

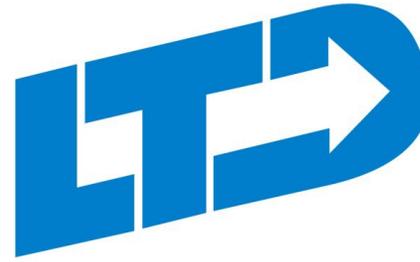


Research Questions

- **Causes:** What are the primary reasons local transit organizations struggle to find workers?
- **Strategies:** What strategies can agencies employ to attract workers for transit service positions?

Agenda

- Background and Methods
- Causes and Solutions
- Recommendations



Lane Transit District



Federal Transit Administration



**School of Planning, Public Policy and Management
Institute for Policy Research and Engagement**

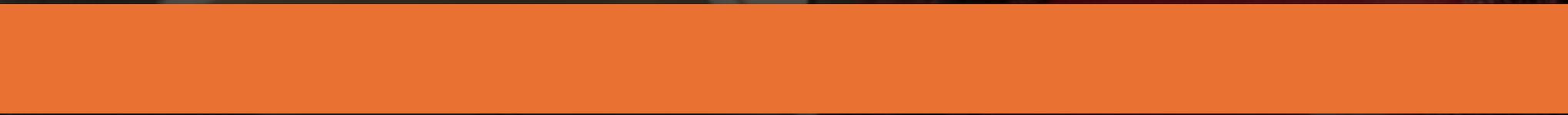


**Corvallis Area
Metropolitan Planning Organization**





Background and Methods



Methods

- Research
 - APTA, FTA and international sources
- 7 interviews with transit agencies and MPO partners
- 2 focus groups hosted in Albany
- 3 surveys received (not statistically significant)



Causes





National Trends

1. The worker shortage is widespread and severe
2. The transit workforce is aging
3. Transit agencies face intense competition for workers
4. Why workers quit:
 - Work schedules
 - Compensation
 - Agency management
5. Regulatory barriers

96 percent of agencies report a shortage

-APTA 2022 Survey (n = 190)





The Oregon Context

- High profile safety incidents, especially for drivers
- Legal cannabis
- Rising homelessness
- Difficulties accessing CDL training
- Competitive trucking sector

Regional Trends: Difficulties Expanding Services

Factors contributing to
operator vacancies:

1. Recruitment
2. Hiring
3. Training
4. Retention

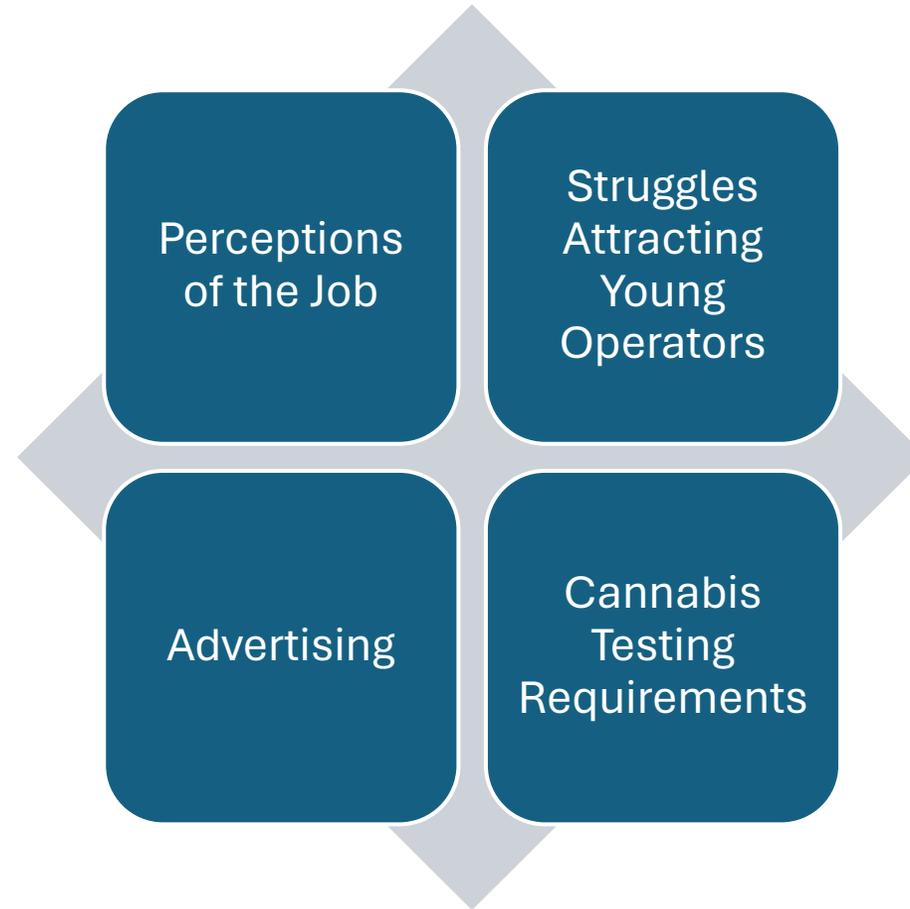


A hand is shown holding a blue silhouette of a person in a suit. The background is a dark grey grid of similar silhouettes. The text is centered over the image.

