGIC PLAN

The Human Resources Division provides enhanced customer experience through customer perception of employees. It connects the community through workforce development partnerships and training & recruitment. By containing healthcare costs, wellness incentive participation, and budget adherence, the division promotes financial sustainability. Employee Engagement is the largest focus of this division. Employee perception of opportunity for growth and success, understanding the Authority's vision and direction, clarity in connection between personal performance and organization success, training for employee groups, and participation and value in both mandatory and voluntary trainings.

2021 ACCOMPLISHMENTS

Deepened partnership with Cuyahoga Community College (Tri-C) Transportation Innovation Center to expand Temporary Commercial Driver's License Program, launch the co-branded RTA and Tri-C Job and Workforce Development Job Hub, and Workforce Success Program.

- Expanded Customer Service Training strategy to positively impact culture and engagement of all work segments, launch Train-the-trainer, and deliver to remaining staff (excluding Operators and Transit Police).
- Increased access to Frontline Supervisor Development and Training Program, revised content to bridge skills gaps, created cross-agency partnership cohort with Northeast Ohio Areawide Coordinating Agency (NOACA) and Ohio Turnpike, resulting in 38 RTA employees participating in the program.
- Increased participation in personal and professional development across all work segments.
- Launched, organized, and facilitated several cross-functional teams to assist with achieving a culture of ONE RTA based on mission, vision, and values (MVV) including Job Fairs, Strategy Teams, Employee Resource groups, etc.
- Health care premium rates increased less than the market average.
- Continued Get Fit Wellness Program and wellness education during the pandemic.
- Aligned with the community in participation and fundraising of the Cleveland Heart Walk.
- Hosted Career Day events for Operators and Laborers which resulted in over 100 offers extended which allowed us to onboard up to 30 new employees at a time.
- Developed new and enhanced recruiting partnerships to increase the pipeline of interested and qualified applicants for Operations hiring.
- Worked toward the upgrade to Oracle (SaaS) Cloud to advance and improve use of the Oracle Human Resource Management System.

- Continue to implement training and communication strategy to adopt new MVV.
- Increase awareness and support to identify and create larger orientation and training spaces complete with modern technologies required to onboard new employees and upskill our existing workforce.
- Implement the Community Training and Development Jobs Hub (Cuyahoga Community College partnership), Cleveland Metropolitan School District (CMSD), PACE, Hispanic Communities, and other regional training partners to impact workforce development learning for all work segments.
- Continue the implementation of the Customer Service Training Strategy for all employees.
- Continue the implementation of succession-planning initiatives for frontline supervisory, mid-level, sr. management.
- Continue the implementation of the Oracle Cloud upgrade to migration Oracle Human Resource Management System (HRMS) products to the cloud environment.
- Advance and improve the functionality and utilization of technology (Oracle, Kronos, ITS, TEAMS, Employee Self Service).
- Improve training and learning accessibility through remote and blended learning, e-Learning, reallocation of instructor resources, and enhancements to curriculums.
- Complete and implement a cost effective successor contractual agreement with the Amalgamated Transit Union, Local 268.
- Begin preparing for Fraternal Order of Police Negotiations in 2023.
- Continue the implementation of the Oracle Cloud upgrade to migration Oracle HRMS products to the cloud environment.
- Continue the implementation of the Oracle Cloud upgrade to migration Oracle HRMS products to the cloud environment.
- Continue cross-functional collaboration (HR, Operations, OMB) to improve recruitment and retention for key operational positions (Operators, mechanics, Facilities).
- Continue the implementation of Succession-planning initiatives for frontline supervisory, mid-level, sr. management.
- Develop education/work experience equivalencies policy to apply consistently to job descriptions.
- Continue focus on developing and implementing innovative recruitment solutions and partnerships.

