

# HUMAN RESOURCES DIVISION

## MISSION STATEMENT

The Human Resources Division provides personnel services, benefits, 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 regular improvements, management, and reporting on Employee Satisfaction & Engagement, Employee Performance Management, Workforce Turnover and Training, Attendance, completed trainings, and on-time completion of Performance Evaluations across the workforce. The key Change Initiative addresses continued development and improvements to the Succession Planning Program, where promotion, skill development, and better tools for evaluation are established and monitored.

## 2016 ACCOMPLISHMENTS

- Successfully completed Public Transit Management Academy Cohort Four (30 Employees, six Group Projects Completed) as part of the FTA Ladders of Opportunity- Innovative Workforce Development Grant.
- Successfully completed Lean Six Sigma Green Belt Certification Training (19 employees, four group projects completed) as part of the Lean Ohio Local Government Efficiency Program Grant.
- Developed and implemented the Midwest Transit Leadership Exchange with eight transit agencies from Ohio, Pennsylvania, and New York to promote best practices for succession planning and leadership development.
- Implemented University Hospital HMO plan design option for employees.
- Launched Employee Promotability Pilot class enhancing job search and interview skills in an effort to increase internal promotions.
- Continued to track and monitor attendance trends and comply with revised Family Medical Leave Act (FMLA), thereby reducing absence duration and lowering employer costs. Implemented Kronos FMLA tracking module.
- Continued enhancements of Oracle Standard Benefits and Employee Self-Service modules to provide policy information and decision support information to employees and managers in a timely fashion.
- Continued Positive Discipline and Labor Relations supervisory training.
- Continued the development of the HR Business Partner model to include the expansion of individual HR job responsibilities to provide prompt, efficient, and personalized service to the operating districts.
- Continued high potential Succession Planning Program where 5 out of 16 applicants were selected. Participants continue with execution of individual development plans.

## 2017 PRIORITIES

- Begin Negotiations for a cost effective contract with the FOP and ATU.
- Launch 2nd Succession Planning Program selection process for potential participants
- Complete second group of process maps identified as a part of the Process Mapping Initiative
- Continue performance appraisal/management enhancements, including adding the use of digital signatures and piloting an appraisal review board concept
- Review and recommend changes to Non-Bargaining Salary Structure and Compensation Plan

## 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 the Change Initiative for Development and Succession Planning across all workforce segments. Partnering with Training & Employee Development, Human Resources is charged with monitoring turnover, defining capability & capacity needs, and information action plans to improve bench strength throughout the workforce.

## 2016 ACCOMPLISHMENTS

- Implemented University Hospital HMO plan design option for employees
- Continued enhancements of Oracle Standard Benefits and Employee Self-Service modules to provide policy information and decision support information to employees and managers in a timely fashion
- Continued the development of the HR Business Partner model to include the expansion of individual HR job responsibilities to provide prompt, efficient, and personalized service to the operating districts
- Continued high potential Succession Planning Program where 5 out of 16 applicants were selected. Participants continue with execution of individual development plans

