

# Leadership : The Next Generation

by Leadership APTA Class of 2007

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## **Abstract**

### ***Leading the Next Generation***

Public officials responsible for planning and operating public transportation systems play an essential role in ensuring a healthy, vibrant workforce. They face a critical shortage of skilled and seasoned employees as thousands of workers from the “Baby Boomer” generation near retirement. This report focuses on the characteristics of each working generation, the incentives important to an emerging workforce of young talent, and the strategies for attracting Generation X and Y to jobs and careers in public transportation. If proactive and systematic approaches to address future human capital needs are not put in place, then agencies run the risk of adverse impacts to service delivery as they find themselves faced with a competitive jobseekers’ market.

## **Chapter 1: Introduction**

People from the Baby Boomer generation will begin retiring in record numbers. In fact, many of the Baby Boomer generation have already begun enjoying the rewards of retirement. Is this a problem the transit industry should be concerned with? The answer is an absolute, yes. Unless we start to attract young talent into our industry, we will be left with a serious shortage of both personnel and future leaders from all segments of the workforce.

Who are the young talent that we are trying to reach? Let us look more closely at the generations involved. The emerging workforce following the Baby Boomers are known as Generation X and Generation Y. Generation X has been categorized by demographers as adults between the ages of 27 to 42 years of age. Generation Y are 26 and under. These newer generations of employees will be challenging to recruit because they view jobs and careers much differently than the Baby Boomers. They expect a job to be fun and flexible, with many promotional opportunities. They expect the things they want to come quickly and if their expectations are not met, they will move on.

The Baby Boomers can be characterized as those individuals 43 years old and older. Even though the Baby Boomer generation is now beginning to retire, it is important to understand what drove them to succeed. They are optimistic seeing the glass half full as opposed to half empty. They value hard work and take great pride in the services they provide. They are very loyal and expect loyalty in return. This is why you see many Baby Boomers remaining with one agency or company for many years. It will be very challenging to replace this generation of hard working people.

Generation X wants to feel they control their work environment. They are very entrepreneurial because of their need for independence and have used this to take good ideas and develop them into successful businesses. Due to their need for independence, they will question why they should work for someone else, when they can just as easily work for themselves. Technology comes easily and they would rather contact others via text message or e-mail than the telephone or in person. A projects process is not exciting.

They want results and want them quickly. It will be necessary for managers supervising this generation to be comfortable with delegating because Generation X will not appreciate a micromanaging approach. Give them a project and trust it will get done.

Generation Y wants to serve people. Before they begin a career you can expect to find them traveling around the world working for the Peace Corps or staying close to home working for Habitat for Humanity building homes for the less fortunate. They exhibit great confidence and it shows in their independent thinking and self starting style. They want to know that the job they are doing is appreciated and seek consistent performance feedback. They are similar to Generation X in that they want quick results and rewards for those results. They also want an open and fun work environment where new ideas on projects can be brought forward quickly

You may be surprised that some of the simplest things can create conflict in the workplace with Generation Y. The days of IBM where young MBA's showed up at work wearing their pin striped suit, white shirt and power tie are gone. Expect to be willing to relax the dress code for they want to feel comfortable at work. Also, the standard 8 to 5 job with an hour for lunch at noon isn't going to cut it anymore. Flexible scheduling and a day off for working longer days the rest of the week are quality of life benefits that this workforce is seeking. More and more agencies are offering these perks and if you aren't one of them, your ability to attract them will be vastly reduced.

In order to provide the best strategies for attracting the younger generations to careers in public transportation, it was necessary to seek the input of transit experts throughout the United States. Several CEO's and General Managers were interviewed for this project. Each brought a unique perspective to the challenges this industry faces in competing for the best of the best of our emerging talent.

Many of those interviewed felt it was important to make certain that management provide as many opportunities for growth and development of their employees as possible and that promotions occur on a regular basis. This is a powerful recruiting tool to be able to show young talent that with hard work and desire, they won't have to stay in one position

for too long. Once recruited, then retaining will become easier when new opportunities and challenges are available.

Others felt that we as an industry must think of ways that make us stand out from all the other major industries. With the numbers of retirees opening up a number of vacancies, it will become a job seekers' market. Up and coming employees will have the luxury that older generations did not have in choosing where and who they want to work for, if they even want to work for someone else or go into business for themselves.

Even though we want to focus on how to attract young talent, we would be remiss if we didn't think long term. An agency not only wants to attract the best talent, but retain them for leadership roles in their organization. This is where growth and development of the best personnel has to be a part of any successful agency. The best managers are the one's who have seen their best people move up the corporate ladder and when there are no more opportunities within their company, they are sought by other quality organizations. Grooming that Generation X or Y person to eventually take over your job is a way to leave a legacy that carries on your good work.

Understanding Generations X and Y will be necessary to use the right strategies for attracting them to a transit agency. We hope to provide you with the information necessary to better understand them and provide you with tools and strategies you can use to successfully recruit the new generations to lead the industry through its future challenges. Steve Hirano, Editor of Metro Magazine, stated in the May 2007 issue, "With ridership surging, transit systems are poised to expand their influence in the larger transportation scheme. However, demographics suggest that many top executives will retire in the next 10 years. Will their replacements be ready for the challenge?" With the best strategies in place, our answer is yes.

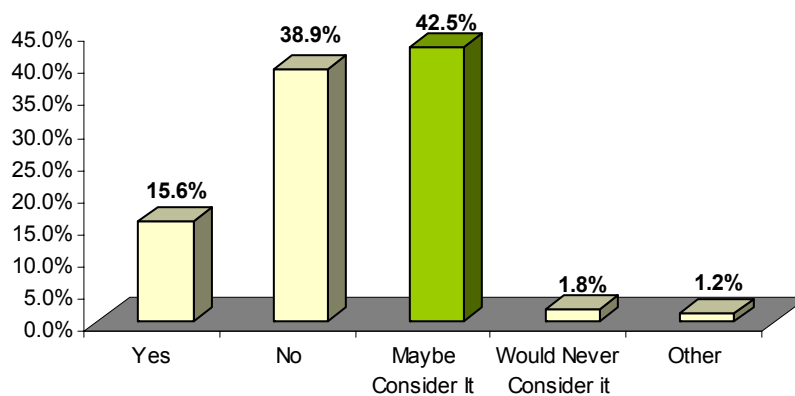
*“There is a difference in how Baby Boomers, Gen X and Gen Y approach things. Younger folks need more performance feedback. These differences will challenge older managers, and it’s going to require a shift in attitudes.” –Joyce Olson, Community Transit*

## Chapter 2: Research and Results

In order to attract the next generation to public transportation, we need to ask the next generation of professionals what might attract them to work in our industry. As an industry, we are competing for the same pool of candidates and we want to ensure that we attract those that would be the best fit in our field.

We surveyed 167 college students from across nation at both the graduate and undergraduate levels using the Survey Monkey online survey tool. The survey results were eye-opening.<sup>1</sup> While we found that 39% would not consider a career in public transportation, 42% of those surveyed might consider it. This is a promising number as we prepare to better outreach to the next generation, but it also tells us that we can do better.

