

# 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

Success Outcomes: **Customer Experience** **Community Impact** **Employee Investment** **Financial Health**

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.

## 2023 ACCOMPLISHMENTS

- Developed new and enhanced recruiting partnerships in government, education, non-profit, employment and philanthropy to increase the pipeline of interested and qualified applicants, resulting in 463 new hires including 260 operators and covering all work segments.
- Continued to grow the 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.
- Launched, organized, and facilitated several cross-functional teams to assist with achieving a culture of OneRTA based on mission, vision, and values (MVV) including Job Fairs, Strategy Teams, Employee Resource groups, etc.
- Focused and frequent wellness programming helped to keep health care premium rates lower than market average, and no increase of monthly premiums for employees.
- Collaborated to upgrade to Oracle (SaaS) Cloud to advance and improve use of the Oracle Human Resource Management System.

## 2024 PRIORITIES

### Customer Experience

- Continue cross-functional collaboration (HR, Operations, OMB) to improve recruitment and retention for key operational positions (operators, mechanics, facilities, transit police, administrative).

### Community Impact

- Continue evolving the Community Training and Development Jobs Hub (Cuyahoga Community College partnership), Cleveland Metropolitan School District (CMSD), Planning and Career Exploration (PACE), Hispanic Communities, and other regional training partners to impact workforce development learning for all work segments.

### Employee Investment

- Continue implementation and advancement of the hiring process measures (vacancy fill rate, time to fill, and candidate follow-up/status) to enhance and improve candidate experience, employee experience, and hiring manager experience.
- Continue to implement training and communication strategy that aligns with Mission Vision Values.
- Continue the implementation of succession-planning initiatives for frontline supervisory, mid-level, sr. management.
- Continue to improve training and learning accessibility through remote and blended learning, e-Learning, reallocation of instructor resources, and enhancements to curricula.
- Begin preparing for the Amalgamated Transit Union, Local 268 contract negotiations in 2024.
- Continue the development and implementation of a new and enhanced performance recognition program for improving employee engagement.

### Financial Health

- Continue the implementation of the Oracle Cloud upgrade to migration Oracle HRMS products to the cloud environment.

## LIST OF DEPARTMENTS

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

The 2024 Organizational Scorecard is shown in the Budget Management section of the Budget Guide. The results of the 2023 Human Resources Division scorecard are shown below, and the divisions were still developing their 2024 strategic scorecards to support GCRTA’s Strategic Plan as of the writing of this report.



## Human Resources 2023

Success Outcomes	Metric	Definition	FY2023 Performance Goals		Objective	Annual 2023
						Actual Results
Customer Experience	Customer Perception of Employees	The % of customers who agree or strongly agree to the statement "I view RTA employees favorably."	83%		↑	70%
	Vacancy fill rate : Operators (Bus, Paratransit, Rail)	The % of positions filled for Operators (RTA budget to actual Report)	83.7%, 85.9%, 90.1%, 94.4%		↑	86%, 84%, 86%, 87%
	Vacancy fill rate : Mechanics	The % of positions filled for Mechanics (RTA budget to actual Report)	85%, 90%, 95%, 95%		↑	79%, 79%, 82%, 84%
	Vacancy fill rate : Transit Police positions	The % of positions filled for Transit Police (RTA budget to actual Report)	85%, 90%, 95%, 95%		↑	76%, 88%, 94%, 94%
	Vacancy fill rate : Non-Bargaining	The % of positions filled for non-bargained positions (RTA budget to actual Report)	85%, 90%, 95%, 95%		↑	91%, 93%, 93%, 94%
	Agencywide Retention Rate	% of employees retained by quarter	88%		↑	97%
	<b>TOTAL POINTS</b>					
Community Value	Community Perception of GCRTA Employees	The % of community members who agree or strongly agree to the statement "I view RTA employees favorably."	63%		↑	65%
	<b>TOTAL POINTS</b>					
Financial Sustainability	Healthcare Cost Containment	Cost per employee per month not to exceed 5% above the Benchmark - \$1,605.81	5%		-	-4%
	Wellness Incentive Participation	The % increase in participation in wellness incentive programs	5%		↑	4%
	Operating Budget Used	The % of actual expenses (year to date) vs. annual budget.	25%, 50%, 75%, 100%		-	93%
	<b>TOTAL POINTS</b>					
Employee Engagement	Employees Agree - Supervisor Invested in Growth and Success	The % of employees that agree or strongly agree that their Supervisor is invested in their growth and success	79%		↑	88%
	Division Employees Agree - Understand Vision and Direction	The % of employees that agree or agree (or strongly agree) that that they understand the Vision and Direction of GCRTA	92%		↑	81%
	Division Employees Agree - Understand How Performance Linked to Organization Success	The % of employees that agree (or strongly agree) that they understand how their performance contributes to organizational success.	92%		↑	87%
	Percent of Engaged Employees	The % of employees who believe they are actively engaged in delivering the mission of GCRTA	54%		↑	60%
	<b>TOTAL POINTS</b>					

