

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.

2019 ACCOMPLISHMENTS

- Implemented cross functional collaboration (HR, Operations, OMB, Marketing) to improve recruitment and retention for key operational positions (operators, mechanics, facilities).
- Created 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.
- Received 2019 Healthy Workplace Silver Award from Healthy Business Council of Ohio.
- Health care premium rates did not increase for 2020.
- Continued Get Fit Wellness Program, increased wellness education/events and purchased new fitness equipment for Triskett Fitness Center.
- Effectively administered the Drug & Alcohol program, resulting in no findings during the Federal Transit Administration (FTA) Triennial review.
- Received best practices recognition for three training & employee development programs during American Public Transportation Association (APTA) review.
- Continued the deployment of Frontline Supervisor Development and Training Program with cohorts 4 and 5 completing training in 2019.
- Provided FMLA training for supervisors in 2019.
- Continued Positive Discipline and Labor Relations supervisory training.
- Reached a tentative agreement during the 4th quarter of 2019 with the Amalgamated Transit Union, Local 268.
- Implemented Americans with Disabilities Act (ADA) Customer Service Training for operators.
- Implemented Kronos Cloud Timekeeping & Attendance upgrade to improve payroll administration and human resources timekeeping efficiencies.
- Continued implementation of Manager Self Service application to advance and improve use of Oracle HRMS.

2020 PRIORITIES

- Develop and Implement Customer Service Strategy for all employees.
- Continue development 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.

- Continue cross-functional collaboration (HR, Operations, OMB) to improve recruitment and retention for key operational positions (operators, mechanics, facilities).
- Continue the development and implementation of training partnerships and apprenticeships that advance and improve the workforce.
- 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 Fraternal Order of Police (FOP).
- Implement newly negotiated labor contract with the Amalgamated Transit Union, Local 268.
- Continue succession-planning programming for frontline supervisory, mid-level, sr. management.
- Continue the development and deployment of culture and engagement activities.
- Advance and improve the functionality and utilization of Oracle MyInfo-Employee Self Service.
- Develop and implement revisions to performance management forms and processes.
- Implement hiring manager satisfaction surveys.
- Develop and deploy women’s and veteran’s employee resource groups.

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 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 capability & capacity needs, and action plans to improve bench strength throughout the workforce.

2019 ACCOMPLISHMENTS

- Implemented cross-functional collaboration (HR, Operations, OMB, Marketing) to improve recruitment and retention for key operational positions (operators, mechanics, facilities).
- Created 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.
- Completed Management Development Program (MDP) summer internships, and subsequent selections for Class of 2020 Management Development Program.
- Developed new and enhanced recruiting partnerships to increase the pipeline of interested and qualified applicants for mechanic hiring.
- Revised performance management forms and process for non-bargaining staff.
- Revised the new employee orientation program.
- Implemented new pre-employment testing vendor.
- Implemented Federal Transit Administration (FTA) Affirmative Action Plan guidelines to enhance recruitment effectiveness.
- Continued development of Manager Self Service application to advance and improve use of Oracle HRMS.
- Implemented Kronos Cloud Timekeeping & Attendance upgrade to improve payroll administration and human resources timekeeping efficiencies.

2020 PRIORITIES

- Advance and improve the functionality and utilization of Oracle My Info-Employee Self Service.
- Development of programs and initiatives for improving culture and engagement.
- Continue with the development and deployment of a compensation study for non-bargaining positions.
- Study of education/work experience equivalencies to apply consistently to job descriptions.
- Continue improvements to pre-employment testing processes and procedures
- Implement hiring manager satisfaction surveys.
- Process mapping of hiring and promotion process.
- Finalize telecommuting policy recommendation to Executive Management Team (EMT).
- Continue focus on innovative recruitment solutions and partnerships.
- Develop and deploy women's and veteran's employee resource groups.
- Continue with the revision of non-bargaining interview and selection processes and procedures.

