

# 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

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- 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

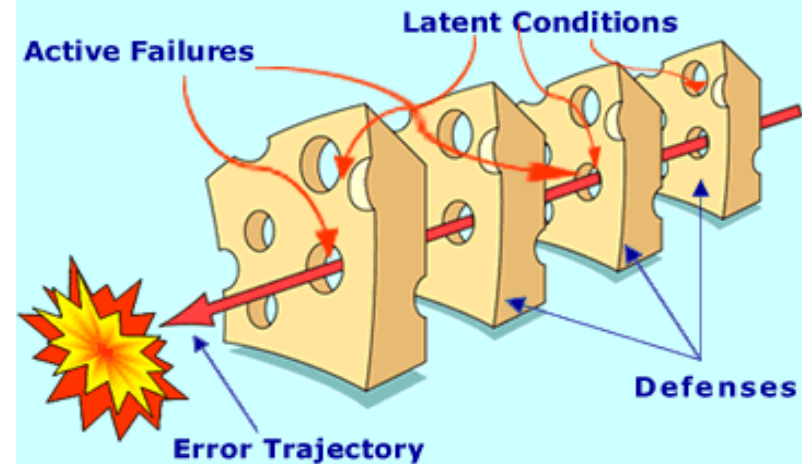






# Culture

- 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?

