



# Recruitment, Hiring & Retention Initiatives

Labor Negotiations Review Special Committee

June 22, 2022



# Presentation Outline

1. Context: Challenging Hiring Environment
2. How BART Is Responding
  - Implementing a Two-Phase Plan
  - Staffing up
  - Priority Position Recruitments
  - Retention
3. Looking Ahead
  - Evaluate Lessons Learned
  - Re-Assess Hiring Priorities
  - Continue Enhancing our Recruiting, Hiring and Retention Tools

# Overview

- A top BART priority is to **improve the riders' experience**, which includes service improvements
  - Increased service and reliable service requires additional staff, particularly front line staff
  - BART's ability to recruit and retain key positions is having an impact on our ability to increase service
- Recruitment problems have been exacerbated by **pandemic financial challenges and uncertainty**
- BART is taking **specific actions** to address recruitment challenges

# Context: Challenging Hiring Environment

# The Great Resignation

The Great Resignation describes the elevated rate at which U.S. workers have quit their jobs starting in the spring of 2021, amid strong labor demand and low unemployment as vaccinations eased the severity of the COVID-19 pandemic

The nationwide **job-hopping trend** pre-pandemic—employees looking for a new position after two or three years—was been exacerbated by the upheaval of the past two years

Jobseekers are **prioritizing upward mobility and greater flexibility** in the wake of COVID-19 (e.g., more remote work options, alternative work schedules, etc.)

