

MAKING CONNECTIONS, MAKING A DIFFERENCE

◦ **Making**
Connections 2024

◦ **The National Transit Workforce Conference**

◦ **November 11 – 13, 2024 · Baltimore, MD** ◦



MAKING CONNECTIONS, MAKING A DIFFERENCE



• Making Connections 2024

• The National Transit Workforce Conference

• November 11 – 13, 2024 • Baltimore, MD •





Making Mentoring Matter

Building and Strengthening Your
Frontline Worker Mentorship Program



**Karitsa
Holdzkom**

Senior Policy Analyst



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Beard**

Senior Workforce
Development Advisor



Safety Briefing

- Note your location: Hilton Baltimore Inner Harbor, Floor 2.
- Identify your nearest exits.
- Automated system will alert attendees if we need to evacuate the building.
 - Use stairs, not elevators. Anyone unable to use the stairs will be assisted by fire department at the stairwell.
 - Our assembly point is Northwest Warehouse, 333 West Camden Street, just behind the Sports Legend Museum and adjacent to the ballpark.
- In the event of medical emergency, call 911 from a cell phone (if no cell phone, use house phone). Security (443-683-8801) will also assist. Hotel has qualified staff to perform first aid and operate CPR.
- To report emergencies to the hotel, dial 65 on a house phone.

Retention and Skills Development: Mentorship Programs



- Mentorship programs enable peer learning that goes beyond classroom instruction.
- Mentors provide guidance and help their mentees acquire and master new skills
- Most successful when mentorship program is run jointly with full involvement of the frontline workforce or, in a union environment, the union

What is Operator Mentorship?

- After successfully completing initial training class, new drivers are paired with mentors who pass on their skills
- Mentors are selected from among the experienced drivers at your agency
- Drivers volunteer their time to act as mentors
- Program may also incorporate ride-alongs or periodic meetings
 - Mentors are typically paid overtime





Benefits of Mentorship

1

Increased retention

2

Increased confidence & morale

3

Reduced absenteeism

4

Increased level of professional recognition

5

Increased recruitment options

6

Strong emphasis on customer service, essential skills

7

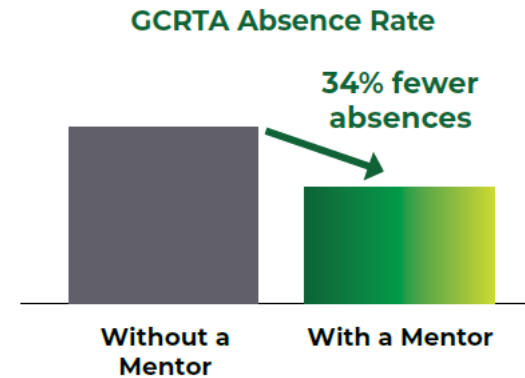
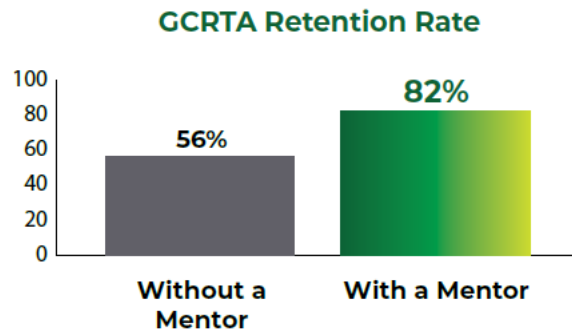
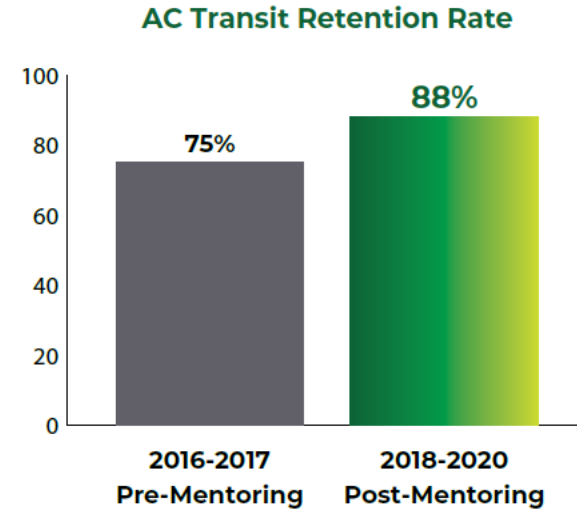
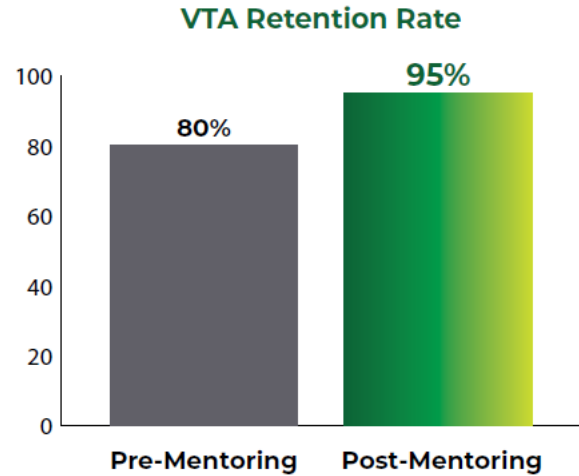
Another tool for reaching out to the communities served