**Figure 1: Is a Career in public transportation for me?**

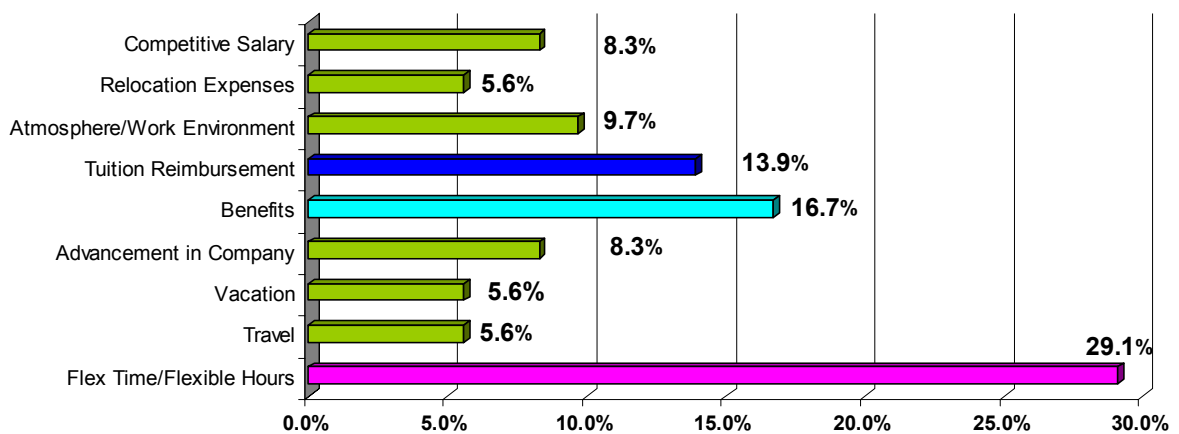


<sup>1</sup> A total of 167 surveys were collected via Survey Monkey. Complete survey results included in Appendix A.



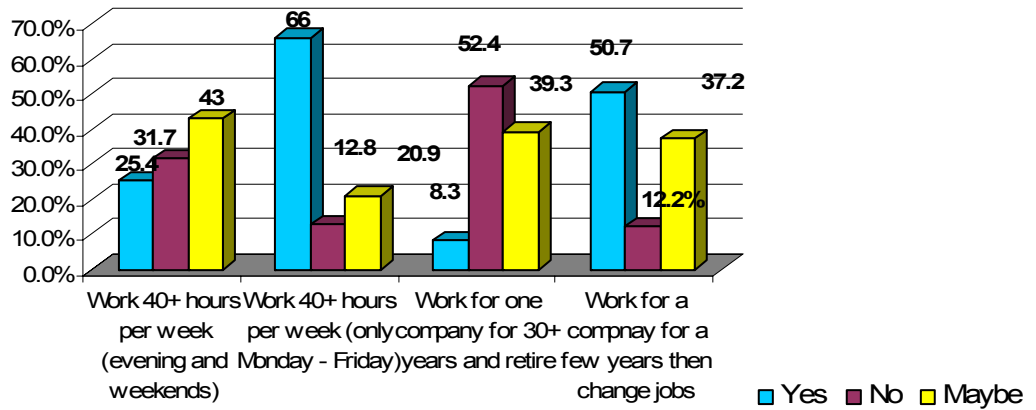
In addition, we asked specific questions regarding industry compensation. Ranking the different areas of importance, Flexible Time and Flexible Hours ranked the highest. This is indicative of the generation who favors a balanced work and home life. For example, working a 9/80 schedule or telecommuting may improve quality of life which can serve as an important incentive. The survey also found that tuition reimbursement ranked high on the list which supports the fact that the next generation values continuing education. Surprisingly, benefits outranked salary which also supports the assumption that financial compensation may not be the main career driver for the next generation.

**Figure 2: What type of compensation attracts you to an employer?**



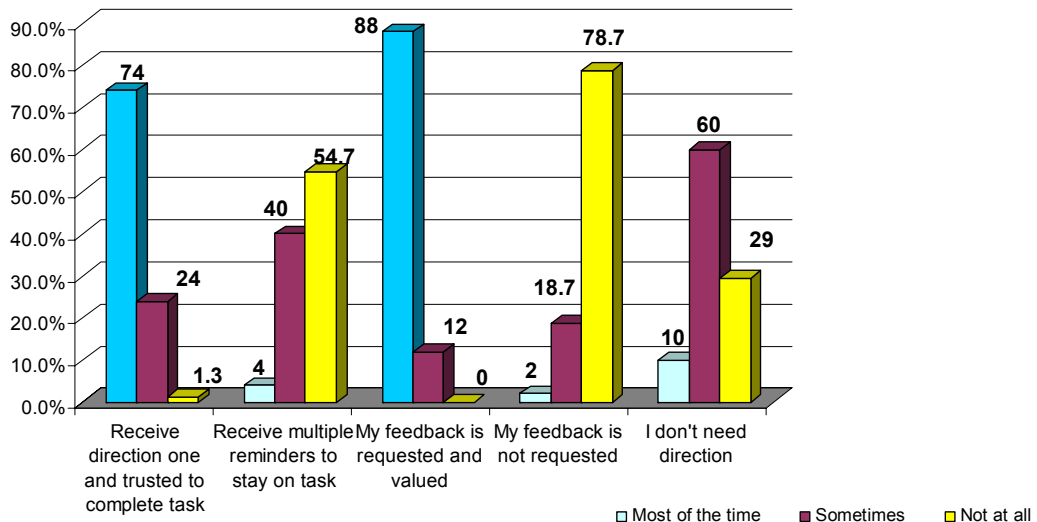
Upon entering the workforce, the next generation is expecting a 40 hour week with the availability of weekends for personal and family time. In addition, the next generation is more apt to change jobs after a few years rather than retiring from one company after 20 to 30 years of service which is the typical pattern for employees from the Baby Boomer generation.

**Figure 3: What is your expectation upon entering the workforce?**



Lastly, an important thing to highlight is the preferred management style. A majority of responders want to feel that they are valued, and that their opinion is solicited and respected. They do not thrive in an environment where their feedback is not considered. In addition, they want to be trusted once an assignment has been given. As stated earlier, once given a project, managers must trust that they will get it done; constant checking in will be counterproductive.

**Figure 4: What type of management style do you prefer?**



*“Personal Commitment must transcend agency culture.” –Terry Garcia  
Crews, Lexington Transit*

### **Chapter 3: Keeping PACE**

To assist APTA and its members with their recruiting efforts, the Leadership the Next Generation team focused on developing a number of strategies to attract young talent to careers in public transportation. Some of the strategies are adopted from recent books on this subject, while others were developed by the team. Keep in mind that the strategies we propose are recommendations—APTA and its member agencies are encouraged to pick and choose the ideas that will work best for their organization.

The strategies were categorized into four elements:

- Personal Commitment
- Access
- Communication
- Engagement

Keeping in mind that young talent moves fast, public transportation has to keep PACE to recruit and retain the next generation in a competitive market.

#### ***Personal Commitment***

One of the key findings of the interviews and research is that personal commitment is a key component to successfully attracting new talent. Personal commitment will be needed in several different ways. First, there must be a personal commitment to addressing the issue in a proactive way. Attracting young talent is not just an issue for your human resources department. Recruiting young talent is an important issue that will have a significant impact on the future of the industry and its organizations, so it deserves the commitment of every individual in a public transportation organization. Robert Prince, Jr., Vice President at DMJM Harris said, “Transit executives have historically

looked at HR as the ‘soft side’ of business, but now focusing on recruiting is the most important thing they need to do, otherwise their organizations will be doomed to failure.”

The research cooperative program between the Chicago Transit Authority (CTA) and the Massachusetts Institute of Technology is an example of a program where the personal commitment of an agency leader has improved the agency’s ability to recruit young talent. According to Fred Salvucci, Senior Lecturer and Senior Research Associate at MIT’s Center for Transportation and Logistics, the success of MIT’s research partnership with the CTA is in large part due to the former President of the CTA, Frank Kruesi. Salvucci said, “Frank Kruesi made the program work. He attended presentations and asked questions, which set an example for others in the agency. In all of the internship programs, it has been the leader at the top that has made the difference.” The CTA-MIT partnership has benefited both the agency and MIT. Salvucci said that the program helps the agency by taking the guesswork out of hiring. In turn, the paid internships help students complete their thesis and defer the cost of school.

Second, agency leaders have to make commitments to the young talent they are recruiting. Commitments could range from salary, to relatively new benefits, such as flexible working hours. Whatever the case, young talent will want commitments from agency executives. Research has shown that Generation Y has had a high level of personal support from family and friends—and they will expect the same level of support from the people they work for. When recruiting young talent, agency representatives need to be authentic and honest about what they have to offer. If there is a failure to deliver on a promise, or if agencies make jobs sound better than they actually are, young talent will recognize it immediately and look for another job. As Jane Chmielinski President and COO of DMJM Harris said, “I believe the personal commitment -- it has to be there. I think in being a leader, some of the best leaders, it’s because they are authentic.”