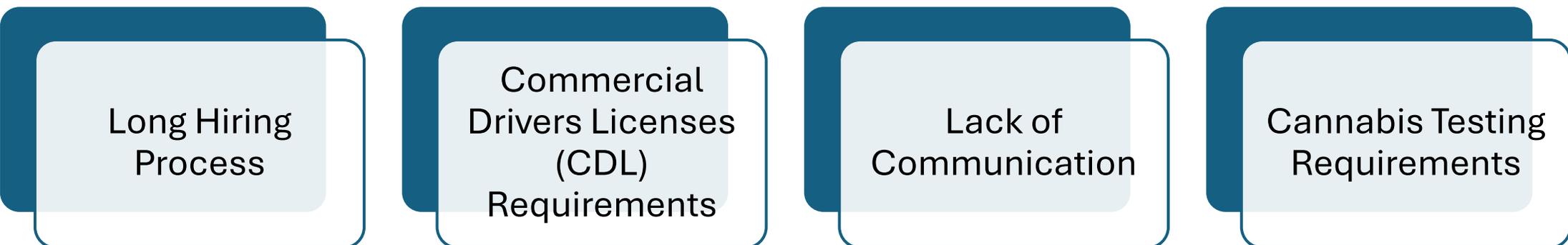
“Operators are the backbone of the transit industry—they deserve better compensation, paths for advancement, and the opportunity to influence their working conditions.”

*The American Public Transportation Association (APTA) Workforce
Mini-Guides*

Recruitment



Barriers to Hiring



Long Hiring
Process

Commercial
Drivers Licenses
(CDL)
Requirements

Lack of
Communication

Cannabis Testing
Requirements

Training

- Rushed training
- Limited access to “ride alongs” or peer trainings
- Lack of targeted training
 - Conflict resolution
 - Customer service



Retention



Undesirable schedules and
negative perceptions of
management



Perception of bus driving as a
career



Customer interactions and
COVID-19



Rising costs of living vs
stagnate wages



Limited opportunities for
advancement



Growing numbers of workers
reaching retirement age

Recommendations

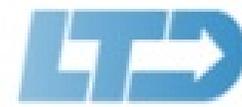
Strategies to address the shortage



Complete the APTA Toolkit

TABLE 1: RECRUITMENT-HIRING-RETENTION PROCESS WORKSHEET FOR AGENCIES

Recruiting		Agency Answer	Notes (potential issues, barriers within process)
PROCESS COMPONENTS	Advertising: How do potential applicants hear about a job? List all of the places your agency advertises job postings. These can include print, online, and in-person advertising activities.		
	Partnerships and Referrals: Is there anyone or any organization who helps identify potential applicants? List any partnerships your agency uses to recruit applicants.		
	Application: What does the employment application look like? How do potential employees submit applications? Describe the length, format, and content of an employment application.		
	Requirements: What are the minimum requirements for operation workers? How are they explained to applicants? List the requirements for employment and how or when they are communicated to applicants.		
METRICS	How many potential applicants see or engage with a job posting and/or engage at a recruitment event?		
	How many potential applicants begin an application?		
	How many potential applicants begin an application but do not complete an application?		
	How many applicants complete an application?		
	How many applicants are invited to an interview, accept the interview, and attend the interview?		
Hiring		Agency Answer	Notes (potential issues, barriers within process)
PROCESS COMPONENTS	Applicant Screening: What are the steps taken to review applications? How long does the process take, and who is involved? List the steps and parties involved in the application review process.		
	Testing Requirements: What testing requirements exist for employment? How long does it take for an applicant to complete testing requirements? List the specific tests (drug, physical, background, etc.). Note where or how these tests are administered and how long it takes to return results.		



