



Building a TAM Culture from the Ballast Up

Laura J. Zale

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- Sixth largest public transportation agency in the country.
- Multimodal:
 - Heavy Rail
 - Commuter Rail
 - Light Rail
 - Bus
 - Trackless Trolley
 - Paratransit
- Utilizing legacy infrastructure maintained and owned by Amtrak, freight, and the City

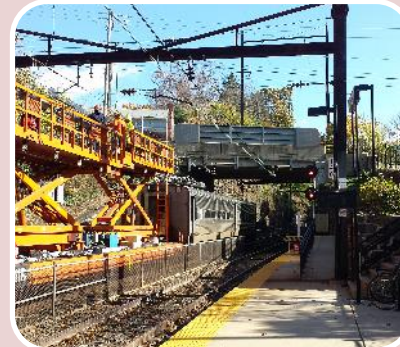
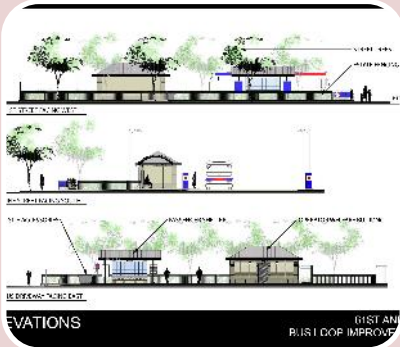
Multi-Disciplinary Workforce



- Infrastructure Engineering: 1,550 Maintenance/ 425 Management
- Vehicle Engineering; 1,750 Maintenance/ 225 Management



A Workforce in Silos



Design

“White Hats”

Construction

Third Party/
In House/
Hybrid

Operate/
Maintain

Disconnect
with
Designers

Operations

“You shut
down the line
last year!”

Silo culture impeded project delivery and full lifecycle management.

A Time of Change in EM&C



- Significant Level of Retirement
- Loss of Institutional Knowledge

- Act-89 increased Capital Program Size
- Inconsistent Onboarding of Senior Staff
- “Rapid Assimilation” Program
- Significant Amount of Vacancies in 2018

New Approach to Hiring Engineers



- Many vacant positions downgraded to “Engineer 1” (entry level)
 - “Engineer 1” has a career advancement path over a 4-year period
- Candidates were interviewed by all hiring managers.
- Collaborative effort to develop inaugural program in compressed timeframe.



