

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.

2017 ACCOMPLISHMENTS

- 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
- Revised new hire orientation program
- Hired 7 Management Development Program (MDP) interns, ultimately resulting in the hiring of 4 MDP analysts to support GCRTA's succession planning efforts
- Reduced time-to-fill in non-bargaining positions by 43%
- Achieved Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation for Transit Police workforce
- Developed and deployed Employee Promotability Training and Frontline Supervisory Training
- Successfully negotiated a labor agreement with the Fraternal Order of Police (FOP)
- Continued Positive Discipline and Labor Relations supervisory training
- Developed FMLA training for supervisors in 2018
- Continued Get Fit Wellness Program, increased wellness education/events and purchased new fitness equipment for CBMF fitness center
- Purchased RX program to assist in monitoring and containing RX costs
- RFP completed for Health Care Consultant, drug and alcohol collection sites, and unemployment claims vendor
- 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
- Implemented of Operator Stress Management & Wellness Training for operators
- Implemented an Operator Mentoring pilot program at Triskett District, with continued deployment to Hayden, Paratransit, and Rail Districts
- Received Ohio State Apprenticeship Registration for the Railcar Apprenticeship Program
- Trained ODOT-State Safety Oversight for Federal Transit Administration State Safety Oversight Certification. First State Safety Oversight to receive the certification in the country.
- Continued deployment of the Midwest Transit Leadership Exchange (MTLE) to enhance development of high potential operations staff, supervisors, and management
- Completed Cohort 5 of the Public Transit Management Academy, graduating 26 employees
- Secured new travel training community partners: US Committee for Refugees & Immigrants, Milestones Autism Resources, Jewish Family Services, and Opportunities for Ohioans with Disabilities

2018 PRIORITIES

- Implement Oracle Manager Self Service to improve efficiencies for completion of key employee transactions
- Increase recruitment outreach activities by attending at least two events per month on average.
- Streamline process for filling vacancies by eliminating redundancies and non-value added activities.
- 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 Amalgamated Transit Union (ATU)
- Procure new health care contracts for 2019
- Continue development of a long-term strategic plan to continue to lower healthcare costs and optimize benefits design and wellness activities
- Expand Stress Management Training to non-operators
- Continue succession planning programming for frontline supervisory, mid-level, sr. management
- Continue the deployment of the Operator Mentoring programming
- Continue the deployment of employee engagement activities

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.

2017 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. Revised positions so that one HR business partner is devoted exclusively to the operator workforce.
- Continued high potential Succession Planning Program where 5 out of 16 applicants were selected. Participants continue with execution of individual development plans
- Revised new hire orientation program
- Achieved Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation for Transit Police workforce
- Hired 7 Management Development Program (MDP) interns, ultimately resulting in the hiring of 4 MDP analysts to support GCRTA's succession planning efforts
- Reduced time-to-fill in non-bargaining positions by 43%
- Revised screening process to qualify GCRTA for Medicaid reimbursement
- Partnered with Employee Learning and Development to design and deliver Employee Promotability Training and frontline supervisory training

2018 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.

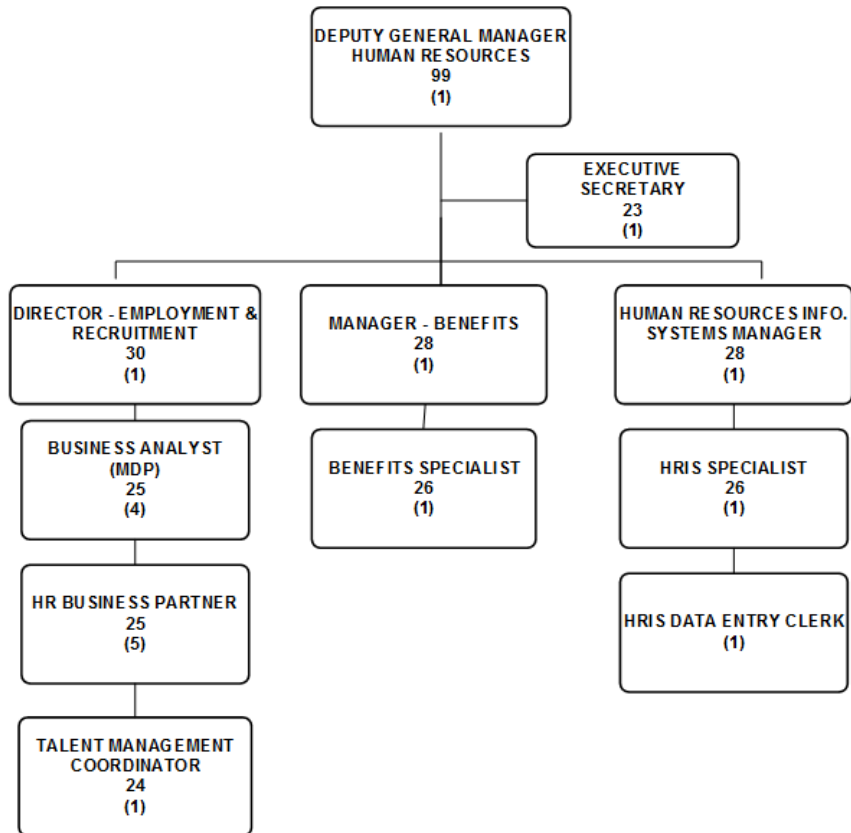
- Continue to improve new hire orientation and onboarding practices of new employees
- Continue the implementation and improvements of succession planning initiatives to include, but not limited to: the Career Pathways Program, Management Development Program, Signals Training Consortium, Rail Car Training Consortium and Apprenticeships and Midwest Transit Leadership Exchange.
- Improvement of selection tools (interview and testing) for all positions
- Improvement of background checks
- Revised Interview Panel Training

