



***TRANSIT
WORKFORCE
CENTER***



Federal Transit
Administration

Transit Workforce Center

National Technical Assistance Center
for Transit Workforce Development



**TRANSIT
WORKFORCE
CENTER**

Recruiting and Developing Today's Transit Workforce

June 7, 2022



Transit Workforce Center – Mission

- Operated by the **ITLC**, the **Transit Workforce Center (TWC)** is **FTA**'s first ever national technical assistance center for transit workforce development.



mission

The **TRANSIT WORKFORCE CENTER** is the Federal Transit Administration's first ever national technical assistance center for transit workforce development. Its mission is to help urban, suburban, tribal, and rural public transportation entities recruit, hire, train, and retain the diverse workforce needed now and in the future.



Today's Agenda

- Welcome and Opening Remarks
- Bus Operator Recruitment and Retention: Confronting Obstacles and Creating Opportunity
- The Power of Partnership
- Gateways to Opportunity
- Creating a National Frontline Transit Worker Campaign Toolkit
- Q&A
- Wrap-Up

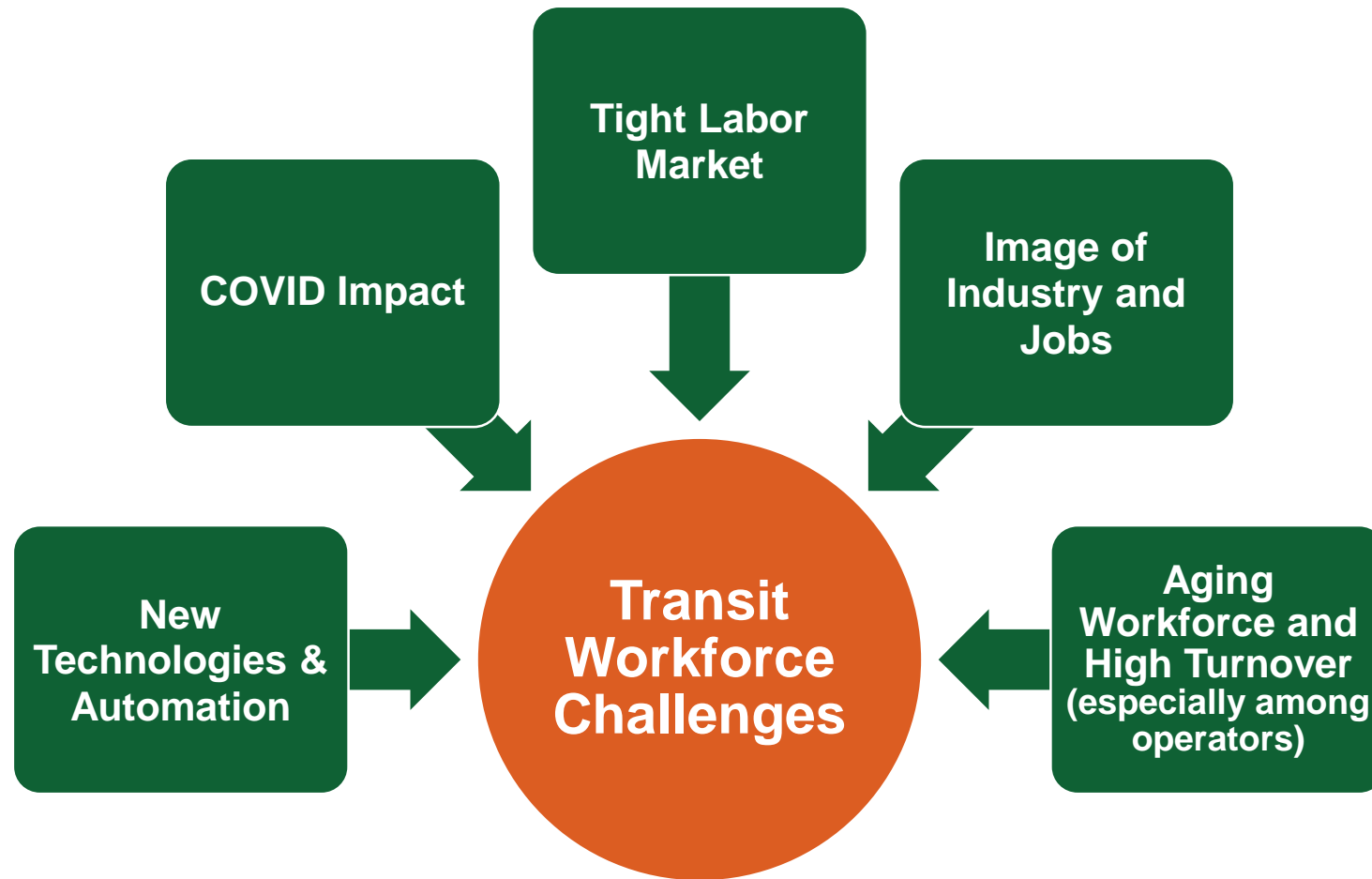


Opening Remarks

Nuria Fernandez
Administrator
Federal Transit Administration

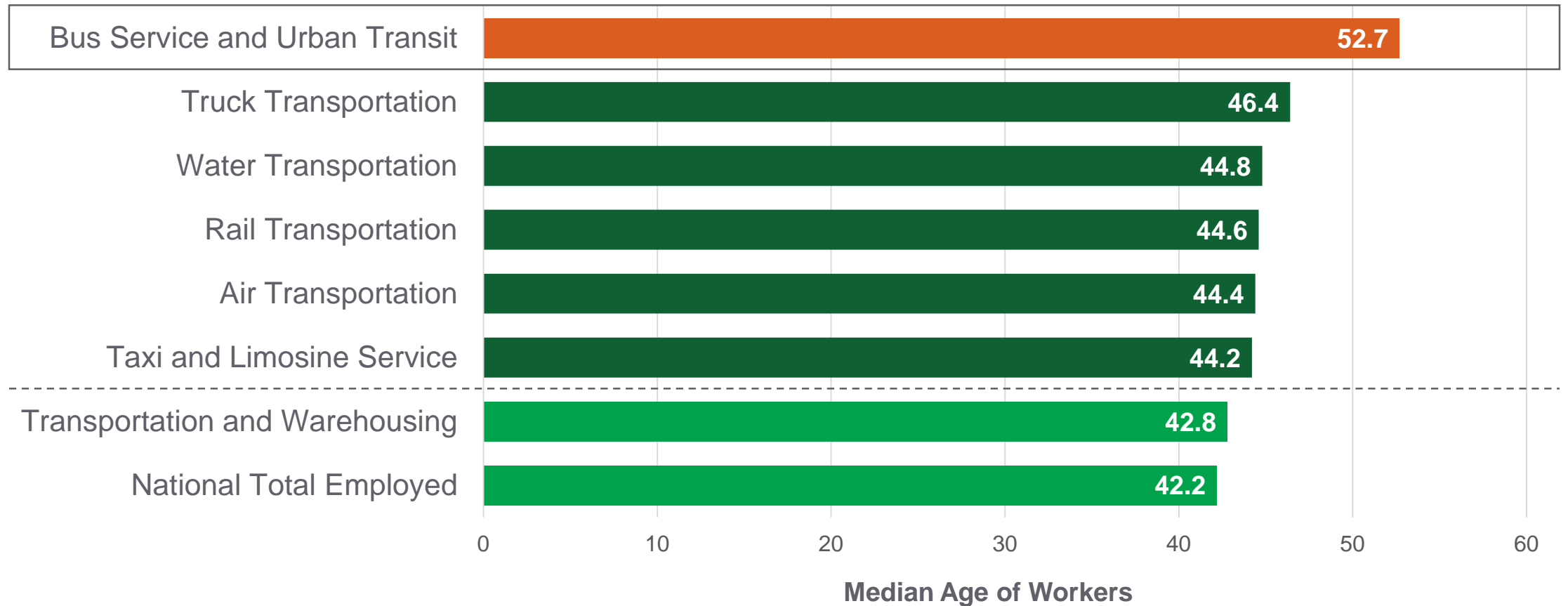


Transit Frontline Workforce Challenges





2021 Median Age of Workers for Selected Transportation Sectors



Source: Bureau of Labor Statistics



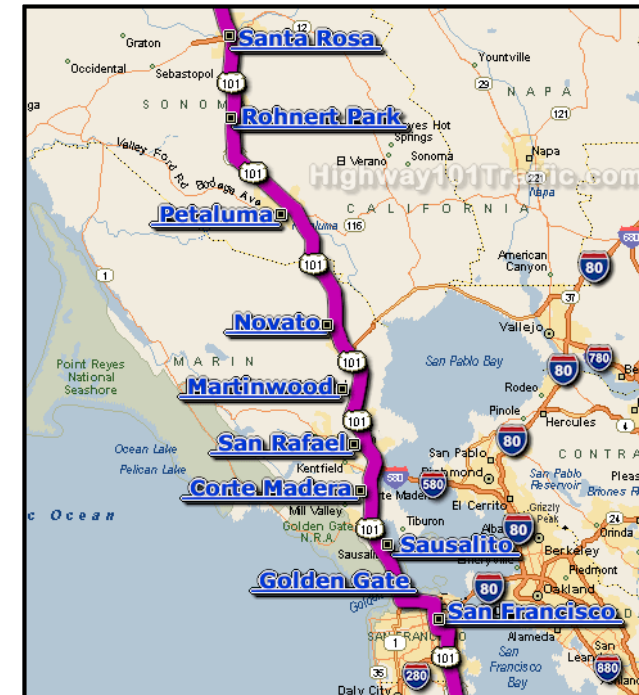
Bus Operator Recruitment and Retention: Confronting Obstacles & Creating Opportunity

Rich Diaz, Bus Operator Mentor Lead
Amalgamated Transit Union (ATU) Local 1575

Mona Babauta, Deputy General Manager
