



# District Department of Transportation Workforce Development Initiatives

*HR's role in building a cultural competent and diverse workforce*



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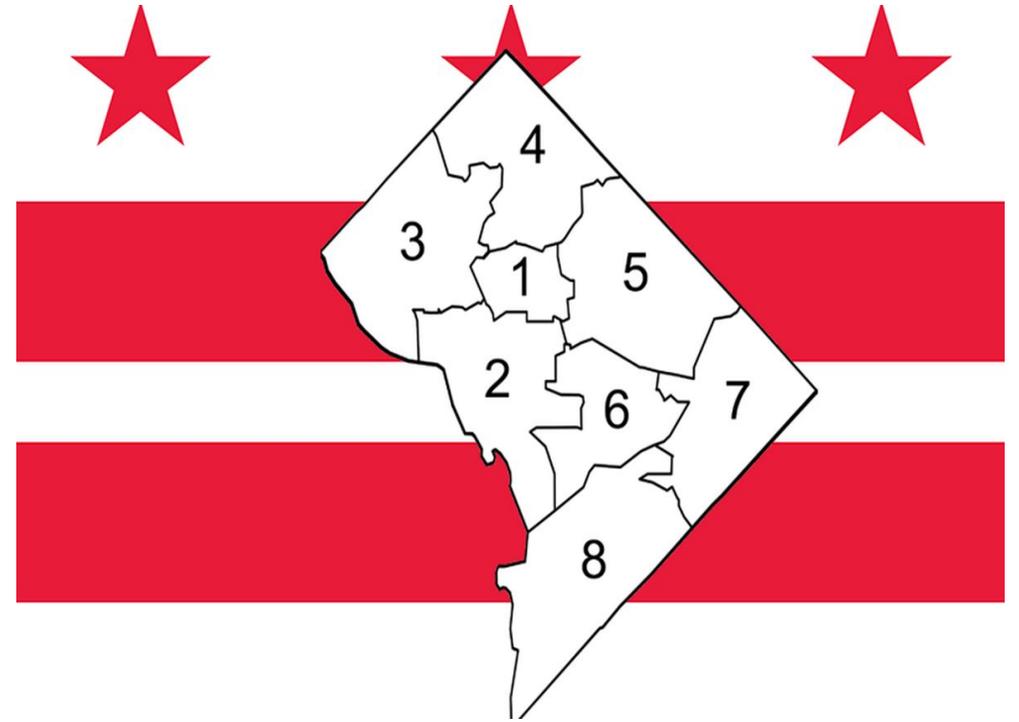




# District of Columbia at a Glance

## District of Columbia General Facts

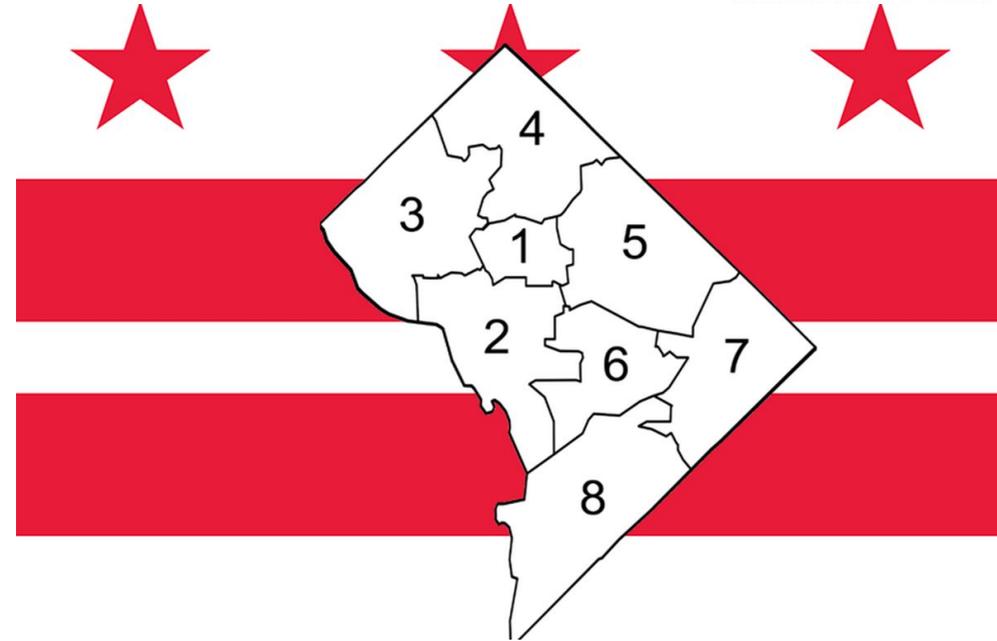
- Population over 694,000 residents with 1,000 new residents per month
- Millennials are driving the city's growth with a median age of 33.9
- Female Ratio: 52.56%, Male 47.44%
- 55% Non-white, DC – 45% White
- 30% of population work in government
- DC – Unemployment rate of 5.6% (11.6% in Ward 8)
- 6<sup>th</sup> largest metro area in the nation (6.1 million residents)
- Per capita income \$48,781
- Median household income \$72,935
- 8 Advisory Neighborhood Commissions (ANCs) or wards which act as local government bodies
- Each ward elects a Commissioner who serves a two-year term and advises the District government on matters of public policy including decisions regarding planning, streets, recreation, social services programs, health, safety.