HUMAN RESOURCES DEPARTMENT BUDGET

Obj. Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Budget Amended
501200	Hourly Employees	66,453	212,313	264,900	264,900
501204	Hourly Employees/Light Duty Wages	0	0	30,000	30,000
501210	Overtime – Hourly Employees	13	805	0	0
501300	Labor – Salaried Employees	930,252	1,006,950	1,117,641	1,117,641
502000	Fringe Benefits	328,084	453,674	472,554	472,554
503000	Services	138,536	57,388	201,500	162,200
503020	Advertising Fees	2351	27,132	39,000	39,000
503049	Temporary Help	(32)	0	0	0
504000	Materials & Supplies	11,937	12,100	22,750	7,750
509000	Miscellaneous Expenses	5861	11,179	52,550	21,125
509022	Meals & Concessions	0	0	800	800
Total:		1,483,455	1,781,541	2,201,695	2,115,970

HUMAN RESOURCES DEPARTMENT STAFFING

Grade	Job Name	2014	2015	2016	2017	2018
22	1659 HRIS Data Entry Clerk	0.0	0.0	0.0	0.0	1.0
23	0725 Executive Secretary	1.0	1.0	1.0	1.0	1.0
24	1636 Talent Management Coordinator	0.0	0.0	0.0	1.0	1.0
25	1081 Business Analyst	4.0	5.0	4.0	4.0	4.0
	1640 HR Business Partner	4.0	4.0	5.0	4.0	5.0
26	1624 HR Performance Specialist	1.0	1.0	1.0	1.0	0.0
	1690 HRIS Specialist	1.0	1.0	1.0	1.0	1.0
	1700 Benefits Specialist	1.0	1.0	1.0	1.0	1.0
27	0904 HRIS Manager	1.0	1.0	1.0	1.0	1.0
28	0842 Mgr Employment & Recruitment	0.0	0.0	0.0	0.0	0.0
	0844 Benefits Manager	1.0	1.0	1.0	1.0	1.0
30	1444 Director of Employment & Recruitment	1.0	1.0	1.0	1.0	1.0
99	9971 DGM Human Resources	1.0	1.0	1.0	1.0	1.0
Total		16.0	17.0	17.0	17.0	18.0



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).

2017 ACCOMPLISHMENTS

- 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
- Developed FMLA training for supervisors in 2018
- Continued Positive Discipline and Labor Relations supervisory training
- Continued union negotiations with ATU
- Negotiated a tentative agreement with the FOP
- Provided internships for 3 interns from Job Corp
- Administered unemployment compensation benefits process and monitored funds; ensure proper discipline and discharge procedures are followed to limit claims liability
- Ensured Operators received biennial exams prior to the expiration
- Performed drug tests and alcohol tests on safety-sensitive employees in accordance with FTA regulations
- Administered Drug & Alcohol policies and processed all FMLA requests in accordance with regulations
- Continued Get Fit Wellness Program, increased wellness education/events and purchased new fitness equipment for CBMF fitness center
- ACA Tax Forms processed
- Outsourced COBRA process
- Purchased RX program to assist in monitoring and containing RX costs
- RFP completed for Health Care Consultant, drug and alcohol collection sites, and unemployment claims vendor

2018 PRIORITIES

- Procure new health care contracts for 2019
- 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 payment process and requirements for 2018
- Process 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
- Negotiate labor contract with ATU
- 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
- Seek to provide additional internship opportunities for Job Corp
- Administer unemployment compensation benefits process and monitor funds

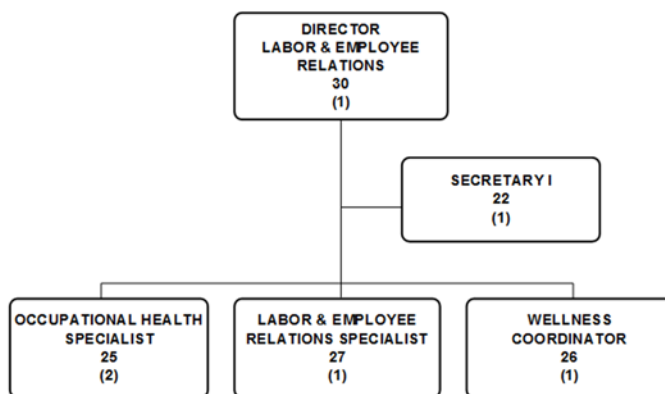
- Ensure Operators receive biennial exams prior to their expiration
- Perform drug tests on at least 25% and alcohol tests on at least 10% of safety-sensitive pool
- Issue revised Substance Abuse Policies to all employees
- Administer Drug & Alcohol policies and process all FMLA requests
- Provide FMLA Training to Supervisors
- Continue to enhance wellness initiatives, education, and events
- Continue to engage employees with the Get Fit Wellness Program
- Assist with the purchase of fitness equipment for the Triskett District