Golden Gate Transit, San Rafael, California

Background

- Golden Gate Transit (GGT) – Serves 4 counties in San Francisco's North Bay. Prior to the COVID-19 Pandemic, we moved thousands of commuters to/from San Francisco each day.
- GGT suspended approximately 90% of its commute service during COVID.
- Currently operating roughly 50% of Pre-COVID service levels, but interested in growing service as San Francisco “reopens” and ridership demand returns.
- **Like other agencies, GGT is challenged with hiring and retaining bus operators, which are important for growing service over time.**



Understanding the Root of our Challenges

Through GGT's “[Workforce Investment Network \(WIN\)](#)” Program, which is a [High Road Training Partnership \(H RTP\)](#), we started to dig into the root of our challenges.

- The **Labor-Management Partnership between GGT & ATU Local 1575** created the foundation for WIN, a High Road Training Partnership that includes contributions from local colleges and [California Transit Works \(CTW\)](#) staff to achieve/maintain the following:
 - Pool of trained **Bus Operator Mentors** who provide 1:1 support to new Bus Operator Apprentices
 - Establishment of a Federal DOL and State-certified **Bus Operator Apprenticeship Program** – Bus Operator Apprentices/Trainees earn college credit + certificate of completion from DOL
 - Establishment of **Pre-apprenticeship Program** to funnel talent to the Apprenticeship Program

WIN creates a **forum for collaboration between management, labor leadership, and mentors** to tackle operational challenges, shape policy, and maintain a positive, constructive relationship.

