

Employee, Consultant, and Operator Availability

Citizen Oversight Panel

3/2/22



Internal Staffing

Multifaceted Recruitment Strategy

Sound Transit employs a variety of strategies to create deep and diverse candidate pools



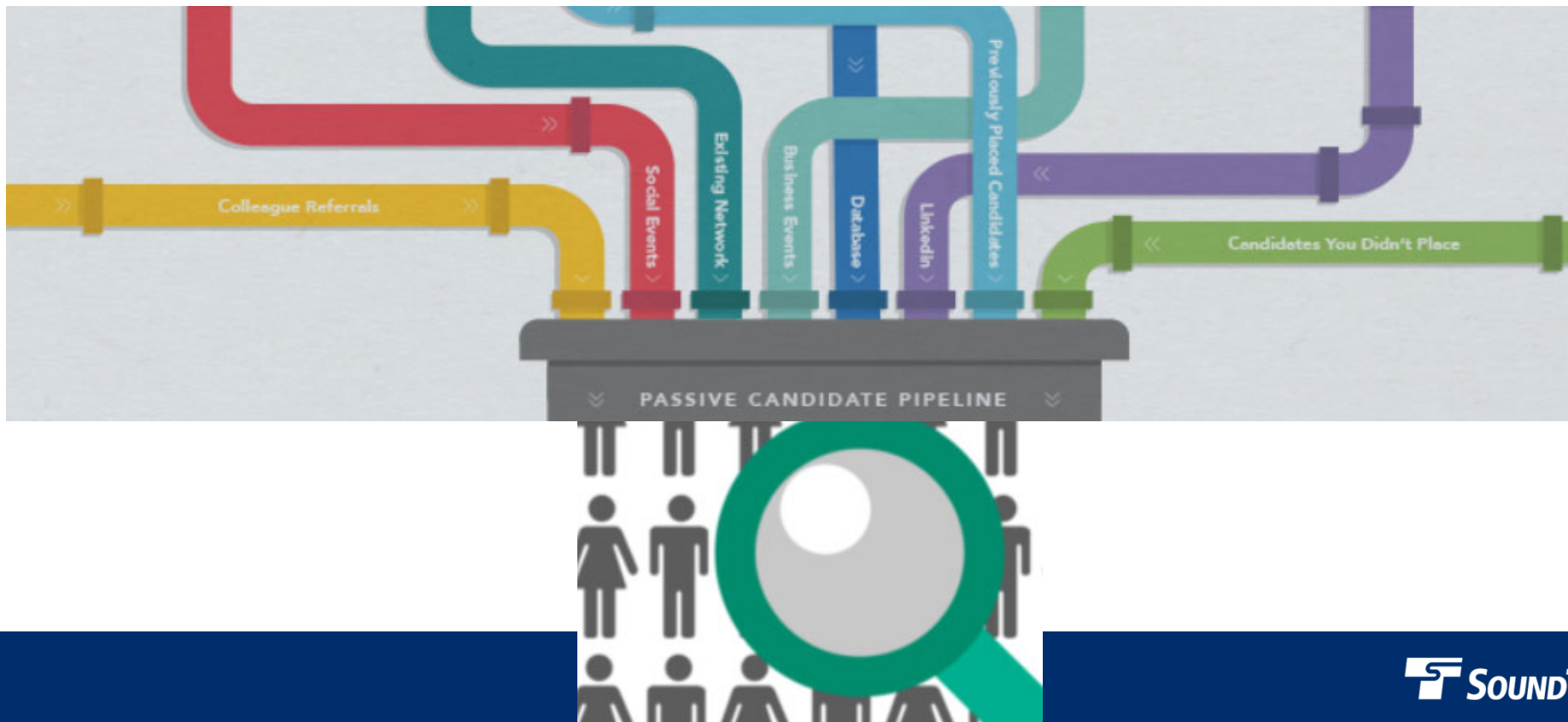
Multifaceted Recruitment Strategy

Extensive Advertising & Outreach



Multifaceted Recruitment Strategy

Targeted Sourcing & Passive Pipeline Building



Multifaceted Recruitment Strategy

Organic Social Network Sharing



Ryan Ceurvorst (He/Him) • 1st

Manager of people, programs, products and processes. MBA, PCM, CDMP
1w • Edited •



A great [#opportunity](#) for someone who is interested in making an [#impact](#) in our local area through [#transit](#) [#communityengagement](#). Plus you'll get to work for one of my favorite people managers at [Sound Transit!](#) [#job](#) [#hiring](#)



Kurt Workman (He/Him) • 2nd

Leading public outreach for multi-billion dollar capital projects in the Seattle area.
1w •

Hello fellow communicators! I wanted to let you know about an exciting opportunity to join my team on Federal Way Link Extension. As a Community Engagement Specialist, you will join a team of dedicated and passio ...see more



Brittany Petersen Esdaile • 1st

Director, Transit Payment Technology
6h • Edited •

We're looking for an ambitious information security manager to add to our ORCA team. Tell all your cyber-smartie friends about this opportunity for a collaborative, visionary role with a lot of impact. <https://lnkd.in/gw> ...see more



Multifaceted Recruitment Strategy

Focus on Candidate Experience



Transform the region with us.

