

Building Talent in a Changing Transportation Landscape

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What Makes a Manager?

- Understanding of complex systems
- Demonstrated experience
- Critical thinking ability
- Understanding of organizational culture
- Good attitude
- Respect of and connection with team

The Future of Work in an Uncertain World

https://youtu.be/0_vPZoPpHB4



Entering the Transportation Field

- Who in this room has a Bachelor's Degree?
- Did anyone formally study transportation in college?
- Who in this room ended up working in transportation management after working in transportation in college?
- If you weren't in transportation and had a four year degree, would you consider becoming a bus driver if it meant you could move up to management?
- Universities that have strayed away from student bus drivers and workers are having trouble retaining talent and hiring qualified and experienced management.
- How do we call people into transportation earlier?

Challenges in Talent Acquisition

- Students used to be a main source of talent acquisition and succession planning because of experience and knowledge of systems and procedures.
- Also, student bus drivers understood the organizational culture and were able to be mentored into well rounded managers

Old Talent Acquisition Strategies

- Transportation management used to work closely with student drivers to mentor them and instill traits of a good manager
- Candidates used to have critical understanding of not only transportation systems but also work environment, culture, and expectations.
- Now, it could take years for management to learn what candidates used to come equipped with.

Example: UMass Amherst

- Seniority Points
- Student managers
- Certificate in Transit Operations and Management
 - Partnership with UMass Transit and CTTransit
 - Includes internship requirement and professional development workshop

Possibilities Moving Forward

- Graduate students (MPA, MPP)
 - Typically are paid for internships, need to secure funding from either their university/program or department needs to find money to pay them
- Undergraduate interns
 - Can be unpaid, but do they have the skillset and/or experience to produce quality work?
 - Undergraduate internships are typically one semester.
 - Is that enough time to train someone, see their potential, and make a strong enough connection to consider hiring them in the future?
- Since transportation is something that students usually discover through driving or working, is it worth trying to spark students interest through a short term position?

Benefits of Public/Private Partnerships

- UConn partnered with First Transit in the fall of 2017 to operate the campus transportation system and strayed away from student bus drivers.
- UConn is in the current position of adapting and using this partnership to advantage both UConn and First Transit.

Private Sector

- What do companies like First Transit do to recruit new managers?
 - LinkedIn, Career Builder, TransitTalent
 - Handshake
- What if we also train and grow new managers?

Growing New Managers

- Management training program
 - 6-12 month paid training
 - Shadow various departments at a location for weeks at a time
 - Act as AGM for 3 months
 - Allowed to apply for and transition into a permanent management role with First Transit

Public/Private Partnership

- What are we doing?
 - UCONN and First Transit are working to develop a new management training program
 - Travel to other First Transit locations for firsthand experience in the industry
 - Ability to apply for management roles with an advantage over outside applicants

Public/Private Partnerships

- What are the benefits?
 - Elevate UCONN's reputation as an incubator of future leaders
 - Fill a need for new managers in the industry

ANY
QUESTIONS

