

# Recruitment Strategic Aspiration Services Contract Modification



Executive Management Committee  
June 18, 2024

# Staff Recommendation

AUTHORIZE the Chief Executive Officer (CEO) to:

Execute Modification No. 2 to Contract No. PS108564000 with McKinsey & Company, Inc. (McKinsey) to continue to provide consultant support services for hiring process improvements, continuous job classification analysis, planning and recruitment, employee retention enhancements and internal customer-centric training and development, in an amount Not-to-Exceed (NTE) \$5,410,000, increasing the contract value from \$3,975,000 to \$9,385,000 and extend the period of performance from December 31, 2025, to June 30, 2026

# Background

## Talent Win Room Initiative (Launched Nov 2024)

- Strategic effort to streamline hiring and prioritize critical roles
- Support staffing needs to maintain daily operations and in preparation for C Line LAX opening and A Line expansion
- Focus on sustainable, strategic hiring agencywide

## Key Progress (Past 5 Months)

- 585 offers extended with 468 acceptances (80%)
- Average time-to-hire: 8 weeks (previously 12-31 weeks per hire)
- Non-contract vacancy rate: 13.1% (previously 18.6%)
- Ongoing high-volume recruitments of mission essential roles (i.e. Bus Operators & Custodians)

## Strengthening Retention

- Develop a robust post-recruitment strategy
- Focus on employee experience through internal customer journey mapping & customer centric training
- Review Pension & Benefits current practices including to improve the employee experience and support long-term retention

# Recruitment Strategic Aspiration Services – Contract Mod

With McKinsey's support, Metro will:

## Continue leveraging the internal tactical Talent Win Room team:

- Further reduce vacancies
- Maintain an 8-10 week time-to-hire goal or better
- Lower vacancy rate to 10% in FY26

## Monitor and enhance a dynamic planning tool:

- Track, budget, and forecast attrition and vacancies
- Address hard-to-fill and high-turnover roles
- Continue to support expansion needs for new rail lines, major events, and new initiatives (i.e., Transit Community Public Safety Department and Transit Ambassador transition)

## Review Pension and Benefit framework:

- Identify process innovation opportunities
- Streamline resource planning
- Engage stakeholders and integrate technology
- Improve the post-recruitment employee experience with clear timelines

## Develop customer-centric training:

- Foster a customer-first internal culture
- Enhance employee support from onboarding to retirement
- Strengthen communication and leadership development

