



SFMTA

San Francisco Municipal Transportation Agency

# Update on Hiring and Workforce Planning

SFMTA Board of Directors

Policy and Governance Committee

October 25, 2022

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# Summary

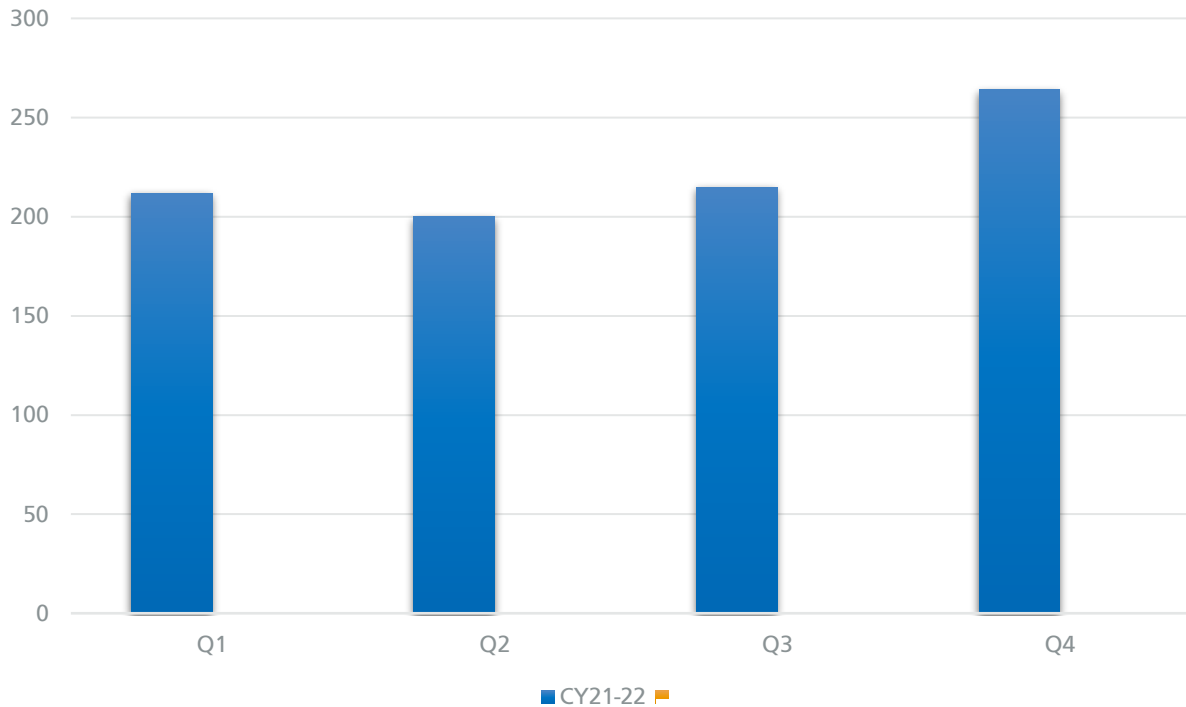
- One of the **highest priorities in the agency's Strategic Plan is hiring** and meeting the agency's workforce needs.
- **We continue to fill 200+ positions per quarter**, averaging 234 positions in FY 2022, looking to maintain and grow this average to an average of 250 per quarter.
- **In FY 23 Q1, we were able to fill 210 positions** considering very low-unemployment, a high level of regional and national competition for candidates.
- **We continue to work on increasing our pipeline of candidates and hires** to meet the agency's workforce needs including:
  - Apprenticeships
  - Outreach and Recruitment Improvements
  - Hiring Process Improvements

# Hiring Summary FY 22

## Managing the Hiring Pipeline

The agency continues to move through a significant number of positions to fill vacancies. In the final quarter of FY 22, the number of positions filled **increased by 23% from the prior quarter.**

