

**MAKING CONNECTIONS, MAKING A DIFFERENCE**

**Making  
Connections 2024**

The National Transit Workforce Conference

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# 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 throughout the U.S. recruit, hire, train, and retain a diverse workforce for now and into the future.



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

# Our Panelists



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# Workers Voice in Training Programs

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# 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

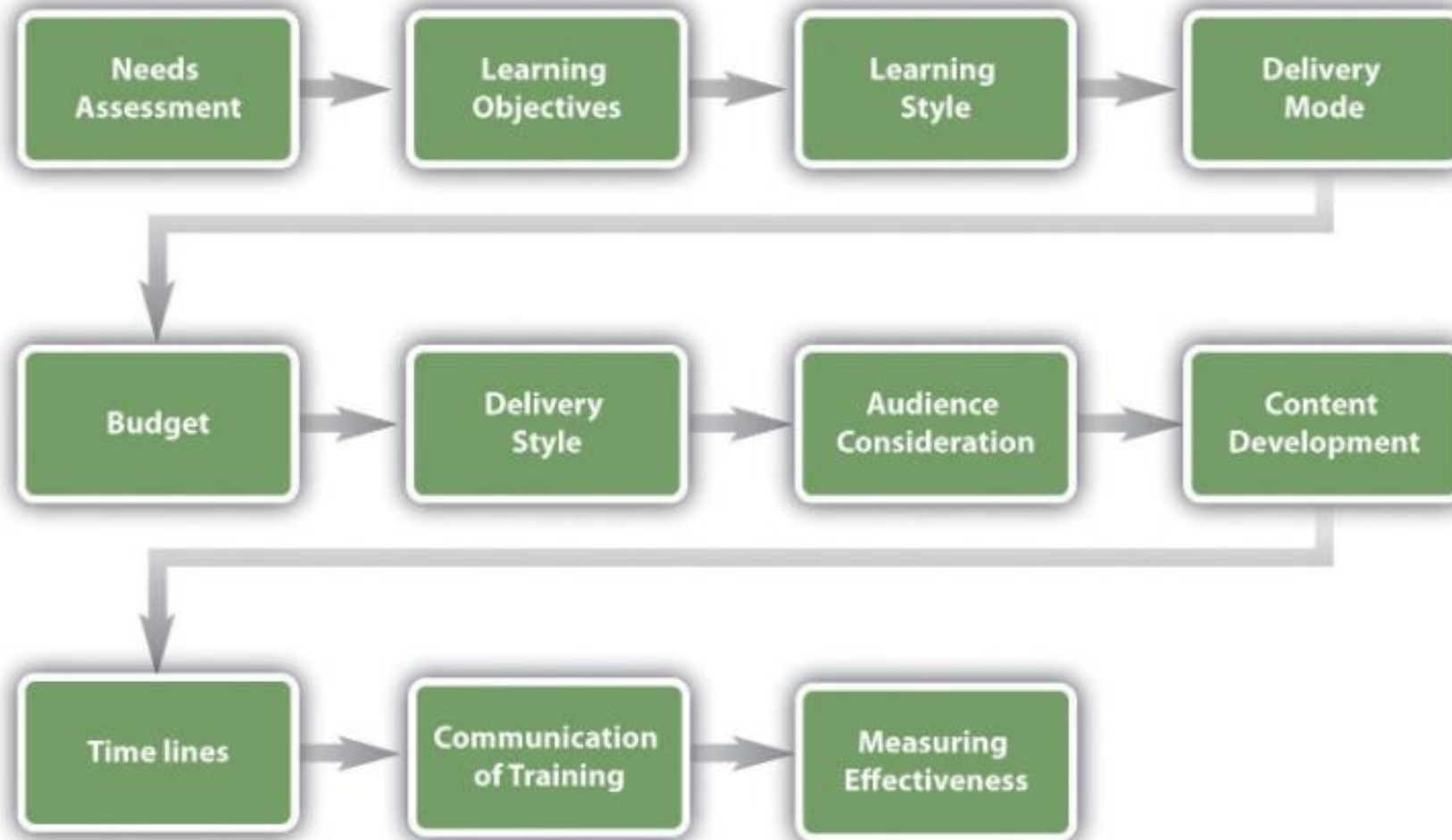




# Closing the Gap

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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