

# TRANSIT NEEDS TRAINING PARTNERSHIPS NOW

Rapidly advancing technologies, shifting workforce demographics and the increasing demand for more public transportation makes the effective development of new skills for the transit workforce an urgent need. As transit agencies upgrade their equipment and increase their service, they must also upgrade the skills of their workers.

Transit capital equipment is expensive and complex. New technologies such as hybrid-electric propulsion, clean diesel, intelligent transportation systems and advanced electronics are continually coming online. Operating and maintaining this equipment requires making a parallel investment in human capital. To compound this crisis, 40 percent of skilled transit mechanics will reach retirement age in the next decade. There is a pressing need to train the workers who will move into these highly skilled positions. New workforce demographics demand fresh and innovative forms of training.

Labor-management partnerships are a proven method for building skills and strengthening transit's workforce. The Transportation Learning Center helps transit systems and unions establish a participative process for developing training programs. Labor-management partnerships work because they address concerns shared by both parties. With over 90 percent of transit's hourly workforce represented by labor unions, the public transportation industry is ready for constructive partnerships.

**Warren S. George  
International President  
Amalgamated Transit Union**

Building the skills of transit workers is at long last being effectively addressed through the joint efforts of transit unions and transit agencies. Through a national system of training and apprenticeship, transit workers can expand training opportunities and develop the skills for America's public transportation needs of the future. Transit workers welcome the opportunity to help lead these partnerships to expand skills, strengthen job security and expand career ladder opportunities.

**William W. Millar  
President  
American Public Transportation Association**

Workforce Development is a top priority for the transit industry. Labor and management working together in large and small properties to address the issues facing public transportation through a joint project helps take us to a brighter future for public transportation.



## TRANSPORTATION LEARNING CENTER

The Transportation Learning Center builds constructive labor-management partnerships to strengthen transit's workforce.

The Center is the only nonprofit organization that receives support from the Department of Labor, the Federal Transit Administration and the Transit Cooperative Research Program.

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# TRANSIT PARTNERSHIP PAYS WORKING TOGETHER - EVERYBODY WINS



## TRANSPORTATION LEARNING CENTER



# GAINS FROM TRAINING PARTNERSHIPS

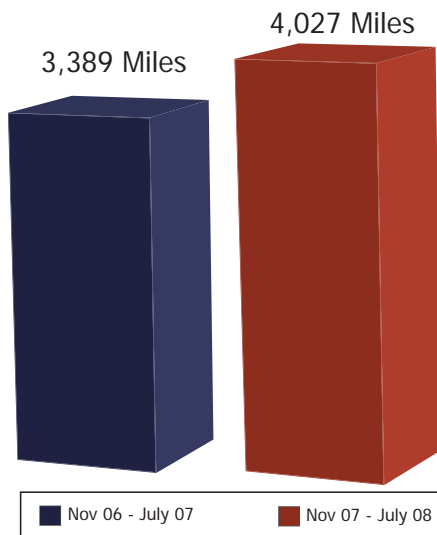
The Center's partnership-based, data-driven model for developing training reaps enormous gains for transit agencies, workers, and the customers of public transportation. There is abundant evidence that the most successful, cost efficient and durable training systems come from industry based labor-management partnerships. These partnerships have a successful track record of success. Labor-management partnerships improve training systems. When transit agencies have an established system of training they operate more efficient and reap financial savings from the more effective repair and maintenance of transit equipment.

## Return on Financial Investment

Labor-management training partnerships yield enormous return on investments for transit agencies. The Southeastern Pennsylvania Transportation Authority's partnership with Transport Workers Union Local 234 provides a strong example of the financial gains that come from joint training endeavors. A combined investment of \$2.6 million in training produced an estimated savings between \$6.5 and \$14.5 million over a four-year period. The resulting four-year return on investment ranges from 142 percent to 442 percent. Training partnerships can save transit agencies millions of dollars.

	Year 1 12/01-06/02	Year 2 07/02-06/03	Year 3 07/03-06/04	Year 4 07/04-06/05	Total
Total Savings	\$8,966,628	\$12,323,628	\$12,135,628	\$16,483,628	<b>\$49,909,512</b>
High Estimate of Savings from Training (30% contribution)	\$2,573,824	\$3,571,794	\$3,412,086	\$4,662,183	<b>\$14,219,887</b>
Low Estimate of Savings from Training (15% contribution)	\$1,170,748	\$1,660,602	\$1,477,441	\$2,048,186	<b>\$6,356,977</b>
<b>ROI = (Training Benefits - Costs)/Costs * 100%</b>					
Internal Training Investment	\$451,114	\$352,741	\$341,271	\$402,257	<b>\$1,547,383</b>
Grant Investment	\$436,644	\$203,804	\$197,362	\$239,934	<b>\$1,077,744</b>
Total Training Investment	<b>\$887,758</b>	<b>\$556,545</b>	<b>\$538,633</b>	<b>\$642,191</b>	<b>\$2,625,127</b>
High Estimate of ROI	190%	542%	533%	626%	442%
Low Estimate of ROI	32%	198%	174%	219%	142%

