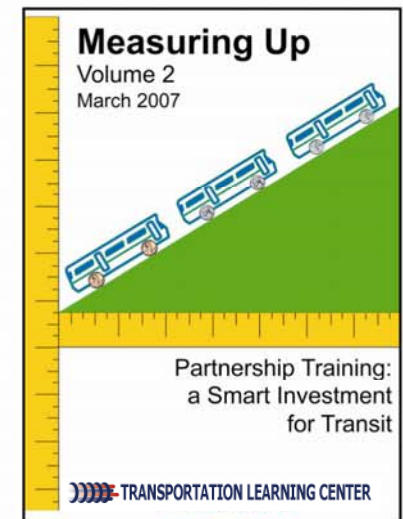
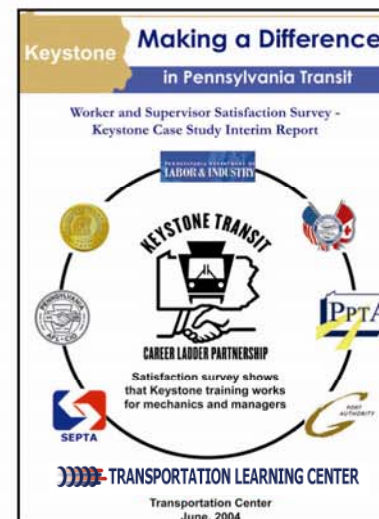
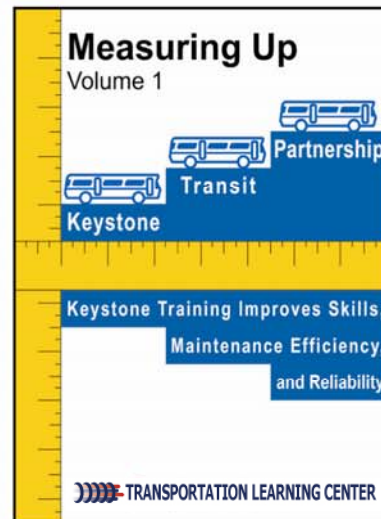


Transit Partnership Training:

Metrics of Success



 **TRANSPORTATION LEARNING CENTER**

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Metrics of Success

You can never know how well you're doing until you find ways to measure outcomes. The Transportation Learning Center has followed through on this basic insight by developing a series of four in-depth research reports over the past four years on the work of the Keystone Transit Career Ladder Partnership – the longest operating, largest and so far the most successful of the statewide joint labor-management transit training partnerships supported by the Center.

The key findings of this research are highlighted in this overview. For employees and their supervisors, this unique partnership-based, data-driven customized approach to training at statewide scale has been a great success. It has:

- Increased skills and produced significant promotions in filling maintenance vacancies
- Been embraced by employees and supervisors
- Led to quantifiable improvements in employee knowledge.

For transit systems, it has led to significant improvements in efficiency and cost savings. It has:

- Improved equipment reliability and achieved longer mean distance between failures of vehicles
- Reduced unnecessary part replacement and improved labor efficiency
- Reduced need for high level of spare buses
- Resulted in major maintenance cost savings and fleet procurement savings of between \$6,356,977 and \$14,219,887, and a four-year return on investment (ROI) of between 142% and 442%

The Center would like to acknowledge those who made these reports possible. The research was supported by the US Department of Transportation and the Pennsylvania Department of Labor and Industry. Much of the work was done by labor-management work groups throughout the state, especially data managers at SEPTA. At the Center this research was led by Assistant Director for Research Xinge Wang and Director of Workforce Development Jack Clark. Their hard work and creativity have been exceptional in these projects.



