



# **CONTINUOUS IMPROVEMENT in SERVICE DELIVERY & OPERATIONS (SD&O)**

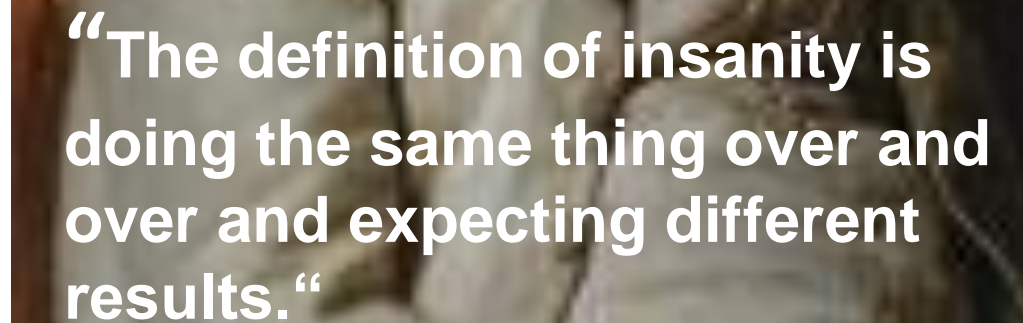
States for Passenger Rail Coalition (SPRC)  
Kansas City, MO

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# Amtrak's Key Business Outcomes

- **Safety and Operations** – Embed a best-in-class safety-first culture, with state-of-the-art train and maintenance systems, and infrastructure, a highly skilled, agile workforce with real-time data decision tools and online documents.
- **Customer Service** – Deliver the optimal end-to-end customer experience on the rail of choice, empower customers with full self-service, minimal travel inconvenience and intermodal connections.
- **Financial Stewardship** - Optimize asset total cost of ownership, driving greater reliability and availability with a whole life asset management approach and continue to reduce overhead costs.

