



**Massachusetts Bay  
Transportation Authority**

---

## **Workforce Modernization Program**

**January 8, 2018**



## Overview

---

- Identifying areas for Improvement
- Sustainable Change Management
- Upgrading Systems and Processes – HASTUS
- Current System for Scheduling Work and Daily Operations
- Future System for Scheduling Work and Daily Operations
- What it is and what it is not
- Timeline and Milestones
- Project restarted in October 2017
- Progress in the last 100 days
- Our next 100 days
- Discussion



## Identifying areas for improvement

**Our system and processes, which have evolved over decades, are inhibiting our ability to improve service delivery and support the workforce.**

- INEFFICIENT
  - Time
  - Resources
  - Customer Impact
- INFLEXIBLE
  - Change
  - Integration
- INCONSISTENT
  - Policies
  - Practices



*Unorganized paper on site at MBTA facilities*



## Sustainable Change Management

### Incorporating and integrating efficiency tools into our everyday work process:

- Lean and Innovation
- Integration Systems
- Redesigning SOPs
- Upgrading Systems
- Upgrading Hardware

**Frontline empowerment**

- Those staff closest to the work have the best (feasible and impactful) ideas for improvements



**Customer-driven**

- Value is defined by the customer, i.e. value is what ultimately impacts their experience and perception



**Low cost**

- A series of small/simple or low cost improvements can have a significant impact

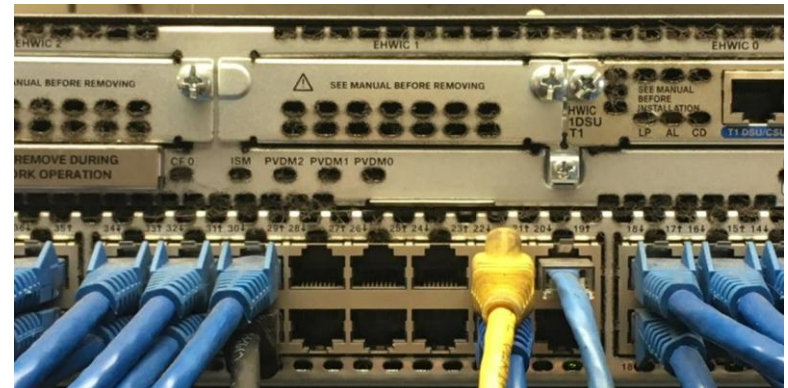


**Process-oriented**

- The focus is on how to evaluate and improve the process, not the people



*Lean Principals*



*Infrastructure at the Lynn Garage*



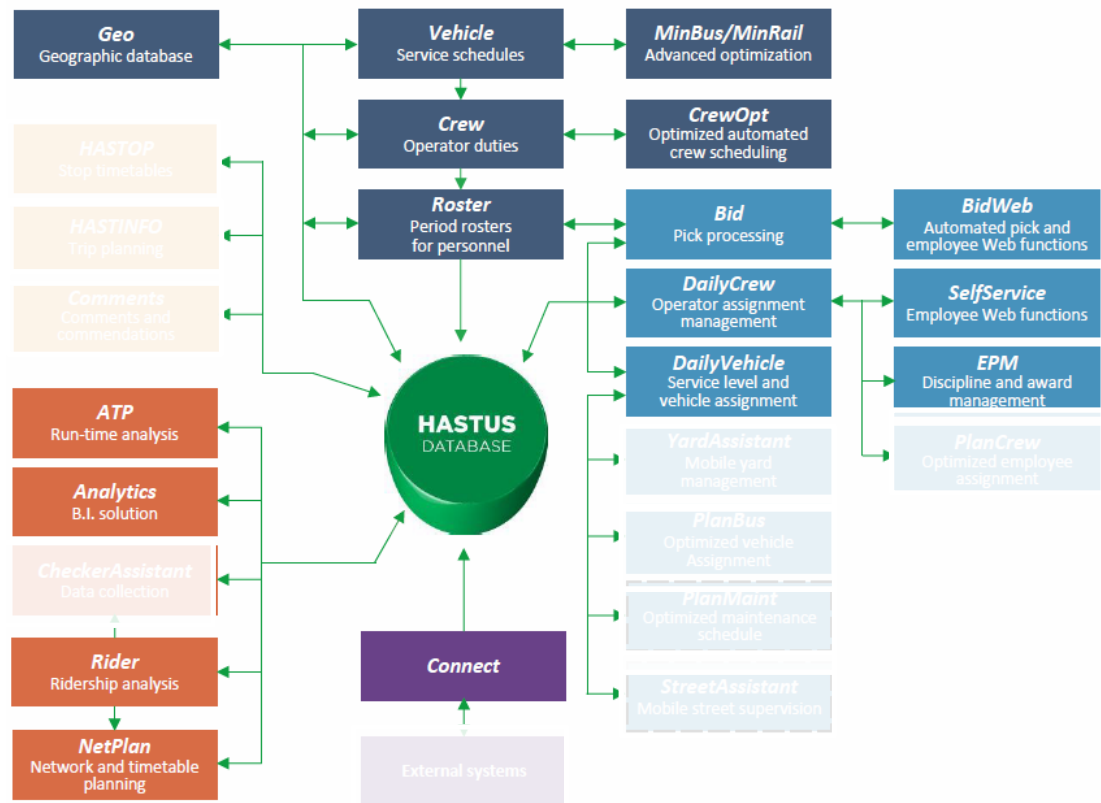
## Upgrading Systems and Processes - HASTUS

