

L to R: Trevor Watkins, Greg McKinnon, Kim Pursehouse, Anna Kidd, Craig Harland, Trent O'Meley, Julian Hyde, Chris Jamieson, Aaron Scealy, Lawrence Milsom, Ryan Scealy, Phil Milsom, Damien Webster, Paul Lamont, Rodney Oakes, David Scealy, Nathan Harrison, Kevin Langford, Errol Boots, John Brambley, Daniel Miners, Bill Spletter, Peter Coe, Chris Block, Lisa Lemon, Andrew Rogan, Mathew Pilon. Absent: Tytan Ritchie, Mark Downey, Chris Ingram and Steven Bennett

INTRODUCTION AND GENERAL DESCRIPTION

On January 15, 2012, John Holland Rail CRN (JHR) took over the contract to manage the Country Rail Network throughout New South Wales. It was with this new identity that the West Wyalong Routine Maintenance (RM) team was developed.

David Scealy Maintenance Superintendent has created a tight knit family in his time as manager at West Wyalong. There have been a few minor changes over the years but nothing drastic. When a new member starts at West Wyalong they quickly become part of the family. David's passion and pride for the rail network shines through all the team members with this shown in their work ethic and production. Nothing ever stands as a barrier for the West Wyalong team giving everything 100%, you only need to see their area and safety records to see clearly, they are a focused team. Safety is driven home immensely starting from the superintendent with it taking the number one priority. Nothing will be achieved unless it is done safely. West Wyalong will always put their hand up to help whether that is another routine maintenance team if they are short or Major Periodic Maintenance (MPM) and this is never an issue. The team respond to public complaints and incidents promptly.

West Wyalong depot is the main staff base with the Superintendent, four Track Supervisors, one Planner/Scheduler, one Engineer, four Leading Hands, 17 Maintainers, one Structures, fulltime mechanic and two Administration staff. Due to the immense distance of the area the team maintains, works are planned to utilise the skills of the team and all records are managed in the West Wyalong depot.

West Wyalong maintains a great team attitude and team culture.

The Team's Infrastructure

West Wyalong						
<i>Core Network</i>	Kms	Turnouts	Bridges	Culverts	Level Crossings	Sidings
Stockinbingal - Temora	34.643	27	1	117	17	11
Temora – Griffith	142.267	54	7	310	115	35
Junee – Griffith	174.442	64	19	199	114	38
Total Core Network	351.352	145	27	626	246	84
<i>Grain Network</i>	Kms	Turnouts	Bridges	Culverts	Level Crossings	Sidings
Temora – Ungarie	108.370	15	2	264	79	7
Ungarie – Naradhan	60.448	10	8	72	35	6
Ungarie – Lake Cargelligo	71.404	14	3	107	37	6
Griffith – Hillston	107.800	20	8	165	61	10
The Rock – Boree Creek	56.575	8	3	80	45	4
Bogan Gate - Tottenham	112.396	23	14	159	54	12
Total Grain Network	516.993	90	38	847	257	45
<i>Goulburn</i>						
<i>Core Network</i>	Kms	Turnouts	Bridge/Tunnels	Culverts	Level Crossings	Sidings
Joppa Junction – Canberra	99.110	46	59	336	49	39
Total Core Network	99.11	46	59	336	49	39
Total Network	967.455	281	124	1809	863	168

The team is also responsible for inspections on 1000 kms of non-operational line.

PEOPLE

The Team Skills and Training

The West Wyalong RM team holds a highly diverse skill set. With experienced Track Supervisors who can mentor new staff, as well as the qualified and competent Leading Hands, West Wyalong is able to offer new and existing employees guidance in the rail industry.

The West Wyalong team has embraced the opportunity within JHR to assist with other teams in the CRN, and to work in other areas. This is an opportunity to see how other depots operate, to see and work on other areas of track and they, at the same time, are sharing their vast track and organisation knowledge with other teams.

Succession planning has been implemented, to ensure the team can continue to deliver into the future. Employees are developed through training and stretch assignments, acting opportunities and mentoring. The Superintendent delegates to Supervisors to enable them to develop within their roles and provides the opportunity for secondments, which has exposed team members to experience outside of their normal roles. A Huge role change is the past year is our superintendent acting as Maintenance Manager giving the opportunity to our supervisors to take charge and step up to the superintendent role. Flow on effect onto our maintenance staff stepping out of their comfort zone acting as leading hands really showed a positive for these guys giving them some responsibility plus authority. Our administration, planner and engineering staff have also been able to see processes start to finish as; having to complete tasks that are usually done at central location has really helped for a great foundation on why these processes are done.