Peter Sheahan, a Generation Y consultant from Australia (who is a Generation Yer himself) wrote in his book, Generation Y: Thriving and Surviving with Generation Y at Work, that his research has shown that Generation Y needs meaning -- they want to do

something that has a bigger purpose and one that they believe in. He also states that managers need to be a model for performance: “Demonstrate versus tell. Do versus say.”

As industry and agency leaders continue to recruit young talent, they should continue to demonstrate their continuing personal commitment by making the goal of attracting young talent part of their organizational mission statements—and then living the mission statement. This will show recent and future recruits that they are a vital component to the success of the organization. It also shows that recruiting young talent is not only important to executives, but to their employees as well. Adding the goal of attracting young talent to mission statements will make young talent want to work for your organization.

The Metropolitan Transportation Authority’s executive director, Elliot G. Sander said “To me, when you are trying to affect organizational change, when you are trying to advance the performance of transportation organizations or any organizations, it is critical, most of all, that you have these values. To me these values are creating and running organizations that have integrity, that have trust, and that value the individual. In that context, I think if you demonstrate that your organization places a premium on developing the individual, respecting the individual; that we care about realizing their talent, the organization will be that much more effective through the recognition of the talent of the individual and then emphasizing team play, because it’s all about team play in our organization. There is not question in my mind, there is not question in my experience, that when you do those things, that the individuals will die for you and the organization will perform really well. That is what we are trying very hard to do at the MTA.”

***“Marketing strategies are needed to attract young talent around pay, life style issues and the relevance of what we are doing.” –John Catoe, WMATA***

## **Chapter 4: Access**

When you look at the generational differences between Generation X and Generation Y as explained in Chapter 1, there is one strong area of commonality--the understanding and utilization of technology. Advances in technology over the past decade have created an array of choices available with just a mouse click or the press of a keystroke. Having grown up in this environment, professionals from Generation X and Y are very comfortable using various media devices to obtain information and communicate. They are the interactive generation – thriving on immediate feedback and real time communication and information exchange.

The United States Bureau of Labor Statistics indicates about 10 million young workers will be joining the workforce in the next five years, however this number is still not enough to replace the rate of people retiring, especially from public service careers.

As an industry, we must still find ways to access and attract high quality candidates to careers in transportation. To attract the next generations, the transit industry must become more creative and conversant with the tools that Generation X and Y are using. We must tap into technology and the way they use technology as a communication tool to draw them into the transit arena. There are four primary tools that will be discussed in this chapter: websites, blogs, podcasting, and social networking sites, as well as an evaluation of the tools that we currently use that can be redefined.

This generation forms first impressions quickly and they are generally seeking instantaneous feedback. In the blink of an eye, they have either clicked to gather more information or clicked to move to another site. To attract the interest of Gen X and Yers and to encourage them to look at the transportation industry for possible career options, transit websites must begin adopting interactivity, blog, podcast, and video streaming

features. Sixty transit websites of small, medium, and large transit agencies from different geographical regions and modes of transportation were reviewed. Some of the findings were universal. One hundred percent of the transit websites have timetables and schedules, and 60% offer online applications. But ninety-five percent (95%) of these sites lacked personalization. Many of the sites were packed with information but navigating the site was challenging and certainly not appealing to someone looking for quick access to the facts.

The next generation is looking for websites that are upbeat, fresh, and appealing. They want to see themselves within the company from which they are seeking employment. They want to interact with young professionals explaining what it is like to work a day in that agency.

Some of these best practices can be seen on websites such as Google.com, which features interactive interviews with current employees enjoying the perks and bonuses of working for that company. Thus, corporations are revamping their recruiting features of their websites to appeal to this tech-savvy group. Companies like Deutsche Bank and PriceWaterhouseCooper have created and implemented web programs to attract, interact with, and recruit this next generation. Deutsche Bank's website has a section in which a visitor can "Meet Our People." The site also uses interactive videos of employees speaking on their work experience within the company as highlights on its "Let's Talk", and "Profile World" page. PriceWaterhouseCooper uses similar tools -- interactive videos showcasing individuals from different business units, that not only discuss their business experience but also highlight personal passions such as bicycling and rock climbing to present a theme of work-life balance.

In addition, blogs (weblogs) and podcasts are potentially powerful tools that will enable transit agencies to market to and engage Gen X and Y and show what we do best, which will also make us competitive with the private sector in attracting top notch candidates.

Generation Y is very interactive with online dialog as evidenced by the staggering growth in the number of blog writers and readers. Technorati, a blog search engine, reports that

there are more than 80,000 new blogs created daily, which means a new blog is created every second. Recognizing the popularity and power of this tool, many companies are incorporating text, audio, and video blogs and journals to appeal to this new workforce in ways that written text could never accomplish. They use blogs to give a behind-the-scenes view of the organization, telling employment stories, showcasing the corporate culture, and highlighting programs for specific groups. The transit industry can use these techniques to open up their websites, create various levels of communication dialogs, and cultivate an interest in transportation.

Incorporating social networking sites like MySpace and FaceBook to target specific dialog can also offer unique outreach opportunities. Boeing used FaceBook for an employment marketing and promotional initiative by advertising a contest to win an iPod. FaceBook users were eligible to enter the sweepstakes if they listened to a brief video about the company and took a short quiz. Boeing is also using FaceBook to stay in touch with newly hired employees.

The iPod is a revolutionary tool that has transformed how individuals listen to music and communicate, and it presents an untapped market for transit agencies to use to tell their story. A USA Today poll found that the iPod is the #1 “in” thing for college campuses. Universities are using this device as a resource for lectures, student services, and announcing campus recruitment information. Private industry has jumped on the bandwagon by using iPods to podcast short audio and video spots to prospective employees. It is an inexpensive way to meet college students using a medium that is already incorporated into their daily life. Transit agencies could download information about the newest transit trends, special announcements, as well as recruitment information onto iTunes for students to upload.

With new technologies emerging everyday, the latest internet tool is a three dimensional virtual world known as Second Life. With Second Life, avatars (virtual people) are used to represent the image of company personnel as they interact and collaborate on business projects. Private companies are using this 3D world to plan activities such as recruiting, distance learning, and staff training and they are using Second Life avatars to assist



online job seekers through the application process to create a more customized experience.

In addition to bringing new innovations to our websites to capture the attention and imagination of young talent, there are existing tools that can be revamped. Universities are using mass email systems such as institutional spam, to mass email thousands of students, at one time, about campus activities. Email messages can be sent via cell phones, personal data assistants, and other handheld devices. Companies like Raytheon now use this emailing system to send out messages to students to alert them about upcoming job fairs.

Transit agencies can use these same techniques to inform local colleges and universities about upcoming events, send out a friendly email reminder about a new podcast upload on iTunes as well as tell job seekers the dates and locations of upcoming career fairs.

The traditional career fair is another tool that can easily be redefined. Traditionally face to face career fairs have been a recruitment staple for many agencies. While they are not a thing of the past, they can be revamped by going virtual. Online fairs allow the job seeker 24 hour access to explore a variety of opportunities and to upload their resume without taking time off from work or from personal activities. What a perfect fit for the Next Generation, especially Generation Y'ers who thrive on flexibility. No more pulling out the navy business suit and standing in line to hand out resumes.

The ability to bring the Next Generation into the transit community by successfully using technology advances is great. However, in many instances good old fashioned word of mouth is still the best tool and APTA is a resource that can play an important role in this process. As a professional association APTA has over a thousand members but not one student member. What a better way to foster and develop a new generation of transit professionals by bringing them directly into our transit community. APTA can offer direct contact with Transit CEO's, Assistant General Managers, Directors, Managers, and Operators.