**HASTUS** is a powerful modular solution for bus, metro (subway), tram (streetcar), and light rail scheduling and operations.

Over 300 sites around the world rely on the *HASTUS* software to manage fleets ranging from 20 to 6,500 vehicles.

Solutions:

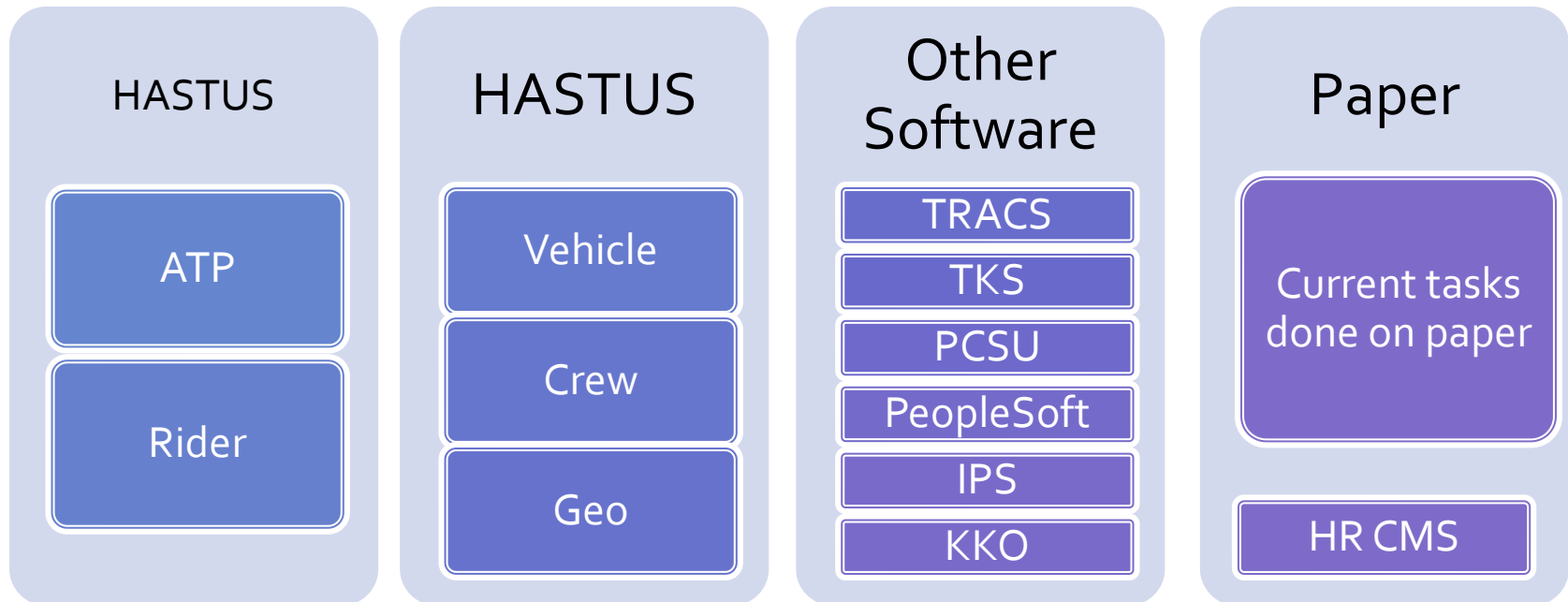
- Planning and Analysis
- Scheduling
- Daily Operations
- Customer Information