This Forum prompted us to ask critical questions about underlying factors leading to recruitment and retention challenges..

Critical questions & Data Collection

Where are we losing recruits?

Do we have obstacles to employment?

How can we improve outreach efforts?

How can we attract workers from local communities?

How can we provide a more supportive & seamless pathway to employment, especially for ESL applicants?

What can we do to better support our multilingual applicants?

Data for better understanding the root of our recruitment/hiring challenges:

- Approximately **67% of applicants didn't/ couldn't complete** the application process.
 - Asian/Native Hawaiian/Pacific Islanders (AAPI) struggled the most. Hispanic applicants a close second.
- Of the remaining 33% of applicants who completed the application, roughly **40% failed the written skills test**.
 - AAPI and Hispanic applicants appeared to struggle the most.
- At this point, of the total, original applicants, only **20% of them proceeded to the interview phase**.
- Approximately **16% of the total, original applicants were ultimately offered employment** as Bus Operators.
 - Nearly 50% of those hired were Black applicants. 25% were White.
- **Majority of applicants live in Priority Populations (PPs) /Disadvantaged Communities**, many of which live 1-2.5 hours away from GGT facilities. ***Could benefit from more focused recruiting in local PPs closer to work.***
- **Historical 10-40% attrition rate during initial 11-week Bus Operator training/apprenticeship period.**

NOTE: Very helpful resource used in framing questions: [Equitable Apprenticeship Toolkit](#) by [High Road Alliance](#). Data above from Calendar Years 2018-2020 GGBHTD HR data.

Reevaluate/adjust the pathway to employment...

Through the data collection process, we identified the following actions for potentially addressing our recruitment/hiring challenges:

- Offer 1:1 support during the application process
 - Actual application on paper or online
 - Written skills test
 - Interview Process
- Provide bilingual support
- Reevaluate Minimum Qualifications
- Create opportunities to build workplace skills & gain exposure to the work environment
- Explore a regional approach with neighboring transit agencies to ensure access to employment opportunities. (i.e. Santa Rosa CityBus).
- Strengthen relationships with community based organizations (CBOs)



Pre-apprenticeship Program with Santa Rosa Junior College

- **Full-time Outreach Specialist** to leverage strong communities ties & actively advocate/recruit for GGT Bus Operator positions, especially in Priority Populations.
 - Also serves as **personal support for students/pre-apprentices**
 - Coordinates closely with GGT staff & ATU on student performance and/or if 1:1 support needed from Mentors, GGT Staff, etc.
- 5-course, 16-week certificate program offered by SRJC's Adult Education Department (includes Practicum & Shadow Days)
 - Virtual classes: workplace soft skills, customer service, communication, collaboration, self-advocacy, basic computer skills; bilingual offerings support ESL students
 - **Practicum will incorporate application and interview process.**
 - Two onsite Shadow Days at GGT - contextualize classroom learning, provide work environment exposure
 - **Mentors & ATU Leadership help shape & deliver curriculum**
- Seamless connection to full-time employment & the Bus Coach Operator Apprenticeship Program with College of Marin
- Certificate of Completion and pathway to college credit/degree
- Signing bonus (\$500 upon acceptance + \$500 upon completion)



Mitigating Employment Barriers & Commitment to Equity

Addressing employment barriers:

- **Completion of application process** as graduation requirement - part of SRJC program (Practicum)
- GGT **written skills test waived** with completion of program – SRJC courses & GGT Shadow Days should ensure candidates are prepared to enter the training/apprenticeship program
- **Interview process folded into 2nd Shadow Day**

GGT Commitment to Racial Equity/Justice & Inclusion:

- Focused recruiting in Priority Populations
- Pathway to union-represented employment, career stability, and family-sustaining benefits through investments & support from local colleges, Union, GGT (employer), local colleges, and Mentors
- Building skills & creating educational opportunities for those from disadvantaged/underserved communities
- Bilingual instruction to create a more inclusive learning environment



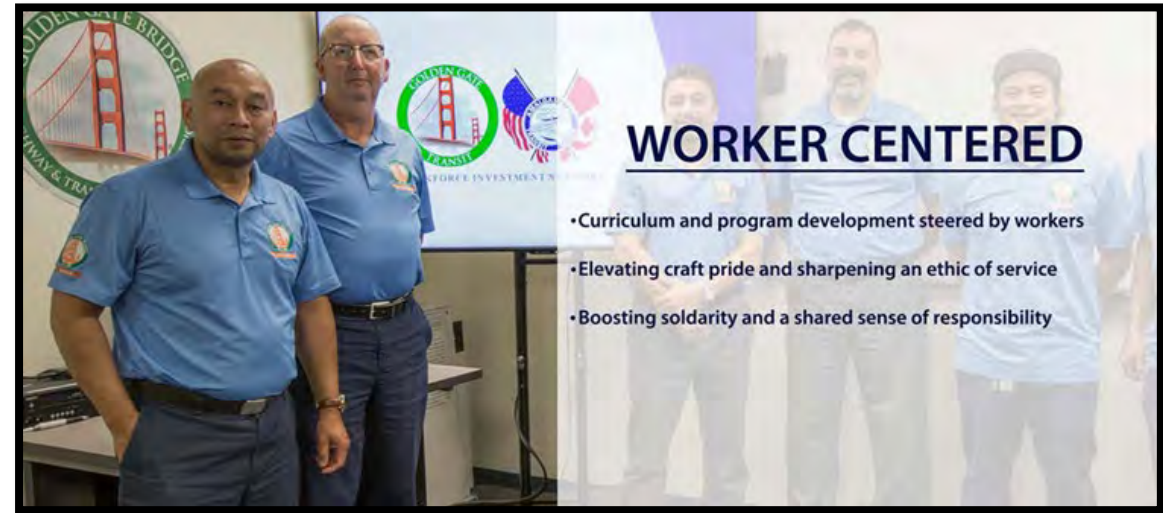
Reevaluate & Revise Minimum Qualifications

