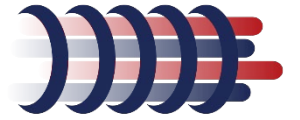




Federal Transit  
Administration

# Transit Workforce Center

National Technical Assistance Center  
for Transit Workforce Development



INTERNATIONAL  
TRANSPORTATION  
LEARNING CENTER

## Transit Workforce Challenges, Opportunities, and Resources: DC Metro Region

Regional Public Transportation Subcommittee

April 24, 2023

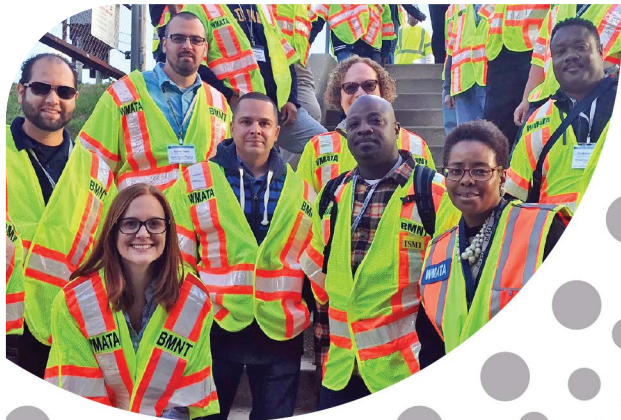


**TWC • TRANSIT WORKFORCE CENTER**



# 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. [www.transitworkforce.org](http://www.transitworkforce.org)



## 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.



# TWC Services



Technical Assistance To Transit Industry



Targeted Training Development & Delivery



Forums for Peer to Peer Workforce Development Learning



Models of Transit Best Practices/Resources



Workforce Strategic Planning & Support



Analysis of Transit Industry Trends & Data



Expertise on Collaborative Partnerships



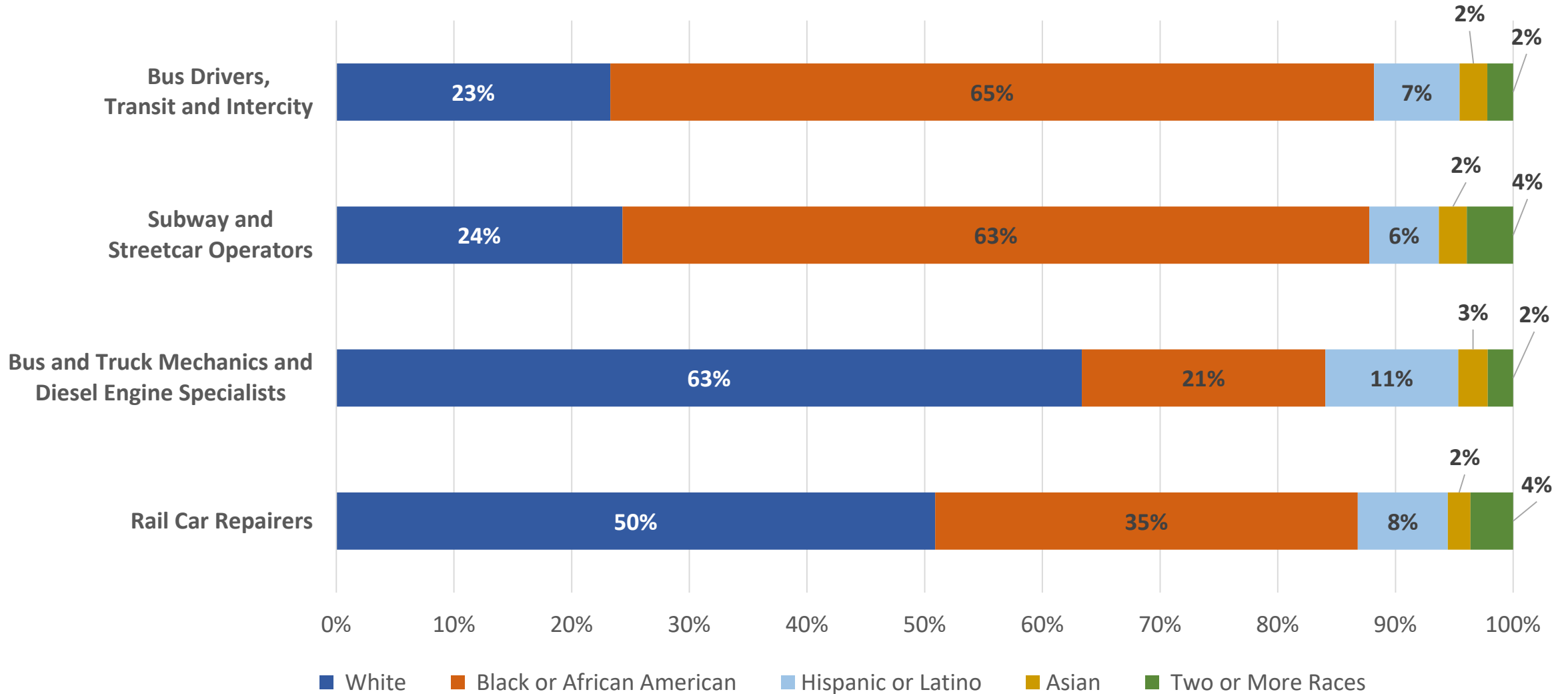
Help Desk Services on Emerging Transit Related Topics



