

HUMAN RESOURCES SUBCOMMITTEE BOARD OF DIRECTORS MEETING



Meeting Notice:

The next meeting of this subcommittee of the TARC Board of Directors will be held at:

**TARC's Headquarters, Board Room
1000 W. Broadway, Louisville, KY 40203**

Wednesday, March 22 at 1:30 p.m.

Alternately, members of the public and/or TARC staff may watch a livestream of the meeting by going to www.facebook.com/ridetarc the livestream will be at the top of the page; No Facebook account is needed. Public comments may be submitted in the chat feature of Facebook.

Pursuant to the Americans with Disabilities Act, persons with a disability may request a reasonable accommodation for assistance with the meeting or meeting materials. Please contact Maria Fisher-Boothe at 502.561.5106. Requests made as early as possible will allow time to arrange accommodation.

HUMAN RESOURCES SUBCOMMITTEE BOARD OF DIRECTORS MEETING



Agenda

- I. Quorum Call/Call to Order Tawanda Owsley 1:30

- II. Staff Reports and Presentations 1:35 – 2:15
 - a. Update on the Classification and Compensation Study Melissa Fuqua
Presented by Elaine McCloud, McCloud and Associates
 - b. Hiring and Recruitment Update Melissa Fuqua
 - c. Training Department Overview Nathan Love

- II. Adjournment 2:30



Classification & Compensation Study



Transit Authority of River City Human Resources Sub-Committee

March 22, 2023

KEY PROJECT TEAM

Our team brings over 150 years of proven transit human capital experience



Elaine McCloud
President
and Project Manager



Tim Collins
Senior Associate
Economics & Finance



Tameka Usher
Senior Associate
Human Resources



Bill McCloud
Vice-President &
Deputy Project Manager & QA



Onkar Salunke
Senior Data Analyst

PRESENTATION OVERVIEW

1. Transit Industry Challenges
2. Project Background
3. Project Purpose
4. Key Tasks
5. Project Approach
6. Timeline
7. Key Accomplishments
8. Peer Agencies (Transit & Government)
9. Leadership Survey Key Results
10. Summary
11. Next Steps
12. Questions & Answers



TRANSIT INDUSTRY CHALLENGES

Compensation Volatility

Workforce
shortages

Retention
Problems

COVID-19 Impacts

Employee
Retirement

Recruitment
Difficulty

Service Impacts

High
Turnover

Service
Delays

PROJECT BACKGROUND



TARC's last study was over 20 years ago



TARC released an RFP for the study in July 2022



TARC awarded the contract in December 2022



The study includes 131 non-union employees representing 91 job titles

PROJECT PURPOSE

1. Evaluate TARC's existing classification & compensation program

2. Provide options to help TARC remain competitive in the workplace

3. Enhance TARC's ability to attract & retain skilled employees

4. Survey peer agencies similar in size & service to TARC

5. Evaluate rank, & compare TARC salaries & benefits to the labor market

6. Update job descriptions & evaluate FLSA status

7. Develop recommendations, cost analysis & implementation plan



KEY TASKS (6)



1. Review TARC's classification plan & job descriptions



4. Compare TARC's benefits to other appropriate peer agencies



2. Perform FLSA status review of jobs (exempt or non-exempt)



5. Develop recommendations for compensation policies



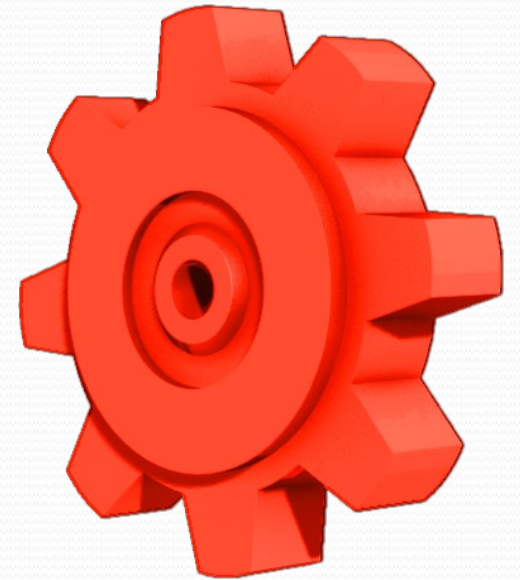
3. Conduct peer salary survey of similar agencies