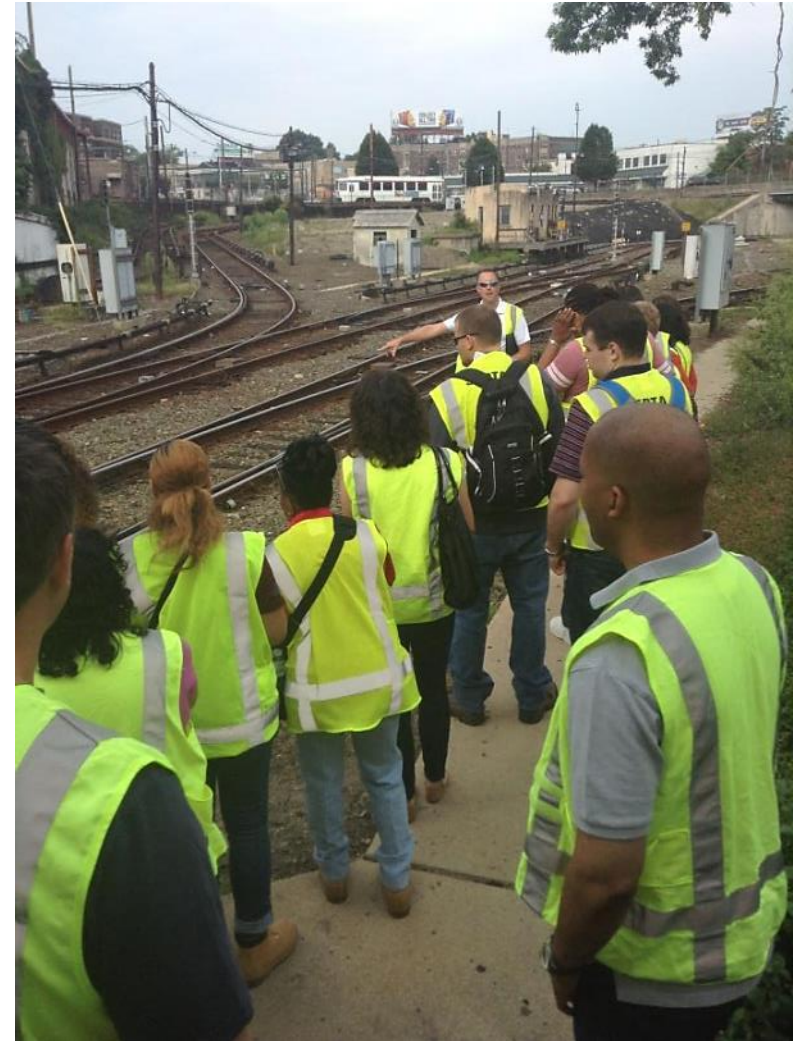
Rising Workforce



Program Logistics



- 12-month-long Training Program
 - M-Th in Host Departments
 - Friday in Home Department
- Immersion in all Engineering Disciplines
 - Focus on maintenance and construction departments
 - Safety and operational rules
- Focus on Interdisciplinary Relationships
- Focus on Proactive Training