# Transit Workforce Trends in the Region

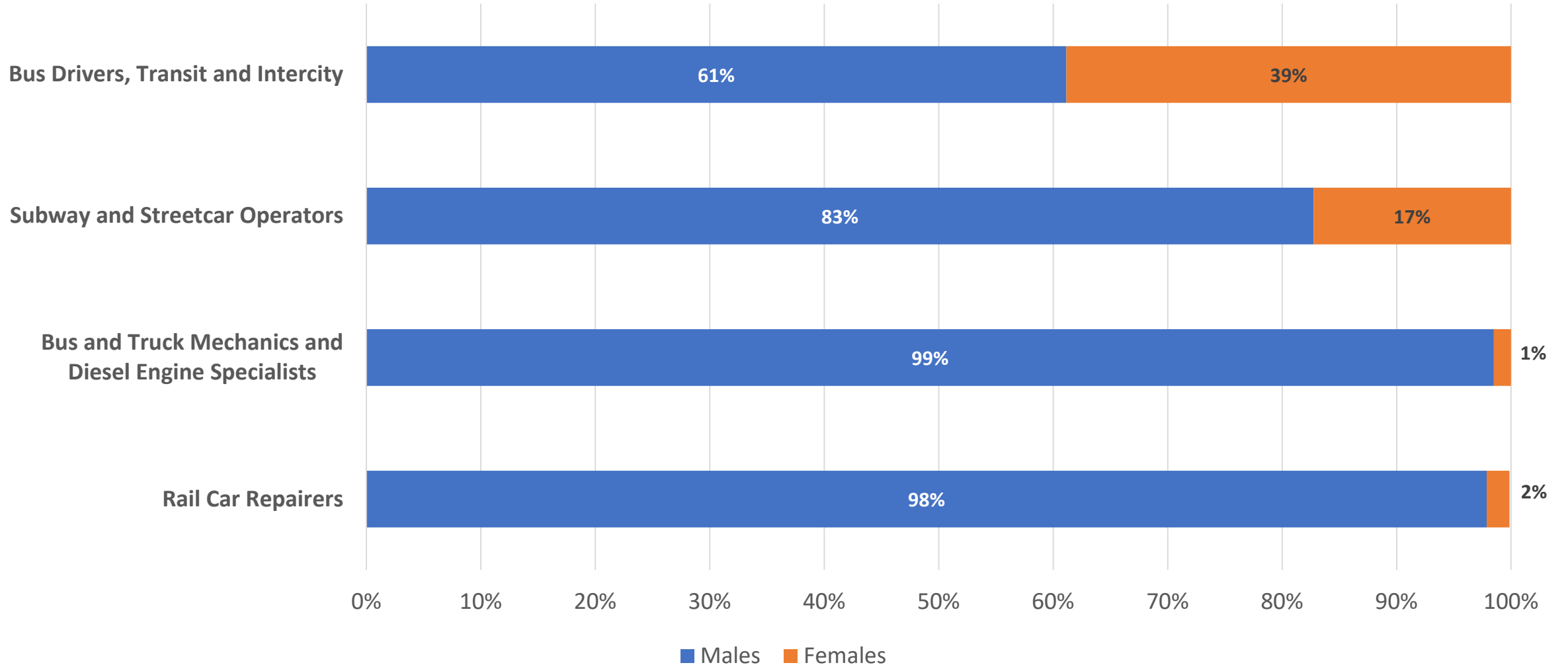


# Race and Ethnicity – Transit-related Occupations in Metro DC and Baltimore



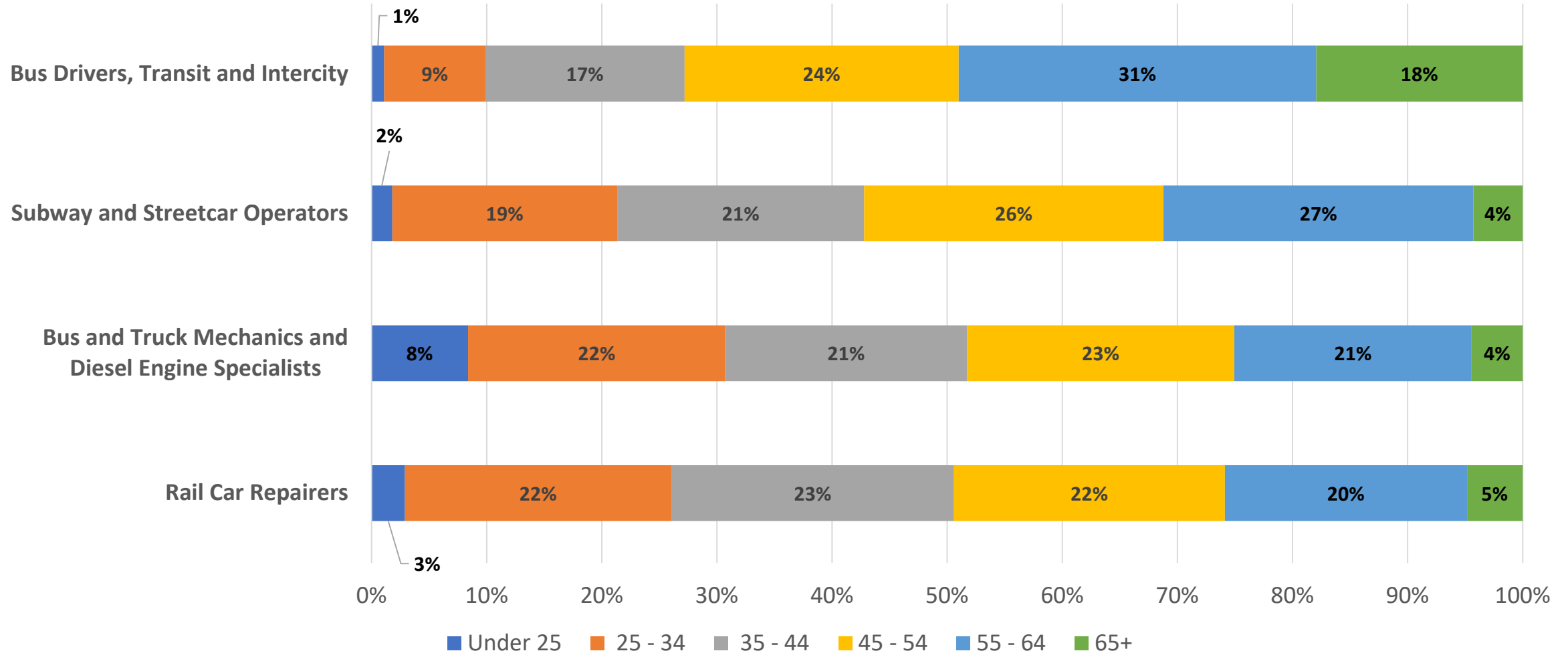
Source: Lightcast, 2023

## Gender – Transit-related Occupations in Metro DC and Baltimore



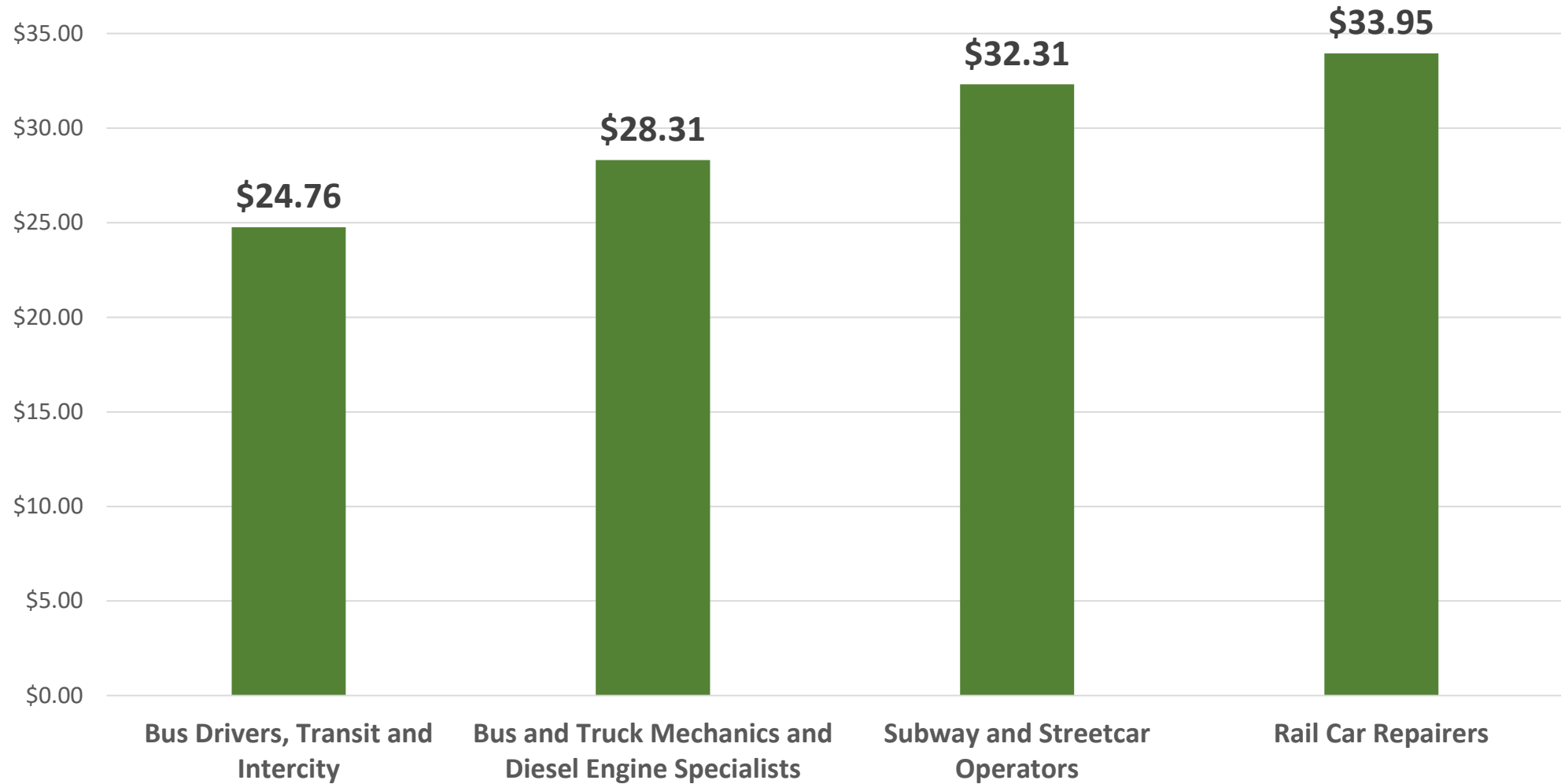
Source: Lightcast, 2023

# Age Distribution – Transit-related Occupations in Metro DC and Baltimore



Source: Lightcast, 2023

## Avg. Hourly Earnings – Transit-related Occupations in Metro DC and Baltimore



*Source: Lightcast, 2023*



## 10 year Projected Employment and Annual Job Openings – Transit-related Occupations in Metro DC and Baltimore

<b>Occupation</b>	<b>2021 Employment</b>	<b>2031 Estimated Employment</b>	<b>2021 - 2031 Change</b>	<b>2021 - 2031 % Change (Growth)</b>	<b>Avg. Annual Openings (Separation &amp; Growth)</b>
Bus Drivers, Transit and Intercity	7,253	8,020	767	11%	<b>1,132</b>
Bus and Truck Mechanics and Diesel Engine Specialists	5,286	5,573	287	5%	<b>533</b>
Subway and Streetcar Operators	946	999	53	6%	<b>115</b>
Rail Car Repairers	639	709	70	11%	<b>76</b>