# 14- HUMAN RESOURCES DEPARTMENT

## OVERVIEW

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

## 2023 ACCOMPLISHMENTS

- 260 New Bus Operators Hired.
- Two-person Command Center Created (Bus & Mechanics).
- Decreased operator deficit from 148 in April to 108 in December.
- Ongoing goal and standard of 55+ operators in training classes.
- Created a Referral Bonus Plan for Bus/Skilled Trades (incremental payouts on retention).
- Created a Retiree Return to Work Program.
- Wage Increase for Bus Operators and Laborers.
- 80+ Community Events.
- Recruitment Collaboration: Cleveland Public Library, Cuyahoga County Public Library, OhioMeansJobs Cuyahoga, Lake & Lorain, Tri-Access Centers, Ohio Technical College, Great Lakes Trucking.

## 2024 PRIORITIES

- |                          |                            |                         |                            |                         |
|--------------------------|----------------------------|-------------------------|----------------------------|-------------------------|
| <b>Strategic Plan</b>    | <b>Customer Experience</b> | <b>Community Impact</b> | <b>Employee Investment</b> | <b>Financial Health</b> |
| <b>Success Outcomes:</b> | <b>(CE)</b>                | <b>(CI)</b>             | <b>(EI)</b>                | <b>(FH)</b>             |
- Develop staff to incorporate all decision-making to enhance the Customer Experience, Community Value, Fiscal Sustainability & Employee Growth and the Connecting the Community brand (CE, CI, EI, FH).
  - Hire skilled staff for ongoing recruitment of Bus, Mechanics, Engineers & Technical (CE, EI).
  - Enhance College & University Partnerships (CI, EI).
  - Develop Economic Development Relationships with all Cuyahoga County municipalities (CI, FH).
  - Continue the implementation of the new UKG Ready Applicant Tracking system to improve the customer experience, onboarding and retention for critical operational positions (operators, mechanics, transit police and administrative) (CE, EI, FH).