## 2017 PRIORITIES

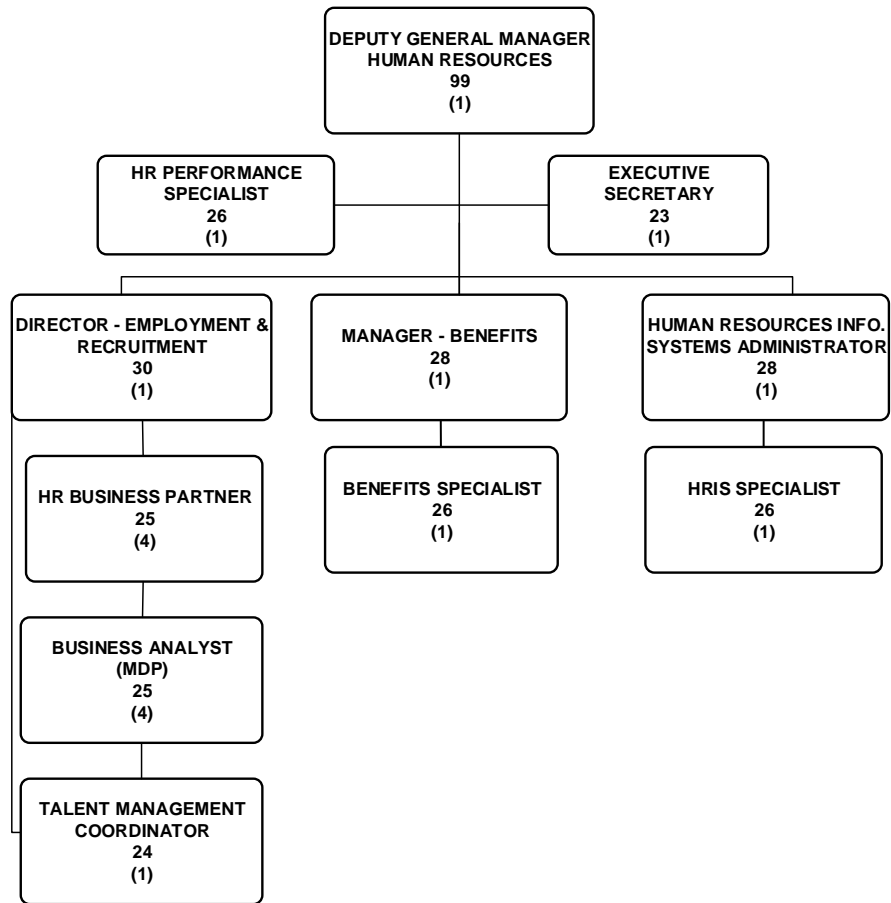
- Continue to explore and implement improvements to the performance management process for non-represented personnel, to include but not limited to: continued alignment with Mission, Vision, Values and Vital Few Objectives.
- Continue development of the HR Business Partner to include the expansion of individual HR job responsibilities, to provide prompt, efficient, and personalized service to the Operating Districts.
- Continue to partner with directors, managers, and supervisors to implement succession planning activities that prepare employees to fill future leadership positions (e.g. Management Development Program).
- Continue development and monitoring of Oracle system security plan and enhancing Quality Assurance metrics.
- Continue training for Oracle HRMS, Kronos, and EIS users in the areas of reporting, data analysis, metrics, and increased functionality.
- Achieve optimal Operator staffing levels to improve service.
- Continue increasing HR's visibility throughout Authority.
- Increase recruitment outreach activities by attending at least two events per month on average.
- Streamline process of filling vacancies by eliminating redundancies and non-value added activities.
- Continue to improve new hire orientation and onboarding practices of new employees
- Continue the implementation and improvements of succession planning initiatives to include, but not limited to: the Career Pathways Program, Management Development Program, Signals Training Consortium, Rail Car Training Consortium and Apprenticeships and Midwest Transit Leadership Exchange.

## HUMAN RESOURCES DEPARTMENT BUDGET

Obj. Class	Description	2014 Actual	2015 Actual	2016 Estimate	2017 Budget
501200	Hourly Employees	0	80,266	97,044	264,900
501204	Hourly Employees/Light Duty Wages	91,299	3,500	0	60,000
501210	Overtime – Hourly Employees	298	236	0	0
501300	Labor – Salaried Employees	1,031,278	1,052,672	934,869	1,093,889
502000	Fringe Benefits	381,036	399,325	385,353	528,499
503000	Services	242,992	247,297	149,313	159,000
503020	Advertising Fees	(8,339)	12,473	10,951	20,000
503049	Temporary Help	27,676	22,520	(32)	0
504000	Materials & Supplies	14,508	18,716	22,550	21,000
509000	Miscellaneous Expenses	13,038	12,064	15,000	10,200
509020	Travel and Conferences	0	0	0	6,850
509022	Meals & Concessions	320	0	250	800
<b>Total:</b>		<b>1,794,106</b>	<b>1,849,070</b>	<b>1,615,298</b>	<b>2,166,889</b>