Rotation within EM&C



Assistant General Manager

Right of Way

Structures and
Facilities

Administrative

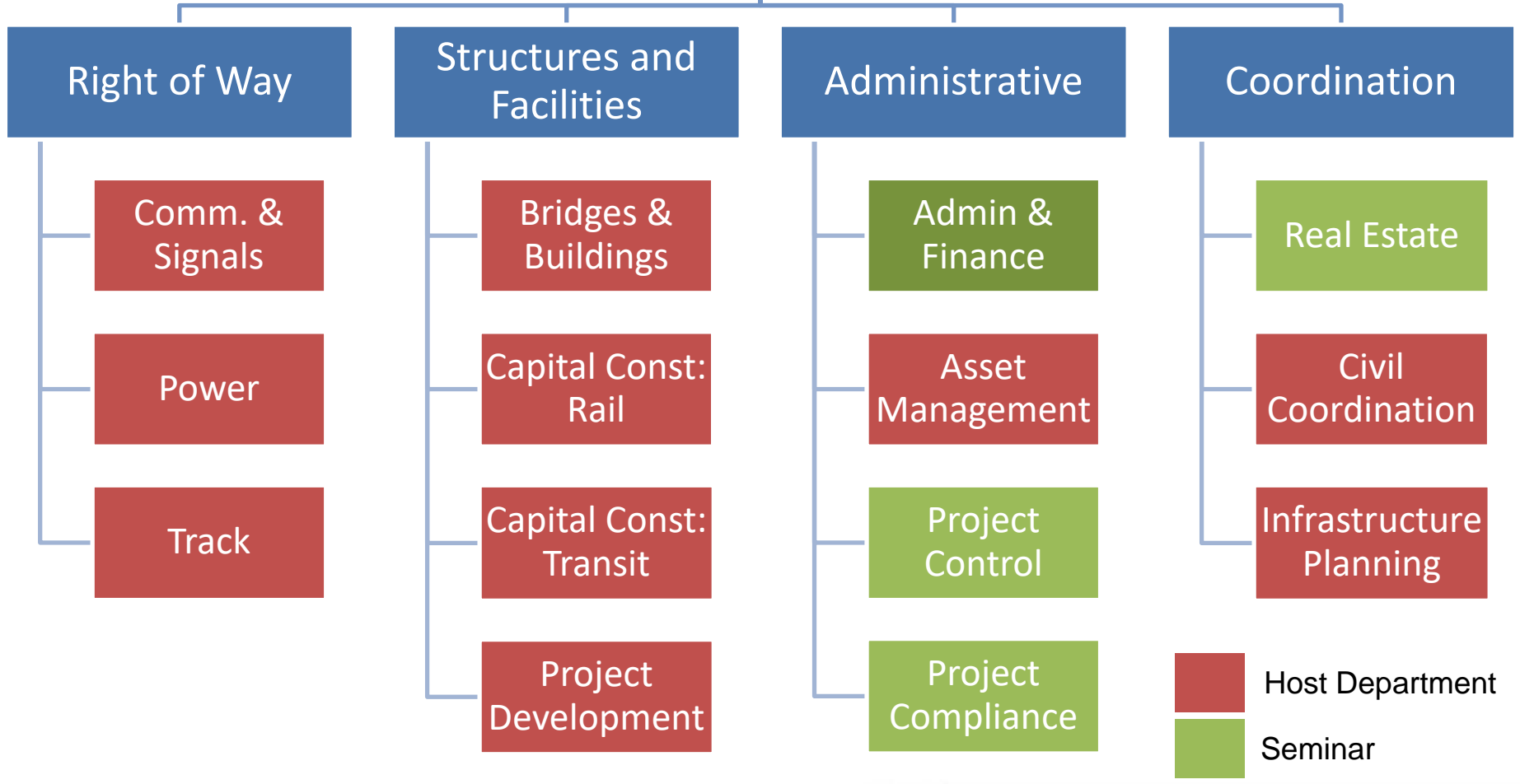
Coordination

Functional Areas within
EM&C

Rotation within EM&C



Assistant General Manager



Typical Assignments



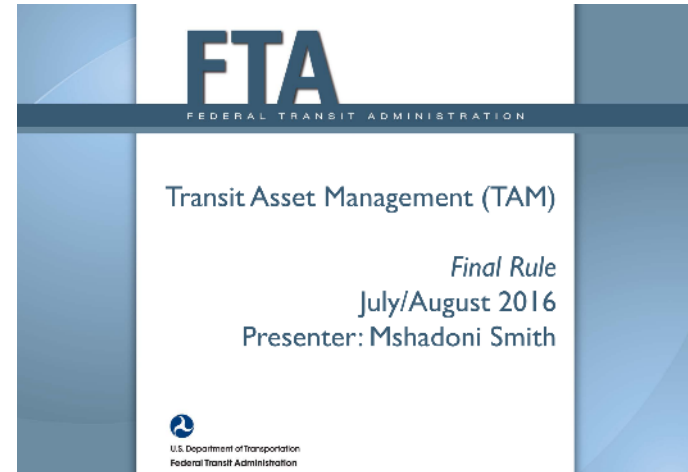
- Shadow Track Inspectors
- Structural Assessments
- Tunnel Safety Audits
- Shadow OCS Gang
- Municipal Coordination
- Culvert Assessment
- Requested Track Outages
- Night and Weekend Project Work
- Snow Duty
- Ambassador Assignments



Typical TAM Rotation



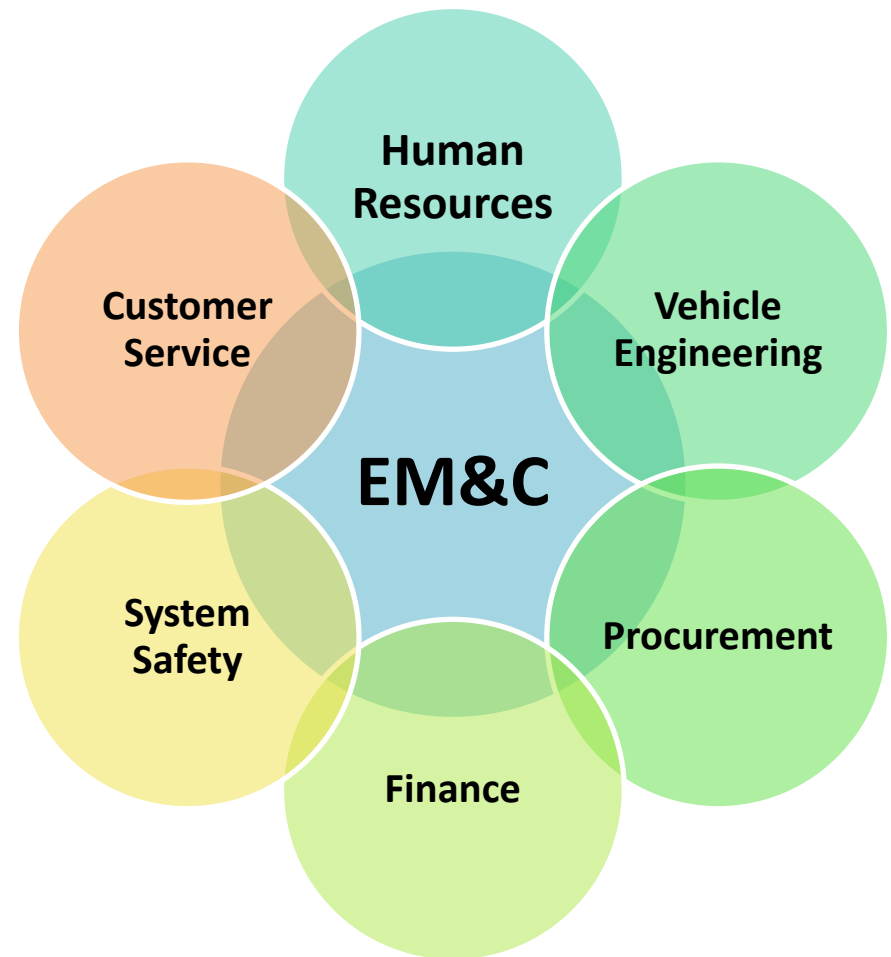
- Compliance
- Condition Assessments
- Communication
- Data Governance
- Department Prerequisites
 - Structural Inspection
 - Cost Estimating
 - Capital Construction