The Learning and Development (L&D) team has been working closely with the West Wyalong team to ensure all training records are nationally recognised, uploaded and verified and managed in Onsite Track Easy. Lucky for the West Wyalong team we have 2 of our own trained Trainer and Assessor in our team Ryan Scealy and Julian Hyde who have taken on the task of inhouse training. Julian and Ryan have also assisted throughout the CRN with training other teams. We are very fortunate for these guys to train our new guys into the rail industry, they can sit and do their off-job, on-job and competency workbooks with the guys that are their supervisors/mentors. Monthly phone hook-ups take place between the Superintendent and the L&D team to touch base on the progress and if the team is requiring a little help in hand. These hook ups also cover any expiring competencies that may be coming up and either book training in or get copies of the most recent drivers licence, high risk licence etc.

Time Management

Fatigue management is managed by the Superintendent, Planner and Track Supervisors. JHR has implemented a new fatigue management system in which the Track Supervisors record time worked, to ensure all staff are fully rested. The Planner/Scheduler plans work for the team and it is policy that not more than 12 consecutive days are worked at any time.

The team adhere to a 19-day month roster; working Monday to Friday, eight hours per day. This roster is followed, with the exception of emergency work and call outs. This is soon to change with a trial of a 9-day fortnight to create a more cost-effective productivity result. The guys working an extra half hour everyday this time will be well utilised to get more achieved.

We have created a shared calendar in outlook that all office staff have access too. We use this tool to input annual leave, meetings, training, service schedules so when planning works you can see any upcoming items. This is also used as the work/holiday roster. Christmas always has its own roster that is managed and confirmed well in advance. This roster is based on skills and minimal staff, but safety significant work never compromised.

Team Environment

The West Wyalong team is a close-knit team that has a great team focus and culture. West Wyalong team has kept its great work ethic and “can do attitude” that continues to inspire each other and are always very respectful of each other. The diverse range of tasks this team perform ensures that staff do not get bored or complacent in their duties. Track Supervisors communicate between each other on a regular basis and place team members where their skills are needed in line with the works program.

Safety is a key focus for the team! Safety is always the first topic talked about daily and driven home from the Superintendent. Every member of the team completes a ‘Start Card’ daily to record details of the worksite, ensuring awareness of the task at hand, dangers/ hazards around them and details of the PO on site.

Pride

All members of the team play a vital role; thus, giving each member a feeling of self-worth and a sense of ownership of the asset. This is displayed in the quality of work they perform. It is evident that this sense of ownership over the asset gives a great sense of pride to the individual which is what makes this team so successful.

West Wyalong depot make a huge effort in keeping the depot well maintained and organised including keeping the vehicles washed and tidy. The team pride really shows every day in the way the depot operates.



Turnout timbers put in at Aria Park



Turnout Maintenance Bungendore

SAFETY

West Wyalong's Planner/Scheduler and Engineer have worked hard to introduce best practice policies and procedures with Track Supervisors, so the West Wyalong depot can manage maintenance requirements in accordance with compliance and safety. We have a HSR Representative, Lawrence Milsom, at the depot that attends HSR meetings with other depot representatives and shares information with the team around what is discussed in these meetings. Lawrence is passionate and takes great pride in enforcing and encouraging safety in and around the depot and worksite. He is always on hand to give the team the knowledge or support they are asking for and will always go the extra mile to find the form or answer. Superintendent David Scealy is obsessive about safety, an approach adopted by the entire team. This shines through in our results.

Records

There has not been a LTI in the West Wyalong team since 2001. Having introduced many new team members during this period, the team is very proud of this achievement. This team is very safety conscious and it is instilled in all employees the importance of working safely in the workplace, as well as in the home. Leaders in the team stress the importance of safety daily. The push to 'rethink any task before you jump in' has paid off immensely.

West Wyalong Routine Maintenance LTI MTI Chart 2018													
Days		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
		0	0	0	0	0	0	0	0	0	0	0	0
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6													
5													
4													
3													
2													
1													
Number of LTI's		0	0	0	0	0	0	0	0	0	0	0	0
Number of MTI's		0	0	0	0	0	0	0	0	0	0	0	0



Example of the GMR signs put in place to improve safety on the job site

Compliance

Compliance Period 1 st July 2017 – 30 th June 2018	Programmed Work	Compliant	Non- Compliant	
Safety Critical	519	519		100%
Safety Significant	1460	1460		100%
Overall Compliance	1979	1979		100%

Incident Performance Indicators

Broken Rails

Three Broken Rails recorded in period. Defects were actioned within 48 hours.