*HASTUS Software, with modules*

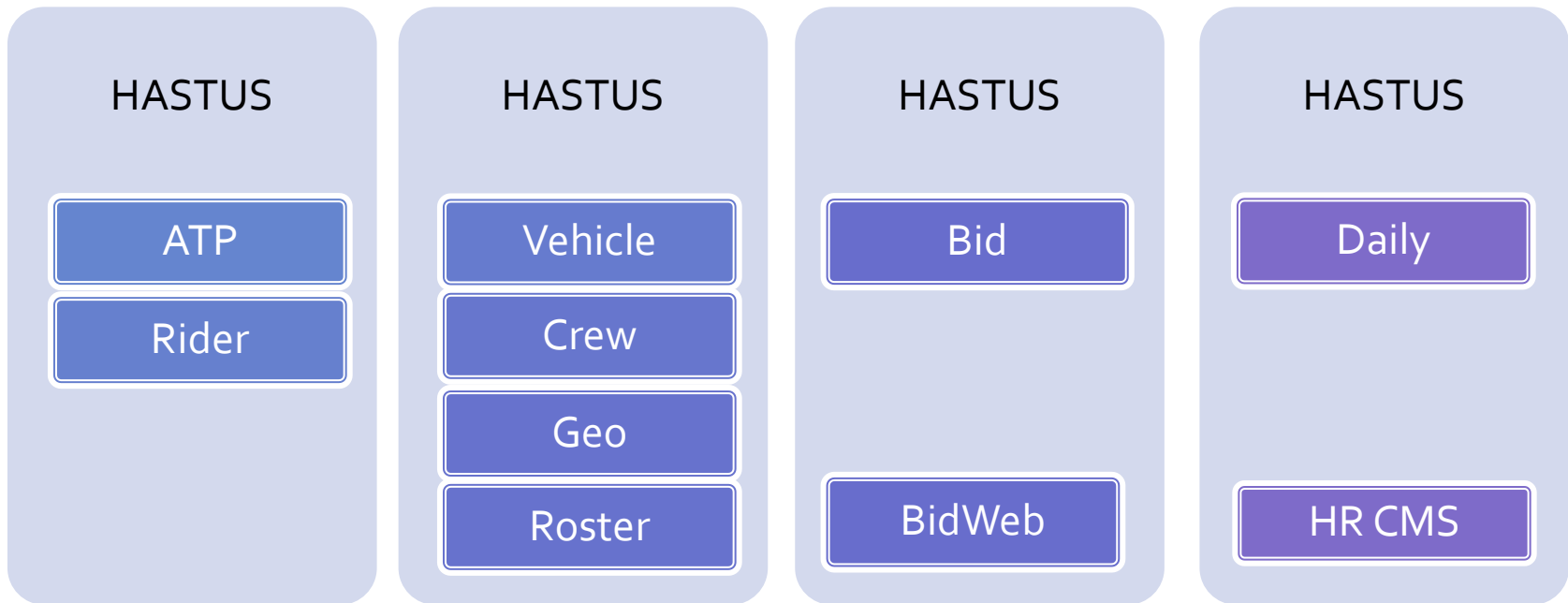


## Current System for Scheduling Work and Daily Operations





## Future System for Scheduling Work and Daily Operations





## What it **IS** and what it **IS NOT**

---

### What it **IS**:

- ✓ A **change management** project
  - Policy Clarification
  - Policy Standardization
- ✓ An **operations management** project
  - Process
  - Data
- ✓ An **integration project**
- ✓ A **software implementation** project
- ✓ A **hardware implementation** project

