

Los Angeles County Metropolitan Transportation Authority

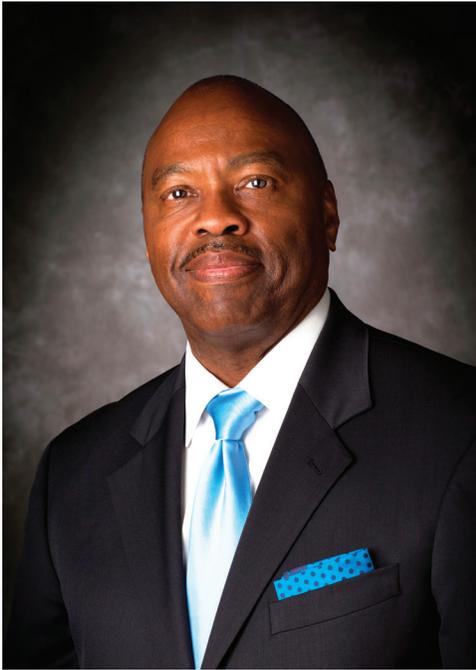
Metro Career Pathways



Metro[®]

September 2017





As the Chief Executive Officer of the Los Angeles County Metropolitan Transportation Authority (LA Metro), it is my pleasure to present Metro's Career Pathways Program, an innovative and progressive training model to prepare tomorrow's transportation leaders.

From transportation entry-level programs, through employee development, middle management/leadership development, to transportation executive/senior leadership programs, we are developing and cultivating the most important asset we have—our people. This program demonstrates our values in creating a learning environment that is geared toward attracting, developing, motivating and retaining a world-class workforce.

Our career pathways program begins at the most basic level—a proposed transportation school, grades 6-12—teaching and engaging youth early on, as part of their middle or high school experience to expose and connect them to transportation-related educational and career opportunities if their interests align. The program continues by teaching entry-level skills to create a strong foundation—and continues

with progressive training throughout each step of an employee's career. Each step builds upon the other and some are prerequisites for higher-level training.

The program combines classroom instruction, on-the-job-training, life-skills assessment, mentoring and collaborations with transportation agency peers, organizations and policymakers to foster an environment that recognizes accomplishment and empowers individuals to be their best.

The opportunities included in the Career Pathways Program are designed to strengthen management and leadership skills, and broaden our approach to solving transportation, mobility and accessibility challenges. Our objective is to set the tone for developing our human capital and our industry, in a way that best leverages resources, maximizes benefit, rewards learning and sharing of knowledge, and fosters success—now and in the future.

My sincere hope is that development through the Career Pathways Program will enhance the participants' professional development, and though not a guarantee of promotion, will provide opportunities to compete for higher-level positions and future career progression internally and externally.

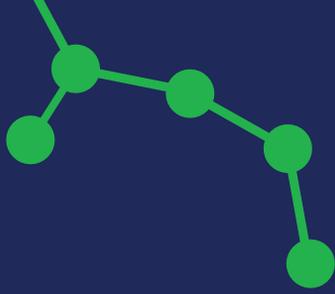
So, you have no excuse. Opportunities for learning abound in this program and will be available to youth in grade school, as well as contract and non-contract employees alike. I invite you to join me as we make a positive impact on current and future operations and envision a future where people are well prepared for what lies ahead in the transportation industry.

Thanks in advance for your willingness to join in the exciting world of learning that we are creating.

Sincerely,

A handwritten signature in black ink, appearing to read "Phillip A. Washington". The signature is stylized and fluid.

Phillip A. Washington
Chief Executive Officer



We are developing and cultivating the most important asset we have – our people.



Metro Career Pathways

WIN-LA

Creating career pathways in construction and non-construction opportunities within Metro and the transportation industry, Workforce Initiative Now-Los Angeles (WIN-LA) will provide support for applicants in life skills development, skill set enhancement and educational attainment services. WIN-LA will also increase resources for training and placement of specialized positions in the transportation industry.

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Transportation Gateway

Introducing talent to Metro, the Transportation Gateway programs aim to deliver information and resources to help individuals in the community gain a broader knowledge of the public transportation industry.

