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14 STAFFING OPERATORS

GDOT can expect full staffing coverage in the RAM Program to meet the unique needs of the state. Serco will apply proven hiring and scheduling processes backed up by a capable management framework and the latest scheduling technologies.

14.1 APPROACH TO HIRING RAM OPERATORS AND DISPATCHERS STATEWIDE

Because the RAM Operators and Dispatchers are dispersed across the state, Serco’s sourcing approach will provide a staff with core experience of Incident Management (IM) and with an understanding of the relevant districts and culture. **Figure 14-1** shows Serco’s six-step sourcing approach before actual hiring.



Figure 14-1. Serco’s Approach to Sourcing GDOT RAM Operators Assures Fast Coverage at Start-Up. *Serco’s approach to sourcing qualified Operators and Dispatchers is a mature process that uses local and corporate resources from one of the world’s largest managed services providers.*

These strategies have proven highly effective in our staffing of numerous projects, including contracts with the Virginia Department of Transportation (VDOT), Louisiana Department of Transportation and Development (LADODT), and the Centers for Medicare & Medicaid Services (CMS).

14.1.1 Targeted Skills

To obtain the required skills for the RAM Operator and RAM Dispatcher positions, our recruiters will target individuals with law enforcement, emergency responder, and 911 dispatch (police or fire) experience. We will strongly consider current or former qualified HERO and GDOT district employees (with Department approval), but it is not our intent to build a strong RAM team while creating problems for our clients by hiring from other critical GDOT programs.

For the RAM Operator positions, we will target individuals with a working knowledge of IM activities so they can attain and retain the appropriate IM certifications. In addition, they must maintain a clean, valid driver’s license throughout the course of their employment. Any suspension of driving privileges will result in a suspension or termination of employment.

For the RAM Dispatcher positions, we will target individuals with safety patrol or emergency dispatch experience. Concentrating on such dispatch personnel allows us to build on the existing relationships with first responders that they bring to district operations.

We will also target candidates with the following general attributes and histories:

- Positive attitude, strong work ethic, and desire to work with people
- Demonstrates a passion toward public service

For the second year in a row, Serco has been named to Forbes magazine’s list of “*America’s Best Employers.*”
Top 3 “*Best Business Services Employers in the US*” (Forbes Magazine: 2015 and 2016)

- History of working safely
- Positive background checks
- A good driving record (Operators' driving records are closely and periodically checked. Each Operator's driver's license must be in good standing, and we want to avoid any unexpected staffing problems.)
- Presents a clean and neat appearance
- Is courteous and polite to others
- Is reliable
- Is teachable and can follow instructions
- Understands their role as essential employees and being on-call

Serco's recruiters have already started the research and advertisement efforts to staff the GDOT RAM Program. Based on our initial findings, we feel there is an adequate pool of good candidates, and we have already received numerous inquiries from among these individuals.

14.1.2 Recruitment and Hiring Process

The recruitment and hiring of the right people is critical to the success of the RAM Program and will provide optimal benefits to GDOT and the public.

Regardless of the required staff size, Serco has a history of recruiting the needed positions in the desired numbers within the required timeframes. We rely on our strong network of recruiters that can reach thousands of people quickly in targeted geographical areas. For a contract with the National Benefits Center in Kansas with the U.S. Citizenship and Immigration Services (USCIS), Serco significantly increased recruiting efforts by hosting 8 job hiring events within a 3-month period. This resulted in 400 interviews, with approximately 300 hires with approved clearances. We

continue to see a steady volume of job applicants, averaging 100 per month. We routinely host monthly recruiting events to ensure a robust pipeline. We also continue to promote our corporate referral program which has helped increase our pipeline as well.

Because the GDOT RAM Program requires approximately 100 people working across the State of Georgia, we will use this same recruiter network, resulting in a large number of Operator and Dispatcher candidates to staff the districts.

