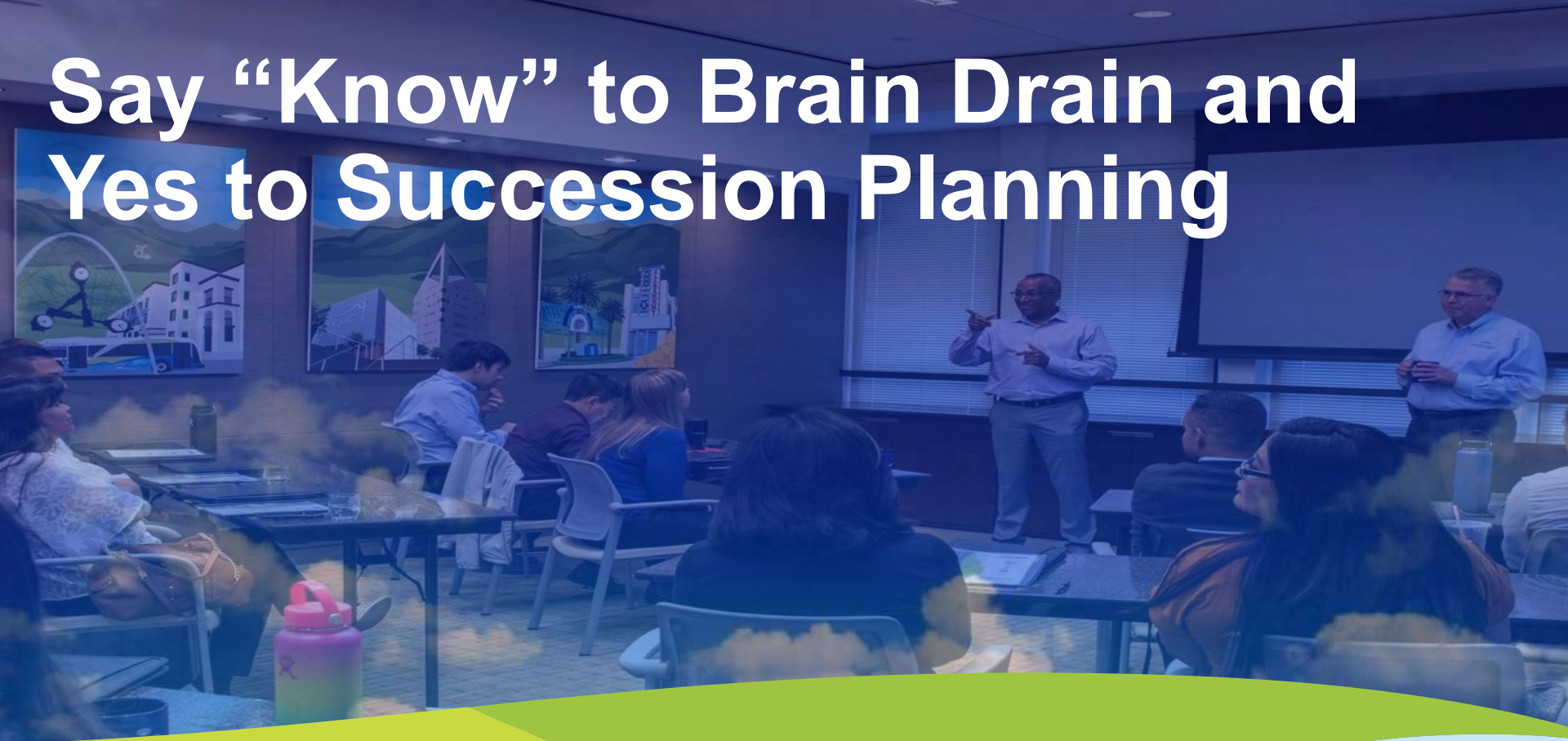


Say “Know” to Brain Drain and Yes to Succession Planning



Ashlien Savage | Human Resources Manager



Foothill Transit

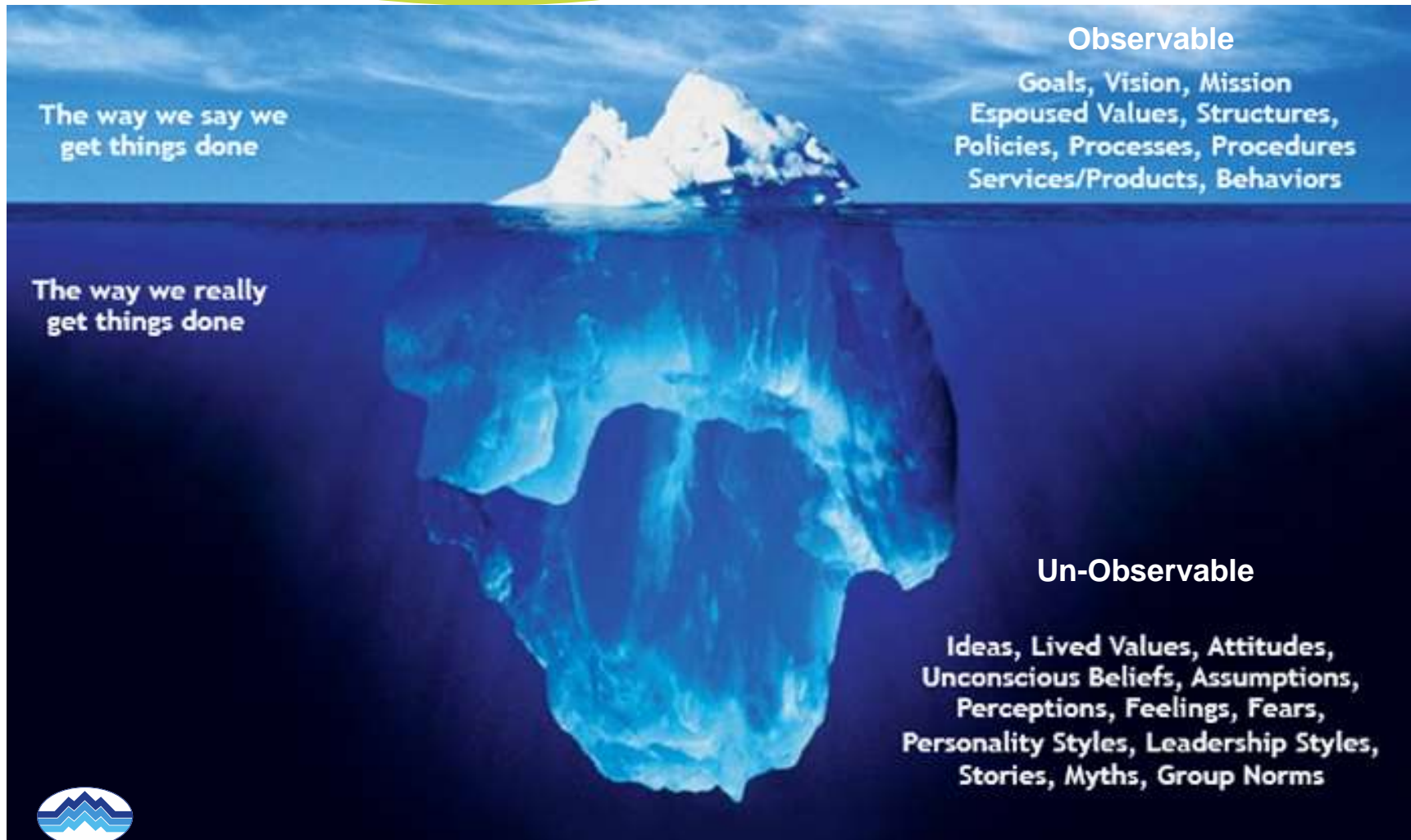
What is CULTURE?

Unique Traditions, Customs, and Values



Foothill Transit

Organizational Culture



CULTURE is CRITICAL

What is the right mix? How do you get it?

It's the lifeblood of an organization, but it's complicated to understand and shape.



THE
CULTURE
CHALLENGE®



Foothill Transit

DELIVERING 
Happiness

Happy employees
are Engaged
are Committed
are Staying

Zappos
.com
POWERED by SERVICE®



Foothill Transit

ENGAGEMENT

Is the outcome of a healthy culture



RETENTION

Organizational commitment happens when employees are motivated and immersed

Organizational Culture Done Right



**Supportive
Leadership**

**Effective
Communication**

**Engaged
Employees**



Foothill Transit

WHAT WE VALUE

Team members – are the key to Foothill Transit success and we are committed to supporting them through education, development and recognition

Diversity – we create and environment rich with talented people and differing viewpoints, valuing the unique perspectives that everyone brings

Communication – We value and are committed to open, honest and respectful discussion which is responsive, informative, and constructive



“ If you select the **right person again and again**, the collection of the character, competency and **chemistry of those people** would develop and strengthen the **culture over time.**”

– Dee Ann Turner



Foothill Transit

Culture of Learning

- Leadership Training
- Industry conferences & seminars
- Higher degree attainment

Culture of Engagement

- Support Community Involvement
- Enrich employee experience through service
- Encourage giving back and giving forward





