

## Effectiveness Statement

Entry Title: Changing Perceptions to Recruit Qualified Coach Operators

Subcategory: Comprehensive Campaign

Member Type/Size: Group 3- Greater than 20 million annual passenger trips

AdWheel Category: Best Marketing and Communications Educational Effort

### **Target Audience**

People in southern California looking for rewarding and responsible full- and part-time employment as OCTA coach operators.

### **Situation/Challenge**

Like other transit agencies, OCTA found it difficult to attract qualified coach operators. Challenges included an unemployment rate of 2.8%, a robust economy, and a diverse geographic region with hiring competition from other agencies, TNCs, hotel shuttle operators, and major employers like Disneyland. Mandatory overtime for all drivers was a short-term but unsustainable solution. In response, OCTA formed a cross-departmental team to evaluate and address the issue. Initial findings revealed that potential job applicants were either unaware of coach operator positions or viewed them as low-paying jobs with limited career potential. OCTA wanted a way to increase awareness, counteract incorrect perceptions, and educate the public about positive and flexible coach operator jobs at OCTA.

### **Strategy/Objective**

The goals of the internal team were to evaluate the coach operator training curriculum, benchmark against other agencies, and increase the number of certified operators by 10% by end of FY 18/19. To improve the application process and make the position more attractive, OCTA shortened the online application from 21 to 4 pages, introduced part-time positions, reduced hiring bottlenecks, encouraged employee referrals, accelerated training for existing drivers, and streamlined medical certification. Marketing tactics used to change perceptions and educate the public included a campaign webpage, video campaign, online advertising, printed collateral, and bus advertisements, all featuring real OCTA bus drivers.

### **Results/Impacts**

Launched in August 2018, the campaign has been hugely successful. The number of applicants rose 22% from September to October 2018, with a year-over-year increase from October 2017 to October 2018 of 47%. In the first quarter, 22 coach operators were certified compared to a total of 36 for the entire previous year. The campaign will continue with the implementation of the improved application, training, and advertising avenues.

### **Why This Entry Should Win**

Coach operators are the public face of transit organizations. A robust recruiting process helps ensure a steady supply of professionals who can successfully represent the organization while performing the essential duty of safely transporting riders. This entry demonstrates that an informed creative integrated marketing campaign can change perceptions and transform recruitment from lackluster to outstanding but does not need to be costly or time-consuming. OCTA's campaign to educate the public and attract and keep qualified coach operators serves a model for other transit agencies.

# Bus driver recruitment campaign materials needed a makeover



A cross-departmental team was established to tackle bus driver recruitment. First step, photoshoot. This made it possible to revise all marketing materials.



# Targeted digital ads positioned OC bus drivers to be hip and trendy



OCTA customized the messaging geographically, demographically, and by interest to people in Southern California looking for rewarding full- and part-time employment as OC bus drivers.

 **OC Bus**  
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Drive for OC Bus. Enjoy great benefits for you and your family.



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**Now Hiring OC Bus Drivers**  
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# A comprehensive digital media mix was used to help increase awareness



Ads were placed on various display and search channels including paid listings on recruitment channels like Indeed. Specific ads were targeted to people who visited the OC Bus driver webpage and search for driver specific jobs.

Example of your image ad at 300x250

**DRIVE OCBUS**

**Apply To Drive With OC Bus**

Salary. Benefits. Training. Growth.

OC Bus

[>](#)

Example of your text ad at 300x250

**Become An OC Bus Driver**

Apply With A Valid Driver's License.

OC Bus

[OPEN](#)

Example of your native ad at 300x250

**DRIVE OCBUS**

Drive For OC Bus. Apply Now.

OC Bus

[Visit Site >](#)

OC Bus Driver: \$17.65/Hour | Apply To Drive With OCTA | Competitive Pay & Benefits

[Ad](#) [www.octa.net](http://www.octa.net)

Drive for OC Bus. Apply Today With a Valid Driver's License. Paid Training. Retirement & Pension. Benefits. Training. Salary. Growth.

