

METROPOLITAN TRANSIT AUTHORITY
OF VICTORIA

WORKSHOP PRESS

PRESTON WORKSHOPS PROJECT JOINT COMMITTEE

On 23rd February, 1983, the first meeting of employee and management representatives was held with the intention of setting up a committee to examine issues at Preston Workshops that had been identified by a Ministry of Transport Working Party chaired by Peter Lavis.

The Committee was to be a joint management/union group and it would be the first step in the establishment of the consultative process within the MTA with the Workshop being nominated as a Pilot project.

The committee was designated the Preston Workshops Project Joint Committee and was made up of 10 members representing the ETU, VBEF, AMFSU, AT&MOEA and MOA along with management representatives from Preston Workshops, the Runningsheds, Electrical Branch and Personnel.

The Central Committee nominated the investigation and establishment of new objectives for Preston Workshops as a key project and formed a Working Party "to produce a set of objectives . . . both in a qualitative and quantitative sense".

Howard Smith, Allan Nolan, Errol Sires and Ken Hines formed the Working Party with the Ministry of Transport project team member Shane Hennessy as convenor. The Working Party met regularly over the period from March to August and made several interim reports to the Joint Committee. By August a set of objectives agreeable to the Working Party and unanimously endorsed by the Joint Committee was submitted to senior management of the MTA for consideration.

On the 9th of December it was announced that the M.T.A. Board had accepted and endorsed the proposed objectives.



THE PRESTON WORKSHOP OBJECTIVES

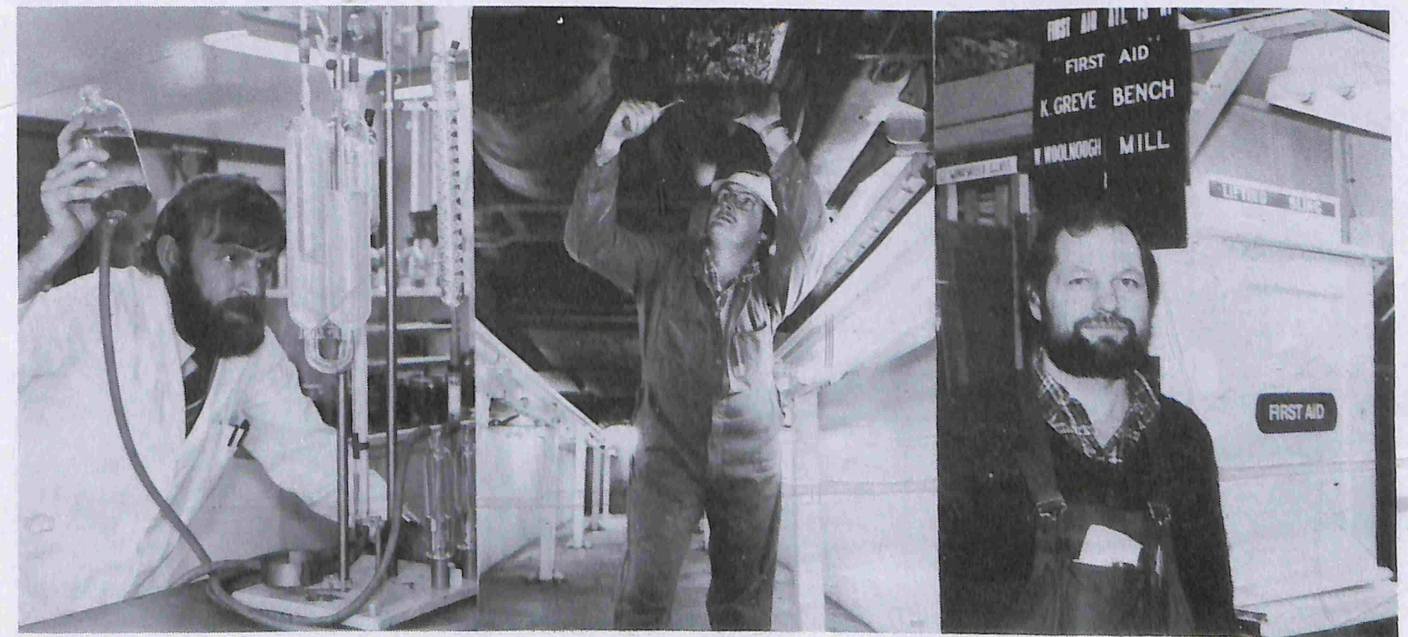
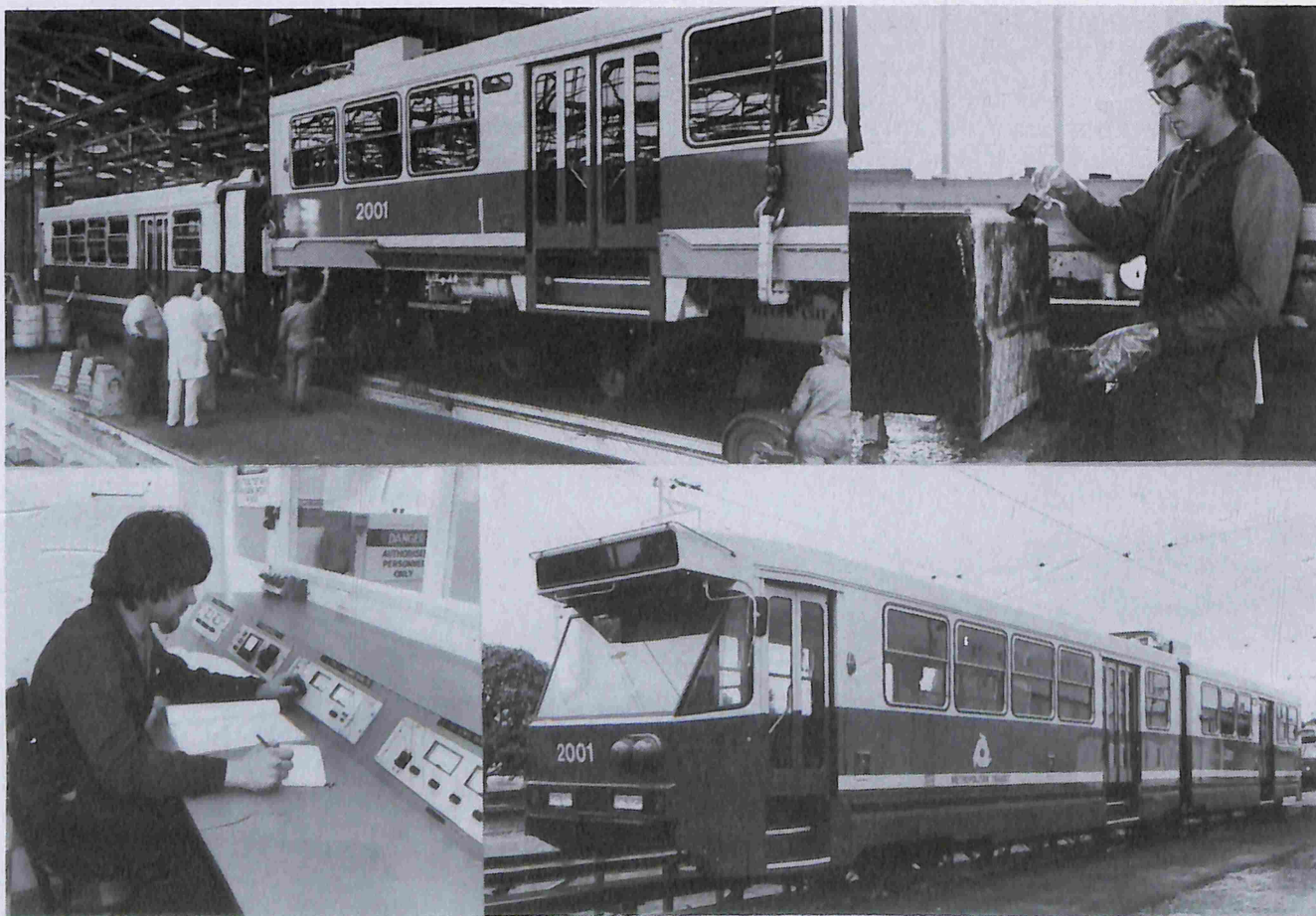
"The prime objective of the Preston Workshops is to provide the MTA with an efficient and economic workshops service which provides sufficient, serviceable, safe, reliable and attractive trams for traffic operations".