Yes, it's a big ask, but at **Sound Transit**, we are all about going big. We are working on the **largest system expansion effort** in the country and connecting more people to more places. We are also committed to doing things the right way by creating equitable opportunities for all and providing continued career growth and development. So if you're looking for a meaningful career where you can "go big" and truly make a difference, you've come to the right place.

Multifaceted Recruitment Strategy




Growing Our Own



Multifaceted Recruitment Strategy

Understanding the Labor Market by Role

Results for

United States   
Snohomish County, WA ✓, Seattle-Tacoma-Bellevue MSA, WA ✓, Construction ✓, Full-Time ✓, Permanent ✓,
"Construction management"&cur=USD ✓

Key position stats



Hiring difficulty
Very difficult - 10



Estimated Salary
\$85k - \$138k



Supply
8,057



Demand
182



Relative supply
Low

Hiring difficulty breakdown

Why is this very difficult?



Current Relative
Supply

Low

44 candidate per
opening



Typical posting
duration

Long

90 days



Your
competition

Increasing

37.54% higher



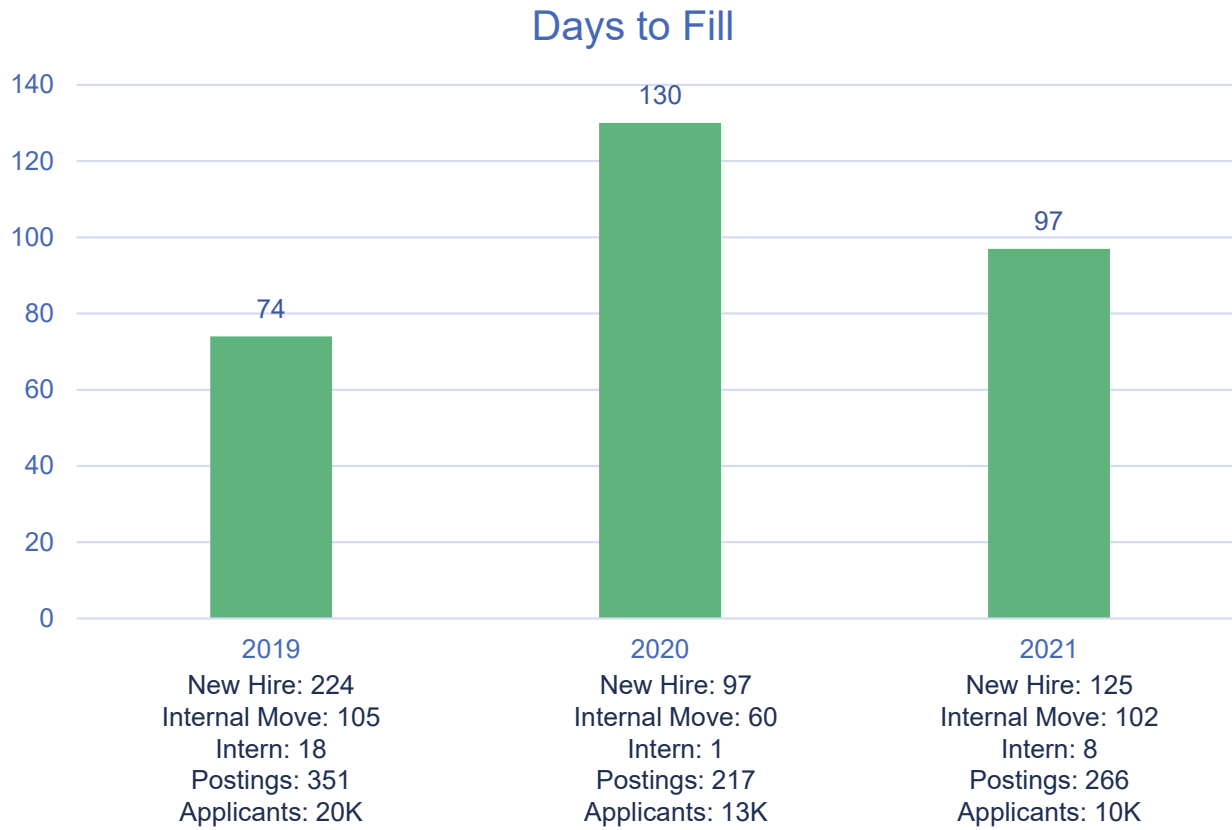
Competitive
concentration

**Slightly
dispersed**

Mix of minor and
major employers

TalentNeuron – Recruiter Report

Time to Fill



Our Biggest Internal Staffing Challenges

Niched Roles

Specialized Transit Roles that always have low talent supply

Example:

