



BOARD OF DIRECTORS

METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY

BOARD WORK SESSION

THURSDAY, JUNE 8, 2023

ATLANTA, GEORGIA

MEETING MINUTES

1. CALL TO ORDER AND ROLL CALL

Chair Thomas Worthy called the meeting to order at 12:05 P.M.

Board Members

Present:

Al Pond
James Durrett
William Floyd
Freda Hardage
Kathryn Powers
Thomas Worthy
Valencia Williamson
Jennifer Ide
Jacob Tzegaegbe
Sagirah Jones

Board Members

Absent:

Stacy Blakley
Roderick Frierson
Russell McMurry
Rita Scott
Jannine Miller

Staff Members Present:

Collie Greenwood
Ralph McKinney
Raj Srinath
Luz Borrero
Rhonda Allen
Peter Andrews
Carrie Rocha

Also in Attendance: Justice Leah Ward Sears
Jonathan Hunt
Paula Nash
Tyrene Huff
Kenya Hammond
Phyllis Bryant
Richard Thomas

2. CHAIR'S REPORT

Approval of the May 11, 2023 Work Session minutes

Approval of the May 11, 2023 Work Session minutes On a motion by Board Member Durrett, seconded by Board Member Pond, the motion passed by a vote of 9 to 0 with 9 members present.

Chair Worthy notified the Board of the new City of Atlanta Board member, Sagirah Jones.

He shared with the Board that the Georgia Department of Natural Resources had contacted him regarding using our older rail cars to be put in the water off the Coast of Georgia for reefing habitats for wildlife. He fully supports this initiative. Rhonda Allen and Richard Thomas will give a briefing during today's full Board meeting.

3. GM/CEO REPORT

Employee Retention Report

Luz Borrero briefed the Board regarding MARTA's efforts to retain employees.

4. EXECUTIVE SESSION

Real Estate

Litigation

5. OTHER MATTERS

None

6. ADJOURNMENT

The Work Session adjourned at 1:27 P.M.

Respectfully submitted,



Tyrene L. Huff
Assistant Secretary to the Board

YouTube link: <https://www.youtube.com/live/3bciZw4arpc?feature=share>

MARTA Employee Retention Efforts

Luz Borrero, Chief Administrative officer

May 25, 2023



Overview

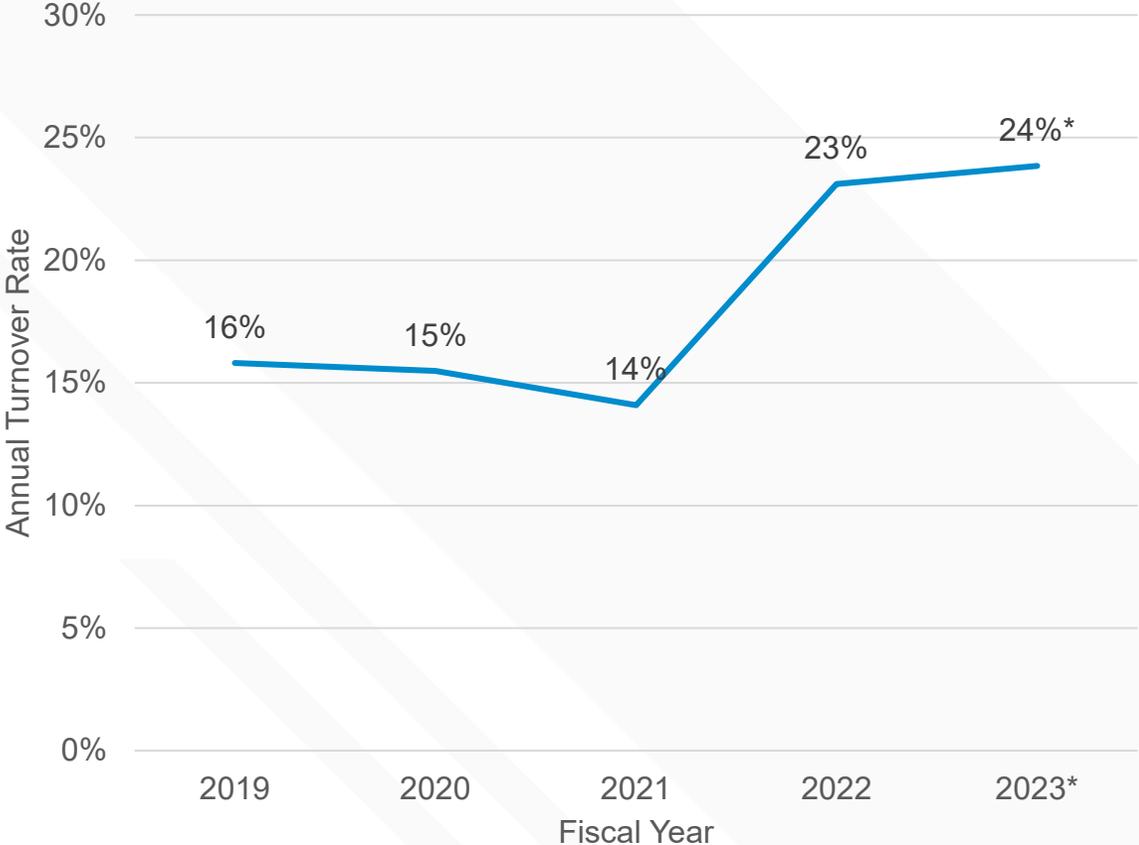
MARTA's employee retention rate was significantly impacted by the pandemic.

