



  
Los Angeles County  
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Authority

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May 5, 1997

TO: BOARD OF DIRECTORS

FROM: TERRY MATSUMOTO  
DEPUTY CHIEF EXECUTIVE OFFICER 

SUBJECT: RECRUITMENT PROCESS AND STAFFING UPDATE

ISSUE

Director Molina has requested information on the MTA's Recruitment and Selection process and the number of positions which have been vacant for over one year.

BACKGROUND

The Recruitment and Selection process follows Human Resources Policy 3-1. The key elements of the recruitment and selection process, in sequential order, are:

- develop a recruitment and advertising strategy
- develop appropriate test instruments and/or evaluation criteria
- evaluate all applications received
- test and/or interview candidates
- certify ideal candidates to hiring department for final selection
- verify employment references, education and professional licenses
- determine appropriate salary
- extend and finalize job offer
- coordinate document processing, pre-employment physical exam, drug and alcohol test
- negotiate start date or transfer date.

The MTA target is to achieve an average of 45 working days from the time the approved requisition is received to when the job offer is made to the selected candidate. We are currently making job offers within 58 work days.

Currently the Recruitment and Selection function is undergoing a work process improvement enhancement as recommended by the Coopers & Lybrand organizational assessment to further streamline the process to reach target goals.

The total number of budgeted positions is 8,340, of which 244 Non-Represented positions are not filled. (Vacancies also exist in union positions, but they are filled on a routine basis using roster bids in most instances.) Presently there are only 10 positions which have been vacant for more than one year (excluding Bus/Train Operator and Transit Police Department). A list detailing those vacant positions is attached.

**Attachment**

1. Vacant Positions Open for Over One Year

Prepared by: Ray A. Inge, Deputy Executive Officer - Human Resources

BOVA:MolinaBoardBoxA

### Vacant Positions Open for Over One Year

| Department                     | Position                    | Reason for vacancy   | Expected resolution  |
|--------------------------------|-----------------------------|--|--|
| 1210 General Counsel           | Administrative Analyst      | Department held vacant to determine if position should be filled by County or MTA personnel.   | Postpone filling until FY98.   |
| 3120 Service Quality Assurance | Maintenance Specialist      | Position held vacant awaiting evaluation of need after QA section transferred in re-organization of Operations.  | Department to fill early FY98.   |
| 3340 Facilities                | Air Conditioning Technician | Position authority used to hire alternate mission-critical position.   | Position is eliminated.  |
| 3340 Facilities                | Property Maintainer Leader  | Position authority used to hire alternate mission-critical position.   | Position is eliminated.  |
| 4410 Capital Planning          | Administrative Aide         | Department elected to fill position on an acting basis to provide promotional opportunity for staff.   | Employment requisition submitted and will be filled from new qualified candidate pool. |
| 6410 General Services          | Administrative Aide         | Filled during year with temporary employee.  | Department plans to fill position by end of May.                                       |
| 6420 Print Shop                | Bindery Operator II         | 2 recruitments attempted with no qualified applicants. After salary study determined our starting pay significantly below industry standard, the union start rate was raised to 85% of base pay. | New selection in progress with many qualified applicants.                              |
| 6510 Real Estate               | Sr. Real Estate Officer     | Department relied on use of consultants to perform this work. Will now bring work in house.  | Recruitment in progress.   |
| 8410 Construction              | Construction Manager        | Position held open to transfer employees upon completion of Segment 2 (avoids layoff)  | Employees will transfer after Segment 2 close-out.                                     |
| 8610 Program Management        | Project Control Supervisor  | Position is for Eastside project, which is behind schedule. It will not be filled until needed.  | Project Manager will fill position by mid-FY98.  |