

FINAL PROJECT REPORT-Aftab Fazal

From the initial idea to reality, I noticed there were a lot of unplanned things which I was not aware of. For starters, it seems that while at sitting in the ELA class in 2018, my idea on tackling employee retention while improving safety and training seemed simple and easy. Once I had left the classroom setting, reality hit and I realized that this would be a much more difficult task than what I had planned for.

From my initial project timeline, I was not able to monitor the results for 4-5 months as planned. The whole process of restructuring (new positions and modifying existing positions), hiring new employees, assessing current training techniques and modifying the current training protocol as needed is still ongoing.

There was an initial spike in incidents once we were fully staffed. I consider this an artificial increase due to the fact that for the longest time, operations supervisors (which are all highly trained and have a great safety record) were operating the buses and driving routes due to staff shortages. This meant that the incident rate was low. Being fully staffed with multiple new operators meant that there was a slight increase in incidents, as these operators were still “learning the ropes.” As we get the final new hires trained, I foresee the safety record increasing. Already after the initial hike in incidents, our accident rate was lower in April (and so far May) when compared to the 2018 fiscal year.

The employee safety bonus program is still under development phase. I will be working with the marketing coordinator to finalize a few ideas which are both fair and adhere to all Athens-Clarke County policies.

All in all, my project will continue along this trajectory and I am certain that the results will be as I intended in that there will be an increase in safety and a decrease in employee turnover.