We recently conducted an employee satisfaction survey to learn what we can do better to improve our retention rate

In addition to strategies we are already implementing, we will create a task force to act on the recommendations made by employees through the satisfaction survey with the goal of improving retention



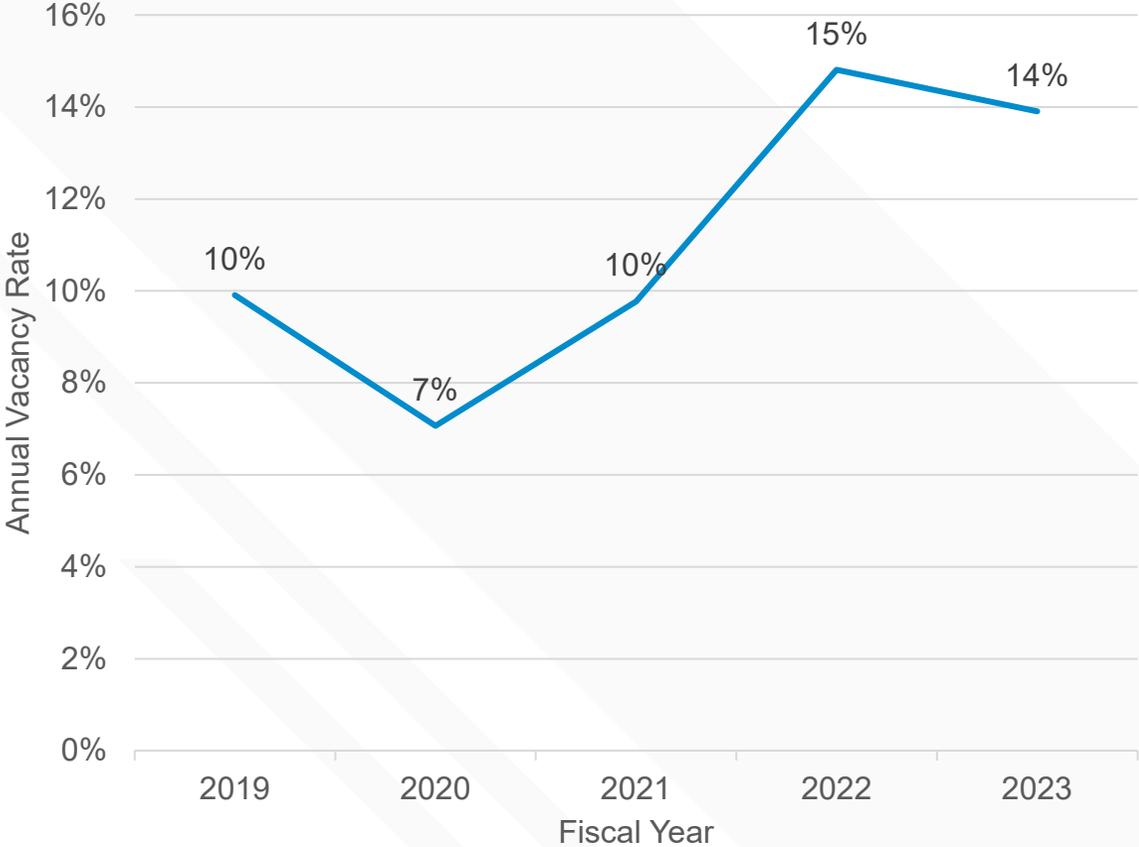
MARTA Annual Turnover Rate FY19 to Present



