



NTI/APTA webinar:

Insights from TCRP F-16a: Building a Sustainable Workforce in Public Transportation

**Presented by ICF International,
Dr. Candace Blair Cronin
Ms. Allison Alexander**

February 19, 2014

Presentation Roadmap

- Project team recognition
- **Part I: Executive Overview** (25 mins)
 - Purpose of Guidebook
 - Organizing Framework
 - Guidebook Content
 - Relationship of Modules
 - Highlights of Findings, Strategies
- **Interim Q & A** (5 mins)
- **Part II: Detail of Guidebook** (30 mins)
 - How to Use Guidebook
 - Module by Module
- **Q & A** (15 mins)
- **Closing Thoughts:** Future Directions, Study Participants



Recognition



ICF thanks the supportive TCRP staff, namely our TCRP program manager, for your guidance and input throughout the project.

■ TCRP Staff

- **Mr. Christopher W. Jenks**, *Director, Cooperative Research Programs*
- **Mr. Crawford F. Jencks**, *Deputy Director, Cooperative Research Programs*
- **Ms. Gwen Chisholm Smith, Esq.**, *Senior Program Officer*
- **Ms. Megha Khadka**, *Senior Program Assistant*
- **Ms. Eileen P. Delaney**, *Director of Publications*
- **Mr. Doug English**, *Editor*

Our TCRP F-16a project panel also contributed to this project's success by providing us with appropriate challenge and excellent insights for refinement of the project deliverables.

■ F-16a Project Panel

- Chair: Mr. Doran J. Barnes

Recognition



Mr. Arthur Barnes

General Manager
Winston-Salem Transit Authority

Ms. Lori O. Gale

CEO
FastLane Hires

Dr. Jill A. Hough

Director, Small Urban &
Rural Transit Center
North Dakota State University

Ms. Angela Iannuzziello, P.E.

Vice President,
AECOM, Markham, ON
(formerly with Genivar Consultants)

Mr. Edward L. Johnson

Chief Administrative Officer, MARTA
(formerly with LYNX,
Central Florida Regional
Transportation Authority)

Ms. Carol S. Taylor

Senior Associate
Discover Financial Services

Mr. Andrew J. Johnson

General Manager
Bloomington-Normal Public Transit System

Ms. Jeanne Krieg

Chief Executive Officer
Eastern Contra Costa Transit Authority

FTA Liaison

Ms. Susan Camarena

Chief Knowledge Officer

Ms. Betty F. Jackson

Workforce Development Program Manager

Mr. Jarrett W. Stoltzfus

Transportation Program Specialist

USDOT RITA Liaison

Ms. Lydia E. Mercado

University Programs Specialist

APTA Liaison

Ms. Pamela Boswell

Vice President-Program Management and
Educational Services

COMTO Liaison

Ms. Julie Cunningham

President/CEO
Conference of Minority Transportation
Officials

CTAA Liaison

Mr. Christopher Zeilinger

Director, National Resource Center for
Human Service Transportation Coordination

Other Liaisons

Mr. Robert Romaine

International Representative
Transport Workers Union of America

Mr. Jeffrey M. Rosenberg

Legislative Counsel
Amalgamated Transit Union

Ms. Donna Smith

Training Manager
Easter Seals Project ACTION

TRB Liaison

Mr. Mark R. Norman

Director, Technical Activities (Div. A)

Recognition



■ ICF/BCG Team

- Principal Investigator: Dr. Candace Blair Cronin, ICF International
- Project Partner: BCG Transportation Group
 - *Established in 1993*
 - *Long history conducting Safety & Security Compliance assessments and training; staff have internal transit experience (example clients: CTAA; FTA; NRTAP; NTI)*
 - *F-16a team members: Jim Caton, Ream Lazaro, & Valerie Lazaro*
- Additional ICF team members:
 - *Brian Cronin, Ph.D.*
 - *Allison (Cook) Alexander, M.S.*
 - *Christopher Riches*
 - *Jennifer Stern*

ICF International “ICFI”



- Proud history: Started by WWII Tuskegee Airmen
- Over 40 years of experience—founded in 1969
- End-to-end management, technology, training, and policy consulting services—advise, implement, improve
- Diverse client base
 - 73% Government; 27% U.S. commercial
- More than 4,500 employees
- Global presence with more than 50 offices, headquartered in Washington, D.C. metro area
- **ICF’s Center for Workforce Research & Performance (CWRP)**
 - 60+ staff with advanced degrees in Industrial/Organizational psychology, Instructional design, and related management & social science fields.



PROJECT TEAM (TCRP F-16A)

ICF's CWRP Service Areas



Part I: Executive Overview

Overarching Goal of Project:

Help transit leaders build a sustainable workforce using progressive HR strategies and practices that include attracting non-traditional candidates.

