Improving Employee & Organizational Performance

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Introduction

• Employees are the key to safe and efficient system operation
• Employees are also the face of the Agency in the eyes of the public
• Perform a variety of critical, operating and maintenance tasks to ensure safety and efficiency
• Transit agencies challenges:
  ▪ Need to train, motivate, and retain employees
  ▪ Recruiting millennials
  ▪ Organizational cultural issues
  ▪ Aging workforce and Infrastructure
  ▪ Budget constraints
Recruiting Millennials

• Baby boomer retirement creating shortage of long term employees

• Millennials:
  ▪ less interested in public sector jobs
  ▪ more likely to switch employers and industries
  ▪ want to stay connected while working
  ▪ most interconnected generation, well aware of other opportunities

• Agencies need to emphasize:
  ▪ work life balance
  ▪ environmental and social aspects
  ▪ benefits and security
  ▪ provide advancement and training

• Early career programs
Training

- Properly trained employees are key
- Deviations from training can be catastrophic
- Goal is:
  - Behavior modification
  - To engage
  - Engender buy-in
  - Respect
- Never shall the three meet:
  - Policy & procedures
  - Training
  - Work practices
Training

• Human factors
• Teach to the lowest common denominator
  ▪ Workers may have no prior railroad experience
  ▪ Assess student knowledge
  ▪ Include foundational information
• Connect training to the real world
  ▪ Job Briefing Exercise
  ▪ Empirical data
  ▪ Case studies
• Include video
Culture

- Established by leadership
- Established despite leadership
- Shared values & beliefs
- It is the game!
- Environment that allows or prevents
- Frames what is important
- Creates defenses
- Safety impediment
- Has limits
Organizational Issues

• Safety culture
  ▪ Shared values
  ▪ Beliefs
  ▪ Norms

• Communication

• Preempting Accidents
  ▪ Proactive culture
  ▪ Maximize resistance to operational hazards

• Safety is a dynamic non-event that can cause apathy

• Create a vibrant safety information system, including near miss reporting
Changing Technologies

• Technology out pacing skills
  ▪ New tools required for maintenance
  ▪ Hi-tech troubleshooting

• Paradigm shift within the industry
  ▪ Configuration Management
  ▪ IT skills while maintaining “vitality” mindset

• New Technology Creating Complacency
  ▪ Communication Based Train Control (CBTC)
  ▪ Positive Train Control (PTC)
  ▪ Automated Systems
Questions?