*Source: Lightcast, 2023*



# Selected TWC Workforce Development Resources, Strategies, and Initiatives



Mentoring Programs and Mentor Training



#ConnectingMyCommunity — National Transit Frontline Worker Recruitment Campaign



American Transit Training and Apprenticeship Innovators Network (ATTAIN)



Zero Emission Bus transition





# What is Mentoring?

- Mentorship – the transfer of knowledge during On the Job Training (OJT)
- Key component of strong workforce development
- Different than purely technical training
  - Share wisdom beyond specific technical skills
  - Provide mentees with context, understanding, and support that helps them thrive in their new job and environment
  - Implement through a structured program that supports mentors and mentees





# Example — Components of Operator Mentorship Program



1

Mentors are selected from a pool of experienced drivers to work with mentees to develop the less tangible “soft skills” necessary for the mentee to succeed.

2

Mentors provide moral support and practical, professional advice so that drivers can feel confident and prepared for the job.

3

Mentors can be paired with multiple mentees. They conduct periodic ride-alongs, hold check-in meetings, and are generally available as a resource to the mentee.



# Keys to an Effective Mentoring Program

- **Establishing commitment**, from senior management to the frontline supervisor, and workers at the site
- **Partnering**, between labor and management to support this commitment
- **Laying groundwork**, a tremendous amount, before the first mentor and mentee are brought together
- **Training mentors**, through programs and workshops





# Advantages of Mentorship

- **Increased Retention Rates and Morale**
  - Valley Transit Authority (VTA-video) in San Jose saw increased retention rates for drivers in the apprenticeship program (100% over an 18-month period) compared to 84% in a non-apprenticeship class of drivers during the same period.
  - At AC Transit, Oakland the retention rate for new hires increased to 86%.
- **Workable at Agencies of Any Size**
- **Potential Basis for Establishing Apprenticeship Programs**
  - Structure for ongoing training, development, and career advancement
  - Access to funding
  - TWC Resource: [American Transit Training and Apprenticeship Innovators Network \(ATTAIN\)](#)
- **System for Internal Leadership Development**



# The Connection Between Mentoring and Recruitment

- **A strong mentoring program can be a key element of a successful recruitment and outreach campaign**
  - Potential applicants know that they are being brought into an organization that cares about their success, and where they'll have ongoing support
  - Mentors and mentees can be some of your most effective ambassadors
  - Some agencies have established mentoring partnerships with local community colleges and high schools, establishing recruitment pipelines
  - For more on the importance of frontline workers in recruitment campaigns, and resources related to effective recruitment strategies, see our Frontline Transit Worker Recruitment Toolkit at [www.transitworkforce.org/connectingmycommunity/](http://www.transitworkforce.org/connectingmycommunity/)