CDTA System-wide Monthly Average MDBF Significantly Improves after Training



## Improvement in Mean Distance between Failures

Mean distance between failures (MDBF) measures the number of miles a vehicle travels before breaking down. A higher MDBF translates to better vehicle reliability and longer stretches of uninterrupted service for transit customers. The Capital District Transportation Authority, located in Albany New York, improved their MDBF drastically after implementing a training partnership with Amalgamated Transit Union Local 1321. CDTA improved its monthly MDBF by 638 miles or 18 percent following the launch of the joint training program, and this happened without adding any new buses to the fleet.

## Bill George President Pennsylvania AFL-CIO Chair, Keystone Development Partnership

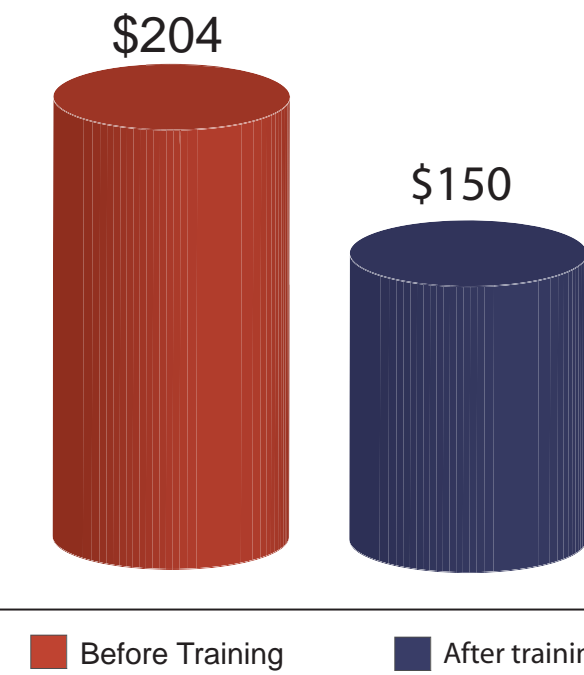
Building on the success of our Keystone Transit Career Ladder Partnership since 2001, Pennsylvania has created a broad system of industry partnerships for workforce development and economic development. We have strong labor-management partnerships in manufacturing, in utilities, in trucking and logistics, and we're just getting started. Working together, public sector and private sector, labor and management, that's the best way to rebuild the economy.



## Strengthened Preventive Maintenance Program

A transit maintenance department's ability to perform on-time preventive maintenance inspections is essential to preventing unscheduled failures and ensuring vehicle reliability. Keystone, the labor-management training program in Pennsylvania, produced labor and parts savings and higher labor efficiency with training that focused on preventive maintenance. A preventive maintenance job that cost \$114 in labor and materials cost only \$82 after four years of joint training. In total, the Southeastern Pennsylvania Transportation Authority saved \$8 million on bus preventive maintenance jobs. The Capital District Transportation Authority also experienced positive results for its preventive maintenance program with the initiation of joint training. Prior to the training partnership, CDTA struggled to perform maintenance on equipment in a timely manner. Six months after training, the preventive maintenance inspections improved to a rate of 97.3 percent as compared to 93.9 percent in previous years.

## Keystone Electric Training Helps Amtran Save Money on Batteries



## Fewer Bus Defects

When workers receive adequate training, transit equipment performs at a more optimal level. After the Capital District Transportation Authority began joint training with Amalgamated Transit Union Local 1321, bus defects were reduced by 30 percent overall. AMTRAN, a transit agency in Altoona, Pennsylvania that is part of Keystone, saved money on batteries after sending mechanics to a Keystone basic electric course. The frequency of replacing batteries dropped sharply resulting in a \$54 savings.