Serco will also hire personnel through our Disadvantaged Business Enterprise (DBE) partner. We are collaborating with Gemini Tech Services, LLC (GTS) as a subcontractor on this contract to provide Operator and/or Dispatch staff. GTS is a certified Economically Disadvantaged, Woman-owned (EDWOSB/8(m)), Hispanic-owned small business. GTS, is certified by the State of Georgia as a DBE firm; the State of Texas as DBE and as a Texas Hub Zone firm; and by the State of Virginia as a Small Woman and Minority (SWaM) firm. Established in 2006, GTS specializes in the delivery of critical support services and has provided a variety of professional technical support including Transportation Management.

Serco has a Professional Services Agreement in place with GTS, and GTS provided an Accounting Clerk on one of our GDOT contracts. GTS has also helped Serco staff contracts for Navy Personnel

Serco has successfully staffed large programs within aggressive deadlines.

- Serco successfully hired 5,000+ people in 1 month for a CMS contract (2014)
- In ramping up our USCIS National Benefits Services contract, we hired more than 300 staff that were vetted and passed security background checks within 90 days.



Command Identification Card Administrative (ICA) Services and for Western Hemisphere Institute for Security Cooperation (WHINSEC) Professional Military Education Support. With GTS as our subcontractor for the GDOT RAM Program, Serco will help meet GDOT’s goal of having 3 percent of this contract’s business with a DBE. Serco will be fully responsible for the training and will assist GTS with hiring, as needed.

To ensure GDOT receives the best people, we have a four-phase process wherein a dedicated team works each phase, and the teams collaborate to move the process along and to meet contract deadlines. **Figure 14-2** shows a flow chart of the work of the four main phases of recruitment and hiring.