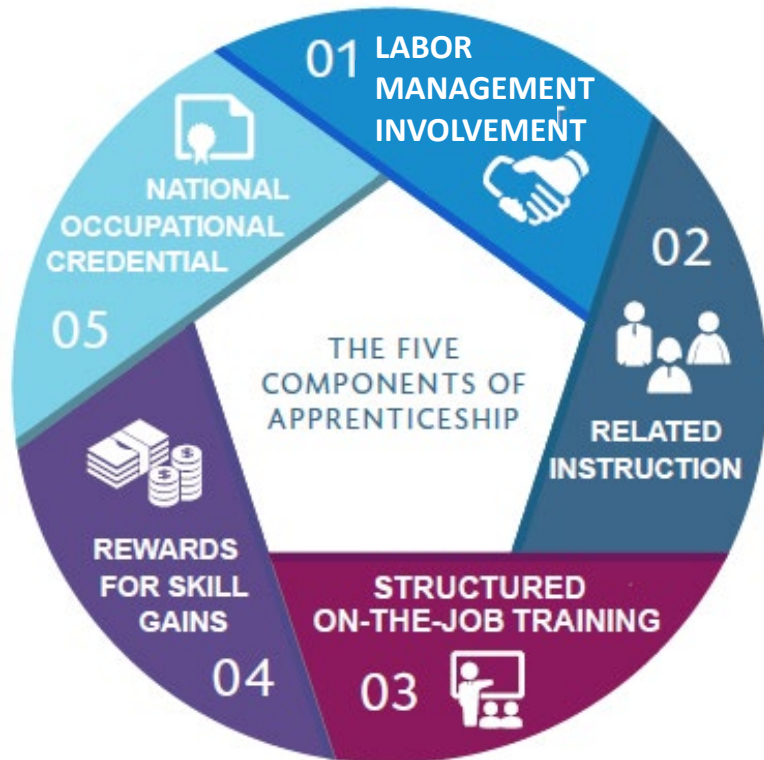
# Sample Mentoring Resources and Links

- **TWC Resource Center Materials on Mentoring**
  - [Fundamentals of Mentoring Webinar Recording and Slide Presentation](#)
  - [Making Connections 2022 Mentoring Workshop Slides](#)
  - Additional Reports and Materials
- **[California Transit Works \(CTW\) Videos on Mentoring](#)**
- **[TWC Mentor Training](#)**
  - 8 hour program in 1-2 days
  - 9-15 participants (locations can combine mentors)
  - In-person or online





# Overview of Registered Apprenticeship Model



- Structured training program to acquire skills
- Apprentices start as novices, progress to become expert, journey level workers
- Highly-skilled mentors pass on their skills
- Labor-management partnership essential – collaborative effort
- Vast majority of training (about 70%) is OJT – Learn by Doing
- Related Instruction (i.e., classroom) plays supporting role
- Pre-apprenticeship prepares individuals to enter and succeed in RA



# Strategies for Promoting DEIA

- Women and minorities are disproportionately underrepresented in higher-skilled higher-paid transit jobs
- Pre-apprenticeship
  - Targeted outreach to diverse communities
  - A focus on women in non-traditional jobs
  - Working in collaboration with partner organizations
    - Local community-based organizations
    - CTE high schools and community colleges
    - Job Corps
- Apprenticeship
  - Earn while you learn model
  - Mentorship that fosters success
  - Supportive services





# Transit Frontline Occupation Apprenticeships

TWC assists agencies and labor in advancing frontline worker skills and training through apprenticeship programs through American Transit Training and Apprenticeship Innovators Network (ATTAIN):



Bus Operator



Bus Maintenance



Signals Maintenance



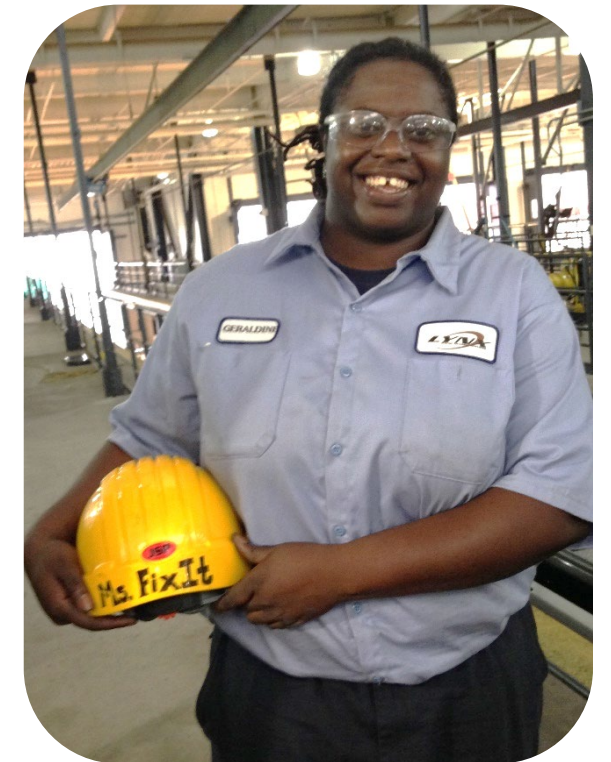
Rail Car Maintenance



Elevator/Escalator Maintenance



Traction Power Maintenance



Geraldine "Ms. Fixit" Appiah. Rail Car Maintainer, CATS. Photo by Kenyon Corbett



# Resources

- National Guidelines for Rail Apprenticeships
- Sample Rail Apprenticeship Agreements, Standards, Work Process Schedules, Related Instruction Curriculum
- Targeted Technical Assistance from TWC
- DOL resources such as [Inclusive Apprenticeships Guide](#)
- National Training Consortia – Supports implementation
  - Rail Maintenance
  - Signals Maintenance
  - Traction Power Maintenance
  - Elevator/Escalator Maintenance