OC Bus Driver: \$3,000/Mo | Apply To Drive With OCTA | Competitive Pay & Benefits

[Ad](#) [www.octa.net](http://www.octa.net)

Become an OC Bus Driver Today. Apply Now With a Valid Driver's License. Paid Training. Retirement & Pension. Benefits. Training. Salary. Growth.

**OC Bus Driver: \$36,700/Year | Apply To Drive With OCTA**

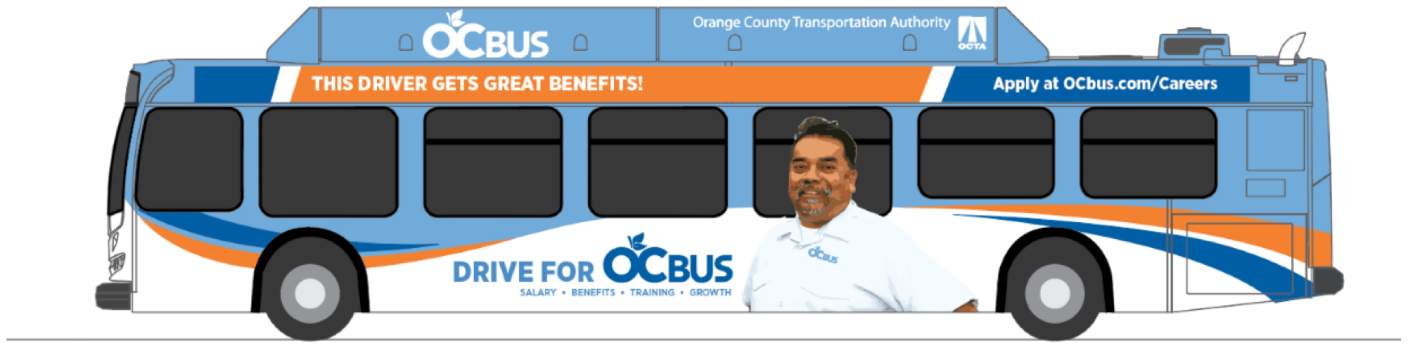
[Ad](#) [www.octa.net](http://www.octa.net)

Apply Now With a Valid Driver's License. Competitive Pay, Benefits, & Training!

# Initial design mockups: Explored various creative concepts



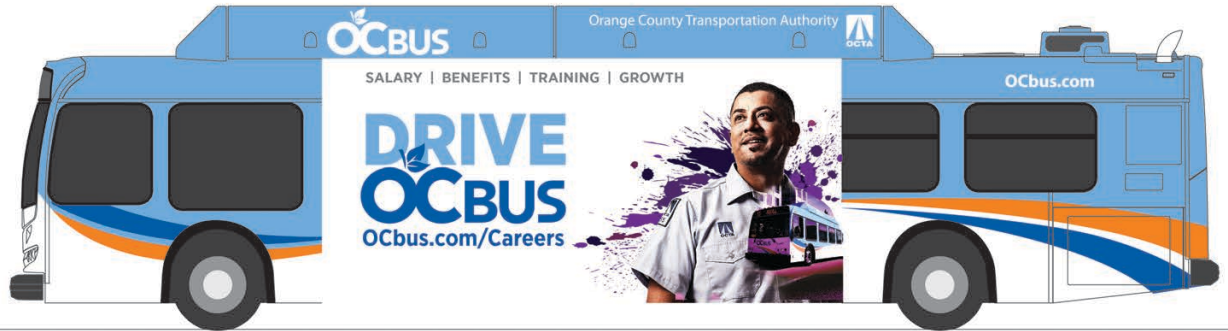
Design concepts were created in order to find the perfect fit.



# Final campaign creative: Bus ads rolled out onto OC Buses



OC Buses served as rolling billboards and included three full bus wraps.