Reevaluated Bus Operator position minimum qualifications, also influenced by our commitment to racial equity/justice. Changed requirements related to:

- **High school diploma waived** for pre-apprentices upon completion of program: SRJC will offer an alternative test for reading and writing competencies.
- Driving Experience: Must be a **licensed driver for at least three (3) years** upon completion of the pre-apprenticeship program. **Minimum Age (in this case) = 19 years.** (Regular standard is 7 years as licensed driver.)
- Moving violations: **Applicants with more than two (2) moving violations within the last three (3) years will be reviewed on a case by case basis and such violations may be cause for non-selection.** (Prior standard: No more than two (2) moving violations within the last three (3) years. No exceptions.)
- **Other violations, citations, and/or accidents will be reviewed on a case by case basis and may be cause for non-selection.**

Bus Operator Mentor Program – Retention Effort

- [Worker-centered program](#) developed in partnership with ATU Local 1575
- **Structured peer support** for new Bus Operators led by ATU in collaboration with Management
 - Help them adjust to the new work environment and set them up for success
 - Serve as resource for understanding policy, culture, relationships, etc.
- **Leadership & career/personal growth** opportunity for current Bus Operators.
- Connection to a strong apprenticeship and training program, with continuing opportunities for **career development**.



Contact Information

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THE POWER OF PARTNERSHIP

Automotive Technology/Collision Career Technical Education



OVERVIEW

COTA is committed to the enhancement of our region's economic stability and prosperity.

Creating, sustaining, and retaining a viable workforce is at the core of our mission and vision to “**Move Every Life Forward**”.

We believe in providing opportunities via workforce development programs. This includes internships, community support, job training and partnerships with educational institutions.

We believe in aligning individuals for career success. Attract, Train and Retain!



OUR STORY

HISTORY

COTA

In October 2017, COTA leadership partnered with TWU Local 208 and Columbus City Schools to provide a Vehicle Maintenance Internship Program at Fort Hayes Career Center. This program helped students who were already enrolled in an automotive program develop additional technology competencies and prepared students for entry level positions.



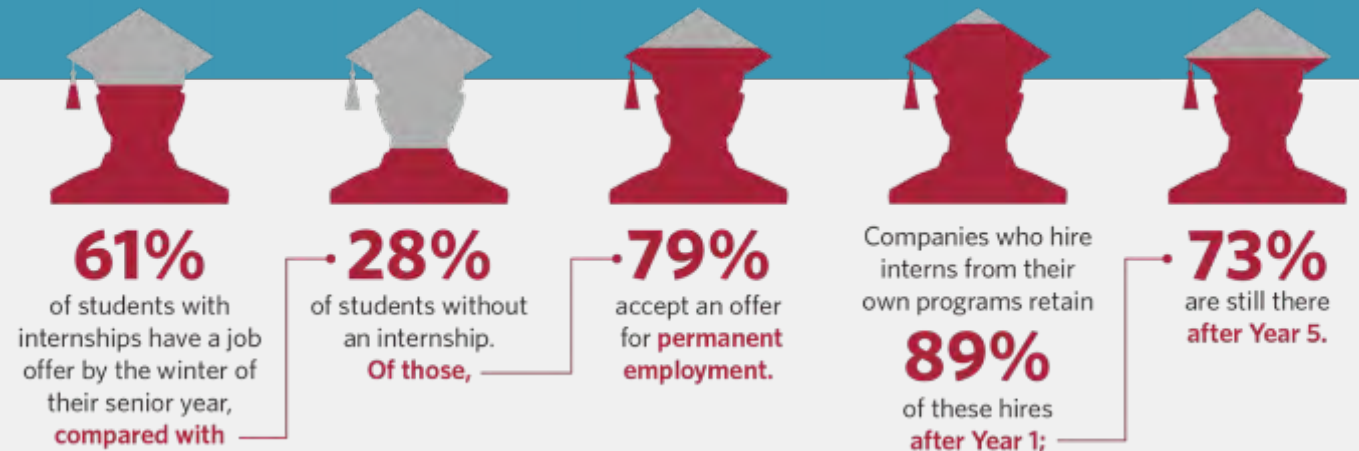
VEHICLE MAINTENANCE INTERNSHIP PROGRAM

The COTA Vehicle Maintenance Internship Program provides Career Technical Center High School students who have completed their junior year in a participating Career-Technical program the opportunity to work as paid interns in the Vehicle Maintenance Department at COTA.



Key Features

Students receive classroom training, hands-on training, laboratory experiences, and are partnered with mentors in preparation to enter the workforce as entry level automotive/collision technologies service technicians.



THE MENTOR ROLE

Paid mentors help develop interns in the pursuit of becoming automotive technicians by observing the following competencies:

- ✓ Showing initiative
- ✓ Demonstrating cooperation
- ✓ Following instruction
- ✓ Being productive
- ✓ Being dependable
- ✓ Showing strong communication skills
- ✓ Building long lasting and purposeful relationships



OTIS HOLLMAN [Mentor]

“Very impressed with the students and their willingness and commitment to learning. They jump right in with little to no hesitation when presented with a task.”