8

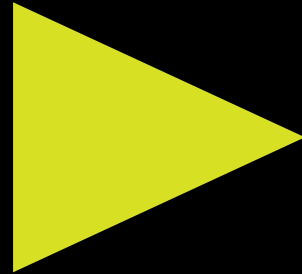
Mentors gain satisfaction by passing on their skills & insights



Tracking Mentorship Program Outcomes

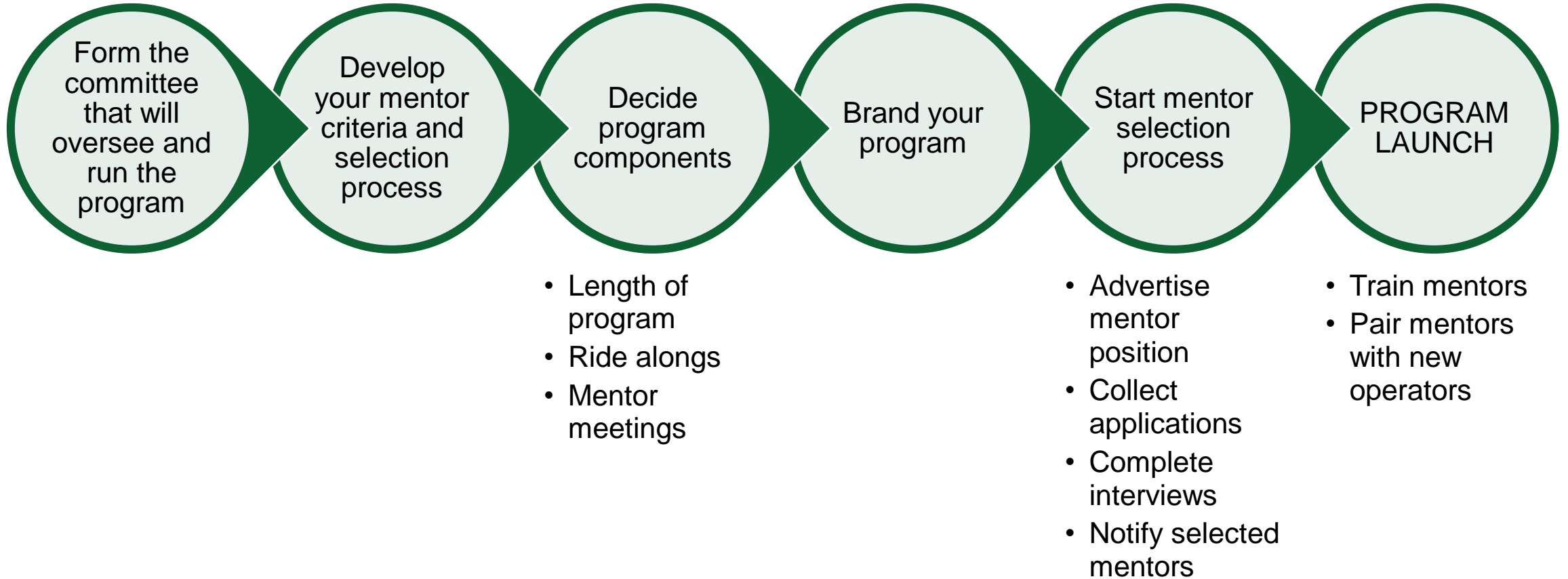



Mentorship in Action



<https://vimeo.com/649745377>


Starting your mentorship program!





Form the committee that will oversee and run the program

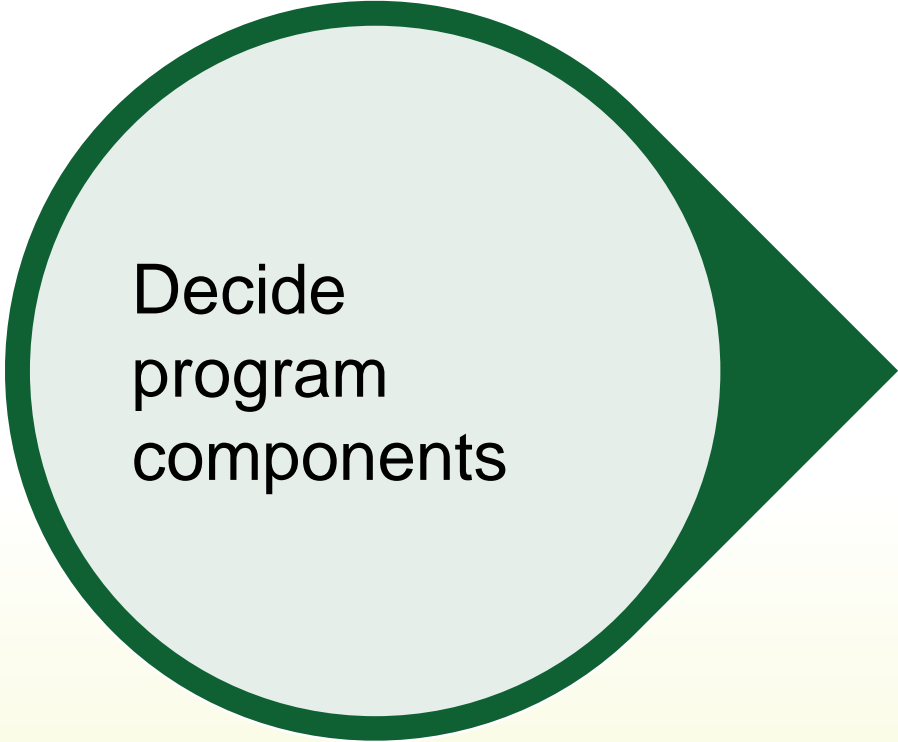
Equal members from labor/frontline workforce and management



