

# MAKING CONNECTIONS, MAKING A DIFFERENCE

◦ Making  
Connections 2024

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# Identifying Training Needs, Assessing Workforce Skills Gaps and Creating Strong Training Programs

# Our Panelists



**Kristen Ribaud**  
Senior Instructional Designer  
ITLC/TWC



**Stu Bass**  
Principal  
*Progress Worx*



**Jeff DiPerna**  
Financial Secretary-Treasurer  
*ATU Local 85 (Pittsburgh)*



**Jason Macumber**  
Senior Advisor of Workforce  
Development and Technology  
*ITLC/TWC*



# Workers Voice in Training Programs

**Stu Bass**

Principal, Progress Worx  
Sbass@progressworx.org

# Effective Training Program Design Includes Worker Involvement

- Worker commitment/buy-in
- Worker feedback loop
- Employer commitment to collaborating with workers
- Data derived from those that do the work
- Customized Training Programs, Registered Apprenticeship and Pre-Apprenticeship Programs
- Structured OJT programs with trained mentors
- Participation with Labor Unions if present



# What Does Worker Voice Mean for Employees and Employers?

**Worker Voice** is when employees are valued for their engagement. They have the freedom and access to discuss workplace issues that matter to them – from safety, training and concerns to opportunities for improvement or innovation.

**And** it's when employers take action and adopt worker input and feedback into business strategies, safety and training programs.



# Training Partnerships: making it all work

- Joint decision-making
- Joint problem solving
- Shared leadership at meetings
- Identify core needs
- Align skills with present work systems
- Advance to next generation technologies





# Worker Involvement in Program Designs Produces Effective Training

## Value of Industry Subject Matter Experts

- Develop curriculum in a new program
- Review curriculum to ensure it is up to date
- Advise on training equipment and supplies
- Teach classes
- Train new mentors
- Mentor apprentices





# Four key components to act on worker voice:



1. **Feedback:** Establish clear channels for employees to provide feedback to influence organizational decisions, empowering workers to contribute to their well-being.
2. **Psychological Safety:** Foster psychological safety, creating a culture where feedback is welcomed, and workers feel secure expressing opinions and highlighting issues without fear of reprisal.

# Four key components to act on worker voice:

3. **Action:** Commitment to action is crucial. Organizations must demonstrate a dedication to implementing changes based on the feedback and input received, fostering a sense of agency among workers.
4. **Transparency:** Ensure that reporting on feedback outcomes is clear and accessible. This facilitates genuine engagement but also holds organizations accountable for their commitment to worker voice initiatives.



# Skills Survey



- **Self-administrated**
- **Non-threatening**
- **Highly detailed**
- **Accurate measure**
- **Capacity-building**



# Sample Workforce Skill Survey

## Key

0 - Unaware of this type of work    1 - Aware of this type of work    2 - Able to perform this type of work with supervision

3 - Able to perform this type of work independently    4 - Able to instruct others in this type of work.

## Read and interpret multimeters

<u>Task</u>	<u>Statement</u>
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0 1 2 3 4	Use digital multimeter
0 1 2 3 4	Use analog multimeter
0 1 2 3 4	Understand multimeter abbreviation, symbols and terminology
0 1 2 3 4	Understand displays on multimeters, reading data
0 1 2 3 4	Measure AC voltage
0 1 2 3 4	Measure DC voltage
0 1 2 3 4	Measure resistance and continuity
0 1 2 3 4	Measure AC or DC current
0 1 2 3 4	Apply Ohm's law
0 1 2 3 4	Use data from multimeter to make diagnostic determinations

<b><i>Responsibility Name</i></b>	<b>responding "3" or "4"</b>	<b>responding "0", "1" or "2"</b>	<b>Average responses</b>
Task Statement			
Take readings from meters at established intervals and make corrective steps	<b>65.6%</b>	34.4%	2.63
Take readings from gauges at established intervals and make corrective steps	36.4%	<b>63.6%</b>	1.98
Use control boards to operate or control power generating equipment such as generators	36.4%	<b>63.6%</b>	1.86
Regulate equipment operations and conditions based on data from recording and indicating instruments or from computers	29.6%	<b>70.4%</b>	1.75
Operates or controls machinery that generates electric power, using control boards or semiautomatic equipment.	12.6%	<b>87.4%</b>	0.93

# Summary of the process

**The Labor Management Training Committee works with Curriculum Development Specialists to:**

- ✓ **Enlist subject matter experts for Job Task Profile**
- ✓ **Identify skill needs with skills survey**
- ✓ **Measure and analyze skill gaps**
- ✓ **Define training priorities**
- ✓ **Procure curriculum / courseware**
- ✓ **Designate instructors and recruit trainees**
- ✓ **Deliver training**
- ✓ **Benchmark and re-evaluate**



# Mentoring for success

## What is Mentoring?

- Structured on the job training with Mentors for knowledge transfer
- Assignment of Mentors
- Giving voice to journey level workforce
- Creating Inclusive Culture
- Train-the-Trainer programs for mentors
- Empowering new employees and apprentices