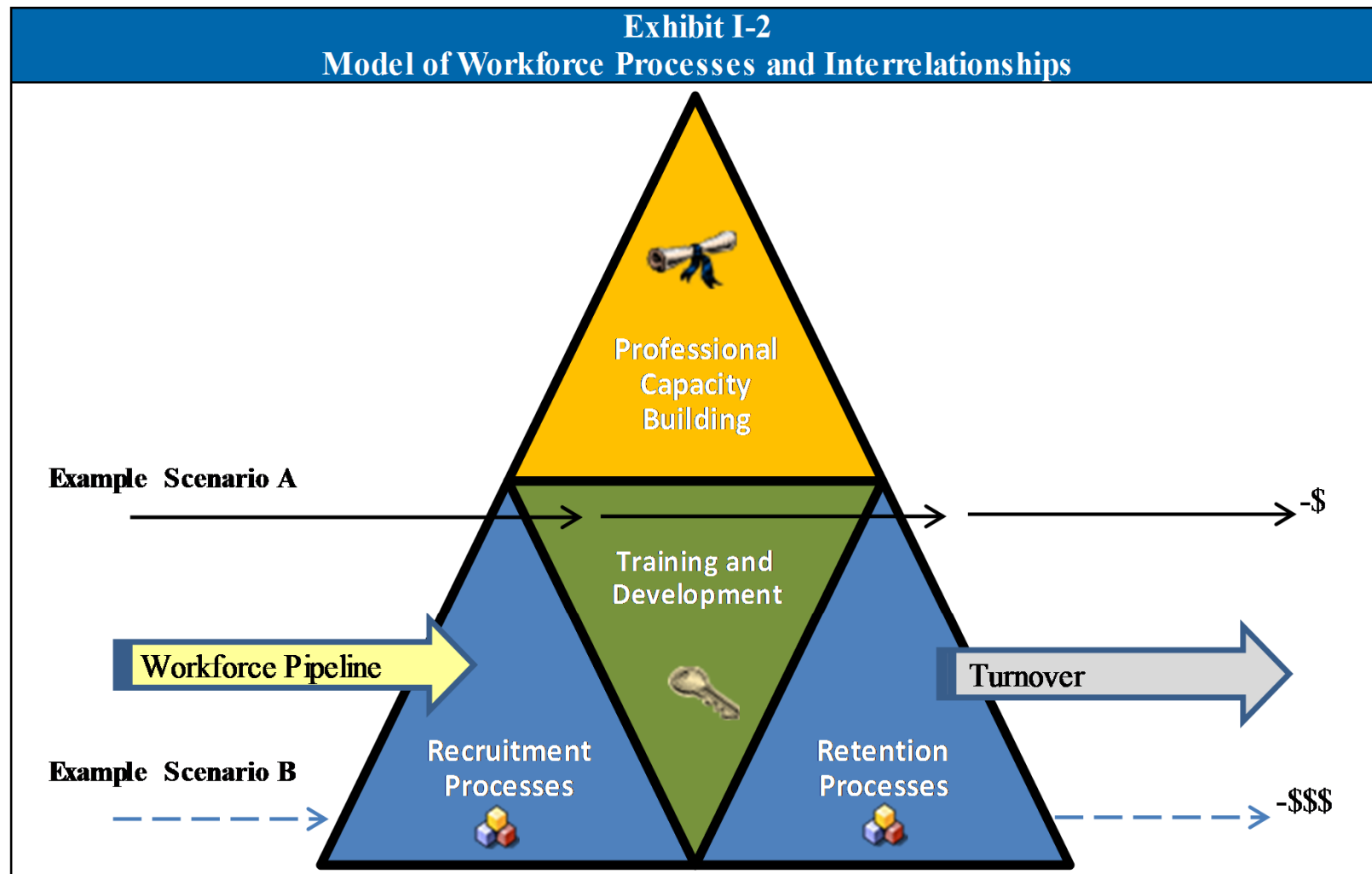
Purpose for Guidebook



- **What is a sustainable workforce? A workforce that...**
 - performs effectively and continues to grow/improve
 - quickly adapts to fill knowledge and skill gaps from outflow (retirement)
 - values and renews itself through effective training and development
 - remains engaged, committed to the organization
- **How do we achieve this?**
 - Use integrated HR approach
 - HR lifecycle
 - *Schneider's ASA Model*
 - *Hackman & Oldham's JCT*
- **Why does it matter?**
 - *Employer of Choice* gets & keeps best talent
 - Grow our business- client perception
 - Save \$



Organizing Framework



Guidebook Contents

(Module 1- Workforce Strategies)

- ***Workforce development* questions answered:**

How can I start attracting better candidates in the shortest amount of time?

How can I reach a new generation of technology savvy applicants?

How can I prepare future leaders for the challenges of the next decade?

How can I minimize employee losses to other industries with better wages?

How can I prevent critical knowledge loss due to impending retirements or layoffs?

Guidebook Contents (Module 2- Metrics)

- **Impact (metrics) questions answered:**

How can I account for the effect of recruitment on employee turnover?

How can I weigh the importance of cost, time, and program longevity?

Are existing training programs providing a sufficient boost to effectiveness?

Which strategies are most effective at preparing employees for leadership roles?

Guidebook Contents

(Module 3- Image Management)

- **Image questions answered:**

What are the current perceptions of the industry that affect the workforce?

How can I leverage the green aspect of transit to attract applicants?

How can I measure the potential impact of various image management strategies?

How can I improve our image to appeal to a younger generation of employees?

What changes can we make in the workplace to improve our image?

Guidebook Contents

(Module 4- Benchmarking)

- ***Benchmarking* questions answered:**

Is benchmarking going to be worth the time and effort required?