# Bay Area Unemployment Rate

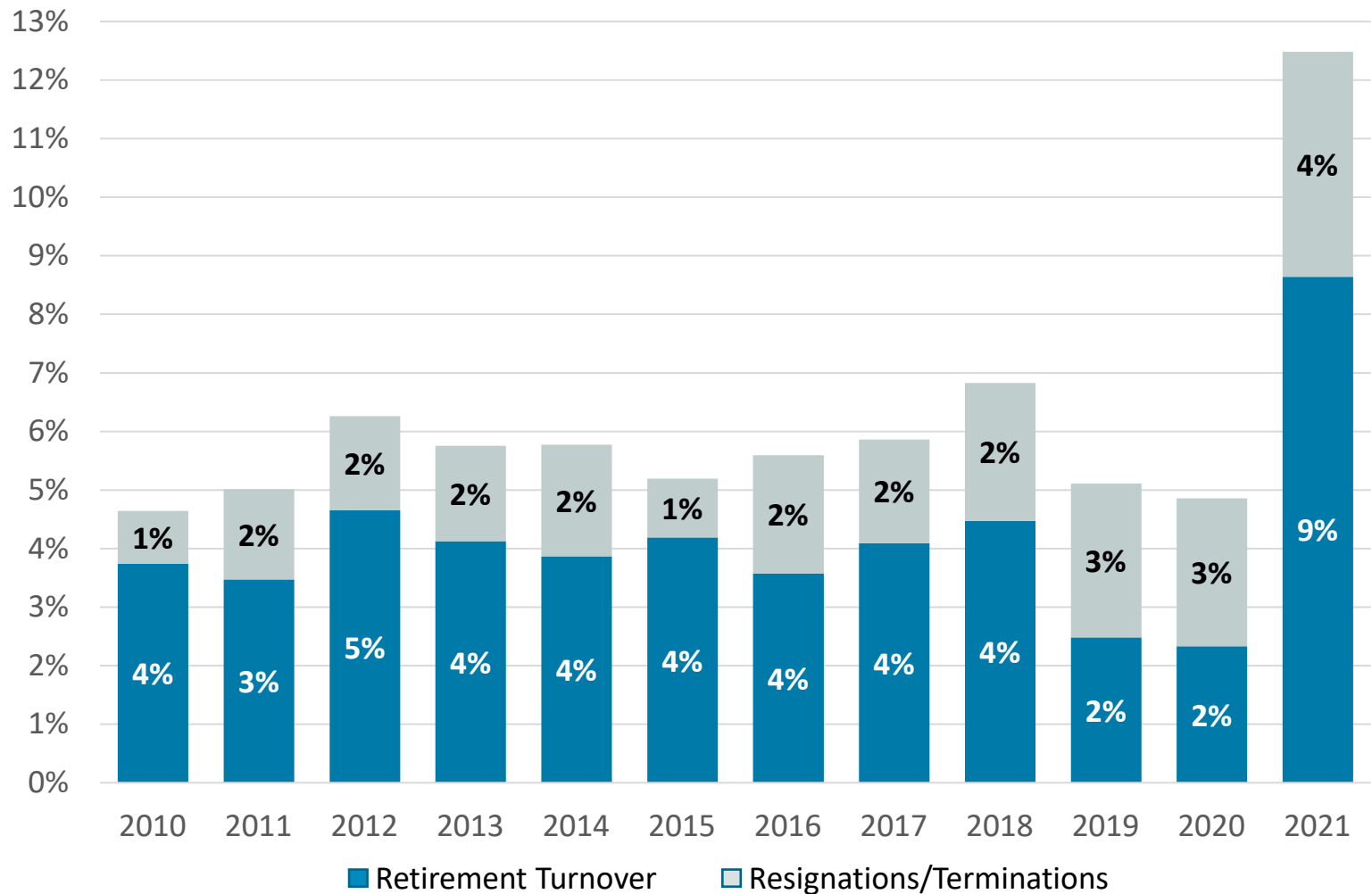


# Hiring Challenges Facing Transit Agencies

- According to APTA Policy Brief from March 2022:
  - More than nine in ten public transit agencies (92%) stated that they are having **difficulty hiring new employees**
  - Almost two-thirds of transit agencies (66%) indicated that they are having **difficulty retaining employees**
- Public transportation service has been affected by labor shortage issues in Los Angeles, Seattle, Austin, Houston, New York City, New Jersey and the D.C. area, where **some systems are down by 10% or more in staffing.**