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- Metro Department 101
- Metro Corporate Safety
- Metro Mandatory Training
- Metro Service Excellence Program
- Metro Employee Development
- APTA Emerging Leaders
- National Transit Institute – Rutgers University
- Transportation Safety Institute

- Metro Management Orientation
- Metro Leadership Academy
- Multi-Agency Exchange Program
- Eno Transit Mid-Manager Seminar
- Mineta Transportation Institute
- Senior Leadership Collaborative Communications Training
- Southern California Leadership Network: Leadership Southern California

Transportation Executive/ Senior Leadership

Advancing senior leadership members' knowledge in national and industry-related forums, understanding of industry trends and advanced strategic leadership skills.

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Transportation Introduction

Working in collaboration with the County of Los Angeles, this educational and vocational training program is aimed at establishing a unique skills-based learning approach to prepare students for entry into the transportation field.

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- WIN-LA
- Women Build LA - Boot Camp
- Metro Veterans Program
- Project Labor Agreements and Construction Careers Policy

Employee Development

Self-paced series of classes designed to help existing Metro employees gain professional knowledge and enhance skills to succeed in their current roles.

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- Transportation Career Academy Program
- Metro Internship Program
- Entry-Level Trainee Program
- Bus Operator Transportation Academy
- Transportation Workforce Institute
- Rail Vehicle Maintenance Program