## HUMAN RESOURCES DEPARTMENT STAFFING

Grade	Job Name	2014	2015	2016	2017
23	0725 Executive Secretary	1.0	1.0	1.0	1.0
24	1636 Talent Management Coordinator	0.0	0.0	0.0	1.0
25	1081 Business Analyst	4.0	5.0	4.0	4.0
	1640 HR Business Partner	4.0	4.0	5.0	4.0
26	1624 HR Performance Specialist	1.0	1.0	1.0	1.0
	1690 HRIS Specialist	1.0	1.0	1.0	1.0
	1700 Benefits Specialist	1.0	1.0	1.0	1.0
27	0904 HRIS Manager	1.0	1.0	1.0	1.0
28	0842 Mgr Employment & Recruitment	0.0	0.0	0.0	0.0
	0844 Benefits Manager	1.0	1.0	1.0	1.0
30	1444 Director of Employment & Recruitment	1.0	1.0	1.0	1.0
99	9971 DGM Human Resources	1.0	1.0	1.0	1.0
<b>Total</b>		<b>16.0</b>	<b>17.0</b>	<b>17.0</b>	<b>17.0</b>



# 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 (verify).

## 2016 ACCOMPLISHMENTS

- Continued to track and monitor attendance trends and comply with revised Family Medical Leave Act (FMLA), thereby reducing absence duration and lowering employer costs
- Implemented Kronos FMLA tracking module
- Continued Positive Discipline and Labor Relations supervisory training
- Continued preparations for 2017 union negotiations with FOP and ATU
- Administered unemployment compensation benefits process and monitored funds
- Ensured Operators received biennial exams prior to the expiration
- Performed drug tests and alcohol tests on safety-sensitive employees
- Administered Drug & Alcohol policies and processed all FMLA requests
- Implemented Get Fit Wellness Program and increased wellness education

## 2017 PRIORITIES

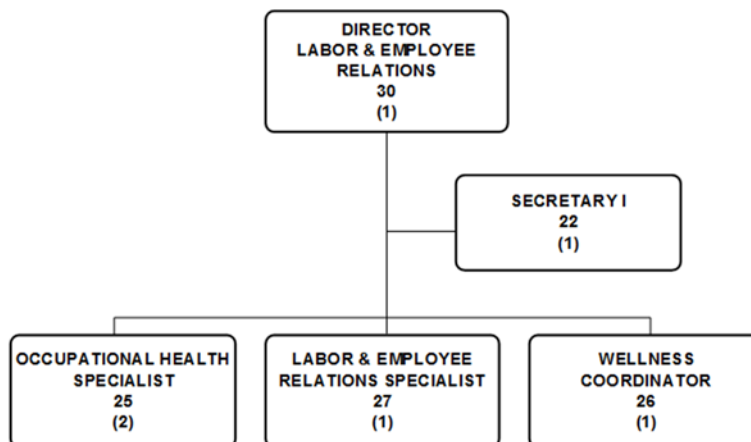
- Continue development of a long-term strategic plan to continue to lower healthcare costs and optimize benefits design and wellness activities
- Provide advice, training, and counsel to managers, supervisors, and employees on discipline, grievances, policies, contracts, and labor laws
- Negotiations with both unions
- Serve as last step grievance hearing officer, prior to arbitration
- Administer unemployment compensation benefits process and monitor funds
- Ensure Operators receive biennial exams prior to their expiration
- Perform drug tests on at least 25% and alcohol tests on at least 10% of safety-sensitive pool
- Administer Drug & Alcohol policies and process all FMLA requests
- Continue to enhance performance management under the Positive Discipline Policy through training and communication
- Chair or facilitate various Labor Management committees
- Continue to engage employees with the Get Fit Wellness Program and increase wellness education, e.g. toolbox wellness information
- Continue development of a long-term strategic plan to continue to lower healthcare costs and optimize benefits design and wellness activities
- Continue to administer and monitor the on line uniform ordering process
- Continue to ensure compliance with ACA
- Review possible updates to RTA's Section 125 Plan
- Provide FMLA Training to Supervisors

