



# Can Railroad Operating Departments Deliver Better Service?

MultiRail '99

**Transportation By Design: Execution of the Plan**

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# Concept or Reality?

- Service Planning is an important part of managing an efficient railroad
  - Long-term planning provides resource and capacity information
  - Medium-term planning provides budget and deployment information
  - Short-term planning is necessary for reliability
- But, can operating departments execute a service plan?

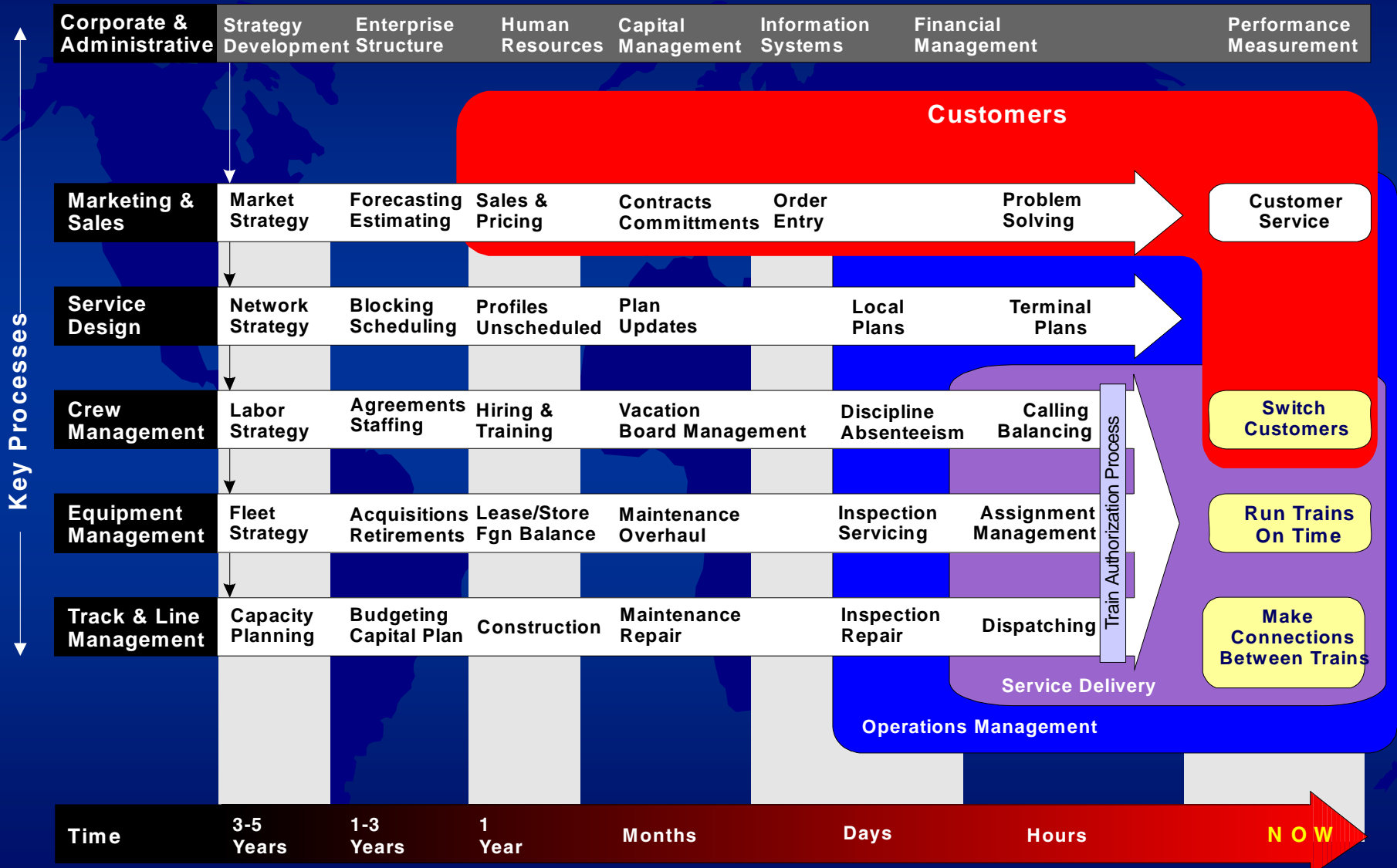
# Can Operations Deliver?

- A good plan is important, but the management process is more important
- Rail networks are complex
  - Most railroads achieve service reliability measures in the 60% range within 24 hours
  - Some argue that six-sigma techniques can only get operating departments to 80%
- Can they even get that close?

# Current Organizations Can't

- Railroads are not organized to run a high quality service delivery system
  - Cost cutting culture
  - Precision measured in days, not minutes
- Operating departments are not managed by six-sigma types
- Organization structures need to be changed to promote different values

# Complex Management Processes



# Operating Units Must

- Know and own the plan
- Have means to make decisions effectively
- Have means to modify daily plan, in advance
- Be able to integrate resources in the plan
- Have local management of the near-term plan
- Have enabling management tools
- Have information to manage

# A Team Approach Works

- A team approach based upon service lanes worked well
- A single person to coordinate resources and plan



# Intelligence in Field

- Changing role of field supervision
- Different focus of activities-customers and planning
- Requires different tools and information
- Trainmasters need daily planning and management tools
- Planning process responsive to daily changes