

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 and talent management, continuous improvement, compliance, innovation and technology, and culture and engagement. Reporting focuses on performance management, workforce retention and training, attendance, labor and employee relations metrics, benefits and wellness, and training and employee development.

2021 is a year in transition. As the Authority completes its Strategic Plan update, divisions and departments will move from connection with the previous plan's Mission, Vision, Values, Vital few objectives, and scorecard measurements (as outlined in following pages) to new priorities beginning with the RTA Targets (Division level metrics to address RTA identified **Success Outcomes**) that are presented for the first time after Division priorities.

2020 ACCOMPLISHMENTS

- Developed and implemented a customer service strategy and training to positively impact culture and engagement for all work segments.
- Continued partnership with Cuyahoga Community College (Tri-C) Transportation Innovation Center to launch Temporary Commercial Driver's License Program.
- Developed and Implemented a COVID-19 strategy to include, but not limited to, regular meetings with cross functional teams, temperature taking at all locations, face mask/face covering requirements, supply and distribution of personal protective equipment, COVID-19 positive test/exposure notification process, telecommuting and phased return to work processes, and overall internal and external communication.
- Implemented new forms for tracking processes for the government leave provided during the COVID pandemic.
- Hosted the 7th Midwest Transit Leadership Exchange (MTLE) Conference.
- Received, for the second year in a row, the 2020 Healthy Workplace Silver Award from Healthy Business Council of Ohio.
- Continued the deployment of Frontline Supervisor Development and Training Program by completing cohorts 6 and 7.
- Successfully negotiated and implemented a new labor agreement with the Fraternal Order of Police.
- Completed Blind Awareness Training for all Paratransit Operators.
- Launched Elevating Women Together, GCRTA's first women's employee resource group.
- Developed and Implemented Inclusive Leadership Certificate Program for executive leadership, managers and supervisors.
- In collaboration with the Amalgamated Transit Union, developed a Bus Mechanical Apprenticeship Program to implement in 2021.
- Continued the development and implementation of a customer service training for all work segments.
- Completed Kronos Cloud Timekeeping & Attendance upgrade to improve payroll administration and human resources timekeeping efficiencies.
- Developed the training strategy to implement Outlook email and related M365 resources.

- Initiated the upgrade to Oracle (SaaS) Cloud to advance and improve use of the Oracle Human Resource Management System.

2021 PRIORITIES

- Develop and implement training and communication strategy to adopt new Mission, Vision, Values.
- 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), 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 strategic initiatives to continue to lower healthcare costs and optimize benefits design and wellness activities.
- Continue cross-functional collaboration (HR, Operations, OMB) to improve recruitment and retention for key operational positions (operators, mechanics, facilities).
- Negotiate a cost effective successor contractual agreement with the Amalgamated Transit Union, Local 268.
- Continue the implementation of succession-planning initiatives for frontline supervisory, mid-level, sr. management.
- 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.

LIST OF DEPARTMENTS

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

HUMAN RESOURCES



Success Outcomes	Metric	FY2020 Performance Goals	Objective	Goal Points	Definition	Information System	Owner
Customer Experience	Customer Perception of Employees	30%	↑	20	The % of employees viewed favorably by our customers	Customer Survey	Sandy Strack
	Internal Net Promoter Score	15	↑	10	The Net Promoter Score of HR functions as rated by GCRTA employees	Employee Survey	Sandy Strack
	TOTAL POINTS			30			
Community Value	Workforce Development Partnerships	25%	↑	2	The % of GCRTA employees hired through workforce development partnerships rated highly effective by their supervisor	Performance Data	Liz Jaszczak
	Training and Recruitment	20%	↑	2	The % of GCRTA employees hired from the community rated highly effective by their supervisor	Performance Data	Liz Jaszczak
	Community Perception of GCRTA Employees	20%	↑	2	The % of GCRTA employees viewed favorably by our community	Community Survey	Sandy Strack
	TOTAL POINTS			6			
Financial Sustainability	Healthcare Cost Containment	5%	–	4	Cost per employee per month not to exceed 5% above the Mercer Benchmark.	Performance Data	Scott Ferraro
	Wellness Incentive Participation	5%	↑	3	The % increase in participation in wellness incentive programs	Participation Data	Scott Ferraro
	Budget Adherence	\$7M	–	4	Division functions delivered within budget	Financial Data	George Fields
	TOTAL POINTS			11			