How can I identify an appropriate peer to benchmark against?

How can I make sure the partnership and data collection go smoothly?

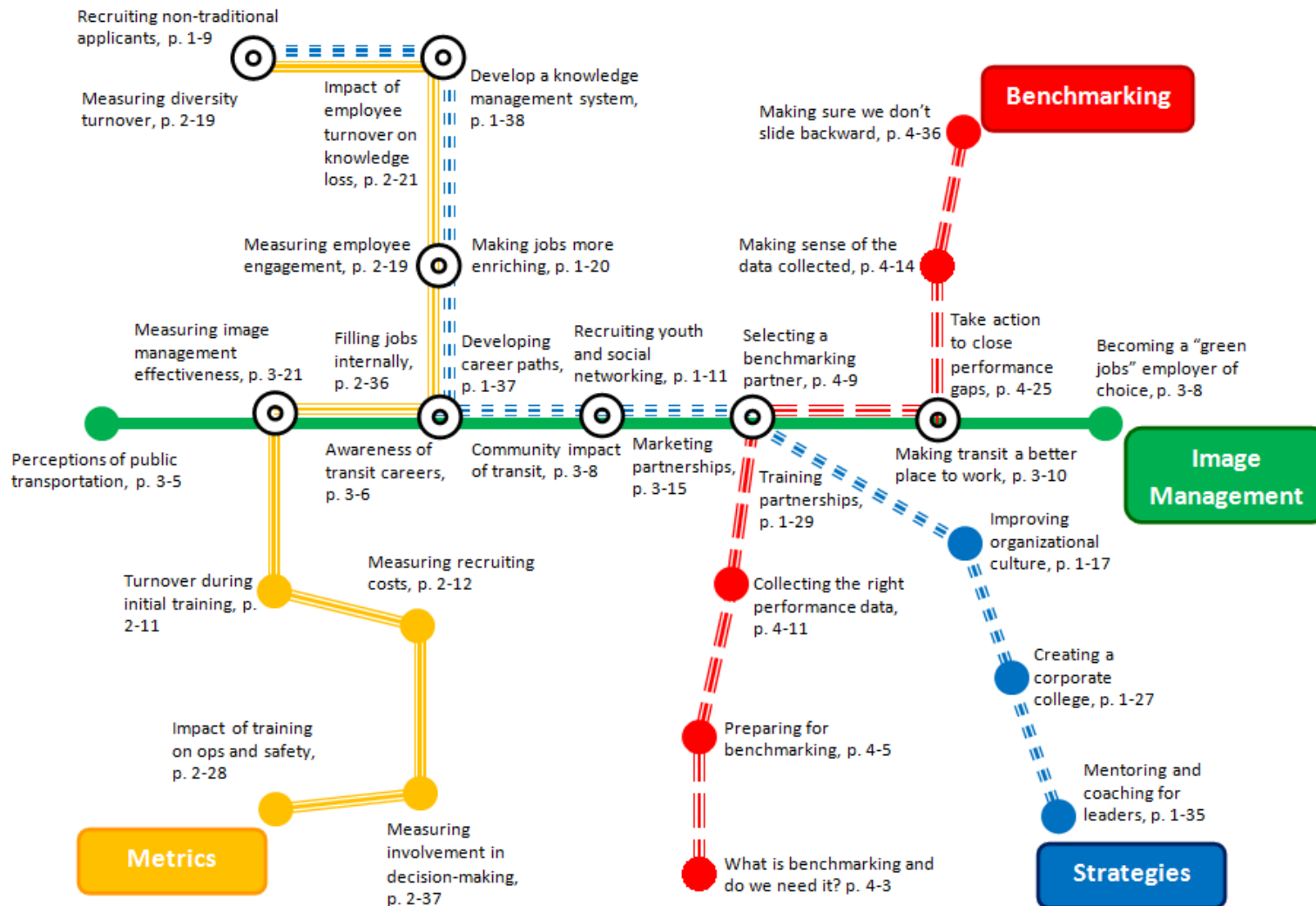
How do I know what is most relevant to measure?

How do I ensure that the results of the process are put to good use?

Relationship of Modules



Route Map for a Sustainable Workforce



Highlights of Strategies, Findings

Measuring employee
engagement, p. 2-19



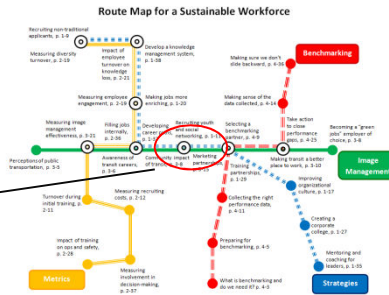
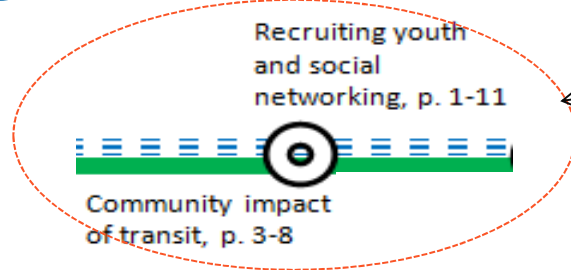
Making jobs more
enriching, p. 1-20