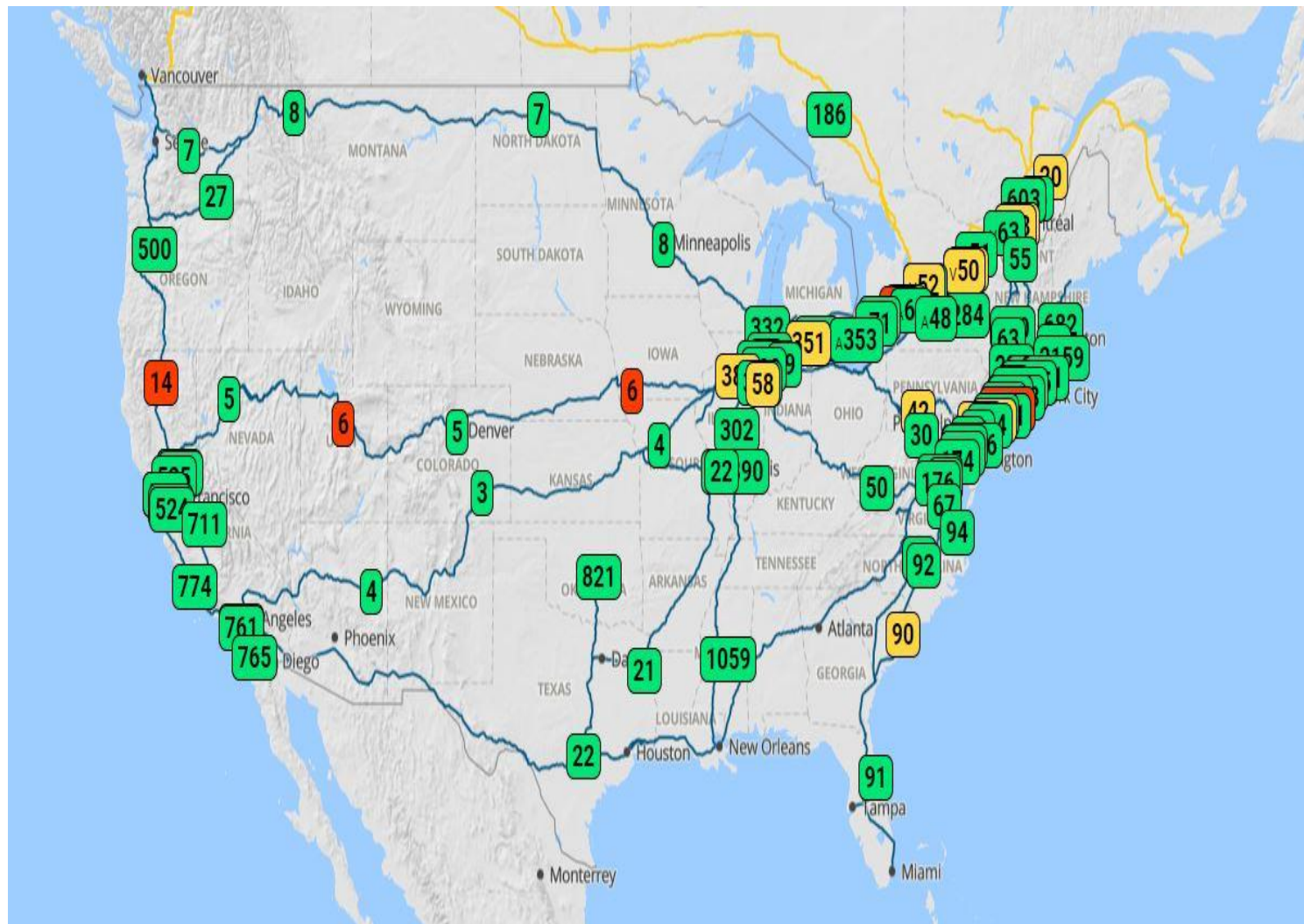


“The definition of insanity is doing the same thing over and over and expecting different results.”

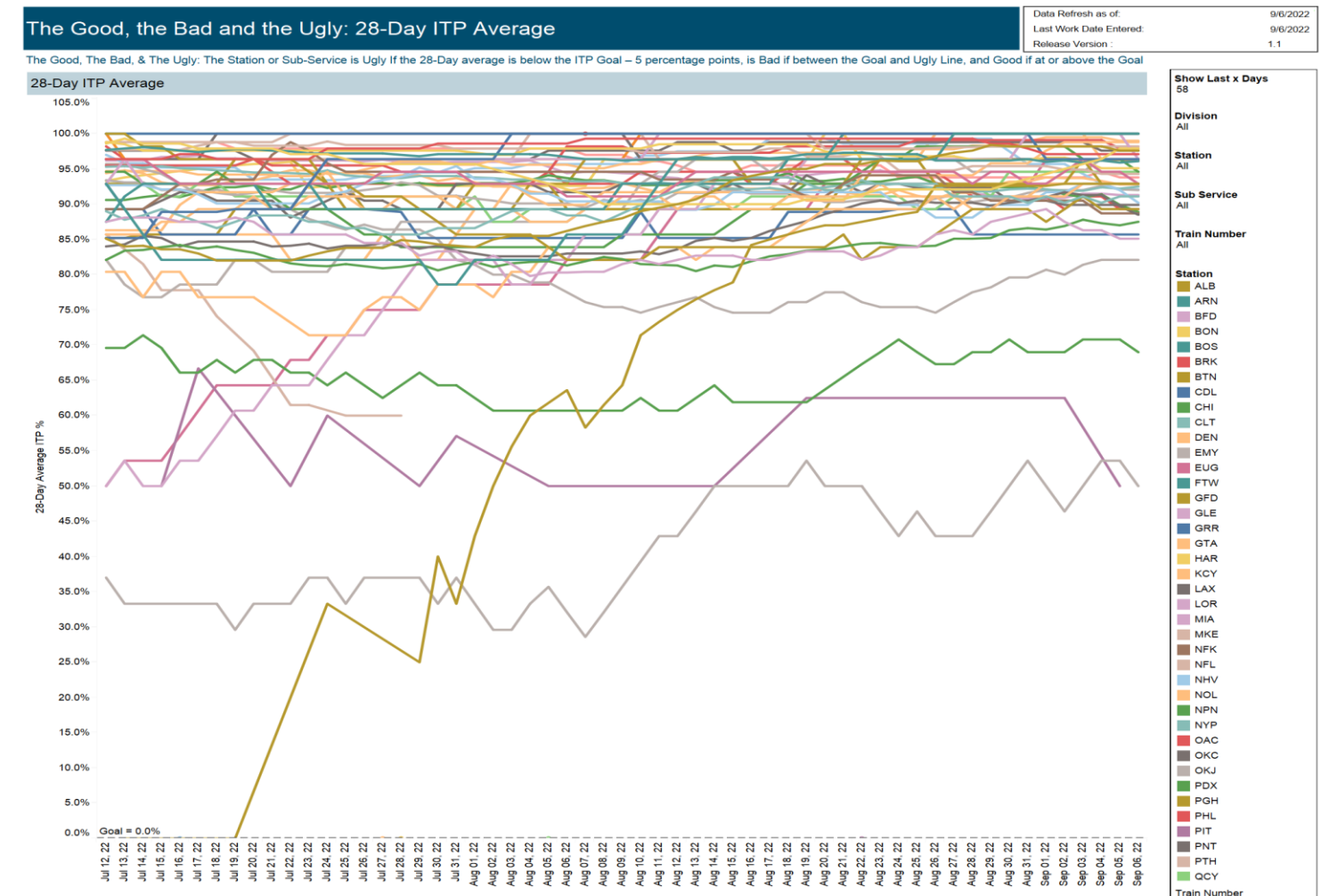
Continuous Improvement strives to provide our outstanding people with the knowledge and resources they need to overcome “intractable problems.”