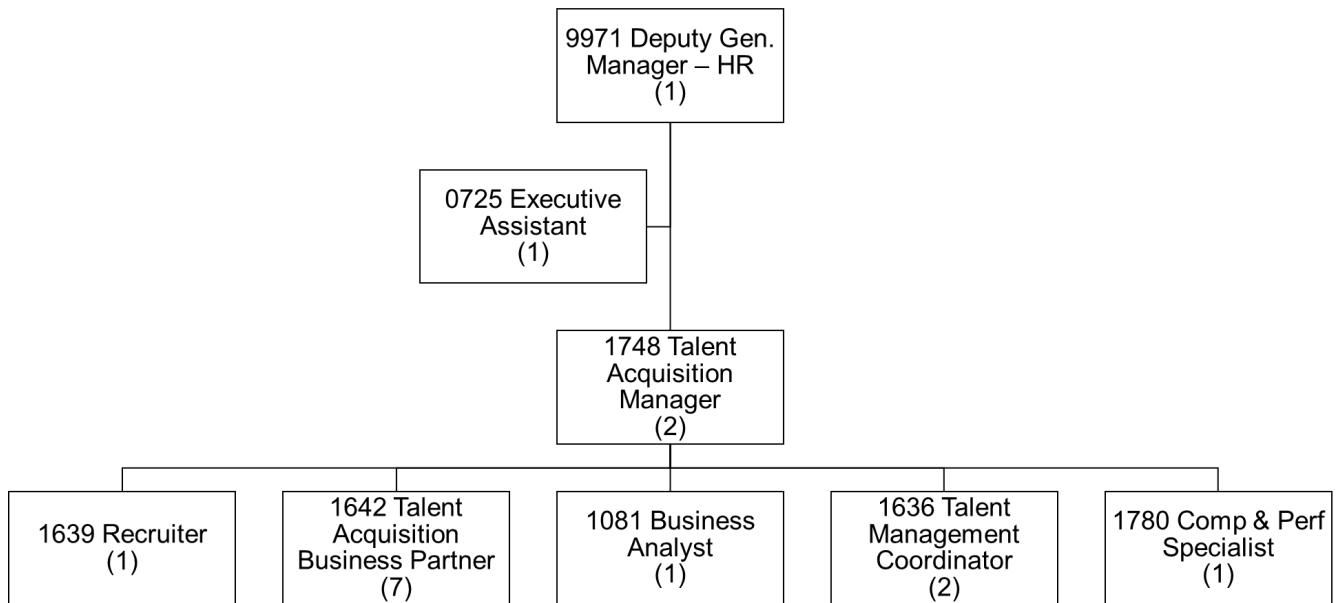
## HUMAN RESOURCES DEPARTMENT BUDGET

Object Class	Description	2022 Actual	2023 Actual	2024 Budget
501200	Hourly Employee Labor	\$0	\$0	\$210,960
501300	Salaried Employees Labor	838,311	1,010,924	1,097,620
501310	Salaried Employees Overtime	20	434	0
502000	Fringe Benefits	322,790	374,502	413,398
503000	Services	281,136	264,855	159,000
503020	Advertisement Fees	20,844	46,960	75,000
503049	Temporary Service	38,599	133,026	30,000
504000	Materials & Supplies	17,714	28,718	17,500
509000	Miscellaneous Expense	102,603	78,580	87,700
509022	Meals/Food/Per Diem	14,978	23,206	25,000
<b>Total</b>		<b>\$1,636,995</b>	<b>\$1,961,205</b>	<b>\$2,116,178</b>

## HUMAN RESOURCES DEPARTMENT STAFFING

Grade	Job Name	2022	2023	2024
00	XXXX. Seasonal Interns	-	-	-
105	1636.Talent Management Coordinator	2	2	2
106	1081.Business Analyst (Public Transit Development Program)	2	2	1
106	1639.Recruiter	2	1	1
107	0725.Executive Assistant	1	1	1
107	1642.Talent Acquisition Business Partner I	4	6	7
108	1780.Comp & Perf Specialist	1	1	1
111	1748.Talent Acquisition Manager	2	1	2
116	9971.DGM - Human Resources Division	1	1	1
<b>Total</b>		<b>15</b>	<b>15</b>	<b>16</b>

## HUMAN RESOURCES DEPARTMENT ORGANIZATION CHART



Total FTE's = 16

# 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. The Department also utilizes HR Generalists to assist Districts with HR related matters and to serve as a liaison with the other HR divisional partners.