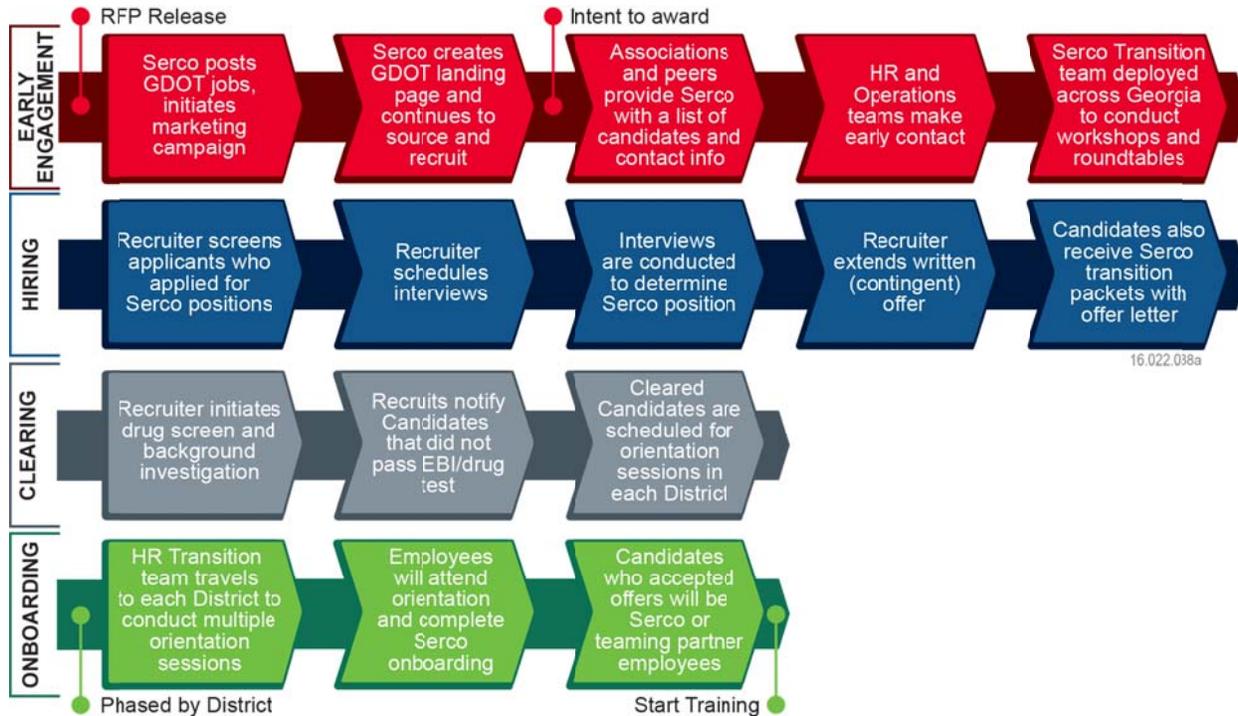


Figure 14-2. Serco’s Four Main Hiring and Recruiting Processes. Adhering to these phases helps us expedite the recruitment and hiring of the right people for the GDOT RAM Program.

Early Engagement. GDOT requires the RAM program to be fully implemented within 6 months, and Serco is committed to achieving that objective. To minimize any risk to the project and to ensure a smooth implementation into each district, Serco is conducting a phased approach in which we start operations within the districts early. This phased approach means smaller groups of staff come into the program earlier and start training. This first group, to be eventually deployed to Districts 1 and 6, starts training 2 months after contract start. To ensure we meet this commitment, our recruiting teams have already started their process and will intensify the effort once we receive notification of the “Intent to Negotiate.”

Hiring. Serco will deploy one or more Specialist Teams to Georgia for the interviewing and hiring process. These teams will consist of HR professionals and project leadership to ensure we are properly evaluating each person based on the criteria stated above. This process and the candidate list are available to GDOT, and we welcome client participation so that you have the confidence in the entire team.

Serco is Prepared to Quickly and Effectively Interview and Hire. We Have Done this Before.

In 2013, Serco was awarded the Federally-Facilitated Exchange (FFE) for eligibility support tasks under the Affordable Care Act (ACA) of 2010 through the Centers for Medicare and Medicaid Services (CMS), Eligibility Support. This was a start-up program with no incumbent operation, facility, or staff and required hiring 2,000 Service Contract Act (SCA) employees within 3 months.

In the first 45 days of the contract, Team Serco recruited, interviewed, hired, and trained more than 600 SCA employees in two different states. Serco established a tiered recruiting, interview, hiring, and training schedule for each of the sites to meet the October 1, 2013 launch date. We coordinated with partners and conducted 5 job fairs—through which we received 8,500 applicants—as well as mass onboarding, and training events.

Serco employed nearly 5,000 SCA employees at 4 Centers, operating 2 overlapping shifts per day, including Saturday and Sunday.

Clearing. Due to the nature of our business, security is vital. Every employee joining Serco is required to undergo a detailed security check and drug screening. This is a closely documented process that will be maintained in our SAP HR system to track any renewals or recertification required. Our systems provide automated advance reminders of renewal or expiration to avoid any lapses.

Onboarding. An employee’s first day at Serco is important to us. Onboarding is the process by which new hires get adjusted to the social and performance aspects of their jobs quickly and smoothly, and learn the attitudes, knowledge, skills, and behaviors required to function effectively within Serco. We take the time to ensure each employee understands our systems and processes as well as the details of our businesses. Although many may only view this as a benefit to the employee, this is actually a benefit to our customers (such as the Department) as well. *Our onboarding process ensures that our new hires feel welcome and prepared in their positions, in turn giving them the confidence and resources to make an impact within the project, and ultimately allowing Serco to deliver the best RAM services possible.*

14.2 HOW WILL OPERATORS BE MOST EFFECTIVELY UTILIZED TO PROVIDE SUCCESS FOR THE PROGRAM

Serco will effectively manage and utilize a dispersed workforce, the backbone of the GDOT RAM Program. Recognizing that the program focuses on non-urban areas, Serco will draw on our experience and practices in the non-urban regions of western Virginia and Louisiana to provide GDOT the most effective staff utilization as shown in **Figure 14-3**.

