

California Transit Association

SUCCESSION PLANNING

&

ATTRACTING NEW TRANSIT TALENT

Kim McGonegle
Sr. Director Talent Acquisition
FirstGroup America

Who is First?



- **First Transit**
 - 19,500 employees
 - 350 Contracts
- **First Student**
 - 57,000 employees
 - Transport 6 million students per day
- **Greyhound**
 - 7000 employees
 - 3800 destinations

- Workforce Need & Available Applicant Pool
 - Needs Analysis
 - Workforce Planning

- Marketing & Branding
 - Message
 - Value Proposition

Pipeline Management



- Sourcing
 - Find (University, Referrals, Military, Job Boards, etc.)
 - Engage (Relationship, Responsiveness)
- Recruiting
 - Quality and Speed of Process
- Selection, On-boarding

Targeted Talent Pools



One example...

- **College & University Program**
 - Partner Career Development offices
 - On campus Job Fairs
 - Apprenticeships, Internships, Scholarships
 - Sponsored lunches with First Guest Speakers

...consider starting earlier in High School

Succession Planning



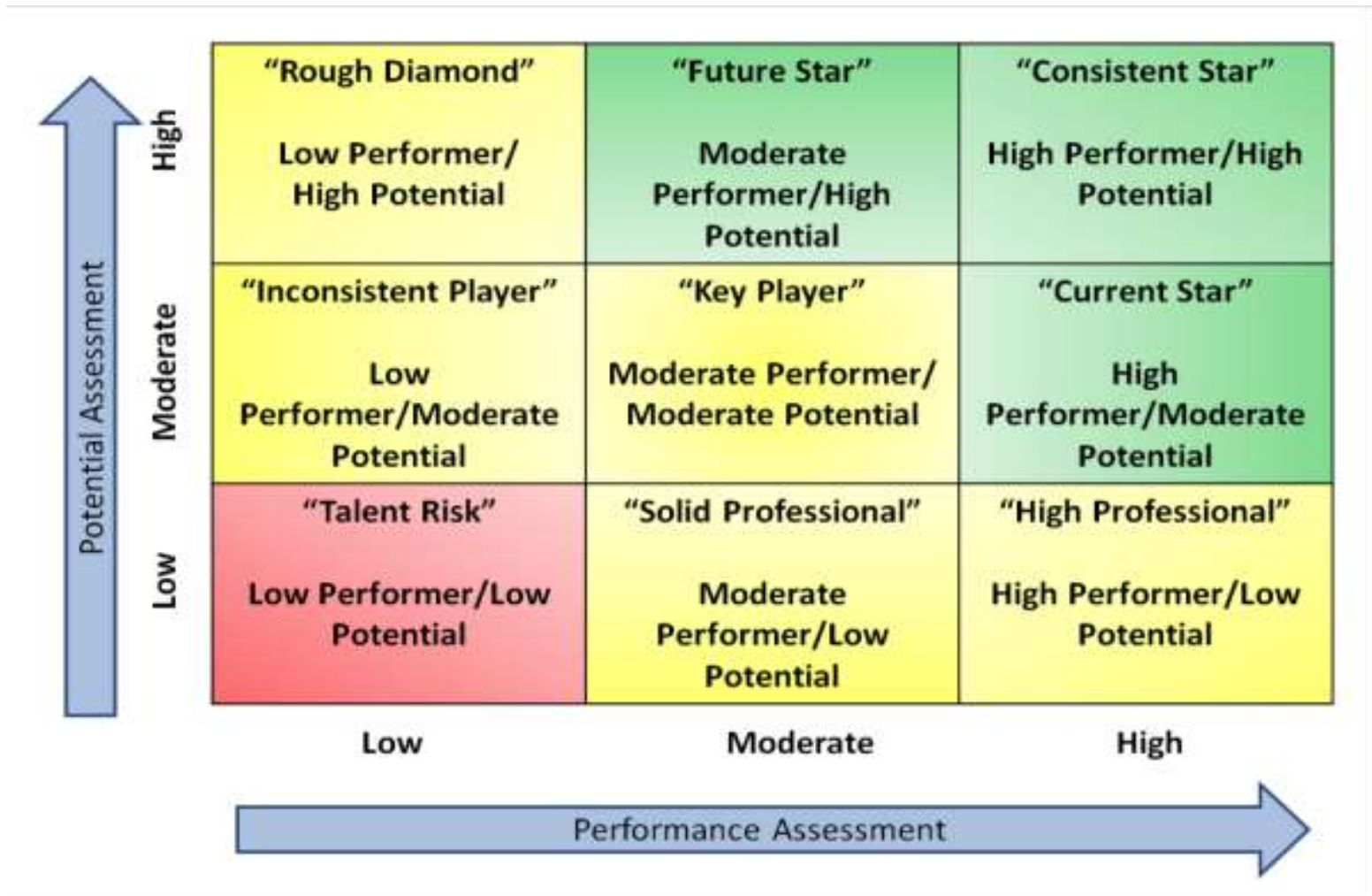
- Speed of Retiring Incumbents within Industry
- Need for new Talent...Developing the Bench
- Long-term Strategy:
 - Ensures continuous Development of Talent
 - Pulls from outside vs. Hiring Externally
 - Critical Leadership positions
- Different from Replacement Planning:
 - 1-3 people that could step-in
 - Short notice to cover key roles

How To Begin?



- Assess identified talent using Performance and Potential Factors
- 9-Box Talent Grid
 - Simple visual reference that includes appraisal and assessment data

9-Box Talent Grid



9-Box Talent Grid



Potential	Consider for promotion	7. Mismatch to role	4. Room to Grow	1. Ready to Promote
	Has room to grow with development	8. Underachieving	5. Core Employee	2. High Impact
	Has skills for current level	9. Underperforming	6. Effective	3. Highly Valued
		Below Expectations	Meets Expectations	Exceeds Expectations
		Performance		

Strength in Numbers



- Build a **Transportation Industry Coalition**
 - Competitors for Transportation Talent work together to grow the talent...
 - Invest in Ways To Fill the Talent Pipeline; for example: “Women in Technology/STEM”
 - Involve Career Counselors, Industry Leaders and full Media Campaign...invest in future!

THANK YOU!

Kim.mcgonegle@firstgroup.com

513-684-8844