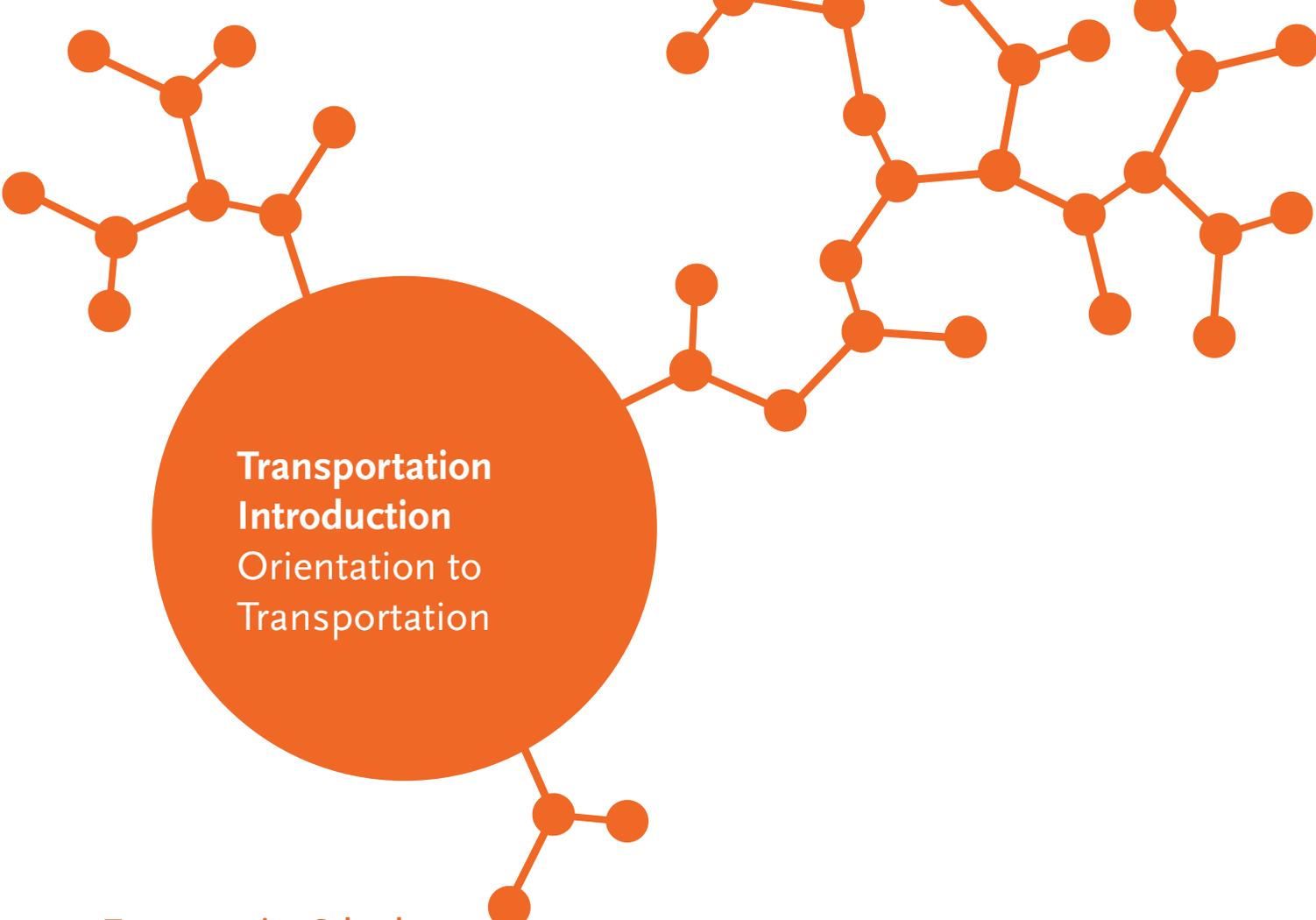
Management/Leadership Development

Empowering members of Metro's management team to further develop competencies related to Metro's business goals.

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- Leadership APTA
- Eno Public-Private Partnership Seminar
- Eno Transit Senior Executive
- Senior Leadership Communications and Collaboration Training
- Southern California Leadership Network: California Connections
- Transportation Diversity Council: Transportation & Infrastructure Summit
- Harvard Kennedy Institute for Public Policy Certification
- Northwestern University Executive Education Series
- UCLA Anderson School for Executive Education

Transportation School



Transportation Introduction Orientation to Transportation

Transportation School

Metro is working to establish an educational and vocational transportation school for students in grades 6-12, with the objective to facilitate a career pathway in LA County's transportation sector for economically and academically underserved local youth. Students will be introduced to careers in transportation with special emphasis given to architecture, construction, engineering, information technology and science as a career pathway to economic and financial stability. The purpose of this program is to increase student engagement and achievement, while preparing students to become the next generation of transportation professionals for LA Metro and other properties.

Metro will work in partnership with at-risk youth involved with LA County Children and Family Services (DCFS), the Department of Social Services and the County Probation Department to identify and connect youth to transportation-related educational and career opportunities. The goal of this pilot program will be to increase the Career and Technical Education (CTE) programs of study as part of students' middle or high school experience. This approach is especially beneficial for more vulnerable populations, whose educational and career success is often impeded by disconnects between systems, and who tend to have limited access to integrated services. Establishing a career pathway program provides the type of strong support needed to ensure economic and financial stability for those interested in transportation careers.



WIN-LA

WIN-LA is a groundbreaking workforce development program created to focus on building opportunities for entry into transportation. Careers will include construction and non-construction opportunities in operations/maintenance, administration and professional services. WIN-LA will also provide support in the areas of life skills development, skill set enhancement and educational attainment services. WIN-LA will increase the resources needed for training and placement of specialized positions within Metro and the transportation industry.