# BART Turnover Rate 2010-2021

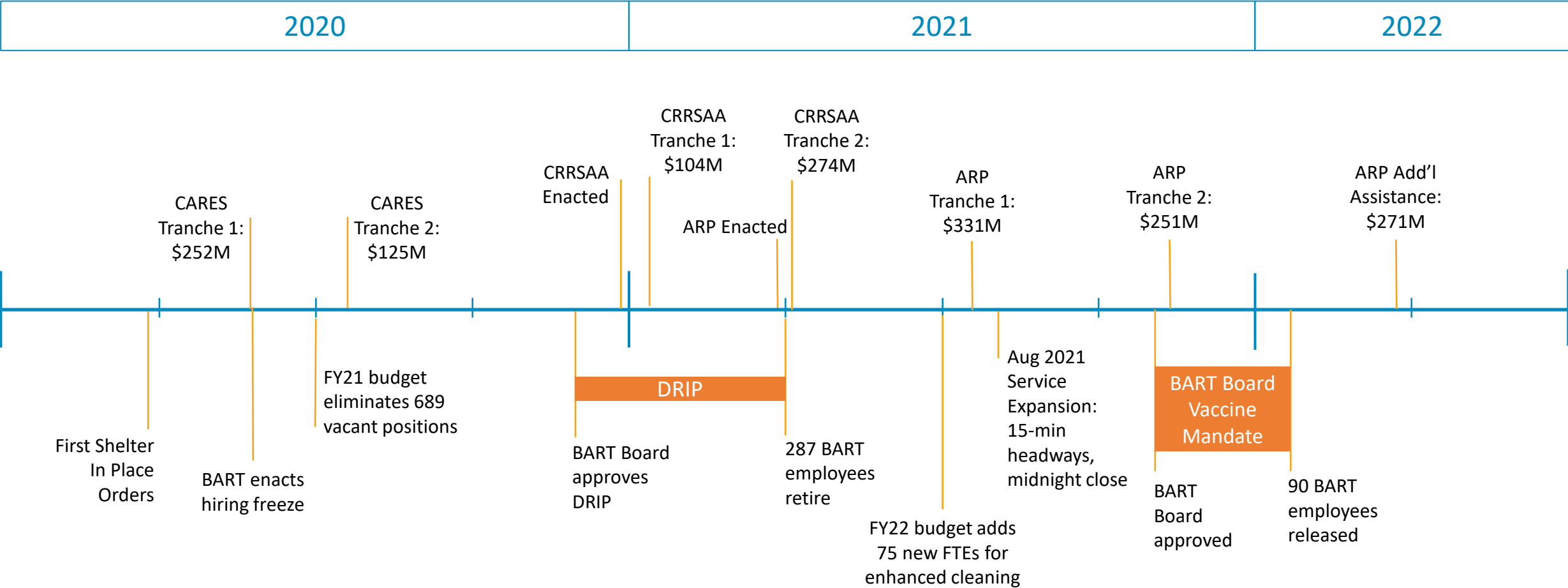


- 4% turnover = 160 recruitments
- ~12.5% of BART’s workforce separated in 2021; resulting in ~400 positions to fill, including 150 DRIP backfills
- We project a higher turnover rate to continue for the near term

