



***TRANSIT
WORKFORCE
CENTER***

Making Connections 2022

The National Transit Workforce Conference

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Moving Forward Together

Creating and Sustaining Successful Labor- Management Partnerships

Moderator: Brian
Turner
Founding Director -
International
Transportation Learning
Center



Workshop Presenters



Darnice Marsh: Labor Management Partnership Coordinator - U.S. Department of Labor

Andrew Hasty: Senior Advisor - U.S Department of Labor's Office of Labor Management Standards; Commissioner - Federal Mediation and Conciliation Service

Jamaine "G" Gibson: Director of Apprenticeships and Workforce Development - Amalgamated Transit Union

Denise Jenkins-Agurs: Chief People Officer - IndyGo

Shirley Block: President/Business Representative - Amalgamated Transit Union Local 757

Nate Holton: Director of Labor Relations - TriMet

Charles Jenkins: Director – New York City Transit Training & Upgrading Fund/Transport Workers Union Local 100





Why Labor-Management Partnerships?



“Sitting around the campfire singing Kumbaya”?

- No. Rather:

Working together on issues of common concern

- Safety
- Community Outreach
- Training and Apprenticeship

Combining knowledge and insight from all stakeholders

→ Better Answers → Baking a bigger and better pie



Why Partnerships are a Better Solution

Better Answers:

“Where you Stand Depends on Where you Sit”

Stakeholder Participative Design → Ownership
→ Commitment to work for success of programs
and for continuous improvement

“Nobody Can Be Smarter than Everybody”

LABOR AND MANAGEMENT PARTNERSHIP (LAMP) PROGRAM

OFFICE OF LABOR-MANAGEMENT STANDARDS



OLMS OVERVIEW

OFFICE OF LABOR-MANAGEMENT STANDARDS



BACKGROUND

- National Labor Relations Act (NLRA) in 1935
- Labor-Management Reporting and Disclosure Act (LMRDA) in 1959

OLMS MISSION

The Office of Labor-Management Standards (OLMS) helps ensure that workers have a **voice** in the workplace.

Our office promotes labor-management transparency as well as labor union democracy and financial integrity through standards for union officer elections, union trusteeships, and safeguards for union assets.



INTRODUCTION TO LAMP

Labor and Management Partnership (LAMP) program was established to demonstrate that employers and workers can join together and work collaboratively to address organizational issues during a time when the country is experiencing the following:

- **Labor shortages**
- **Rising costs**
- **Good Jobs**

Labor-Management Partnerships



WORK Center - LMP Tile



Labor–Management Partnerships

What is a labor-management partnership?

+

Why would unions and management want a cooperative partnership?

+

Quality Labor-Management Partnerships advance equity

+

Apprenticeships and other joint labor-management programs

+

Labor-Management Resources

+

Additional Resources

–



Labor–Management Partnerships

High-Road Training Partnerships Project | Promising Practices from the Labor Center at the University of California at Berkeley. The Labor Center's High-Road Training Partnerships Project supports the California Workforce Development Board's H RTP Initiative in modeling and expanding workforce training partnerships that are worker-centered, industry-led and aligned with key policy goals of equity, job-quality and sustainability. The center conducts analysis and provides technical assistance to sustain and grow the reach of these high-road partnerships. It also develops resources and training to build an infrastructure based on practitioners' collective expertise to help workers, employers and communities build high-road partnerships in more industries and across sectors and regions. The H RTP Project's resources include:

- [H RTP Promising Practices: Industry-Led Problem Solving](#)
- [H RTP Promising Practices: The Partnership Itself Is a Priority](#)
- [H RTP Promising Practices: Incorporate Worker Wisdom Throughout the Partnership](#)
- [H RTP Promising Practices: The Industry Partnership Drives Training Solutions](#)



Labor–Management Partnerships

The Transit Workforce Center helps transit agencies, labor unions, and partner organizations facing skill shortages and other workforce development challenges to attract, recruit, train and retain the transit workforce's next generation. The TWC has worked with its partners to develop toolkits and other resources, and to implement new initiatives. One such initiative, [American Transit Training and Apprenticeship Innovators Network](#) was created for transit agencies and labor unions to explore new apprenticeship programs or enhance existing programs for their workforce. The TWC website has many resources for those interested in learning strategies for labor-management collaborations:

- [Strategic Workforce Planning in Transit: Developing, Supporting, and Strengthening Your Incumbent Workforce](#)
- [Strategic Workforce Planning in Transit: Recruiting and Developing Today's Transit Workforce](#)



Labor-Management Partnerships

Transit Cooperative Research Program| Labor-Management Partnerships for Public Transportation

The Transit Cooperative Research Program promotes labor-management partnerships between public transportation management and labor union leaders. They produce resources and tools to establish, manage, and improve labor-management partnerships in transit. These resources may also be useful in other industries' workplaces.

