



Alameda-Contra Costa
Transit District

Employee Retention

SR 23-349



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STRATEGY:

REDUCE EMPLOYEE TURNOVER

PREVENT ATTRITION

INCREASE RETENTION EFFORTS

FOSTER
EMPLOYEE ENGAGEMENT

HIRING PRACTICES

INVEST IN TRAINING

WORKPLACE CULTURE

CREATE CAREER PATHWAYS

IMPLEMENT SUCCESSION PLANNING

ELEVATING THE ROLE OF HR WITHIN THE ORGANIZATION

HIRING PRACTICES

STRATEGIC OPPORTUNITIES

- Career Awareness & Marketing
- Changing Requirements & Making Job Descriptions Clearer
- Improving Hiring Process
- Making Jobs More Competitive

STRATEGIC ACTIONS COMPLETED OR IN PROGRESS

- Award Winning Hiring Campaign
- Onboarding and Orientation Week for NBO
- Attendance Recognition
- Designated Talent Acquisition Team for High Volume Recruitments
- Developing Talent Acquisition Metrics and Targets

FINANCIAL CONSTRAINTS

- Benefit enhancements
- Talent Acquisition Staffing Levels
- Wage Compensation & Classification Philosophy and Methodology
- Accelerate Wage Progression
- Increase sign-on bonus

INVEST IN TRAINING

STRATEGIC OPPORTUNITIES

- Training Programs
- Training Access
- Management & Leadership Training Curriculum

STRATEGIC ACTIONS COMPLETED OR IN PROGRESS

- Successful Managers Handbook
- Operator & Mechanic Mentorship Program
- Leadership Development Consultant
- Provide Opportunity for Training and Mentoring
- Requesting Financial Resources & Time Allocation for Employee Training

FINANCIAL CONSTRAINTS

- Comprehensive training and professional development (3% of wages and salary budget)

WORKPLACE CULTURE

STRATEGIC OPPORTUNITIES

- Focus on Well-Being / Reduce Employee Burn-out
- Supportive Supervision
- Addressing Employee Conflict & Complaints
- Reduce Marginalization

STRATEGIC ACTIONS COMPLETED OR IN PROGRESS

- Effective Employee Relations function
- Effective Labor Relations function – Hired Labor Manager
- 3rd Party Hotline – Being Procured
- Exit Interviews
- 3rd Party Rewards / Recognition Platform – Being Procured
- Wellness Offerings
- DEIA Program & Initiatives
- Employee Resource Groups

FINANCIAL CONSTRAINTS

- Employee Relations Staffing Levels
- DEIA headcount Staffing Levels – Executive Level Position
- Learning and Development headcount Staffing Levels

CAREER PATHWAYS

STRATEGIC OPPORTUNITIES

- Clear Information about How to Advance, the Skills Needed, and How to Obtain Those Skills
- Each Position Should Have Core Training for the Role and Training Needed for the next Role
- Multiple Ways to Gain Skills and Experience Needed
- Collaborate with Labor Unions to Institutionalize Workforce Development

STRATEGIC ACTIONS COMPLETED OR IN PROGRESS

- Internships
- College / University Relationships
- Training Positions
- Refresh Job Descriptions and Position Competencies
- Individual Development Plans (Development Program)
- Workforce Development Committee

FINANCIAL CONSTRAINTS

- Increase budget for Tuition Assistance Program (TAP)
- Increase budget for external Professional Development

SUCCESSION PLANNING

STRATEGIC OPPORTUNITIES

- Analyzing Turnover Data and Utilizing Predictive Analytics
- Documenting Institutional Knowledge
- Identify Mission Critical Roles (Now and Future)

STRATEGIC ACTIONS COMPLETED OR IN PROGRESS

- Identify and Research Industry Planning Programs for Public Agencies
- Develop and Implement a Formal Succession Planning Process

THE ROLE OF HUMAN RESOURCES

STRATEGIC OPPORTUNITIES

- Shift from transaction and reactionary to strategic and proactive
- Strategic Partners in Growth and Evolution of the Organization
- People and Culture Roles and Skills
- Elevating Internal and External Communication
- Effective Data & Analytics Capabilities

STRATEGIC ACTIONS COMPLETED OR IN PROGRESS

- Develop & Implement a 3-Year HR Strategy that is aligned with District Strategy
- Review HR Structure to Ensure Strategic Alignment
- Engage District Operational Leaders with HR Strategic Alignment
- Ensure HR is Empowered to do more than Compliance and Transactional Tasks - Change the Perception of HR
- HR Representation and Presence at each Division
- Standardized Communication Strategy / Infrastructure
- Continuous Learning related to Industry Trends

FINANCIAL CONSTRAINTS

- Benefits Staffing Level
- Leave Management Staffing Levels

FRONT-LINE WORKER QUALITY OF LIFE

STRATEGIC ACTIONS COMPLETED OR IN PROGRESS

- ATU – District Schedule Improvement Taskforce
- Appreciation Pay
- De-Escalation Training and Safety Barricade Installation
- Heightened Recognition Program Under Development
- Restroom Access and Availability Improvements

FINANCIAL CONSTRAINTS

- The District is not resourced at the levels comparative to similar organizations. An in-depth staffing level assessment is being conducted, it is anticipated that additional 10-15 positions will be necessary to achieve desired outcomes.

FISCAL CLIFF CONSIDERATIONS

STRATEGIC ACTIONS COMPLETED OR IN PROGRESS

- Employee Recognition
- Leadership Development Consultant
- Employee Hotline
- Employee Records Digitization and Document Administration
- PeopleSoft Consultant
- Class Compensation Consultant Retained
- Talent Acquisition Consultant Retained

FINANCIAL CONSTRAINTS

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WHAT'S NEXT

- ❑ Continue to drive strategic actions in progress
- ❑ Seek direction from Board of Directors to prioritize strategic opportunities and actions
- ❑ Partner with District leadership and labor leadership to develop and implement strategic opportunities and actions
- ❑ Create continuous feedback loop to gauge and monitor opportunities for course correction
- ❑ Continue to solve Fiscal Cliff and seek additional revenue sources
- ❑ Report to the Board of Directors on quarterly basis on progress