Using a combination of internal and external tools, we have good data on our performance.

## Intercity Rail Map (external)



## On Time Performance (internal)

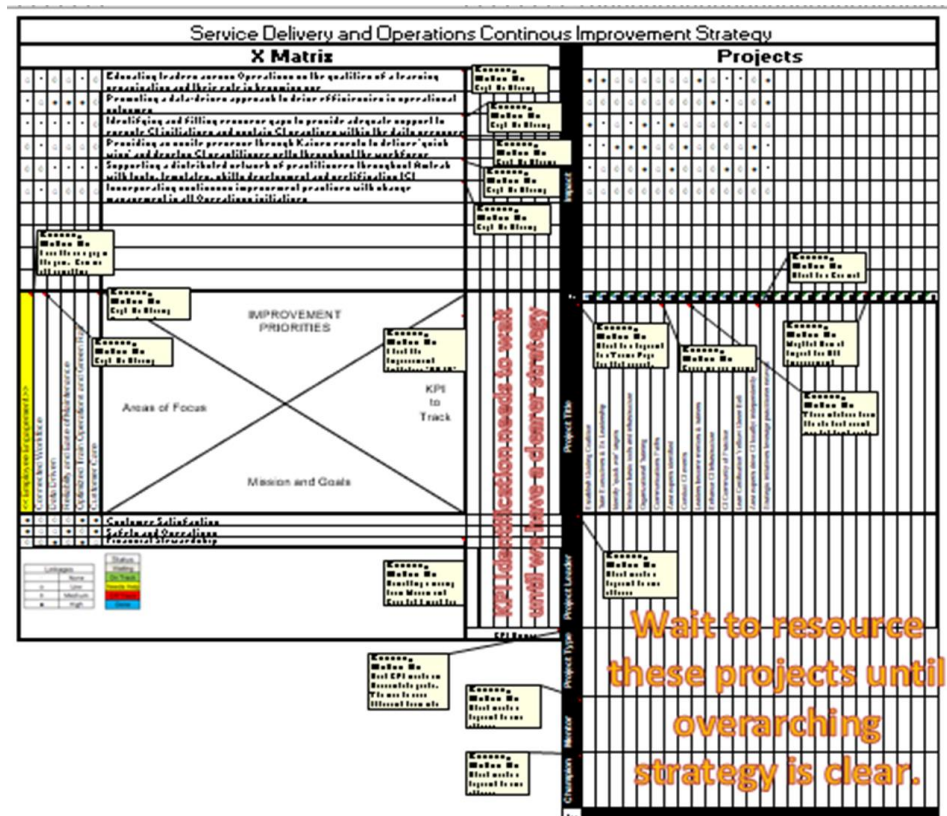


Teams look at train performance vs schedule constantly as part of daily management.