## 2023 ACCOMPLISHMENTS

- Health care premium rates increased less than the market average.
- Received the 2023 Healthy Worksite Gold Level Award for our wellness initiatives.
- Continued Get Fit Wellness Program and wellness education through People One Portal.
- Increased the number of employees receiving the Wellness Incentive.
- Continued the purchase of standing desks to promote ergonomic workstations.
- Ensured completion of drug alcohol testing on safety-sensitive employees in accordance with Federal Transit Administration (FTA) regulations. Completed a successful FTA drug and alcohol program audit.
- Completed a successful Triennial Audit.
- Continued Positive Discipline supervisory training.
- Continued to track and monitor TEAM attendance and comply with Family Medical Leave Act (FMLA) 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.
- Updated Personnel Policy and Procedure manual.
- Negotiated an AM/PM Extra Board for Operators.
- Negotiated new wage rates and step progression for Operators and Laborers.
- Negotiated updated lateral transfer opportunities with the FOP.
- Negotiated a financially sustainable FOP labor agreement.
- Negotiated a financially sustainable contract with a new FOP bargaining unit with the Lieutenants including the use of 12-hour shifts.
- Developing a vacation donation program for all employees.
- Developing a program for employees to use to help identify child-care facilities.
- Held District learning sessions with medical provider.

## 2024 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"> <li>Negotiate a financially sustainable ATU labor agreement (EI, FH).</li> <li>Implement the newly negotiated contract with the FOP for the Lieutenants (EI, FH).</li> <li>Implement the negotiated vacation donation policy for all employees (EI).</li> <li>Implement Tootris program for employees to use to help identify child-care facilities (EI, FH).</li> <li>Will be an integral part of the Oracle upgrade implementation (EI, FH).</li> <li>Continue the implementation of strategic initiatives to continue to contain healthcare costs and optimize benefits design and wellness activities (EI, FH).</li> <li>Process Affordable Care Act (ACA) tax forms and ensure benefit compliance with ACA regulations (FH).</li> <li>Administer unemployment compensation &amp; COBRA benefits process and monitor funds (FH).</li> <li>Complete requests for proposals for Drug &amp; Alcohol collection site and Employee Assistance Programs (CE, FH).</li> <li>Ensure compliance by completing operator biennial exams prior to their expiration (CE, FH).</li> <li>Perform drug tests on at least 50% and alcohol tests on at least 10% of safety-sensitive pool (CE, FH).</li> <li>Administer Drug &amp; Alcohol (D&amp;A) policies and process all FMLA requests (CE, EI, FH).</li> <li>Provide FMLA &amp; D&amp;A training to supervisors (EI, FH).</li> <li>Provide advice, training, and counsel to managers, supervisors, and employees on discipline, grievances, policies, contracts, and labor laws (EI, FH).</li> <li>Chair and/or facilitate various Labor Management committees (EI).</li> </ul>				