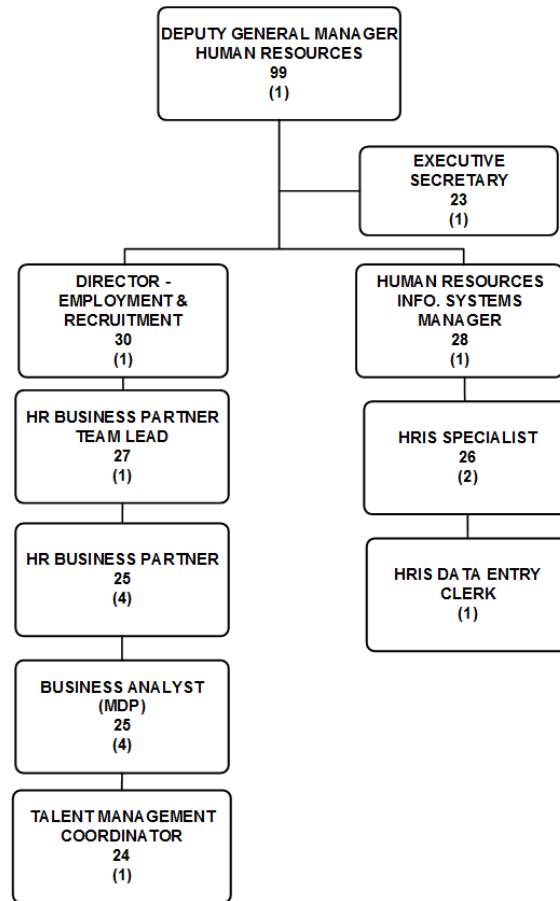
HUMAN RESOURCES DEPARTMENT BUDGET

Object Class	Description	2018 Actual	2019 Actual	2020 Budget
501200	Hourly Employees	\$123,425	\$0	\$261,000
501204	Hourly Employees/Light Duty Wages	0	0	30,000
501210	Overtime – Hourly Employees	1,551	0	300
501300	Labor – Salaried Employees	1,124,195	1,116,053	1,079,210
501310	Overtime – Salaried Employees	0	363	0
502000	Fringe Benefits	443,931	416,204	443,536
503000	Services	98,459	215,268	157,000
503020	Advertising Fees	25,180	28,827	48,480
503049	Temporary Help	0	341	0
504000	Materials & Supplies	4,286	5,862	20,500
509000	Miscellaneous Expenses	2,870	9,005	21,125
509022	Meals & Concessions	129	796	7,050
Total		\$1,824,026	\$1,792,719	\$2,068,201

HUMAN RESOURCES DEPARTMENT STAFFING

Grade	Job Name	2018	2019	2020
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
	1640 HR Business Partner	5.0	5.0	4.0
26	1690 HRIS Specialist	1.0	2.0	2.0
	1700 Benefits Specialist	1.0	1.0	-
27	1641 HR Business Partner Team Lead	-	-	1.0
28	0904 HRIS Manager	1.0	1.0	1.0
	0844 Benefits Manager	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	19.0	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 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.

2019 ACCOMPLISHMENTS

- Received 2019 Healthy Workplace Silver Award from Healthy Business Council of Ohio.
- Health care premium rates did not increase for 2020.
- Effectively administered the Drug & Alcohol program, resulting in no findings during the Federal Transit Administration (FTA) Triennial review.
- Provided FMLA training for supervisors in 2019.
- Continued Positive Discipline and Labor Relations supervisory training.
- Reached a tentative agreement during the 4th quarter of 2019 with the Amalgamated Transit Union, Local 268.
- 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.
- Administered unemployment compensation benefits process and monitored funds; ensure proper discipline and discharge procedures are followed to limit claims liability.
- Purchased Prescription Drug RX monitoring program to assist with cost containment and compliance.
- Ensured Operators received biennial exams prior to the expiration.
- Performed drug tests and alcohol tests on safety-sensitive employees in accordance with Federal Transit Administration (FTA) regulations.
- Administered Drug & Alcohol policies and processed all FMLA requests in accordance with regulations.
- Issued revised substance abuse policies to all employees.
- Continued Get Fit Wellness Program, increased wellness education/events and purchased new fitness equipment for Triskett Fitness Center.
- Affordable Care Act (ACA) tax forms processed in a timely fashion.
- Completed the Request for Proposal (RFP) for health care consultant, drug and alcohol collection sites, and unemployment claims vendor.

2020 PRIORITIES

- 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 requirements that only require exams for employees and spouses.
- Process Affordable Care Act (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.
- Implement newly negotiated labor contract with the Amalgamated Transit Union, Local 268.

- Negotiate a cost effective successor contractual agreement with the Fraternal Order of Police (FOP).
- 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.
- Administer unemployment compensation & COBRA benefits process and monitor funds.
- Ensure Operators receive biennial exams prior to their expiration.
- Perform drug tests on at least 50 percent and alcohol tests on at least 10 percent of safety-sensitive pool.
- Administer Drug & Alcohol policies and process all FMLA requests.
- Provide FMLA Training to Supervisors.
- Assist with the purchase of fitness equipment and development of a fitness center for the Hayden District.