Traction
Electrification only has 1,387 professionals in the US

Talent Brand

Low candidate understanding of the types of opportunities we offer

Example:

Assumption we just hire bus drivers when our biggest employee groups are in PEPD, DECM, PSO, OPS

Talent Outreach

Developing deep relationships with diverse talent communities takes time

Example:

We're really busy delivering our capital program and delivering service our staff cannot commit all the time needed

Volume of Openings

Consistently have 100+ openings since early 2021

Example:

Most of our time is spent sourcing and interviewing reducing capacity to enhance our jobs site and other recruiting tools

Consultant/Labor Availability

Ted Lucas, Chief Procurement and Contracts Officer

Contractor Vaccination Mandate Program

- Began in August 2021 with October 15 deadline
 - Along with employees, contracted workforce required to be fully vaccinated
 - Purpose: To protect ST employees in ST buildings
 - Procurement and Contracts teamed with Legal, Safety and DCEO Mary Cummings
- Developed requirements
 - Must be fully vaccinated – no exemptions
 - Company must sign attestation (covers all company staff that come to ST buildings)

Contractor Vaccination Mandate Program

- 222 companies submitted attestation that they will comply
- 3 companies did not attest – mitigation was put in place
 - Security guard services – not allowed in ST common areas
 - Coiling door maintenance – work alone on doors
 - Generator maintenance – worker kept outdoors
- No service disruptions or problems experienced
- Apply equally to all new contract awards

Consultants

- Due to COVID-19, our employees and consultants continue to work from home. As we gradually return to the office, we will manage the co-location of consultants on campus as partners in the best interest of the agency.
- We are receiving an increase in direct salary and promotion requests from our A&E consultants. We will monitor on a case-to-case basis in view of our usual annual 4% cap.

Security Guard Services

- Current contractor continues to have difficulty filling posts
- We've issued supplemental contracts to fill the gaps to meet our public safety requirements
- New Security Services RFP is being prepared for advertisement in the coming weeks

Slight Decrease in Submittals

- We've experienced a slight decrease in the number of submittal responses in some service areas
- We are addressing this proactively through:
 - Increased outreach efforts to encourage firms to respond
 - Strengthened Equity in Contracting Program
 - 2022 Contracting Expo
 - ST to be a Preferred Partner

Operator and Support Staff Availability

Staff, consultant, and operator availability

Staff shortages

- Ongoing operator shortages reducing service on ST Express.
- General shortage of key staff reducing our capacity to secure, maintain and clean our stations and vehicles.

Current passenger experience challenges

- Most riders during the day are having a safe and reliable experience.
- Yet, safety, security, sanitation issues are increasing and require attention.
- Problems are acute at times of lower ridership and when support staffing is lower.
- ST is currently planning for impending ridership increases.

Operator shortages

- Sustained shortage of bus operators at partner agencies, particularly at Pierce Transit and Community Transit.
- This has resulted in ST Express service cuts
 - Inability to provide budgeted service levels.
 - Inability to expand service as planned in S. King and Pierce counties.
 - Further cuts may be necessary if shortages continue.
- Rail service levels (1, N, S, and T lines) are currently stable.

Addressing operator shortages

Recent and upcoming actions

Service changes

- Moved one ST Express route (566) from PT to KCM to retain service and reduce equity impacts.
- Accelerated trip restoration on Sounder South (S) commuter line in March, where labor force is steadier.

Service design

- Continuing to move toward a connections-based system that maximizes limited capacity.
- Gathering lessons learned from peer agencies and assessing whether we can use those ideas to apply to our service.

Support staff shortages

Security and Security Operations Center (SOC)

- Insufficient staffing and underperforming contractor leading to inadequate coverage, higher response times, and inadequate follow-up.

Cleaning and maintenance staff

- Insufficient staffing leading to less daily and overnight cleaning and less ability to respond to emergent cleanliness issues.
- Cleanliness issues increasing this winter, up to 20+ reports per month on 1 Line trains.

Fare Ambassadors

- Staffing declining with both recruitment and retention challenges.
- Ambassadors facing harassment and occasional threats.

Addressing support staff shortages

Recent and upcoming actions

Security and Security Operations Center (SOC)

- Added two additional security contractors to help fill shifts, increase coverage, reduce response times, increase follow up.
- Planning to bring SOC in-house in 2022.

Cleaning and maintenance staff

- Reviewing ability to add vehicle cleaning during revenue hours.
- Implementing remote controlled access to restrooms via intercom.

Fare Ambassadors shortage

- Ongoing efforts to maintain current staffing.

Thank you.

Thank you.



 [soundtransit.org](https://www.soundtransit.org)

