EMPLOYEE RETENTION THROUGH SAFETY/TRAINING

By: Aftab A. Fazal
Athens Clarke County Transit Department

INTRODUCTION
With Athens Clarke County Transit having the highest turnover rate in Clarke County at approximately 18.6%, the root cause had to be analyzed and evaluated. It seemed that some of the contributing factors for the high turnover rate were safety violations and the necessity of a standard in training. These violations consisted of both repeated accidents and incidents. Training is multifaceted: it covers both new incoming operators as well as maintaining proficiency of current operators. Complacency tends to be an underlying issue with current operators. Evaluating the current program in place would help improve safety, which in turn should decrease the turnover rate.

ACC Turnover Rate vs Transit Turnover

TRAINING
- Analyze training program to find weak points
- Ensure a standard is created for all incoming operators to follow
- Develop new materials to aid with training

SAFETY
- Restructuring positions
- Over the road route auditing and hard drive audits
- Standard disciplinary action

OTHER WAYS TO RETAIN EMPLOYEES
- Develop safety bonus program
- Reward safe driving, good attitude, and commendations

RESULTS
- Fully staffed for the first time in 5+ years
- Incoming operator training has become more streamlined
- Incidents/accidents are responded to in a quicker manner and investigated more thoroughly
- Job duties have changed with the restructuring of the positions and introduction of new positions.

NEXT STEPS
- Continue developing and improving training program
- Develop new specialized training videos which are specific to ACC Transit’s equipment and software
- Complete employee safety bonus program
- Monitor results in both accident/incident reduction and turnover rate.

REFERENCES
- Athens Clarke County Transit Department
- Athens Clarke County Safety and Risk
- Athens Banner-Herald