Develop
mentor criteria
and selection
process

Criteria often includes:

- Years of employment
- Record clean of recent incidents
- Number of unexplained absences
- Adherence to agency policies and procedures



Decide
program
components

Mentorship programs often include:

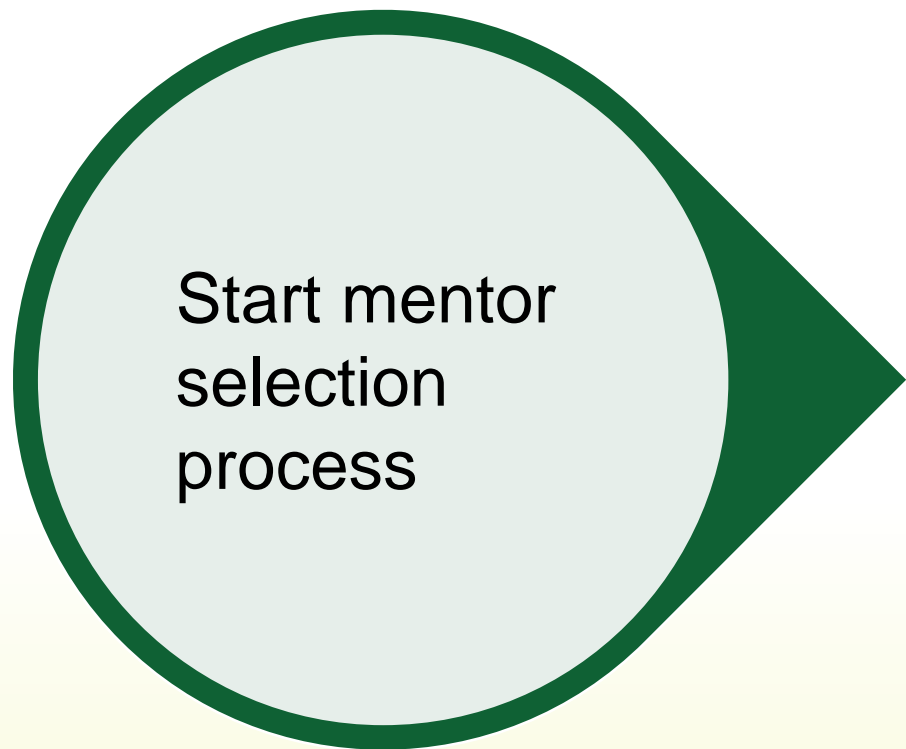
- For operators: ride-alongs
- Mentor meetings
- 12-18 month length of mentorship
- Assigned mentor program coordinator(s)
- Pilot phase



Brand your
program

Mentorship programs often include:

- Mentor identification
- Catchy name
- Logo
- Promotion





PROGRAM LAUNCH

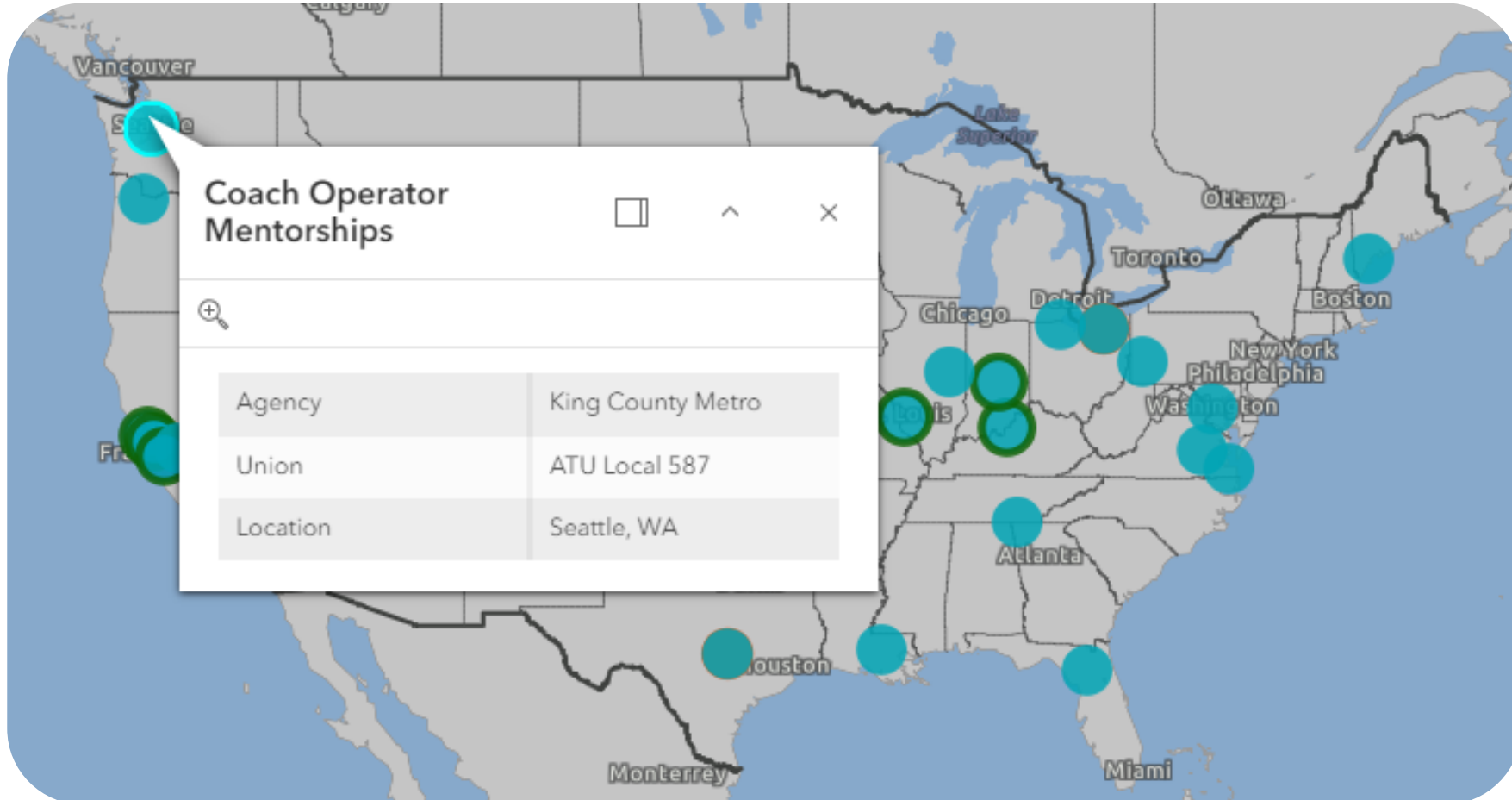
- Mentors are notified and trained
- After completing initial new operator training, operators are paired with mentors
- Program coordinator tracks metrics that show program impacts

TWC Mentorship Program Resources

- [Transit Mentorship Metrics: Positive Signs for Retention, Attendance, and Additional Outcomes](#)
- [Mentor Guide](#)
- [On-the-Job Learning Task Book](#)
- [Mentor Training](#)



Visualizing the Growing Trend of Mentorship and Apprenticeship in U.S. Transit Agencies



TWC is here to help!

We can

- Provide resources and information
- Help identify funding sources
- Provide examples of successful programs being implemented across the country
- Facilitate mentor training
- Help identify training partners
- Facilitate committee meetings

Resources

- [Transit Mentorship Metrics](#)
- [Mentor Guide](#)
- [On-the-Job Learning Task Book](#)
- [Mentor Training](#)



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Mentorship Program Spotlight

Developing a program and seeing the
benefits



Greater Cleveland Regional Transit Authority / ATU Local 268



Nick Biggar
District Director
GCRTA



Darnell Morris
Vice President
ATU Local 268



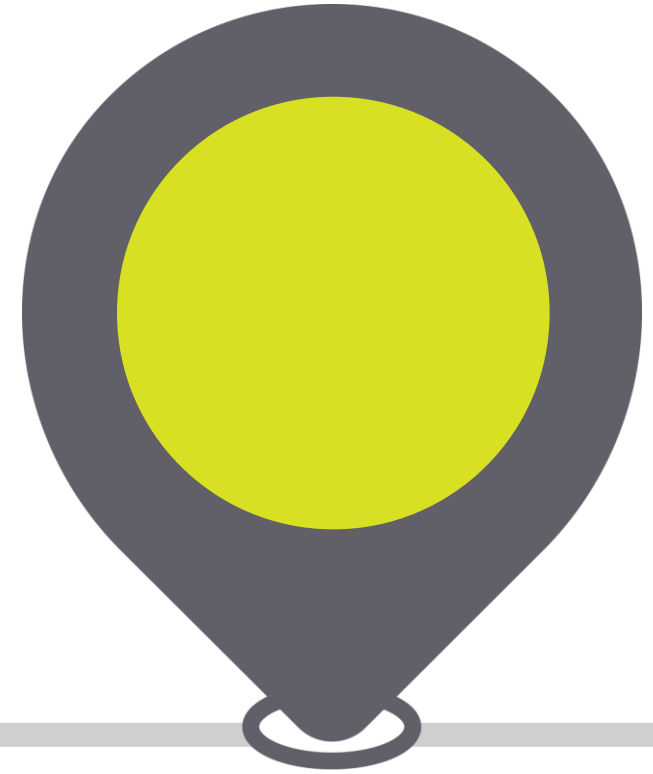
Mass Transit District (MTD) Champaign-Urbana, IL