# District of Columbia at a Glance

## Transportation Infrastructure

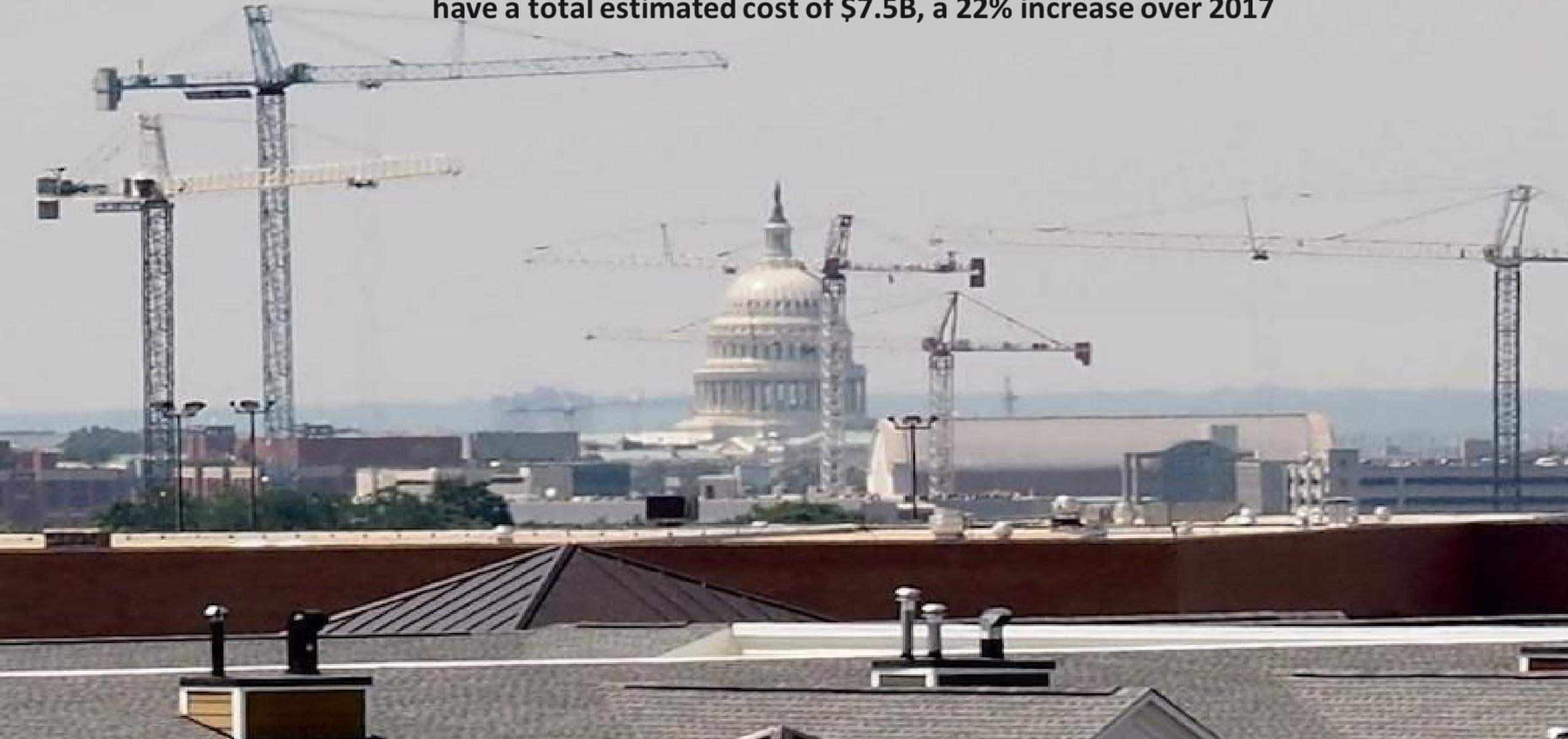
- 1,392 miles of roadways
  - 358 miles of alleys
  - 1,495 miles of sidewalks
  - 228 bridges
  - 16 tunnels and underpasses
  - 140,000 street trees
  - 73,000 streetlights
  - 81 miles of bike lanes
  - 60 miles of trails
- 
- Average travel time to work: 29.9 minutes
  - 2017 Tourism: 22.8 million visitors
  - METRO Transit and Bus
  - DDOT Circulator Bus
  - DDOT Street Car
  - DDOT Bikeshare
  - MARC Commuter Train
  - VRE Railway Express
  - 3 regional airports (DCA, Dulles, BWI)