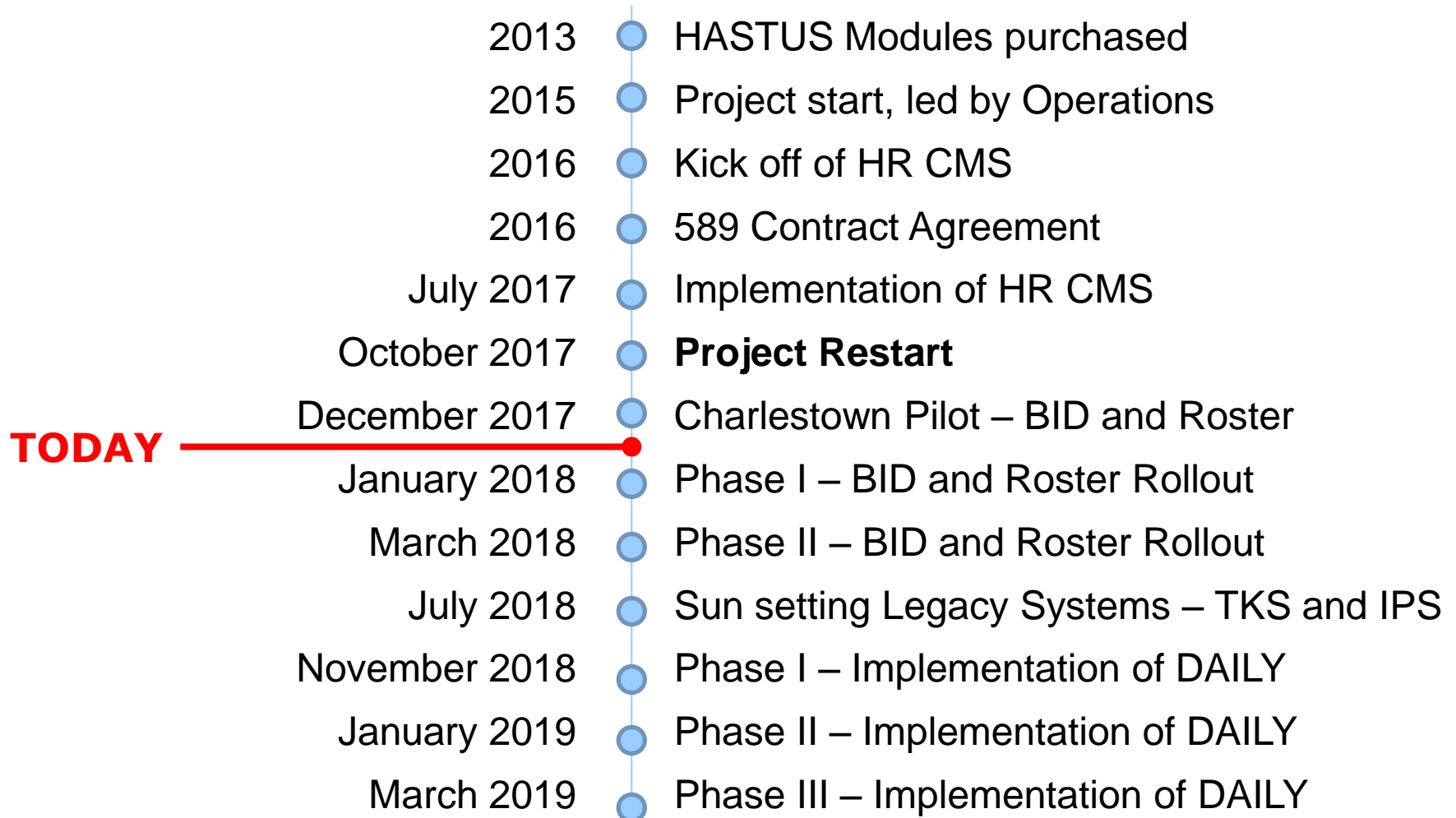
### What it **IS NOT**:

- x A software implementation project





## Timeline and Milestones

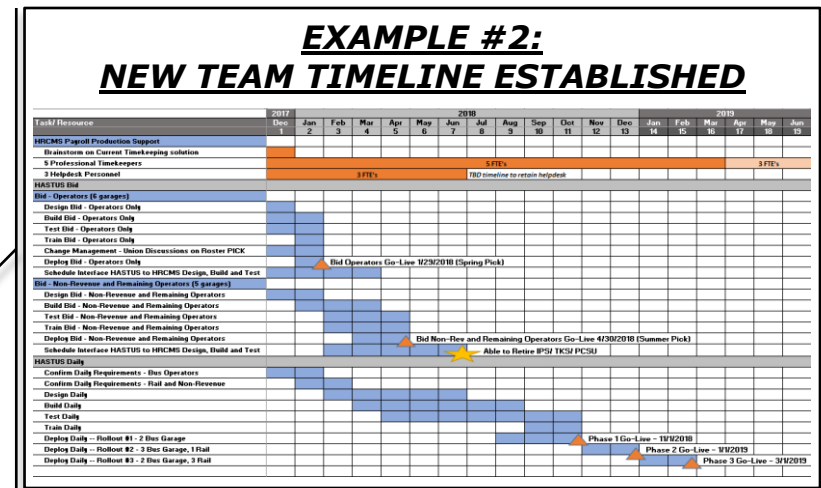
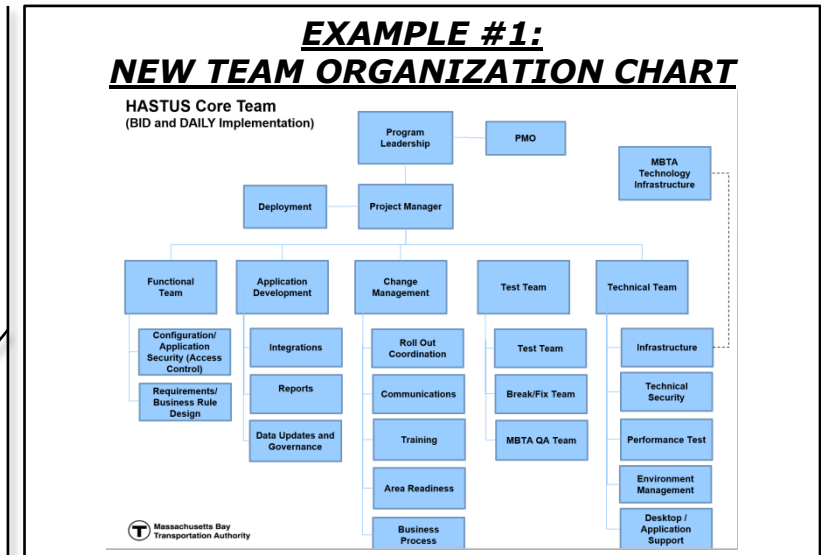




# Project restarted in October 2017

## KEY PROJECT CHANGES

- **Realignment of project goals in October 2017 to ensure sustained modernization**
- **Recognized and implemented elements for project success**
  - › Dedicated/Collaborative Project Team
  - › Institutional Knowledge and Expertise
  - › Sponsors
  - › Governance Structure
  - › Resource Loaded Work Plan
  - › Vendor Management/Accountability





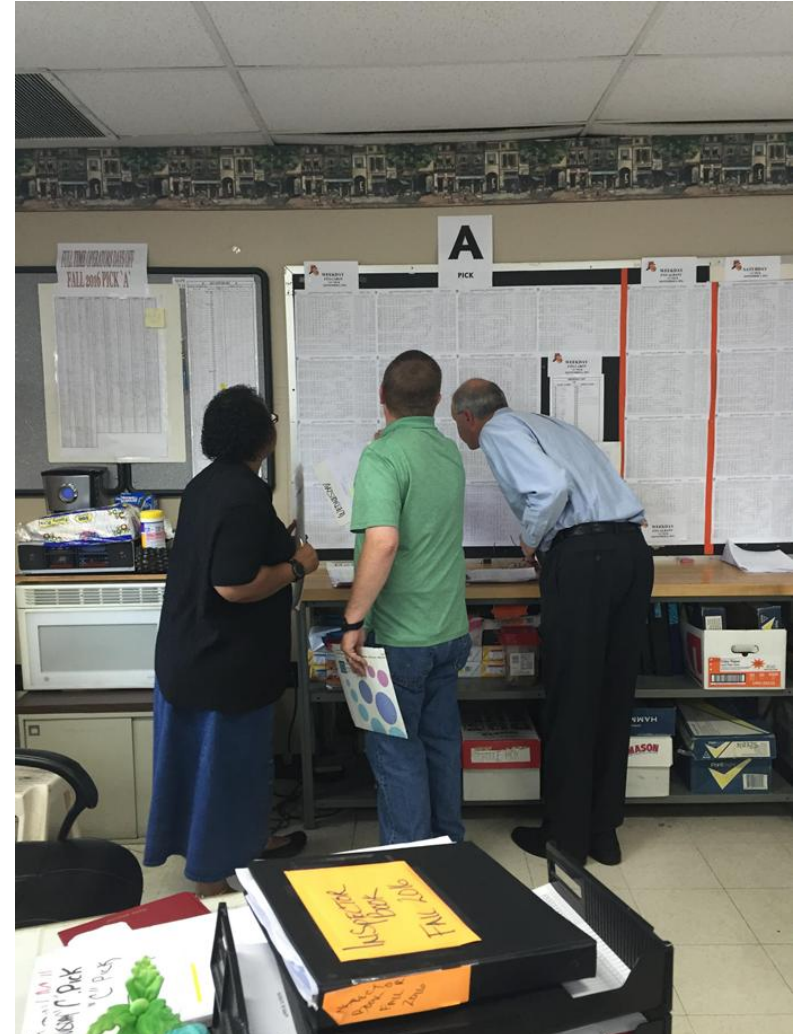
## Progress in the last 100 days

- **People and Teams**

- Dedicated Project Team
- Collaborative Team Work
- Consultant Onboarding
- Resource Loaded Work Plan

