

Metro's Service and Workforce Initiative

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Metro's need for change

- As of May 2023
 - 4.7% of trips canceled (15,900)
 - 620 FTE drop of bus operators
 - 32% overtime rate for bus operators
 - 13% below needed mechanic staffing
 - -18% short on fleet
 - 1,100 vacant positions

"So many King County Metro buses are out of service, routes will be cut for months" Seattle Times

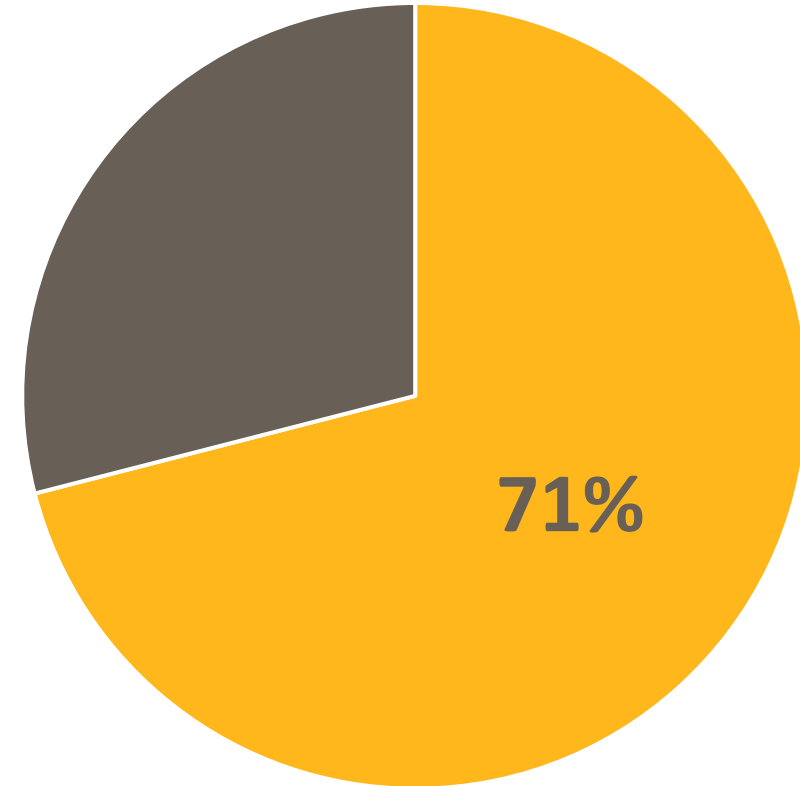
"Metro was forced to cancel 84 bus trips on Friday due to staff shortages" Fox 13 Seattle

"King County Metro suspending 20 routes, starting in September" The Urbanist

Industry-wide workforce shortages

- Nationwide challenge for transit industry
- 71% of 117 agencies surveyed by APTA have either cut service or delayed increases because of workforce
- Key Drivers:
 - Slower hiring during pandemic
 - Higher attrition and older workforce
 - Difficulties attracting & training

Cut Service or Delay Increase



The Service & Workforce Initiative's Goal

“The Service and Workforce Initiative will coordinate a proactive and results-oriented response to address Metro’s workforce and service delivery challenges, first by stabilizing operations and then by growing service.”

Policy Connections

Attachment C

King County Metro Long-Range Plan Metro Connects

November 17, 2021



Attachment A

King County Metro Strategic Plan for Public Transportation 2021-2031

November 17, 2021



Attachment B

King County Metro Service Guidelines

November 17, 2021



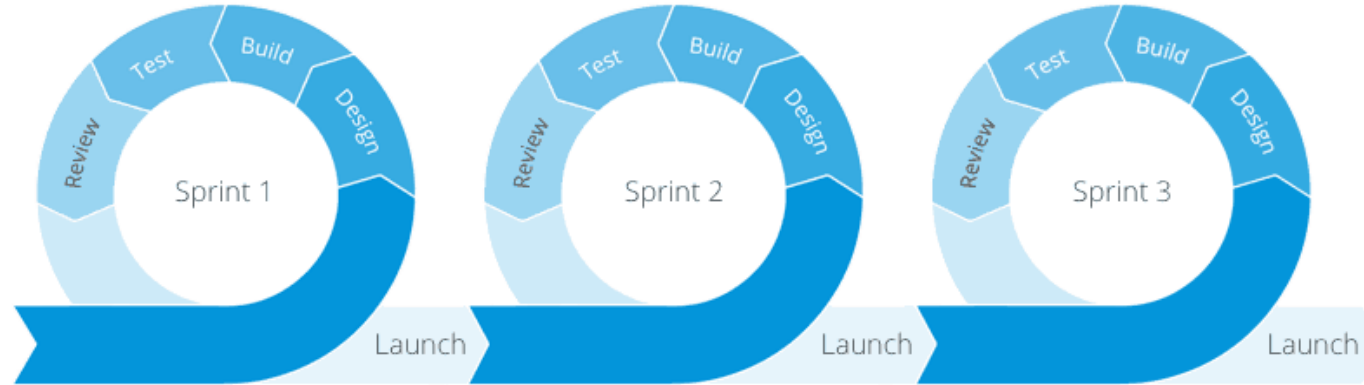
The Journey

Startup and
Triage

Stabilization

Growth and
Sunset

How We Do the Work



- All Metro divisions - dedicated + matrixed team
- Empower staff to solve problems
- Sprint-based, resulted-oriented
- Bi-weekly reporting + key performance indicators
- Division Directors as Sponsor Coalition

Where We Spend Our Time



Example: Bus Operator Recruitment & Training



Recruiting candidates

- Hire into full-time work
- Improved wages, benefits
- Signing bonus



Applying for a job

- Clear job description
- Refreshed job requirements
- Equity and diversity guided
- Clear timelines
- More communication
- Improved metrics



Bus driver training

- Increased class size and cadence
- Revamped curriculum and processes
- Materials in plain language
- Improved photos/videos/tech/VR
- Daily learning checklist and quizzes
- Student interviews guide improvements
- Adaptation and customization



Safety test, health screen, learners permit

- On-site drug and alcohol screening
- Paid commercial learner's permit
- Paid medical exam



Application review and interview

- One-day hiring events
- Dedicated recruitment team
- Deployed standard work



Commercial Driver's License

- More hands-on practice before CDL
- Pre-trip inspection improvement
- Increased pass rates



Onboarding & retention

- In-service training
- Mentors Moving Metro
- Additional training
- 30 and 60-day refresher
- More attractive schedules
- Exit interviews
- Plan, do, check, act

Results

- As of September 2024
 - 4.7% of trips canceled (15,900)
 - 1% of trips (3,600)
 - 620 FTE drop of bus operators
 - 550 FTE drop
 - 32% overtime rate for bus operators
 - 32% overtime
 - 13% below needed mechanic staffing
 - 3% below
 - -18% short on fleet
 - +11% buffer
 - 1,100 vacant positions
 - 750 vacant
- Other Successes
 - We're adding service again!
 - Largest revamp of bus operator training curriculum and process in decades
 - We completely revamped recruitment and hiring processes
 - Rail Division is on track to be fully staffed for all future extensions
 - In partnership with ATU, launched Mentors Moving Metro program
 - We're positioned to act on our future workforce needs

Thank You.
Questions & Answers