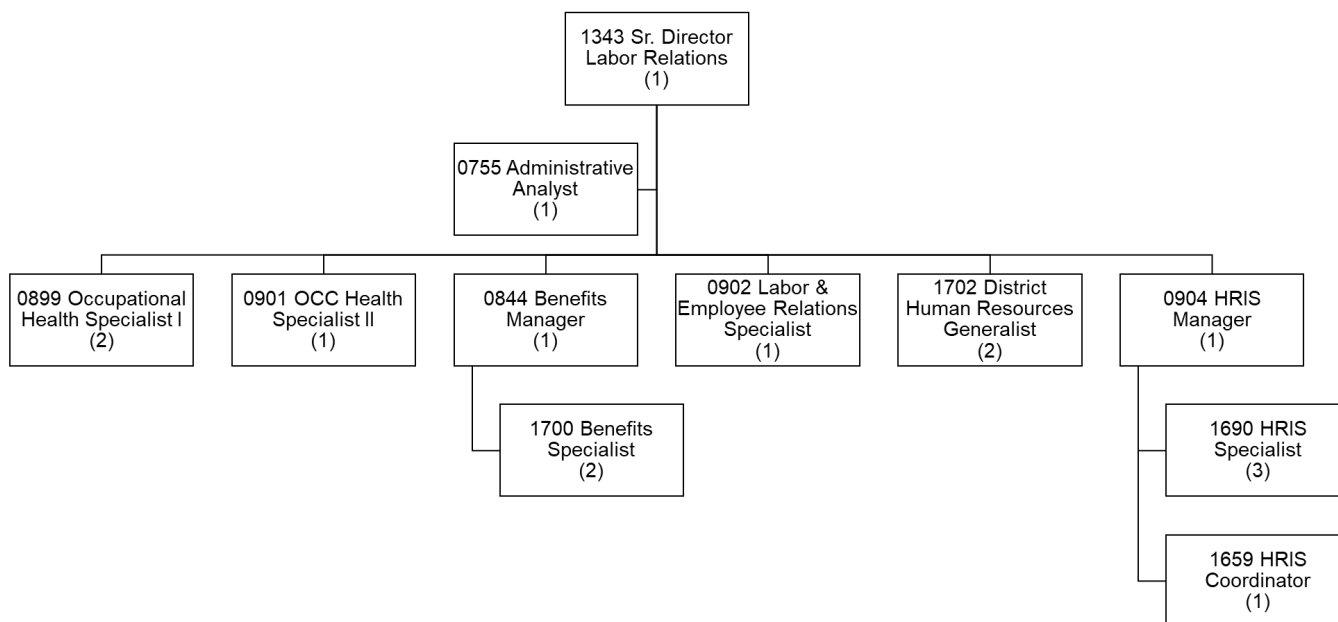
## LABOR & EMPLOYEE RELATIONS DEPARTMENT BUDGET

Object Class	Description			
501300	Salaried Employees Labor	\$958,366	\$1,042,020	\$1,165,156
502000	Fringe Benefits	383,108	371,481	390,524
502070	Unemployment Compensation	37,246	60,600	93,000
503000	Services	170,812	71,737	144,840
503049	Temporary Service	0	27,009	0
503052	Other Maintenance Contract	270,398	419,803	533,495
504000	Materials&Supplies	1,230	1,560	900
509000	Miscellaneous Expense	4,638	5,119	6,600
509022	Meals/Food/Per Diem	444	610	1,500
<b>Total</b>		<b>\$1,826,242</b>	<b>\$1,999,939</b>	<b>\$2,336,015</b>

## LABOR & EMPLOYEE RELATIONS DEPARTMENT STAFFING

Grade	Job Name			
105	XXXX. HRIS Administrative Clerk	-	-	1
109	XXXX. HRIS Specialist II	-	-	-
106	0755 Administrative Analyst	-	1	1
107	0899.Occupational Health Specialist I	3	2	2
108	1690.HRIS Specialist	3	3	3
108	1700.Benefits Specialist	2	2	2
108	0901.Occupational Health Specialist II	-	1	1
108	1702.District Human Resources Generalist	2	2	2
109	0902.Labor and Employee Relations Specialist	1	1	1
112	0844.Benefits Manager	1	1	1
112	0904.HRIS Manager	1	1	1
114	1343.Sr Director - Labor and Employee Relations, Compliance	1	1	1
Total		14	15	16

## LABOR & EMPLOYEE RELATIONS ORGANIZATION CHART



Total FTE's = 16



# 30- TRAINING AND EMPLOYEE DEVELOPMENT

## OVERVIEW

GCRTA's Training and Employee Development department continues to enhance its People Strategy by expanding access to educational and development opportunities that lead to skills-development, increased awareness to innovative ideas, differing perspectives, and fosters a culture of learning.

## 2023 ACCOMPLISHMENTS

### Tri-C Job Hub Partnership Programming

The Community Training and Development Job Hub partnership model between Cuyahoga Community College and Greater Cleveland Regional Transit Authority aligns with Tri-C's current Access Center framework, provides pathways out of poverty for underserved populations by connecting them to education, training, and jobs through community and business partnerships. Job Hub programming attracts new employees and upskills current employees for GCRTA career opportunities.

