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# HUMAN RESOURCE MANAGEMENT THE NEW NORMAL

AUGUST 6, 2020





# Welcome!

# ZOOM BACKGROUND

- This session is being held in a meeting format
- All participants are muted upon entry

# OUR SPEAKER

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# UPDATING PERSONNEL POLICIES

1. Common Sense Approach to Updating Policies and Procedures
2. Telework
3. OSHA and Covid-19
4. ADA Policies and Reasonable Accommodation
5. Privacy and HIPAA
6. EEOC and Screening for Covid-19

# UPDATING PERSONNEL POLICIES

7. Hiring Practices and Procedures
8. Annual Leave
9. FMLA and Cares Act
10. Drug and Alcohol Policies
11. Cares ACT and PPP
12. Workplace Safety

# REINTEGRATING WORKFORCE CONSIDERATIONS

- Paid-leave policies reflect current business needs?
- Attendance policies relaxed to encourage sick employees to stay home?
- Should a sick employee need to be sent home by the employer, have you reviewed your time-off request procedures clarifying the process?
- Meal and rest break policies adjusted to stagger times to encourage physical distancing?

# REINTEGRATING WORKFORCE CONSIDERATIONS

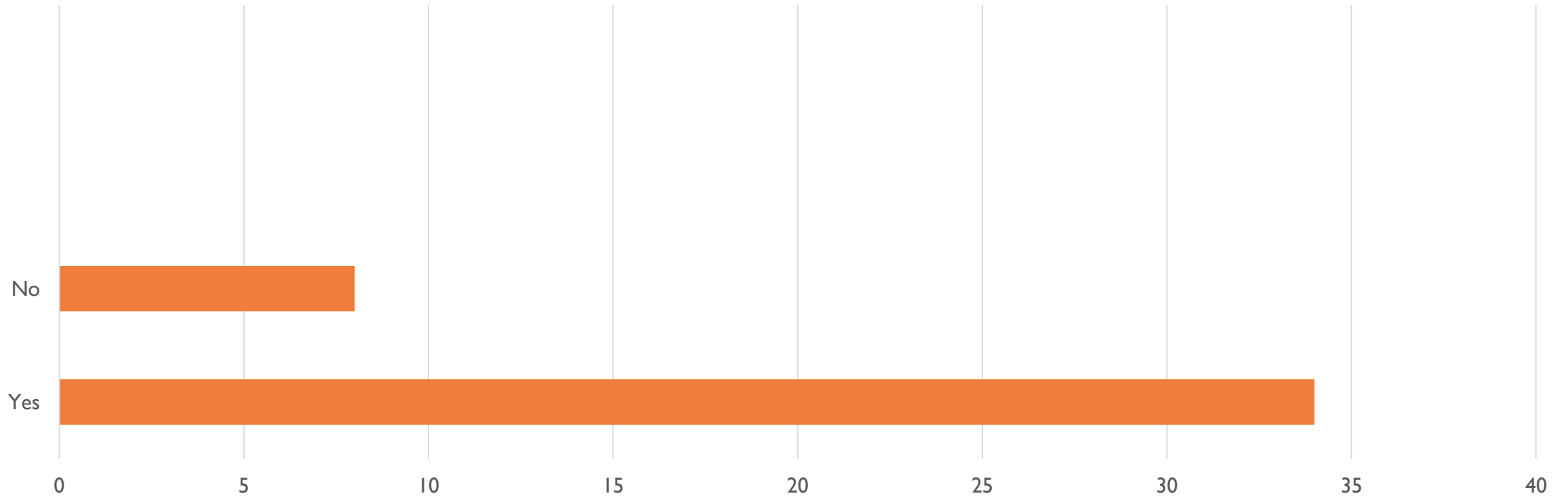
- Paid-leave policies reflect current business needs? Travel policies updated to reflect essential travel?
- Telecommute policies defining the type of work that can be done remotely and the procedures for requesting telework?
- Information technology policies revised to reflect remote work hardware, software and support?