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Hiring Process

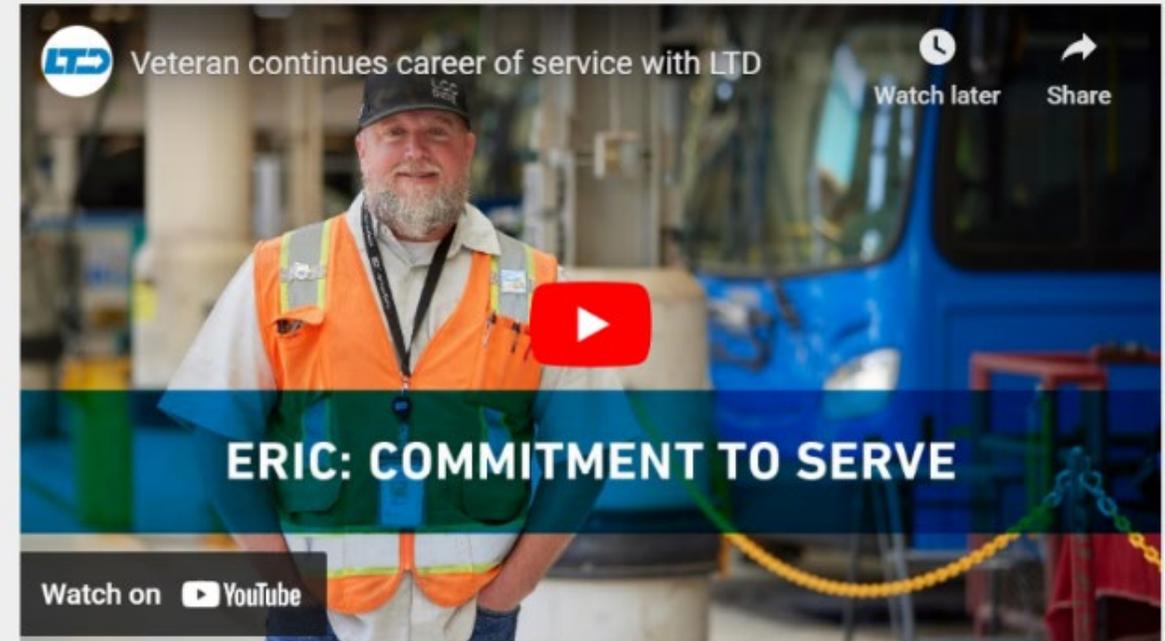
- Streamline hiring
 - Reverse the process, begin with interviews
- Improve communication with applicants
 - Regular communication
 - Clear and accessible contact information



Marketing and Outreach

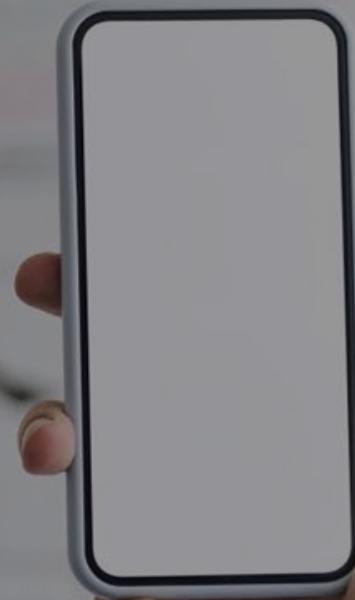
1. Post signage and advertisements in visible physical locations, such as on billboards and buses.
2. Include photos or testimonies of staff in marketing materials to help put faces to the agency.
3. Attend local job fairs with physical applications for direct interaction and streamlined recruitment.
4. Emphasize unique job benefits

See what employees say about working at LTD



Website and Digital Media

1. Develop a separate website for the transit agency.
2. Post job postings on commonly used job search sites
3. Postings should also be easily found through agency website home pages.
4. Mobile friendliness
5. Focus and robust hiring content
6. Driver testimonials



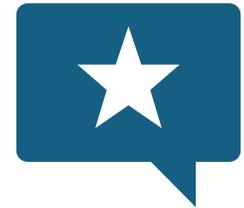
Training



Prioritize and expand opportunities for practical, hands-on experience alongside current staff, including CDL training



Implement conflict resolution/ de-escalation training for all staff members



Increase opportunities for optional customer service training



Retention

1. Facilitate open communication between management and operators.
2. Provide opportunities for feedback.
3. Provide opportunities to appreciate and celebrate employees.
4. Clearly articulate opportunities for further training and advancement.
5. Consider offering refresher courses to enable drivers to feel more confident and keep their skills up to date.

Regional Recommendations

- Collaborative CDL Training
- Collaborative De-escalation Training
- Advocate for alternative cannabis testing methods



Summary

Causes

- Conditions
- Regulation
- Competition

Solutions

- Storytelling
- Hiring
- Training

Questions

OCWCOG – CAMPO

Corum Ketchum, Planner

cketchum@ocwcog.org

IPRE – University of Oregon

Amanda Ferguson, AICP, Project Manager

afergus4@uoregon.edu