The transit industry's personal commitment to access and educate this next generation can also be achieved by hosting student sessions and job fairs at the Annual Meeting. These events would provide an excellent venue to acquire knowledge, exchange ideas, mingle with transit officials, develop mentor relationships, increase transit awareness and afford the students an opportunity to meet and exchange ideas and information with other students. APTA's recorded sessions could be downloaded to iTunes and offered as an educational tool to many universities.

In short, how can we tell the transit story, get our message out about the variety of career opportunities within the industry and recruit this Next Generation? By embracing their new technology tools, redefining the tools we currently use, and bringing them into our arena.

***“The diversity of [Generation X and Y] is the strongest part. They bring different perspectives into decision making.” – Fred Gilliam, Capital Metro***

## Chapter 5: Communication and Engagement

Effective communication is an essential component of any organization’s success. To effectively reach Generations X and Y, it is imperative to learn how they communicate. The internet is, of course, an obvious place to start.

You must have a presence on the internet and in publications Generation X and Y read, like student newspapers and career magazines. Having a presence on the internet doesn’t just mean putting job announcements on your own web site. It means having a presence on sites where Generation Y goes online (e.g. Myspace, Facebook, etc.). In addition, start an “edgy” print and internet campaign. Make the ads interesting and fun. Keep in mind however that what may be interesting and funny to you may not be interesting and funny to them.

Research has shown that Generation Y are civic minded, globally aware, well educated, and diverse. The public transportation industry can provide opportunities to impact the two global issues Generation Y cares about the most— the environment and technology. It is important to play up these issues up when communicating with Generation Y.

A report by the Merit Systems Protection Board (MSPB) reviewed federal vacancy job announcements. In a random sample of announcements, they found that most agencies did a poor job selling themselves to potential employees. They also found that many announcements too often were difficult to understand.

Have someone from Generation Y review and provide input into your job announcements. It is assumed that your current announcements most likely sound unexciting and bureaucratic. Although most Generation Y job seekers may not access your web site to look for a job, your web site should have an online job application system. However a person ultimately finds out about your job openings (e.g. jobdango,

monster jobs, etc.), once they are directed to your web site it is important that the application process is user-friendly and can be completed online. It is also important to get back to a person with an e-mail, text message or phone call after they apply. Remember, Generation Y's world is instant communication.

Another way to communicate with Generation Y is through your corporate branding. By corporate branding, this means the image, ideas, or values that set your organization apart from all others. Get an idea for how your organization is perceived and work to change the perception if necessary.

Our project team conducted interviews with both public and private sector individuals to learn what they are doing to attract young talent. Linda Lioe, Staffing Services Specialist for Starbucks, conveyed that they are fortunate to be able to utilize their own employer brand campaign called "Love What You Do" to attract amazing people to work for them. While public transit agencies do not have the resources that Starbucks has, the industry can still capitalize on best practices Starbucks does a great job of attracting young talent by emphasizing their environmental consciousness as an organizational value. For instance, contributing positively to the community and environment is one of Starbucks guiding principles in their mission statement. They also provide flexible work schedules and health care benefits to all employees.

Instant messaging, e-mail, chat rooms and cell phone text messaging have brought on a new language customized to the immediacy of the new communication media. Text communication is now often teeming with acronyms. See if you can translate the following text message:

WB

HRU? CN U EM UR WRK NLT COB TH?

TSTB

THNQ GTR MTFBWU

Translation:

Welcome back

How are you? Can you e-mail me your work no later than close of business Thursday?

The sooner the better

Thank you. Got to run. May the force be with you.

You do not necessarily have to learn how to write text messages but you should probably learn how to read them.

In an interview with Kevin Desmond, General Manager for King County Metro in Seattle, Washington, he talked about public service, technology and the environment--all important themes needed to communicate to attract young talent.

“If you want to build a career in public service and you want to give something back to the general public, to society, this is a good place to do it. And particularly in this day and age when we talk about global warming and climate change, transit can play such an important role in that. I think these are ways we can appeal to young people who have that social consciousness.”

Having a presence on the internet, especially in places young people access, was mentioned earlier. Rather than just conduct interviews, collect data and report our findings, our project team wanted to do more. We wanted our project to have something tangible others could use. We developed ads whose purpose is to attract young people to the transit industry.

It is important to note that the ads were designed and produced by people from Generation Y – the same generation the ads are intended for, not middle aged people trying to be hip. The first set of ads have a human element (a person’s face and name), are fun and quirky with information about the person’s interests and life motto. They also have an environmental element (“save your world”) in the tag line.

This ad is tailored toward people with a college degree.

**NAME** Taron

**AGE** 26

**DEGREE** Civil Engineering

**JOB** Civil Structural Engineer

**EMPLOYER** Southeastern Pennsylvania Transportation Authority

**INTERESTS** Bowling, traveling, basketball, football, learning new things.

**LIFE MOTTO** No regrets

live your passions.

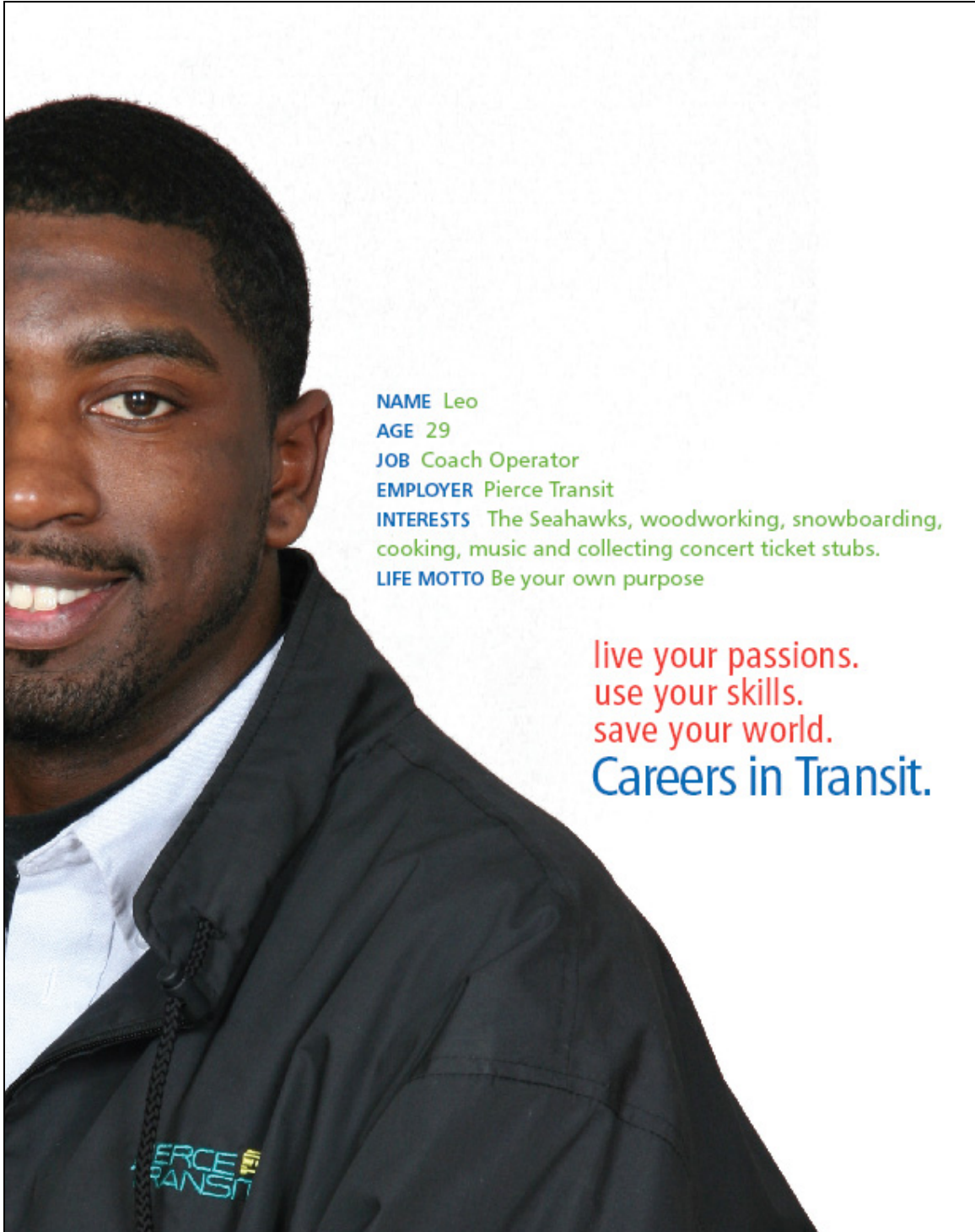
use your degree.

save your world.