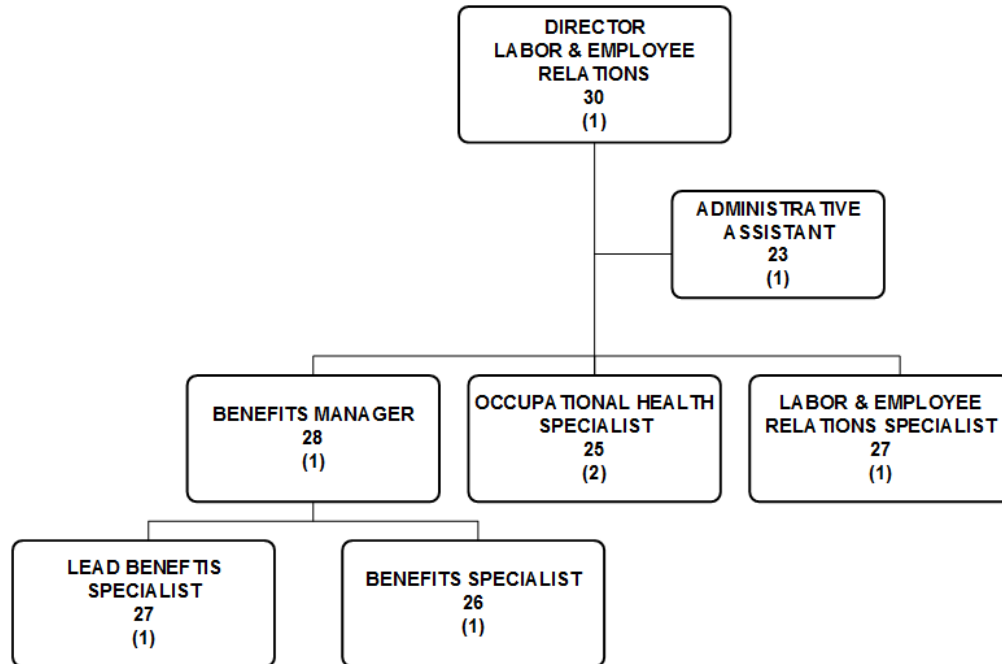
LABOR & EMPLOYEE RELATIONS DEPARTMENT BUDGET

Object Class	Description	2018 Actual	2019 Actual	2020 Budget
501300	Labor Salaried Employees	\$406,630	\$365,199	\$632,767
502000	Fringe Benefits	121,143	113,836	212,090
502070	Unemployment Compensation	91,570	77,129	150,000
503000	Services	147,131	114,778	164,660
503052	Other Maintenance Contracts	218,451	266,768	219,700
504000	Materials & Supplies	1,650	707	900
509000	Miscellaneous Expenses	3,809	2,870	4,375
509022	Meals & Concessions	1,749	173	5,800
	Total	\$992,133	\$941,460	\$1,390,292

LABOR & EMPLOYEE RELATIONS DEPARTMENT STAFFING

Grade	Job Name	2018	2019	2020
22	0721 Secretary I	1.0	1.0	-
23	0757 Administrative Assistant	-	-	1.0
25	0899 Occupational Health Specialist	2.0	2.0	2.0
26	0902 Labor & Employee Relations Specialist	1.0	1.0	1.0
26	1963 Wellness Coordinator	1.0	1.0	-
26	1700 Benefits Specialist	-	-	1.0
27	1701 Lead Benefits Specialist	-	-	1.0
28	0844 Benefits Manager	-	-	1.0
30	1342 Director	1.0	1.0	1.0
	Total	6.0	6.0	8.0

LABOR & EMPLOYEE RELATIONS ORGANIZATION CHART



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 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 engagement.

2019 ACCOMPLISHMENTS

- Continued the deployment of Frontline Supervisor Development and Training Program with cohorts 4 and 5 completing training in 2019.
- Received best practices recognition for three training & employee development programs during American Public Transportation Association (APTA) review.
- Continued implementation of Operator Stress Management & Wellness Training for operators.
- Implemented Americans with Disabilities Act (ADA) Customer Service Training for operators.
- Continued training ODOT-State Safety Oversight for Federal Transit Administration State Safety Oversight certifications. First State Safety Oversight to receive the certification in the country.
- Continued securing new travel training community partners such as Edna's House, Cuyahoga County Advisory Committee on Persons with Disabilities Subcommittee, Cuyahoga Valley Career Center, Ginn Academy, Murtis Taylor Human Services, Salvation Army, and Cleveland Council on World Affairs.
- Continued deployment of the Midwest Transit Leadership Exchange (MTLE) to enhance development of high potential operations staff, supervisors, and management.
- Completed request for proposal (RFP) process to develop a Customer Service Strategy for all employees.

