



Finance, Administration and Oversight Committee

Information Item III-B

March 12, 2009

Organizational and Management Initiatives

Washington Metropolitan Area Transit Authority
Board Action/Information Summary

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TITLE:

Metro Organizational and Management Initiatives

PURPOSE:

To present the Board with information on Metro`s activities which focuses on improving the organizational structure of Metrobus, Metrorail, and MetroAccess operations.

DESCRIPTION:

A review of the way Metro is exploring organizational changes to improve organizational efficiencies.

FUNDING IMPACT:

No impact on funding

RECOMMENDATION:

N/A



Metro Organizational and Management Initiatives

Board of Directors

February 26, 2009





Continuing Our Work

- In 2007 and 2008, Metro made significant changes in its organizational structure, including the elimination of 254 administrative employees
- Metro began its move away from construction and toward a focus on safety and day-to-day operations
- Metro's work continues, with a more recent focus on improving the organizational structure of its Metrobus, Metrorail, and MetroAccess operations





A Look at Operations

- In March 2008, Metro began the process of exploring organizational changes in operations
- It was observed that Metro could improve issues such as management layers, labor productivity and department silos
- Metro began to explore ways to improve organizational issues under a team-based structure and has achieved results in several key areas of operations





Reducing Layers of Management



- The reorganization of Metrobus eliminates five levels of management
- Front line managers will now:
 - Have direct responsibility for a team of 20-25 bus operators
 - Have “ownership” for routes and lines of bus service
- The new structure began in Virginia on November 1, 2008
 - Will be rolled out in Maryland and the District of Columbia in spring 09
 - Full implementation throughout Bus Transportation by summer 09



Improving the Eligibility Process



- Access Services is establishing the Transit Accessibility Center under the Office of Eligibility Certification
- Office of Eligibility Certification reports directly to Asst. GM of Access Services
- Eligibility assessments will be performed under the direct supervision of Metro by summer 2009
- Results in a more customer-focused eligibility process yielding long-term cost avoidance and efficiency improvements



Realigning Training Responsibility



- All training is now in the area of responsibility
 - Bus operator and bus mechanical training now under Asst. GM for Bus
 - Rail operator, rail car mechanic, and track and structures skills training is now under Asst. GM for Rail
- Realignment provides more focused and quality training



Evaluating Labor Productivity

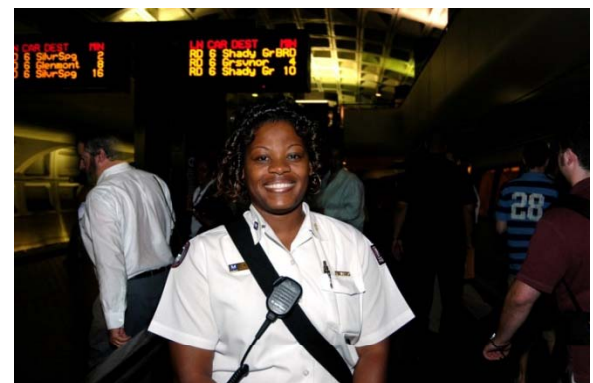
- Labor productivity is a measurement used in the transit industry
- It measures an operator's actual productive time relative to paid time
- Labor productivity is currently being evaluated and will be used as a key indicator of efficiency on Metrobus and Metrorail
- Metro plans to move forward with automated scheduling improvements to address the issue by the end of FY 2010





Tightening Controls on Overtime

- Continuing to tighten controls on overtime through improved planning and staff deployment
- Total overtime was under budget by \$1.4M in Nov 08 and by \$1.5M in Dec 08





IT and Planning Initiatives

- Information Technology
 - Improved productivity with use of multi-skilled integrated network technicians
 - Updated payroll system
 - Updated time and attendance system
 - Centralized processing of wireless services



- Planning and Joint Development
 - In FY 2010, various offices in the Departments of Planning and Joint Development, Bus, and Rail will be reorganized to link the focus of schedule efforts more closely with operational needs
 - Exploring options for improved ways to manage real estate opportunities, with a focus on cost/benefit analysis



Safety and Workforce Services Initiatives

- Department of Safety
 - In March 2009, Risk and Claims management will be transferred to Office of the Chief Financial Officer
 - In FY 2009, Department of Safety will be reorganized to improve communication and coordination between safety oversight and operations



- Workforce Services
 - Restructured department to client-based teams to reduce silos
 - Updated Salary Administration policy to address issues such as salary inversion and promotion eligibility
 - Partnered with BUS operations to restructure and identify core skill and development plans for supervisory positions
 - Implemented new, Senior Leadership Development Program



Finance Initiatives



- Office of the Chief Financial Officer
 - Continued review and focus on minimizing Metro's financial exposure in areas such as tax leases, pensions and trusts, claims and risk management
 - In March 2009, risk and claims management will be transferred from the Department of Safety to Treasury with the responsibility of developing risk protection solutions to offset the increase in expenses



Metro Transit Police Initiatives

- Office of Emergency Management was created reporting directly to the Metro Transit Chief of Police with direct responsibility for emergency management training, Fire and Life safety, special event planning and coordination
- As part of the approved FY 2009 budget and funding, the Special Operations Bureau was established
 - Additional officers were hired to free up more tenured staff to focus on special events and specific high crime issues and reduce response time