- **(M1) Review strategy:** Retention #10 (Job enrichment)
 - Include task variety, responsibility, autonomy, feedback
- **Outline key elements of practice(s)**
 - *Experience-based:* 1 yr= mentor; 2 yrs= job rotation
 - *Performance-based:* After 30 repairs, can help in new hiring training
- **Read success stories**
 - *Minnesota DOT-* combined 3 trans specialist series, flexible decisions
 - *San Diego Transit Corp-* 26 road supervisors manage transit operators
- **(M2) Use scorecard to measure impact**
 1. Decide job level - frontline or mgmt/advisory/technical
 2. Determine which metrics apply (e.g., turnover, ee engagement)
 3. Adjust scale anchors as needed
 4. Compare scores on impact for your organization



Highlights of Strategies, Findings



- **(M1) Review strategy:** Recruitment #8 (Social networking), #9 (Student curriculum)
 - Make jobs enriching via task variety, responsibility, autonomy, feedback
- **Outline key elements of practice(s)**
 - Consider how to reach target audience (e.g., type of media)
 - Use “likes” on FB-visibility  ; LinkedIn
 - Use hiring websites (CareerBuilder), job crawler (e.g., Indeed.com)
- **Read success stories**
 - Match examples to your system’s needs and resources
 - Ex: South Lane Wheels uses Craigslist ; WSDOT uses YouTube
- *** (M4) Research new approaches via benchmarking (as needed)**
- **(M3) Outreach through image improvement**
 - Ex: BART Bicycle Task Force; Via’s Prius cars (community inspired)

Interim Q&A (5 mins)

Part II: Detail of Guidebook

Purpose of Guidebook Modules:

To be a “go-to” resource for transit organizations to improve their workforce sustainability and for all transit organizations to have the tools to develop, evaluate, and improve programs and strategies within their organization..

How to Use Guidebook

Step 1: Review Introduction- executive overview

■ 1.1 Read Definitions, Understand Relationships of HR Processes

Definitions of Organizational Processes	
Recruitment	Involves all aspects of bringing individuals into the public transportation organization, such as determining the desired candidate pool, seeking out appropriate candidates, promoting job vacancies, and selecting/hiring individuals into the organization.
Retention	Refers to keeping existing productive employees within the public transportation organization by reducing voluntary and involuntary (e.g., terminations) turnover.
Training and Development	Teaches the knowledge and skills required to effectively perform a specific job while orienting employees and reinforcing on an ongoing basis the mission, vision, goals, and culture of the public transportation organization.
Professional Capacity Building	Builds cross-functional knowledge and competencies across job categories to better position individuals for advancement while enhancing their understanding of the public transportation organization's "big picture" mission and strategies for carrying it out.

■ 1.2 See “Module In Practice” for realistic transit example of how module would apply

■ 1.3 Learn “How To Use” module

How can I start attracting better candidates in the shortest amount of time?

- Employee referral programs provide a network of potential applicants at minimal additional cost. Citibus succeeded by offering \$500 bonuses to employees that referred a successful hire (pg. 1-11)
- Off-the-shelf assessment tools like those used by SEPTA to assess customer service skills may be an affordable way to refine selection (pg. 1-13)

How to Use Guidebook



Step 2: Determine Your Immediate Needs

- 2.1 Download Single Module or Review All in Chronological Order
- 2.2 Review TOC for each module
- 2.3 Review Table 1 at start of each module to locate information

Strategies	Target Audience					Job Types					System Size*		Time to Implement				Page Number	
	Job Candidates	Community Members	Front-Line Staff	Professional/ Technical Staff	Supervisory/ Management Staff	Operations	Maintenance	Professional/ Technical	Administrative	Human Resources	Large or mid-sized urban	Small urban	Rural	0-3 months	3-6 months	7 months-1 year		More than 1 year
Recruitment																		
Recruit Non-Traditional Applicants	●	●				●	●	●	●	●	●	●	●	●				1-12

- 2.4 Review Highlights table for each subsection
- 2.5 Read detailed text for relevant strategies, real transit and non-transit examples
- 2.6 See abbreviated approaches in Appendix B



Retention Strategy Highlights	
<ul style="list-style-type: none"> ► Important Elements: <ul style="list-style-type: none"> Monitor and increase job satisfaction and organizational commitment Provide attractive benefits packages Adjust to demands of changing workforce Develop innovative solutions to manage cultural differences Reward strong performers Promote diverse skill development 	
<ul style="list-style-type: none"> ► Key Challenges Facing Public Transportation: <ul style="list-style-type: none"> Increasing demand on transit systems Rapidly changing workforce and job requirements Less than competitive salaries Retention of minority and non-traditional employees 	
<ul style="list-style-type: none"> ► 10 Effective Retention Strategies: <ul style="list-style-type: none"> Create dual career tracks Create advancement within positions Implement employee mentoring programs Offer alternative benefits packages Assess/improve organizational culture Implement a rewards program Improve existing work schedule Recruit/promote current employees Establish diversity goals and policies Emphasize job enrichment 	