# # ConnectingMyCommunity

## National Transit Frontline Worker Campaign Toolkit

**Green My Community Works Because I Work**

- Great starting salary
- Affordable healthcare
- Retirement benefits
- Opportunities for advancement

Insert + special perks + here  
Insert + special perks + here

Agency info here, e.g. application links, recruitment event info, additional benefits.  
Agency info here

ConnectingMyCommunity

**Drive into Your Transit Career**

- Great starting salary
- Health and other benefits
- Retirement benefits
- Opportunities for advancement

Insert + special perks + here  
Insert + special perks + here

Agency info here, e.g. application links, recruitment event info, additional benefits.  
Agency info here  
Agency info here  
Agency info here

ConnectingMyCommunity

**Work at Insert Name of Your Agency Here and Connect Your Community**

- Great starting salary
- Health and other benefits
- Retirement benefits
- Opportunities for advancement

Insert + special perks + here

Agency info here, e.g. application links, recruitment event info, additional benefits.

ConnectingMyCommunity



# What is the National Transit Frontline Worker Campaign Toolkit?

A central repository of:

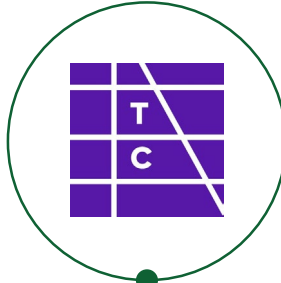




# Working in Partnership to Respond to a Critical Need

## Local Agencies and Partners Across the Nation

Local Transit Agencies Nationwide





# Themes Created from Consultations with Partners

- # My Community Works Because I Work
- # My Work Gets People Where They Need to Be
- # Take the Wheel of Your Future
- # Ride Into Your Transit Career
- # Drive Into a Greener Future
- # Serving My Community
- # Connect Your Community

your agency info here  
your agency info here  
your agency info here  
your agency info here  
your agency info here  
your agency info here

Insert QR code here

## My Work Gets People Where They Need To Be

- Great starting salary
- Health and other benefits
- Scheduled yearly pay increases
- Get paid while you train

+ Special perks +  
+ Special perks +

# ConnectingMyCommunity





# Advertising Templates Using Themes

**GREEN MY PLANET**

## My Community Works Because I Work

- Great starting salary
- Affordable healthcare
- Retirement benefits
- Opportunities for advancement

+ Special perks +  
+ Special perks +

your agency info here  
your agency info here  
your agency info here

ConnectingMyCommunity

## Take the Wheel of YOUR FUTURE

- Great starting salary
- Flexibility in choosing shifts
- Paid training - raise after training
- Affordable health, dental and vision

+ Special perks +  
+ Special perks +

your agency info here  
your agency info here  
your agency info here

# ConnectingMyCommunity

## Drive into Your TRANSIT CAREER

- Great starting salary
- Health and other benefits
- Flexible scheduling options
- Opportunities for advancement

+ Special perks +  
+ Special perks +

your agency info here  
your agency info here  
your agency info here  
your agency info here

# ConnectingMyCommunity

## Ride into Your Transit Career

- Great starting salary
- Health and other benefits
- Scheduled yearly pay increases
- Get paid while you train

+ Special perks +  
+ Special perks +

your agency info here  
your agency info here  
your agency info here  
your agency info here

ConnectingMyCommunity

## Drive into Your Transit Career

- Great starting salary
- Health and other benefits
- Retirement benefits
- Opportunities for advancement

+ Special perks +  
+ Special perks +

your agency info here  
your agency info here  
your agency info here  
your agency info here

ConnectingMyCommunity

## Work at XYZ Agency to Drive into a Greener Future

- Great starting salary
- Work to create a cleaner environment
- Paid training - raise after training
- Shift and scheduling flexibility

+ Special perks +  
+ Special perks +

your agency info here  
your agency info here  
your agency info here  
your agency info here  
your agency info here

