



# Workforce Development

For Public Review  
Summer 2019

Investing in **R** Future

## Supporting the overall vision



Investing in workforce development with an emphasis on maintaining highly skilled workers plays a vital role in supporting the RTA's vision for improving access and performance of transit in southeast Michigan. A talented workforce of bus drivers, mechanics, software developers, community transit customer support/trip booking support, connected and autonomous, rail operators, and rail maintenance staff are the backbone to the success of mobility in our region. Focusing on these issues ensures that workforce development does not limit future expansion opportunities.

## How are WORKFORCE NEEDS being met today?



Attracting, developing and retaining a diverse workforce is critical to the continued success of public transit in southeast Michigan. A concerning trend impacting the regions service providers has been difficulty in recruitment and retention of qualified employees. Providers today work with local community colleges and organizations to attract new talent, such as Wayne County Community college. Providers also regularly attend and host job fairs.

## Current spending

Approximately **\$200K** is spent on training and workforce development programs today across all of the public transit agencies.



**REGIONAL TRANSIT AUTHORITY**  
OF SOUTHEAST MICHIGAN

Moving **R** People Investing in **R** Future Enhancing **R** Quality of Life Connecting **R** Communities





# Workforce Development

## Funding needs for near-term priorities

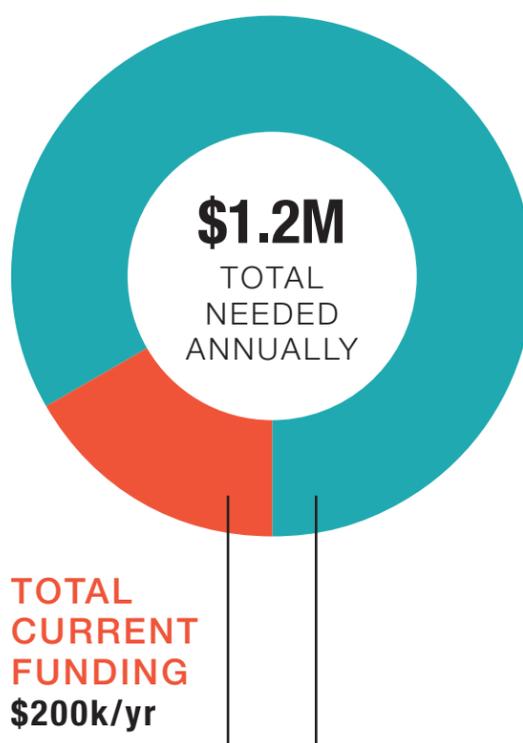


### 20 YEAR FUNDING SOURCE NEEDED

An additional **\$1M per year** is needed to develop, retain, and continually educate a workforce to support our transit services.

Community Colleges are increasingly closing transit-centered programs in order to expand programs such as HVAC and other vocational careers. Funding would allow partnerships with community colleges to develop training programs to improve the region's transit and mobility workforce. These programs can be implemented in cooperation with community partners such as Goodwill Industries, Focus Hope, and United Way.

These funds could also be used to leverage additional federal and state funding for our region.



## Near-term priorities

- Creation of regional taskforce to investigate and develop plans that improve recruitment and retention of qualified operators and mechanics.
- Work collaboratively with the Workforce Intelligence Network and the Community Colleges across the region to develop transit and mobility training programs and modules that are flexible and responsive to today's learning environment.
- Develop effective recruitment and retention strategies including employee referral programs, social networking sites (LinkedIn), overall job enrichment and Improving connections with VA and affiliates.

## Future priorities and opportunities for improvement

The pursuit of talent is something that is a region-wide need and not something specific to the transit and mobility industry. Our region's workforce is not growing through organic measures, nor are we experiencing a net migration of new employees entering the region's workforce. As a result the supply of employees trained and ready to work is not keeping pace with the demand. To address this labor shortage, a concentrated effort is needed to identify those individuals not currently in the workforce and provide them with the training and opportunities to fill future transit and mobility jobs. Many are already working in this space, as such we should seek to partner with those already delivering these services to implement both near-term and aspirational goals.



## Aspirational goals

- Improve the overall image of a transit career.
- Develop performance metrics for recruitment and retention strategies.
- Development of a benchmarking process that encourages continuous improvement.
- Evaluate regional employee incentive programs that can be used to help retain excellent workers exceeding customer expectations.