LIST OF DEPARTMENTS

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

HR DIVISION

Success Outcomes	Metric	FY2022 Performance Goals	Objective	Definition
Customer Experience	Customer Perception of Employees	30%	↑	The % of employees viewed favorably by our customers
	Internal Net Promoter Score	15	↑	The Net Promoter Score of HR functions as rated by GCRTA employees
Community Value	Workforce Development Partnerships	25%	↑	The % of GCRTA employees hired through workforce development partnerships rated highly effective by their supervisor
	Training and Recruitment	20%	↑	The % of GCRTA employees hired from the community rated highly effective by their supervisor
	Community Perception of GCRTA Employees	20%	↑	The % of GCRTA employees viewed favorably by our community
Financial Sustainability	Healthcare Cost Containment	5%	−	Cost per employee per month not to exceed 5% above the Mercer Benchmark.
	Wellness Incentive Participation	5%	↑	The % increase in participation in wellness incentive programs
	Budget Adherence	$7M	−	Division functions delivered within budget

Success Outcomes	Metric	FY2022 Performance Goals	Objective	Definition
Employee Engagement	Division Employees Agree - Supervisor Invested in Growth and Success	5%	↑	The % of employees that agree or strongly agree that their Supervisor is invested in their growth and success
	Division Employees Agree - Understand Vision and Direction	10%	↑	The % of employees that agree or strongly agree that that they understand the Vision and Direction of GCRTA
	Division Employees Agree - Understand How Performance Linked to Organization Success	20%	↑	The % of employees that agree or strongly agree that they understand how their performance contributes to organizational success.
	Workforce Net Promoter Score	5	↑	% Promoters minus % Detractors that recommend Division as a place to work
	Performance Review	75%	–	The % of Supervisors who complete employee reviews in a timely manner
	Hours of Training per Employee Group	5%	↑	The % increase in annual training hours per employee group
	Voluntary Training - Participation	5%	↑	The % of bargaining unit employees who engage in voluntary training sessions
	Voluntary Training - Found Valuable	65%	↑	The % of employees that agree or strongly agree that training is valuable
	Mandatory Training - Participation	95%	↑	The % of bargaining unit employees who engage in mandatory training sessions
	Mandatory Training - Found Valuable	65%	↑	The % of employees that agree or strongly agree that training is valuable
	Percent of Engaged Employees	30%	↑	The % of employees who believe they are actively engaged in delivering the mission of GCRTA

14- HUMAN RESOURCES DEPARTMENT

OVERVIEW

The Human Resources Department provides employment, talent acquisition, compensation, and human resource information systems to support the Authority.

2021 ACCOMPLISHMENTS

- Hosted Career Day events for Operators and Laborers which resulted in over 100 offers extended which allowed us to onboard up to 30 new employees at a time.
- Developed new and enhanced recruiting partnerships to increase the pipeline of interested and qualified applicants for Operations hiring.
- Worked toward the upgrade to Oracle (SaaS) Cloud to advance and improve use of the Oracle Human Resource Management System.

2022 PRIORITIES

- Complete a compensation study to review and revise non-bargaining salary administration.
- Continue the implementation of the Oracle Cloud upgrade to migration Oracle HRMS products to the cloud environment.
- Continue cross-functional collaboration (HR, Operations, OMB) to improve recruitment and retention for key operational positions (Operators, mechanics, Facilities).
- Continue the implementation of Succession-planning initiatives for frontline supervisory, mid-level, sr. management.
- Development of programs and initiatives for improving culture and engagement.
- Develop education/work experience equivalencies policy to apply consistently to job descriptions.
- Implement hiring manager and candidate satisfaction surveys.
- Continue focus on developing and implementing innovative recruitment solutions and partnerships.
- Continue the development and implementation of new employee resource groups.
- Continue with the revision of non-bargaining interview and selection processes and procedures.