Careers in Transit.



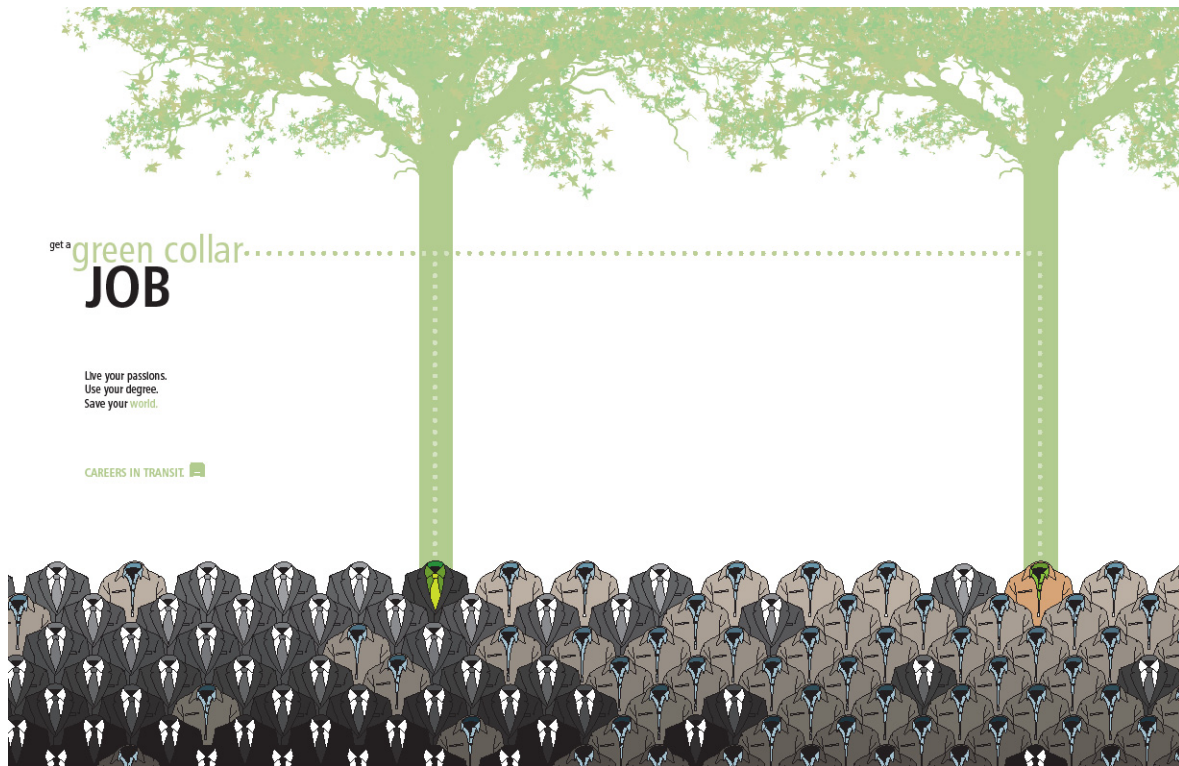
With a simple change in a word from “use your degree” to “use your skills”, the ads can easily refocus on jobs that may or may not necessitate a degree.



**NAME** Leo  
**AGE** 29  
**JOB** Coach Operator  
**EMPLOYER** Pierce Transit  
**INTERESTS** The Seahawks, woodworking, snowboarding, cooking, music and collecting concert ticket stubs.  
**LIFE MOTTO** Be your own purpose

live your passions.  
use your skills.  
save your world.  
**Careers in Transit.**

This ad plays on the green, environment and sustainability aspects of a career in transit.



Earlier, we conveyed the importance of having someone from Generation Y review your job announcements. Here's a good example of the difference between a job bulletin for a Marketing Manager at a software company (Spongecell) versus a job bulletin for a Marketing Manager at a transit agency.

### Spongecell

#### Company Overview:

We are a **fun, diverse** group of young people building some amazing web applications. The atmosphere is **relaxed, yet focused** - geared more towards **efficiency** and getting the job done rather than meetings and strict work hours. Spongecell is well funded, and provides full health and dental benefits.

#### Position Overview:

As Spongecell's Marketing Manager **you will play a lead role** in helping to develop and communicate our brand message by communicating directly with clients, coordinating sales support efforts, developing marketing and press collateral and **working with the executive team** on marketing strategy. This position is based in our New York City office.



Notice that the announcement uses words like “fun, relaxed and efficiency”. Let’s compare the Spongecell announcement with the transit agency announcement.

#### Transit Agency

##### General Responsibilities:

This person is responsible for **professional** and **managerial** work in developing and directing the programs and services of the Metro **Transit Utility Marketing** & Customer Unit. This work, under the general supervision of the Transit General Manager, involves significant responsibility for developing, directing, **coordinating**, implementing and **monitoring** area-wide transit system marketing and customer services activities; and **servicing** as member of Metro's Senior Management Team.

The words fun, relaxed and efficient are nowhere to be found. However the job is professional and managerial. The job involves coordinating, monitoring and servicing – plus a lot of other words that end in “ing”. However it is missing one – boring.

***“The old work ethic was to expect loyalty only from the employee. Now it’s a two-way street.” –Cal Marsella, Denver RTD***

## **Conclusion**

Based on the interviews, research and information collected through this project, it is clear that the public transportation workforce is undergoing a huge demographic shift. With these changes, come the opportunities to reinvigorate the agency with new perspectives on the importance of careers in public transportation. The emerging workforce brings new attitudes about civic engagement, a commitment to the environment and a comfort level with technology that mirrors the expectation of our ridership of the future. The industry is poised to leverage this opportunity by creating organizational cultures that offer the kinds of incentives that the emerging workforce will be expecting. Quality of life benefits such as flexible schedules and educational opportunities can be great tools used in an overall strategy to attract and retain the public transportation workforce of the future. It is no longer the norm that an employee will stay 20 years with the same agency, so as an industry we must adapt to this changing reality. By offering a personal commitment to recruit a talented workforce that transcends agency culture, we demonstrate that workforce development is no longer simply a human resources function. By actively accessing young talent where they are at, we can utilize technology to show what the industry has to offer. In addition, we must communicate and “brand” the benefits of the industry such as working to achieve sustainability and implementing new technology to meet this demand. We must also engage this new workforce by facilitating opportunities for mentoring, demonstrating that we value their work performance and adapting our environments when necessary.

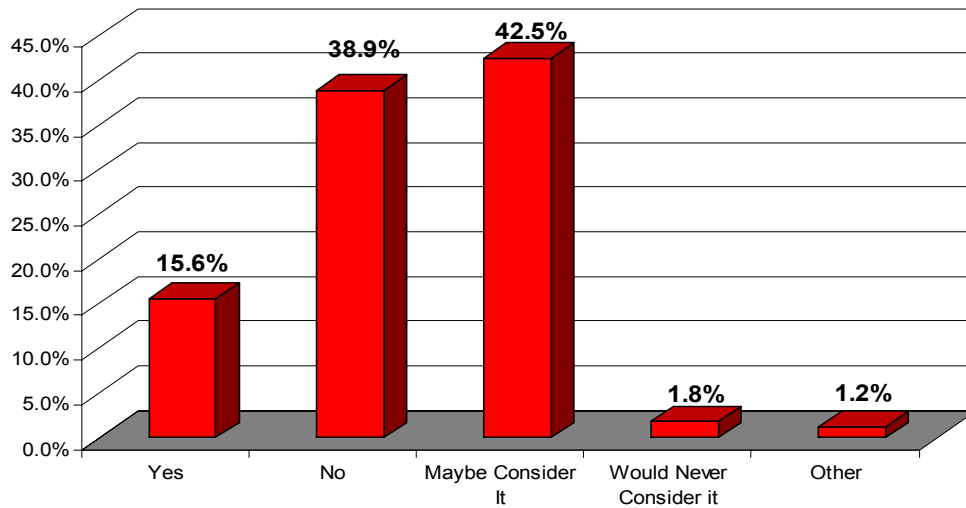
There are many agencies, public transportation professionals, and affiliate organizations such as COMTO and APTA, that recognize a need for this next level of engagement. Pulling from these best practices, we can learn as an industry how to work together to effectively compete for this new workforce.