- **Business Flow and Work Process**

- BID and Rostering in Charlestown Pilot for Winter pick
- Clarification and Standardization of Policy and Function code application
- Working with Local 589 in Work Design sessions
- Training operators in process and implementation
- RFP for HASTUS Crew and Vehicle Assessment
- Utilizing Gentra and other software tools



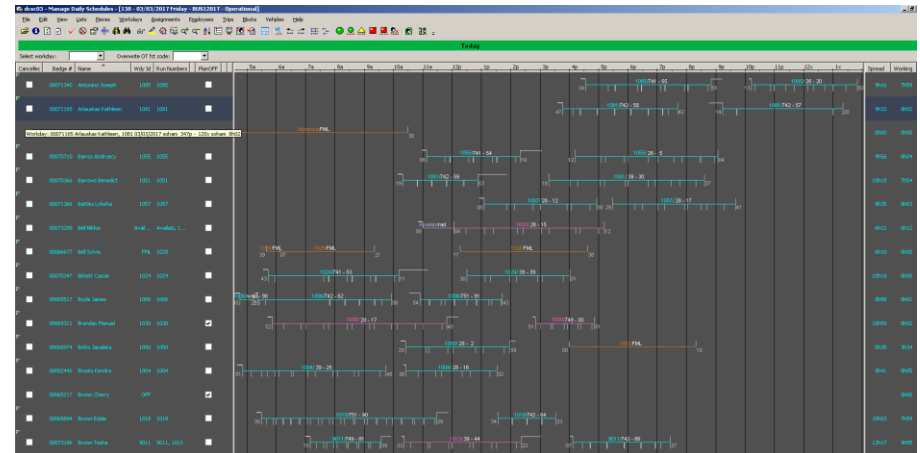
*The Pick Room*



## Progress in the last 100 days

### • Integration

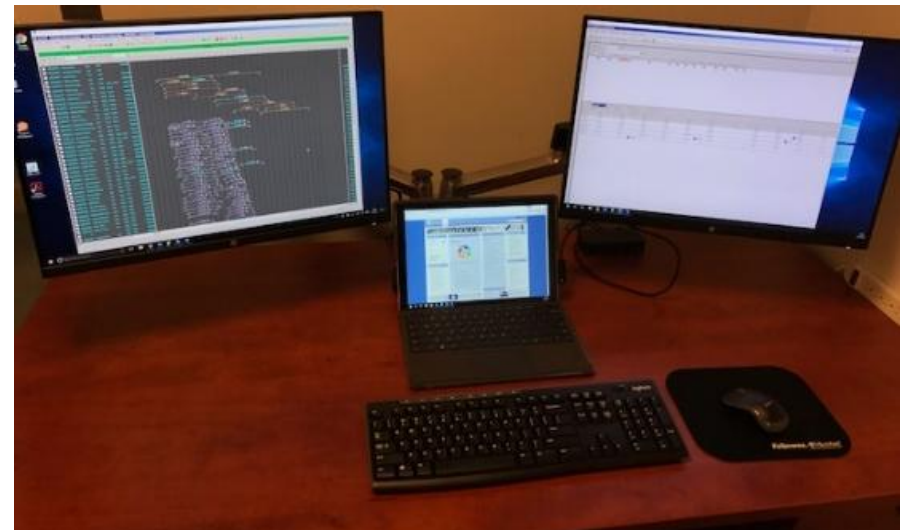
- Charlestown Pilot data from BID module in HASTUS to HR CMS
- Initial work sessions on
  - › Report building
  - › DAILY requirements
  - › Non revenue BID and rostering configuration



*HASTUS Daily Module*

### • Infrastructure

- Installed new computer hardware – computers, screens, and desks - in 11 garages + High Street
- Connectivity assessment for 11 garages completed
- Identification of a long-term training space in ETC