Valerie Campo
Mentor Program Coordinator

Jamaine Gibson

Director of Apprenticeships and
Workforce Development





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Break



Mentor Program Coordinator Role



Santa Clara Valley Transportation Authority (VTA)

ATU Local 265

San Jose, CA



Steve Jovel

Operations Manager, Workforce Development
VTA

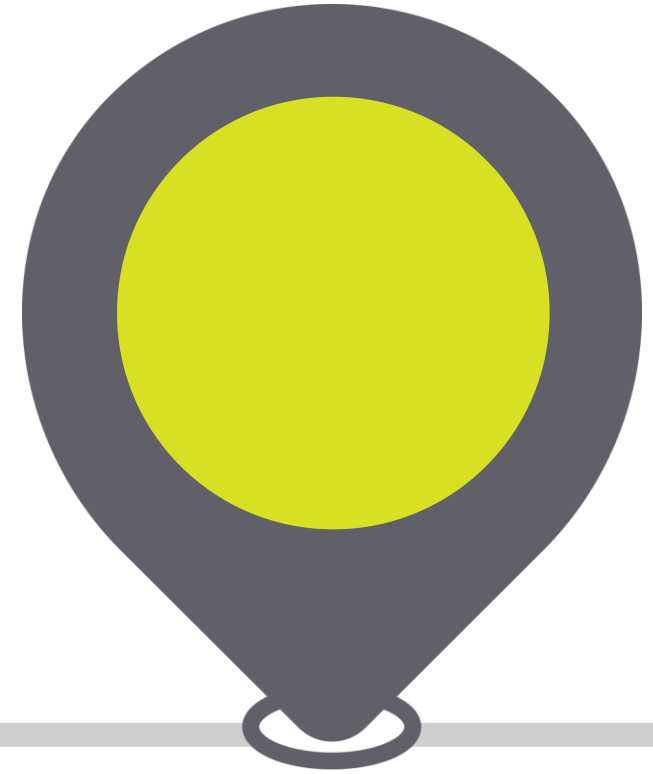


Harpreet Singh

Program Co-Director
VTA / ATU Local 265

Dionna McCane

Mentor Program Coordinator



ATU Local 1070, IndyGo
Indianapolis, IN



Metro Transit
ATU Local 1005
Minneapolis, MN



Vanessa L'Esperance
Apprenticeship Program
Coordinator
Metro Transit



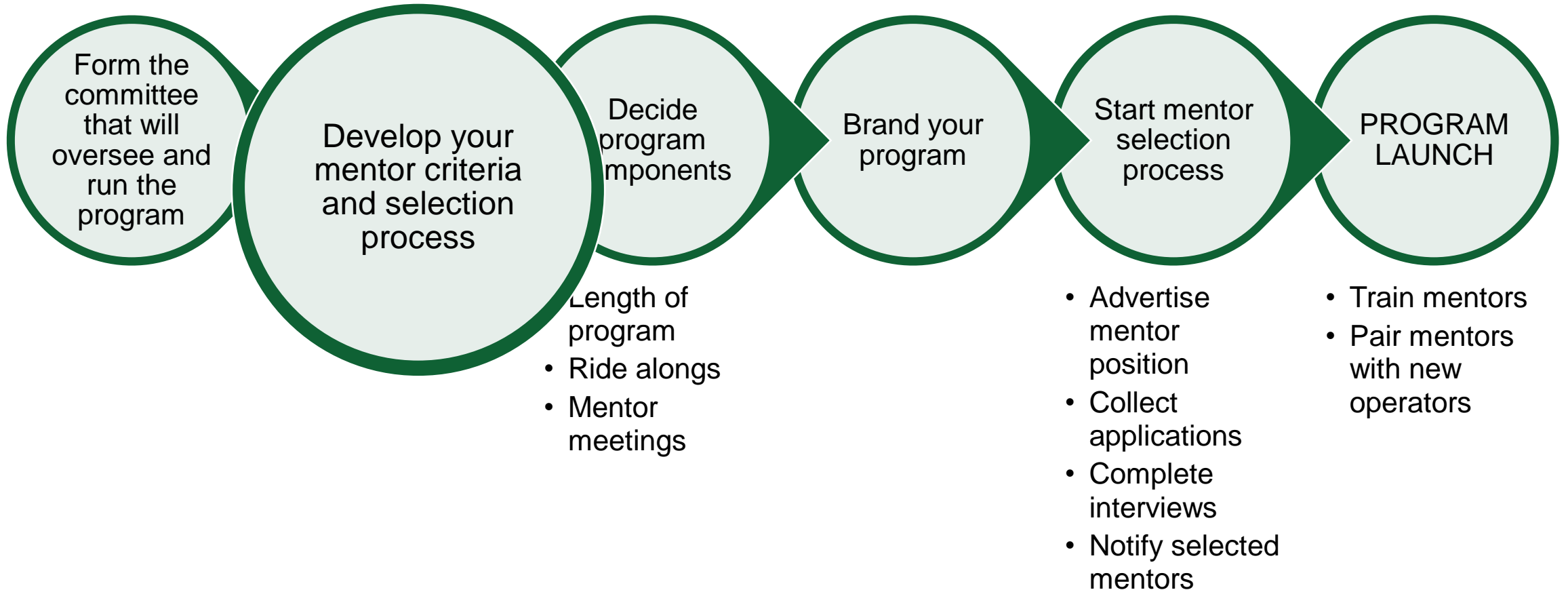
Lee Estis
Mentorship Program
Coordinator
Metro Transit / ATU Local 1005