ConnectingMyCommunity

## My Community Works Because I Work

Join us February 15 for Job Fair 8 am - 1:00 pm  
8402 Calverville Rd, Silver Spring, MD 20910  
For more info call 423-456-7890

- Great starting salary
- Health and other benefits
- Retirement benefits
- Opportunities for advancement

+ Special perks +  
+ Special perks +

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ConnectingMyCommunity

## Work at XYZ and Connect Your Community

- Great starting salary
- Health and other benefits
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- Opportunities for advancement

+ Special perks +

your agency info here  
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ConnectingMyCommunity

## Work at XYZ and Connect Your Community

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ConnectingMyCommunity

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- Retirement benefits
- Step increases annually

+ Special perks +

your agency info here  
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ConnectingMyCommunity

## Work at XYZ and Connect Your Community

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- Opportunities for advancement

+ Special perks +

your agency info here  
your agency info here  
your agency info here

ConnectingMyCommunity



# Other Toolkit Components: Agency Advertising Videos

Workers tell their story





# National Transit Frontline Worker Campaign Rollout



An evolving tool, to be continually supplemented with:

- # New materials
- # Resources
- # Strategies from the field

Accessible at  
[transitworkforce.org/ConnectingMyCommunity](https://transitworkforce.org/ConnectingMyCommunity)



# Overview of Low and No Emission Bus Transition Funding

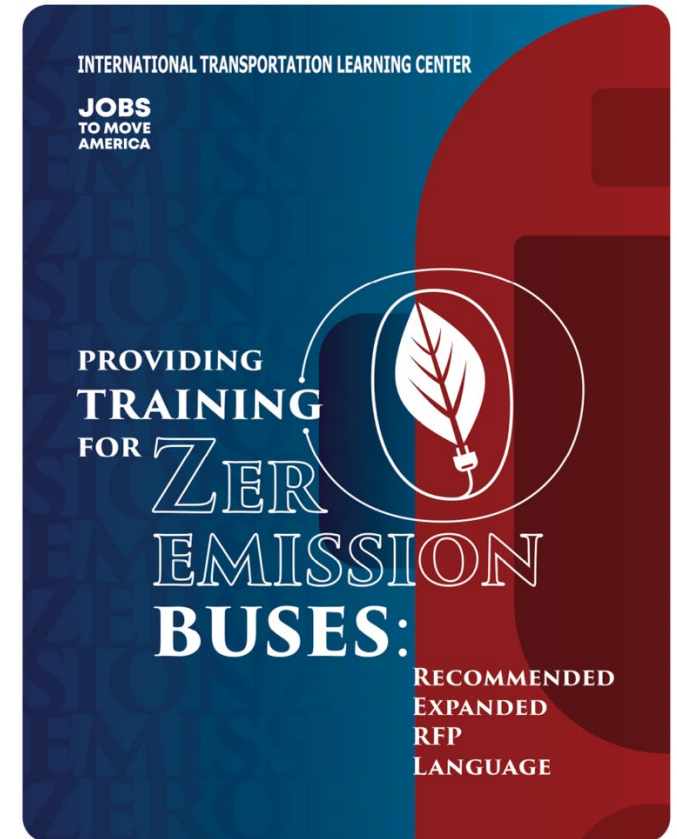
- # FTA's 2023 Low-No grant application closed on April 13
- # Workforce Development funding through the 2022 Low-No amounts to more than \$43.4 million nationally.
- # **5 percent** of the requested Federal award **must be** used for workforce development unless the applicant explains in the application why less funding is needed.
- # Priority consideration for labor-management partnerships, registered apprenticeships, and good paying jobs





# TWC ZEB Workforce Development Resources

- # National ZEB Maintenance and Training Standards in process
- # ZEB course on familiarization being piloted (LA Metro, WMATA, Austin)
- # Resources and Best Practices for ZEB Workforce Transition [transportcenter.org/ZEB](https://transportcenter.org/ZEB)
- # Recommended RFP Language for ZEB Training





# To Continue the Discussion and Access Resources

- **Xinge Wang**  
xwang@transportcenter.org

**Contact Us**

Email us **twc@transportcenter.org**

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

Learn more about us at

**<http://transitworkforce.org>**



# Thank You!