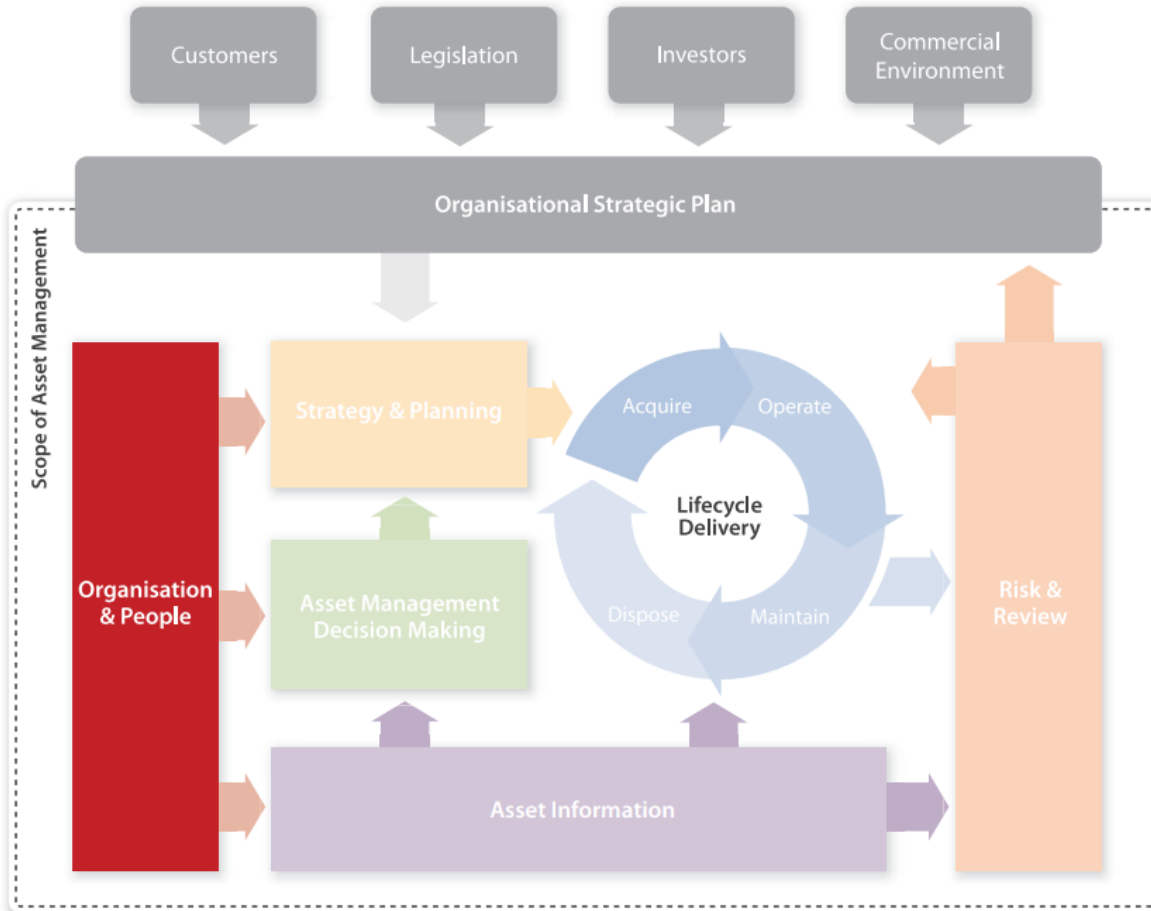
Cross Division Training



- Seminars with non-infrastructure departments
- Focus on interaction between divisions