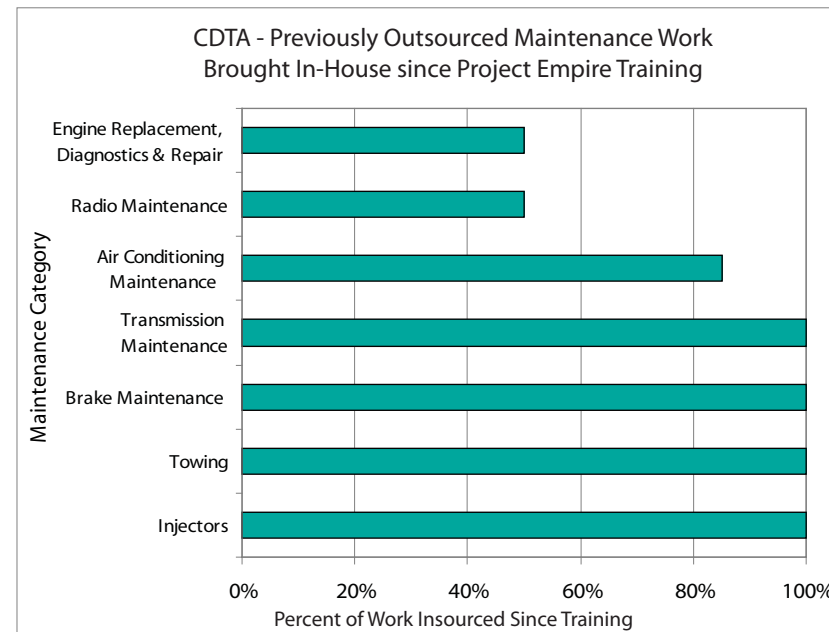
## Ray Melleady Executive Director Capital District Transportation Authority

I don't think any transit property will be successful if it does not continually invest in its workforce. In fact, I think the one thing that will separate success from failure will be a transit property's ability to understand that training is an investment, not an expense.

## Bringing Back Jobs

The Capital District Transportation Authority contracted out much of its maintenance work before the training partnership began. With the partnership-based training, CDTA increased the skills of its workforce and brought maintenance jobs back to CDTA and away from outside contractors. For example, before joint training, CDTA could not maintain its own radios. After training began, the maintenance department was able to start doing radio maintenance internally because they had made the investment in training.

Training partnerships yield fruitful financial gains for transit agencies. They result in fewer bus breakdowns, increasing the life-span of equipment, and contracting out less work.



## Culture Change in Transit

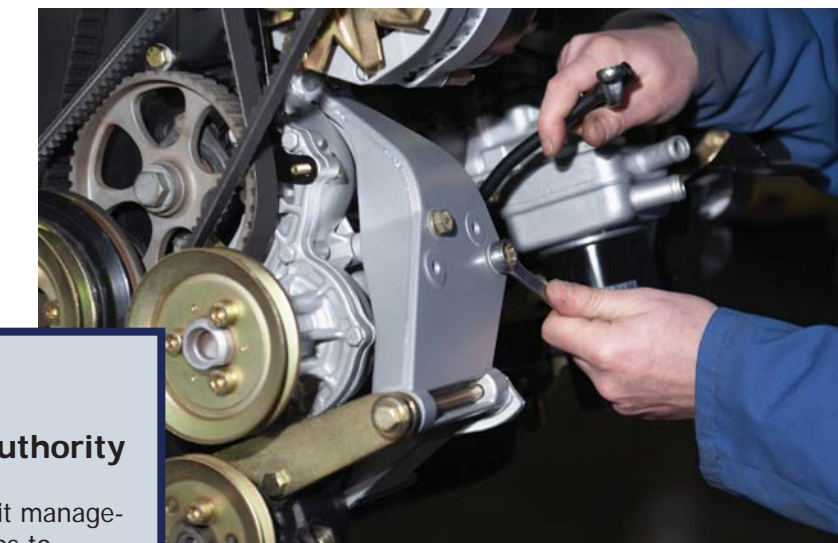
Training partnerships create a positive labor relations culture. Workers and managers must set aside conflicts from the collective bargaining process to work toward the goal of improving training. The other conflicts do not disappear, but both parties have a vested interest in improved training and both parties stand to gain from a training investment. These create a more positive workplace culture fostered out of mutual trust and respect.

When workers are trained they are worth more to transit agencies and they take more pride in their work. Providing continual training and educational opportunities allows workers to expand their skills, advance up the career ladder and perform higher quality work.



## Ray Marshall, Former US Secretary of Labor Professor, University of Texas at Austin

To meet large and growing skill gaps, public transportation is building a strong national system of training and apprenticeship. Data-driven, problem-solving partnerships between labor and management nationally and locally are the foundation of effective training and apprenticeship that is consistent across the entire industry. A well-developed system of training and apprenticeship will make it easier for the transit industry to create high performance organizations that emphasize high skills, advanced technology and continuous improvement in service quality.



## Dr. Beverly A. Scott General Manager/CEO Metropolitan Atlanta Rapid Transit Authority

Over the past eight years, national leaders of transit management and labor have been building new partnerships to strengthen workforce training. The most recent product of this joint effort is a system of consensus training guidelines. These are tools we can use to jointly building the skills our industry so urgently needs.