



Alameda-Contra Costa  
Transit District

SR 25-254  
Attachment 1

# Update on Operator Hiring and Retention Strategies and Long-Term Leave Analysis

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# Bus Operator Hiring Trends

## Positive Momentum Sustained Through Early 2025

### Consistent Growth in Hires

- Ongoing increase in bus operator hiring since 2022

### Driven by:

- Implementation of hiring and referral incentives
  - *In a 2024 survey, 26% of operators cited the incentive as a key factor in their decision to apply*
- Strategic Talent Acquisition Initiative
  - Formation of a **High-Volume Talent Acquisition Team** to meet hiring demand for Operators

# New Bus Operator Graduation Trends

## RECRUITMENT (BUS OPERATORS | Jan 2022 - Feb 2025)

CY2022 <b>182</b> Total Hires	CY2023 <b>210</b> Total Hires	CY2024 <b>215</b> Total Hires	CY2025 <b>40</b> Total Hires
<b>Total Hires:</b> Jan 2022 - Feb 2025 Total = 645 *May 2024 - Feb 2025 Total = 182 (change since last presentation)	<b>Avg monthly hires:</b> 2022 = 15.2 2023 = 17.5 2024 = 17.9	<b>Total Promotions</b> 2022 = 8 2023 = 7 2024 = 28 2025 = 1 (Jan)	

## NEW BUS OPERATOR GRADUATION RATES [JAN 2022 - FEB 2025]

	Total Pass	Total Fail	Avg. Class Size	Avg. Pass	Avg. Pass %
Null			19		
2021	60	24	9	7	72%
2022	127	47	15	11	72%
2023	145	67	19	13	69%
2024	156	59	22	16	73%
2025	34	6	20	17	85%

# Bus Operator Availability Trends

While hiring numbers are improving, availability of Bus Operators remains a challenge.

Addressing this requires taking a deeper look at why improved hiring numbers is not resulting in improved Operator availability.

## Internal Promotions Impact

- Significant increase in internal promotions in **2024** (28 promotions).
- Promotions reduced the number of available bus operators as many transitioned to other positions within the District.

## Voluntary Separations Remain High

- Since 2021, **over 37%** of operator separations have been voluntary
- The District currently **lacks structured exit data**
  - An **exit interview process** is being worked on to address this gap

## Training and Onboarding Impact Retention

- **17%** of separations for operators since 2021 were for failures to meet District standards and occurred during training or probation
- Enhancing the **training and onboarding experience** remains a strategic priority

# Long-Term Leave

## Long-term Leave of Absence (LTL)

*Defined as a continuous leave exceeding 180 days*

- Among bus operators, **LTL cases increased from 77 to 129** over the past two years
- This steady rise impacts **operator availability** and highlights the need for **stronger support systems**

**Industrial Injuries** are the leading cause of long-term absences (LTL)

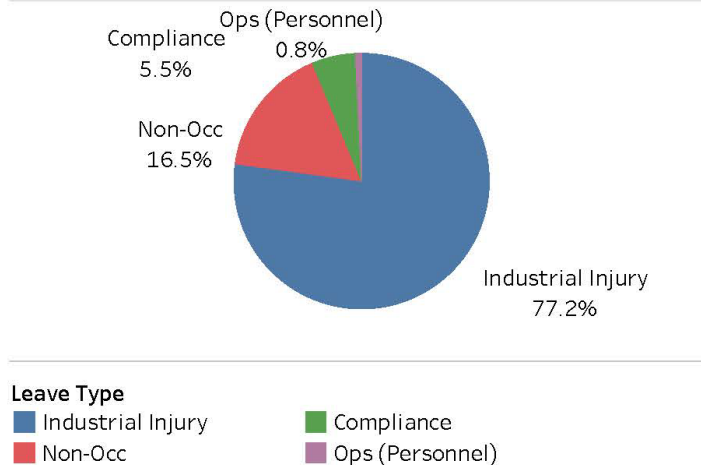
- They account for the **majority of LTL growth**
- This trend requires **targeted collaboration** across HR, Legal, and Operations to address root causes and reduce impact

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- This trend requires **targeted collaboration** across HR, Legal, and Operations to address root causes and reduce impact

# LTL Breakdown by Type of Leave

LTL Percentage by Leave Type



- **77.2%** of Long-term Leave (LTL) cases are tied to **Industrial Injuries**
- Only **16.5%** are classified as **non-occupational**
- **Compliance and administrative leaves** contribute minimally to overall LTL

# Mitigation and Next Steps

## Ongoing Initiatives to Support Workforce Retention and Recovery

- **Modified Duty Expansion** (pilot): Aims to reintegrate staff with work limitations
- **Workers' Compensation Investigations:** Ensuring validity of claims and enhanced case management
- **Injury Prevention:** Collaboration with the Safety Department to address root causes
- **Negotiations:** Enhanced provisions in CBAs
- **Retention Insights:** HR is evaluating efforts to improve retention through exit interviews and improvements in training and orientation/onboarding.