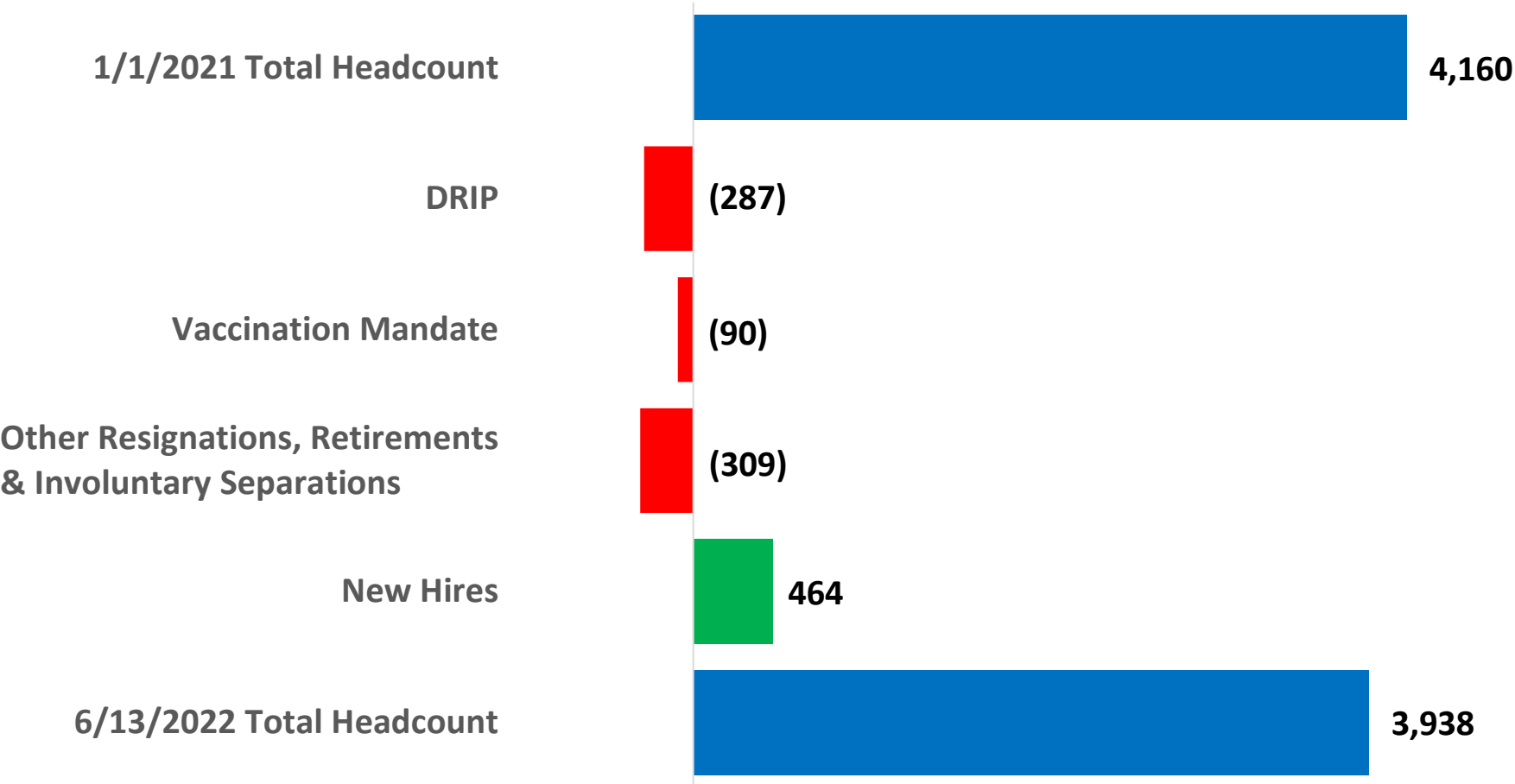




# Staffing and BART's Financial Position



# Changes to Total Headcount over the Past 18 Months



# How BART Is Responding

# Implementing a Two-Phase Plan

## Phase One (now to 10/1/22)

- Identify **priority positions** that will directly impact the rider experience
- Temporarily **allocate additional resources** to support the recruitments in these areas
- Identify and continue to **actively fulfill recruitments for all other positions** in other support functions (including but not limited to: Design & Construction, Planning, Performance & Budget, Finance, IT, Procurement and OCR)
- Training **5 new recruiters** (starting 6/27/22)