6. Provide a final report of recommendations, cost analysis & implementation strategy

PROJECT APPROACH

1. Conduct a literature review of the existing compensation program
2. Conduct kickoff & introductory meeting
3. Bi-weekly TARC project team update meetings
4. Weekly internal project team update meetings
5. Develop a Study Management & Communications Plan
6. Survey & interview the TARC leadership team
7. Conduct peer salary & benefits survey
8. Conduct salary & benefits analysis
9. Create & distribute a Job Description Questionnaire (JDQ)
10. Review job descriptions & FLSA status
11. Create a grade structure for 91 classifications
12. Provide recommendations for TARC salaries & benefits plan
13. Prepare a final report of recommendations, cost & implementation plan





TIMELINE

Month 1: Conduct project kickoff meeting; create project website, analyze existing documents, Study Management Plan

Month 2: Research & recommend peers of similar size & service; develop survey tools to collect salary/benefits data

Month 3: Provide study update to TARC's HR sub-committee, conduct peer & leadership survey; conduct 1-on-1 interviews with senior leadership team; collect, & analyze peer data

Month 4: Conduct employee briefing & job analysis; update job descriptions; evaluate FLSA status

Month 5: Collect, analyze, rank peer salary data; create charts, & graphs, analyze benefits data, develop recommendations

Month 6: Evaluate & develop recommendations for update of compensation policies

Month 7: Develop preliminary salary structure, grade & range spreads

Month 8: Develop recommendations for maintaining compensation plan

Month 9: Recommend compensation structure based on market

Month 10: Develop cost analysis for implementation of recommendations

Month 11: Develop recommendations for TARC compensation philosophy

Month 12: Develop draft final report for TARC review/comment; submit the final report

KEY ACCOMPLISHMENTS

1. Developed a Study Management Plan
2. Created a project website to share documents
3. Reviewed & analyzed current salaries ranges & benefits for comparison to market peers
4. Selected transit & government peer agencies to compare TARC salaries & benefits
5. Distributed the peer survey
6. Revised job description template to achieve uniformity
7. Developed a Job Description Questionnaire
8. Conducted a senior leadership survey & 1-on-1 interviews
9. Provided HR Sub-committee with a study update



PEER AGENCIES

TRANSIT PEERS

1. SW Ohio Regional Transit Authority, Cincinnati, OH
2. Indianapolis Public Transit Corporation, Indianapolis, IN
3. Nashville Metro Transit Authority, Nashville, TN
4. Milwaukee County Transit System, Milwaukee, WI
5. Regional Transit Service, Rochester, NY
6. Rhode Island Public Transit, Providence, RI

GOVERNMENT PEERS

1. Louisville Metro
2. Metropolitan Sewer District



LEADERSHIP SURVEY KEY RESULTS



93%

Salary Competitiveness

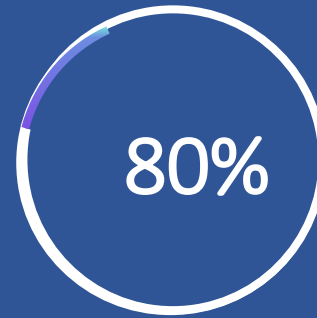
TARC salaries are **BELOW** those found in the local market



93%

Attracting Employees

Attracting skilled & talented employees is a **challenge**



80%

Employee Retention

Retaining skilled & talented employees is a **challenge**



94%

Benefits Competitiveness

TARC benefits are **ABOVE** those found in the local market

NEXT STEPS

- Finalize an employee communications plan
- Provide employee overview of the study
- Conduct a job analysis for 131 employees representing 91 classifications
- Update job descriptions & FLSA status (exempt/non-exempt)
- Identify HR policies to be updated
- Collect & analyze peer data (salaries & benefits)
- Compare salaries & develop recommendations to determine salary levels for specific job categories



QUESTIONS & ANSWERS





**HUMAN RESOURCES
COMMITTEE
TARC BOARD OF DIRECTORS**

MARCH 22, 2023

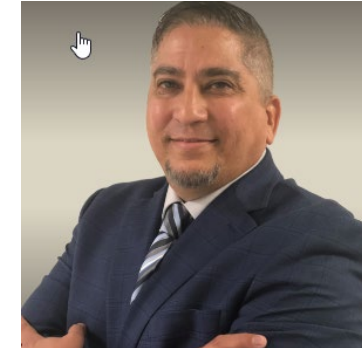




HR UPDATE – WELCOME NEW STAFF

Welcome Rob Stephens our new Chief Operating Officer!