### Core Programs

- **Temporary Commercial Driver Training** – Upon hire, most new bus operators begin their first week employed at GCRTA attending classes at Tri-C's Transportation Innovation Center to prepare for the written portion of the temporary Commercial Driver Learner permit.
- **Frontline Leader** – We continued to benefit from the cross-agency partnership (with Ohio Turnpike) cohort of the Frontline Leader (FLL) program, as well as those who completed the Accelerated Frontline Leader program. Graduates shared their key takeaways and had a chance to reflect on the impact of the program on their work and supervisory responsibilities.
- **Lean Six Sigma** – Thirteen (13) employees completed their Lean Six Sigma Green Belt certification journey. After completing in-person and online coursework in the second quarter, they completed and presented their Green Belt projects to management and their peers on August 8, 2023.
- **Bus Mechanic Apprenticeship** – Six (6) Bus Mechanic Apprentices and one (1) Bus Mechanic Instructor began courses in October at Tri-C's Automotive Technology Center in Parma. The courses included in the Joint Apprenticeship Agreement established with the ATU, Q1-2022.

### Technical Skills Building, Leadership, and Professional Development

GCRTA hosted several training programs in 2023, which included a wide variety of development programs offered by local community partners and external vendors.

- **Vendor Training** – RTA hosted five (5) Vendor Led Training courses including: Big J Signal TCS Circuits and Locking Overview (25+ students), Big J Level 2 Signal Training (5 students), AVO Substation Level 2 Training (8 students), AVO Substation Protective Relay Maintenance Training (11 students) and Resource Conservation and Recovery Act Training (15 students).
- **Procurement Training** – RTA hosted another 4-day training facilitated by the National Transit Institute, this time on Procurement II: Risk Assessment and Basic Cost or Price Analysis. Nine of the 35 learners were GCRTA employees from Procurement, Office of Management and Budget, and the Office of Business Development. Attendees visiting Cleveland to attend this training provided resounding positive feedback for our hosting efforts.

- **Transit Rail System Safety Training** – RTA hosted a training facilitated by the Transportation Safety Institute (TSI) on Transit Rail System Safety. This was a great opportunity to educate and certify 12 GCRTA employees, and host 12 out-of-town guests in our Main Office Board Room for a full week of all-day training.
- **Paratransit Eligibility Training** – RTA hosted a training facilitated by Easter Seals Project Action, the subject matter experts in the field of determining eligibility for Paratransit services. This important training was attended by members of the RTA team who are directly involved in the determination of Paratransit eligibility, as well as members of the Paratransit District team and representatives from nearby transit agencies seeking this training.

## Employee Engagement and Enrichment Programs

Employee led development opportunities, engagement events, and RTA training and development initiatives customized for the interests and needs of RTA employees.

- **Midwest Transit Leadership Exchange Conference** – In August, GCRTA hosted members of the Pittsburgh Regional Transit (PRT) and Central Ohio Transit Authority (COTA) for a two-day conference featuring sessions about creative problem solving (presented by PRT), our operator mentoring program, the railcar replacement project, group brainstorming on recruitment and retention, and tours of GCRTA facilities. Our guests were very pleased and look forward to future in-person conferences at other agencies.
- **Operator Mentoring Certification** – Nine (9) mentors this quarter have been certified in the Positive Impact Program, which identifies veteran operators committed to ensuring new operators have a firm foundation to build fulfilling careers.
- **Road Instructor Certification** – Twenty-one (21) bus operators were certified in the program which identifies, upskills excellent operators, and prepares them to be road instructors to assist newer operators in succeeding during training.
- **Smith System Pilot Program** – Three (3) bus operators were certified in the program which identifies the principles of the Smith System Driver Trainer Course. These operators were identified based on the high accident rate of 2-> 5-year employees at Triskett which represents 18% of their accident pool.
- **TIC and ADA Customer Service Training** – Nine (9) current employees working in our Telephone Information Center (TIC) and American Disabilities Act (ADA) offices. The training focused on the five elements of quality service: Reliability, Assurance, Tangible, Empathy, and Responsiveness.
- **Coaching Certificate** – Six employees continued their coursework toward earning a Weatherhead Coaching Certificate, positioning them to build an internal coaching support system, and to build RTA's bench strength of internal coaches.
- **Summer Internship Program** – RTA hosted eight interns throughout the summer months, with a comprehensive internship program that included professional development, networking opportunities, mentoring, and reporting out to management at the end of the summer. Three of the summer interns remain on staff due to mutual interest and availability.
- **St. Martin de Porres Corporate Work Study Program** – In September, GCRTA entered into an agreement with St. Martin de Porres High School, whereby we host a senior in high school one day per week for a work study experience. This program will continue through the school year. The student is working with the Training and Employee Development Department and will interact with many GCRTA stakeholders throughout the school year.
- **OSHA 30-HOUR** – RTA's Safety Trainer completed the Great Lakes OSHA Education Center's coursework and testing required to become an OSHA 30-hour Construction Industry instructor.