Module by Module

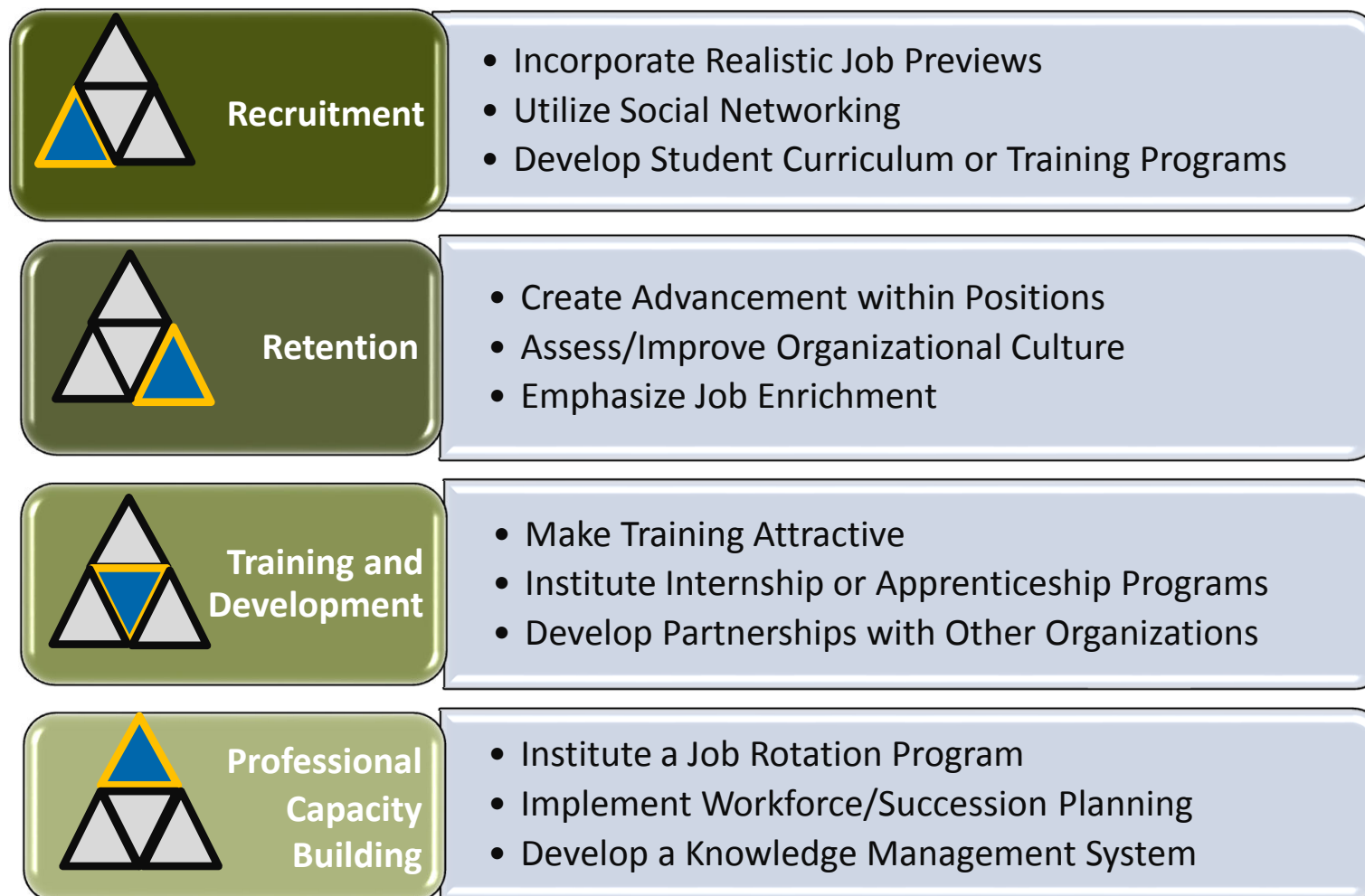


Module 1. Tailor Effective Strategies into Workforce Practices

Purpose: Improve recruitment, retention, training & development, and professional capacity building practices in transit industry

Content: 42 Workforce development strategies

Module by Module (Module 1-Strategies)



Module by Module (Module 1-Strategies)

- Example challenge: *Our community is diverse but we are not*
- Solution: See Module 1; recruit & support non-traditional applicants

1 RECRUITMENT STRATEGY 4:			
2 Recruit Non-Traditional Applicants			
3 Description	Key Implementation Steps		4 Sample Programs 5
These efforts help bring in qualified candidates and help transit brand itself as an employer that embraces diversity. Examples of less traditional applicants may include minorities, women, veterans, people with disabilities, and retirees. Outreach should highlight the ability to accommodate specific groups (e.g. flexible hours for working parents, accessibility for disabilities).	<ol style="list-style-type: none"> 1. Establish community partnerships 2. Tap into veterans' transition programs/vocational. 3. Offer training. 4. Establish mentoring programs. 		<p>Minnesota DOT Community Advisors on Recruitment and Retention Solutions (CARRS)</p> <ul style="list-style-type: none"> ▪ Transit Authority of River City, Louisville, KY ▪ San Diego Public Transit



Module by Module



Module 2. Use Metrics to Evaluate Impact of Workforce Practices

Purpose: Internally evaluate and compare workforce practices and programs prior to, during, & after implementation

**Content: 8 scorecards
(5 Practice-specific, 5 global metrics per scorecard)**

Module by Module (Module 2- Metrics)