MARTA’s turnover rate jumped during the pandemic, consistent with the nationwide “Great Resignation”

*FY23 turnover rate projected based on actual turnover rate for July 2022 through April 2023

MARTA Annual Vacancy Rate FY19 to Present



MARTA’s vacancy rate also jumped during the first two years of the pandemic, consistent with the jump in turnover rate

The Department of Human Resource’s efforts to increase recruitment, especially of Bus Operators, helped reverse this trend in FY23

Current Vacancy Rate by Division

Division	Authorized Positions	Vacancies	Vacancy Rate
Administration	261	59	23%
Capital Program	247	108	44%
Chief of Staff	34	10	29%
Finance	249	28	11%
Legal	27	3	11%
Operations			
Bus	2,043	163	8%
Rail	707	115	16%
Other	675	64	10%
GM/CEO (Police + Customer Experience + Audit)	539	88	16%
Safety	79	8	10%
TOTAL	4,861	646	13%

MARTA Employee Satisfaction Survey

- Objective: Learn what motivates employees to leave or stay at MARTA and use this information to take actions that improve retention
- Methodology:
 1. Performed 46 in-depth 1-on-1 interviews
 2. Used results of interviews to design and conduct online survey in December 2022
- Results: Received 645 completed surveys (15% of all employees) forming a representative and statistically valid sample of MARTA workforce

MARTA Leadership Wants to Hear from You!



Scan the QR code or go to the link below to take MARTA's FY23 Employee Satisfaction Survey

https://www.surveymonkey.com/r/marta_employee_satisfaction

Your responses are completely anonymous. Results will be reported in a way that protects anonymity.

The survey will close on December 16th. We welcome your thoughts and opinions.

Supervisors – please post flyer for employees who have limited access to MARTA email.

This survey is being conducted by the Department of Research & Analysis. If you have questions or trouble with the survey, please contact rsalter@itsmarta.com

The Top Reasons for Staying at or Considering Leaving MARTA were Similar for Represented and Non-Represented Employees



Top Three Reasons Survey Respondents Stay at MARTA

Rank	Represented Employees	Non-Represented Employees
1	Job security, stability	Job security, stability
2	Pension plan	Health benefits
3	Health benefits	Providing a public service, helping people



Top Three Reasons Survey Respondents Considered Leaving MARTA

Rank	Represented Employees	Non-Represented Employees
1	Compensation	Compensation
2	Understaffed, stressed	Understaffed, stressed
3	Poor communication	Poor communication

Employee Suggestions to Improve MARTA's Retention Rate Fell into Six Categories

Category	Top Suggestion
Compensation and Benefits	Raise pay to match industry standards; cost of living
Management	Select and/or train managers so they understand work and know how to supervise people
Technology and Equipment	Need new computers, tablets, laptops
Communication	Improve frequency, quality, and timeliness of communications from managers
Recognition and Appreciation	Ongoing recognition within departments (employee of the month)
Training	More ongoing, job specific training (in-service classes, external courses, certifications)

Current and Upcoming Employee Retention Strategies

Retention Strategy	Description
Employee Engagement	MARTA promotes and supports Employee Resource Groups, as well as numerous employee events at its various locations –such as food trucks aiming to increase morale and engagement amongst employees
Compensation	HR is preparing to conduct a comprehensive compensation study in 2024 to ensure pay levels are competitive within the industry and local labor market
Benefits	A low-cost healthcare option is being added to the Health Plan selections for 2024 to expand affordability of benefits for all employees and provide additional healthcare options
Promote Wellness	Wellness initiatives are hosted monthly to promote a healthy workplace. Examples include: free yoga classes, mammogram screenings, diabetes prevention classes, bootcamps, mental health awareness workshops
Communication	communication vehicles utilized include townhall meetings, fire chat events, department newsletters, electronic signage displays and authority wide emails. Feedback is solicited through Employee Engagement Surveys. A new Newsletter is being designed to disseminate discussions at Executive Management Meetings
Recognition and Appreciation	MARTA hosts an annual Employee Recognition Ceremony. In addition is recognizes employee anniversaries and other milestones
Development/ Training	MARTA offers in-person and online training courses throughout the year to promote learning and the continuous development; In addition, we have in place a tuition reimbursement program that assists employees
Flexible Work Schedules	Hybrid work and remote schedules allow for a healthy work/life balance

People Initiatives – Employee Resource Groups (ERGs)

ERGs are formalized groups of employees joining based on shared interests, characteristics or life experiences, aiming to create a more inclusive and rewarding work environment. ERGs provide support, enhance career development, and contribute to the personal and professional growth of participating employees within the work place.