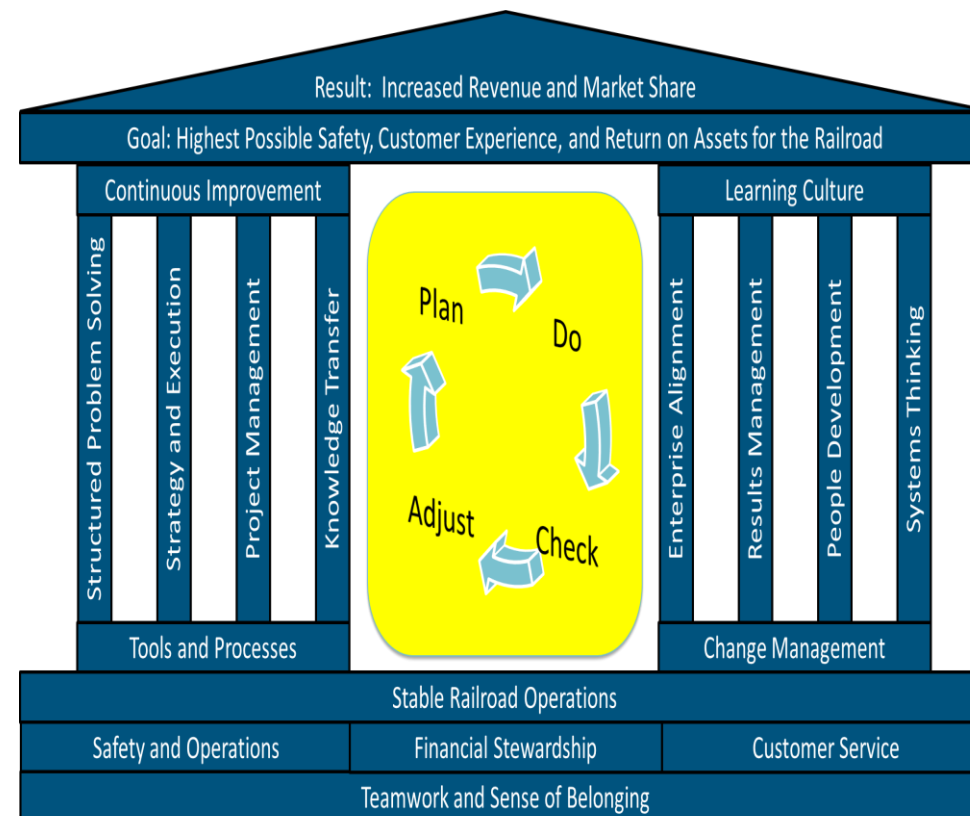
# Three Pillars that enable us to drive improvement projects.