HUMAN RESOURCES DEPARTMENT BUDGET

Object Class	Description	2020 Actual	2021 – 3Q Estimate	2022 Budget
501200	Hourly Employees Payroll	-	-	261,360
501300	Labor - Salaried Employees	1,057,509	1,021,049	1,150,690
501310	Overtime - Salaried Employees	-	188	-
502000	Fringe Benefits	402,563	447,511	479,919
502071	W. C. - Injuries & Damages	203,513	-	-
503000	Services	41,227	311,058	317,000
503020	Advertising Fees	-	2,038	48,000
503049	Temporary Help	-	82,120	66,640
504000	Material & Supplies	2,666	24,288	22,500
509000	Miscellaneous Expenses	7,766	8,275	21,125
509022	Meals & Concessions	902	4,510	7,000
Total		1,716,146	1,901,037	2,374,234

HUMAN RESOURCES DEPARTMENT STAFFING

Grade	Job Name	2020	2021	2022
22	1659 HRIS Data Entry Clerk	1.0	1.0	1.0
23	0725 Executive Assistant	1.0	1.0	1.0
24	1636 Talent Management Coordinator.	1.0	1.0	1.0
25	1081 Business Analyst- Public Transit Development Program	4.0	4.0	4.0
26	1639 Recruiter	1.0	1.0	1.0
	1642 Talent Acquisition Business Partner	3.0	3.0	3.0
	1690 HRIS Specialist	2.0	2.0	2.0
27	1641 HR Bus. Partner Team Lead	1.0	-	-
	1748 Talent Acquisition Manager	-	2.0	2.0
29	0904 HRIS Manager	1.0	1.0	1.0
30	1444 Director of Human Resources	1.0	-	-
99	9971 DGM Human Resources	1.0	1.0	1.0
Total		17.0	17.0	17.0

