

Workforce Programming: The State of the Industry on Developing Mid-Level Management

Presented by
Viktoria Pokman
Mary Alice Salzer
Christopher Silveira

Overview

Research Question

Data Collection: Survey

Data Collection: Interviews

Program Attributes

Conclusions

Questions

Research Question

What kind of formally recognized programs exist in transit agencies to develop employees to become mid-level managers?

Data Collection: Survey

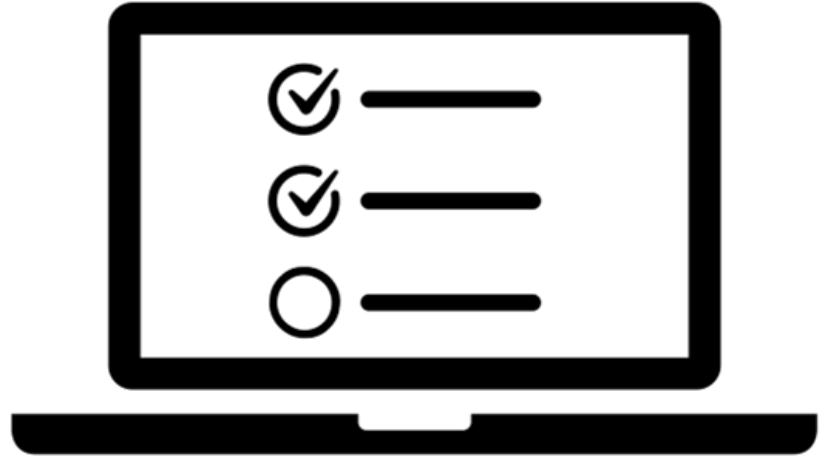
Survey Design

Demographic Information

Definition of Mid-Level Management

Program Description

Successes & Challenges



Survey Outreach and Response Rate

Sent survey to contacts on the APTA HR Committee list

226 Survey contacts

Transit Agencies represented

163

Transit Agencies responded

32

Agency Response rate

20%

Formal Program Results

Large Agencies (>500 Revenue Vehicles)	Medium Agencies (100-500 Revenue Vehicles)	Small Agencies (<100 Revenue Vehicles)
10 responses	15 responses	7 responses
6 agencies w/ a formal program	5 agencies w/ a formal program	1 agency w/ a formal program
60% of responding agencies	33% of responding agencies	14% of responding agencies

Data Collection: Interviews

Agencies Interviewed


Large

 King County Metro - Seattle, WA

 METRO - Houston, TX

 NJ Transit - New Jersey

 RTD - Denver, CO


 SEPTA - Philadelphia, PA

 VTA - Silicon Valley, CA

Medium

 GCRTA - Cleveland, OH

 OmniTrans - San Bernardino, CA

 RTS - Rochester, NY

Small

 AMTRAN - Altoona, PA

Program Attributes

Less Resource-Intensive Programs

— — —

Common Characteristics

- Course-based
- Flexible Participation
- Low Time Investment
- Highly Pragmatic

Unique Characteristics



Agency-wide apprenticeship-style succession planning



Full return on investment from participant projects



Program for all union employees and new managers (non-union)




Moderately Resource-Intensive Programs

— — —

Common Characteristics

- Course-based
- Partners with an Academic Institution
- Broadens Agency Knowledge

Unique Characteristics

-  Clear measurement of program success
-  Splits program into 2 tracks based on supervisory experience
-  High level of union participation and compensation for time

Highly Resource-Intensive Programs

Common Characteristics

- Few Participants
- 10+ Month Terms
- Competency-based
- 360° Assessments
- Mentors and/or Coaches

Unique Characteristics



6-month 'stretch' assignment
managing a different group



19-22 month job rotation between
different functions



Mentors are graduates of program



Group projects with presentations
before the GM

Innovative Practices

Inquiry-based Learning



Leadership Excellence And
Development (LEAD) Program

Direct from College Program



Management Development
Program

Steering Committee



Leadership Development Program

Multi-Agency Collaboration



Multi-Agency Exchange
(MAX) Program

Conclusions

State of the Industry

— — —

- Low overall participation rate
- Greater prevalence of programs at larger agencies, lesser at smaller agencies
- Wide support for programs from executive leadership
- Combination of resources offered
- Participants highly appreciative of programs
- Return on investment difficult to quantify for many programs
- Funding and time commitment can be a challenge

Takeaways

— — —

Amount of resources diverted to a program is flexible based on an agency's resource availability, something is more than nothing

Programs may serve a wide-range of organizational objectives:

- Preparing staff for leadership roles
- Attracting and retaining talent
- Developing industry- and public-sector-specific expertise
- Building career paths

Third-party programs could be considered as an alternative to in-house programs (eg APTA, Eno, WTS, COMTO, etc)

Questions?