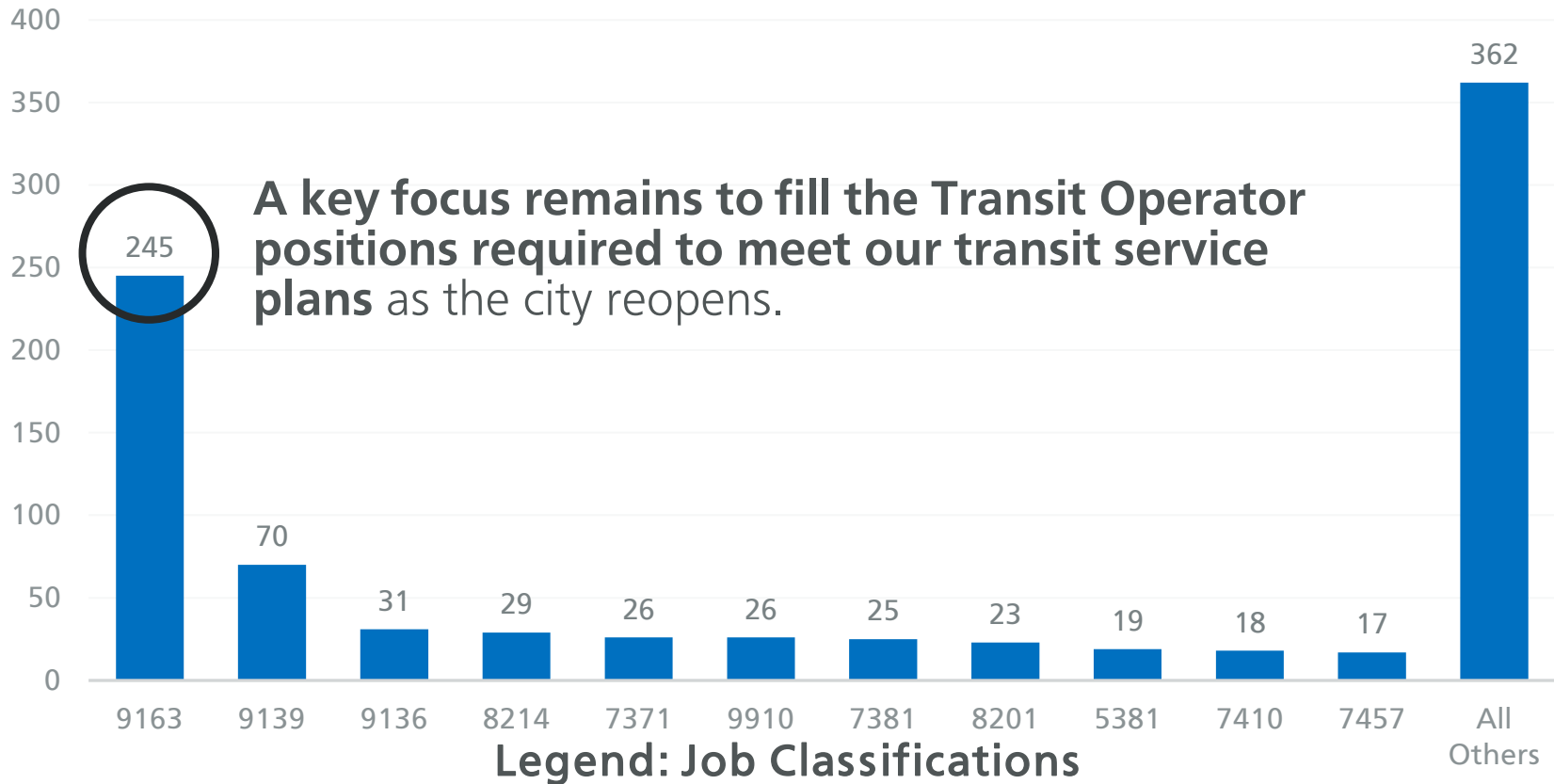
Appointments (by quarter)