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Selecting the best mentors



Mentor Selection

- Voluntary vs paid position
- Mentor criteria
- Selection process





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LUNCH



Mentor Training: Perspectives from the Industry



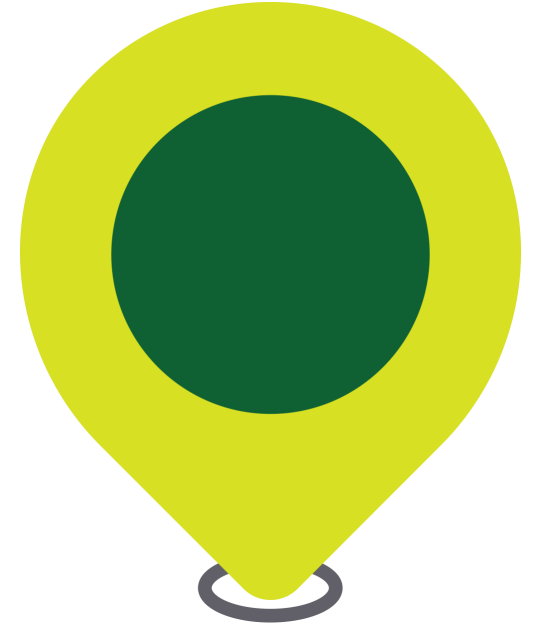
Jamaine Gibson

Director of Apprenticeships and
Workforce Development
ATU International



Dionna McCane

Mentor Program Coordinator
ATU Local 1070, IndyGo



Stuart Bass

Principal
Progress WORX



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Mentor Training



“To the younger men and women of the Amalgamated, I say these veterans have handed you a valuable and sacred trust; protect and defend it, fight for it and hand it to your successors not only intact, but even better than it was when you took over.”

-W.D. Mahon



TWC Mentor Training Showcase

What is Mentorship?

Why is Mentorship Important?

Characteristics of an Effective Mentor

Best Practices of the Art of Mentoring

Learning Outcomes



Define the key elements of the mentoring process

Demonstrate the ability to participate in a leadership mentoring role

Demonstrate commitment to the program



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Break



Mentor Training Showcase

Participant Activities and Exercises
Bus Operator Mentors



Activity: Your Most Memorable Day



1. Divide into pairs
2. Discuss the following:
 - Name
 - How long you've been a bus operator
 - What was your most memorable day on the job? Describe it so your partner feels like they are there
 - How did you feel?
 - What could have made your first day easier?
3. Be prepared to report back, on your partner



Activity: What is Mentorship?



Think of one example when you were either being mentored or mentoring someone else:

- 1. What impacts did you see?**
- 2. How were you helped / did you help?**
- 3. Why is mentorship important?**

Discuss with a peer. Be ready to report back in 5 minutes.



Roleplay: Why Mentoring is Important



1. Divide into groups of three
2. Select a scenario from the facilitator
3. Everyone plays a role:
 - Mentee
 - Mentor
 - Observer (use checklist)
4. Provide feedback / areas for improvement

Try it again, incorporating area for improvement



Roleplay Scenarios

Mentee expresses interest in moving into a different career path within the agency and wants to know how or what to do to pursue a position in that career.

Mentee feels they are being picked on because of being the newbie.

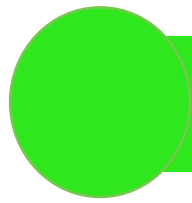
Mentee does not understand why they should fill out daily defect cards because they say maintenance should note defects during their regularly scheduled inspections. What should be done to persuade the operator of the importance of pre- and post-inspections?

Mentee is going back to school and attending classes spread throughout the week and at different times and is now having a hard time handling personal life challenges and going to school. It's clear this situation is affecting his/her work performance.



Roleplay Observer Sheet

	Real World Application	Acclimate to Environment & Culture	On Going Support	Career Growth	Mentor Characteristics
	Facilitate the transfer of knowledge from classroom to the real world	Model values of the organization (service, loyalty, positive attitude) Connect mentee to knowledge & peers	Build trust, model respect, safe space for sharing, sound and relatable advice and encouragement	Convey new skills, build confidence, pass along skills, knowledge, and abilities	What features or qualities did the Mentor convey that were helpful or harmful to the interaction?
Useful					
Improve					



Activity: Characteristics of an Effective Mentor



In Pairs

Part 1: Reflect on experiences you've had mentoring or being mentored, what are some characteristics of an effective mentor?