## Hoshin Kanri



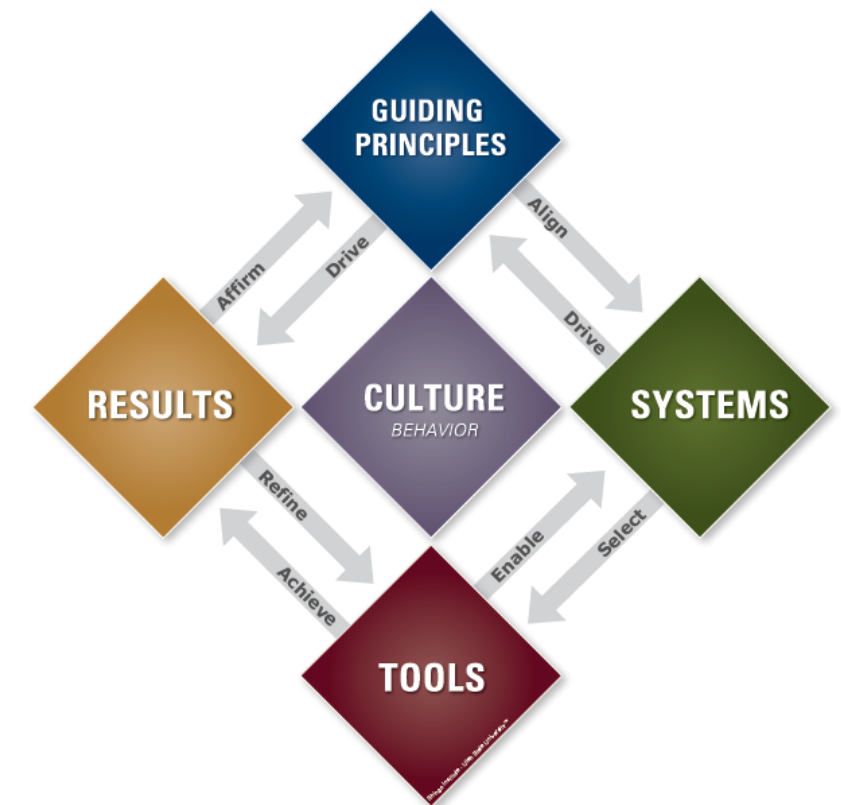
Ensures teams stay focused on the business objectives of Amtrak

## Amtrak Production System



Establishes the “know how” necessary for drive effective improvement projects

## Shingo Methods



Builds the mindsets and behaviors necessary to continue improvements.

# What you should expect from my team at Amtrak

- A passionate focus on understanding our customers' NEEDS and listening to their feedback.
- Structured systemic incremental changes in performance beyond what we expect simply from investing in new equipment and infrastructure.
- Better utilization of the resources and labor that Amtrak has to achieve shareholder and stakeholder value.

In other words, improvements in:

- Safety and Operations.
- Customer Service
- Financial Stewardship

# An Example of Improvements at Amtrak -- Spending time on Small Delays?

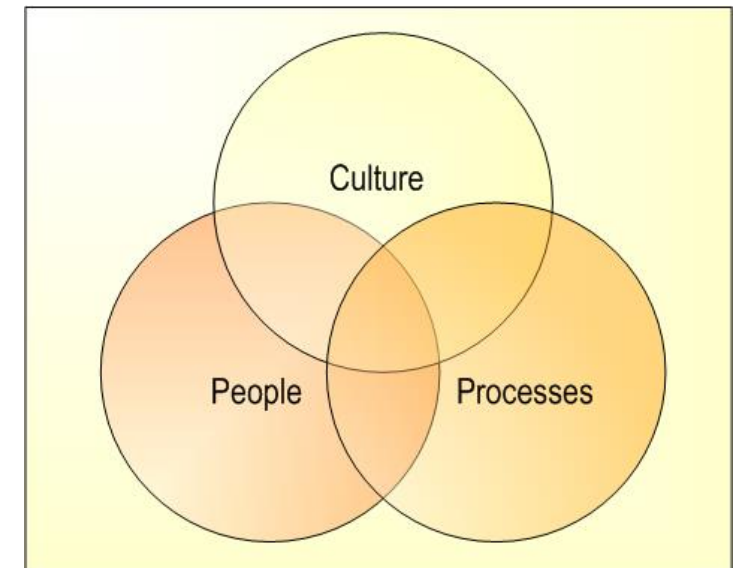
# Mindset Change/Think Differently

- Individual station delays are typically short in duration and often were often dismissed as having no real impact
- But all these small delays add up to cause real impact
  - 1-2 min delays at each station can add up when a route has 10 stops → 20 min late train
  - Being late can cause us to be out of slot on the host railroad
  - Late arrivals cause missed connections
  - Late trains cause rework with regard to arrival plans at stations which often have limited track and platform space.



