



Human Resources

Workforce Development Update

External and Stakeholder Relations and Advocacy Committee

December 6, 2021

Connecting the Community – Begins Within



New Mission is Improving Culture

- **HR Generalists & District Analysts Collaboration**
- **Job Fairs Hosted by Cross-Departmental Teams**
 - HR, Training & Development, Bus & Rail Operations, Accounting, OEO, Marketing, Public Relations, IT, ITS, and Service Quality
- **New Hire Orientation**
 - RTA Immersion Experience



Increasing Employee Engagement

Cross-functional People Strategies

- Mission, Vision, and Values Team (Monthly)
- Workforce Planning Meetings (Bi-weekly)
- Root Causes of Operator Turnover (Bi-weekly)
- Standing Training Meetings (Bi-weekly)
 - Transit Police, Electronic Repair, and DEI

Increasing Employee Engagement

Creating and engaging employee resource groups in change efforts

- Elevating Women Together – EWT
- Diversity, Equity, and Inclusion Council – DEI
- District Councils – Downtown, Hayden, Rail, Paratransit, and Triskett
- Conference of Minority Transportation Officials – COMTO

Bus Operator Workforce – Holistic Strategy

OPERATOR WORKFORCE GOALS

As of December 5, 2021	Hayden	Triskett	Fixed Route	Paratransit
OPERATOR WORKFORCE GOALS	415	320	735	124
<i>Number of Operators required to improve work schedules, increase retention, sense of belonging, establish trust, and commitment.</i>				

- Continuous Recruitment
- Engaging Agency Partners
- Training
- Mitigating Turnover Risks

Bus Operator Workforce Status

Operator Workforce Summary

As of December 5, 2021	Hayden	Triskett	Fixed Route	Paratransit
Operators for Optimal Service	400	302	702	119
Available FT & PT Operators	356	246	602	87
Total #Operators Short	44	56	100	32

Operator Trainees

As of December 5, 2021	Hayden	Triskett	Fixed Route	Paratransit
Operators in Training	20	24	44	19
"Cleared" for Onboarding	3	5	8	6
Totals	23	29	52	25

Demonstrating RTAs Value to the Community



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Actively Engaging Employees in Delivering RTAs Mission



Personal Development

Engaging more employees at all levels

- Frontline Supervisor Program (38)
- Lean Six Sigma - Black Belt (6) and Boot Camp (14)
- LEAD Diversity (4)
- Women's Leadership Workshops Series (24)
- LinkedIn Learning (134)

Professional Development

On the Rise → Certificates, Associates, Bachelors, and Masters degree programs

- Workforce Success Program (9)
- Public Management Academy (4)
- Leadership Academy (1)
- Tuition Reimbursement (17)
 - *2020 (11) and 2019 (12)*

Cleveland State Public Management and Leadership Academies



Jonathan

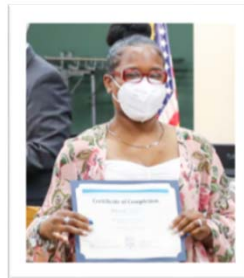
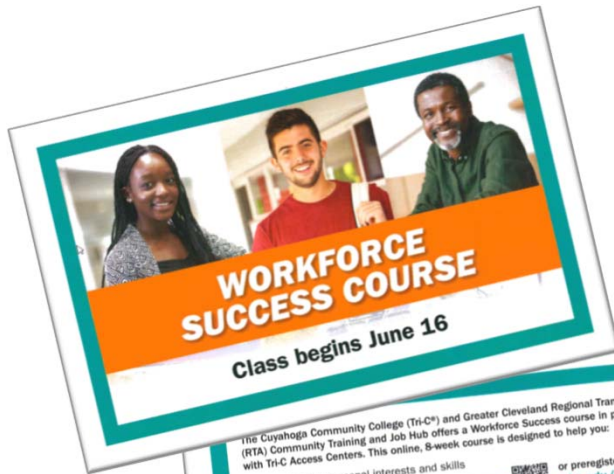
RTA Employee Recognition: Outstanding Fellow

- *Jonathan Ciesla, OMB*
Local Government Fellow
- *Tariq Mohammed, PTDP*

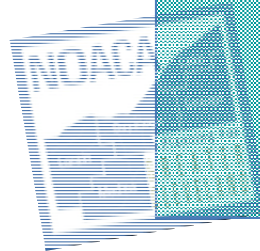


Tariq

Tri-C Job Hub & Access Centers



- **Mechanics Apprenticeships**
 - Rail and Bus
- **CDL – Temporary Permit Classes**
- **Workforce Success program**
 - 8 Attendees -> 2 College Students
 - Ongoing cohorts
- **Frontline Supervisor Program**
 - 2 Cohorts → 30 Employees
 - **NEW** - Partnership with NOACA and Ohio Turnpike
 - 70+ RTA Graduates (est. 2017)



ODJFS & Ohio Means Jobs



Bi-weekly meetings
Future Employees
Transparency
Strategy Sessions
Community Outcomes

Questions