Write one item per post-it note



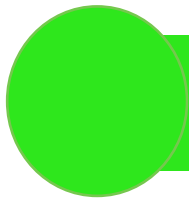
Activity: Characteristics of an Effective Mentor



Part 2: Given the activity cards:

- Match the categories to the related items
- Shuffle in your post-its under the category titles too

Genuine & Relatable	Model Employee	Motivator	Strong Communicator
Caring	Exemplary performance record	Wants to help Mentee succeed	Good verbal communication
Approachable	Models good behavior	Doesn't give up on Mentee	Trustworthy
Interested and concerned for others	Understands and follows policies and procedures	Shows the learner then guides them to do it on their own	Asks questions more than they share
Sense of Humor	A source of reliable information	Leverages Mentee strengths	Respectful of differing views
Connects personally and professionally	Connected to colleagues	Shares resources and connections	Lead purposeful, structured conversations
Willing to be a Mentor	Continuously learns as an operator & mentor	Focuses on Solutions	Doesn't judge
Compassionate	Remembers what it's like to be an operator	Helps mentees navigate challenges	Good / Active Listener
Looks for commonalities with their mentee	Respect the Work	Supportive	Gives useful and concrete feedback
Shares stories about their own past and path	Willing to admit when they don't have the answers	Encouraging	Welcoming body language
		Patient	
		Positive	
		Fair	



Activity: Characteristics of an Effective Mentor



Takes Place During Lunch

Part 3: Reflect on the Characteristics of an Effective Mentor:

- Which are you especially good at?
- Where do you struggle?
- What could support you?

After lunch, pairs report out – be ready!

Personal and Interpersonal Skills Checklist



Complete the Checklist

Personal & Interpersonal Skills Checklist

Review the skills listed below. Check the box that most closely aligns with your ability to demonstrate each skill per the ratings below. For skills rated as Yellow or Red, provide details on how you'd like to be supported to improve the skill.

Performs well.
no support is needed.

Adequate AND
support is needed.

Uncomfortable AND
support is needed.

<u>Personal & Interpersonal Skills</u>	<u>Self-Assessment</u>	<u>How would you like support?</u>
The operator practices effective personal stress management techniques, on and off the job.	<input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="text"/>
The operator can balance his/her personal life with the demands of the job.	<input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="text"/>



Roleplay: Best Practices of the Art of Mentoring



1. Divide into groups of three
2. Select a scenario from the facilitator
3. Everyone plays a role:
 - Mentee
 - Mentor
 - Observer (use checklist)
4. Provide feedback / areas for improvement

Try it again, incorporating area for improvement



Roleplay Scenarios

Apprentice has persistent issue with drunk people on their route and is very frustrated. Mentor has not had this experience and does not have an answer for the Apprentice.

Apprentice often calls Mentor late with personal issues and discusses concerns that are better to bring to their union rep. Mentor is uncomfortable and feels that Apprentice is crossing boundaries.

Apprentice is doing things that are unsafe and violate policy. When corrected, they become hostile and aggressive. Mentor is not comfortable working with this Apprentice.

Apprentice has expressed that they do not want a Mentor. Whenever Mentor tries to interact with Apprentice, Apprentice is annoyed and acts like they don't need any help or support.



Roleplay: Best Practices of the Art of Mentoring

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Roleplay: Best Practices of the Art of Mentoring

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Roleplay: Best Practices of the Art of Mentoring

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Roleplay: Best Practices of the Art of Mentoring

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Best Practices of the Art of Mentoring

What do I do if someone else's mentee comes to me for advice?



Best Practices of the Art of Mentoring

What do I do if I have a problem communicating and connecting with my Mentee?



Best Practices of the Art of Mentoring

What do I do if my mentee is upset but I can't fix the situation?



Best Practices of the Art of Mentoring

What if my Mentee wants guidance on something that isn't clearly stated in policies or procedures?



Mentor Training Showcase

Participant Activities and Exercises:
Maintenance Mentors



Mentorship: Telling Is Not Training

Let's try an exercise describing shapes.





Roleplay Scenarios

Apprentice feels good about completing a job only to find out their work did not resolve the problem, and feels negative about being successful as a mechanic. What should be done to instill apprentice confidence in this situation?

Apprentice struggles with understanding how tight to secure a fastener when reinstalling parts. “How do I know how much pressure to exert on a bolt to make sure it doesn’t loosen up.”

Apprentice struggles with removing a fastener that won’t budge and is concerned the fastener will snap, making it even more difficult to remove.

Apprentice fears getting a shock when working on electrical equipment, and is hesitant to perform electrical jobs. What should be done to minimize those fears?



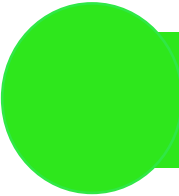
Roleplay Scenarios

Apprentice hears a strange sound from a motor but is unsure on how to pinpoint the location of that sound. What should be done to help him/her locate the source?

Apprentice complains about having to wear personal protective equipment (PPE), saying “that stuff is for cowards.”

Apprentice is asking what’s the best way to diagnose a fault when there are so many possible reasons for causing that fault?

Apprentice says that’s not how another mechanic does the repair when the mentor shows them how to do it.