Success Outcomes	Metric	FY2020 Performance Goals	Objective	Goal Points	Definition	Information System	Owner
Employee Engagement	Division Employees Agree - Supervisor Invested in Growth and Success	5%	↑	3	The % of employees that agree or strongly agree that their Supervisor is invested in their growth and success	Employee Survey	Wendy Talley
	Division Employees Agree - Understand Vision and Direction	10%	↑	5	The % of employees that agree or strongly agree that that they understand the Vision and Direction of GCRTA	Employee Survey	George Fields
	Division Employees Agree - Understand How Performance Linked to Organization Success	20%	↑	5	The % of employees that agree or strongly agree that they understand how their performance contributes to organizational success.	Employee Survey	George Fields
	Workforce Net Promoter Score	5	↑	5	% Promoters minus % Detractors that recommend Division as a place to work	Employee Survey	George Fields
	Performance Review	75%	-	3	The % of Supervisors who complete employee reviews in a timely manner	Performance Data	Liz Jaszczak
	Hours of Training per Employee Group	5%	↑	3	The % increase in annual training hours per employee group	Performance Data	Wendy Talley
	Voluntary Training - Participation	5%	↑	3	The % of bargaining unit employees who engage in voluntary training sessions	Performance Data	Wendy Talley
	Voluntary Training - Found Valuable	65%	↑	5	The % of employees that agree or strongly agree that training is valuable	Employee Survey	Wendy Talley
	Mandatory Training - Participation	95%	↑	6	The % of bargaining unit employees who engage in mandatory training sessions	Performance Data	Wendy Talley
	Mandatory Training - Found Valuable	65%	↑	5	The % of employees that agree or strongly agree that training is valuable	Employee Survey	Wendy Talley
	Percent of Engaged Employees	30%	↑	10	The % of employees who believe they are actively engaged in delivering the mission of GCRTA	Employee Survey	George Fields
TOTAL POINTS				53			
OVERALL PERFORMANCE SCORE				100			

HUMAN RESOURCES DEPARTMENT

MISSION STATEMENT

The Human Resources Department provides employment, talent acquisition, compensation, and human resource information systems 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 People Strategy for Talent Management and Leadership Development, and succession planning across all workforce segments. Partnering with Training & Employee Development, Human Resources is charged with developing recruitment partnerships and plans, monitoring turnover, defining and fulfilling capability & capacity needs, and action plans to improve bench strength throughout the workforce.

2020 ACCOMPLISHMENTS

- Implemented cross-functional collaboration (HR, Operations, OMB, Marketing) to improve recruitment and retention for key operational positions (operators, mechanics, facilities).
- Developed and implemented partnership with Cuyahoga Community College (Tri-C) Transportation Innovation Center to launch Temporary Commercial Driver's License Program.
- Partnered with Marketing & Communications to launch recruitment advertising campaign.
- Hosted the 7th Midwest Transit Leadership Exchange (MTLE) Conference.
- Developed new and enhanced recruiting partnerships to increase the pipeline of interested and qualified applicants for mechanic hiring.
- Implemented Federal Transit Administration (FTA) Affirmative Action Plan guidelines to enhance recruitment effectiveness.
- Completed Kronos Cloud Timekeeping & Attendance upgrade to improve payroll administration and human resources timekeeping efficiencies.
- Initiated the upgrade to Oracle (SaaS) Cloud to advance and improve use of the Oracle Human Resource Management System.
- Partnered with outside vendor to create new, customized pre-hire assessments for operator candidates
- Created a pilot program to increase Human Resources presence at district locations. Pilot programs starting in 2021.
- Revised non-bargaining hiring selection process and procedures.
- Revised Management Development Program (MDP) rotational offerings to enhance the MDP learning experience.
- Implemented virtual interviewing, training and meeting options to meet business needs during global pandemic.
- Launched Elevating Women Together, GCRTA's first women's employee resource group.