- [Labor-Management Partnerships for Public Transportation, Volume 1: Toolkit](#)
- [Labor-Management Partnerships for Public Transportation, Volume 2: Final Report |The National Academies Press](#)
- [People Make the Hardware Work: Transit Experts Call for Labor-Management Training Partnerships](#)

SHARE YOUR STORY



OFFICE OF LABOR-MANAGEMENT STANDARDS

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United States
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Overview and Key Elements of Joint Labor-Management Programs for Workforce Development

- The importance of strategic workforce development planning.
- Why should labor and management work collaboratively on planning and development.
- Keys to making labor and management collaboration work.



The Importance of Labor-Management Partnerships in Workforce Development Programming and Planning

- Helps the organization achieve its goals
- Improve employee satisfaction
- Encourage collaboration
- Helps with retention and recruitment



Why Should Labor and Management Work Collaboratively on Planning and Workforce Development?

- Frontline workers are our subject matter experts
- Labor and management both bring important knowledge and skills to the table
- Collaboration leads to buy-in and commitment
- We are all in this together



Keys to Making Labor and Management Collaboration Work

- Commitment from the top to the bottom, from labor and management
- Mutual trust and respect are essential
- Being honest, open, and transparent



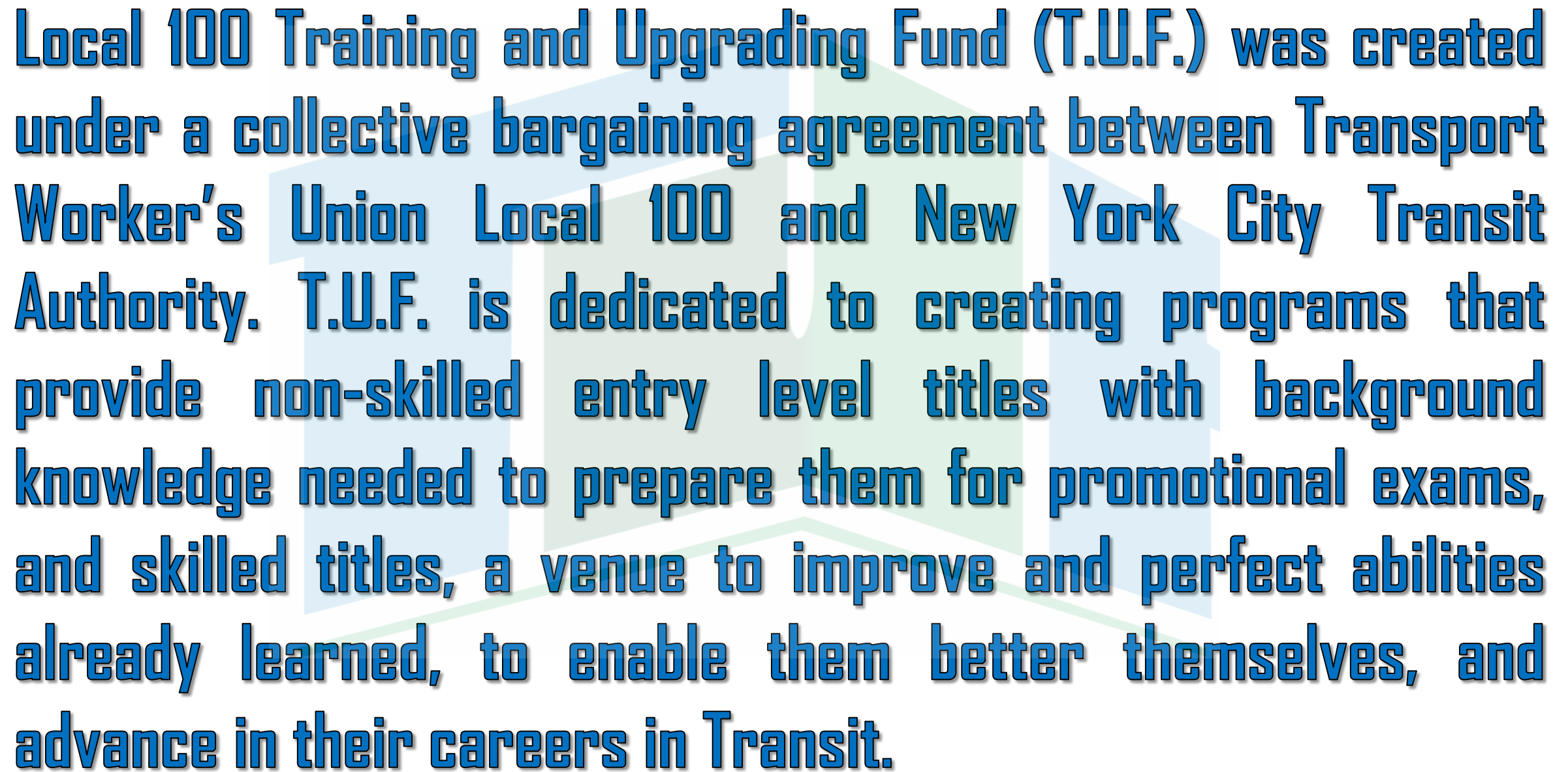
The Rise, Fall, and Rise of a Labor-Management Partnership