Active Listening Challenge

Active Listening Results

- 1. 20 points if you wrote both John and Jane
100 Excellent Listener
- 2. 20 points for right-hand drawer
290 Good Listener
- 3. 25. 10 points for room 315
380 Fair Listener can improve
- 4. 20 points for false – the second word is Unity
70 Need Help!
- 5. 4. 20 points for cheese
60 or below - Hello?!
- 6. 5. 20 points if you wrote down your own age
Can you hear me now?



Talking about a task is Easy

Just
follow the
directions

This is
a simple
task

TASK:
***MAKE TWO
WORDS OUT OF
THESE LETTERS***

What is
he talking
about?

WSODTROW
TWO WORDS



Wrap up

What is Mentorship

Why is Mentorship Important?

Characteristics of an Effective Mentor

Best Practices of the Art of Mentoring

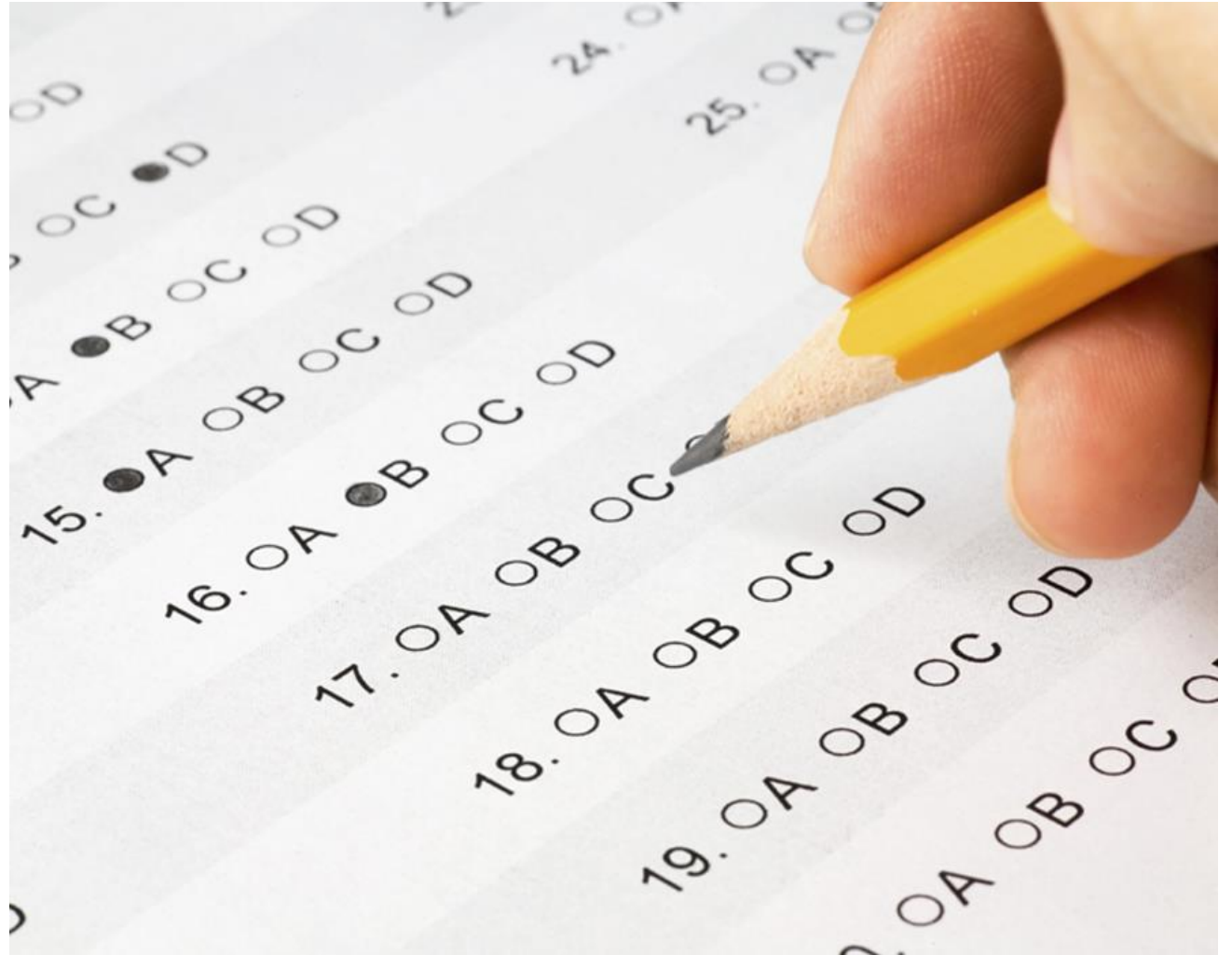
Next Steps



Post-Course Assessment and Evaluation

Reminders:

- Mentors do not have to put their name on this.
- Only for evaluation of the courseware





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How to Sustain a Mentorship Program

- 📍 Tools for success and challenges to avoid
 - 📍 How to deal with leadership change
- 📍 Importance of neutral third-party
- 📍 Continuous evaluation
 - 📍 Why and how to track metrics



Next Steps...



We're here to help!

Scan to schedule a meeting
with us!

We would really appreciate your feedback! Enter the conference app to take the evaluation. Paper versions are also available!



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