Women Building LA-Boot Camp

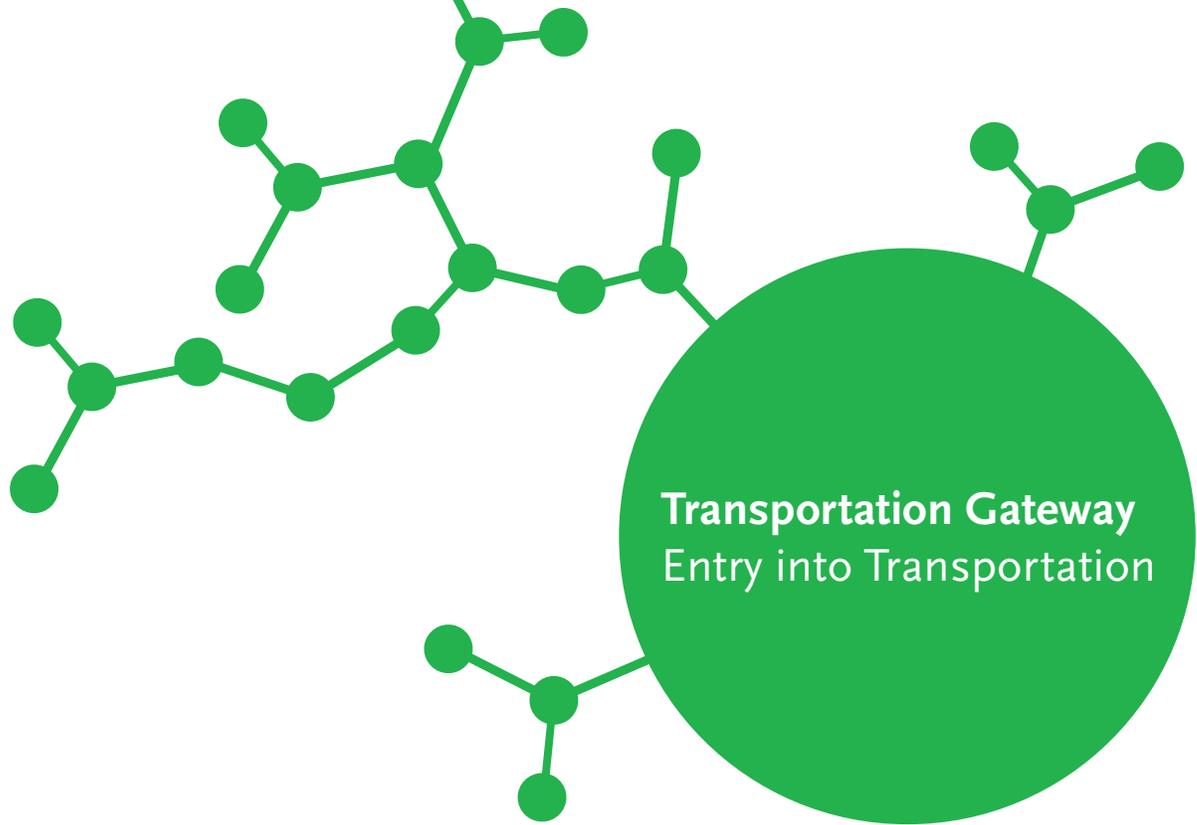
This program was developed to provide an entry point for women into transportation careers.

Metro Veterans Program

Continuing support for our military population, Metro's Veterans program addresses the agency's long-term staffing needs and assists veterans with their transition into civilian careers. Metro provides opportunities to veterans who make up a pool of job seekers who have received exceptional leadership and technical skill training.

Project Labor Agreements and Construction Careers Policy

This program provides opportunities for the community through agreements with Metro and the building trades that are the primary source of labor on Metro construction projects. It provides jobs to economically disadvantaged workers, as well as already skilled workers.



Transportation Career Academy Program (TCAP)

TCAP provides summer internship opportunities to junior and senior high school students who are transit dependent, reside in LA County, live in close proximity of a Metro Rail station and whose schools are located near Metro’s rail expansion efforts. The program offers students an opportunity to learn about careers in transportation, and apply classroom theories and concepts to “real-world” work situations for one of the nation’s largest public transportation agencies.

Metro Internship Program (MIP)

MIP establishes opportunities for college students, United States military veterans, military reservists who are recently honorably discharged, or their spouses who are currently enrolled in an accredited college or university, to explore career opportunities in the public transportation industry and gain practical work experience associated with their degree program or a related field.

Entry-Level Trainee Program (ELTP)

ELTP is designed to provide recent college graduates an opportunity to gain work experience and job skills to qualify for an entry-level or full-time position within Metro or another company in the transportation industry.

Bus Operator Transportation Academy (BOTA)

BOTA is a partnership between Metro, Los Angeles Valley College and Community Career Development. This two week pre-employment preparation program is aimed to help candidates be successful in the Bus Operator selection process. Graduates are guaranteed an interview with Metro.

Transportation Workforce Institute (TWI)

This five-week, grant-sponsored summer program allows high school students (grades 9-12) to explore the transportation industry and participate in real-world transportation projects via the Transportation Workforce Institute (TWI) and Advanced Transportation and Manufacturing Pathway at Los Angeles Trade Technical College (LATTC).