*“DC a great place for residents to live, work and play”*



**Projects that started construction in the D.C. Metro area from January through May 2018, including residential and nonresidential development, have a total estimated cost of \$7.5B, a 22% increase over 2017**



**DDOT is committed to achieving an exceptional quality of life in the nation's capital through sustainable travel practices, safer streets, and outstanding access to goods and services.**



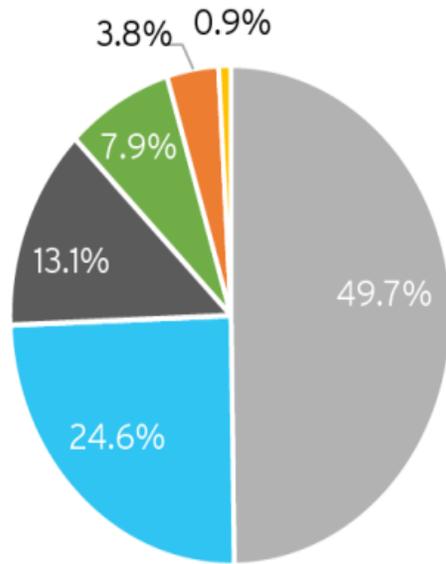
# The Case for a Culturally Competent Workforce

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- The continuous high volume of development activity throughout the Metro Region has impacted our labor market which has also impacted the way **HR recruits, retains and develops its workforce**
- Gone are the days of **Post, Hope and Pray!**
- **The HR team at DDOT has to be agile, flexible and keenly aware of the economic and environmental factors impacting the local community**
- As the population continues to become more diverse, human resources is challenged to gain knowledge of cross-cultural factors to successfully achieve the objectives of our agency