# Campaign webpage was developed to position OC Bus as your next career




A new webpage was developed to promote all of the great benefits of being an OC Bus driver with OCTA. Not just your next job but a life-long, rewarding career.



## Where can your career take you?

Becoming an OC Bus Driver is your chance to discover a life-long career. With excellent pay, benefits, and room to grow, it could be your path to success. Hourly wages start at \$17.65.



### A role with purpose

As an OC Bus Driver, you're an important part of what keeps Orange County moving. Each day, you'll help residents and visitors reach their destinations safely - providing reliable transportation that enhances the quality of life for our community.

Choose from full and part-time positions.

[APPLY NOW](#)

## Invest in your future

There's room to grow within OCTA. Whether you're interested in paid job training, apprentice programs, or moving into management, you'll find what you need to take the next step.



### Compensation

Count on your paycheck to grow along with your knowledge and experience.



### Growth

Make your own path at OCTA. More than 80% of our bus operations management team began their careers as OC Bus Drivers.



## Best-in-class benefits

As a valuable member of our team, you'll receive a generous benefits package designed to fit your unique needs.



### Medical

Choose from a range of excellent health insurance plans for you and your family.



### Dental

Pick a dental plan that helps you save on everything from check-ups to braces.



### Vision

This affordable option protects your eyes and covers glasses, contact lenses, and exams.



# A comparison chart and requirements were added to the webpage



These sections visually and easily compare being an OC Bus driver to other jobs that involve driving. Driver requirements were added to help potential applicants see if they qualified for the position.

## Jobs Comparison

View our quick comparison chart to see how OC Bus compares to other jobs\* that involve driving.

	WAGE INCREASE	INSURANCE	RETIREMENT	EDUCATION REIMBURSEMENT	CAREER GROWTH
OC Bus Driver	✓ Up to \$57,000 plus overtime	✓ Medical, dental, vision, and life	✓ Retirement & Pension	✓ \$3,675 per year	✓ Paid training & certificates
Uber/Lyft	✗	✗	✗	✗	✗
Truck Driver	✓	✓	✓	✗	✗
Private Shuttles	✓	✓	✓	✗	✗

\*Benefits may vary between companies and between full and part-time positions.

## Driver Requirements

See how easy it is to become an OC Bus driver. For a full list of requirements, apply today.



- ✓ A minimum of 1 year customer service experience.
- ✓ A valid U.S. driver's license for a minimum of 3 years with no DMV points.
- ✓ Applicants can apply with a Class C driver's license.
- ✓ Current DMV H6 printout must be submitted when the application is received.
- ✓ At least 21 years old.

# Videos were produced for YouTube highlighting specific benefits



Real OC Bus drivers were selected and interviewed to provide more personalized stories.



Search




# A "Stories for behind the wheel" concept was developed from the shoot



A variety of short videos feature each of the drivers and highlight one or two benefits of being an OC Bus driver. The videos were promoted on Facebook, YouTube, and on the campaign webpage.


 **OC Bus**  
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With excellent pay, benefits, and room to grow, becoming an OC Bus Driver could be your path to success. Apply today.




OCBUS.COM/CAREERS  
**Now Hiring OC Bus Drivers**  
Salary. Training. Benefits. Growth.

[Learn More](#)

 **OC Bus**  
Sponsored · 🌐

As an OC Bus Driver, you're an important part of what keeps Orange County moving. Apply to drive today.



OCBUS.COM/CAREERS  
**Now Hiring OC Bus Drivers**  
Salary. Training. Benefits. Growth.

[Learn More](#)

## Stories from behind the wheel



**Carlos Alvarez**

Bus Driver, 15 years

[▶ Watch video](#)



**Manny Vargas**

Bus Driver, 29 years

[▶ Watch video](#)



**Mary Blum**

Bus Driver, 28 years

[▶ Watch video](#)

# Drive OC Bus campaign messages convey exceptional benefits



Printed collateral was completely revamped to make the Drive OC Bus branding cohesive across all channels.