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                          ┌─────────────────────────┐
                          │ DEPUTY GENERAL MANAGER  │
                          │    HUMAN RESOURCES      │
                          │          99X            │
                          │          (1)            │
                          └─────────────────────────┘
                                      │
                                      │         ┌──────────────────┐
                                      ├─────────│    EXECUTIVE     │
                                      │         │    ASSISTANT     │
                                      │         │      23.A        │
                                      │         │       (1)        │
                                      │         └──────────────────┘
              ┌───────────────────────┴──────────────────────┐
     ┌────────────────────────┐                    ┌────────────────────┐
     │  TALENT ACQUISITION    │                    │   HRIS MANAGER    │
─────│       MANAGER          │                    │       29.A        │
│    │        28.A            │                    │        (1)        │
│    │         (2)            │                    └────────────────────┘
│    └────────────────────────┘                             │
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│  RECRUITER   │ │              │ TALENT ACQUISITION │   ┌────────────────────┐
│    26.A      │ │              │ BUSINESS PARTNER   │   │  HRIS SPECIALIST  │
│    (1)       │ │              │       26.A         │   │      26.A         │
└──────────────┘ │              │        (3)         │   │       (2)         │
                 │              └────────────────────┘   └────────────────────┘
                 │                        │                        │
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                 │              │  BUSINESS ANALYST  │   │  HRIS DATA ENTRY  │
                 │              │      (PTDP)        │   │      CLERK        │
                 │              │       25.A         │   │      22.A         │
                 │              │        (4)         │   │       (1)         │
                 │              └────────────────────┘   └────────────────────┘
                 │                        │
                 │              ┌────────────────────┐
                 │              │ TALENT MANAGEMENT  │
                 │              │    COORDINATOR     │
                 │              │       24.A         │
                 │              │        (1)         │
                 │              └────────────────────┘
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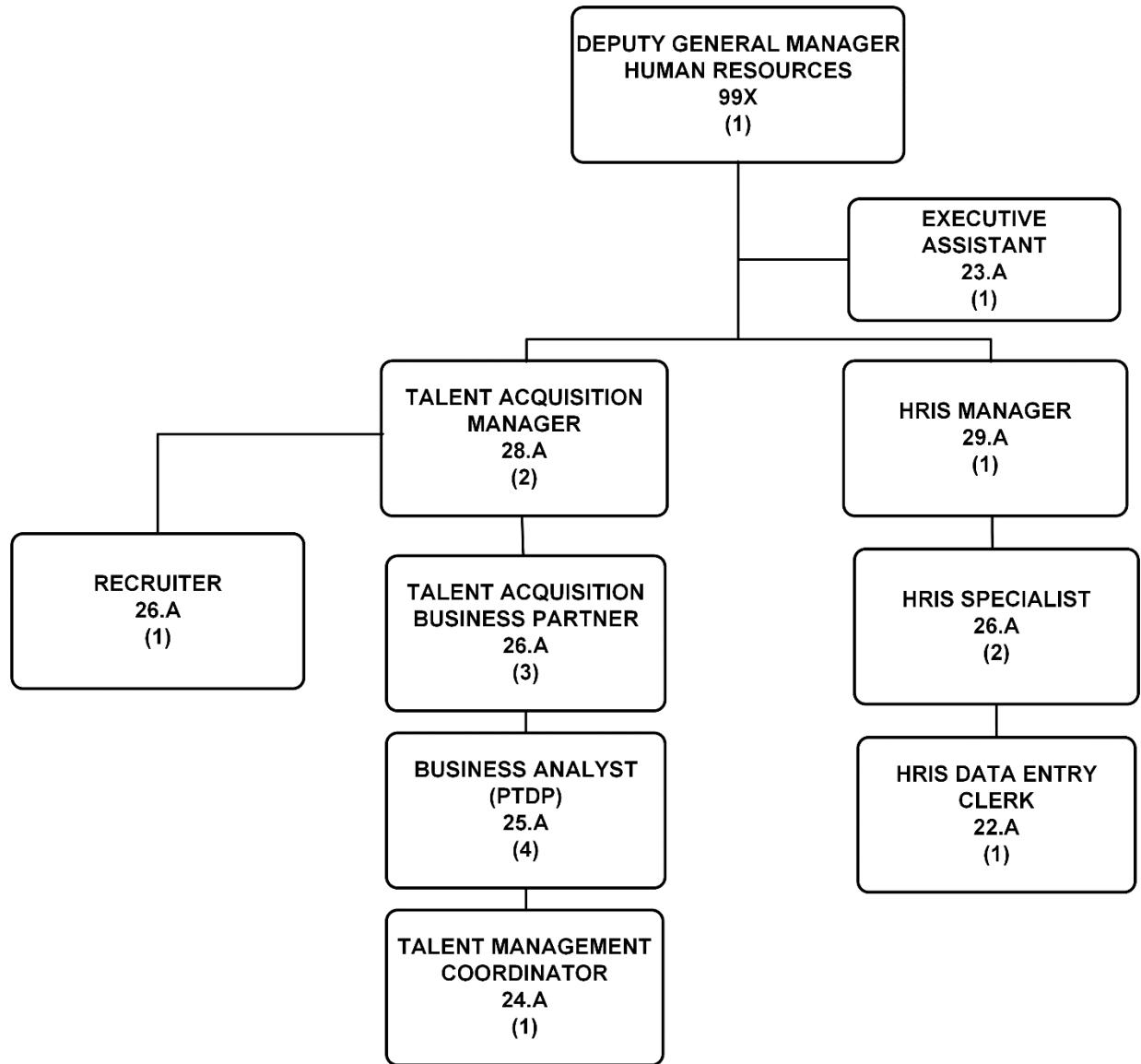
18- LABOR AND EMPLOYEE RELATIONS

OVERVIEW

The Labor & Employee Relations Department builds and supports the continuous relationship between labor unions and the Authority. It administers the Benefits/ Wellness and Occupational Health programs of the Authority to promote attendance and the well-being of all employees. It oversees the Human Resource Information System (HRIS) section to ensure successful administration of employees' accruals and employment status.