2021 PRIORITIES

- 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.
- Advance and improve the functionality and utilization of technology (Oracle, Kronos, ITS, TEAMS, Employee Self Service).
- Continue the implementation of the Oracle Cloud upgrade to migration Oracle HRMS products to the cloud environment.

- Complete a compensation study to review and revise non-bargaining salary administration.
- Development of programs and initiatives for improving culture and engagement.
- Study of education/work experience equivalencies to apply consistently to job descriptions.
- Implement hiring manager satisfaction surveys.
- Continue focus on developing and implementing innovative recruitment solutions and partnerships.
- Continue the development and implementation of employee resource groups.
- Continue with the revision of non-bargaining interview and selection processes and procedures.
- Develop and implement performance evaluations for transit police bargaining unit staff.

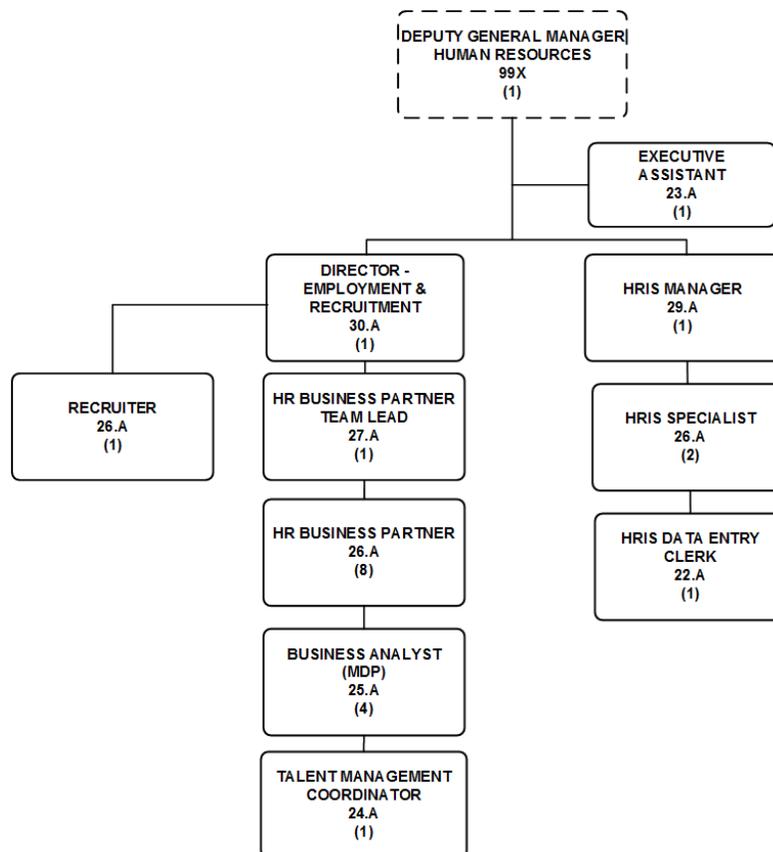
HUMAN RESOURCES DEPARTMENT BUDGET

Object Class	Description	2019 Actual	2020 Estimate	2021 Budget
501200	Hourly Employees	\$0	\$428	\$261,000
501300	Labor – Salaried Employees	1,116,053	1,054,771	1,064,555
501310	Overtime – Salaried Employees	363	0	0
502000	Fringe Benefits	416,204	392,116	436,444
502071	W/C – Injuries & Damages	0	115,038	0
503000	Services	92,502	78,494	242,000
503020	Advertising Fees	28,827	7,600	48,000
503049	Temporary Help	341	0	66,640
504000	Materials & Supplies	10,362	(842)	20,500
509000	Miscellaneous Expenses	9,005	5,385	21,125
509022	Meals & Concessions	796	0.00	7,050
Total		\$1,674,452	\$1,652,991	\$2,167,314