## Appendix A: Survey Data

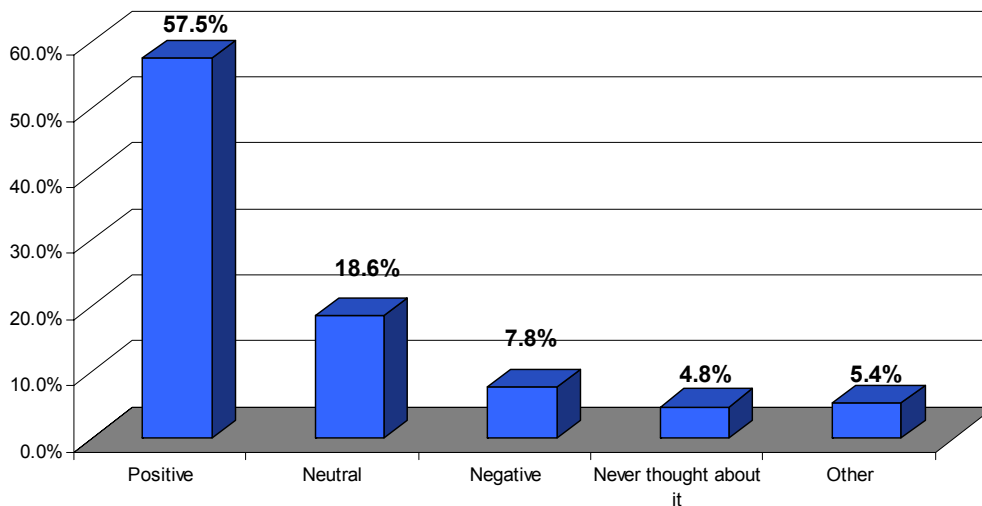
### Survey Data Collection\*

*(Survey conducted using Survey Monkey online Survey services between February and April 2007. A total of 167 participants answered the survey and some did not answer ALL questions.)*

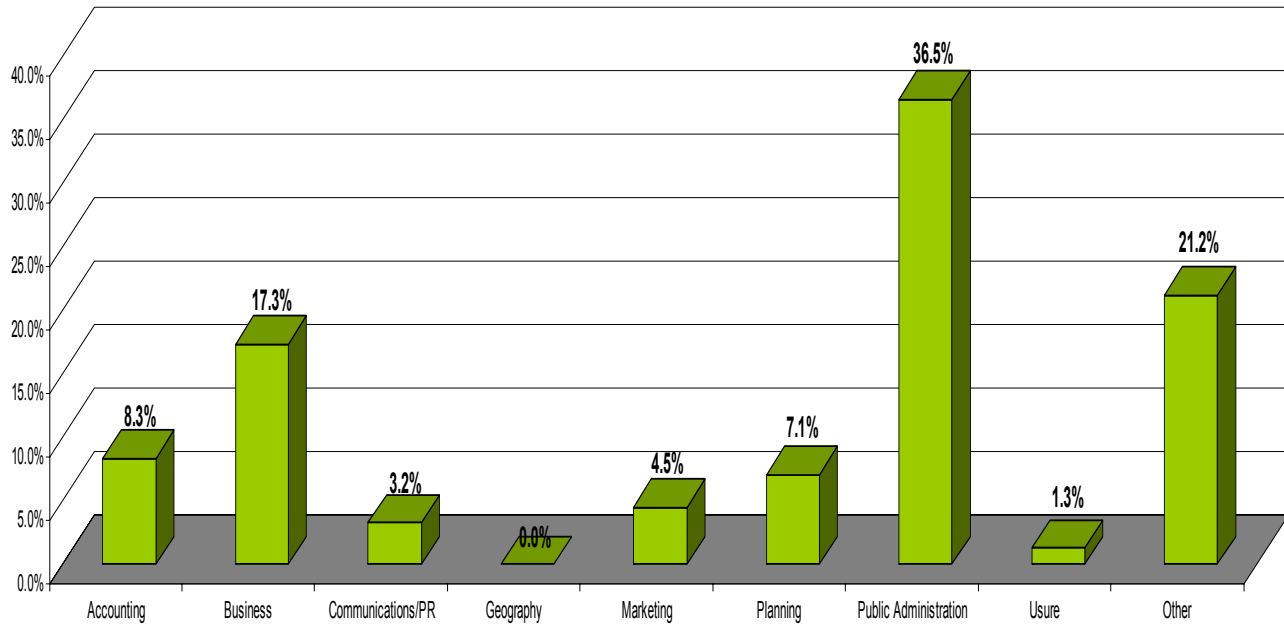
Is a Career in Public Transportation for Me?



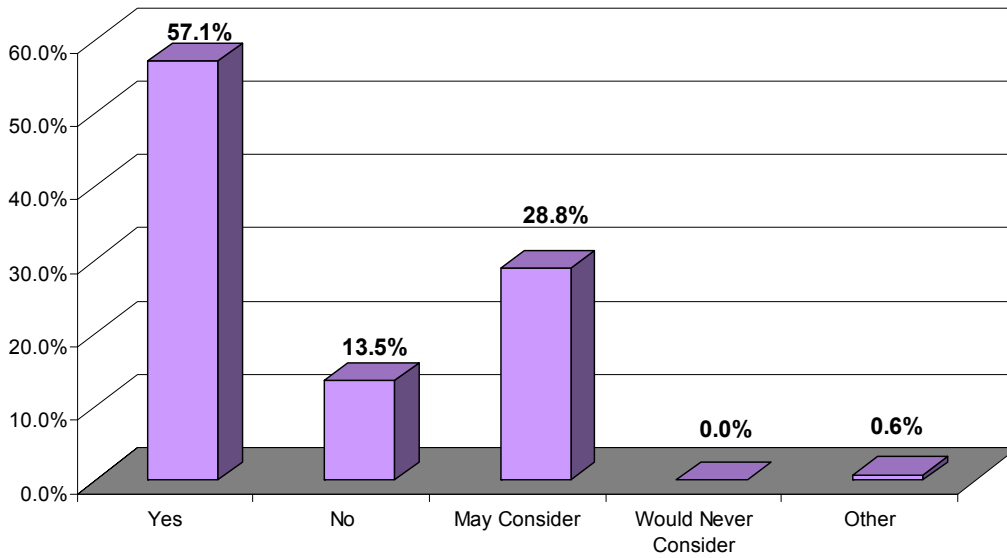
Tell us your perception of using Public Transportation