IAM Subjects on Workforce



Group 5 - Organisation & People

- 26. Procurement & Supply Chain Management
- 27. Asset Management Leadership
- 28. Organisational Structure
- 29. Organisational Culture
- 30. Competence Management

Advantages to the TAM Group



- Multidisciplinary Training
 - Network of Subject Matter Experts
- Exposure to lifecycle management principles and practices
- Deliverable that influences planning
- They ask a lot of questions
- They become TAMbassadors



How's it Going?



- Gives SEPTA a competitive edge in the job market
 - 10 out of 11 candidates selected for the program have accepted job offers at SEPTA
- Rapport within the cohort
- Looking forward to returning to Home Departments
- “I’m starting my first real project and I know who to call!” –Eng. 1



Lessons Learned



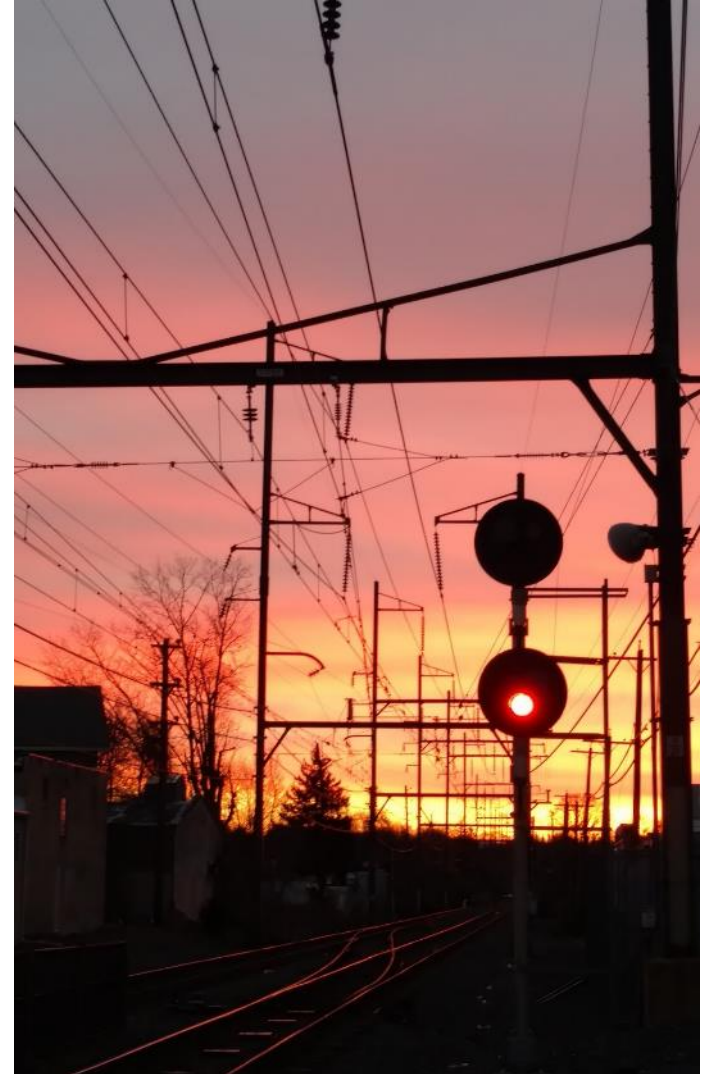
- Managing Expectations
- Adjustment of Time in Departments
- Communication with Host Departments
- Acclimation Period for “Generation Z”



What's Next?



- Round 2 Starts on July 29 with 6 New Engineers
- Integration of New Engineer into TAM Group
- Continued Participation in “Tour de EM&C”
- TAM Class for Management Level Staff



Building the Future



Building the Future





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