Moderator Dialogue with TriMet and
ATU Local 757 on what it takes to
establish and sustain a strong labor-
management partnership



TRAINING & UPGRADING FUND's ADVANCEMENT PROGRAMS



The background features three horizontal bars at the top: a dark grey bar on the left, an orange bar in the middle, and a light grey bar on the right. Overlaid on these are several large, semi-transparent geometric shapes, including triangles and polygons in shades of blue and green, creating a modern, abstract design.

Local 100 Training and Upgrading Fund (T.U.F.) was created under a collective bargaining agreement between Transport Worker's Union Local 100 and New York City Transit Authority. T.U.F. is dedicated to creating programs that provide non-skilled entry level titles with background knowledge needed to prepare them for promotional exams, and skilled titles, a venue to improve and perfect abilities already learned, to enable them better themselves, and advance in their careers in Transit.

UPWARD ADVANCEMENT APPRENTICESHIP PROGRAM



LEARN



DESIGN



BUILD

The Upward Advancement Apprenticeship Program is a successful joint apprenticeship program between Labor and Management, created due to urgent needs of the New York City Transit Authority, concerning Capital Construction, Subway Infrastructure, and the retiring workforce.

Through this apprenticeship program, TUF is determined to help its members achieve the best during their career in transit, by offering a pathway to better paying positions.





Upward Advancement
Apprenticeship
Program is focused
on providing members
with training in 4 core
skills needed by New
York City Transit;
Electrical, Carpentry,
Plumbing, And
Masonry.