## Phase Two (10/1/22 and onward)

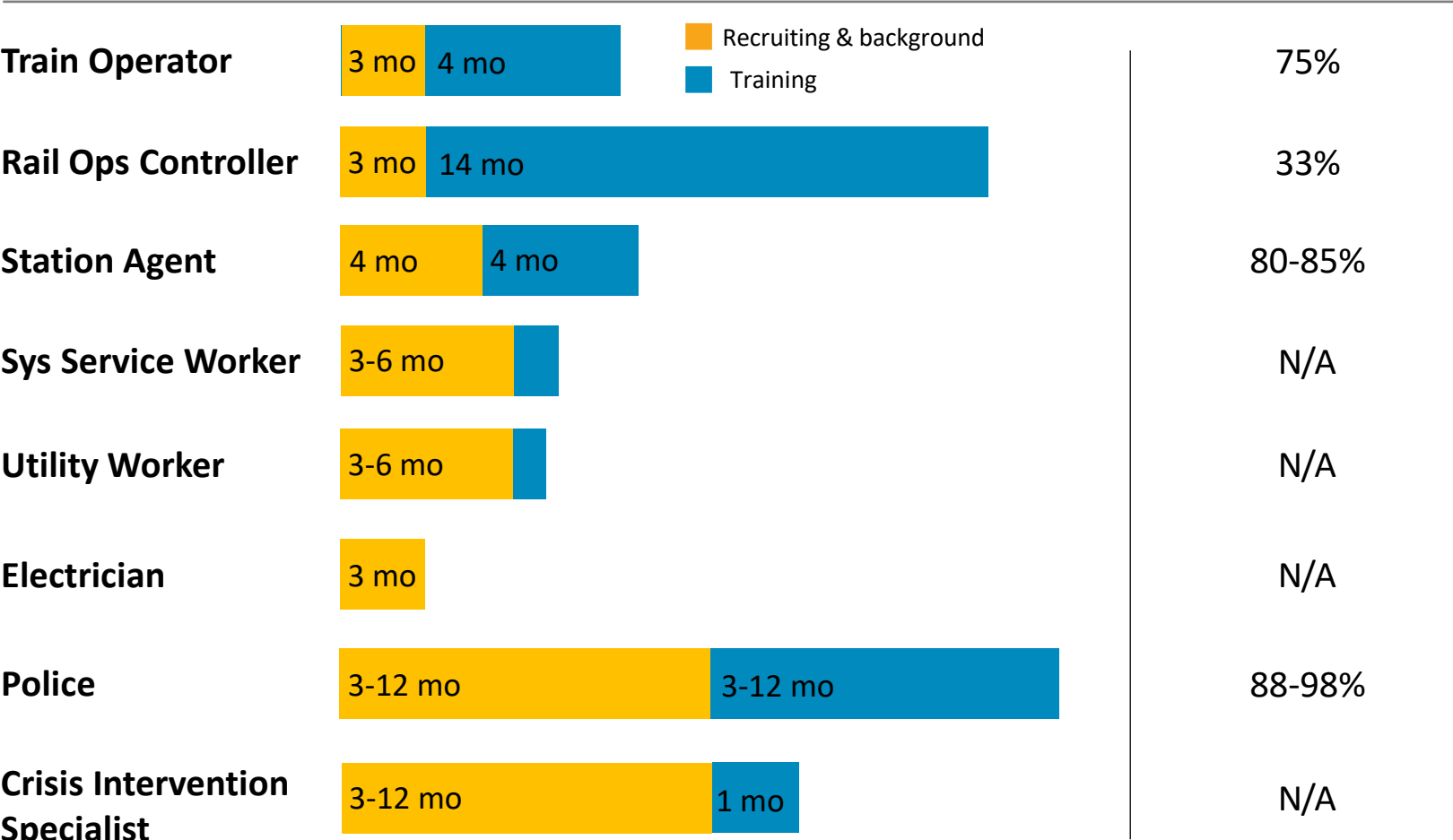
- Evaluate results/**lessons learned** during Phase One
- Work with Executive Staff to **reassess new priorities** and **reallocate resources** accordingly
- Continue implementation of the **Applicant Tracking System (ATS)** and other productivity tools