FIGURE 1

### Racial profile of U.S. population, 2045

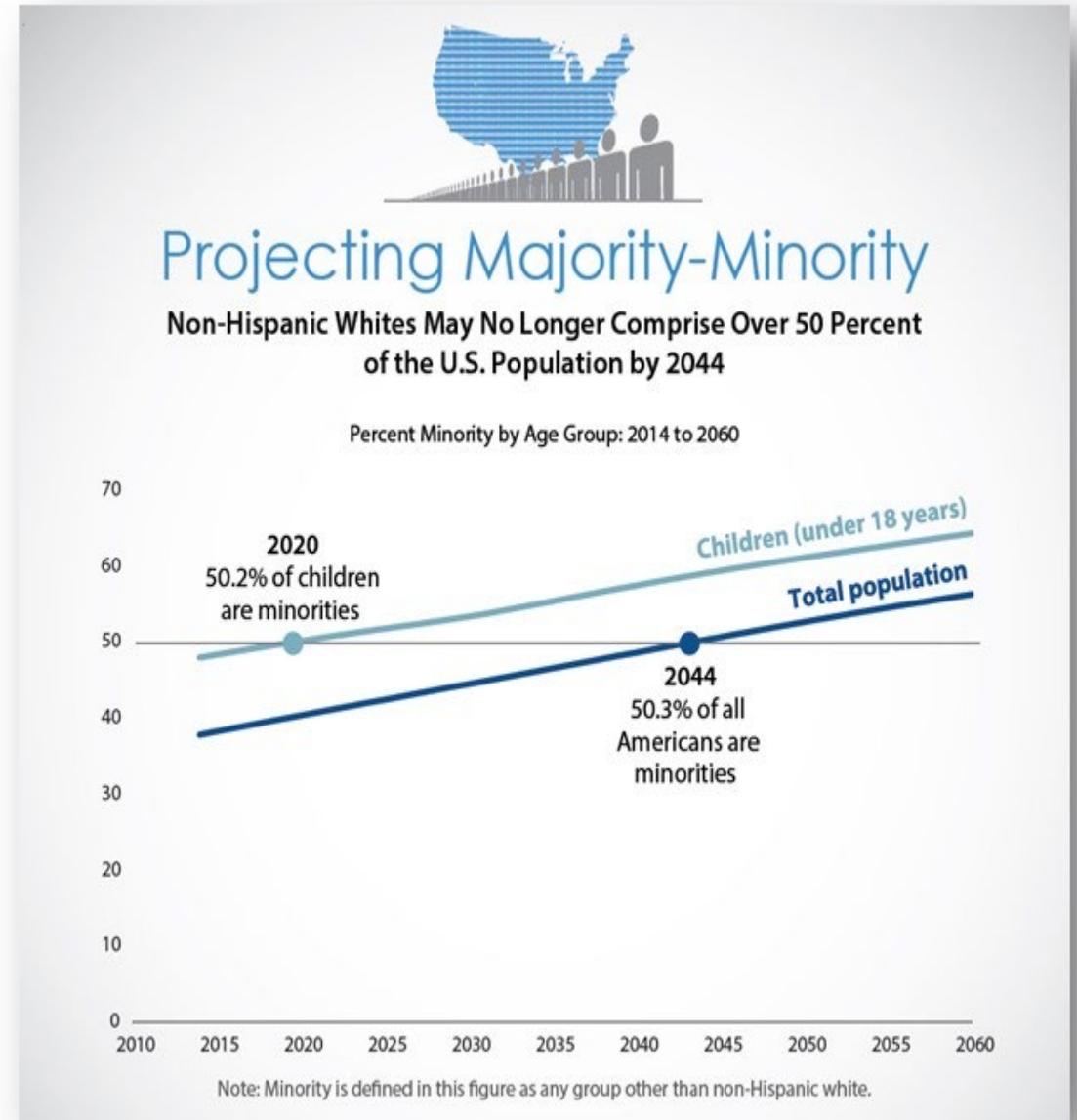


■ White\* ■ Hispanic ■ Black\* ■ Asian\* ■ Multiracial\* ■ Other\*

\* Non-Hispanic members of race

Source: William H Frey analysis of U.S. Census population projections released March 13, 2018 and revised September 6, 2018