- 8 Metrics scorecards available for:
 - Each org process
 - *Recruitment*
 - *Retention*
 - *Training & Development*
 - *Professional Capacity Building*
 - Job Type: Mgmt./professional; Front line
- Each scorecard includes
 - *5 specific metrics* - evaluate specialized aspects of the different types of strategies, unique to each org process
 - *5 global metrics*- allow for comparison across different types of strategies
- Editable scorecards are available



Features of Module 2:

1. For each metric: *What, Why,* and *How* are explained.
2. Rating anchors provide guidance in making ratings
3. Likelihood of success of the practice can be evaluated
4. Instructions are providing for adjusting scale anchors to meet individual needs (p 2-4)
5. Comparisons made *within* organization not *between*



Module by Module (Module 2- Metrics)

- Example challenge: *We have heard of successful management training strategies, but are concerned about which will work for us*
- Solution: See Module 2; use scorecard titled, “Training & Development Practices Scorecard-Management/Advisory/Administrative/Technical Positions”

Module by Module (Module 2- Metrics)



Training and Development Practices Scorecard – Management/Advisory/Administrative/Technical Positions					
Title of Practice: <i>(Enter here)</i>					
Metrics	Training and Development-Specific Rating Scales (Based on experience or projections)				Score
	0-25	26-50	51-75	76-100	
1. Post-training knowledge/skill testing	• Testing indicates less than 60% post-training effectiveness	• Testing indicates 60% up to 79% post-training effectiveness	• Testing indicates 80% up to 89% post-training effectiveness	• Testing indicates 90% or greater post-training effectiveness	
2. Employee performance post-training	• Performance decreases post-training	• Performance remains the same post-training	• Performance improved somewhat post-training	• Performance is greatly improved post-training	
3. Percent of employees rating training as job relevant	• Less than 50% rate as job relevant	• 50% up to 75% rate as job relevant	• 76% up to 90% rate as job relevant	• Greater than 90% rate as job relevant	
4. Percent of trainees satisfied with training	• Less than 50% satisfied	• 50% up to 75% satisfied	• 76% up to 90% satisfied	• Greater than 90% satisfied	
5. Recency of training materials	• Greater than 10 years old	• Greater than 5 years up to 10 years old	• 1 year up to 5 years old	• Less than 1 year old	
Subscore:					
Metrics	Global Rating Scales (Based on experience or projections)				Score
	0-25	26-50	51-75	76-100	
6. Stakeholder Buy-In	• Stakeholders unaware of program	• Stakeholders know of program but have a lot of questions	• Stakeholders understand program and only have few questions	• Stakeholders already onboard	
7. Time to implement	• Over 1 year	• Over 6 months up to 1 year	• 3 up to 6 months	• Less than 3 months	
8. Cost to implement	• More than budget target	• Right at budget target	• Slightly under budget target	• Significantly under budget target	
9. Full Return on investment	• Over 1 year	• Over 6 months up to 1 year	• 3 up to 6 months	• Less than 3 months	
10. Sustainability	• One time program	• Program information must be continually updated to remain current	• Program can be updated annually and reused	• Program can be continually used with minimal maintenance	
Subscore:					



Module by Module

Module 3. Improve Image Management to Become an "Employer of Choice"



Purpose: Improve public perception of the industry with a particular focus on local, community level receptiveness to transit organizations

Content: 5 Q & A and image management approaches

Module by Module (Module 3- Image)

- 7 key challenges for transit agencies and how to deal with them
- 5 opportunities to leverage for success
- Examples of effective practices used in other agencies
- Key questions to ask
- Helpful image management strategies, Web links, and visual examples

Key Transit Leader Question

- *Do potential applicants know about white-collar career opportunities within your agency?*



Image Management Strategy 1: Consider the unique attributes of your local system and then feature these components in advertisements, website(s), and other communications channels.

Module by Module (Module 3- Image)

Strategic Question 1: Does your agency understand and manage its “brand?”

Key Image Management Dimension	Top Performing Company in 2012 Harris Poll	Sample Transit Strategies to Influence Stakeholder Attitudes Related to this Dimension
Social responsibility	Whole Foods	<ul style="list-style-type: none"> Promote transit’s environmental and community benefits, such as less congestion on highways, improved air quality, and less reliance on petroleum.
Emotional appeal	Amazon.com	<ul style="list-style-type: none"> Associate transit with connecting people to exciting activities, such as sporting events, restaurants, entertainment, and museums.
Financial performance	Apple	<ul style="list-style-type: none"> Highlight the economic impact of well-run public transportation for local businesses and the cost savings for individual riders.

Module by Module (Module 3- Image)

- Example challenge: *We do not know how to dispel negative ideas that the community has about our agency*
- Solution: See Module 3; work with partners to improve organizational image

Strategic Question 4: Does your agency work with partner organizations to multiply its message?

Image Management Strategy 4: Create meaningful transit partnerships with local and national organizations that will help promote your transit organization to your desired candidate pool (for example, if your agency strives to increase its diversity, partnering with minority-based membership associations may prove to be an effective avenue for promoting opportunities).



