#### CHAPTER 3

# **Bus Operator Recruitment**

The transit industry competes with private transportation providers and other industries for qualified candidates. To attract employees, particularly younger generations that may build a career pipeline within transit and specifically bus operations, transit agencies are adapting many of their previous recruitment methods and seeking new ways to market opportunities. Early outreach through educational and training opportunities is an effective means for recruiting candidates, but recruitment strategies have also evolved to incorporate new technologies.

Potential candidates may not consider bus operator jobs in the first place if they have negative perceptions of transit, or if they feel that the job is in some way not a good fit. Prospective applicants may also be discouraged from applying by federal drug testing requirements. CDL applicants must pass a drug test, including testing for marijuana, even in states where recreational use is legal. A Report from TransitCenter recommends revising the drug test, which currently indicates marijuana use 3 to 67 days prior to testing, to an oral test that would indicate drug use in the past 24 hours.<sup>56</sup>

Demand-responsive transit operators, and specifically paratransit operators, may be particularly challenging to recruit, in part, due to lower wages and benefits compared to fixed-route operators.<sup>49</sup>

Moreover, considering the workforce challenges presented by the COVID-19 pandemic, transit agencies, like so many other employers, are experimenting with new methods for attracting candidates. Ultimately, by investing in advertising and promotion of job opportunities before there are workforce shortages and improving the transit agency's image in the community, transit agencies can become employers of choice and alleviate some of the challenges associated with attracting qualified candidates to open positions.

#### 3.1 Themes

#### Changes in Recruitment Strategies Over Time

In the industry survey, respondents were asked how difficult, on a scale of 1 to 10 (with 10 being the most difficult), it has been to fill full-time and part-time bus operator positions in recent years. On average, respondents rated the difficulty at 6.83 for full-time positions and 6.42 for part-time positions.

The last major study that specifically evaluated the bus operator workforce was conducted in 2000, and indicated that among 29 transit agency respondents, the most commonly used recruitment strategies included newspaper advertising and walk-ins (used by 97 and 93 percent of respondents, respectively). In a 2008 study specific to rural and small urban areas, on-vehicle ads were listed as a common method of advertising open positions. In

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