

Labor Workforce is Changing Fast

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Finding / Training / Retaining

- **BBB's Current Front-Line Needs**
 - 48 Mechanic FTEs – 5 openings (5-10%)
 - 350 Operator FTEs – 38 openings
 - 10% attrition – hiring 74 trainees needed this year
 - Low manpower availability
- **Labor Challenges**
 - Recruiting Qualified Employees
 - Training our Employees
 - Retaining our Employees

Company Wide Recruitment Efforts

- Streamlined hiring / fixed schedule
 - Application to Start Date
 - Overlapping 8 week classes – graduate every 4
- Major Advertising
- Employee Referral Bonus Program
- Partnership with Community Career Development

Technology and Regulations Driving Maintenance

- Emissions – drive propulsion systems
 - Fossil Fuels – Particulate Traps, NOX reduction
 - Hybrids – Diesel, CNG and Gasoline
 - ZEB – battery electric, hydrogen
- Customer Service Technology
 - Improved Communications
 - Fare technology – more than a box
 - Intelligent Transportation Systems
 - Safety Systems
- TAM and Performance Monitoring regulations

Mechanic or Technician?

- Mechanics doing more than mechanical
- Computers required
 - Diagnostics to trend analysis
- Electrical – PLC to high voltage
- Electronics – boards and chips
- Infrastructure – need engineering
- Need for Training existing workforce and attracting the new

Dedicated Staffing

- Dedicated Data Analysis – Performance
- Dedicated Asset Management
- Dedicated Training
 - Budget Training Hours
 - Bus Orders – build in training hours
 - SCRTTC
- Dedicated Quality Assurance