- Continue implementing **recruitment, hiring, and retention initiatives**

# Phase One Priority Positions

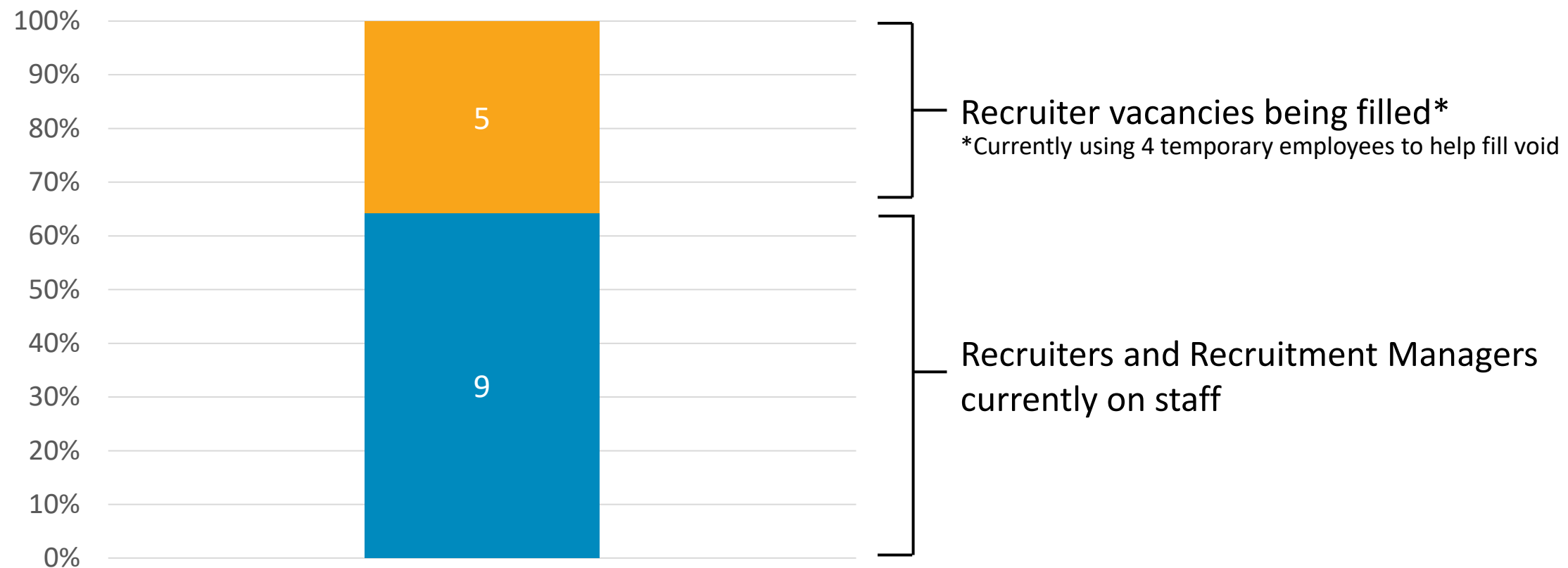
1. Train Operator
2. Rail Operations Controller
3. Station Agent
4. System Service Worker
5. Utility Worker
6. Electrician
7. Police
8. Crisis Intervention Specialist

