



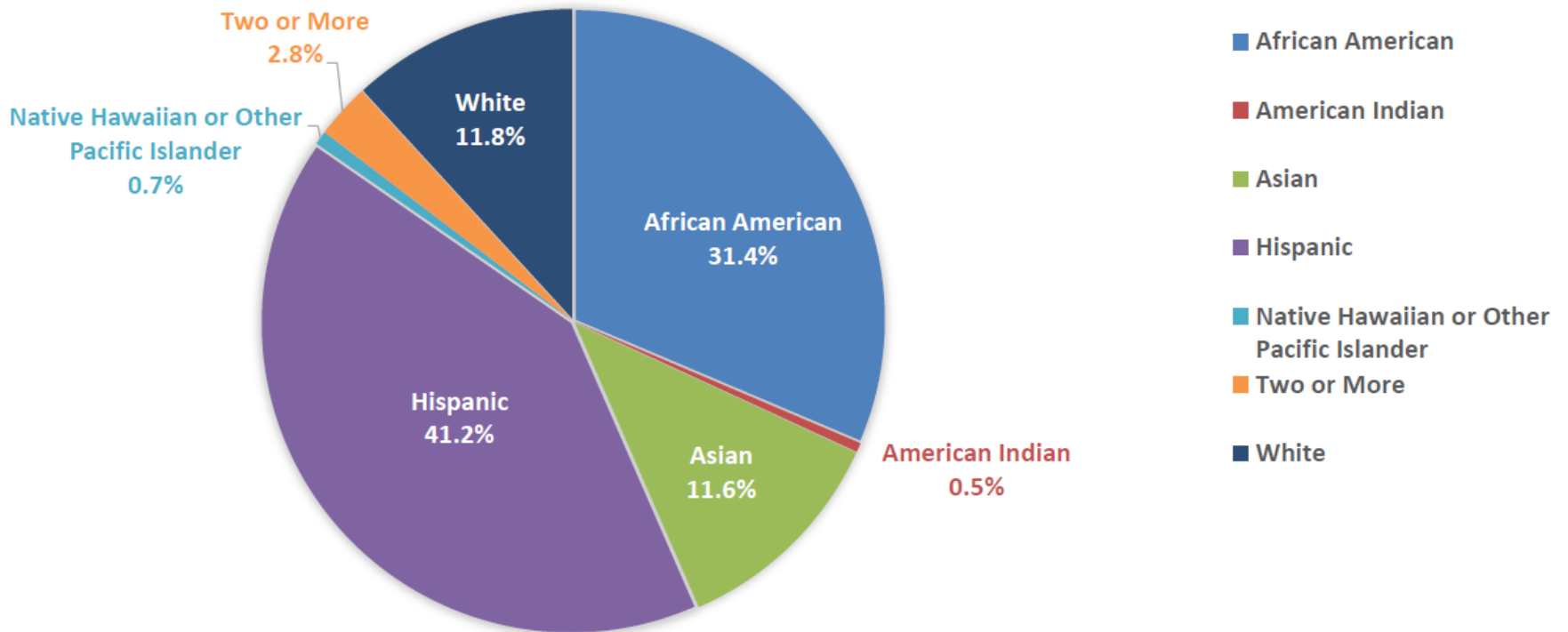
Los Angeles Metro's  
Human Capital & Development  
*2018 APTA Annual Meeting*

# Snapshot of LA Metro

- 10,727 employees
- 29% Female, 71% Male
- 88% of the workforce identify themselves as a minority
- 47% of Metro's workforce will be eligible for retirement over the next five years
- 69% of Metro's employees are 40 or over
- Measure M will generate \$120 billion over the next 40 years



# LA Metro's Demographics



# Metro's Mission and Vision 2028



**Mission-** “Provide a world-class transportation system that enhances quality of life for all who live, work, and play within LA County.”

**Vision-** “Deliver a mobility system that enables people to travel swiftly and easily throughout the LA County region, no matter where they want to go or when.”

# Metro Career Pathway Programs

- Creates a learning organization focused on Metro's workforce training and development needs
- Addresses transportation infrastructure expansion efforts
- Realigns training to address specific skill gap areas for specific employee levels and/or individual job classifications
- Identifies a "pool of proven performers" who are eligible to "fill new roles" that fit job skills developed overtime within Metro or at another company



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# Metro Career Pathway Programs

## Incorporates Transportation Introduction through Transportation Executive/Senior Leadership

### Metro Career Pathways

#### WIN-LA

Creating career pathways in construction and non-construction opportunities within Metro and the transportation industry. Workforce Initiative Now-Los Angeles (WIN-LA) will provide support for applicants in life skills development, skill set enhancement and educational attainment services. WIN-LA will also increase resources for training and placement of specialized positions in the transportation industry.