# Impact of Mentorship



## Impact on Safety, Quality, and Productivity

- **12.1% increase** in the proper use of PPE
- **35.7% improvement** in task efficiency
- **15.6% reduction** in rework
- **9.2% reduction** in complacency in health and safety procedures
- **44.4% increase** in mentors giving challenging tasks to extend apprenticeship skills and abilities
- **43% reduction** in downtime

## Return on Invest for Employers

- ▼ For every \$1 invested = \$2
- ▼ **\*Source:** <https://mentorshipmatters.com>

# Benefits of Mentorship in the Workplace

**Train-the-trainer programs have proven results in:**

- Increased safety on the worksite
- Reduced re-work and complacency among new workers
- Increased productivity and improvements in efficiencies
- Improved relationships among workers
- Increase in quality work



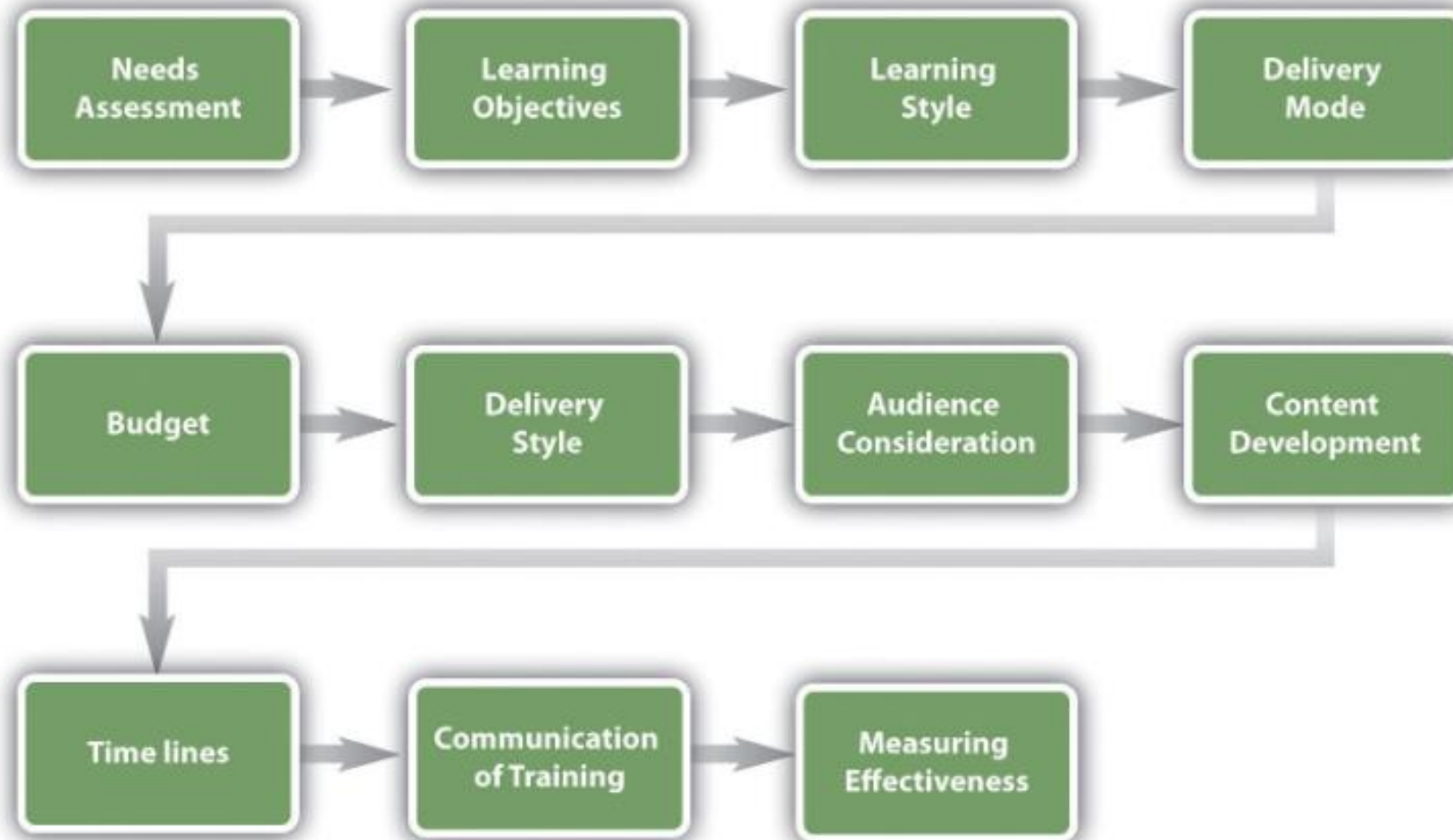




# Closing the Gap

Real-World Insights into Skills Gap  
Analysis at Pittsburgh Regional Transit

# Program Design





# Tools and Resources To Get You Started



## Program Design Tools and Resources

- [Skills Gap Analysis](#)
- Train-the-Trainer programs
- TWC funding opportunities and resource center
- Making Connections sessions
- Foundational Skills Program





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- **Jason Macumber**  
Senior Advisor of Workforce  
Development and Technology  
[jmacumber@transportcenter.org](mailto:jmacumber@transportcenter.org)