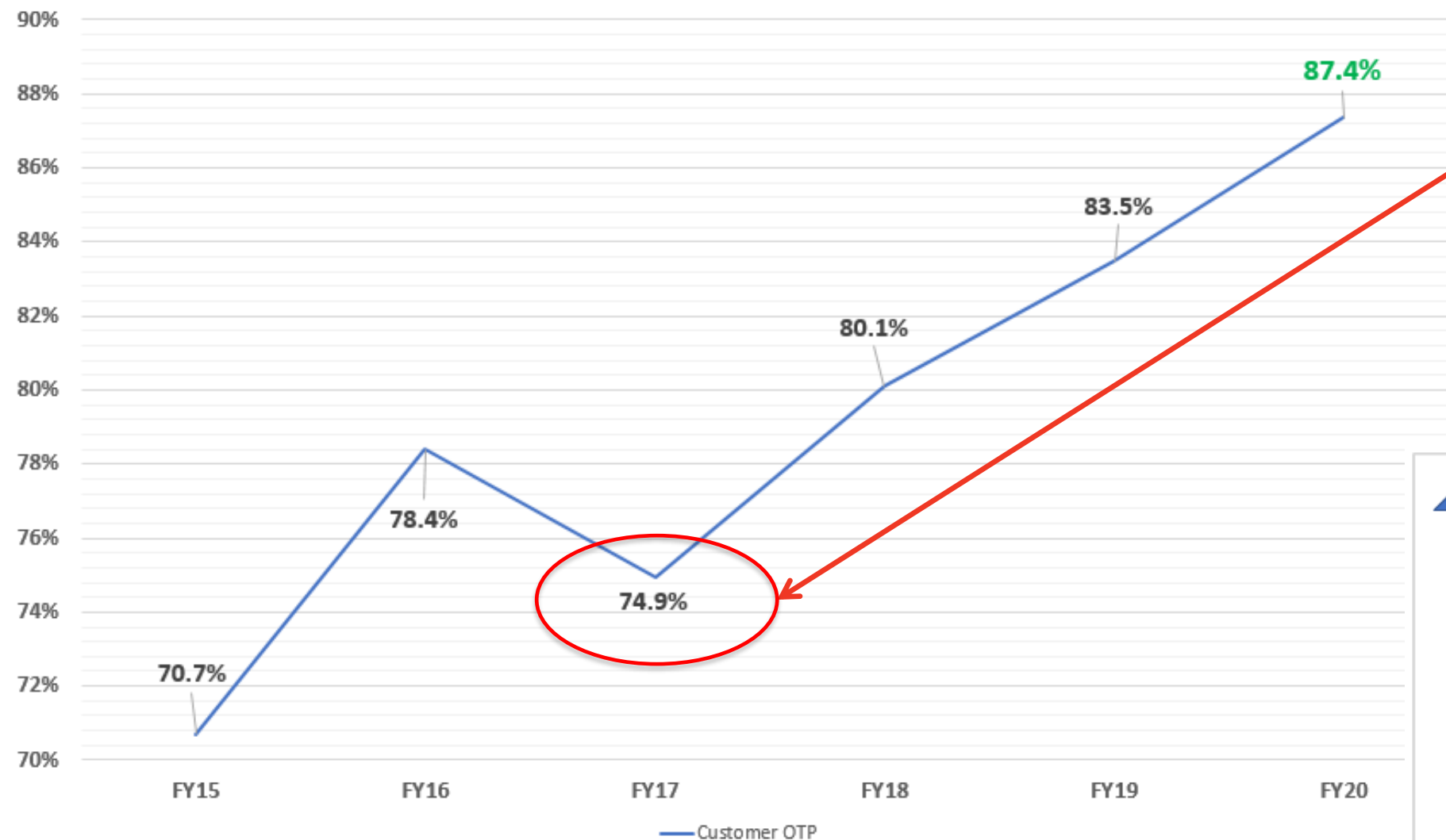
# Refocusing Lead to these improvements.

- **System changes**
  - Installed a microphone & speakers for Amtrak announcements
  - Implemented new bridge plates for boarding assistance at most stations
- **Process changes**
  - Established boarding plans for LD trains
  - Changed Red Cap assignments
  - Station and on-board announcement improvements
- **Communication & Collaboration**
  - Implemented eMD devices for better station-conductor communication
  - Communicated station goals and progress to ALL team members
  - Improved in-station communication to ensure coverage for delayed trains, extra assistance, etc.
- **Culture**
  - This is an ongoing effort; employees and managers started sharing ideas on how to reduce delays and were often proactive in sharing root causes
  - Seek to understand instead of “finger-pointing” or assigning blame; Just Culture
  - Employee pride in achieving their station goals!