2020 PRIORITIES

- Develop and Implement Customer Service Strategy for all employees.
- Continue the development and implementation of training partnerships and apprenticeships that advance and improve the workforce.
- Continue implementation of Americans with Disabilities Act (ADA) Customer Service Training for operators.
- Continue succession planning programming for frontline supervisory, mid-level, sr. management.
- Participate in Railcar, Signals, and Traction Power Training Consortiums with the Transportation Learning Center.
- Continue implementation of Facilities Maintenance Training.
- Continue implementation of Frontline Supervisor Training: cohorts 6 and 7.

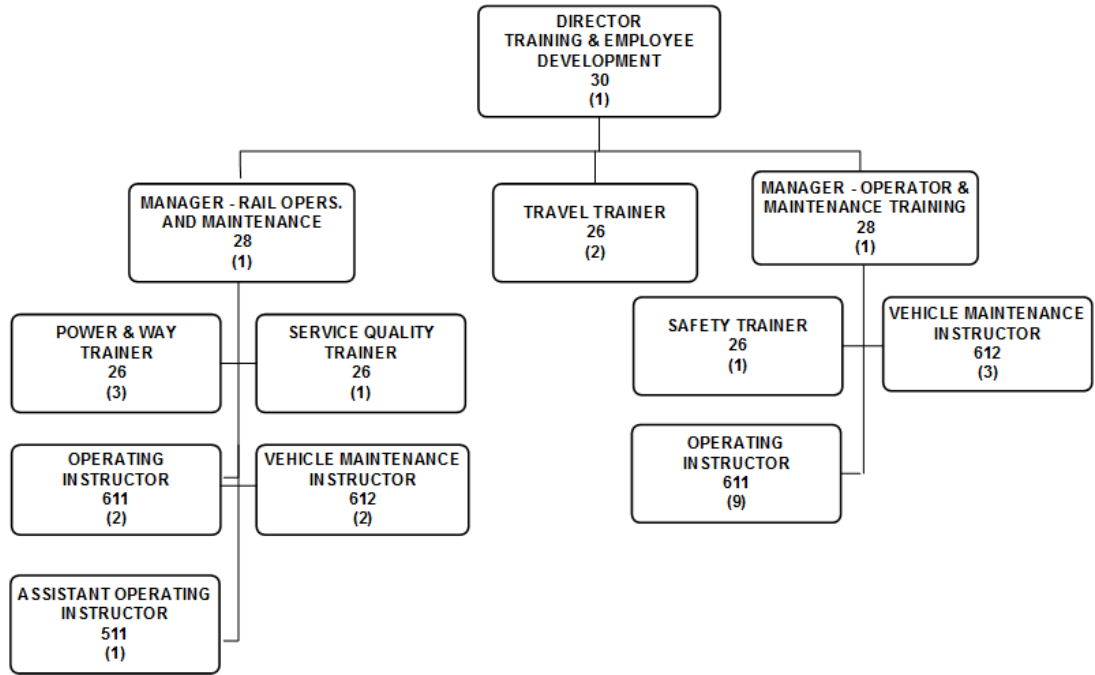
TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT BUDGET

Object Class	Description	2018 Actual	2019 Actual	2020 Budget
501200	Hourly Employees	\$12,904	\$ 2,373	\$0
501300	Labor – Salaried Employees	1,761,719	1,869,166	1,985,094
501310	Overtime – Salaried Employees	64,700	98,551	65,000
502000	Fringe Benefits	733,093	746,749	743,431
502148	Tuition Reimbursement	33,756	47,232	80,000
503000	Services	54,989	6,445	107,700
503052	Other Maintenance Contracts	207,965	189,868.14	210,023
504000	Materials & Supplies	24	(575)*	26,100
509000	Miscellaneous Expenses	287,807	346,040	340,588
509022	Meals and Refreshments	0	0	1,500
	Total	\$3,156,957	\$3,305,849	\$3,559,436

TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT STAFFING

Grade	Job Name	2018	2019	2020
05	0511 Assistant Operating Instructor	1.0	1.0	1.0
06	0611 Operating Instructor	11.0	11.0	11.0
	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	3.0
	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
30	1430 Director	1.0	1.0	1.0
	Total	27.0	28.0	27.0

TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT ORGANIZATION CHART



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