

The Mature Operator

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- Realizing operational success
- Utilizing one of our best
- Resources

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- **It is often said, your business is a reflection of who you are.**
 - *How you interact with your workforce while deliver your transportation service, manage your service line and how well you're able to grow your business directly relates to your ability to manage your business while adapting to workforce pressure.*

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- **Our first questions:**
 - How well do we look at our resources in all of our service lines?
 - How do we interact with our current staffing?
 - Do we ask for and accept knowledge from our experienced employees?
 - Do we want to be a better, progressive, cost efficient organization?

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- **Within each our locations, the delivery of public transit services, we have managed through many different types of crisis**

- The current economic conditions
- Revenue stream reductions
- Route and service declines
- Fuel crisis of 2006-07
- Revenue sharing, reduced federal participation

To more pleasant situations :

- Federal Economic Stimulus dollars
- Enhanced technologies resulting in productivity increases within each of our service lines.

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- **However, the one key factor which we sometimes forget or place on our back burner is the most important....recruitment, development, retention and promotion of a stable workforce in an market which some of our leaders feels is “aging” when in fact, is not.**

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- **Truths...**

- Our ridership is older, and our workforce is aging
- Once we looked at this as a problem, in fact, it is an opportunity to enhance our service delivery through a mature and dedicated workforce.
- The results being a stable, safe and dependable workforce for the delivery of public transit services.

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- **The real crisis is:**
 - Can we develop our workforce and adapt to their needs versus requiring the workforce adapt to ours?

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- **Can we take a step back and look at the resources required to place an operator behind a wheel of a vehicle**
 - At the same time understanding the operators needs for fulfillment in a position which, if we frame our job descriptions and workplace atmosphere correctly, is rewarding through giving back to their community?

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- **Defining our workforce**
 - Who are we?
 - Do we have established goals for recruitment?
 - Do we know the demographics of our current workforce?
 - Are we receptive to listening to others?

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- **Is the organization ready to accept an older applicant?**
 - How strong are our initial training programs?
 - Can the Trainers related to the Trainees?
 - Do we have dedicated trainers who understand on road operations? (Fixed, Demand Response, Shuttle and Commuter)
 - Can a program of recruitment tie into a enhanced committed to safety?

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- **Why an older applicant**
 - Maturity
 - The “baby boomers”
 - Years of driving experience
 - Understanding of our client’s needs

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- **Recruiting the mature applicant**
 - Where do we recruit from?
 - What are our turnover percentages
 - What are our failure rates for new recruits?

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- **Using the skills of a life time to increase safety**
 - Experience
 - Dedication to accomplishing a task
 - Relating to our clients
 - Knowledge

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- **Preconceived concerns**
 - Do we profile applicants?
 - Health concerns which are not addressed
 - Our society, our success
 - Utilizing skills

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- **Resulting success**
 - Reduced recruitment expense
 - Increased system efficiencies
 - Customer connections
 - Deliverable experience
 - Cost containment
 - Efficient and progressive workforce in a era of reduced and changing revenue streams

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Just a thought...

What will you be doing 20 years from now?