PLUMBING



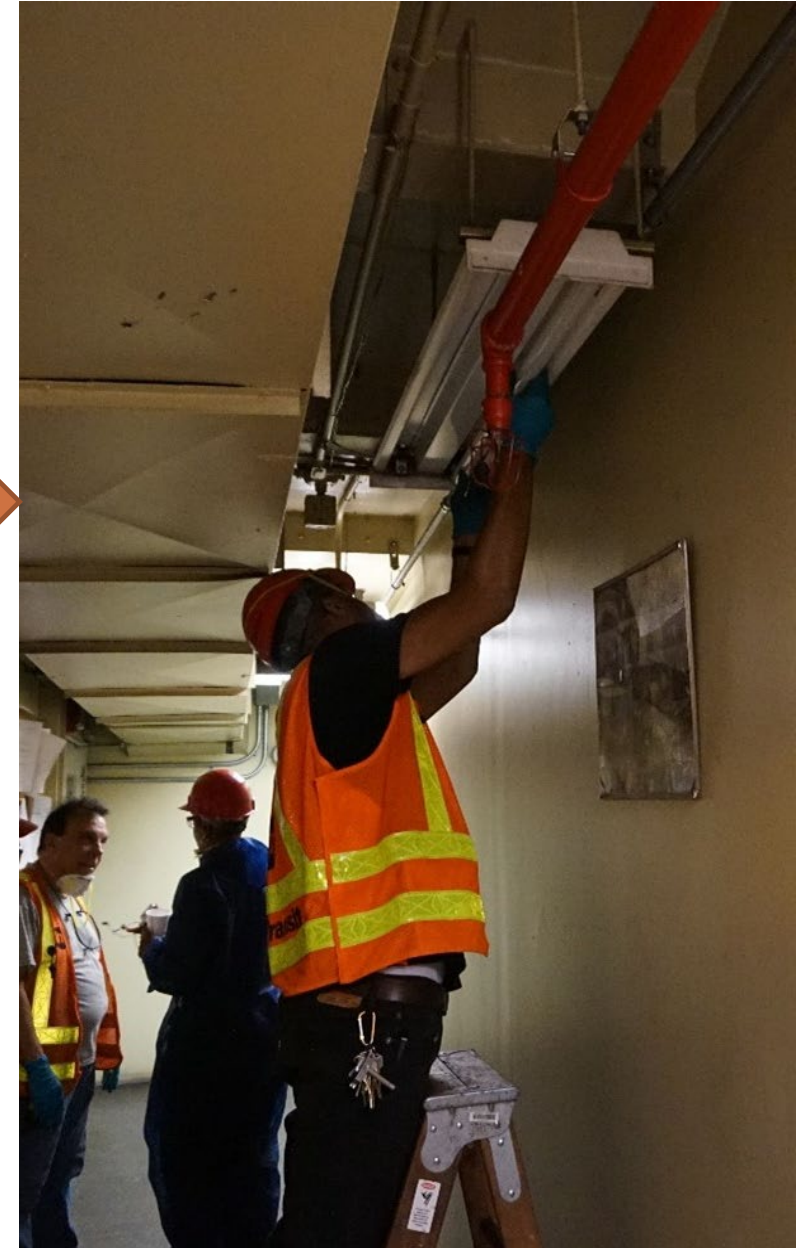
MASONRY





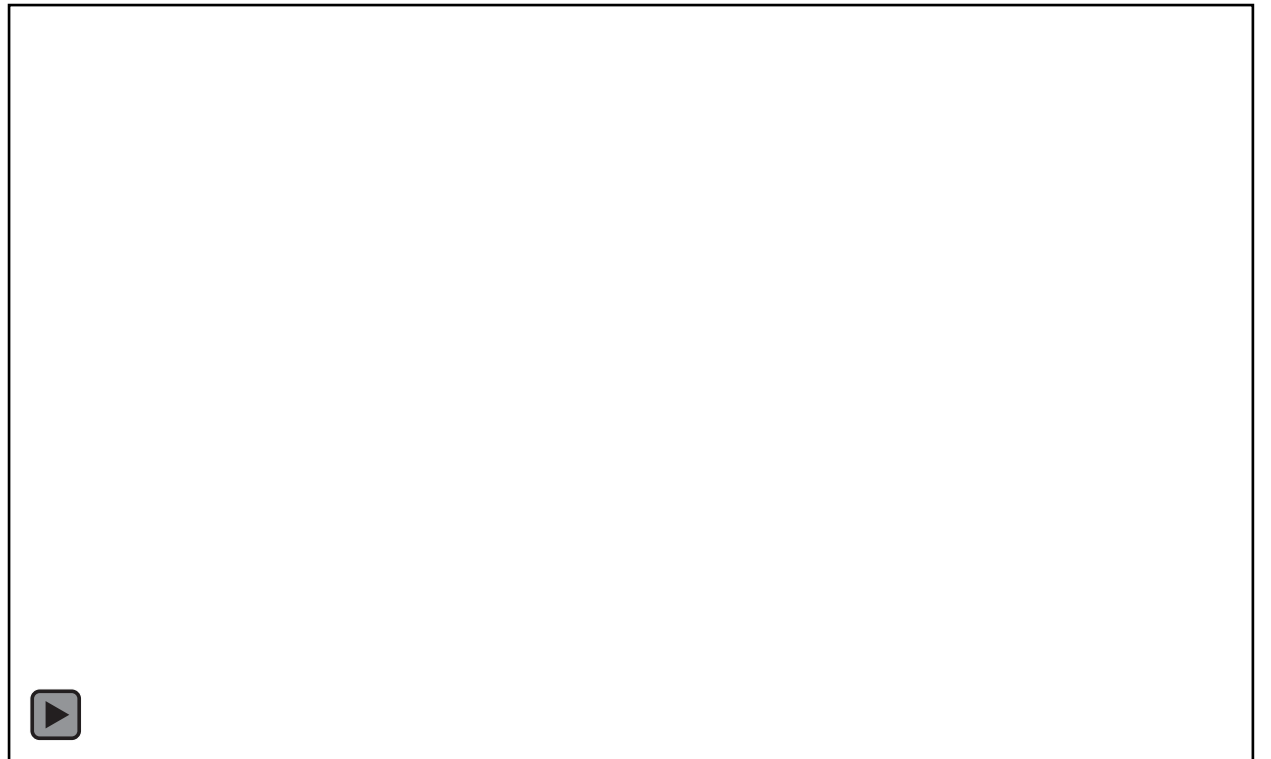
CARPENTRY

ELECTRICAL



ONE OF T.U.F.'S SUCCESS STORIES

Everlon started in Transit
as a **Cleaner**. Through the
Upward Advancement
Apprenticeship Program,
Everlon is now a **Mason**