**B** Metropolitan Policy Program  
at BROOKINGS



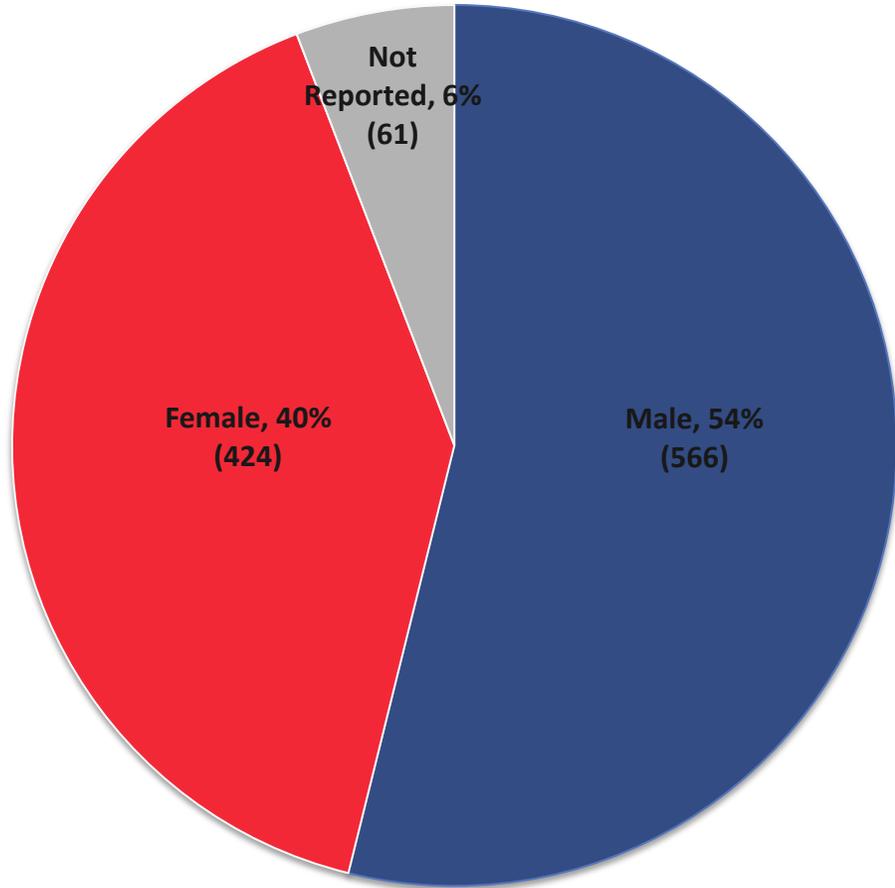
# ***Building an inclusive culture starts with talent management***

- Does your employee population reflect the diversity of the people you serve?
- Interview questions that speak to a candidate's ability to work in a diverse setting
- Require diverse candidate pools for all management-and-above positions
- Mandate diversity in your interview panel composition
- Defining your agency's value proposition?
- Intentional sourcing: past hiring practices prohibit maintaining a competitive advantage