2021 ACCOMPLISHMENTS

- Health care premium rates increased less than the market average.
- Continued Get Fit Wellness Program and wellness education during the pandemic.
- Slight increase in the number of employees receiving the Wellness Incentive.
- Developed and implemented benefits open enrollment virtual fairs and videos for employees to access regarding benefit and vendor information.
- Purchased standing desks to promote ergonomic work stations.
- Focused on mental health by distributing self-care packages to all employees.
- Aligned with the community in participation and fundraising of the Cleveland Heart Walk.
- Implemented tracking of vaccination status of employees and implemented process for payout of a vaccine incentive.
- Ensured completion of drug alcohol testing on safety-sensitive employees in accordance with Federal Transit Administration (FTA) regulations.
- Implemented new laboratory drug testing contract with Quest Diagnostics.
- Paperless filing of grievances and drug and alcohol tracking.
- Continued Positive Discipline supervisory training.
- Continued to track and monitor TEAM attendance and comply with Family Medical Leave Act (FMLA) in an effort to manage and reduce absence duration to control costs associated with absenteeism.
- Administered unemployment compensation benefits process and monitored funds; ensured proper discipline and discharge procedures were followed to limit claims liability.
- Managed unemployment fraud cases by notifying employees of the potential fraud cases and working with our third party vendor to ensure these claims were denied. 38% of unemployment cases in 2021 were related to fraud cases.
- Updated Personnel Policy and Procedure manual, creating an easily navigable electronic version.
- Scanned and indexed arbitration decisions from 1990 to present.

2022 PRIORITIES

- Complete requests for proposals for Health Care Consultant and new Health Care Vendor contracts.
- Continue the implementation of strategic initiatives to continue to lower healthcare costs and optimize benefits design and wellness activities.
- Process Affordable Care Act (ACA) tax forms and ensure benefit compliance with ACA regulations.
- Administer unemployment compensation & COBRA benefits process and monitor funds.
- Purchase equipment for Hayden fitness center with Wellness Dollars.
- Complete requests for proposals for Drug & Alcohol collection site and Employee Assistance Programs.
- Ensure compliance by completing operator biennial exams prior to their expiration.
- Perform drug tests on at least 50% and alcohol tests on at least 10% of safety-sensitive pool.

- Administer Drug & Alcohol policies and process all FMLA requests.
- Provide FMLA Training to supervisors.
- Complete and implement a cost effective successor contractual agreement with the Amalgamated Transit Union, Local 268.
- Provide advice, training, and counsel to managers, supervisors, and employees on discipline, grievances, policies, contracts, and labor laws.
- Chair and/or facilitate various Labor Management committees.
- Complete request for proposal for on line uniform ordering process.
- Begin preparing for Fraternal Order of Police Negotiations in 2023.
- Continue the implementation of the Oracle Cloud upgrade to migration Oracle HRMS products to the cloud environment.
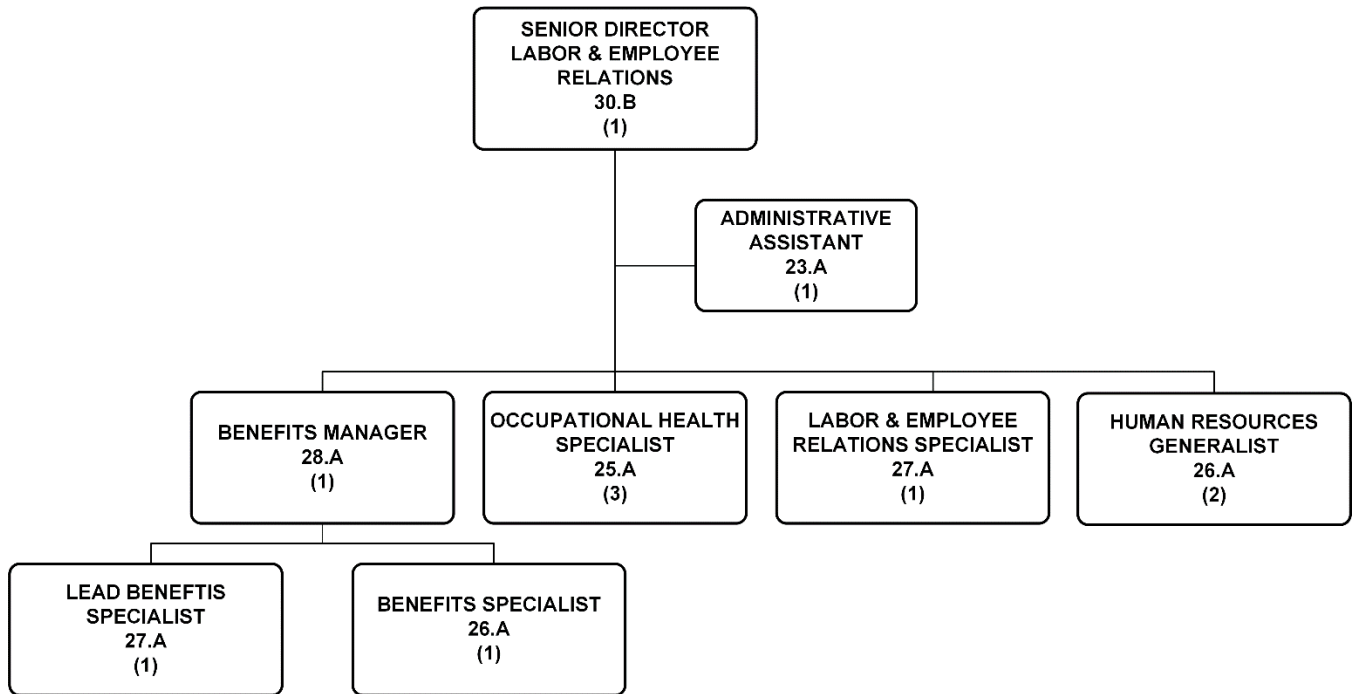
LABOR & EMPLOYEE RELATIONS DEPARTMENT BUDGET