more info: page 9

#### Transportation Gateway

Introducing talent to Metro, the Transportation Gateway programs aim to deliver information and resources to help individuals in the community gain a broader knowledge of the public transportation industry.

more info: page 10

#### Transportation Introduction

Working in collaboration with the County of Los Angeles, this educational and vocational training program is aimed at establishing a unique skills-based learning approach to prepare students for entry into the transportation field.

more info: page 8

#### WIN-LA

Women Build LA - Boot Camp

Metro Veterans Program

Project Labor Agreements and Construction Careers Policy

#### Transportation Career Academy Program

Metro Internship Program

Entry-Level Trainee Program

Bus Operator Transportation Academy

Transportation Workforce Institute

Rail Vehicle Maintenance Program

Metro Department 101

Metro Corporate Safety

Metro Mandatory Training

Metro Service Excellence Program

Metro Employee Development

APTA Emerging Leaders

National Transit Institute - Rutgers University

Transportation Safety Institute

Metro Management Orientation

Metro Leadership Academy

Multi-Agency Exchange Program

Eno Transit Mid-Manager Seminar

Mineta Transportation Institute

Senior Leadership Collaborative Communications Training

Southern California Leadership Network: Leadership Southern California

#### Employee Development

Self-paced series of classes designed to help existing Metro employees gain professional knowledge and enhance skills to succeed in their current roles.

more info: page 11

#### Management/Leadership Development

Empowering members of Metro's management team to further develop competencies related to Metro's business goals.

more info: page 14

#### Transportation Executive/Senior Leadership

Advancing senior leadership members' knowledge in national and industry-related forums, understanding of industry trends and advanced strategic leadership skills.

more info: page 15

#### Leadership APTA

Eno Public-Private Partnership Seminar

Eno Transit Senior Executive

Senior Leadership Communications and Collaboration Training

Southern California Leadership Network: California Connections

Transportation Diversity Council: Transportation & Infrastructure Summit

Harvard Kennedy Institute for Public Policy Certification

Northwestern University Executive Education Series

UCLA Anderson School for Executive Education

# Transportation School



## **METRO E3 INITIATIVE**

*Expose, Educate, and Employ the Next Generation*



### **METRO TRANSPORTATION SCHOOL**

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*The centerpiece of the E3 Initiative is the development of a Metro Transportation School that prepares Los Angeles County students for STEAM careers, with a specialized focus on the transportation and infrastructure industries. Metro is currently conducting a feasibility study to determine the type of school structure and educational program that the Transportation School will offer.*



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# Job opportunities in the transportation industry are increasing

MEASURE M WILL  
GENERATE MORE THAN

**778,000**

New jobs in the next 40 years



[https://www.metro.net/projects/main\\_page/boinitown/](https://www.metro.net/projects/main_page/boinitown/)



***But the pool of  
qualified applicants  
IS NOT***

**50%**

**Over 50% of the  
transportation industry  
workforce will be  
eligible for retirement  
in the next 10 years – a  
pace double that of the  
nation's entire  
workforce**



# Transportation Introduction













Expose, Educate, and Employ the Next Generation

**METRO E3 INITIATIVE**

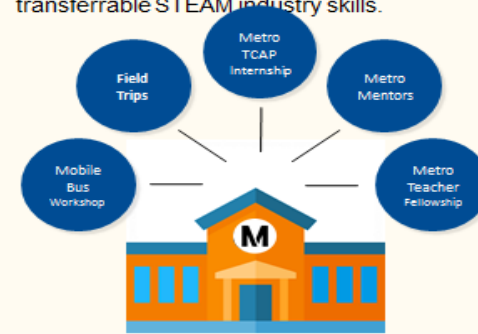
## TRANSPORTATION SCHOOL SIGNATURE PRACTICES

The school is founded in 21<sup>st</sup> century learning practices and designed to ensure students have a holistic education that prepares them for success in school, care, and life.