*Infrastructure Upgrades*



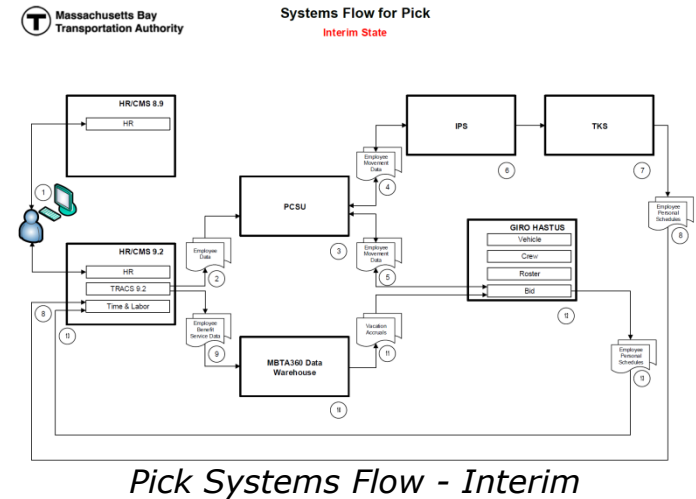
## Our next 100 days

### • People and Teams

- Consultant Onboarding – HASTUS Assessment
- Resource Onboarding – Training for DAILY
- Alleviate Payroll staffing requirement

### • Business Flow and Work Process

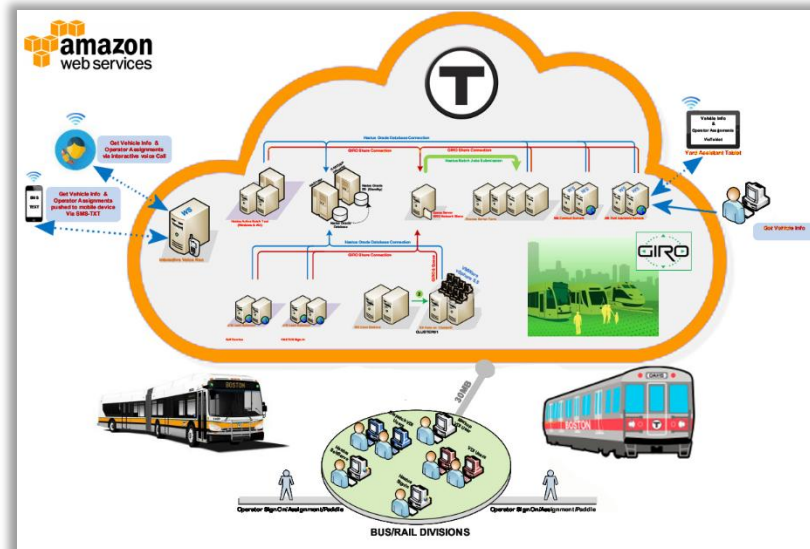
- BID and Rostering Rollout
  - › Spring 2018:
    - » Revenue: Charlestown, Bennett, Cabot, Arborway, Southampton and Blue Line
  - › Summer 2018:
    - » Revenue: Quincy, Lynn, Wellington, Red Line, Orange Line, Green Line
    - » Non Revenue
- Training Revenue and Non Revenue for BID and Rostering
- Work Design meetings with Union to create rosters
- Continued work on preparation for the build, create, test and implementation of DAILY