Object Class	Description	2020 Actual	2021 – 3Q Estimate	2022 Budget
501300	Labor - Salaried Employees	569,314	601,980	784,934
502000	Fringe Benefits	222,380	228,603	291,371
502070	Unemployment Compensation	109,309	116,061	150,000
503000	Services	316,262	82,745	215,340
503052	Other Maintenance Contracts	231,136	227,373	272,940
504000	Material & Supplies	333	668	900
509000	Miscellaneous Expenses	1,219	2,138	5,375
509022	Meals & Concessions	67	1,611	2,800
Total		1,450,020	1,261,179	1,723,660

LABOR & EMPLOYEE RELATIONS DEPARTMENT STAFFING

Grade	Job Name	2020	2021	2022
23	0757 Administrative Assistant	1.0	1.0	1.0
25	0899 Occupational Health Specialist	4.0	3.0	3.0
	1700 Benefits Specialist	1.0	1.0	1.0
26	TBD District Human Resources Generalist	-	-	2.0
27	1701 Lead Benefits Specialist	1.0	1.0	1.0
	0902 Labor & Employee Relations Specialist	1.0	1.0	1.0
28	0844 Benefits Manager	1.0	1.0	1.0
30	1343 Senior Director	1.0	1.0	1.0
Total		10.0	9.0	11.0

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                    SENIOR DIRECTOR
                    LABOR & EMPLOYEE
                        RELATIONS
                          30.B
                          (1)
                            |
                            |            ADMINISTRATIVE
                            |              ASSISTANT
                            |                23.A
                            |                 (1)
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BENEFITS MANAGER 28.A (1)	OCCUPATIONAL HEALTH SPECIALIST 25.A (3)	LABOR & EMPLOYEE RELATIONS SPECIALIST 27.A (1)	HUMAN RESOURCES GENERALIST 26.A (2)

LEAD BENEFTIS SPECIALIST 27.A (1)	BENEFITS SPECIALIST 26.A (1)

30- TRAINING AND EMPLOYEE DEVELOPMENT

OVERVIEW

The Training & Employee Development Department provides employee engagement, growth, learning, and development opportunities for all GCRTA employees by improving their skills, knowledge, confidence, and abilities in support of the Authority's goals.