# Phase One Priority Position Hiring and Training Timelines

Time to Hire and Train by Key Position Type



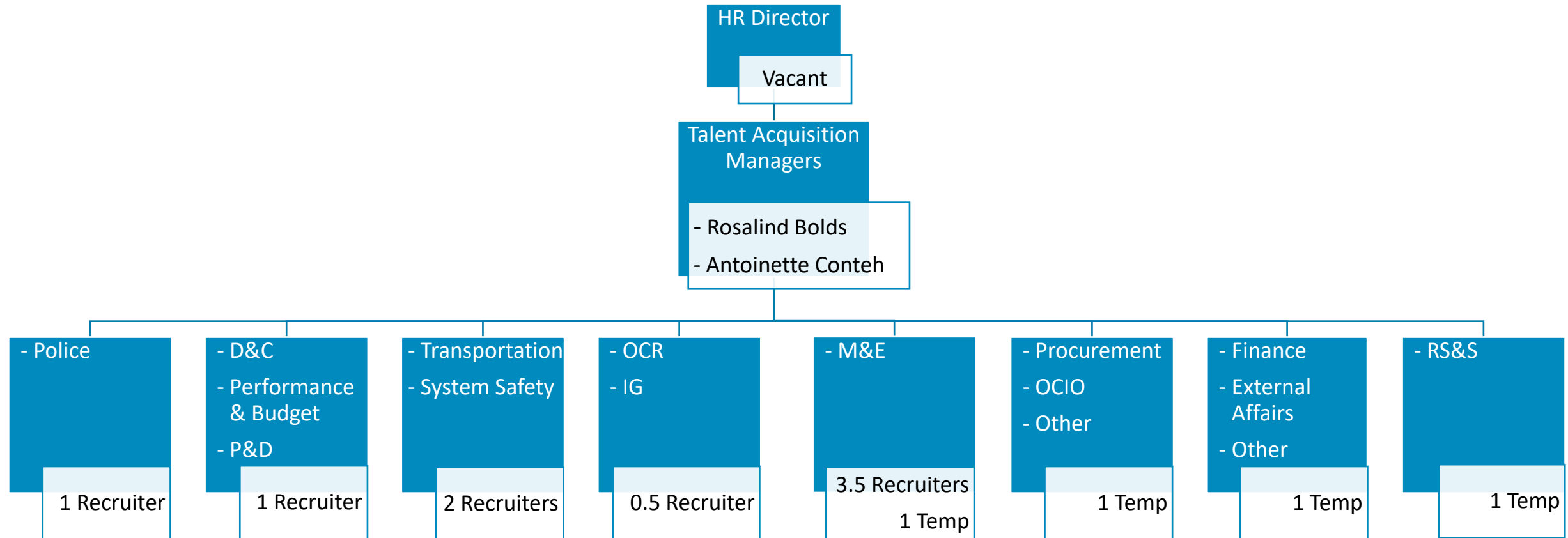
# Rebuilding Recruiter Staffing Levels



Additional Key Vacancy: BART’s HR Director recruitment underway, expected start date in late August/early September



# Current Talent Acquisition Team Org Structure



# Phase One Priority Positions Starting Soon

Position	# Actively Recruiting	To Start By (Target Date)*
Police (Entry + Lateral)	6 FT	7/01/22
System Service Worker	2 PT**	7/11/2022
Utility Worker	1 PT**	6/20/2022
Electrician	9 FT	7/18/22
Rail Operations Controller	5 FT	8/1/22
Train Operator	22 PT / 2 FT	8/29/22
Station Agent	43 PT / 7 FT	10/24/22
Crisis Intervention Specialist	4 FT	11/01/22

*\* This does not include the time required for any training/certification*

*\*\* An additional 60 candidates have received conditional offers and are pending pre-employment clearances*

# Rebuilding Workforce Development Team

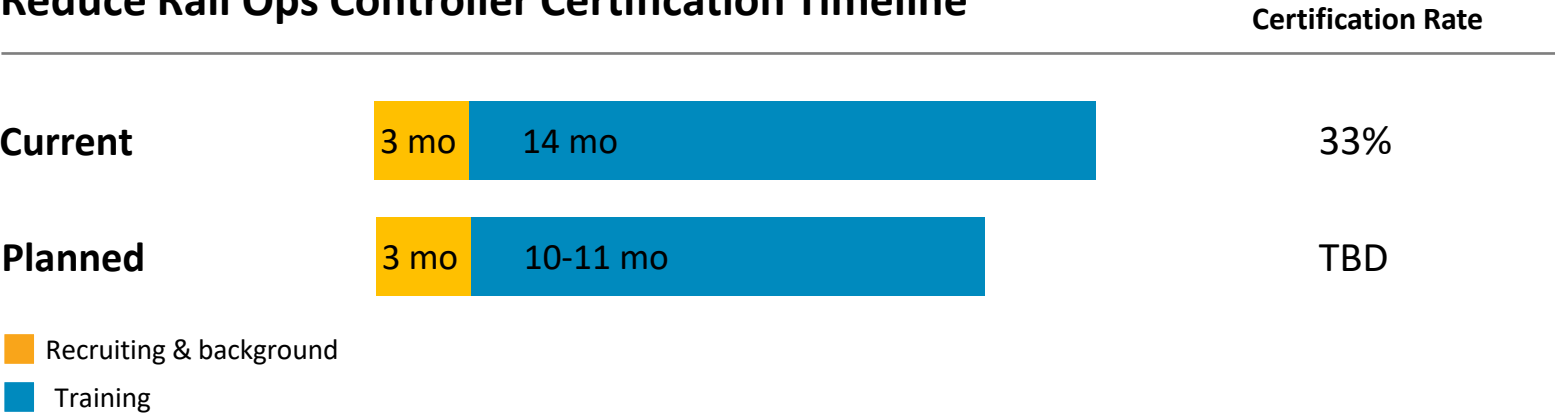
## Priorities include:

- Plan to staff up to 4 full-time employees
- Working with our labor partners to develop stronger career ladders for employees
- Partnering with External Affairs to renew our relationships with community partners and workforce development programs throughout the District and nationally; and
- Refocusing on the BART Leadership Academy and Track Worker/Transit Pathways Training Program.