## LABOR & EMPLOYEE RELATIONS DEPARTMENT BUDGET

Object Class	Description	2014 Actual	2015 Actual	2016 Estimate	2017 Budget
501300	Labor Salaried Employees	308,421	339,067	347,962	393,260
502000	Fringe Benefits	93,778	109,461	118,476	146,489
502070	Unemployment Compensation	75,855	80,887	99,414	300,000
503000	Services	264,402	360,789	360,301	140,000
503049	Temporary Help	0	0	(7,289)	0
503052	Other Maintenance Contracts	0	0	0	295,633
504000	Materials & Supplies	495	1,654	1,549	0
504050	Office Supplies	0	0	0	750
509000	Miscellaneous Expenses	9,670	11,050	10,300	2,100
509020	Travel, Training & Conferences	0	0	0	2,550
509022	Meals & Concessions	7,079	4,579	3,500	7,750
<b>Total</b>		<b>759,699</b>	<b>907,496</b>	<b>934,213</b>	<b>1,288,533</b>

## LABOR & EMPLOYEE RELATIONS DEPARTMENT STAFFING

Grade	Job Name	2014	2015	2016	2017
22	0721 Secretary I	1.0	1.0	1.0	1.0
25	0899 Occupational Health Specialist	2.0	2.0	2.0	2.0
26	0902 Labor & Employee Relations Specialist	1.0	1.0	1.0	1.0
26	1963 Wellness Coordinator	0.0	1.0	1.0	1.0
30	1342 Director	1.0	1.0	1.0	1.0
	<b>Total</b>	<b>5.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>



# 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 Change Initiative is the continued development of the Succession Planning program, to include projects that address the promotion process, improving "bench strength", and improving the Non-Bargaining Performance Management & Evaluation process.

Training & Employee Development has in place a "Promotability Training" course, supports the Director of Employment & Recruiting with the Employee Satisfaction & Engagement Survey, Performance Management Evaluations, and maintains key training programs for the GCRTA workforce.

## 2016 ACCOMPLISHMENTS

- Successfully completed Public Transit Management Academy Cohort Four (30 Employees, 6 Group Projects) as part of the FTA Ladders of Opportunity – Innovative Workforce Development Grant
- Successfully completed Lean Six Sigma Green Belt Certification Training (19 employees, 4 Group Projects) as part of the Lean Ohio Local Government Efficiency Program Grant
- Developed and implemented the Midwest Transit Leadership Exchange with 8 Transit Agencies from Ohio, Pennsylvania, and New York to promote best practices for succession planning and leadership development
- Launched Employee Promotability Pilot class enhancing job search and interview skills in an effort to increase internal promotions

## 2017 PRIORITIES

- Continue the deployment of workforce engagement initiatives through employee engagement survey and action plans for improved organizational communication
- Continue the implementation of technology and experiential learning to enhance employees training experiences in the classroom, field, and on the job.
- Continue the implementation and improvements of succession planning initiatives to include, but not limited to: the Career Pathways Program, Management Development Program, Signals Training Consortium, Railcar Training Consortium and Apprenticeships and Midwest Transit Leadership Exchange.
- Implement Operator Mentoring Program.
- Development and Implementation of management and supervisory skills training.