Module by Module



Module 4. Engage in Continuous Improvement via Benchmarking

Purpose: Outline a comprehensive, systematic approach to benchmarking in order to achieve replicable results

Content: 5 benchmarking phases, 2-3 tools per phase

Module by Module (Module 4- Benchmarking)

- Process maps and tools are provided for each phase of the benchmarking process

Planning: Initial preparations for beginning a benchmarking study

Analysis: Initiating data collection and assessing findings

Integration: Establishing targets for organizational transformation

Action: Acquiring necessary resources and implementing practices

Maturity: Practices are fully institutionalized

Module by Module (Module 4 - Benchmarking)

- Example challenge: *We see that other companies are successfully recruiting employees and we want to know what is working for them & who to study*
- Solution: See Module 4; follow process and use Partner Selection Tool

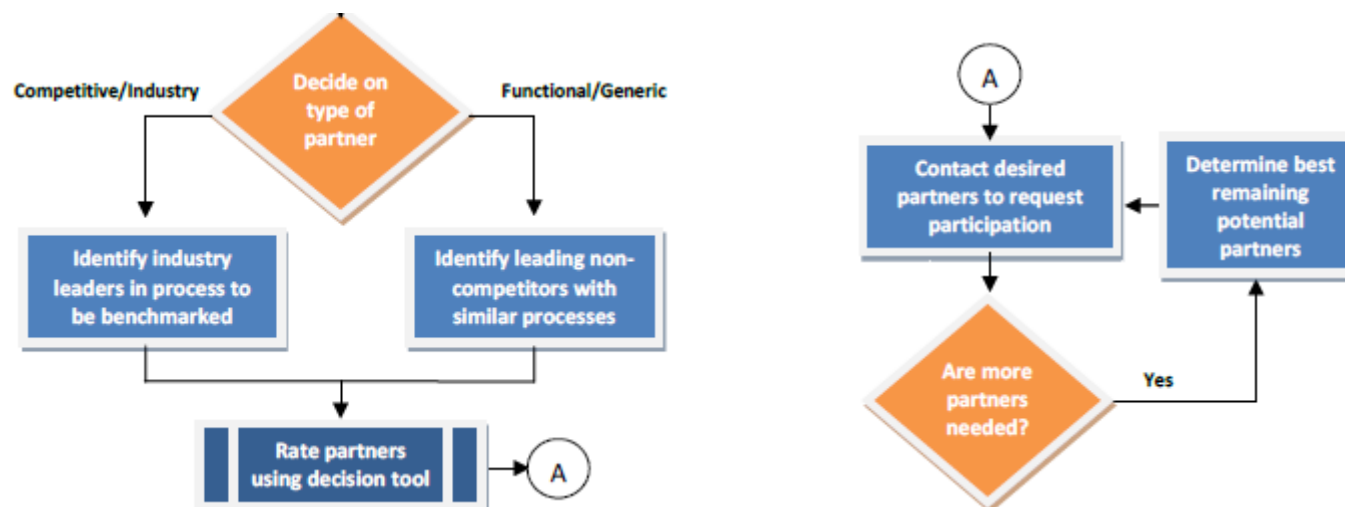


Exhibit 4-20 Benchmarking Partner Selection Tool							
Potential Partner	Industry Similarity	Transit Mode Similarity	Size/Scale Similarity	Exhibits Process to Benchmark	Industry Leader in Process	Achieves Target Outcomes	Willingness to Participate
<i>Example: Partner 1</i>	<i>High</i>	<i>High</i>	<i>Medium</i>	<i>Yes</i>	<i>Yes</i>	<i>Yes</i>	<i>Medium</i>

Module by Module (Module 4- Benchmarking)

Phase 2: Analysis (tool screenshot)

Exhibit 4-23 Gap Analysis Table						
Metric	Sponsor Performance	Partner Performance	Direction of Gap (Positive, Neutral, Negative)	Degree of Gap (% of Partner Performance)	Important Inputs and Enablers	Potential Practices to Close Gap
<i>Example: Percent of jobs filled within 3 months</i>	45%	76%	Negative	59%	<i>Best in class benefit package</i>	<i>Restructure benefit package, highlight quality of life benefits</i>

Phase 3: Integration (tool screenshot)

Exhibit 4-24 Example Communication Plan (Direction of Focus: INTERNAL)						
Timeline	Purpose	Medium/Media	Target Audience	Communication Source	Content	Status Update
First week of December 2013	Inform leadership of upcoming changes; Establish credibility and top leadership support for changes; Obtain buy-in prior to initiation of a program	Written memo sent via inter-office mail	Middle leadership down to supervisors	HR drafts, Executive Director/CEO sends	Details about needed changes in personnel hiring practices including rationale for changes and opportunity for leaders to voice concerns	<ul style="list-style-type: none"> Correspondence drafted by HR; waiting for Exec Director approval
	Notify employees of			HR drafts,	Introduction to changes in personnel hiring practices- identifying	<ul style="list-style-type: none"> Correspondence released with two weeks

Initial communications should always come from the top to obtain buy-in.

Q&A (15 mins)

Closing Thoughts

Presenter will offer closing thoughts and list those participants who helped make the project a success

Future Directions



- **Baby Boomer Retirements**
 - Competency gaps?
 - Workforce and succession planning?
 - Leader development?
- **Integrated HR**
 - Interdependencies?
- **Lessons Learned**
 - Sharing?
 - Research?
- **Capacity Building**
 - Internal v. external talent?