- 1. MARTA Young Professionals (MYPG) – 134 participants**
The mission is to serve as a platform for advancement of goals, policy, and ideals unique and common to Young Professional interests at MARTA.
- 2. Black Excellence at MARTA (BEAM) – 181 participants**
The mission is to serve as a platform for the advancement of goals, policy, and excellence unique and familiar to BEAM – Black Excellence at MARTA.
- 3. Empowering Women @ MARTA – 105 participants**
The mission is to build an inclusive community that empowers women at MARTA through discussion and awareness of challenges they face and provide them and their colleagues with tools and resources to help them succeed.
- 4. MARTA Veteran Professionals (MVPs) – 40 participants**
The mission is encouraging employees who served in the military and their families through research, collaboration, and goodwill.

DIVERSITY & INCLUSION:

**CREATING
A BEST PLACE
TO WORK**



First 120-Days Employee Engagement Plan - Initiatives Under Development

- Immediately after hiring “Welcome to the Team” card and/or electronic message to each employee from MARTA’s Executive Team.
- Mentoring support program to assist new employees understand the culture and policies as they become acclimated to MARTA and their new role.
- Mandatory 30-day, 60-day, 90-day and 120-day Manager/Supervisor Touch Points with every new employee to ensure that the on-going experience and training are satisfactory and/or to undertake early remedial action(s).
- Promotion and participation in work-site Health & Wellness activities to include health assessment; biometric exams; mammograms; diabetes awareness; smoke cessation program; on-site yoga and boot camp classes.
- Promotion and support for engagement and participation in career development courses offered by Human Resources, Learning and Development Department and/or participation in external training and/or leadership development offerings as appropriate.



First 120-Days Employee Engagement Plan – Mandatory Courses for ALL Employees

MARTA's Professional Development Academy is offered to all new employees. The employee will receive a notification within their first 30 days of employment to complete a series of mandatory courses in MARTALearn, the Learning Management System. Employees earn learning points as they complete the curriculum path which allows for 18-months to be completed. The path outlines which courses to take within the first 30-days, 60-days and beyond.

The mandatory courses include:

- Agency Safety Plan (ASP)
- Conflict Resolution
- First Choice Customer Experience
- SMS Awareness
- Safety 1st
- Emotional Intelligence
- Social Intelligence
- Critical Thinking
- The 7 Habits of Highly Effective People



[Click Here for MARTALearn](#)

Example: 120-Day Employee Engagement Plan – Bus Operators

- **Orientation** – Newly hired represented employees attend a two-day New Employee Training Orientation (NETO)
- **Week 1-2:** The employee completes CDL permit training if required.
- **Week 3 - 5:** An employee that requires a CDL will attend the Georgia Piedmont College CDL training program for three weeks.
- **Week 5 -** First Manager/Supervisor Touch Point meeting to discuss job satisfaction, address questions and take any remedial action as needed.
- **Week 6- 13:** Once CDL training is completed, employee is assigned to an 8-week Professional Bus Operator Candidate training program.
- **Week 13 –** Graduation celebration Social Event. Second Manager/Supervisor Touch Point meeting to discuss job satisfaction, address questions and take any remedial action as needed.
- **Week 14:** The newly hired employee will be paired with a Mentor, assigned to a garage, introduced to the management team at the location and assigned to a run.



Next Steps

- Share results of survey with employees
- Create cross-departmental Employee Retention Task Force to implement top survey suggestions over the next year, where feasible
- Establish regular communications with employees on Task Force progress
- Continue promotion and support for Employee Resource Groups (ERGs) activities
- Implement compensation study and propose changes as identified
- Continue to offer Health and Wellness initiatives
- Conduct periodic surveys of MARTA workforce to evaluate progress made in improving working conditions and employee retention
- Finalize and implement “First 120 Days Employee Engagement Plan.”





Thank you!