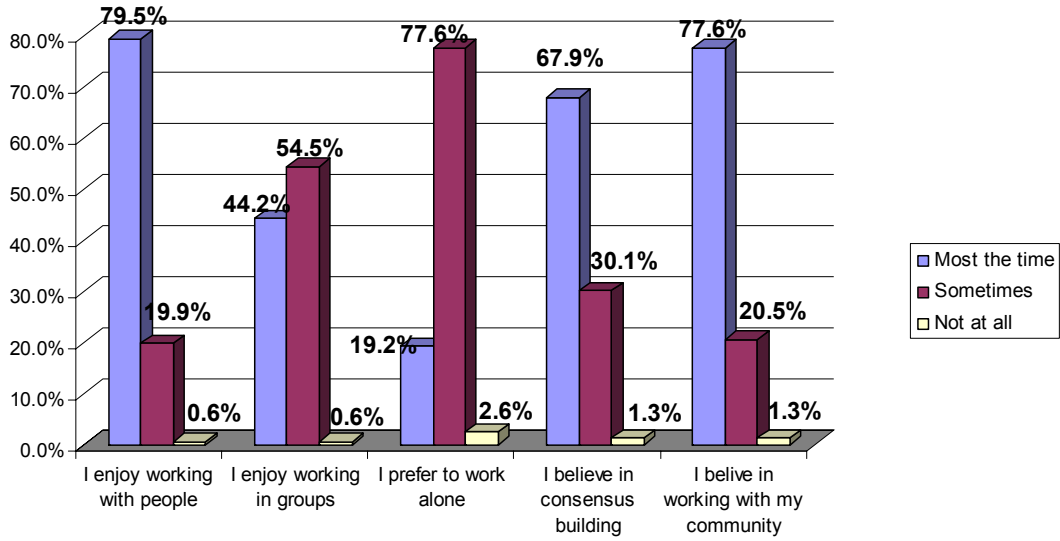
What is your major or what would you like to major in?



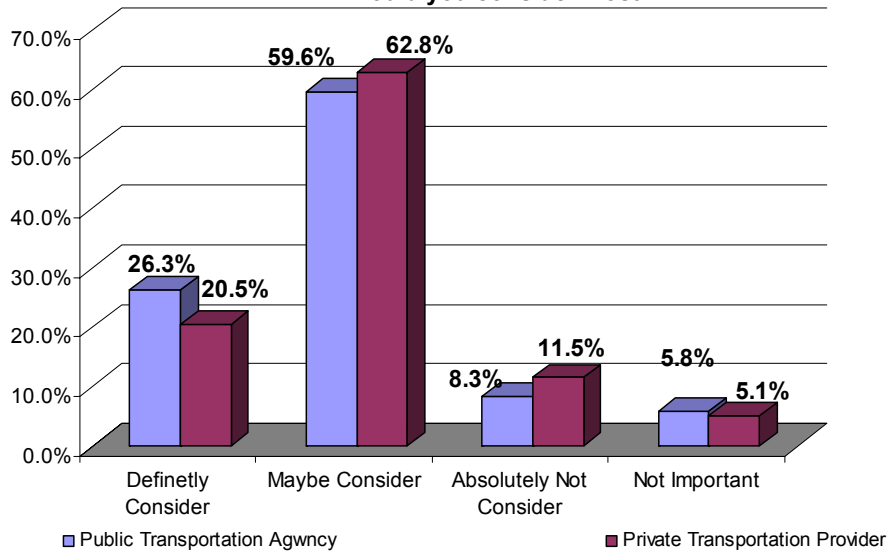
Are you willing to relocate upon graduation?



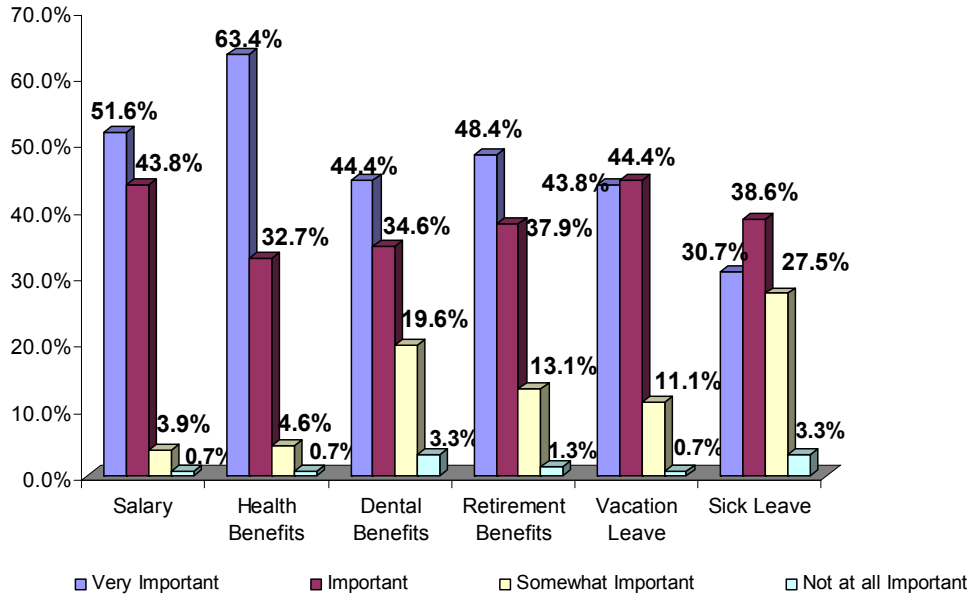
**Do you enjoy working with the public?**



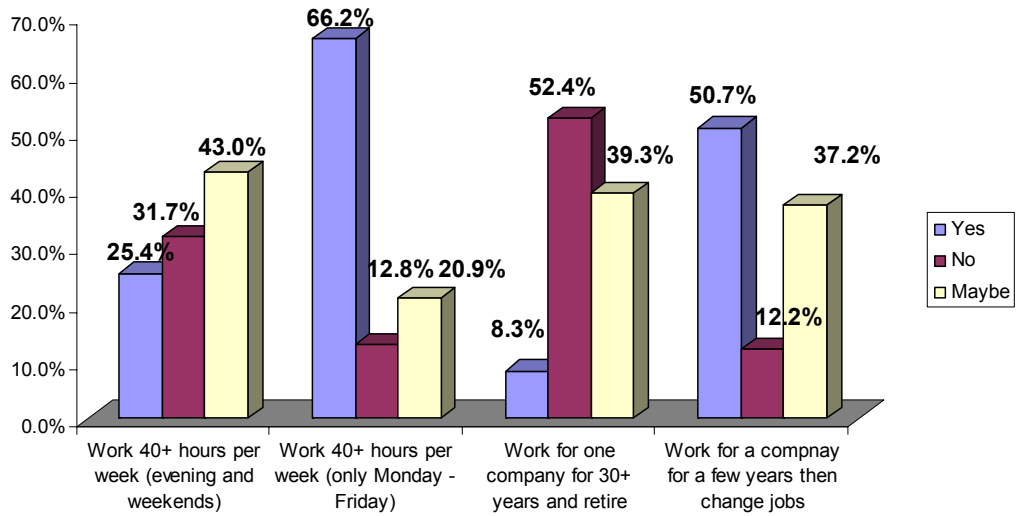
**Working in public transportation has both public and private sectors, which would you consider most?**



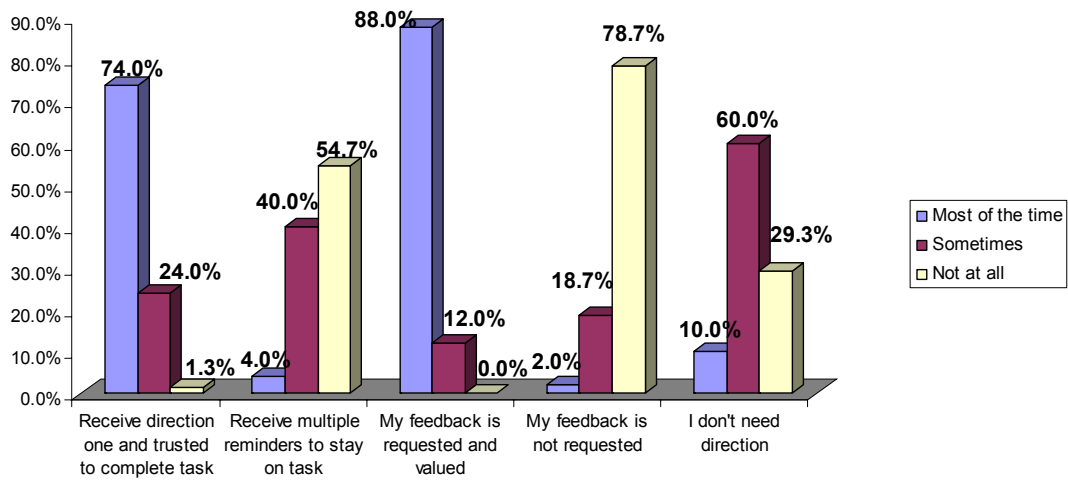
**Compensation, how important are the following items?**