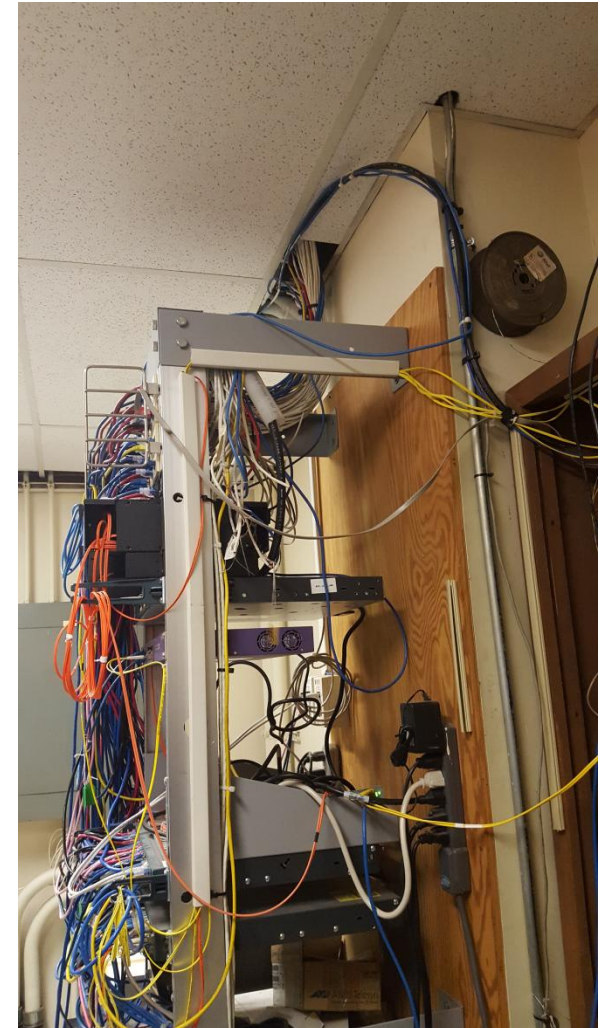


## Our next 100 days

- **Integration**
  - Data export from Phase I BID and Rostering garages from BID module in HASTUS to HR CMS
- **Infrastructure**
  - Installation of Amazon Web Service (Cloud System)



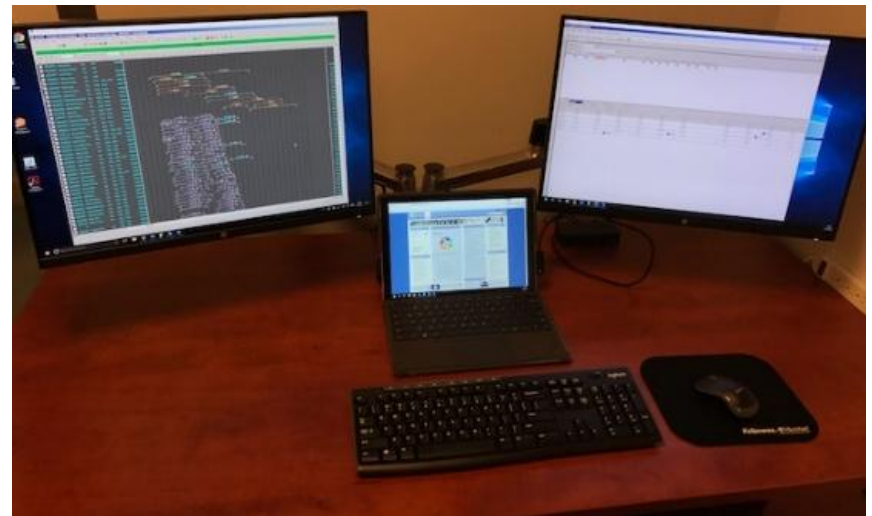
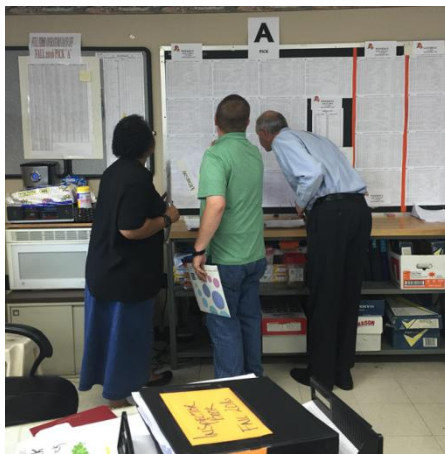
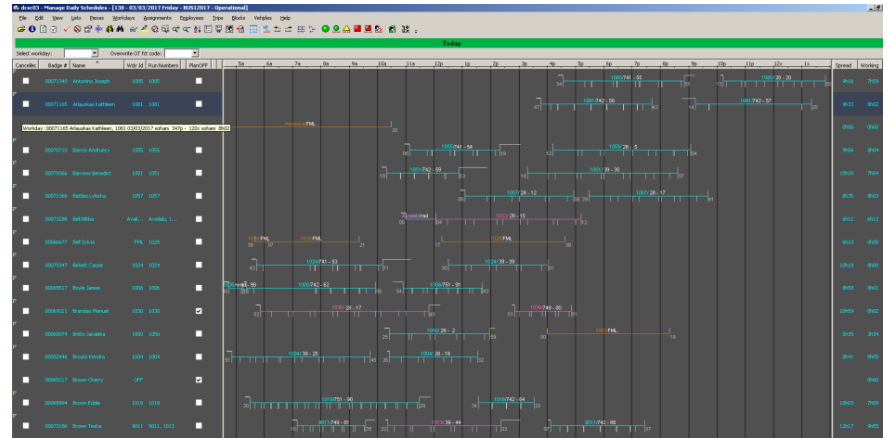
*Future State*



*Existing Infrastructure*



# Discussion





## 75% of Project Budget remains

Project Budget

