

Background

Human Resources (HR) is responsible for managing the full employee lifecycle, including recruitment and hiring, onboarding, compensation, benefits, employee relations, performance management, and separations. At its inception, HR was managed by seconded CapMetro staff until the hiring of an ATP HR director in February 2023, now a Vice President-level position. HR is situated under the General Counsel following a reorganization in May 2026.

The ATP HR team has made improvements each year to refine the HR function. Improvements include:

- Creating an *Employee Handbook* and eight *HR Standard Operating Procedures*, available to staff on ATP's SharePoint,
- Implementing a Position Requisition or Adjustment form to standardize the documentation for position changes and salary adjustments, and
- Developing an *Annual Employee Performance Management Program* to support employee goal setting and performance review.

Objective: Has ATP developed effective human resources policies to align with best practices regarding: compensation, employee engagement and retention, training and development, and performance management?

Scope: Human resources activities from January 2021 to the present, with a primary focus on HR activities occurring after October 2023.

Results

Generally, HR has taken positive steps to support a fair, safe, and respectful environment for ATP employees and to provide consistent administration of HR functions across the organization. We identified four opportunities for improvement which include: conducting market studies, offering training, surveying employees, and conducting exit interviews.

- **Market studies:** ATP procedures call for HR to “review pay structures annually and recommend adjustments as needed to maintain competitive alignment with applicable external job markets.” HR regularly reviews internal pay equity but has not completed a market analysis to compare ATP's pay or salary structure to external job markets. In 2024, ATP hired a consultant to do a market analysis and develop a salary structure. A salary structure was developed, but the market analysis was not completed. Best practices recommend conducting regular salary benchmarking.
- **Training:** ATP has a robust orientation and onboarding program for new hires but has few mandatory HR trainings. Best practice guidance recommends mandating training on topics like sexual harassment, discrimination, and anti-retaliation.
- **Employee feedback:** ATP does not conduct stay interviews or employee engagement surveys to collect employee feedback. Best practices found that employees who are engaged and experience their workplace culture positively are nearly six times more likely to report high job satisfaction.
- **Exit interviews:** From March 2024 to May 2025, HR administered a comprehensive exit interview focused on the employee experience and departing employee ideas to improve ATP. After May 2025, HR began using an abbreviated survey that appears to be more administrative in nature, focused on transitioning assignments and clearing the employee's workplace. Best practices recommend using exit surveys to obtain feedback on what motivates employees to remain with an organization.

We issued four recommendations to address these issues (as listed on page 6 of the audit report) and management agreed to implement most corrective actions by December 2027.