The Heldrich Center for Workforce Development at Rutgers University

Founded in 1997, the Heldrich Center is a leading university-based research center focused on workforce development issues.

- Expertise includes:
  - Understanding the structure of jobs in key industries
  - Identifying the changing skill needs of employers
  - Regional workforce and economic analysis
  - Real world solutions

- Over 300+ interviews with employers in multiple industries, dozens of focus groups, surveys
Understanding the Structure of Work in Public Transportation

In 2009, the Federal Transit Administration asked the Heldrich Center to create the following:

- A Poster / Brochure Map of Public Transportation Jobs
- An Occupational Guidebook
- An Electronic Database of Occupational Information

Key Goals

1. To create tools that foster a common understanding of the structure of Public Transportation work.
2. To identify common job functions in the industry (Not an exhaustive list of jobs), including:
   - Functional Areas of Work
   - Key Job Groups
   - Examples of common occupations in each group

Methods: Review of Available FTA and Other Data

- Analysis of National Transit Database (NTD) data
  - Basic understanding of workforce structure (Functional Areas of Work)
  - Identified key differences by region, urban/rural, mode and other factors

- Review of staffing patterns data from Bureau of Labor Statistics
  - Provided detail on occupations in Public Transportation
  - Not compatible with NTD or day-to-day structure of work

- Vetting with Transit and other Public Transportation experts and Advisory Group

- Review of:
  - Transit agency organizational charts and job descriptions,
  - On-line job boards,
  - Industry Websites,
  - USDOL O*Net database of occupations, and
  - TRB and TCRP publications.
Occupational Guidebook Content

Each occupational page includes:
- Job title, title of Job Group, and Functional Area
- Level of work
- Basic Job Description
- Priority Knowledge, Skills, and Abilities
- Required Education or Certifications
- Alternate Job Titles
- Approximate Salary Range

The guidebook also includes:
- Sample organizational charts for a large, and a small agency
- Descriptions of the work environment and conditions, as well as pre-employment requirements
INTRODUCTION (cont’d)

How this Guide is Organized

4 Functional Areas

The National Team describes the principal functions of the Transportation System. These areas are similar to components used in the National Team. These are the four functional areas:

1. Frontline Workers
2. Supervision/Professional
3. Management/Superintendents
4. Senior Managers

20 Job Groups

175 Occupations

Therecipe of these superfine job functions in the Transportation Industry and are not intended to provide an exhaustive list. The names of the functions, job groups, and job titles are based on increasing levels of responsibility. However, these are not meant to suggest rigid career paths.

Frontline Workers

Supervision/Professional

Management/Superintendents

Senior Managers

VEHICLE OPERATIONS

Bus Operations (N=44)

FRONTLINE WORKERS

Bus Operator

Bus Operator

Knowledge, Skills, and Abilities

Technical ability to operate the bus
Understanding of passenger needs

Trouble-shooting, communication, and conflict management

Ability to operate the bus

Alternate Job Titles

Bus Driver

Bus Driver

Compensation

High School Diploma or GED

Valid Drivers License

Bus Driver

$35,000 to $40,000
Poster/ Brochure of Public Transit Occupations for Jobseekers and Students

- Provides Jobseekers:
  - Introduction to industry and the "greening" of Public Transportation
  - Visual overview of job structure
  - Short descriptions of jobs
  - Broad salary ranges
  - Key skills needed in key Functional Areas of Work

Benefits for Public Transportation Managers

- Full-size professional print electronic version for use in recruitment activities
- Also available on-line as printable 8 ½ x 11 pages (links can be placed on agency websites for jobseekers)

John J. Heldrich Center for Workforce Development
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Any questions or comments so far?

QUESTIONS
Overview: Plan for Vetting and Dissemination

December 2011

- **“Soft Release” of Draft on-line poster documents**
  - Available for immediate use and comment
  - Due to accuracy concerns, salaries removed
  - Allows for collection of feedback on real-world uses

January-March

- Vetting workgroups formed
  - Salaries
  - Occupations
  - Minimal time commitment per participant
- Obtain feedback at Industry events (SWTA, Nat’l Transit Workforce Summit, APTA Bus Conference)
- Develop draft Dissemination Plan and proposals for additional projects/ tools with workgroup input

April- Fall 2012

- Finalize content, accessibility, formatting
- Implement Dissemination Plan
- Begin work on additional tools/projects

Detailed Timeline For Workgroups

- **12/23/11**
  - Nominations for salary and occupational working groups close
- **January-February 2012**
  - Materials sent to groups
  - Webinars for groups
  - Draft recommendations
- **March 2012**
  - Final recommendations
  - Draft dissemination and future project plan (Heldrich)
- **April 2012**
  - Finalize tools
  - Finalize Dissemination Plan (Heldrich)
- **May thru August 2012**
  - Implement Dissemination Plan (“Soft Launch” All)
- **Fall 2012**
  - Official Launch of materials at APTA Fall conference
  - Present materials publicly at other industry events
Refining the Guide and Poster Content

It is most important to gather in-depth feedback on our materials

- Primary focus: peer-review process through working groups
  - We are seeking input on all content for each occupation
  - Salary content will only be reviewed by salary group
- Secondary focus: live feedback from presenting at industry events
  - Suggestions of events always welcome

Peer Review Working groups

1. Vehicle Operations
2. Vehicle Maintenance
3. Facilities, Track & Road Maintenance
4. Central Services & Administration
5. Management, Legal and Finance
6. Route Planning and Scheduling, Capital Project Development and Planning
8. Purchasing, Health and Safety, Insurance and Risk Management, Information Technology
9. Salary Review (All Occupations)
Volunteers? Suggestions?

Please email any working group referrals or event suggestions to corren@ejb.rutgers.edu

We are incredibly thankful to CUTR for inviting me to present this work.

THANK YOU!
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Working Groups

1. Vehicle Operations
2. Vehicle Maintenance
3. Facilities, Track & Road Maintenance
4. Central Services & Administration- Management, Legal and Finance Occupations
5. Central Services & Administration- Route Planning and Scheduling, Capital Project Development and Planning
7. Central Services & Administration- Purchasing, Health and Safety, Insurance and Risk Management, Information Technology
8. Salary Review (All Occupations)

Email nominations to corren@ejb.rutgers.edu