Succession Planning is -

INVESTING IN OUR PEOPLE

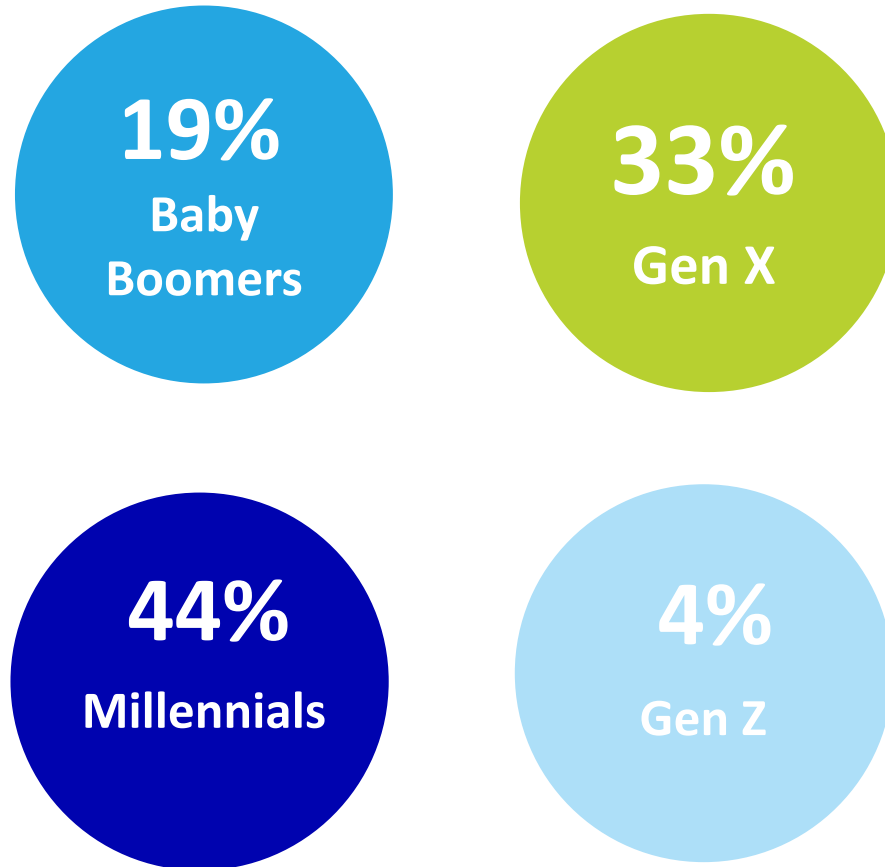
CFO asks CEO: "What happens if we invest in developing our people and then they leave us?"

CEO: "What happens if we don't and they stay?"

PETER BAEKLUND



Foothill Transit Generation Landscape



MID-LEVEL MANAGERS

50%
MALE



50%
FEMALE



SENIOR MANAGEMENT

64%
MALE



36%
FEMALE



Educational Assistance Program



52%

CURRENT EMPLOYEES
Out of 52 Employees

TOTAL EMPLOYEES
Out of 70 current and
previous employees



47%

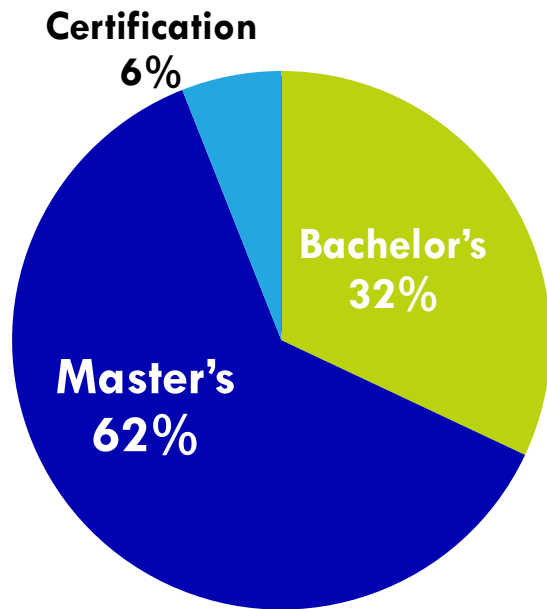


42%

TOTAL GRADUATES BY 2019
14 participants will have
received their degrees since
2014



Tuition Reimbursement





Talent Development

- APTA Leadership Program
- APTA Emerging Leaders Program
- Eno Senior Leadership Program
- Eno Mid-Manager Level I and Level II Programs
- WTS Mid-Career Leadership Program
- West Coast MAX Exchange Program
- Transit Paratransit Training
- National Training Institute
- Seminars and Conferences



Community Involvement

94%

- American Public Transportation Association (APTA)
- Women in Transportation Seminar (WTS)
- Conference of Minority Transportation Officers (COMTO)
- Chambers of Commerce
- Rotary Clubs
- Lions Clubs
- High-School and College Career Fairs



Foothill Transit



Volunteer – External Agency Events

- Annual Bus Rodeo
- Rose Bowl Special Services
- LA County Fair Special Services
- Meet the Planner
- Annual Late-Night Bus Inventory
- Random Cash Count Fare box Audit



Employee Appreciation

Recognition & Rewards

- Birthdays & Anniversaries
- Degree Advancement Salary Increases
- Milestone Bonuses



Wellness & Corporate Giving

**CASUAL FOR A CAUSE
Jean Day**



CULTURE

92% **86%** **28%** **12%**

of executives say organisational redesign is a critical priority



of executives say culture is a very important issue



of executives report that they understand their organisational culture



of executives say their company is driving the "right culture"



7,000 responses



130 countries

Source: Global Human Capital Trends 2016 - Deloitte University Press



Thank you!

Ashlien Savage | Human Resources Manager
asavage@foothilltransit.org (626) 931-7257



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