	FY21-22
Q1	212
Q2	200
Q3	215
Q4	264
TOTAL	891

# Hiring Summary FY 22

Focusing on key positions in the Hiring Pipeline



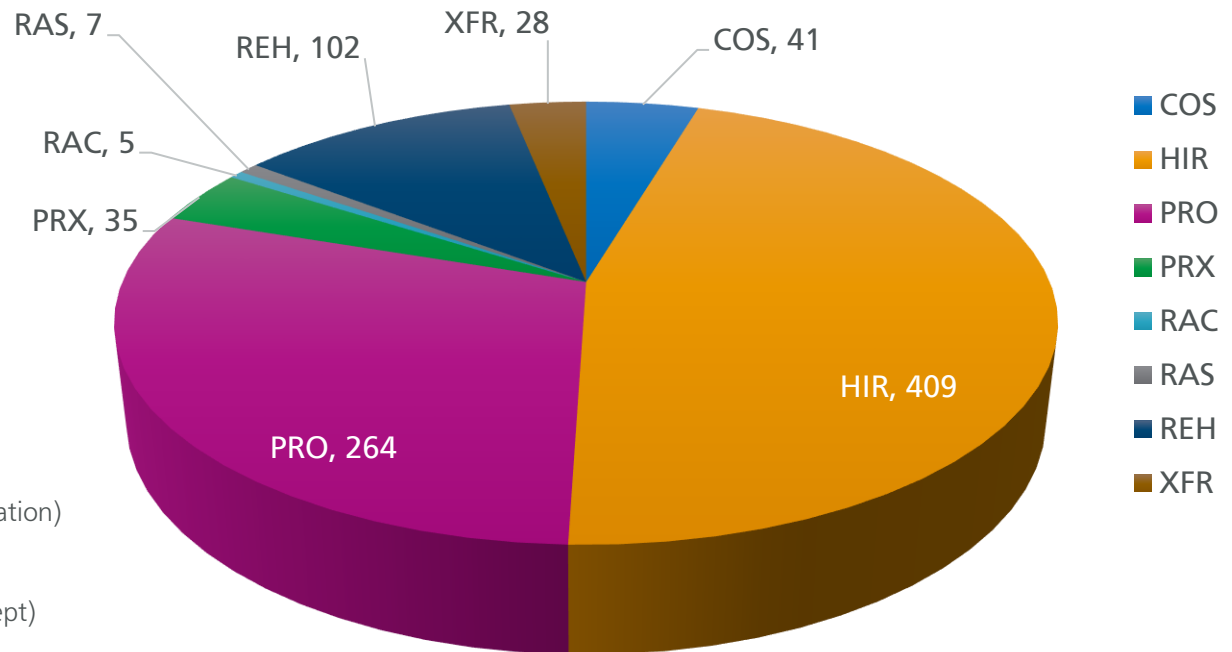
9163 Transit Operator  
9139 Transit Supervisor  
9136 Transit Training Specialist  
8214 Parking Control Officer  
7371 Electrical Transit System Mechanic  
9910 Public Service Trainee

7381 Automotive Mechanic  
8201 School Crossing Guard  
5381 Student Design Trainee II  
7410 Automotive Service Worker  
7457 Sign Worker

# Hiring Type FY 22

## Workforce Requirements

While the Agency was successful at hiring approximately 900 employees last fiscal year, only 409 or **46% of those hires were new to the City & MTA**. The greater City and County of San Francisco is having the same challenges.



### Legend: Appointment Categories

- COS = Change of Status
- HIR = New Hire to City**
- PRO = Promotion within MTA**
- PRX = Promotion from another city dept
- RAC = ADA placement (reasonable accommodation)
- RAS = Internal reassignment within SFMTA
- REH = Rehire
- XFR = Transfer (lateral transfer from another dept)

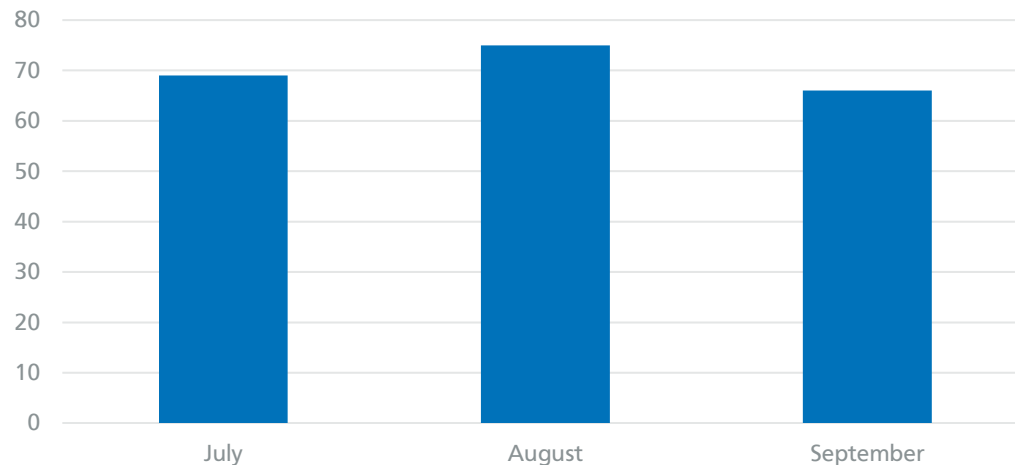
# Hiring Summary Q1 FY 23

## Managing the Hiring Pipeline

In the first quarter of FY 2023, the agency has completed 210 hires and **continues to average over 200 position filled for 5 straight quarters**. This includes key hires including the CFO, Planning Director and CP&C Director.