**DRIVE  
OCBUS**  
EMPLOYEE  
REFERRAL PROGRAM

**EARN  
UP TO \$500**

Do you know anyone who would like to join our team as a Bus Driver? Refer them and earn extra \$\$!

Full-time & part-time positions available.  
Pay starting at **\$17.65** per hour.

**OCBUS**  
ocbus.com/careers

**ABOUT OCTA**

The Orange County Transportation Authority (OCTA) is the county's primary transportation agency. OCTA manages funding and delivers efficient transportation for Orange County. We keep Orange County moving with extensive bus and paratransit service, Metrolink commuter rail service, the 91 Express Lanes Toll Road, motorist services and freeway, street and road improvement projects. OCTA began in 1991 with the consolidation of seven separate transportation agencies. OCTA is dedicated to developing and delivering transportation solutions to enhance quality of life and keep Orange County moving. OCTA's core values consist of integrity, teamwork, communication, customer focus, and can-do spirit.

**OCBUS** **OCTA**  
OCBus.com/careers

**DRIVE  
OCBUS**

**We're looking for talented drivers**

**OCBUS** **OCTA**

**STEP  
INTO THE  
DRIVER'S  
SEAT**

Where can your career take you? Why not become an OC Bus driver! This is your chance to discover a life-long career with excellent pay, benefits and room for growth. You'll even receive training to drive a bus and get paid while training. We are currently hiring full-time and part-time bus drivers for our entire fleet.

**Hourly rates:**

- \$17.65/hour Starting wage
- \$18.39/hour After completion of six (6) months
- \$27.73/hour Top rate after 60 months

**Benefits include:**

- Pension
- Paid vacation
- Paid sick leave
- Paid holidays
- Educational reimbursement
- Deferred compensation retirement
- Medical, dental, vision & life insurance

**QUALIFICATIONS**

- 21 years of age at time of application
- Must have a valid U.S. Driver's License (Class C) for a minimum of 3 years at time of application
- No DMV points within 3 years from your application date
- One year of customer service experience
- Physical strength and dexterity to complete job duties
- A current DMV H6 printout is required at the time of application submission

**APPLY ONLINE**

For further information about this exciting career opportunity and to apply online, please visit [ocbus.com/careers](http://ocbus.com/careers).

OCTA is an equal opportunity employer and will not tolerate discrimination in employment on the basis of race, color, age, sex, sexual orientation, gender identity, religion, disability, ethnicity, national origin, marital status, status as a protected veteran, genetic information, or any other legally protected classification or status.



# Bus Driver Recruitment Campaign



## **New bus driver branding**

- Photoshoot
- Video interviews
- New webpage

## **Branded Landing Page**

- Feature benefits
- Allow drivers to self-select
- Feature video spots
- Jobs comparison chart

## **Featured benefits**

- Full and part-time positions
- Flexible work schedule
- Salary plus overtime
- Higher starting pay than competition
- Career advancement
- Training opportunities
- Educational reimbursement

## **Highlight driver requirement**

- 1 year customer service
- 3 years driving experience
- No points on DMV record
- Valid U.S. Driver's License
- 21 years or older

## **Jobs comparison chart**

- OC Bus drivers
- Uber/Lyft
- Truck drivers
- Private shuttle drivers

## **Extensive digital campaign**

- Facebook
- Instagram
- Google Display
- Google Search
- Bing Search
- Indeed

## **Bus advertising**

- King ads
- Ultra super kings
- Full wraps

## **Improved recruitment process**

- Accelerated training program
- Shortened job application
- New medical provider
- Streamlined medical process
- Added training class in November

## **Application Status**

- Highest class in Oct. since 2016
- 22% increase month over month
- 47% increase year over year
- 22 certified FY 18/19 vs. 36 FY 17/18