Asset Description	Defect Start Measure	Defect End Measure	Date Reported	Dated Removed from Track	Summary	Action/Response
Single Line Temora to Roto	498.325	498.325	22/8/17	29/8/17	Rail Defect - Broken Rail 498.325km	Plated:22/8/17, Repaired 29/8/17
Single Line Junee to Hay	582.036	582.036	3/9/17	5/9/17	Broken Rail RFF#20170903 (582.036)	Plated 3/9/17, Repaired 5/9/17
Single Line Junee to Hay	502.417	502.417	22/6/18	22/6/18	Broken Rail 502.417km Dn Rail	Repaired 22/6/18

Misalignments

Nil Misalignments.

TSR

Section	Time Lost Minutes At 30 June 2016	Time Lost Minutes At 30 June 2016	Time Lost Minutes At 30 June 2017	Comments
Stockinbingal - Temora	0	0	1.14	Track Geometry
Temora – Griffith	0	8.64	0	
Junee – Griffith	0	0	0.20	Level Crossing Sighting Distance
Temora – Ungarie	0	12.5	2.37	Track Geometry
Ungarie – Naradhan	0	19.29	0	
Ungarie –Lake Cargelligo	2.19	0	0	
Griffith – Hillston	0	0	0	
The Rock – Boree Creek	0	0	0	
Joppa Junction – Canberra	0	0	2.13	Level Crossing Sighting Distance
Bogan Gate – Tottenham	4.48	6.4	4.15	Level crossing track geometry

TCIs

TCI data collected for the AK Car Track Recording Information

4 Monthly	August	December	April
	2017	2017	2018
Joppa Junction to Canberra	36	35	37
6 Monthly	September	April	
	2017	2018	
Stockinbingal to Temora	33	34	
Junee to Yanco	33	34	
Yanco to Griffith	43	40	
Temora to Griffith	31	29	
Yearly	September		
	2017		
Temora to Barmedman	31		
Barmedman to Wyalong	34		
Wyalong to Ungarie	30		
Ungarie to Lake Cargelligo	43		
Ungarie to Naradhan	37		
Griffith to Hillston	44		
The Rock to Boree Creek	43		
Bogan Gate to Tottenham	46		



Grading on Temora – Barmedman section



Dropping a Weld

Defect Rates

Defect Statistics for Period 1 July 2017 to 30 June 2018

	Found in Period	Removed in Period
BH-M	1	1
BH-S	2	2
BR	3	4
DW-S	5	6
E1	126	126
E2	105	104
HSH-L	1	1
HSH-M	4	4
HSH-S	7	7
HSW-L	2	2
HWS-S	2	2
MJS	2	2
P1	255	259
P2	531	544
P3	2557	1583
Pxx	1	1
TD-S	10	2
VSH-L	5	5
VSH-M	6	6
VSH-S	3	3
VSW-S	3	2
WTDM	1	1
Grand Total	3191	2667

Worksite Safety Assurance

Staff complete TRA (track risk assessment) and worksite safety briefings on all tasks performed; also, each employee has their own 'Start Card' to record details of the worksite, ensuring awareness of the task at hand. Incident Notification Forms are completed weekly, along with a Safety Leadership walk through and a GMR Assessment completed monthly. Superintendent and supervisors do random quality assurance checking. They will spot check inspection forms, protection plans and work sites to make sure things are done at a high standard.

Depot Safety Inspections

Depot safety inspections are conducted weekly, at the end of each month they are scanned and emailed to the Work Health Safety team. Hard copies are filed in the West Wyalong depot. If any issues are identified they are documented on the inspection form and actioned by a nominated staff member. If any identified issues are property related they are entered as a property request and actioned by the property maintenance team and CBM (country building maintenance).

First Aid kit, Fire extinguishers, electrical test and tag, oxy equipment inspections are conducted on a 6-monthly basis and filed in the West Wyalong depot. Chain and slings Evacuation plans are displayed throughout the depot and visitors are given an induction on the procedures upon arrival.

Toolbox Meetings

Toolbox meetings are held most Monday mornings, responses to issues are either dealt with on the spot or responses are sought and provided back to the team. These meetings are useful as a communication tool in our team as it is a relaxed environment and all team members feel they can talk freely about what work has happened or needs to happen. They are used as a great team bonding tool. Copies of toolbox meetings are scanned to the Records Management system and Work Health Safety rep and hard copies filed in the West Wyalong depot. We hold additional toolbox meetings if any issues are raised by the team, or if any Safety Alerts or Notifications are released.

ORGANISATION AND LEADERSHIP

Short Term Work Plans

The short-term planning of RM inspections and minor corrective maintenance works is set up on a weekly basis. The Asset Management System and annual works plan are the main sources of task collection, as well as a shared electronic calendar that the administration staff updates with training and leave information. The Planner/Scheduler works in consultation with Track Supervisors, the Superintendent and Project Engineer to establish the fortnightly plan.