KEY PARTNER RESPONSIBILITIES



- ✓ Provide student with a safe work environment.
- ✓ Provide the school with attendance tracking by providing teachers with weekly attendance/progress reports.
- ✓ Evaluate the performance of the student as it relates to the work at the job site and technologies and content standards.
- ✓ Give the student sufficient orientation, training and supervision to help him/her become proficient and productive.
- ✓ Provide the student with the same considerations given to other employees regarding safety, general working conditions and other regulations.
- ✓ Follow all Federal and State of Ohio Child Labor Laws, which include OSHA Regulations.
- ✓ Instructor Recommendation
- ✓ No disciplinary issues
- ✓ On track for graduation
- ✓ 93% attendance at school and on the job
- ✓ Observe the student on the jobsite at least once a quarter and assist the company in evaluating the student and meet with the with intern program manager
- ✓ Enforce the attendance and disciplinary regulations per the agreement



HISTORICAL TIMELINE

COTA

SECOND YEAR GROWTH

- Hired 10 student interns (October –May)
- Schedule: Mon-Thursday 12:00 - 5:00
- \$10 per hour/COTA bus pass
- 6 students hired as full-time vehicle maintenance employees (salary range \$19 - \$32 per hour)

PROGRAM BEGINS

- Hired 10 student interns (October –May)
- Schedule: Mon-Thursday 12:00 - 5:00
- \$10 per hour/COTA bus pass
- 4 students hired as full-time vehicle maintenance employees

2017-2018

2018-2019

2019-2020

NEW MODEL

- Schedule: 1wk on 1wk off 7:30am-2:30pm (students enroll in VCAP to fulfill required academics)
- \$12 per hour
- Hired 7 students (October-March). Program ended early due to COVID
- 1 student hired as a full-time employee

2020-2021

PROGRAM EXPANSION

- Partner with other career technical schools who have automotive programs. Eastland Fairfield and Tolles partner with COTA
- Offer opportunity to more students (gradually increase numbers)
- COTA becomes State of Ohio Apprentice Sponsor

NOW

PRE-APPRENTICESHIP

- COTA is approved by the State of Ohio as a registered Apprentice and Pre-apprenticeship program.
- High school students eligible for 12 points towards high school graduation
- Students prepared for formal ATP Apprenticeship Training Program
- 7 of 11 students offered the opportunity for full-time positions.
- COTA begins internship pilot for STEM related roles

COLLABORATION

POWER OF PARTNERSHIP



STATE OF OHIO REGISTERED APPRENTICE PROGRAM - CITE SPONSOR

Registered Apprenticeship is an industry driven, high quality career pathway where employers can develop and prepare their future workforce.

Individuals can obtain paid work experience, classroom instruction, mentorship and a nationally recognized credential.



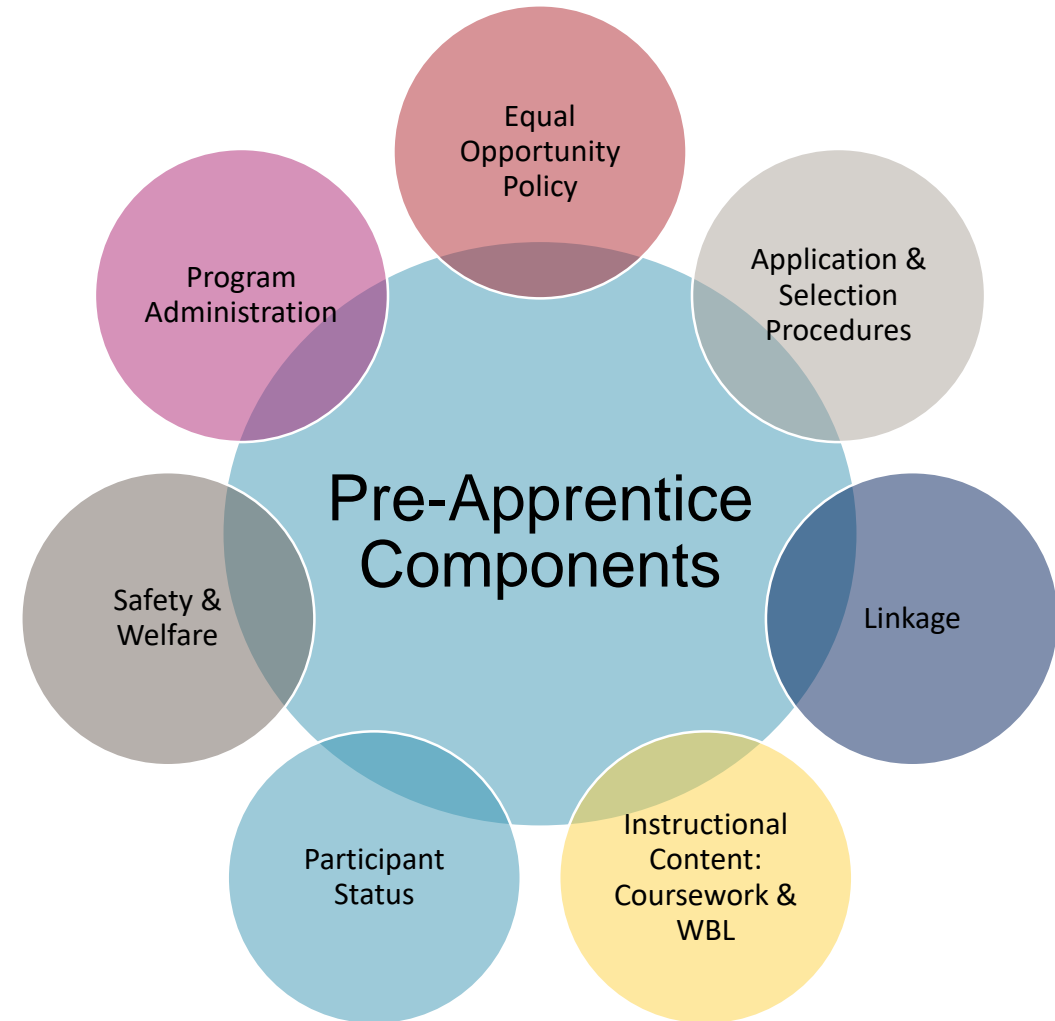
Key Features

- Strengthens the overall local area workforce; provides more skilled, qualified, and trained employees. Employers can promote from within and retain talent.
- Employers who become signatory a “ready-made” solution to becoming a part of registered apprenticeship.
- Upskilling current workforce.
- Connect with a pipeline of talent
- Veteran stipend benefit
- Participants who complete the program receive a nationally recognized credential



