



Customer Services, Operations, and Safety Committee

Board Information Item V-A

May 28, 2009

Status of Bus Reorganization

Washington Metropolitan Area Transit Authority
Board Action/Information Summary

<input type="checkbox"/> Action <input checked="" type="checkbox"/> Information	MEAD Number:	Resolution: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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TITLE:

Status of the Bus Reorganization

PURPOSE:

To provide the Committee with an update on the Bus Reorganization.

DESCRIPTION:

Bus Services implemented a reorganization within Bus Transportation to introduce new responsibilities focused on making Bus Services the “Best Ride in The Nation” while improving safety, customer service, service reliability and organizational efficiency. The presentation includes an overview of the reorganization and how it interacts with the Bus System Integration.

FUNDING IMPACT:

The reorganization was done within the FY09 approved budget for Bus Services.

RECOMMENDATION:

None



STATUS OF BUS REORGANIZATION

Presented to the Board of Directors:

**Customer Service, Operations and Safety
Committee**

May 28, 2009





Mission

To provide the nation's best bus service to our customers and improve the quality of life in the Washington Metropolitan Area.

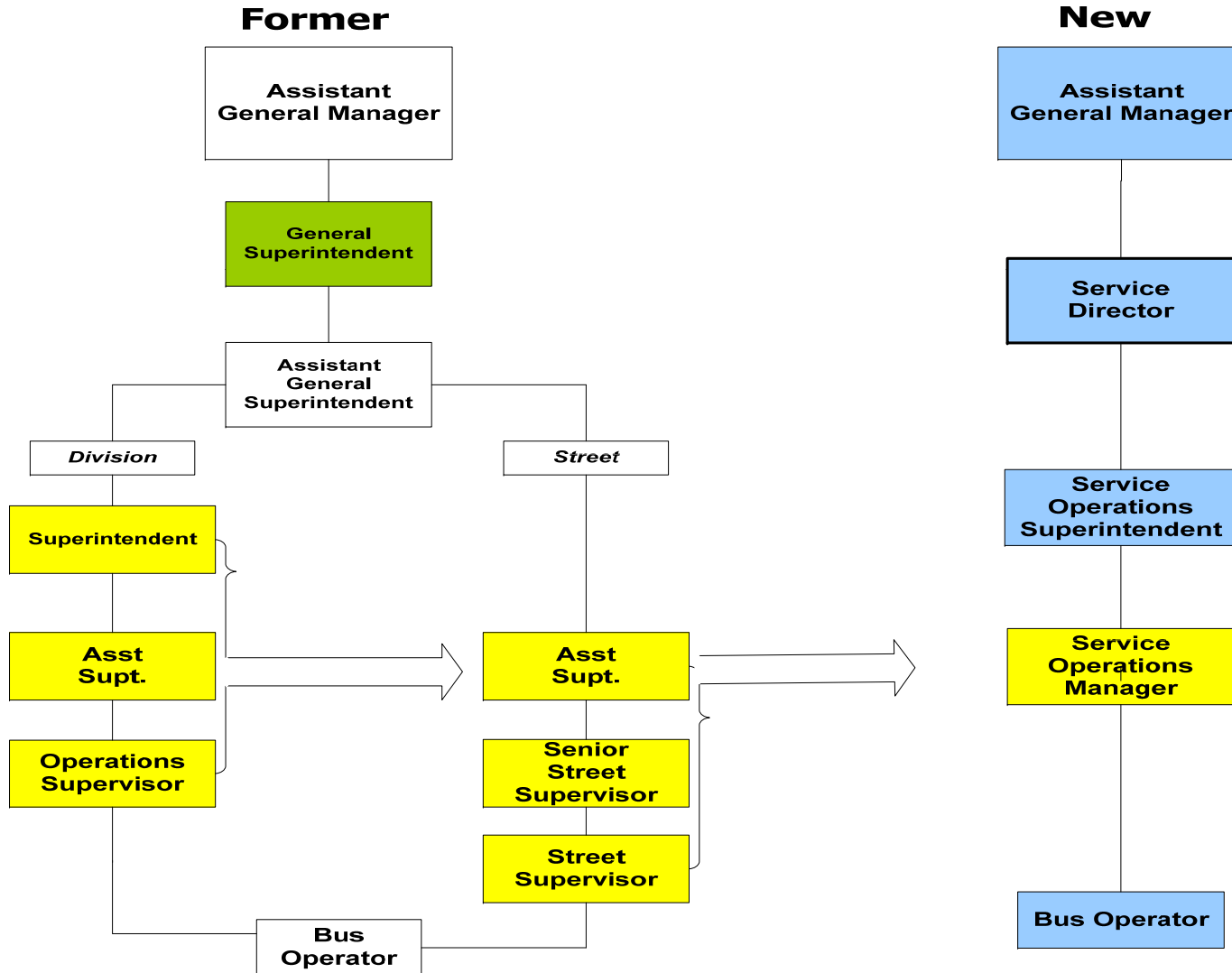


Purpose

- Bus Services implemented a reorganization within Bus Transportation to:
 - Introduce new responsibilities to focus Bus Services on making Metro the “Best Ride in the Nation”.
 - Improve safety, customer service, service reliability and organizational efficiency.
 - To provide direct responsibility and accountability to managers for bus safety, efficiency, courtesy, and on time performance.
 - To establish clear lines of bi-directional communication through the department of Bus Services with emphasis on front-line employees.



Realignment of Levels





Bus Transportation Reorganization Plan

The reorganization is being implemented through a four-phase process:

- Phase I - Reorganization, Development and Restructure Process
- Phase II - Implementation Plan in Districts I, II, & III
- Phase III - Bus Operations Control Center (BOCC)
- Phase IV - Redevelopment of the Bus Operator Hiring Process



Phase I Reorganization Process

- **Team Development:** A plan and charter for the reorganization was developed and a cross-functional team of employees was formed. The team developed goals and processes to implement responsibility changes, determine gaps in knowledge, design training and support systems, and key performance indicators
- **Training:** Specific areas of focus for the team were responsibilities, accountabilities, and performance expectations; culture changes; training; consistency across the system; and performance metrics.





Phase III Implementation Schedule

January 5, 2009 – Four Mile Run,
Royal Street and the Arlington
Divisions

April 26, 2009 – Northern,
Southern, Western, Montgomery
and Landover Divisions

May 10, 2009 – Bladensburg
Division





Phase III

Bus Operations Control Center

The new BOCC management team was created to provide around-the-clock, seven-day-per-week management oversight, which never existed before.

The BOCC management team received five weeks of training with focus on:

- System Knowledge
- Problem Solving
- Communications Skills
- Customer Service Skills
- Team building





Phase IV

Redevelopment of the Bus Operator Hiring Practices

- To improve the overall quality of Metro new hires by enhancing both the front end screening of applicants and the post-hire probationary evaluation of new employees.
- Five-Tier approach:
 1. Enhance qualification criteria;
 2. Consistency in reviews of applicants;
 3. Strengthen and standardize interview process;
 4. Training with focus on specific qualifications;
 5. Consistent evaluation during probationary period.





KEY PERFORMANCE INDICATORS

	<u>Current</u>	<u>FY10 Goal</u>
• On-Time Performance:	73.08%	80%
• Accident Rate per 100,000 miles:	4.69	4.5
• Customer Satisfaction:	78%	85%
• Worker's Compensation Injuries:	268	240