Each week, the Planner/Scheduler will highlight inspections in the plan to be carried out as well as any corrective maintenance, training, leave etc. that will be carried out in that timeframe. The plan, along with work orders, is then sent via email or hardcopies to the appropriate Track Supervisors. These plans are displayed in the Planner/Scheduler's office as well as the Track Supervisor's office.

Annual Plan (up to 12 months)

Preventive Maintenance Tasks are set up in the Asset Management System (Maximo) as per the Technical Maintenance Plan. The forecast of all inspections can be found displayed in the Planner/Scheduler's office as well as the Track Supervisor's office. This annual forecast is used when setting up the short-term work plans as well as forecasting future works.

MPM projects are gathered from the long-term plan (15-year plan) and put forward for approval 24 months in advance. The current financial year's approved MPM program is displayed in the Planner/Scheduler's office. An annual work program is captured on the Planner/Scheduler's whiteboard to assist in forecasting work into the short-term plan, as well as budget forecasting.

West Wyalong's civil team delivers a vast number of Major Periodic Maintenance projects in their area, in conjunction with general routine inspections and defect management. This includes resleepering, retimbering turnouts, ballasting and others. The Planner/Scheduler and Superintendent discuss with MPM management of dates, timeframes and work scopes for various projects.

Long Term Plans

15-year plans are estimated and developed with the Superintendent, Planner/Scheduler and the Senior Management Team. Certain tasks are prioritised and delivered through a detailed Annual Works Plan based on defect management, asset configuration and condition, budget and maintenance requirements.

Emergency Response

The team has a callout roster and emergency contact list in place to deal with any emergency circumstances. This information is provided to all staff members. An incident plan has been set up containing employees' personal contact details, as well as details for emergency services in the area. West Wyalong has a good supply of materials in case of an emergency. They are prepared and have sufficient resources to make sure the track can be repaired and functional as quickly as possible.

Resource Management

1. Plant and material procurement

Purchasing of material, both internal and external, is done in accordance with JHR purchasing procedures. Contracts are set up for all suppliers or a minimum of three quotes are obtained ensuring the best value for money.

2. Contracts

All external contracts for the West Wyalong depot are compiled by the JHR contract administration department, however input into the contract is provided by either the Planner/Scheduler or administration staff, depending on the type of contract required.

3. Financial Reporting

The Superintendent, Planner/Scheduler and administration staff have access to the Maximo system which enables precise reporting on budgets etc. Last financial year we came within 1.4% of our overall budget, the Superintendent has also mentored other staff in this area and provides advice to other Superintendents during the fortnightly review.

ACHIEVEMENTS

In 17/18, alongside RM tasks, the West Wyalong team:

- Delivered MPM Turnout Retimbering projects, installing 214 Turnout timbers;
- 8 Rail Lubricators replaced with new Double Blade Rail Lubricators;
- Assisted 3rd Party works with Level Crossing removals Barmedman to Wyalong;
- Delivered Level Crossing Upgrade, Crossing St Griffith;
- Delivered the unloading of 27 ballast trains (Maintenance Ballast and Resleeping Ballast MPM projects);
- Performed 161 Heat Patrols through the summer period;
- Turnout timbers under routine maintenance – 746;
- Steel sleepers under routine maintenance – 1117;
- Wood sleepers under routine maintenance – 583;
- Replaced 3070 bolts in joint maintenance;
- Replaced 963 clips
- Used 287 weld kits to removed defects
- Carried out a lot WTSA defect rectification to ensure a better outcome next time round
- Nil Misalignments
- Nil Derailments

All of this was achieved while being complaint, and without any lost time injuries. The Superintendent, David Scealy, feels that this was the team's biggest achievement, as these tasks were carried out without any incidents, injuries or any environmental issues.

Audit Results

A Formal Track Maintenance Review Audit took place with pleasing results along with a ONRSR Audit in Queanbeyan with only minor recommendations.

Defect Management

Defects are managed in the Maximo system. Staff record all defects found by inspections, RM, driver reports, public complaints etc. onto the Weekly Summary of defects report. The administration assistant then enters the defect into Maximo. A copy of the defect form is forwarded to the Planner/Scheduler, who then assigns the defect to a work order and it is added into the works program.

West Wyalong RM team currently do not have any overdue defects. Emergency defects are actioned right away, including defects found by the AK Car. When the AK Car is due to run on any section of the area, the Superintendent has a team of workers on hand ready to respond to any emergency work found. The Rail Flaw Detection car is managed in the same way, thus enabling the team to remain compliant.

Innovation

SLEEPER PLATES

On Class 5 lines there has been no availability of 60lb flat plates for turnouts. So, we put a case to our engineering department on trailing 41kg flat plates and approval was given. We have since installed several plates in locations and certain it will triple the life expectancy in the turnout, prove a huge cost savings as well as a zero risk of spread road.



Photos of the flat plates been used on the Bogan Gate – Tottenham line