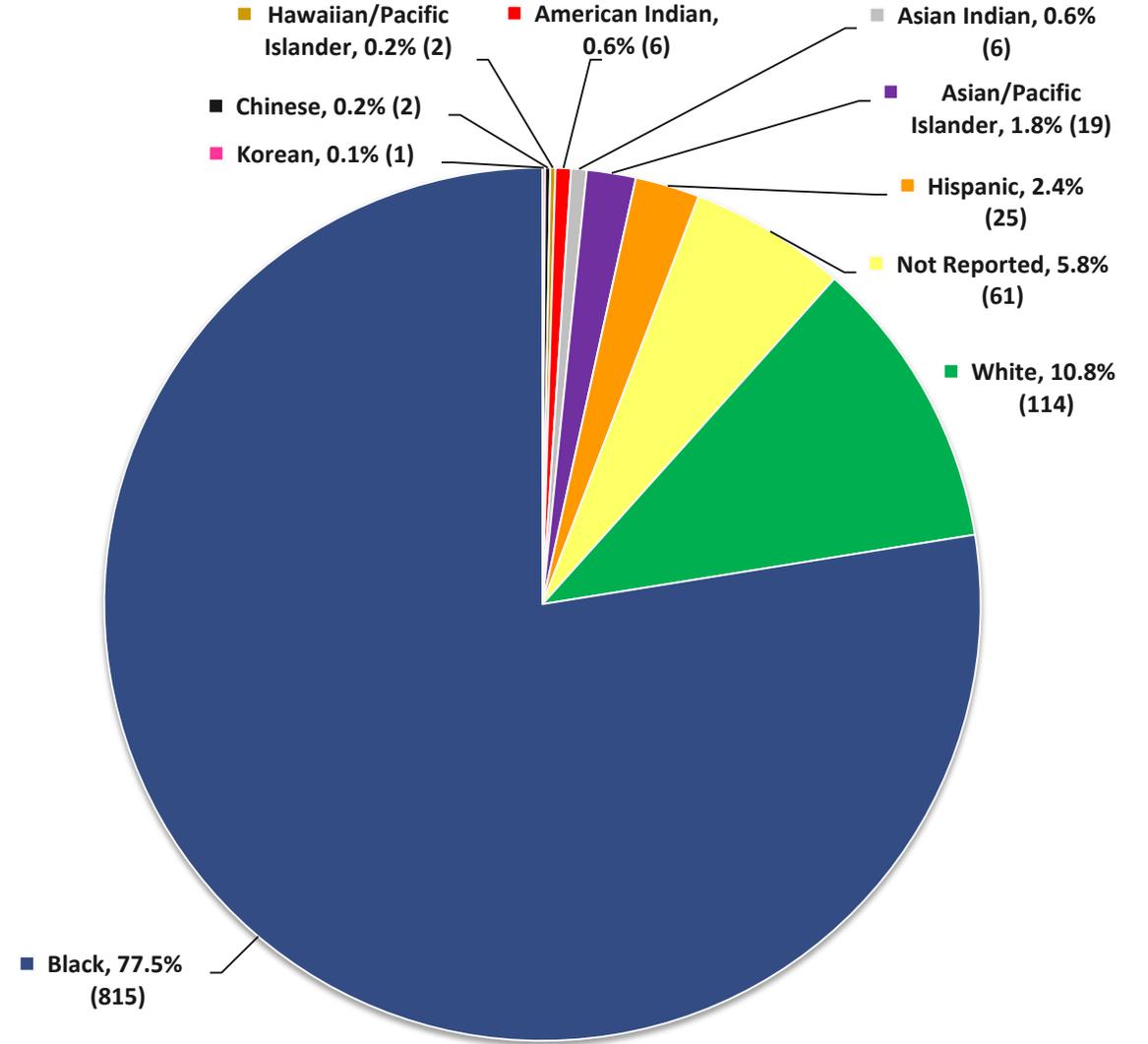




# DDOT Staff Demographics



Gender



Race

# Workforce Development Programs



# District-Wide Workforce Development Signature Programs



The Mayor Marion S. Barry Summer Youth Employment Program (MBSYEP) is a locally funded initiative sponsored by the Department of Employment Services (DOES) that provides **District youth ages 14 to 24** with enriching and constructive summer work experience. **DDOT typically provides 60-100 youth summer employment opportunities in both the field and office settings.**



Project Empowerment is a work readiness model designed to provide unemployed **District residents age 22 to 54** with opportunities to grow in education, training, and subsidized employment placements each year. Since 2013, DDOT has had 44 participants, of which, 5 were hired by DDOT.



L.E.A.P. (Learn, Earn, Advance, Prosper) program utilizes the “earn-and-learn” apprenticeship model for skill development, allowing individuals to earn a wage while participating in an on-the-job training experience and concurrently participating in related technical instruction. **Since the inception of the program, DDOT had 11 trainees, of which, 9 were hired by DDOT.**



The Capital City Fellows Program is a Mayoral initiative to attract recent graduates of master's degree programs in public administration, public policy, urban planning, and related fields, to work for the District of Columbia. Candidates compete for 18-month fellowship appointments, during which they may complete three, six-month rotations, working at different District agencies. **Since 1999, 28 Fellows have been hired by DDOT, including Director Jeff Marootian.**



The District Leadership Program (DLP) is a undergraduate and graduate internship program designed to provide tomorrow's leaders with the knowledge, tools, skills, and experiences that can be readily applied to their future challenges and pursuits; whether personal or professional.