LABOR & EMPLOYEE RELATIONS DEPARTMENT BUDGET

Object Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501300	Labor Salaried Employees	347,963	402,304	407,803	407,803
502000	Fringe Benefits	99,385	116,250	146,464	146,464
502070	Unemployment Compensation	88,899	106,080	270,000	270,000
503000	Services	274,803	101,525	172,000	172,000
503049	Temporary Help	(4121)	0	0	0
503052	Other Maintenance Contracts	0	286,343	311,289	212,700
504000	Materials & Supplies	549	12,124	750	750
509000	Miscellaneous Expenses	9,448	4,067	7,650	4,375
509022	Meals & Concessions	1799	1,795	7,750	7,750
Total		818,722	1,030,488	1,323,706	1,221,842

LABOR & EMPLOYEE RELATIONS DEPARTMENT STAFFING

Grade	Job Name	2014	2015	2016	2017	2018
22	0721 Secretary I	1.0	1.0	1.0	1.0	1.0
25	0899 Occupational Health Specialist	2.0	2.0	2.0	2.0	2.0
26	0902 Labor & Employee Relations Specialist	1.0	1.0	1.0	1.0	1.0
26	1963 Wellness Coordinator	0.0	1.0	1.0	1.0	1.0
30	1342 Director	1.0	1.0	1.0	1.0	1.0
	Total	5.0	6.0	6.0	6.0	6.0



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.

2017 ACCOMPLISHMENTS

- Implemented of Operator Stress Management & Wellness Training for operators
- Implemented an Operator Mentoring pilot program at Triskett District, with continued deployment to Hayden, Paratransit, and Rail Districts
- Received Ohio State Apprenticeship Registration for the Railcar Apprenticeship Program
- Trained ODOT-State Safety Oversight for Federal Transit Administration State Safety Oversight Certification. First State Safety Oversight to receive the certification in the country.
- Secured new travel training community partners: US Committee for Refugees & Immigrants, Milestones Autism Resources, Jewish Family Services, and Opportunities for Ohioans with Disabilities
- Continued deployment of the Midwest Transit Leadership Exchange (MTLE) to enhance development of high potential operations staff, supervisors, and management
- Completed Cohort 5 of the Public Transit Management Academy, graduating 26 employees
- Continued deployment of the Career Pathways Program training and internships – Mechanical, Electronic Repair, and Temporary Commercial Driver's License Training
- Continued Employee Promotability Training: 23 participants trained during 2017
- Implemented of Frontline Supervisor Training: Cohort 1 and Cohort 2 of supervisors started during the fourth quarter of 2017.

2018 PRIORITIES

- Expand Stress Management Training to non-operators
- Implement an internal customer service training program
- Continue succession planning programming for frontline supervisory, mid-level, sr. management
- Continue implementation of Facilities Maintenance Training
- Implement a bargaining unit performance check-in process
- Continue the deployment of Operator Mentoring programming
- Continue the deployment of employee engagement activities

TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT BUDGET

Obj. Class	Description	2016 Actual	2017 Actual	2018 Budget	2018 Amended Budget
501200	Hourly Employees	17,633	14,547	0	0
501300	Labor – Salaried Employees	1,799,429	1,819,777	1,875,305	1,875,527
501310	Overtime – Salaried Employees	97,357	78,334	80,000	80,000
502000	Fringe Benefits	709,402	764,479	696,456	702,255
502148	Tuition Reimbursement	71,626	51,771	80,000	80,000
503000	Services	196,507	77,355	90,700	90,700
503049	Temporary Help	(3,951)	0	0	0
503052	Other Maintenance Contracts	2,654	155,195	260,700	210,023
504000	Materials & Supplies	8,938	16,638	41,100	41,100
509000	Miscellaneous Expenses	220,204	326,819	496,125	303,513
509022	Meals and Refreshments	2531	591	1500	1500
Total:		3,122,330	3,305,506	3,621,886	3,384,618

TRAINING & EMPLOYEE DEVELOPMENT DEPARTMENT STAFFING

Grade	Job Name	2015	2016	2017	2018
05	0511 Assistant Operating Instructor	2.0	2.0	1.0	1.0
06	0611 Operating Instructor	9.0	11.0	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	0.0
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	3.0	3.0	3.0
	1631 Rail Ops Ctr Trainer	0.0	0.0	0.0	0.0
	1631 Service Quality Trainer	1.0	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
	Total	26.0	28.0	28.0	27.0