1

Class of 2016

16 members

13 Cleaners took the program
5 became Carpenters,
7 became Masons

3 Traffic Checkers
took the program
2 became Masons,
1 became a Carpenter

2

Class of 2018

18 members

9 Transit Property
Protection Agents
became Light Maintainers

2 Traffic Checkers
became Light Maintainers

7 Cleaners became Light
Maintainers

3

Class of 2019

29 members

14 Cleaners took the program
5 became Carpenters
4 became Plumbers
5 became Masons

6 Traffic Checkers took the
program
4 became Carpenters
1 became a Plumber
1 became a Mason

8 Transit Property Protection
Agents took the program
5 became Plumbers
1 became a Carpenter
2 became Masons

4

Class of 2020

20 members

12 Cleaners took the program
6 became Carpenters
2 became Plumbers
4 became Masons

5 Transit Property Protection Agents
took the program
1 became a Carpenter
2 became Masons
2 became Plumbers

3 Traffic Checkers took the program
1 became a Carpenter
2 Became Masons
1 became a Plumber

UPWARD ADVANCEMENT APPRENTICESHIP PROGRAMS OVER THE YEARS



The Enriched Apprenticeship Training Program, invested **\$4.5 million** over 4 years, to train **83 members** in

Masonry - 24

Carpentry - 25

Plumbing - 16

Electrical - 18

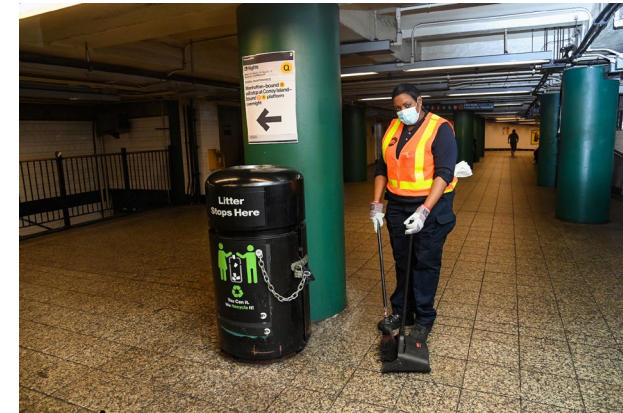
Total - 83

Women - 24

Men - 59

TRANSIT CERTIFICATE PROGRAM (T.C.P.)

For years, members in various titles have been prevented from moving up the career ladder due to inadequate knowledge and/or lack of experience. Transit Certificate Program (T.C.P.) was established to fix this problem, by broadening the promotional opportunities of members in these titles and preparing them for promotional exams.



T.C.P. makes it possible
for Cleaners to become
Train Operators



TRANSIT CERTIFICATE PROGRAM (T.C.P.)

In addition to being given promotional opportunities, members can obtain up to 14 College Credits while taking this program toward a degree of their choice, at CUNY School of Labor and Urban Studies Institute.

T.C.P. produced 64 train operators. Former titles are listed below:

Cleaners - 29

Station Agents - 21

Transit Property Protection Agents - 14

Women - 28

Men - 36



E.L.E.V.A.T.E. - E_{NTRY} L_{LEVEL} E_{MPLOYEE} V_{OCATION} & T_{RAINING} E_{NHANCEMENT}

Elevate, established in 2021, is a 7-month program, designed for the non-skilled workforce or members who do not qualify for Upward Advancement Apprenticeship Program.

This program provides members comprehensive theoretical and intense hands-on training in electricity.



E.L.E.V.A.T.E. - E_{NTRY} L_{LEVEL} E_{MPLOYEE} V_{OCATION} & T_{RAINING} E_{NHANCEMENT}



Once completed,
members are eligible to
take the Civil Service
Test for Transit Electrical
Helper.

After one year working
as a helper, members
may afford promotional
opportunities to become
a maintainer.



E.L.E.V.A.T.E. - E_{NT}RY L_EVEL E_MPLOYEE V_OCATION & T_RAINING E_NHANCEMENT



TUF covers the entire cost of this program, up to **\$12,000** per member. This program has had 2 successful graduating class. First class in 2021 and second class in October 2022. In over 2 years, TUF has invested **\$468,000** in ELEVATE.



In order to prepare members for these programs, TUF offers a variety of courses, including basic courses in Math, English, Computer and its components, Microsoft Word, Microsoft Excel, Construction, and Electricity, to name a few.

TUF is committed to making sure that members who grasp these opportunities, go into the programs, equipped with the knowledge needed to comprehend what is being taught by the instructors.

Because education is power and being one of the most powerful weapons to success, TUF's primary goal is to instill the members it serves with the knowledge needed to achieve great heights, regardless of the member's current title.



THANK YOU.