

ROLLING STOCK  
MAINTENANCE

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KIM WOLLARD,  
MBTA

A \$1M materials & labor cost reduction may not sound like much until you see where our clients came from...

**What if you could change an entrenched work culture at one of the largest public transit systems in the US just by implementing new shop floor management practices? With Proudfoot, you can.**

Even the most positive changes to workplace management can face resistance, particularly in an organization with a long history and an established workplace culture. Proudfoot mitigated risks and overcame resistance through...

- Proactive communication and engagement at all levels
- Reliable information management
- Strong and active leadership
- Proprietary Lean Forward methodology.

**CLIENT BENEFITS**

**Projected savings \$480,000 to \$961,000 in the first fiscal year of implementation.**

**Projected decrease of \$1.1M in yearly material costs**

**Sustainable implementation of continuous improvement culture**

"Our observations and analysis revealed a shop where basic Lean principles and active management could make a massive difference in culture and deliver direct cost savings."

**DENNIS SANTARE, MANAGING DIRECTOR  
PROUDFOOT**



The Massachusetts Bay Transit Authority, one of the oldest public transit systems in the US, has served the greater Boston metropolitan area since 1897. The city's "Green Line," the third-busiest light-rail line in the country, carries more than 150,000 people every weekday. The Green Line itself had had many upgrades and modernizations, but the Transit Authority's maintenance management practices weren't keeping pace.

At the Riverside Car House - a maintenance shop responsible for most of the line's preventative, heavy repair, and benchwork - workloads were increasing, material costs were high, and cultural change was necessary. The MBTA sought help.

Proudfoot won the opportunity to bring our expertise in people-first transformations, seeking to reduce wasted time and money by increasing the clarity and efficiency of managerial roles and processes.

"From our earliest meetings with our client, we realized that a major part of our work involved garnering buy-in from foremen and supervisors whose ingrained ways of working lacked standardization after years of 'just doing things the way they do things,'" said Julia Malasaga, Proudfoot's Engagement Manager on the project, and an expert in Lean Forward optimization.

With Julia at the lead, Proudfoot brought in a team of specialists in change management, people solutions, and Lean Forward implementations. Using Proudfoot rapid analytics and our proprietary assessment tools, the team empowered the Transit Authority to focus on steady, incremental change and continuous improvement.

In the four-week first phase of the project, we guided the Authority through the creation of a "Lean Council," which now meets on a regular basis to plan, implement, and measure the success of new and ongoing initiatives. In addition to emphasizing continuous improvement, the council ensures that teaching, training, coaching, and mentoring are fundamental aspects of managers' roles.

"Our observations and analysis in Phase 1 revealed a shop where basic Lean principles and active management could make a massive difference in culture and deliver direct cost savings," said Dennis Santare, Proudfoot's Managing Director of Maintenance, Repair, and Overhaul, who oversaw the project.

In the second phase, we worked with forepeople at the Car House to identify pain points, inefficiencies, and ambiguities in work practices - while installing necessary checklists, visual



management boards, and reporting cadences that were sorely missing. Much of the work involved coaching, training, and Proudfoot's proprietary management tools, which helped to overcome resistance to new ways of working.

The suite of tools Proudfoot customized to meet the Authority's specific needs included:

- A "Skills Matrix" that managers could use to deploy workers most effectively
- A "Safety Walk Checklist" to routinize workplace health and safety inspections
- A "Parts Request Tool" that streamlined the process of ordering non-inventory parts
- A "Behavior Model" that helps managers clarify expectations and standardize performance feedback

We say these tools are basic, but don't be mistaken: tools are only as good as the way people use them. The real journey is enabling people to see their value and using them to create a better workplace.

From there, we helped managers to better organize workspaces within the Car House, increasing efficiency and reducing frustration by eliminating bottlenecks and delays with 5S implementation.

For instance, jobs in the Car House were regularly delayed because of unavailable tools or parts. So, Proudfoot implemented a tracking system for work materials and tools for managers to understand and reduce.

Forepersons were empowered to take responsibility for managerial decisions that created visible and ongoing savings of time and money and ignited employee engagement where work in the Car House was performed.

In addition to the above changes, we reorganized the layout of the Car House, systemized car-level tracking and planning through visual management boards, and built responsibility for a clean, safe workplace into standard job descriptions.

These kinds of changes have both practical and symbolic value: a broad interpretation of the notion of "waste" helps identify targeted, smart investments that can resolve systemic logistical problems and make a major difference to the bottom line. It also allows the organization to foster a culture of pride, efficiency, and professional responsibility for the operations of the company.

"We had been dealing with the same logistical challenges for so long that it was hard to imagine how things could work any other way," said Kim Woppard,



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**KIM WOOLLARD, MBTA**

the MBTA's Deputy Director of Light Rail. "But Proudfoot was the perfect ally to not only help with the blocking and tackling of Lean principles, but to get through to our guys and show them that change was not only necessary but made their lives easier. We saw a dramatic difference in just a matter of weeks."

Proudfoot worked with the Authority to guide the process along from the early phases where workers merely complied with the changes, to the later stages when their embrace of new processes delivered direct results.

- Preliminary estimates put total savings in overtime and material costs in the range of \$480,000 to \$961,000 in the first fiscal year of implementation.

- From July to December of 2017, overtime costs hit \$1.3 million, 22% of total wages. For the same period in 2018, overtime reduced to \$1 million, or 19% of total wages.
- Material costs are projected to drop year over year from \$2.4 million to \$1.3 million.

"These savings mean we can devote less time reacting to problems, and more time thinking ambitiously about future improvements to the line," said Woppard.

Workplace culture doesn't always change readily. But with active management and strong communication, Proudfoot was able to make changes at the MBTA that the whole organization was willing to embrace.

## Contact Us

To find out how we can help, please contact **Pamela Hackett, CEO, or Dennis Santare, Managing Director**

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# Proudfoot

**Tomorrow's results.  
Today.**

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### About Proudfoot

To our very core, we understand the people element of transformation. We introduce new capabilities, and we employ the power of your people to create performance multipliers and an engaged culture. Recognized for our speed and the magnitude of benefits we generate for our clients, we have been doing it — not just planning it — for more than 70 years.



Agribusiness



Automotive



Chemicals



Consumer  
packaged goods



Engineering



Food and  
beverage



Industrial  
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