HUMAN RESOURCES DEPARTMENT STAFFING

Grade	Job Name	2019	2020	2021
22	1659 HRIS Data Entry Clerk	1.0	1.0	1.0
23	0725 Executive Secretary	1.0	1.0	1.0
24	1636 Talent Management Coordinator	1.0	1.0	1.0
25	1081 Business Analyst	4.0	4.0	4.0
26	1639 Recruiter	-	-	1.0
	1640 HR Business Partner	5.0	4.0	3.0
	1690 HRIS Specialist	2.0	2.0	2.0
	1700 Benefits Specialist	1.0	-	-
27	1641 HR Business Partner Team Lead	-	1.0	1.0
28	0844 Benefits Manager	1.0	-	-
29	0904 HRIS Manager	1.0	1.0	1.0
30	1444 Director of Employment & Recruitment	1.0	1.0	1.0
99	9971 DGM Human Resources	1.0	1.0	1.0
	Total	18.0	17.0	17.0

HUMAN RESOURCES DEPARTMENT ORGANIZATION CHART



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 Labor and Employee Relations 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.

2020 ACCOMPLISHMENTS

- Received for the second year in a row the 2020 Healthy Workplace Silver Award from Healthy Business Council of Ohio.
- Health care premium rates did not increase for 2020.
- Implemented temperature taking at all locations during the COVID pandemic.
- Implemented new forms for tracking processes for the government leave provided during the COVID-19 pandemic.
- Continued Positive Discipline and Labor Relations supervisory training.
- Implemented and trained management on the new labor agreement the Amalgamated Transit Union, Local 268.
- Negotiated and implemented a new labor agreement with the Fraternal Order of Police.
- 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; ensure proper discipline and discharge procedures are followed to limit claims liability.
- Ensured completion of drug alcohol testing on safety-sensitive employees in accordance with Federal Transit Administration (FTA) regulations.
- Continued Get Fit Wellness Program and wellness education during the pandemic.
- Implemented health and safety protocols for fitness centers during the pandemic.
- Completed the Request for Proposal (RFP) for laboratory drug testing.
- Developed and implemented benefits open enrollment virtual fairs and videos for employees to access regarding benefit and vendor information.

2021 PRIORITIES

- 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.
- Complete requests for proposals for Drug & Alcohol collection site, Health Care Consultant and Employee Assistance Programs.
- Provide advice, training, and counsel to managers, supervisors, and employees on discipline, grievances, policies, contracts, and labor laws.
- Negotiate a cost effective successor contractual agreement with the Amalgamated Transit Union, Local 268.
- Prepare for negotiations with the Fraternal Order of Police in the first quarter of 2022.

- Chair and/or facilitate various Labor Management committees.
- Continue to administer and monitor the on line uniform ordering process.
- Administer unemployment compensation & COBRA benefits process and monitor funds.
- 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.
- Continue the implementation of the Oracle Cloud upgrade to migration Oracle HRMS products to the cloud environment.