Pre-Apprentice Plan Components

OTA





Contact Information

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Gateways to Opportunity

— *“Dr. Beverly Scott, CEO and Founder
Introducing Youth to American Infrastructure*



FUTURE

Uyaal+

introducing youth to
AMERICAN
infrastructure

Uyaal+

AECOM



Motivating Today's Youth to Become
Tomorrow's Infrastructure Leaders,
Skilled Workforce, Innovators,
Entrepreneurs

— *“Community Builders”* —

U.S. Youth +

What is Critical National Infrastructure?

- ✓ ENERGY
- ✓ TRANSPORTATION
- ✓ WATER
- ✓ COMMUNICATIONS
- ✓ MANUFACTURING
- ✓ HEALTHCARE
- ✓ PUBLIC HEALTH
- ✓ FOOD/AGRICULTURE
- ✓ DEFENSE
- ✓ DAMS
- ✓ CHEMICAL
- ✓ NUCLEAR REACTORS
- ✓ INFORMATION TECHNOLOGY
- ✓ EMERGENCY SERVICES
- ✓ FINANCIAL/BANKING
- ✓ COMMERCIAL FACILITIES
- ✓ GOVERNMENT FACILITIES



“Why” and “What” Infrastructure?



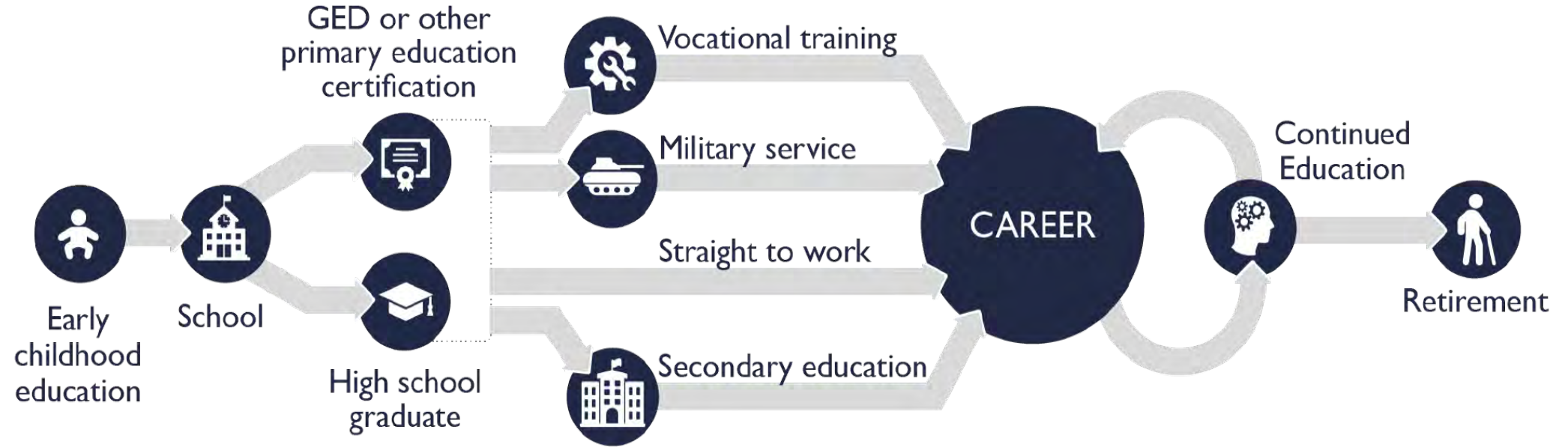
BACKBONE of Our Daily Lives and Communities

Decision-Making with **GENERATIONAL IMPACTS** – “People”, “Communities”, “Society”

Systemic **UNDER-REPRESENTATION** of “People of Color” and “Women”

Major **OPPORTUNITIES** –
Community-Building, Careers, Business Development

MAKING A DIFFERENCE – “YOUR” LEARNED EXPERIENCE, “YOUR” VOICE, “YOUR” JOURNEY!”