Rail Vehicle Maintenance Program

Rail vehicle mechanical training creates opportunities for careers with a large rail company and/or transportation agency. This partnership program between the Transportation Workforce Institute (TWI) and Advanced Transportation and Manufacturing Pathway at Los Angeles Trade Technical College (LATTC) is one of three collaborative grant-sponsored programs at Metro.

All Metro employees must complete the following programs in order to satisfy eligibility requirements for other Metro development opportunities.

Metro Department 101

Metro's CEO directed that each Metro department create and implement training programs to help all employees understand the function, position and impact their individual department has on the agency as a whole. To further broaden awareness and understanding of our business, Department 101 sessions will also be open to employees from departments outside of their own.

> **Example: Information Technology Systems (ITS) 101** illustrates functional roles and responsibilities of each department within ITS, such as Systems Architecture and Technology, Research Library and Records Management, IT Program Management Office, IT Operations and Service Delivery, Information Security, Digital Strategy and Innovation, and Business Applications. The Department 101 also features training and certifications needed for each function. Employees outside of ITS can also attend the session.

Metro Corporate Safety

This training fulfills Cal/OSHA requirements with the assistance of bus and rail operations and maintenance safety staff. Dedicated resources are provided to foster an environment of continuous safety improvement for the benefit of our employees, customers, community and business partners.

Metro Mandatory Training

The following courses are identified by Metro's Board of Directors as required trainings to be completed by all employees:

- > Metro Onboarding
- > Ethics Training
- > Basic IT Security Awareness
- > Emergency Preparedness
- > Human Trafficking Awareness and Prevention
- > Sexual Harassment Prevention
- > Transit Terrorism Awareness