However, **the agency added 429 new positions in in FY 23.**

Appointments (by month)

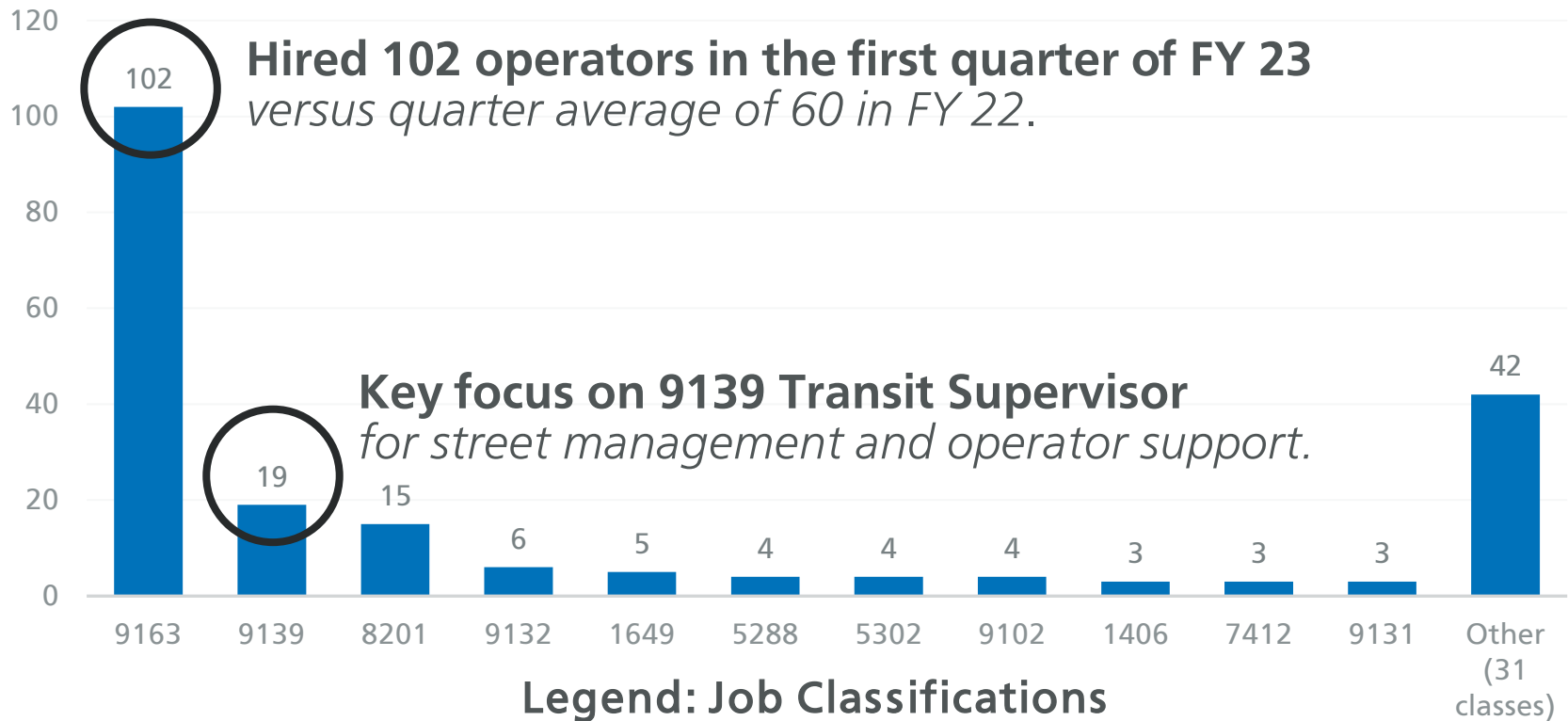


	FY21-22
July	69
August	75
Sept	66
<b>TOTAL</b>	<b>210</b>

Rolling Average by Quarter: 234 hires

# Hiring Summary Q1 FY 23

## Focusing on key positions in the Hiring Pipeline



### Legend: Job Classifications

9163 Transit Operator  
 9139 Transit Supervisor  
 8201 School Crossing Guard  
 9132 Transit Fare Inspector  
 1649 Accountant Intern  
 5288 Transportation Planner II