# Rail Operations Controller Workforce Plan

- TRA contracted to develop plan focused on following factors:
  - Staffing to Traffic
  - Staffing Requirements
  - Turnover
  - Hiring Plan & Process
  - Training
- Timeline
  - May-July = Conduct peer review
  - July-August = Draft and finalize Workforce Plan

## Reduce Rail Ops Controller Certification Timeline



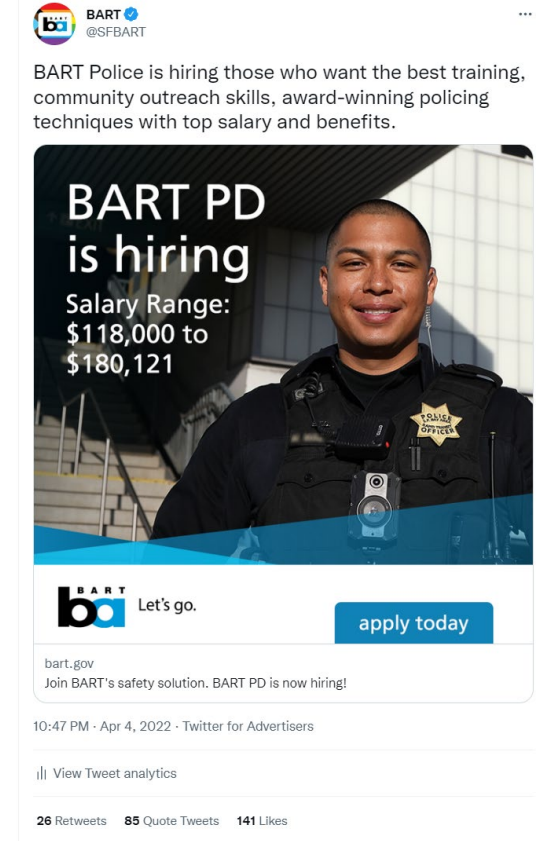
Looking Ahead

# Phase Two: 10/1/2022 and Onward

- Once recruitments for priority positions have stabilized, will **reassess priorities and rebalance recruiter assignments**
- 5 newly-trained recruiters will help **reduce recruiter load** from 16-20 active requests per recruiter to 15 active requisitions per recruiter
- **Reduce time to hire further** by:
  - Expanding the use of eligibility/pool lists and building bench of eligible candidates for positions with frequent hiring needs
  - Improve process for submitting candidates for DOJ review
  - Update sourcing protocols
  - Improve ability to capture and use data for decision-making

# Improved Recruiting Tools

- Rebooting BART Recruitment Website and Better Utilization of Social Media
  - Partner with BART's Communications Department and develop [enhanced recruiting and outreach materials](#)
  - Utilize BART's strong social media presence to [promote job openings](#)
  - Posters on digital monitors inside BART stations
  - Promote hard to fill BART jobs through storytelling, video, and high-quality photographs
- New [Applicant Tracking System \(ATS\)](#)
  - More inviting applicant experience
  - Better metrics
  - Improved visibility





# Explore Potential Financial Incentives

- Staff researching and evaluating potential financial incentives to promote recruitment & retention
  - **Hiring bonuses**
    - Determine if current \$15,000 BPD hiring bonuses have made an impact
  - **Referral bonuses**
    - Paid only if new employee passes probation and referring employee stays with BART probation + 6 months
  - **Retention bonuses**
    - Researching comparable initiatives

# Monitoring Metrics Over Time

- Time to Hire

- Time from job posting date to first day of work
  - For all positions
  - For Phase One Priority Positions
- Time between each phase of the recruiting process (e.g., job posting to application review, application review to interview, etc.)\*

- Retention

- Time spent in current job at BART
- Total time spent working for BART

*\*New Applicant Tracking System (ATS) will allow BART to measure*

# Next Steps

- Provide Board with updates on phased progress in October and January (after each quarter)
- Staff to send quarterly vacancy reports to Directors starting with FY22 Q4

# Questions?