Employee Development Skill Development

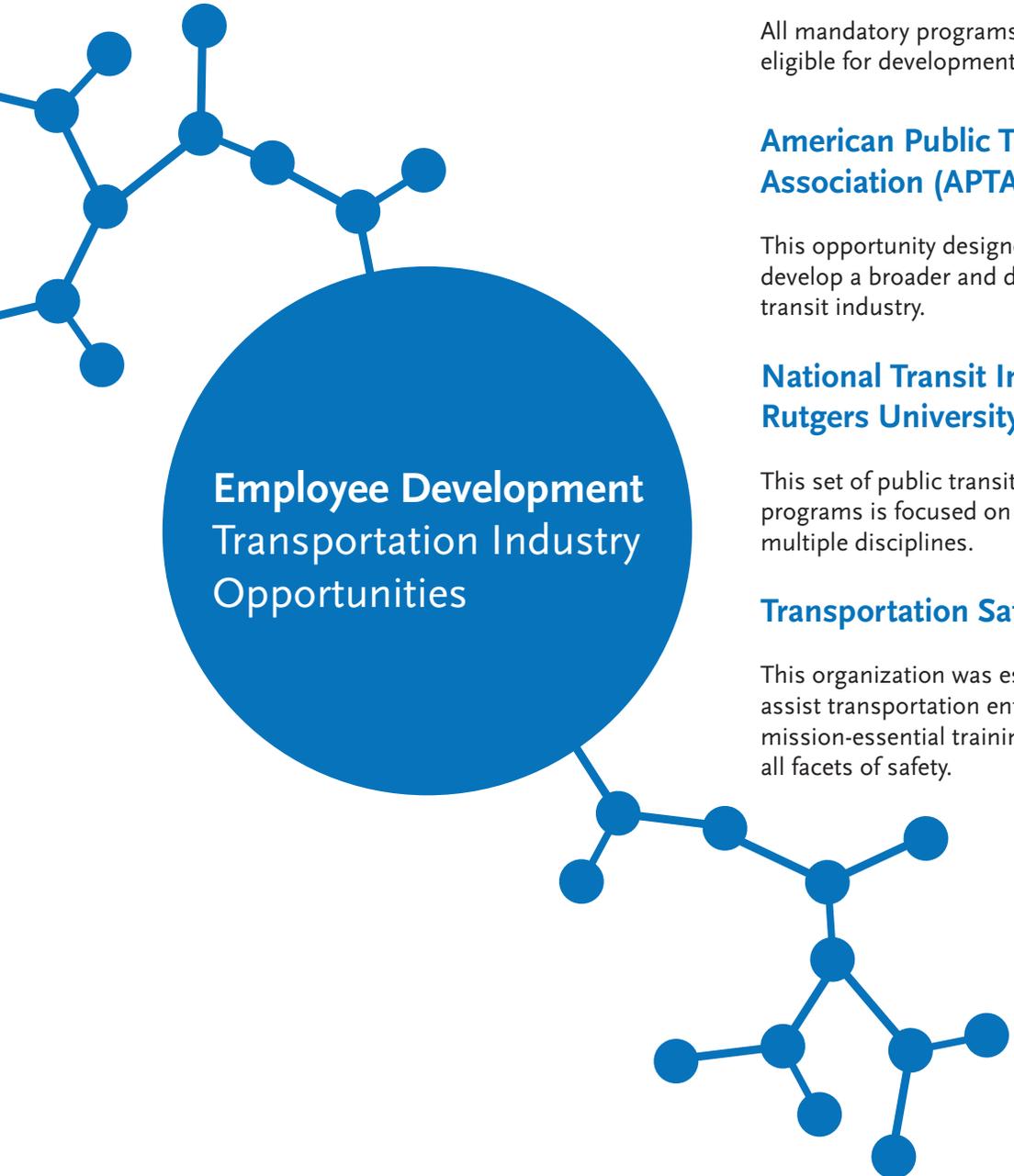
Metro Service Excellence Program

This program recognizes employees who achieve major milestones that contribute to the agency's success.

Metro Employee Development

Designed as a self-paced development path, the following trainings are offered for Metro employees to enhance their professional skill set:

- > Board Report Writing
- > Business Writing Skills
- > Conflict Resolution for Employees
- > Developing Your Full Potential
- > Green Workforce Training:
 - Envision Training
 - G-PRO – Fundamentals of Building Green
- > Microsoft Office Series
- > Operations Supervisory Training Program
- > Pre-Supervisory Training
- > Preparing for Promotion Certificate Program:
 - Career Progression Planning
 - Composing Effective Emails
 - Essay Test Writing
 - Interview Practice
 - Resume Preparation
- > Presentation Skills
- > Problem Solving and Decision Making
- > Professionalism in the Workplace



Employee Development Transportation Industry Opportunities

All mandatory programs must be satisfied to become eligible for development opportunities. (See page 11.)

American Public Transportation Association (APTA) Emerging Leaders

This opportunity designed for early career employees to develop a broader and deeper understanding of the transit industry.

National Transit Institute (NTI) – Rutgers University

This set of public transit industry training and education programs is focused on developing knowledge across multiple disciplines.

Transportation Safety Institute (TSI)

This organization was established specifically to assist transportation entities in fulfilling their mission-essential training requirements surrounding all facets of safety.



Management/Leadership Development Tomorrow's Leaders

All mandatory programs must be satisfied to become eligible for development opportunities. (See page 11.)

Metro Management Orientation Program

This is designed to acquaint managerial and supervisory staff with Metro policies, procedures and skills needed in order to become a successful member of Metro's management team. All classes can be taken independent of one another.

Metro Leadership Academy

This 12-month structured program provides each cohort of participants with the framework and tools to understand their personal leadership, workplace and industry. Department 101 trainings must be completed prior to enrolling in the Academy.

Multi-Agency Exchange Program (MAX)

MAX is a proactive and structured learning exchange program created to help foster a pipeline of best practice sharing between public transportation entities. Currently, the program partners with three leading public transit agencies across the country: Dallas Area Rapid Transit (DART), Denver Regional Transportation District (RTD) and Metropolitan Atlanta Rapid Transit Authority (MARTA).

Eno Transit Mid-Manager Seminar

This training program is focused on leadership and management skills development. This intensive, week-long course is specifically designed for mid-level managers at public and private transit-operating companies, private sector partners, and federal and state transportation agencies.

Mineta Transportation Institute (MTI)

MTI provides high quality support for surface transportation researchers, planners, managers, educators and elected officials, filtered through the lens of San Jose State University in Silicon Valley. MTI also offers a Certification and Master of Arts in Policy program. This opportunity is offered in conjunction with Metro's Tuition Reimbursement Program.

