

# MEETING IN THE MIDDLE:

## Overcoming the Organization Chart, Silos, and Mutually Exclusive Goals to Better Serve the Customer

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# “WHAT WE HAVE HERE, A FAILURE TO COMMUNICATE”

Schedulers need:	Planners need:
Discipline	Flexibility
Numbers	Ideas
Organization	Fluidity
Rules	Guidelines
Structure	Freedom



# The Organization Chart Impact

Scheduling		Service Planning	
Prior to 1994	Operations	Prior to 1994	Planning
1995-1997	Service Development	1995 – 1997	Service Development
1997-1999	Marketing	1997 – 1999	Marketing
1999	Planning	1999 – 2004	Planning
2000 – 2008	Operations	2005 – 2008	Operations
2009 – 2010	Infrastructure and Service Development	2008 – 2010	Infrastructure and Service Development
2010 – Present	Planning	2010 – Present	Planning

Years in Same Department / Same Reporting Division	
1997 – 1999 (3 years)	Marketing / Planning
2005 – 2007 (2 ½ years)	Operations
2009 – 2010 (1 ½ years)	Infrastructure and Service Development
2010 – Present (8 years)	Planning
Scheduling and Service Planning have shared the same reporting structure for 15 out of 38 years (39%)	

# The Longevity Impact

Scheduling	
Sr GIS Analyst	38+ years
Senior Scheduler	33+ years
Senior Scheduler	32+ years
Lead Scheduler	31+ years
Manager	29+ years
Senior Scheduler <sup>A</sup>	11+ years
GIS Analyst	3+ years
Scheduler <sup>A</sup>	<1 year

A = Senior Scheduler had retired from another agency after 25+ years; Scheduler transitioned from another agency after 10+ years

Service Planning	
Senior Service Planner <sup>B</sup>	13+ years
Manager	6+ years
Service Planner II	< 2 years
Transit Analyst <sup>B</sup>	2 years

B = Senior Service Planner transitioned from another agency after 10+ years; Transit Analyst served at bus operator for 10+ years and relief scheduler for 1+ years

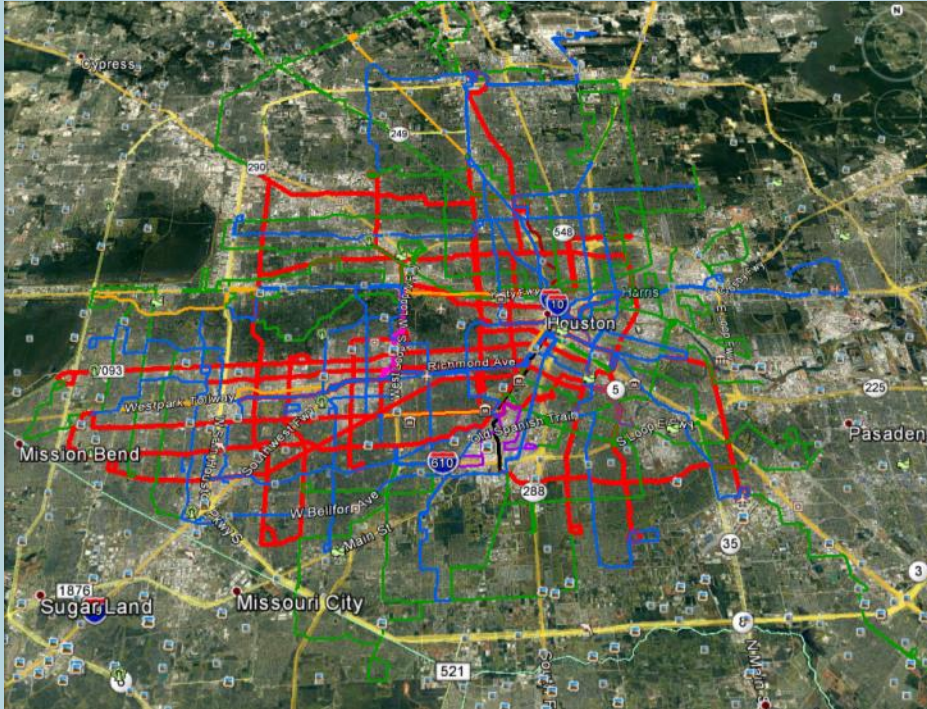
# Advantages / Disadvantages to Silos

Advantages	Disadvantages
Was consistent with long-term organization chart	Left hand doesn't know what right hand is doing
Helps clarify allocation of merit pool	Inability to balance short-term / long-term needs
Allows fast short-term response	Negates benefit of community involvement
Trains staff to work independently	Exacerbates differences
????????	Undermines overall service
	Prevents collaborative efforts using strengths of all staff
	<b>EXCEEDS BUDGET CONSTRAINTS</b>

How do you break out of the dysfunctional organization process?



# Forcing The Issue



New Bus Network, Core Team Planning, Draft Day Two

## NEW BUS NETWORK

Schedulers and Service Planners had to sit down and agree to:

- Alignment
- Bus stops
- Time Points
- Layover
- Frequency
- Headway
- Span of Service

based upon a constrained amount of resources (hours and buses)

# Getting On The Same Page

## Step #1:

Collaboratively  
Establish Goals /  
Objectives /  
Parameters

## Step #2

Collect / Analyze /  
Use Data and Data  
Driven Solutions in  
lieu of Total  
Dependence on  
Professional  
Judgement

## Step #3

Evaluate Results /  
Make Adjustments  
as Needed / Go  
Back to Step #1

# Meeting In The Middle

Understand Differences

Navigate Them

Invest in Building Relationships

Try...and Revise As Needed

Equip for Success