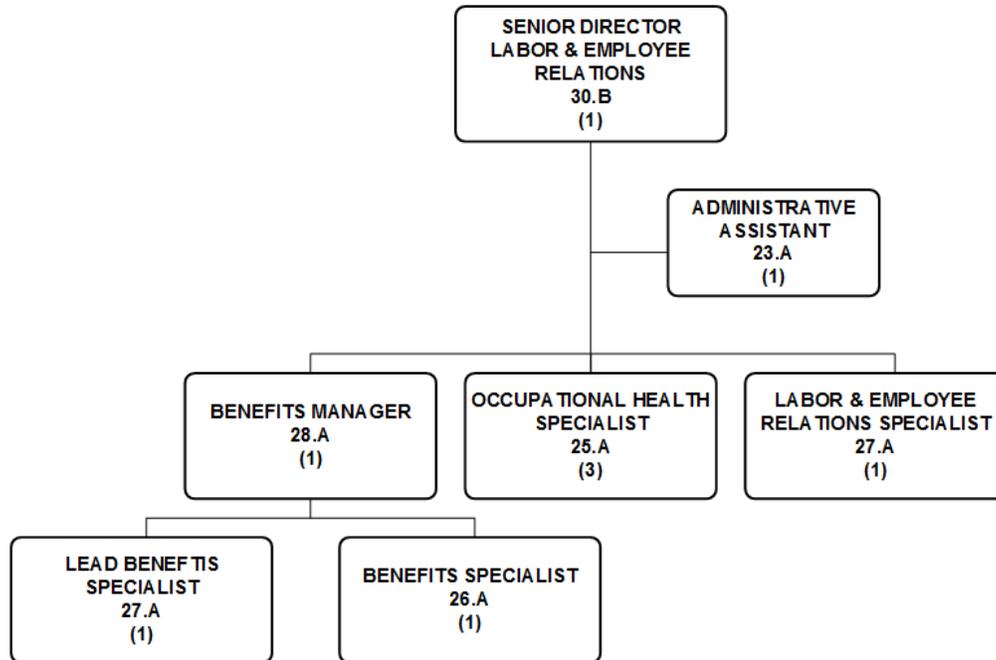
LABOR & EMPLOYEE RELATIONS DEPARTMENT BUDGET

Object Class	Description	2019 Actual	2020 Estimate	2021 Budget
501300	Labor Salaried Employees	\$365,199	\$585,283	\$596,855
502000	Fringe Benefits	113,836	210,923	219,683
502070	Unemployment Compensation	77,129	100,742	150,000
503000	Services	110,953	244,208	164,660
503049	Temporary Help	47,263	0	0
503052	Other Maintenance Contracts	222,956	245,170	248,840
504000	Materials & Supplies	707	337	900
509000	Miscellaneous Expenses	2,870	1,219	4,375
509022	Meals & Concessions	173	267	5,800
Total		\$941,086	\$1,388,149	\$1,390,292

LABOR & EMPLOYEE RELATIONS DEPARTMENT STAFFING

Grade	Job Name	2019	2020	2021
22	0721 Secretary I	1.0	-	-
23	0757 Administrative Assistant	-	1.0	1.0
25	0899 Occupational Health Specialist	2.0	2.0	3.0
26	1963 Wellness Coordinator	1.0	-	-
	1700 Benefits Specialist	-	1.0	1.0
27	1701 Lead Benefits Specialist	-	1.0	1.0
	0902 Labor & Employee Relations Specialist	1.0	1.0	1.0
28	0844 Benefits Manager	-	1.0	1.0
30	1342 Director	1.0	1.0	1.0
Total		6.0	8.0	9.0

LABOR & EMPLOYEE RELATIONS ORGANIZATION CHART



TRAINING AND EMPLOYEE DEVELOPMENT DEPARTMENT

MISSION STATEMENT

The mission of the Training & Employee Development Department is to provide employee engagement, growth, learning, 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 People Strategy initiatives the Training & Employee Development department addresses leadership development and succession planning, continuous improvement, compliance, and culture and engagement. Each of these areas address the promotion process, improving talent "bench strength", and improving overall performance, productivity, and employee engagement.

2020 ACCOMPLISHMENTS

- Created partnership with Cuyahoga Community College (Tri-C) Transportation Innovation Center to launch Temporary Commercial Driver's License Program.
- Developed and implemented a Customer Service Training strategy to positively impact culture and engagement of all work segments.
- Continued the deployment of Frontline Supervisor Development and Training Program by completing cohorts 6 and 7.
- Completed Blind Awareness Training for all Paratransit Operators.
- In collaboration with the Amalgamated Transit Union, developed a Bus Mechanical Apprenticeship Program to implement in 2021.
- Developed and Implemented Inclusive Leadership Certificate Program for executive leadership, managers and supervisors.
- Developed the training strategy to implement Outlook email and related M365 resources.

2021 PRIORITIES

- Develop and implement training and communication strategy to adopt new Mission, Vision, Values.
- 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), 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 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.