Rob has over 30 years working in private and public Transit and has started building strong relationships and is focused on making TARC a great resource to the community. He is already showing to be a huge asset for TARC, we are excited to have him be part of our Executive Leadership team!



Welcome Maria Fischer-Boothe our new Director of Diversity and Inclusion!

Maria has over 15 years working in HR focusing on training, coaching, employee relations, FMLA, ADA, EEO and employee engagement. She has satisfaction in ensuring there is fair and equitable treatment of all employees and is excited to help make TARC a great place to work!

Congratulations Keith Shartzter our new Director of Safety and Security!

Keith has been with TARC for 3 years as the Transportation Training Manager. He comes to us with over 40+ years of Safety experience. We are excited to see all of the great things that Keith will accomplish with our Safety Team while keeping TARC employees and customers safety first.





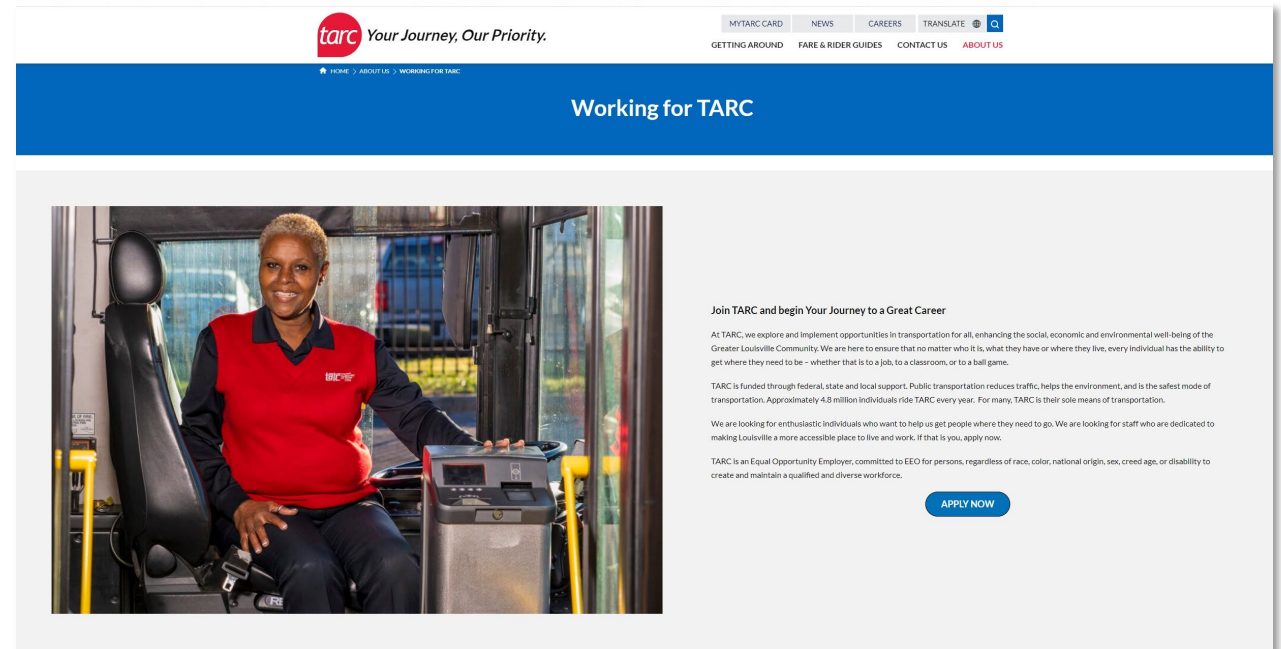
HR UPDATE – HIRING, HIRING, HIRING

Since January 1, 2023, we have hired:

- 31 total employees
 - 16 Coach Operators
 - 2 Maintenance employees
 - 13 administrative employees

Still have Open Positions:

- Coach Operator
- Mechanic
- Operations Supervisor (2)
- Call Center Supervisor
- Executive Department Administrator
- HR Specialist
- Transportation Training Manager
- Customer Service Representative





HR UPDATE – RECRUITING

RECRUITMENT EFFORTS

- Job Fair – Job News Job Fair -Quarterly
- Zip Recruiter
- Indeed
- LinkedIn
- Facebook
- Handshake
- Transit Talent
- Pilot internships with “The Spot”

