

Recruitment

Best Practices for Your Network

Today, an organization's workplace culture plays a significant role before employees are hired and start training.

THE HEARTBEAT OF YOUR NETWORK

In a nonstop, ever-moving industry like public transportation, little is left to chance. To remain competitive, they need to anticipate, adapt and engage fresh talent.

To reach a new generation of workers, agencies need to ensure a robust and growing pipeline of employees. Best practices fall into three essential threads: →



Proactively listening and responding to the needs of a new generation of workers

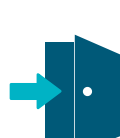
Adapting benefits and reshaping career paths that reflect modern workplace culture

Doubling down on marketing investment that positions the agency as an employer of choice

RETHINKING WORK

In May 2021, Anthony Klotz, an associate professor of management at Texas A&M University coined the term **Great Resignation** to describe the sudden wave of people quitting their jobs due to the Covid-19 pandemic, which led many to re-think where, how and why we work.

KLOTZ AND OTHER EXPERTS CITED:



Backlog of resignations during pandemic uncertainty



Incidence of widespread burnout



Reluctance to give up remote work

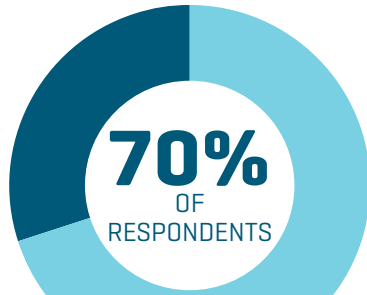


Collective evaluation of prioritizes

EMPLOYERS NEED TO BE AWARE OF NEW EXPECTATIONS FROM FRONTLINE WORKERS.

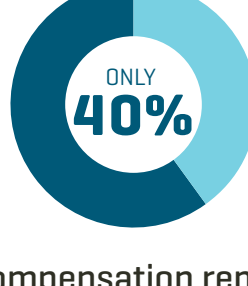
According to McKinsey & Company in a 2022 survey:

OUT OF 2,100 HOURLY WORKERS

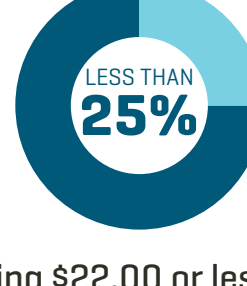


reported applying for advancement within their current company or externally, they struggled with persistent barriers for professional growth.

Of those who apply for advancement opportunities:



ONLY 40% achieve the raise or incremental responsibility

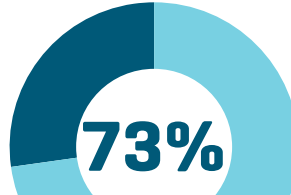


LESS THAN 25% reported a promotion or new role.

While compensation remains a top priority for those making \$22.00 or less an hour, the opportunity for job growth or promotion is an even higher priority for frontline employees than pay or benefits alone.

HOURLY WORKERS DEPEND ON A DIRECT SUPERVISOR OR WORD OF MOUTH AMONG PEERS FOR TRAINING AND OPEN ROLES.

Among frontline employees:



73% cited a **manager** who supports their career progression as key to career advancement.

Keolis offers performance evaluations and succession planning that factor into overall goals of new talent at all levels working towards retiring as a senior leader.

MODERN WORKPLACE CULTURE

Today, an organization's workplace culture plays a significant role before the employee is hired and starts training.

Best practices that empower teams and underscore the return on ongoing investment fall under three essential pillars:

- 1 EMPOWERED FIRST-CONTACT RECRUITERS
- 2 ACCELERATE QUALIFICATION PROCESS AND SHRINK TIME TO FILL
- 3 CHAMPION "EMPLOYER OF CHOICE" INITIATIVES THAT BUILD AWARENESS

Recruiters work closely with hiring managers to establish a clear understanding of needs, priorities and goals.

- On-the-spot offers
- Qualified to enroll in full benefits on day one
- Paid training (i.e., earning commercial driver's license [CDL])
- Generous sign-on and referral bonuses
- Competitive retirement packages
- High focus on internal development
- Access to advancement within an Internal Career Portal
- Global transfer opportunities

KEOLIS AIMS TO DO THE RIGHT THING BY ITS EMPLOYEES

When we partner with agencies we cut lead times by 50%

In Boston, the agency cut the time to fill a position in half, from

311 to 135 DAYS

BY EMPLOYING THESE BEST PRACTICES ACROSS THE U.S. OVER THE LAST 12 MONTHS, KEOLIS HAS:



Made 1,557 job offers



Achieved a 96% acceptance rate



Attracted (and processed) 28,000 applicants

EMPLOYER OF CHOICE ROI

Increased commitment to recruiting and career pathing will not only create a strong pipeline of entry level and lateral hires, but return on investment (ROI) is further boosted with ongoing upskilling throughout the organization and improved retention figures.

Becoming (and remaining) an employer of choice is multi-pronged effort including: →

- ★ Maintain a leadership role and share of voice [SOV] within the larger industry
- ★ Leverage international expertise to expand the tool kit of best practices
- ★ Raise awareness and spotlight reputation through traditional marketing and grassroots, community relations
- ★ Sustain productive relationships with labor leadership/Keolis has a dedicated labor relations team
- ★ Instate rigorous, enduring professional development goals (not just for senior management)
- ★ Increase investment and double down on diversity, equity, and inclusion initiatives

EMPLOYERS OF CHOICE WITHIN AN INDUSTRY DO NOT SIMPLY FOLLOW THE TRENDS AND REACT TO CRITICISM.

More often than not, they are proactively a leading voice that draws attention to insights and opportunities and engages stakeholders in a plan to make a difference.

Throughout the 13 COUNTRIES

in which it operations, Keolis encourages OVER 68,000 EMPLOYEES

to consider the following mindsets:



Cultural alignment concerning safety

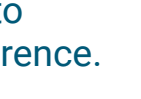


Leadership through service



Inclusivity within access to learning

In France, Keolis Downer deployed a 2022 recruitment campaign designed to take on stereotypical perceptions that people have about transit employees.



WHY NOW

Professionalizing an industry that is mostly frontline workers will appeal to a younger generation that has much higher expectations from their employers:

- robust benefits
- good pay
- flexible hours
- ability to move around and grow within a national or even global business

ACCORDING TO RESEARCH BY LINKEDIN (2020):



fewer qualified women apply to jobs unless their experience perfectly matches everything on the list



most men are more confident and will apply with the assumption of growing into the role



Keolis removed all his/her verbiage in job descriptions and revised to utilize more generic/non-gendered language.

CONCLUSION

Keolis can help its partners employ these best practices as well as develop their own strategies to attract and retain talent.