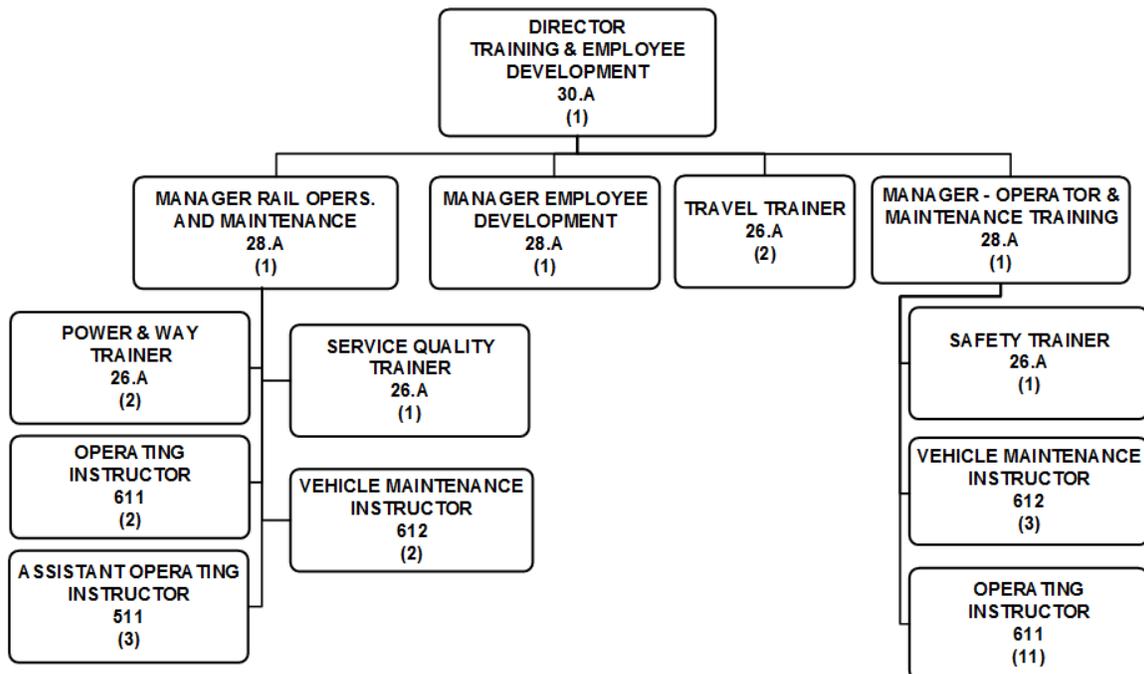
TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT BUDGET

Object Class	Description	2019 Actual	2020 Estimate	2021 Budget
501200	Hourly Employees	\$2,373	\$0	\$0
501300	Labor – Salaried Employees	1,869,166	2,021,260	2,242,018
501310	Overtime – Salaried Employees	98,551	56,176	80,000
502000	Fringe Benefits	746,749	746,557	870,728
502148	Tuition Reimbursement	47,232	44,224	50,000
503000	Services	6,434	69,198	158,200
503052	Other Maintenance Contracts	189,868	208,657	210,393
504000	Materials & Supplies	(575)	3,334	26,100
509000	Miscellaneous Expenses	346,040	205,328	411,588
509022	Meals and Refreshments	0	942	1,500
	Total	\$3,305,838	\$3,355,675	\$4,050,528

TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT STAFFING

Grade	Job Name	2019	2020	2021
05	0511 Assistant Operating Instructor	1.0	1.0	3.0
06	0611 Operating Instructor	11.0	11.0	13.0
	0612 Vehicle Maintenance Instructor	5.0	5.0	5.0
25	1658 Training Coordinator	1.0	-	-
26	1194 Safety Trainer	1.0	1.0	1.0
	1619 Travel Trainer	2.0	2.0	2.0
	1622 Power/Way Rail Trainer	3.0	3.0	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
30	1430 Director	1.0	1.0	1.0
	Total	28.0	27.0	31.0

TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT ORGANIZATION CHART



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