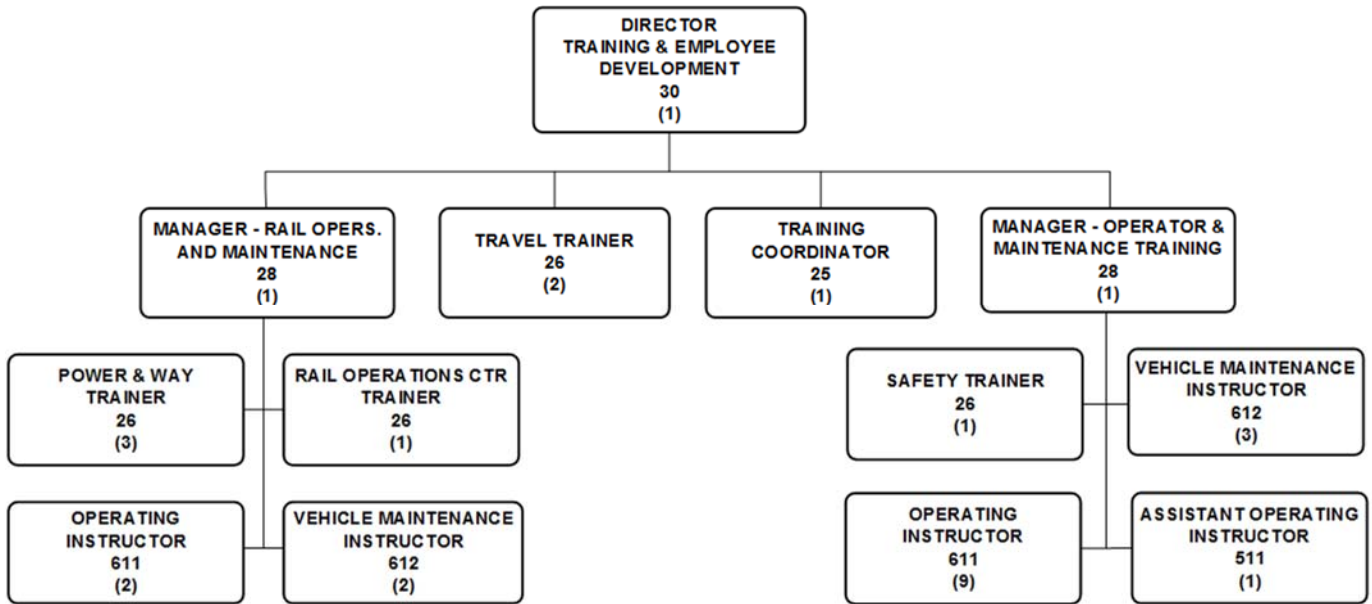
**TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT BUDGET**

Obj. Class	Description	2014 Actual	2015 Actual	2016 Estimate	2017 Budget
501200	Hourly Employees	1,306	2,637	32,148	96,000
501300	Labor – Salaried Employees	1,639,719	1,735,572	1,883,210	1,927,083
501310	Overtime – Salaried Employees	42,600	72,922	79,088	49,500
502000	Fringe Benefits	640,753	683,933	787,330	761,642
502148	Tuition Reimbursement	51,205	79,937	80,000	80,000
503000	Services	36,000	261,085	251,700	91,700
503049	Temporary Help	0	0	(3,951)	0
503052	Other Maintenance Contracts	0	0	2,654	260,350
504000	Materials & Supplies	12,339	15,418	9,000	15,000
504050	Office Supplies	0	0	0	1,100
509000	Miscellaneous Expenses	261,466	286,778	313,608	572,900
509020	Training & Conferences	0	0	0	5,225
509022	Meals and Refreshments	0	16	750	1,500
<b>Total:</b>		<b>2,685,388</b>	<b>3,138,297</b>	<b>3,435,538</b>	<b>3,862,000</b>

**TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT STAFFING**

Grade	Job Name	2014	2015	2016	2017
05	0511 Assistant Operating Instructor	2.0	2.0	2.0	1.0
06	0611 Operating Instructor	9.0	9.0	11.0	11.0
	0612 Vehicle Maintenance Instructor	5.0	5.0	5.0	5.0
25	1658 Training Coordinator	1.0	1.0	1.0	1.0
26	1194 Safety Trainer	1.0	1.0	1.0	1.0
	1619 Travel Trainer	2.0	2.0	2.0	2.0
	1622 Power/Way Rail Trainer	2.0	2.0	3.0	3.0
	1631 Rail Ops Ctr Trainer	1.0	0.0	0.0	0.0
	1631 Service Quality Trainer	0.0	1.0	1.0	1.0
28	0870 Manager Oper/Maint Training	1.0	1.0	1.0	1.0
	0886 Manager Training Rail Oper	1.0	1.0	1.0	1.0
30	1430 Director	1.0	1.0	1.0	1.0
	<b>Total</b>	<b>26.0</b>	<b>26.0</b>	<b>28.0</b>	<b>28.0</b>





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