

REPORT

A weekly report
from the office
of the CEO

February 14, 1994



Many of you undoubtedly have compared me with the former heads of the two merging agencies. Was I more like this one or that one, you wondered. Would I even have the time to formulate and articulate a doctrine for achieving improvements, much less put into place a broad program for doing so?

Actually, you were inquiring of a man who has a passionate interest in management and brings to the job a history of implementing programs that define an organization's specific vision. So, in this issue, I thought I'd share with you my personal philosophy about management and introduce you to what I want to be the cornerstone in the way we do business. I invite your comments.

I believe strongly that the principle of "Continuous Improvement/Total Quality Management" - TQM, properly implemented, can boost an organization's performance. Continuous improvement is a participatory management style that encourages independent and creative thinking, that asks people to speak their minds, challenge false beliefs and wasteful practices and seeks to build a better team of aggressive, cost-conscious, public-spirited managers and employees committed to excellence in everything they do.

Some may question whether this is the right time to implement a TQM program in the midst of budget and staff reductions. My view is that it is essential. Employing TQM, I believe, will help us manage our resources more efficiently.

I formally introduced this at the executive retreat in December 1993. That's when executive staff sat down at Division 20 and participated in the first of a series of management workshops to establish goals for the MTA and to begin building the organizational framework necessary to accomplish our objectives. I have long stressed the importance of putting into writing that which we aspire to accomplish and of which all employees should be aware. Writing things down and sharing the documents, I believe, help focus the energy of the entire organization and provides an opportunity to clear up misunderstandings.

Together, we came up with a mission statement: **To create an integrated, efficient transportation system which effectively serves the entire Los Angeles community and enhances the quality of life.**

And we established some ground rules:

- Be open to share, to receive
- Risk new ideas, new behavior
- Share responsibility for results
- Problem solve versus fix blame
- Enjoy one another, have fun, use positive humor
- Kindness
- Respect
- Support
- Build on thoughts of others

Then, we put our heads together and came up with some organizational values — ideals that I don't envision as a destination, but rather as route markers by which we travel:

Customer Service:

Everything we do is with the customer in mind. Our customers are not only those who use our service but our fellow workers as well. We are committed to involving our customers in planning for and carrying out the ongoing improvement of our services as we strive for excellence.

Teamwork:

We are committed to working together as one team putting our energies into service and excellence. We promise always to seek improvement in our team relationships. We know that the successes and failures of others reflect on us all.

Honesty:

We value honesty and openness in all our relationships and at all levels of the organization. Our honesty is such that when our word is given it is kept, and that integrity results in dependability and follow-through.

Fiscal Responsibility/Accountability:

Responsibility for the fiscal health of the organization is shared by every member at every level of the organization. We are mutually accountable for being good stewards of the public funds entrusted to us.

We are adopting an entrepreneurial spirit in which all of us feel as responsible for revenue as we do for expenditures.

Diversity:

The beauties of nature and our organization come in all colors. The strengths of our employees come in many forms

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and every employee is wonderfully unique. All of us contribute in different ways. As we learn to honor the differences and appreciate the mix, we find harmony.

Innovation/Creativity:

We value seeking ways to create a better work product. This involves risk-taking, trying out new ways of working, new ways to provide service and new ways for planning with our many communities the future of mass transit in the Los Angeles area. Creativity and innovation are rewarded throughout our organization.

Employees to Participate in Workshops

It also is important to remember that these values are not a panacea to the challenges that lay ahead but, rather, serve as a guide in our decision-making. No set of values, no matter how valid, can ever make an improvement. It is people working together that makes things better.

And that's why your input is key to our success. In the coming weeks, each unit will be invited to participate in workshops or planning sessions. At these sessions, units will be asked to develop their own goals and objectives, mission statements and organizational values within the context of the MTA's overall mission.

In the next newsletter, I'll share with you the goals we developed for the agency. The values and mission statement are offered for your consideration. I hope to discuss these with you at upcoming "brown bag" lunches. In the meantime, please share your ideas with Phyllis Tucker at 4-6191.

Employees to be Moved to New Locales

As we continue to wind down the merger process, some of you have heard rumors that you're moving to different locales. Let's zero in on who's going where.

The moves, coordinated by Facilities Support under the direction of Bob Lewis, will be conducted in eight phases with a proposed move date of March 5 for Phase 1. The moves should be completed in May.

The following departments will be moving:

- **Procurement** will relocate to the Central Maintenance Facility.
- **Lobby and Ethics, EEO, Legal, Intergovernmental Relations, Media Relations, Art for Rail, Treasury, and Risk Management - Construction** will be on the 4th floor of the 818 Building.
- **Human Resources** will stay in the 425 Building, with a satellite office in the 818 Building.
- **The Marketing Department** will relocate to the 6th floor of the 425 Building.
- **Graphics, Accounting Satellite, General Services, and General Services Administration** will be on the 9th floor of the 818 Building.
- **Budget** will be on the 2nd floor of the 818 Building.
- **Benefit Assessment** will be in the 818 Building, and

we'll let you know as soon as possible a specific floor.

- **Accounting** will be on the 3rd and 5th floors of the 425 Buildings.
- **Planning and Programming** will be on the 10th and 11th floors of the 818 Building.
- **Management Support and Real Estate** will be on the 10th floor of the 818 Building.

Any delay in this timeframe will be due to procuring a moving company and to challenges MIS faces in relocating computer hardware and telecommunications equipment.

Key Executive Staff Positions to be Filled

I also want you to know the status of several top-level positions which we are seeking to fill. We've enlisted the Maryland-based executive search firm of Krauthamer and Associates — tops in filling posts in the transportation industry — to screen applicants for the positions of chief administrative officer and for director of strategic planning. We've also hired the search firm of Century City-based Norman Roberts and Associates to increase the pool of applicants for the general counsel position.

The MTA Human Resources Department is now screening applicants for the positions of director of human resources and director of equal opportunity. I hope to have all of the positions filled in the spring.

Thank You, Division 8

Finally, I'd like to extend a big thank you to employees of Division 8 in Chatsworth. For the last week, the Red Cross has been using our bus steam-cleaning facility at the division to wash more than 500 food containers in their quest to serve 60,000 meals a day to displaced earthquake victims. More than 30 Red Cross trucks also are using our facility as a headquarters daily, and I'm grateful to Maintenance Manager John Roberts and his staff for their community assistance.

-Franklin White

I welcome your comments and questions in response to **CEO Report**, which is designed to provide employees with direct communication with my office. Please contact either of my Special Assistants, Michael Gonzalez at 244-7476, or Phyllis Tucker at 244-6191. Also, employees can fax comments to 244-6014.

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