The necessary secondary objectives are to:

- Efficiently and economically repair and overhaul existing trams and partially or completely manufacture or assemble new trams.
- Plan and monitor the work of the workshops to ensure efficient operation.
- Train all employees properly so that the workshops are effectively staffed.
- Provide the machinery, building and equipment so that the Workshops are properly equipped.
- Maintain a stable workforce, which enjoys a satisfying and safe working life in a stimulating and pleasant workplace, where good communication and co-operation at all levels are encouraged.
- Within capacity, support other MTA departments.
- Do other engineering work in the open market as capacity exists.

Actions which will be taken to achieve these objectives are:

- Workshops management will assess and continually review the Management Information System to ensure it provides the correct information to permit improved planning, estimating, cost and production control. As the data base is extended, a quantitative performance index will be sought.
- Tram turn around time will be reduced by 3% p.a. as the performance of the Workshops improves.
- For continuing efficient operation, management will maintain the backlog in all shops to not more than three months.
- Workshops management will arrange at least 400 man days appropriate training for the workforce each year to ensure that employees have adequate opportunities to progress.
- To ensure that apprentices receive the best training possible, an assessment of apprentice training will be made by management, apprentice and union representatives and this will be reviewed annually.
- To give all employees a satisfying and safe working environment, initially a minimum of \$150,000 p.a. will be spent on amenities and working conditions at Preston Workshops. The resulting improvement in morale will be quantified by a reduction in lost time from all causes to within award allowances.
- To facilitate communication within the Preston Workshops, an informative monthly newsletter will be produced and distributed.
- To ensure that Preston Workshops complies with all relevant Government Acts.



"WHERE DO WE GO FROM HERE?"

The people at Preston Workshops have a commitment to ensure the objectives are achieved. Management has a commitment to provide opportunities for training, improve apprentice training, improve amenities and working conditions, and improve communication. The employees have a commitment to perform efficiently and economically, improve turn around time of trams, improve communications (communications are two way), and take maximum advantage of the efforts by management to provide and improve training.

The Central Committee will continue to meet and Working Parties have been formed to address the following issues:

- Morale at the Workshops
- Performance Indicators
- Equipment and Equipment maintenance
- Current and future workloads.

The Project Joint Committee has identified the following issues which are to be addressed as part of the ongoing investigations.

- Management
- Delegation and Decision Making/Management Structure

- Long and Short Term Investment
- Design and Production Planning
- Education in Industrial Relations and Modern Management Techniques
- Working Conditions/Health, Safety and Welfare
- Personnel Policies
- Stores Branch/Inventory* Level/Material Handling Systems
- A.D.P./Information/Cost Control/Estimating
- Apprentices
- Job Security

The information that is obtained from these investigations will provide the base information necessary to make changes that will allow for the satisfactory achievement of all objectives.

The members of the Central Committee are working toward the introduction of the objectives. All employees are invited to discuss these objectives and to put forward any suggestions regarding their implementation to members of the Committee.

It is your future positive contribution, monitoring and commitment that will provide the basis for ensuring that the objectives are achieved.