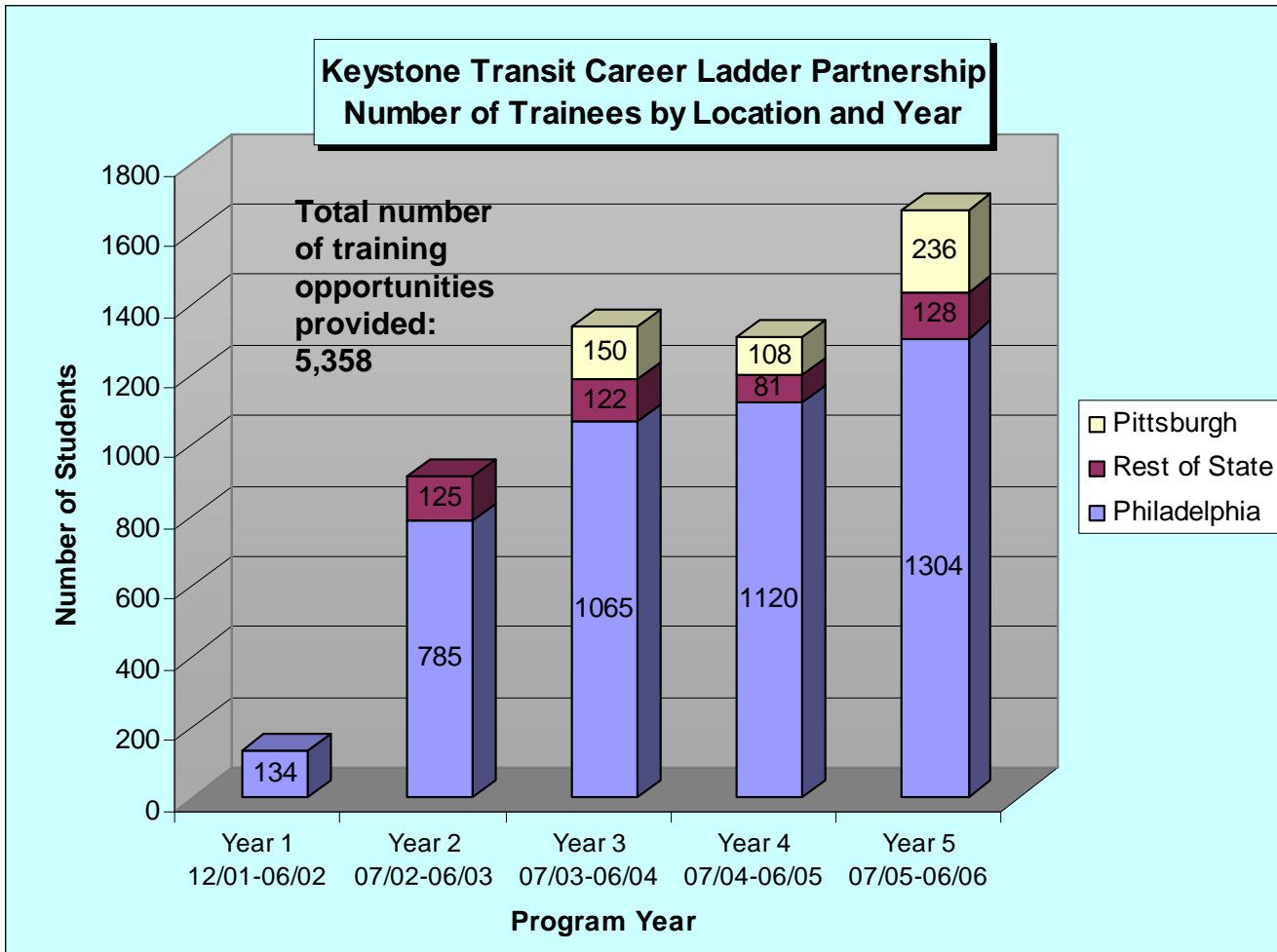
Brian J. Turner
Director



Keystone Bus Trainees in
Classroom

Transportation Center Reports on Metrics of Success

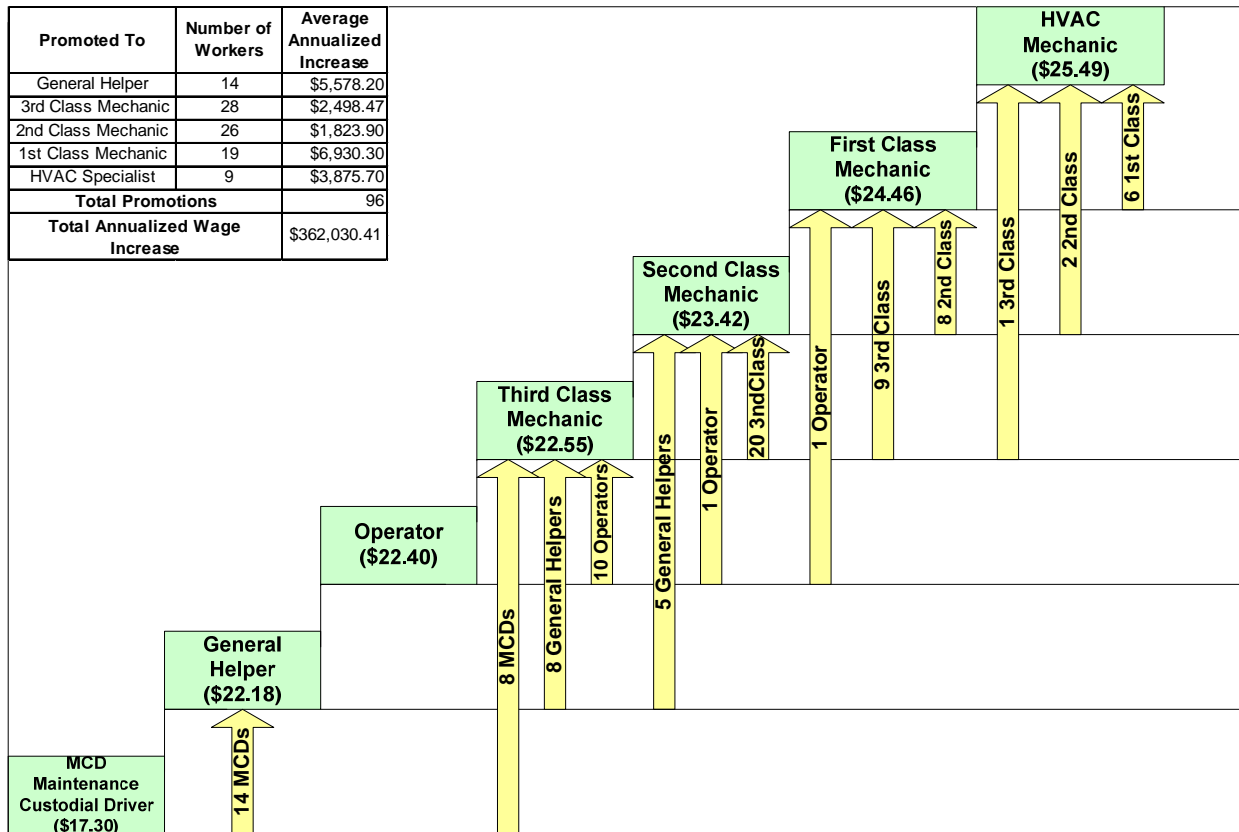
- **Pennsylvania Transit on the High Road (2003)**
- **Making a Difference in Pennsylvania Transit (2004)**
- **Measuring Up, Volume 1 - Keystone Training Improves Skill, Efficiency and Reliability (2005)**
- **Measuring Up Interim Report (February 2006 Update): Assessing the Costs and Benefits of Training (2006)**
- **Measuring Up, Volume 2 – Partnership Training: A Smart Investment for Transit (2007)**



The largest location in a national Transit Technology Career Ladder Program, the Keystone Transit Career Ladder Partnership started in Philadelphia in the winter of 2001 and quickly expanded to become a statewide program. It has provided over 5,000 training opportunities to more than 2,000 Pennsylvania transit employees in bus, rail and facilities maintenance.

This chart shows the number of trainees by program year in the three Keystone locations: Port Authority in Pittsburgh, SEPTA in Philadelphia and over thirty smaller transit properties in Pennsylvania.

**Keystone Transit Career Ladder Partnership
Philadelphia Promotions and Wage Increases* 12/1/2001 – 6/30/2006**



* The wage rates shown in this chart are top rates in each classification. Entry rate for a classification is based on a percentage of the top rate, in most cases, 60 percent. After 48 months (108 months for MCD; 12 months for 1st Class and HVAC Specialist), the wage advances to 100 percent top rate. Wage progression is based on overall Authority seniority rather than seniority under each classification.

Community Transportation Center
4/1/2007

Building on strong labor-management partnerships and utilizing data-driven decision making process, Keystone has made it possible for a record number of mechanics to upgrade their skills and move up the transit career ladder in an industry facing dramatic technological change and skill shortages.

This chart illustrates examples of bus maintenance worker career ladder promotions through Keystone Philadelphia and corresponding wage increases. The 96 promotions achieved in the first five program years helped to alleviate SEPTA's skills gap caused by emerging new technologies and an exodus of senior maintenance workers due to retirement.