 <p><b>INDUSTRY CONNECTED PROJECT BASED LEARNING:</b> Students learn by engaging in projects that are co-created by industry practitioner and teachers. Projects are hands-on, connect to real world challenges, and embed industry professionals in project design, review, and presentation.</p>	 <p><b>RESTORATIVE JUSTICE:</b> School discipline focuses on repairing harm through inclusive restorative justice practices that engage all stakeholders rather than punitive measures. Practices allow offenders the opportunity to take accountability for the harm they caused, take action to repair that harm, and restore trust in the school community.</p>
 <p><b>CONNECTED WORK-BASED LEARNING:</b> Students learn and practice real-world skills while developing a network of career connections through internships, social enterprises, mentorships, and other Real World Learning opportunities. Students learn strategies to leverage that network for future opportunities.</p>	 <p><b>COUNSELING THROUGH CAREER:</b> Students receive counseling supports that help them navigate career options, college applications, financial aid (FAFSA), scholarships, etc. and follow students through their post high school experience into their second year of college and/or career.</p>
 <p><b>FAMILY AND COMMUNITY CONNECTED:</b> Students are civically engaged, active participants in the continual improvement of the surrounding community. Community service and community inclusion are embedded throughout the school culture and curriculum. Community stakeholders are active participants in the school design and growth process.</p>	 <p><b>TECHNOLOGICALLY ADVANCED:</b> Students have one-to-one computer access and understand how to use a host of computer programs. Curriculum leverages basic computer-based technology skills as well as career-aligned technology programs such as CAD. When appropriate, students participate in flexible, self-paced learning opportunities that they move through at their own pace.</p>
 <p><b>WRAPAROUND SERVICES:</b> Students receive supports that address all barriers to success in education, career, and life. This includes housing support, mental health needs, public assistance, health care, etc.</p>	 <p><b>PRESENTATIONS OF LEARNING:</b> Learning does not just live within the classroom walls. Students have multiple opportunities to showcase their learning to their community and real-world audience through presentations, competitions, exhibitions, etc.</p>
 <p><b>DUAL ENROLLMENT AND INDUSTRY CERTIFICATIONS:</b> Students have pathways to complete dual enrollment in college courses while in high school, with the potential of graduating with an AA degree. Students have the option of attaining industry certifications and successfully transition into college and career.</p>	 <p><b>NON-COGNITIVE SKILLS:</b> Skills needed for life and career, such as persistence, communication, professionalism, and public speaking are embedded into multiple aspects of curriculum design so students are equipped to thrive in the 21st century workforce.</p>

## MISSION

Prepare Los Angeles County youth for career and college pathways in the global transportation industry by teaching them transferrable STEAM industry skills.



## METRO TRANSPORTATION SCHOOL

The centerpiece of the E3 initiative is a Metro Transportation School that prepares Los Angeles County students for STEAM (Science, Technology, Engineering, Arts, and Math) careers, with a specialized focus on the transportation and infrastructure industries.

## SUPPLEMENTAL E3 PROGRAMMING

Metro will also develop supplemental E3 programs that complement the school by providing hands-on industry-learning opportunities such as internships, and field trips. These have yet to be determined.

## KEEPING PACE WITH INNOVATION

The future of transportation is rapidly changing with the integration of new technologies. The Transportation School will keep pace with industry innovations and train students in emerging technologies.

## COMMITMENT TO SERVE YOUNG OPPORTUNITY YOUTH

The Metro Transportation School will be open to all LA County youth with a commitment to ensure programming is accessible for Young Opportunity Youth ages 12-18. This includes youth who are currently receiving services from, or are at risk of entering, the County's child welfare system, probation department/juvenile justice system, or homeless services.

## INITIATIVE GOALS

 <p>Expose LA County youth to careers in the global transportation industry</p>	 <p>Educate and train LA County youth in transferrable transportation industry-skills</p>
 <p>Expand Metro's highly skilled and diverse workforce to meet growing demands and customer needs</p>	 <p>Reinforce Metro's role as an innovative public agency</p>
 <p>Support youth's transition into college and careers in the global transportation industry</p>	 <p>Develop a Metro Transportation Boarding School</p>



# Transportation Career Academy Program (TCAP)



Offers high school students:

- An opportunity to explore careers in transportation
- The ability to identify a specific career cluster or pathway

Connects learning from high school coursework to gain skills to further their education or enter the workforce

Provides on-the-job work experience in a specific career or technical area

# Metro Internship Program (MIP)

Exposes interns to different career options within and outside of Metro

Enables college interns to make better career choices after graduation

Offers a career starting point or career ladder opportunity for interns

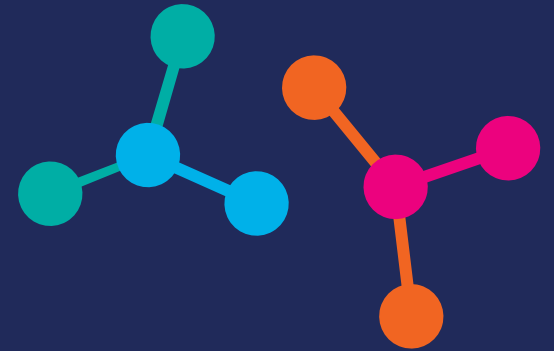


# Entry-Level Trainee Program (ELTP)

- Permits a starting point for upward mobility in a entry-level job classifications
- Creates a career ladder entry-level positions to best fit Metro's business
- Enables recent college graduates the ability to learn about careers in transportation



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Thank you