## 2024 PRIORITIES

Strategic Plan	Customer Experience (CE)	Community Impact (CI)	Employee Investment (EI)	Financial Health (FH)
Success Outcomes:				
<ul style="list-style-type: none"> <li>Secure funding by applying for grants to create a minimum of two large training spaces using existing GCRTA real estate. This is required to effectively facilitate the need for larger orientation and training spaces equipped with modern technologies for onboarding new employees and upskilling our existing workforce (CE, EI, FH).</li> <li>In addition to training, content design, and employee development, expand our function to include employee performance, career pathing, and succession planning (EI, FH).</li> <li>Work with IT to secure a learning management system that is compatible with our existing software to increase our capabilities by expanding access to on-demand training programs (EI).</li> <li>Continue to look for opportunities to increase the use of the Community Training and Development Jobs Hub (Cuyahoga Community College partnership), Cleveland Metropolitan School District (CMSD), Planning and Career Exploration (PACE), Hispanic Communities, and other regional training partners to impact workforce development learning for all work segments (CI, EI, FH).</li> <li>Continue to prioritize training program development requests positioning our function to readily support the increased number of training program development requests by developing a standardized intake process, to assist with understanding the need, impact to the agency, and prioritization of development of the program (EI).</li> </ul>				

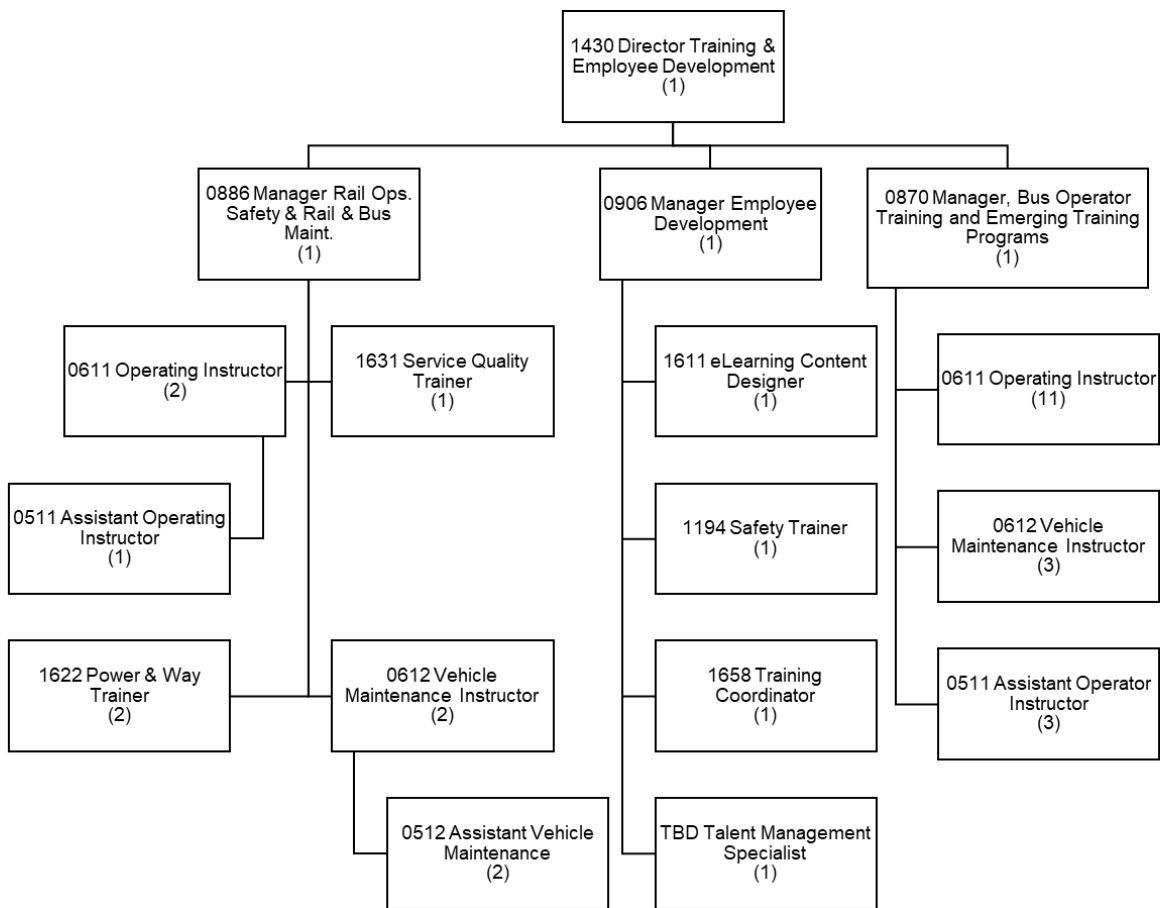
## TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT BUDGET

Object Class	Description			
501100	Operators Labor	\$0	\$538	\$0
501200	Hourly Employee Labor	2,099	2,401	0
501300	Salaried Employees Labor	2,217,264	2,517,223	2,736,855
501310	Salaried Employees Overtime	164,503	197,586	65,000
502000	Fringe Benefits	904,630	919,058	893,698
502148	Tuition Reimbursement	44,501	34,647	80,000
503000	Services	850	16,370	10,000
503049	Temporary Service	0	24,581	0
503052	Other Maintenance Contract	0	0	8,500
504000	Materials & Supplies	5,227	3,340	35,200
509000	Miscellaneous Expense	704,522	1,012,706	959,505
509022	Meals/Food/Per Diem	515	4,010	1,500
<b>Total</b>		<b>\$4,044,111</b>	<b>\$4,732,460</b>	<b>\$4,790,258</b>

**TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT STAFFING**

Grade	Job Name	2021	2022	2023
05	0511.Assistant Operating Instructor	4	4	4
06	0611.Operating Instructor	13	13	13
06	0612.Vehicle Maintenance Instructor	5	5	7
106	1658.Training Coordinator	-	1	1
108	1611.eLearning Content Designer	1	1	1
108	XXXX Talent Management Specialist	-	-	1
109	1194.Safety Trainer	1	1	1
109	1622.Power & Way / Rail Trainer	2	2	2
109	1631.Service Quality Trainer	1	1	1
111	0870.Mgr./ Oprl. and Maintl. Training	1	1	1
111	0886.Manager of Training Rail Operations & Rail Maintenance	1	1	1
111	0906.Manager - Employee Development	1	1	1
114	1430.Director Training and Emp Dev	1	1	1
26	1619.Travel Trainer	1	-	-
<b>Total</b>		<b>32</b>	<b>32</b>	<b>35</b>

**TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT ORGANIZATION CHART**



Total FTE's = 35