TRAINING DEPARTMENT STRUCTURE

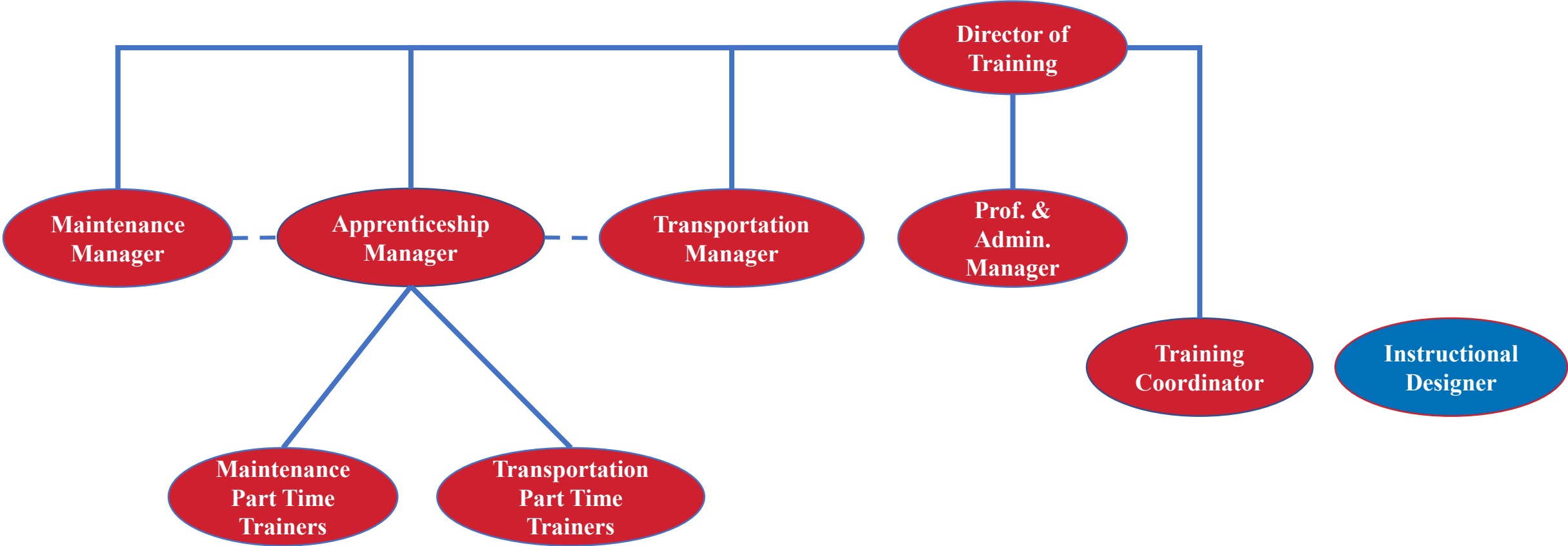
- **Director of Training** – budget approved
- **Training Coordinator** – budget approved
- **Transportation Training Manager** – moved to Training department
- **Maintenance Training Manager** – moved to Training department
- **Apprenticeship Manager** –
 - Reclassification of job description.
 - Responsibilities -
 - Get apprenticeship programs up and going for TARC’s most in demand jobs.
 - Research funding and recruiting opportunities tied to apprenticeships.
 - Continually evaluate and develop Part Time Trainers for Maintenance and Transportation.
- **Professional and Administrative Training Manager** –
 - Responsibilities -
 - Create introductory training packages for all non Maintenance and Transportation roles throughout company.
 - Assist with Leadership Program implementation and development services.

TRAINING DEPARTMENT STRUCTURE

- **Instructional Designer Services**
 - Professional services as opposed to a permanent position
 - \$100,000 proposed for the Fiscal Year 2024 budget
 - Scope of Work to include:
 - Create online interactive training modules.
 - Develop custom training content for job specific training, e.g.:
 - Create 1:1 software simulations for our systems: Ellipse, Trapeze, TrAMS, etc.
 - Create virtual onboarding training packages
 - Create virtual tour of facility for new associates
 - Create department specific training to introduce how each department functions and what they do (department onboarding and development opportunities)



TRAINING DEPARTMENT STRUCTURE





HUMAN RESOURCE COMMITTEE

March 2023