Senior Leadership Collaborative Communications Training

Specifically for members of Metro senior-level management, this training is aimed at increasing teaming and strategic communications.

Southern California Leadership Network: Leadership Southern California

This eight-month master class focuses on addressing challenging issues facing local communities in Southern California, creating a forum for collaboration and strategic partnerships, and creating a communication network between community leaders and local stakeholders.

All mandatory programs must be satisfied to become eligible for development opportunities. (See page 11.)

Leadership APTA

The American Public Transportation Association’s premier professional development program is designed to foster and support experienced managers and leaders aspiring to hold senior and executive leadership positions.

Eno Public-Private Partnership Seminar

The seminar assists public agency leaders in gaining a better understanding of public-private partnership (P3) development, with the goal of spurring action among states that have an established framework for P3s and building technical capacity among agencies’ professional staff.

Eno Transit Senior Executive

Eno created this program to provide senior leadership an opportunity to participate in an intensive and confidential platform, focused on strategic management, leadership and critical emerging industry issues.

Transportation Diversity Council: Transportation & Infrastructure Summit

The high-impact summit comprises industry panel sessions and networking luncheons with “industry peers,” followed by technical tours of key transportation facilities. Focusing on questions like “how can we ensure a secure, safe, and resilient transportation and power infrastructure?” and “how can we improve our infrastructure and facilities to ensure that they are robust and built to last?”

Senior Leadership Communications and Collaboration Training

Composed of workshops, this training is designed to provide ideas, tools and resources for members of senior management to become effective leaders. It provides a foundation for improving performance and creating a culture of collaboration, trust and accountability through better leadership.





All mandatory programs must be satisfied to become eligible for development opportunities. (See page 11.)

Southern California Leadership Network: California Connections

Developed for senior to executive-level professionals, this program fosters cross-sector leadership and knowledge exchange, and was created to build one's perspective on statewide trends and understanding of local issues in California's five mega-regions.

Harvard Kennedy Institute for Public Policy Certification (Executive Education)

Facilitated by Harvard Kennedy School of Education, this suite of programs concentrates on public policy, including understanding the multiple facets within public policy and expanding participants' global network of colleagues. This opportunity is offered in conjunction with Metro's Tuition Reimbursement Program.

Northwestern University Executive Education Series

This education series provides senior leaders the opportunity to further develop their leadership skills, stay ahead of global business trends and drive growth within the organization. This opportunity is offered in conjunction with Metro's Tuition Reimbursement Program.

UCLA Anderson School for Executive Education

This training provides opportunities and education for senior leaders to expand their impact, strengthen strategic and personal leadership, participate in finance and business simulations, and enhance overall professional performance. This opportunity is offered in conjunction with Metro's Tuition Reimbursement Program.



Metro – the Los Angeles County Metropolitan Transportation Authority – is unique among the nation’s transportation agencies.

We serve as transportation planner and coordinator, designer, builder and operator for one of the country’s most populous counties. More than 10 million people – nearly one-third of California’s residents – live, work and play within our 1,433-square-mile service area.

Vision:

Metro provides excellence in service and support.

Mission:

Metro is responsible for the continuous improvement of an efficient and effective transportation system for Los Angeles County.

Values:

- > **Safety:** We commit to ensure that our employees, passengers and the general public’s safety are always our first consideration.
- > **Service Excellence:** We commit to provide safe, clean, reliable, on-time and courteous service for our clients and customers.
- > **Workforce Development:** We commit to make Metro a learning organization that attracts, develops, motivates and retains a world-class workforce.
- > **Fiscal Responsibility:** We commit to manage every taxpayer and customer-generated dollar as if it were coming from our own pocket.
- > **Innovation and Technology:** We commit to actively participate in identifying best practices for continuous improvement.
- > **Sustainability:** We commit to reduce, reuse and recycle all internal resources and reduce greenhouse gas emissions.
- > **Integrity:** We commit to rely on the professional ethics and honesty of every Metro employee.
- > **Teamwork:** We commit to actively blend our individual talents to achieve world-class performance and service.



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We create the environment for our people to excel by:

- > Creating a talent pipeline in our transportation infrastructure and industry.
- > Providing a gateway into career pathways.
- > Cultivating a learning environment.