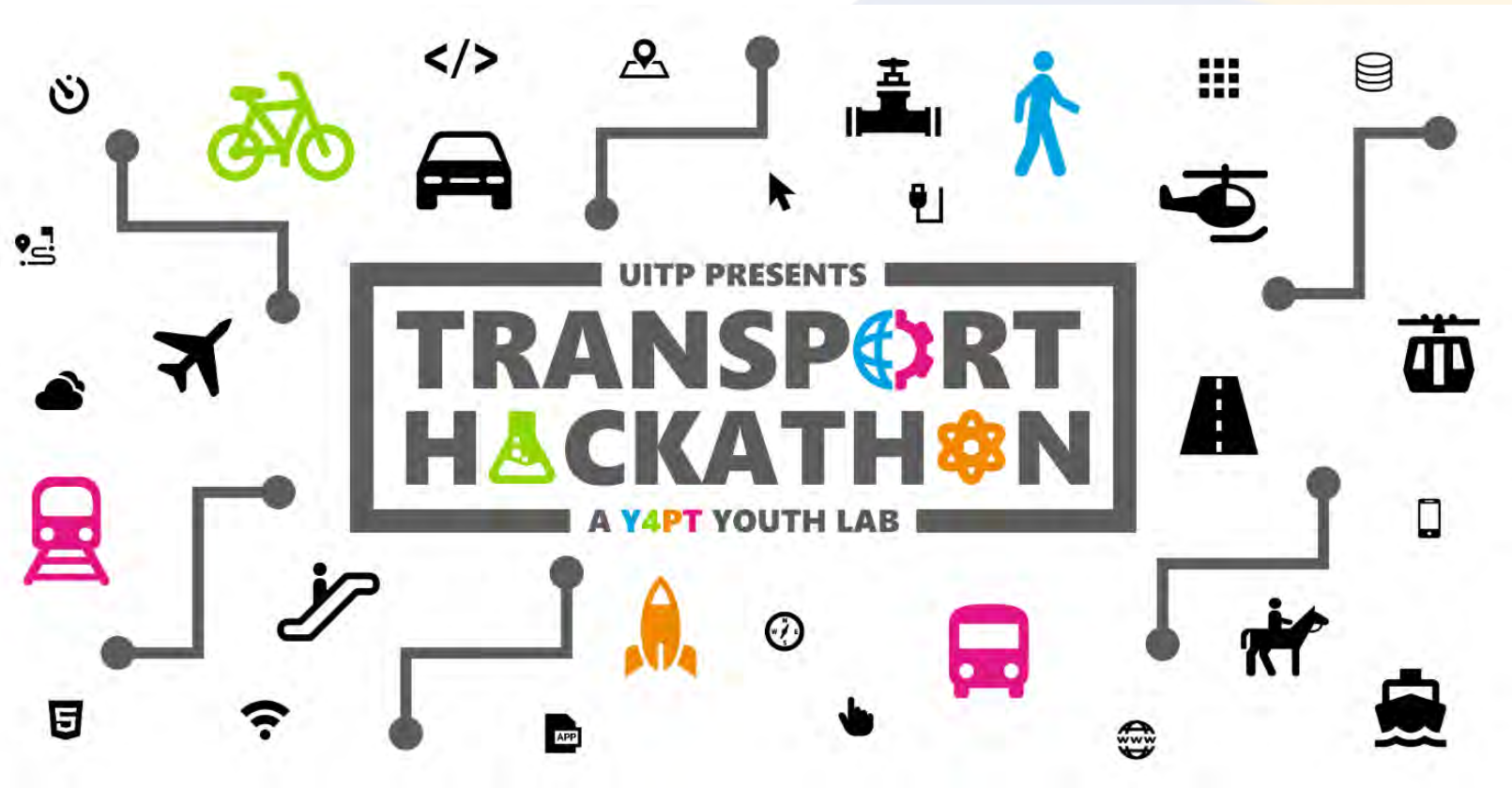
THE EDUCATION/CAREER-READINESS CONTINUUM

The pathway to a career in critical infrastructure is part of a lifelong educational continuum, with necessary skills for the work attained at all stops along the pipeline no matter which specific path a person takes.

Source: Workforce and Talent Management Study Draft Pre-Decisional Copy, *The President's National Infrastructure Advisory Council*

https://www.cisa.gov/sites/default/files/publications/NIAC_Workforce%20and%20Talent%20Management%20Study_Final%20508.pdf

Stay Tuned - Y4PT Innovation Challenge



<https://www.y4pt.org/projects/hackathon/>



Contact Information:

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Federal Transit
Administration

National Technical Assistance Center for Transit Workforce Development



**TRANSIT
WORKFORCE
CENTER**

Creating a National Transit Frontline Worker Recruitment Campaign Toolkit

June 7, 2022



Working in Partnership to Respond to a Critical Need

Local Agencies and Partners Across the Nation

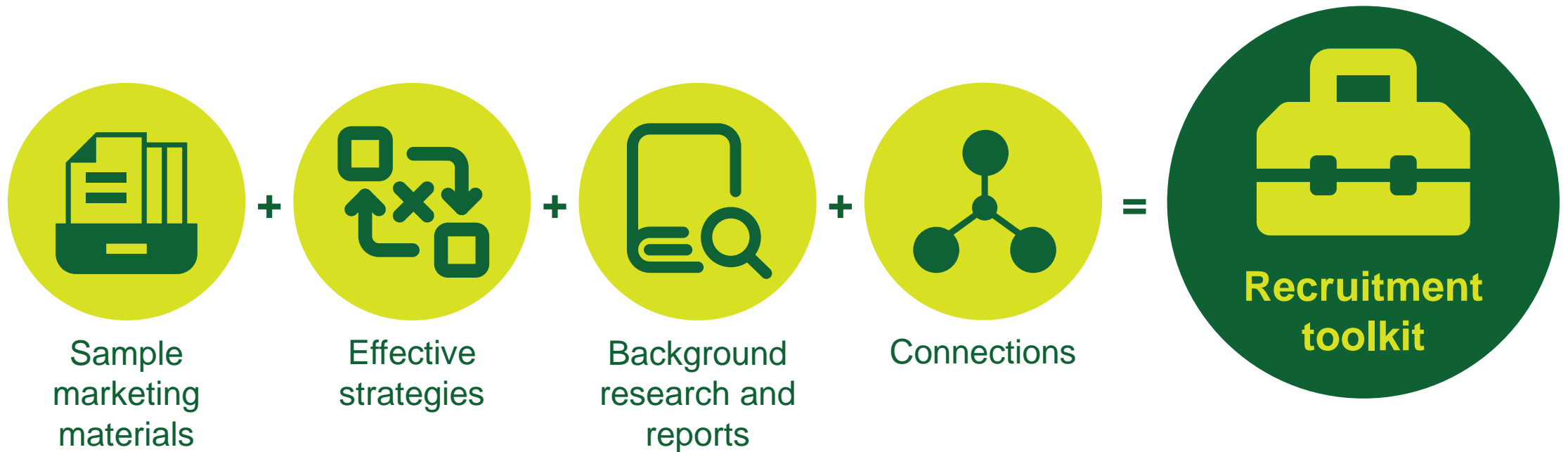
Other
Transit
Partners





What is the National Transit Frontline Worker Campaign Toolkit?