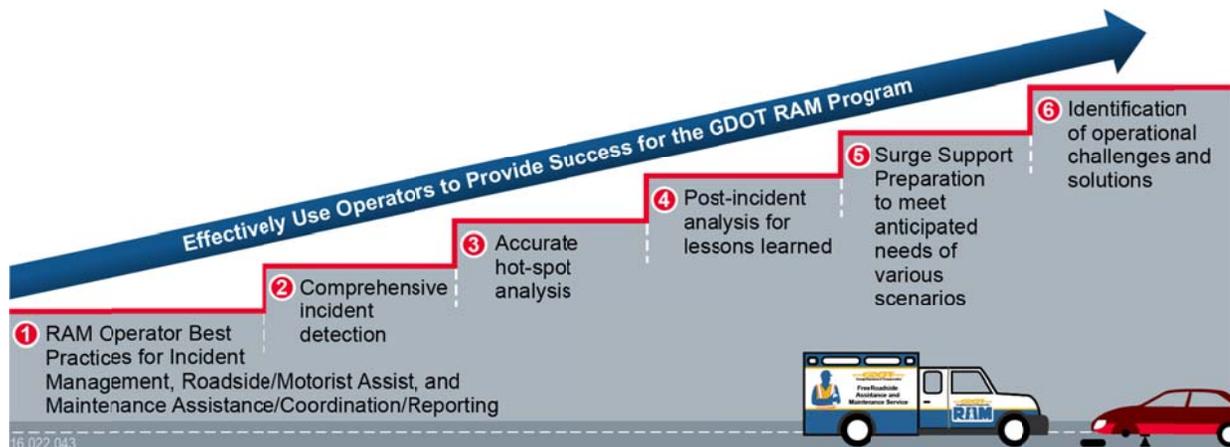


Figure 14-3. Effective Use of Operators to Ensure GDOT RAM Coverage. Serco’s approach to ensure the effective use of our Operators is built around current and future needs of the RAM program with contingency plans for unexpected events.

To utilize our operators most effectively and provide success for the program, the Serco management team will focus on the following elements:

- RAM Operator best practices including: 1) Incident Management; 2) Roadside/Motorist Assist; and 3) Maintenance Assistance/Coordination/Reporting
- Comprehensive Incident Detection
- Accurate Hot Spot Analysis
- Post Incident Analysis for lessons learned
- Surge Support preparation to meet anticipated needs of various scenarios
- Identification of operational challenges and the solutions

RAM Patrol Best Practices. In a statewide program, we will require our staff to follow Standard Operating Procedures (SOPs) to standardize performance along best practices in Incident Management, Roadside/Motorist Assistance and Maintenance Assistance, Coordination, and Reporting. We develop SOPs to capitalize on industry standards, to address regional differences and ensure every district receives the best service, and to define specific remedies for unexpected situations such as scheduling issues. Our SOPs are built on the foundation of our previous experience in providing similar services and we intend that they should deliver similar results. For example, after introducing new SOPs in our support of VDOT, our customer saw a 300 percent increase in TMC incidents managed and an 80 percent increase in roadside incidents managed.

Our SOPs will include protocols regarding how staff can assist maintenance staff as well as others including consideration to events that cross district lines. Employees can also use the SOPs in career development as they develop a more complete understanding of their roles and of management's expectations. GDOT will benefit from career employees focused on best practices as we reduce high personnel turnover common in other companies

Comprehensive Incident Detection. Our VDOT experience has shown us that 70 percent of all incident detection is identified by our Operators/Dispatchers before any 911 call or other detection method. In our business of quick clearance and responsive emergency service, we also strive to prevent secondary accidents. To keep this optimal resource functioning at its full potential, Operators provide continuous patrol as much as possible, actively identifying potential problems and clearing disabled motorists before minor incidents become major disruptive events. Our Regional Managers and Supervisors can also serve as additional Operators, providing the flexibility to continuously cover patrol routes and thereby notify first responders and the TMC of incidents.