2021 ACCOMPLISHMENTS

- Deepened partnership with Cuyahoga Community College (Tri-C) Transportation Innovation Center to expand Temporary Commercial Driver's License Program, launch the co-branded RTA and Tri-C Job and Workforce Development Job Hub, and Workforce Success Program.
- Expanded Customer Service Training strategy to positively impact culture and engagement of all work segments, launch Train-the-trainer, and deliver to remaining staff (excluding Operators and Transit Police).
- Increased access to Frontline Supervisor Development and Training Program, revised content to bridge skills gaps, created cross-agency partnership cohort with Northeast Ohio Areawide Coordinating Agency (NOACA) and Ohio Turnpike, resulting in 38 RTA employees participating in the program.
- Increased participation in personal and professional development across all work segments.
- Developed and launched four sessions of New Leader Assimilations and Team Building sessions for several departments.
- Refreshed the Bus Operator Training program based in best training practices, reducing training cycle by an average of 4-weeks.
- Launched, organized, and facilitated several cross-functional teams to assist with achieving a culture of ONE RTA based on Mission, Vision, Values (MVV) including Job Fairs, Strategy Teams, Employee Resource groups, etc.
- In collaboration with the Amalgamated Transit Union, developing the Bus Mechanical Apprenticeship Program under review by the State of Ohio.
- Developed and launched the training strategy to implement Outlook email and related M365 resources.

2022 PRIORITIES

- Continue to implement training and communication strategy to adopt new Mission, Vision, Values.
- Increase awareness and support to identify and create larger orientation and training spaces complete with modern technologies required to onboard new employees and upskill our existing workforce.
- Expand the use of technology (i.e. M365/ TEAMS, Oracle) to close the communications gap between employees at Main Office and operating districts.
- Implement the Community Training and Development Jobs Hub (Cuyahoga Community College partnership), Cleveland Metropolitan School District (CMSD), PACE, Hispanic Communities, and other regional training partners to impact workforce development learning for all work segments.
- Continue the implementation of the Customer Service Training Strategy for all employees.
- Continue the implementation of succession-planning initiatives for frontline supervisory, mid-level, sr. management.
- Continue the implementation of the Oracle Cloud upgrade to migration Oracle Human Resource Management System (HRMS) products to the cloud environment.
- Advance and improve the functionality and utilization of technology (Oracle, Kronos, ITS, TEAMS, Employee Self Service).
- Continue the development and implementation of employee resource groups.
- Improve training and learning accessibility through remote and blended learning, e-Learning, reallocation of instructor resources, and enhancements to curriculums.

TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT BUDGET

Object Class	Description	2020 Actual	2021 – 3Q Estimate	2022 Budget
501200	Hourly Employee Payroll	-	600	-
501300	Labor - Salaried Employees	2,036,680	2,179,827	2,442,082
501310	Overtime - Salaried Employees	78,714	94,627	65,000
502000	Fringe Benefits	822,107	862,412	906,799
502148	Tuition Reimbursement	43,198	71,972	80,000
503000	Services	45,943	8,245	93,200
503052	Other Maintenance Contracts	208,657	-	8,070
504000	Material & Supplies	3,697	5,750	26,100
509000	Miscellaneous Expenses	256,131	472,534	620,788
509022	Meals & Concessions	542	1,040	1,500
Total		**3,495,669**	**3,696,406**	**4,243,539**

TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT STAFFING

Grade	Job Name	2020	2021	2022
05	0511 Assistant Operating Instructor	1.0	3.0	4.0
06	0611 Operating Instructor	11.0	13.0	13.0
	0612 Vehicle Maintenance Instructor	5.0	5.0	5.0
26	1194 Safety Trainer	1.0	1.0	1.0
	1619 Travel Trainer	1.0	2.0	2.0
	1622 Power/Way Rail Trainer	2.0	2.0	2.0
	1631 Service Quality Trainer	1.0	1.0	1.0
28	0870 Manager Operations/Maintenance Training	1.0	1.0	1.0
	0886 Manager Training Rail Operations	1.0	1.0	1.0
	0906 Manager of Employee Development	1.0	1.0	1.0
30	1430 Director	1.0	1.0	1.0
Total		**26.0**	**31.0**	**32.0**

TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT ORGANIZATION CHART

Department Budgets- Human Resources Division