A central repository of:





Sample Toolkit Resource

Engage Directly, Make Application Process and Requirements Clear



BUS OPERATOR HIRING EVENT

Saturday, February 26, 2022, 8am – 1pm

Los Angeles Trade Technical College (LATTC)
400 West Washington Bl
Los Angeles, CA 90015

Free on site parking available.

Interviews, bus operator candidate assessment testing, physicals and fingerprinting – all in one day!

ITEMS TO BRING:

- > Driver's license (must be 21 years of age)
- > K4 driving record dated within 30 days (obtainable from the DMV office, DMV kiosks and online)
- > Resume

DRESS CODE:
Please wear flat, closed-toe shoes

Metro offers a \$3,000 sign-on bonus (terms and conditions apply), great hourly pay and full benefits, such as:

- > Salary: \$19.12 – \$27.31 per hour
- > Health insurance
- > Tuition reimbursements
- > Paid trainings
- > Retirement plan options

For more information, visit metro.net/hiring or contact the Metro Employment Office at 213.922.6217. Metro is an equal opportunity employer.

Earn a \$3,000 sign-on bonus.

 **Metro**

22-11191-0001 LATTC



Sample Toolkit Resource – Worker Voices

WHY I DRIVE

"Ride On is a second chance employer. I wanted a career-based job, with good benefits and that's what I found in MCDOT."

Jennifer Beckwith, 5 years of service

Ride On
Montgomery County Transit

MCDOT
Montgomery County Department of Transportation



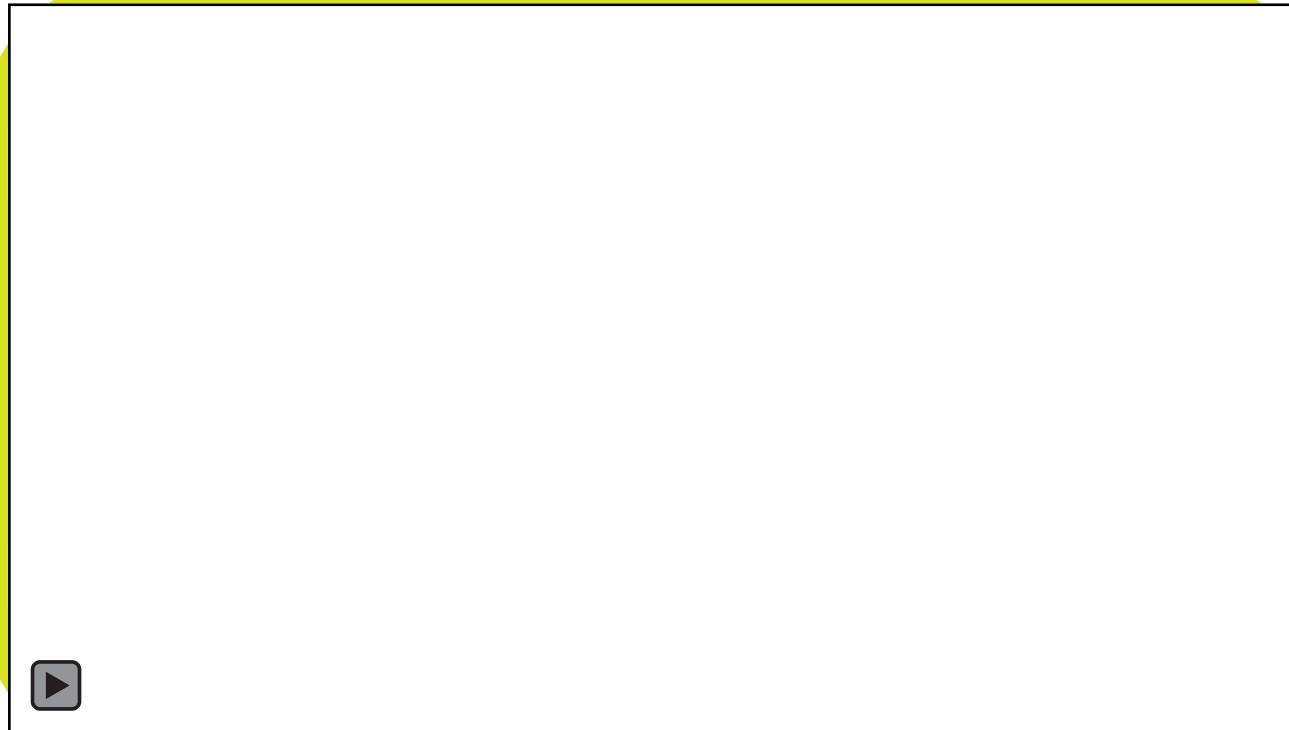
Workers' Voices – Recruitment Messages

Workers tell their story





Workers' Voices – The Day-to-Day Job



Workers explain the work –
“A Day in the Life”



Where will the National Transit Frontline Worker Campaign Toolkit be located?



To be accessible at transitworkforce.org



To Continue the Discussion and Send or Access Resources

- **David Stephen**
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Contact Us

Email us **twc@transportcenter.org**

Call us at **1-855-888-NTWC**

Learn more about us at

<http://transitworkforce.org>

Q&A



TWC Contact Information and Upcoming Webinar Registration

Upcoming Webinar: Fundamentals of Mentoring

Wednesday, June 22, 3 pm ET

Register at <https://zoom.us/webinar/89802224913>

Contact Us

Email us **twc@transportcenter.org**

Call us at **1-855-888-NTWC**

Learn more about us at

<http://transitworkforce.org>



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