# COVID-19 BACK TO WORK CHECKLIST

1. Workplace Safety
2. Recall Procedures (Furlough and Lay Off)
3. Employee Benefits
4. Compensation
5. Remote Work
6. Communications
7. New-hire Paperwork
8. Policy Changes
9. Insurance Coverage
10. Business Continuity Plans

# SUN POLL: USE OF SOCIAL MEDIA TO RECRUIT FOR OPEN POSITIONS



## RECRUITMENT AND SOCIAL MEDIA

85% of Job Seekers rely on career sites:

- Indeed- 72.25%
- LinkedIn – 10.41%
- CareerBuilder – 5.63%
- Facebook and Twitter- 5.07%
- Craigslist – 2.7%
- Monster – 2.2%

# HOW TRANSIT DRIVERS LOOK FOR EMPLOYMENT

- Job search is increasingly mobile, especially in the transit industry with 57% looking for jobs on their mobile phones
- Data shows that drivers use mobile apps and if they can't complete the job application in 5 minutes, they aren't coming back to your application

# BRANDING YOUR TRANSIT AGENCY

## Authentic Positive Picture to the Community

- Aspirational
- Creating a Vision
- Brief
- Representative input from all staff in the organization
- Used in social media and website advertising/promotions

# SOCIAL MEDIA: TRANSIT AGENCY BRANDING

- First impression – short employment application
- Mobile App Ready
- Branding Your Company and Advertising- Make Your Transit System stand out

For example: Transit Agency Brands:

1. Proudly Serving the Public by Moving People Forward
2. We provide mobility for all.... for life

# SOCIAL MEDIA BEST PRACTICES

- Master the science and art of job content
- Don't let a bad application process filter out the best candidates
- Get in front of the right people with your brand tag line
- Use data to optimize your application and interview process

# REALISTIC AND AUTHENTIC JOB PREVIEW

- Feature one of your ADA/Fixed Route Drivers
- No more than 2 minutes with Scripted Video to stay on message
- Post on website
- Link to social media
- Demand Response: [SRC Paratransit](#)
- Fixed Route: [MTA Maryland](#)



## SOCIAL MEDIA PARATRANSIT AD

Write a great job description that features key words and draws people who look at the top social media searches:

From Ride Connection in Portland Oregon:

”The driver is the **heart and soul** of the transportation program. The service provided by the driver helps older adults and people with disabilities **live independent, quality lives** by providing them access to necessary community services. The driver provides transportation services using agency vehicles. The driver reports to, assists and works cooperatively with the Transportation Coordinator in **providing safe and efficient** transportation to customers without other alternatives.

# OPTIMIZING YOUR JOB DESCRIPTION

- **Open with a strong, attention-grabbing summary**
- **Instead of...**

Performs leadership duties to assist in monitoring and coordinating daily field operations, including the operation of specially equipped minibuses and vans to provide transportation services for transportation disadvantaged and special customers.

## **Try...**

We are looking for safe, friendly drivers to help passengers move around throughout our community using public transportation. Come join us! We are all about our employees and passengers and proudly connect passengers to a better quality of life.

# BEST PRACTICES: ENSURING SUCCESSION PLANNING

- Understanding the present and future needs of your organization
- Recognize the return on investment in employee development: Developing talent is a long term investment
- Prepare and develop staff in higher level leadership skills

# IMPORTANCE OF HUMAN RESOURCES (HR)

The role of HR to keep the Plan on Track:

- Internal HR or Consultant?
- Engagement of the Board of Directors
- Link to strategic plan, buy-in, strategy and implementation

HR as the driver of the process:

- A strategic partner
- Help develop and maintain the Succession culture

# BEGINNING YOUR SUCCESSION PLANNING ROADMAP

Create a succession planning team:

- Senior Management, Board Members, Human Resources, Union Representatives

Study Agency Demographics

- When and where will there be key vacancies?
- What skills and knowledge needs to be replaced?
- Internal mentors and recruiting trends

# COMMUNICATING THE PURPOSE TO EMPLOYEES

Purpose is to communicate the vision of sustainability and growth

Develop Written Plan and Policies to include:

- Overall purpose of Succession Planning
- Ensure the Performance Evaluation system includes a discussion about eligibility and/or plan for employees identified to be evaluated
- Formalize the requirements for a retention system
- Formalize the requirements for an internal referral program

# IDENTIFY KEY AND HIGH POTENTIAL EMPLOYEES

## Key Employees:

- Board Members
- Management level jobs
- Highly Specialized jobs
- Filling in current gaps and skills

# IDENTIFY KEY AND HIGH POTENTIAL EMPLOYEES

## High Potential employees:

- Who are targeted for training and mentoring
- Creating an individualized plan
- Cross training and job shadowing
- Professional Development training

## Setting Development Goals

- Projects and work activities
- Timelines
- Resources Needed



# RETENTION STRATEGIES

Succession Planning fosters a sense that the organization is committed to an individual's development.

- Career mapping
- Investing in employee career development
- Performance system that measures outcomes
- Tie performance to compensation



# SUN Attendees and Panelist Discussion

# CTAA IS HERE FOR YOU

- CTAA Fast Mail and Monthly Member Newsletter
- CTAA's Blog: CT Reader
- [www.ctaa.org/SUN](http://www.ctaa.org/SUN)

Thank You!