5302 Assistant Engineer  
 9102 Transit Car Cleaner  
 1406 Senior Clerk  
 7412 Automotive Service Worker  
 Assistant Supervisor  
 9131 Station Agent

# Challenges Ahead

## Meeting SFMTA Workforce Needs

The San Francisco metro division lost close to 2,500 jobs in August, the first monthly drop since September 2021. The city's unemployment rate in August was 2.1% on a seasonally-adjusted basis, which is still extremely low, though slightly up from July.

City Controller Status of the Re-Opening of the San Francisco Economy (September 2022)

Projected Hiring Need:

**1400+**  
**positions**

Projected Hiring Need:

**199**  
**classifications**

Bay Area Unemployment

**3.7%**  
**unemployment**

**Bay Area Cost of Living**

**Competition with Government  
and Bay Area Transit Agencies**

**National shortage of  
candidates and workers**



# City and County of San Francisco



**3,343**

Unfilled Positions

The City has significant challenges in filling key vacancies, in professional, medial, engineering and technology roles, with vacancy rates above the city average and in many areas greater than 20%

**4,800**

Permanent Vacancies

Hiring needs to keep up with promotions and attrition and needs to be well ahead of prior baselines and averages.

**10,500**

Hires Needed to Reach  
Pre-COVID Workforce

On average across the city, it takes 8 months to fill a permanent position.

**255**

Median # Days for PCS Hire

# Working Toward Solutions

## Meeting SFMTA Workforce Needs – Building the Workforce

### Apprenticeships

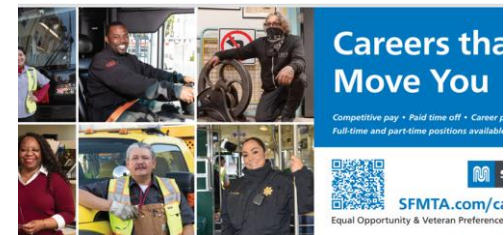
- In partnership with the Security team, created, designed, and developed the **formal MTAP training program** which resulted in the hiring of 32 trainees.
- Creating, designing, and developing with Local 6 the **formal apprenticeship for the 7366 Transit Power Line Worker**. This is a pathway program for future Journey Employment in the 7366 classification
- **Recently posted the 9940 Pre-Apprentice Automotive Mechanic** and Machinist position to augment employment entry points pipeline for the Journey Automotive Mechanic and Machinist positions.
- **Engaging with San Francisco Unified School District** for greater year-round youth career engagement beyond the summer high school internship

# Working Toward Solutions

## Meeting SFMTA Workforce Needs – Pipeline Development

### Outreach & Recruitment

- Created and hiring an **Outreach Team**
- Implementing **Handshake and LinkedIn** to further expand strategies for outreach, recruitment, applicant engagement to drive and encourage greater participation/application submission by diverse candidates especially those most underrepresented in our various job classes
- **Augmented SFMTA career and employment presence** at more than 2600 colleges, trade schools, and universities
- **More frequent career fair presence, presence at professional and membership organizations,** and community engagement events championing employment opportunities and inviting candidates to apply especially Women, Black, Latinx, Indigenous, and Pacific Islander communities



# Working Toward Solutions

## Meeting SFMTA Workforce Needs – Hiring Process

### Process Improvements

- **Expedited Transit Operator Exam Process** resulting in 88% of candidates who were qualified being placed on the eligible list.
- **More exposure of CityDrive Program for Operators;** to date 124 people who have completed CityDrive have been hired as transit operators.
- **Focus on hiring Transit Training** specialists as a “force multiplier.” Classes run every 5-weeks with class sizes increasing from 21 (2021) to 36-42, an increase of 70+%.
- **Review of minimum qualifications** for management and supervisory roles removing barriers to access these positions.
- **Agency implementation of the Mayor’s 48<sup>th</sup> Supplement** – an expedited process to move temporary and exempt positions to permanent. The estimate is that at least 40 positions will be filled with this method.

