

Succession Planning Program & Supporting Human Resources Initiatives

COMMITTEE OF THE WHOLE

Human Resources Division
September 1, 2015



Succession Planning Program Overview

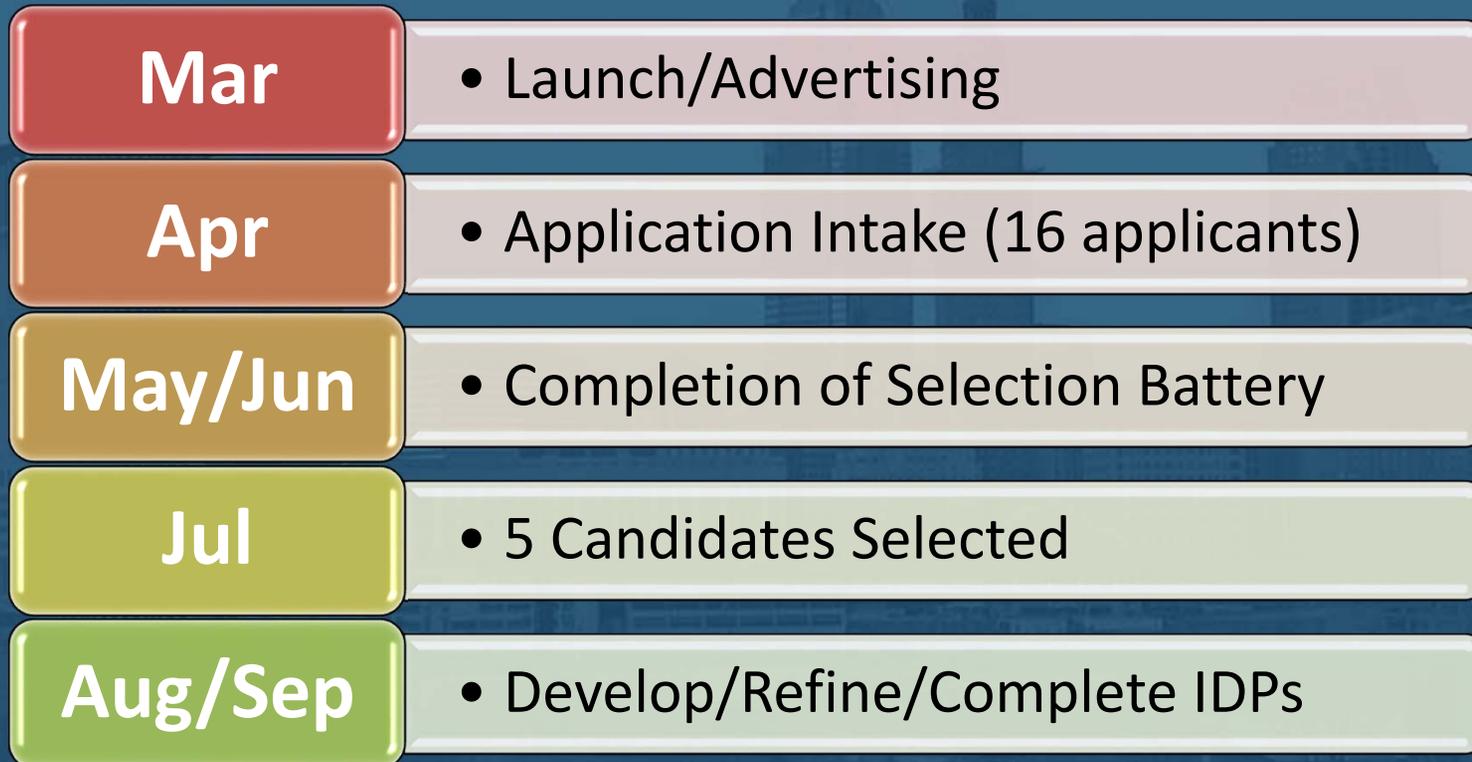
- Purpose: ensure effective organizational performance by preparing qualified **high potential** individuals to *compete* for key roles
- Goals:
 - Achieve Strategic Alignment with RTA Strategic Plan
 - Build Bench Strength
 - Preserve Institutional Knowledge (Process Mapping)

Succession Planning Program

Piloted Positions

- District Director (Bus and Paratransit)
- District Director – Rail
- Director of Service Management
- Director of Service Quality
- Director of Fleet Management
- Manager of Power & Way
- Manager of Fleet Planning & Engineering
- Manager of Transportation

Succession Planning Program Selection Process



Management Development Program Overview

- Started in 2008
- 19-22 month program commitment
- Challenging work rotations
- Commitment to full-time management positions

Management Development Program Outcomes

- Analytical bench strength and high potential candidate development
 - Business Analyst Model
 - TransitStat
 - Increased Learning
 - Succession Planning Components

Management Development Program Results

- 4 cohorts, 15 participants, 2/3 retained
- Position types
 - Manager, Operations and Research
 - Operations Performance Leader
 - Budget Management Analyst
 - Staff Auditor
 - Planning Team Leader

GCRTA Career Paths Program (CPP) Overview

- Federal Transit Administration's (FTA) Innovative Workforce Development Program
- \$407,780.00 grant funded, RTA to match 50%
- 24-month duration

GCRTA Career Paths Program (CPP) Partners

- El Barrio Workforce Development
- Cuyahoga Community College (Tri-C)
- Cleveland State University (CSU)

GCRTA Career Paths Program (CPP)

Grant Highlights

- Public Transit Management Academy
- MDP Internships
- Mechanical/Electronic Repair Training and Internships
- Operator CDL Training

Next Steps

- Succession Planning
 - Identify next group of positions to add to program
- Management Development Program
 - Identify Class of 2018 participants
- GCRTA Career Paths Program
 - Discuss deployment with partners