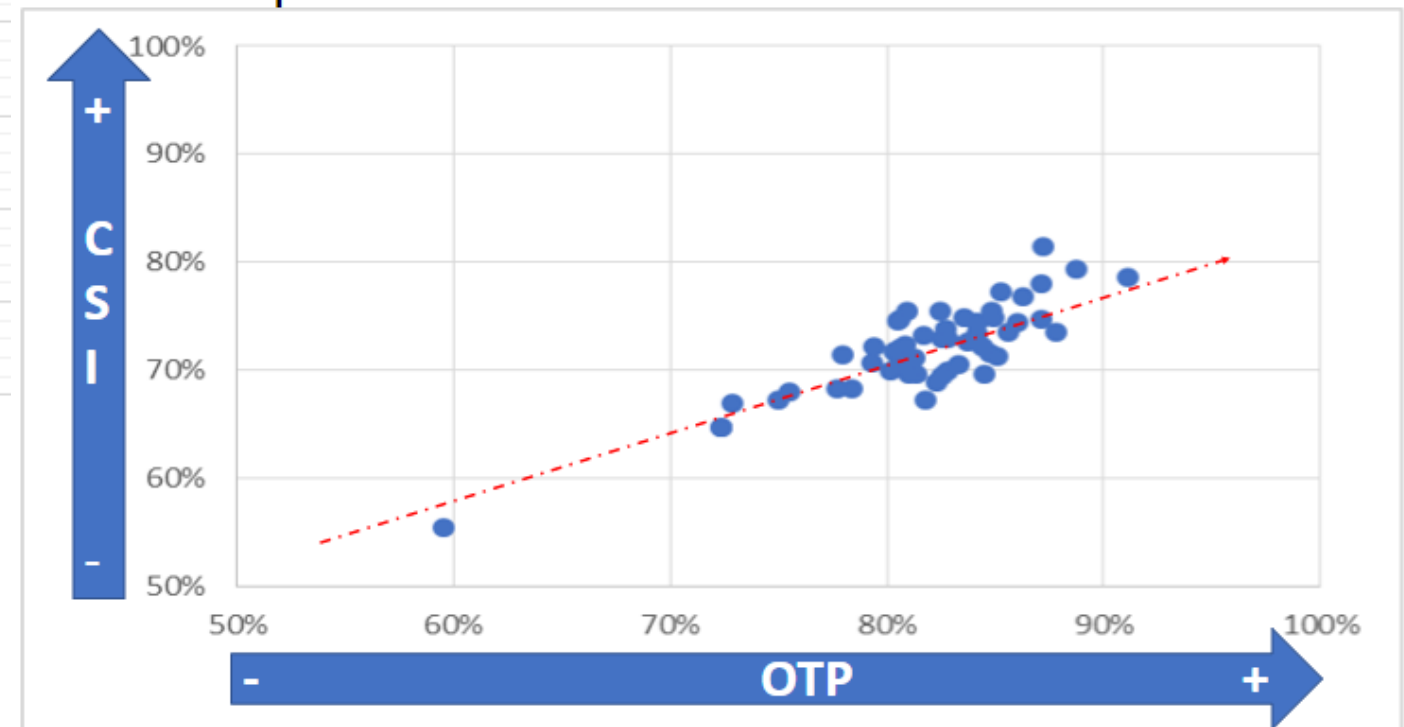


# All this added up to better On-time Performance (OTP)

Acela: Customer OTP 6-Year Trend



- In Nov. 2017, with OTP declining, Amtrak Leadership launched a data-driven approach to improve OTP.
- Customer service scores (CSI) have a strong correlation to OTP so, it was critical to improve OTP to retain and attract new customers.
- Initial focus was on improving NEC OTP%.



**Note:** Many departments contributed to OTP improvements. This presentation is focusing on some of the CI team's methods and collaboration with Transportation and Stations to improve OTP.



# We're improving our Fleet, Stations, and Services

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Thank you!