# Next Steps

## Continuous Improvements

- **Additional Hiring Process Improvements** with the Talent Acquisition team by end of CY 2022
- **Expand our Careers Campaign & community partnerships** to widen talent pool for women and diverse candidates
- **Continue to partner with DHR and the Mayor** to reduce time to fill
- **Planning to increase hiring by Expect to hire between 900 - 1000 staff FY 22/23 with a quarterly average of 234+**





**Thank You.  
Questions?**

# Appendix

# Recent Hiring Improvements

- **Expedited Transit Operator Exam Process**
  - Removed in-person exam process and replaced with Training and Experience exam
  - Research = Most important key to hire is getting candidates to obtain required commercial permit
  - DMV performs a series of their own tests for this, making an in-person exam by MTA an added barrier to employment
  - Candidates are ranked based on type of licensure already obtained, previous experience driving similar vehicles and customer service experience
  - Removed barriers to employment: Research showed our moving violation requirements were very restrictive compared to similar agencies.

**Under the old process, we lost 25%-30% of candidates who did not pass the in-person exam, including no shows. The January 2022 recruitment resulted in 88% of candidates who were qualified (12% who were not) being placed on the eligible list.**



# Recent Hiring Improvements

- More Exposure of CityDrive Program for Operators
  - At time of application, most candidates only have a basic non-commercial license (*CA Class C equivalent*)
  - *Building candidate pool and to promote equity*
  - CityDrive program helps guide candidates on how to get a commercial permit with the necessary endorsements and their DOT physical.
  - Previously candidates learned about CityDrive after being on the list, through a single email communication
  - Candidates now are informed of CityDrive immediately after the filing period closes, pushing candidates to complete this requirement sooner in the process
  - After list adoption, CityDrive is on-site and advertised to candidates at one-day events launched to help guide candidates through the hiring process

124 + people have completed the CityDrive program recently and been hired as Transit Operators



# Recent Hiring Improvements

- Priority of Hiring Transit Training Specialists to increase class sizes and frequency
  - Worked with Local 200 to agree to appoint new Transit Training Specialists as Provisional hires (Minimum Qualification changes are under discussion.)
  - Classes are currently starting every 5 weeks of projected class sizes of 36 to 42 people; up from projected sizes of 21 in 2021
  - HR Staff has worked tirelessly on these hires immediately transitioning to working on the next class immediately after onboarding the last one.
  - Actual class size is very dependent on number of trainers available as well as candidate responses and willingness to continue; if a candidate declines there is little time to add a new person, but this timeline keeps hiring moving

# Recent Hiring Improvements

- **Changes to Minimum Qualifications for Managers**
  - Performed an in-depth review of the Management series and associated experience/education requirements to increase the applicant pool & enhance equity
  - The following changes were established as a part of that review:
    - All degree requirements are to be for a general bachelor's degree and not focused on a field unless very technical or legally required.
    - All degrees, unless legally required, are allowed a full substitution with additional years of relevant, qualifying experience
    - Subjective language such as "related degree" and "progressively/increasingly responsible" removed
    - Removing the Driver's License requirements for some classifications
- **Other Process Changes**
  - Hiring managers re-use recent interview results to fill new vacancies as much as possible
  - Compensation reviews of job offers and post hire increases to ensure equity

# Recent City Hiring Initiative

- Mayoral 48th Supplement

- Mayor Breed introduced a supplement to the emergency declaration which allows the citywide Department of Human Resources (DHR) to establish temporary rules to help transition long-time exempt employees to Permanent Civil Service (PCS) appointments
- SFMTA HR worked with DHR to be able to add a similar rule to our Civil Service volume to be able to provide SFMTA the same flexibility
- Process allows exempt Cat. 18 employees to compete in an expedited exam process only available to such employees with one year of continuous service in the class, as of December 15, 2022
  - Does not guarantee a PCS appointment; only expedites the list creation process for a lower number of qualified individuals
  - Any positions connected to lists created from this new rule will need to perform a competitive process for all eligibles on the lists.
  - Division must justify connecting positions to such lists, the most common reason being that we have expended resources to train such individuals and need an informed candidate in the position to keep City processes moving efficiently

Divisions are just now informing SFMTA HR of positions that they want to utilize 48th supplement lists for filling, but we project at least 40 positions to be filled from this expedited process.