Participants



- Conducted focus groups to develop metrics. Participants included:

- Eric Wolf, AMTRAN
- Elaine Kurtz, BART
- Todd Beutler, CVTD
- Rene Guajardo, CARTS
- Lyle Nelson, CARTS
- Donna Simmons, Capital Metro Transport Authority
- Louis Stanford, CTA (Retired)
- Raul Luzarraga, Houston Metro
- Donna Shaunesey, JAUNT
- Michael Davis, Los Alamos County Atomic City Transit
- Francine Suazo, Los Alamos County Atomic City Transit
- Vivian Tran, Los Angeles County MTA
- Paul Young, Prairie Hills Transit
- Donna Bonnel, Sacramento RTD
- Mark McGregor, Darrel Feasel, & Carol Minkin, Virginia Regional Transit

- Revised and finalized metrics based on feedback from focus group participants

Participants



- Web surveys used to test and confirm metrics. Surveys completed by rural, suburban, and urban bus and rail system representatives:

Name	Transit System	Name	Transit System
Becky Allen	Access Johnson County Public Transit	Kelly Jaynes	Milwaukee County Transit System
Daniel Amspacher	Southeastern Pennsylvania Transportation Authority - SEPTA	Michael Jones	Dallas Area Rapid Transit
Debbie Atkinson	OCCK, INC.	David Kilmer	Red Rose Transit Authority
Edgar Benning	Flint Mass Transportation Authority	Karen King	Golden Empire Transit District
Diana Duncan	Des Moines Area Regional Transit Authority	Terri Lindenberg	Treasure Valley Transit, Inc.
Marjorie Ewing	OMNITRANS	Patrick McGowan	Sun Tran and Sun Van, Tucson Arizona
Jacqueline Fournier	St. Mary's Transit System	Mark McGregor	Virginia Regional Transit
Delilah Garcia	Town of Taos Chile Line	Patrick McKinney	Bluefield Area Transit
Patrick Gough	Orange County Transportation Authority	Donna Shaunesey	JAUNT, Inc.
Kelly Halcon	Monterey-Salinas Transit District	Lynn Starcher	Community Transit
Patricia Hansen	South Central Adult Services Council, Inc.	Lirobea Walker	Mass Transportation Authority-Flint, MI
Julie Hartley	Centre Area Transportation Authority	C. Wayne Wickham	Cleveland Area Rapid Transit (CART)
		Erik Zandhuis	Veolia Transportation

CLOSING THOUGHTS

Participants



Interviewee	Title	Organization	Organization Type
Mary Adams	Director of Human Resources and Risk Management	Lane Transit District	Transit Agency: Bus
Lisa Bacot	Executive Director	Florida Public Transportation Association	Professional Association
Jennifer Cleary	Senior Project Manager	Heldrich Center for Workforce Research, Bloustein School of Planning and Public Policy	Academic Institute
Kevin Desmond	General Manager	King County Metro Transit	Transit Agency: Bus, Rail, and Water Taxi
Nicolae Duduta	Transportation Research Analyst	EMBARQ	Transportation Think-tank
Connie Garber	Transportation Director	York County Community Action Corporation (YCCAC)	Transit Agency: Bus and Van
Jill Hough	Director	Small Urban & Rural Transit Center (SURTC)	Academic Institute
Lenna Kottke, Mary Cobb, Tanya Fontenot, & Jim Trayhan	Executive Director; Director of Communications; HR Manager; Recruiter	VIA	Transit Agency: Bus and Van
Ashley McNamara & Christine Rhoads	Corporate Marketing Manager; Recruiting Manager	First Transit	Contractor for Transit Systems
Joe Niegoski	Director, Educational Programs	American Public Transportation Association (APTA)	Professional Association
Jeffrey Rosenberg	Legislative Counsel	Amalgamated Transit Union (ATU)	Public and Private Labor Unions
Ben Ross	Vice President	Action Committee for Transit	Transit Advocacy group in Washington, DC Area
Beverly Scott	General Manager/Chief Executive Officer	Metropolitan Atlanta Rapid Transit Authority (MARTA), currently employed by Massachusetts Bay Transportation Authority (MBTA) in Boston	Transit Agency: Bus and Rail
Brian Turner	Executive Director	Transportation Learning Center (TLC)	Non-profit Transportation Research Organization
Joel Volinski	Director	National Center for Transit Research	Academic Institute
Dave Williams	Vice President of Transportation	Atlanta Chamber of Commerce	Chamber of Commerce

Further information:

TCRP Report 162 can be downloaded from:
<http://www.trb.org/Publications/Blurbs/169592.aspx>

The editable scorecards can be downloaded from:
[http://onlinepubs.trb.org/onlinepubs/tcrp/docs/TCRPF-16A TR162 EditableScorecards.docx](http://onlinepubs.trb.org/onlinepubs/tcrp/docs/TCRPF-16A_TR162_EditableScorecards.docx)

Contact information:

Dr. Candace Blair Cronin
Center for Workforce Research & Performance (CWRP)
ICF International
ph: 512.388.8835
candace.cronin@icfi.com