Accurate Hot Spot Analysis. Serco uses our Business Intelligence and Reporting Tool, *ProgramVision* (PV), for a variety of data analyses including incident occurrences against traffic volumes, times of day, weather conditions, special events, and other deviations from normal conditions. (Refer to the response to Question #8 and the Attachment labeled "Software" for more information.) Serco can identify where we obtain the highest efficiencies by focusing our patrol efforts on specific roadway areas where accidents are highly likely. This means we can respond much more quickly to incidents, instead of having detections governed by chance. The PV tool can also be used to create dashboards and reports from other data sources including crash records, maintenance records, etc. to provide the Department a full suite of data visualizations.

Post Incident Analysis for Lessons Learned. Serco and our core delivery team have combined decades of experience in the Incident Management field; however, we always endeavor for continuous improvement. Following selected events, Serco conducts post-event analysis to understand what worked well and what improvements can be made going forward. We have found that including Operators and Dispatchers in these events provides great insight and makes them part of the solution. The benefit of Operator/Dispatcher participation is a superior response procedure, improved stakeholder relationships

(GDOT maintenance, Emergency Services, etc.) and a highly motivated workforce wanting to make a difference for the public.

Surge Support to Meet Various Scenarios. When major incidents and/or activities present major potential for disruption to the normal flow of traffic, people's lives may unexpectedly depend on our responses and services. We rely on experienced Operators and Dispatchers to deal with both anticipated and unexpected surges. Working in a common structure, we supplement shifts with additional personnel, as needed. For short term surge we use off-duty manpower which can be supplemented with staff from other regions or districts if the surge support is required for extended periods of time (such as a hurricane evacuation). We can achieve this because each employee can draw on their standardized training and SOPs to appropriately support emergencies or other demanding circumstances in different parts of the state. At Serco, we will prepare for these potential surges and will be ready to serve the Georgia public at a moment's notice by working with our personnel and being flexible with scheduling shifts, leveraging our web-based scheduling tool.

Serco Provides RAM Surge Support on the VDOT Statewide Intelligent Transportation System (ITS) Services Contract.

- During a major snowstorm (2014/2015) in rural southwest Virginia (Roanoke to Christiansburg), Serco quickly deployed all available SSPs (12–15) to assist hundreds of stranded motorists and clear the interstate highway for traffic and snow removal. VDOT expressed appreciation of our statewide service, which we provided independent of region.
- Every winter, Serco prepares for surge support in the populous Richmond, VA area, supplementing RAM staff from the eastern region to assist during snowstorms.

Identification of Operational Challenges and Solutions. GDOT will benefit from an additional workforce watching for ways to improve operations. Our Operators will emphasize continuous patrol of assigned roadways, identifying and meeting challenges. Serco views our Operators and Dispatchers as an extension of the GDOT staff, and we will look for ways to provide further value-add. As we identify operational challenges and solutions, we will document and share our experiences with the Department.

14.2.1 Day-to-Day Utilization of Staff

On a day-to-day basis, Serco will use the *WhenToWork* web-based application to improve the utilization of staff through the optimal scheduling of Operators and Dispatchers. This tool allows employees—Supervisors, Operators, and Dispatchers—to request leave and shift changes directly and to coordinate with their peers. Using this tool reduces absenteeism while allowing easier supervision of scheduling requests as well as more effective scheduling of training, times off, and coverage for unexpected sick leaves. It achieves improved work-life balance and is 100 percent compliant with our program staffing, including the ability to identify on-call staff. The tool is easy to use with a mobile app and SMS texting capability. Our Operators have responded very positively to the introduction of this tool on our VDOT and Transurban I-95 Express Lanes contracts.



The supervisors in the districts will still approve all scheduling, and this tool allows that control. In addition, GDOT will be provided access to our *WhenToWork* application for full transparency. GDOT benefits by knowing that GDOT RAM staff utilization is maximized, delivering best value for the money GDOT spends.

Our responses to Questions #6 and #7 further describe our approach to staffing, ramping up, and comprehensive route coverage across the districts of Georgia. Our response to Question #8 provides more detail about the *WhenToWork* application.