The District of Columbia Department of Human Resources administers the nationally accredited Certified Public Manager program in partnership with The George Washington University. The program consists of approximately 300 hours of graduate-level instruction, beginning with the Basic Leadership Course (BLC) focusing on team building and leadership to provide a solid foundation for subsequent coursework. **To date, 23 DDOT employees have graduated from the program, of which many still work at DDOT.**

# *Sustaining* an inclusive culture through employee engagement

Cultivating employee engagement through employee-led resource groups, corporate communications, recognition and reward programs, trainings help to stay attuned with the pulse of your workforce.

Periodic surveys of employee and manager perception of the workplace always yields beneficial information and data..



d. Employee Engagement Initiative

**AND THE  
SURVEY  
SAYS...**





 Miquia Downs

# Retaining an inclusive culture through professional development and career advancement

d.University

DDOT obligates \$1M in federal funding per year to support d.University and the following activities:

- Tuition and direct educational expenses
- Employee professional development
- Student internships
- University or community college support
- Educational activities, including outreach, to develop interest and promote participation in surface transportation careers
- National Highway Institute course participation
- Local technical assistance programs

Administrative Services Division  
Presents

### How to Brand & Market Yourself in the Workplace

Women Leadership Coaching Program

Discover how to advance your career and your professional opportunities.

VISIT US: <http://ddotsites.com/onboarding/events/>

**WEDNESDAY, MARCH 28, 2018**  
11:00AM GROUP COACHING & 12:30PM NETWORKING

- ✓ MAXIMIZING YOUR BRAND
- ✓ BEING VISIBLE
- ✓ OWNING YOUR IDEAS

Guest Presenter: **Cheryl Robertson**  
Career Pathing and Coach Specialist, DCHR's Center for Learning and Development  
Special Remarks by **Dena Iverson**, Chief of External Affairs, DDOT

LOCATION: 55 M Street, SE DC  
Room 439 A/B

STAY CONNECTED  
Want to know more about surprising career opportunities, then join us for our interactive sessions and stay connected for upcoming coaching events!

Employee Engagement Initiative

d. delivers



## Emerging Leaders

## District Infrastructure Facts



- The District's infrastructure sector for 2017 included 6,753 jobs, with 2,231 job openings.
- In 2017, there were only 1,246 hires, representing a shortage of nearly 50%, in an industry with an average hourly wage of \$48.75.
- Approximately 2.7 million infrastructure workers are expected to retire or leave jobs in the next 10 years.
- The infrastructure sector is expected to grow 11% by 2021 and almost 20% by 2026.
- D.C. Mayor Muriel Bowser opened the DC Infrastructure Academy to provide a pathway for the middle class and create a pipeline to in-demand infrastructure jobs.



## DC Infrastructure Academy

- Launched on March 12, 2018, the DC Infrastructure Academy (DCIA) is a key initiative of the Bowser Administration, led by the Department of Employment Services.
- Modeled after successful programs in Chicago, Philadelphia, and Georgia.
- \$5M in initial seed money from the Pepco/Exelon merger settlement dedicated to workforce development and the District's investment of \$16.75 million.
- A dedicated location that coordinates, trains, screens, recruits, and fulfills the needs of the infrastructure industry.
- ***Quick Path to Transportation (QPT)*** will connect District residents to employment in the transportation industry.
- Regional public sector apprenticeship program.
- Certifications (CDL licensure, Flagger Certification, OSHA 10 certification, and other trades).



# DC Infrastructure Academy Public/Private Partnership

- Potomac Electric Power Company (PEPCO)
- Washington Gas
- Washington Metropolitan Transportation Authority
- University of the District of Columbia
- AFL-CIO
- District Department of Transportation
- District Department of Energy and Environment
- District Department of Employment Service
- District Department of Public Works



A scenic view of Washington, D.C. at dusk. The Lincoln Memorial is illuminated in the foreground on the left. The Washington Monument stands tall in the center. The U.S. Capitol building is visible in the background on the right. The sky is a mix of blue and orange, suggesting sunset or sunrise.

**A culturally competent organization brings together knowledge about different groups of people -- and transforms it into standards, policies, and best practices. To ensure competitive advantage HR professionals need to be aware of the emerging cultural dynamics in order to prepare for the workforce of the future.**