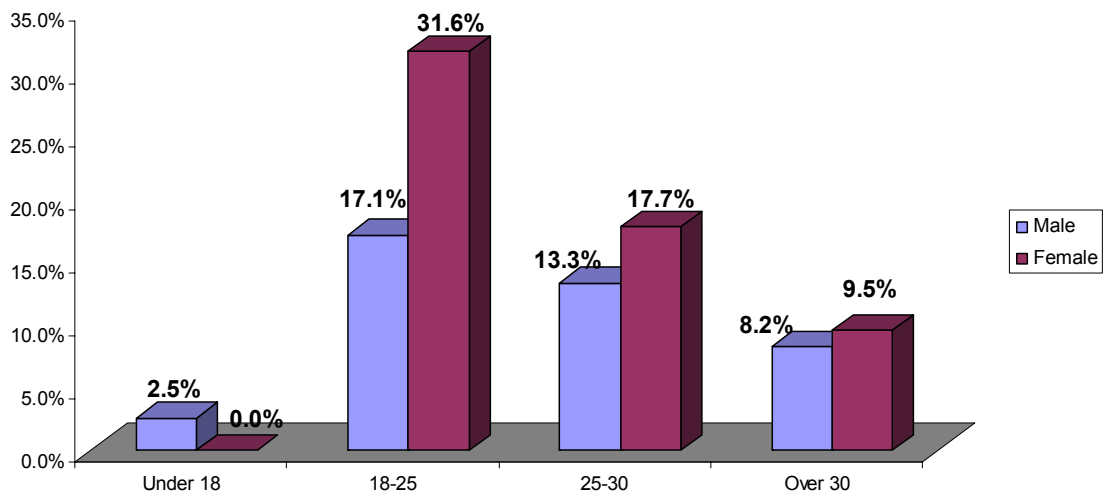
**What is your expectation upon entering the workforce?**



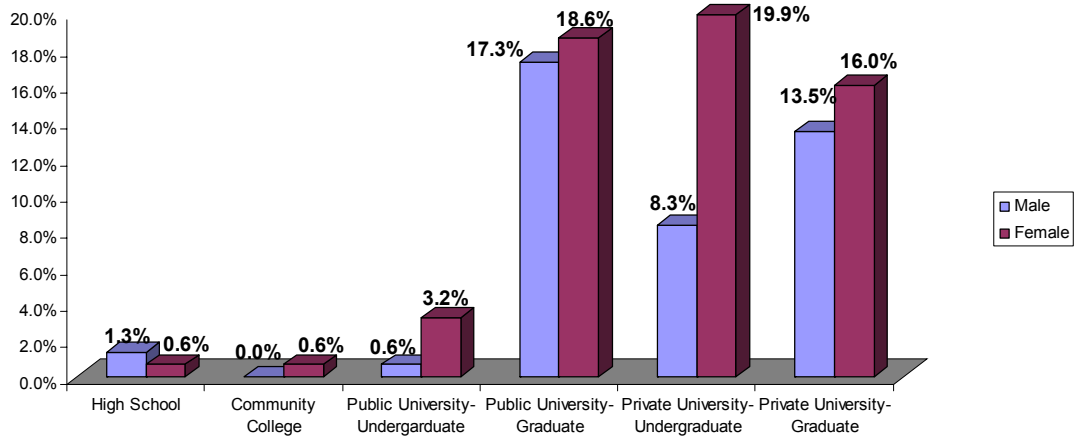
### What type of management style do you prefer?



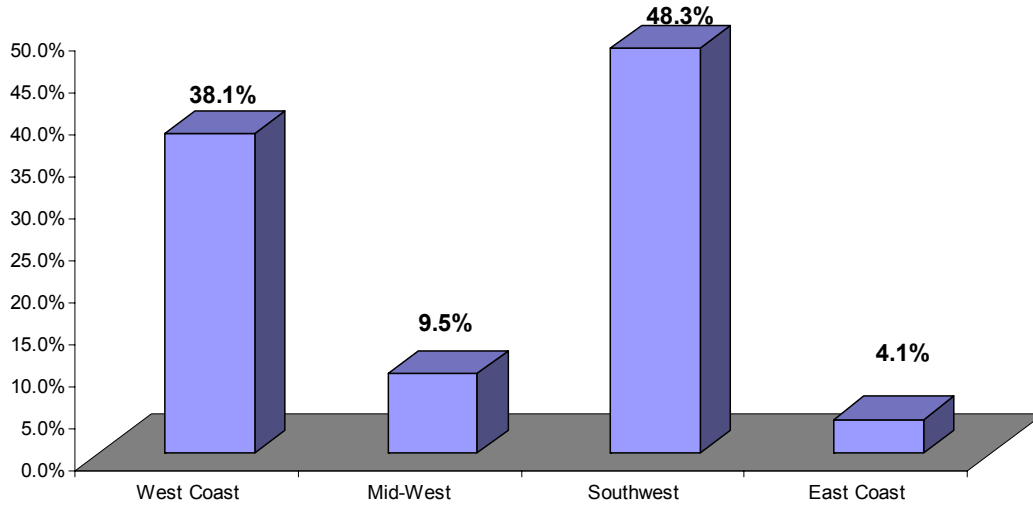
### Demographic Information



**Most Current Educational Institution**



**What U.S. Region do you reside**





## Appendix B: Persons Interviewed

Person Interviewed	Position	Agency
Bill Mooney Sr.	Chief Operating Officer	Chicago Transit Authority
Bob Takagi	General Manager	Chicago Transit Authority
Patti Hoyle-Heavens	General Manager	Chicago Transit Authority
Ron Tober	CEO	Charlotte Area Transit*
Michael Townes	President/CEO	Hampton Roads Transit
Fred Gilliam	President/CEO	Capital Metro Transportation
Joyce Olsen	CEO	Snohomish County Public Transportation
Faye Moore	General Manager	Southeastern Pennsylvania Transportation Authority
Clarence Marsella	CEO	Denver RTD
Jane Chmilenski	President/COO	DMJM Harris
Doran Barnes	President	Foothill Transit
Lee Sander	Executive Director	NY MTA
John Catoe	General Manager	WMATA
Julie Cunningham	CEO	Conference of Minority Transportation Officials
Kevin Desmond	CEO	King County Metro
Gary Thomas	President/CEO	Dallas Area Rapid Transit
Robert Prince	Vice President	DMJM Harris
Fred Salvucci	Senior Lecturer and Senior Researcher	Massachusetts Institute of Technology
Hugh Mose	CEO	Centre Area Transportation Authority*
William Volk	CEO	Champaign-Urbana Mass Transit District
Stephanie Negriff	CEO	Santa Monica Big Blue Bus
Michael Scanlon	CEO	San Mateo County Transit District
Susan Van Buren	Assistant General Manager	Southeastern Pennsylvania Transportation Authority
Sherrie Fisher	General Manager	Santa Barbara Metro Transit
Anita Gulotta-Connelly	Managing Director	Milwaukee County Transit
Donna Kelsay	CEO	San Joaquin Regional Transit District
Teri Garcia Crews	CEO	Lexington Transit
Paul O'Brien	Rail Transit Service Manager	Utah Transit
Richard Sarles	Executive Director	New Jersey Transit
Joseph Giuletti	Executive Director	South Florida Regional Transportation Authority
Laura Lioe	HR Manager	Starbucks
Timothy A. Johnson	(Former) Recruiter	U.S. Air Force Reserves
Dolores Cooper	Employment Manager	Pierce Transit

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