

## What if you could...

...find an extra hour of maintenance time (worked hours) in your 4 hour overnight maintenance window, develop the roadmap to realize that additional hour, and do it all with safety in mind?

## With Proudfoot, you can.

The Head of Maintenance of a leading international Underground Operator needed to transform their home based operations to increase maintenance time outside traffic hours, and increase infrastructure work, while maintaining excellent Safe Services. An internal initiative was launched to increase NTH utilization and increase productivity. However, he soon realized the initiative was facing shop floor resistance and change leadership was required to gain the heart and minds of all stakeholders, from Traffic Control to Engineers.

**Teaming with Proudfoot Analytics for a rapid assessment in the workplace (underground), to identify potential for increased (value added) Maintenance hours during NTH, productivity improvement and the development of a transformation roadmap was completed in 3 weeks.**

*You have looked at our processes in a new way, opened our eyes on a new range of opportunities and designed an approach that we believe will help us to transform our maintenance practices safely while adding an extra hour of Maintenance during NTH"*

– Head of Engineering



### A TRANSFORMATIONAL APPROACH

- 1 Scope and scale** – covering **possession and resource planning, non-traffic hours utilization and Maintenance resource productivity** across **2 representative Metro lines** in one of the worlds busiest transit systems.
- 2** Conducting an assessment focusing on standards, work load prediction, effective planning and possession scheduling, NTH hours maximization, safe execution management, we also rapidly prototyped the required managerial capabilities, pro-active employee behaviors and change management needs **aim at increasing worked hours during Non-Traffic Hours and improve safety.**
- 3 Findings** – Previous attempts to increase maintenance productive hours during NTH failed. Safety protocols, possession process, interface management and behaviors were not coordinated to remove barriers and cultural issues. The lack of standards to support effective scheduling and variance management **lead to significant amount of none value added time, up to 60% of available NTH.** Delays were not effectively reported and root cause analysis not performed.
- 4 A phased Implementation plan** focusing on addressing structural and cultural issues was developed. A robust plan was developed to determine correct standards & scheduling needs. A communication and engagement approach, with the required **education, training, and coaching** to build new skills and behaviors, through **employees engagement and Change leadership** was designed.

### REMARKABLE RESULTS

The Management Team committed to the CEO to add 60 minutes of productive Maintenance time during NTH while improving Safety.

<b>25-30%</b>	Increase of effective Maintenance time during None Traffic Hour
<b>8-10%</b>	Additional Slots to be scheduled to add further infrastructure work
<b>35-40%</b>	Additional Maintenance work during NTH
<b>120</b>	<b>Equivalent days of additional line availability for each line</b>
<b>30%</b>	improvement in major project cycle time compression

# Proudfoot