



# Arriva Sweden

## Dynamic Workforce Planning for a Changing World



### Industry

Light and Heavy Rail



### Challenge

Automate rail workforce plans



### Solution

Trapeze Workforce Management

### Overview



2,500 employees



241 trains and trams



60% of Sweden covered



33 million km/year



5 depots

### Results

- ✓ Efficient workforce planning
- ✓ Accurate personnel data
- ✓ Qualification and licence tracking
- ✓ Compliance and accreditation management



## Background

Arriva Sweden has 2,500 employees and operates regional trains, commuter trains and trams from the south to north of the country. Arriva's train division is currently responsible for five major operational depots.

The team have used Trapeze's rail workforce management software since 2012. In 2019, the system was upgraded with a new daily planning algorithm to help deliver on a new tender. The algorithm allows Arriva to model all rail activities, workforce requirements, and associated costs quickly and efficiently. With the ability to view exactly who is where, and which people possess the right qualifications and capabilities, Arriva knows the personnel and financial impacts of all potential schedule changes. This allows for sharper decision making, especially during disruptions, and enables Arriva to be pro-active when managing staff movements. Overall, the system efficiencies save Arriva time and money, and improves the working lives of their employees.

The core system optimisation that Arriva uses to plan the day of operations gives staff complete visibility, enabling them to optimise train schedules and staff movements. The system proved invaluable when helping the team manage the impacts of COVID-19 and rethink personnel planning. As the system was built to adapt to rapidly changing events, Arriva was able to quickly revise and reorganise their plans as the COVID-19 pandemic unfolded.

## The Challenge

Arriva, like all other rail operators, need to manage their workforce needs which involve complex requirements with unique conditions, regulations, and other standards. This complexity, which can change frequently, is difficult to manage using time-consuming manual or paper-based systems. To further complicate matters, disruptions that affect rail workforces mean it can be difficult to adapt to new operating scenarios and manage compliance.

Managing these workforce requirements can also be an expensive task without the right technology in place to automate tasks. Arriva originally implemented the workforce management system to make their processes automated and efficient to deal with these challenges.

Through the COVID-19 pandemic, staff absences sadly affected many of Arriva's staff. Personnel Planning Manager Araz Zeighami and his team were left with a much smaller workforce, requiring services to be reviewed and duties reallocated quickly.

Araz added: "We had days where 40% of all staff were sick at the same time. This presented major problems for the business and our planners.



“We have had to redo our long-term master plans in the short term in order to be able to cope with the impact of changing scenarios. Far fewer people are traveling by train, but travel patterns can be completely different each day – as peak times essentially don’t exist anymore. We could no longer predict the demand, so our usual way of personnel planning was no longer appropriate.”

## The Solution

### Rethinking Long-term Planning

Arriva’s system enables Araz and the team to test multiple scenarios which have increased the speed and efficiency of personnel planning, which created a reduction in overtime. This frees up staff for other tasks such as training, managing qualifications and licences and certificates. The system can also handle disruptions and scenario changes that occur, including severe weather, natural disasters, and of course, pandemics. This means long-term master plans can be created within a much shorter timeframe when compared to manual systems.

Araz said: “We have used the Trapeze system to redo our long-term plans quickly, even on the day. The system helps us manage our losses and estimate the costs, in terms of financial changes, as well as redo our forecast estimates.

*“The system helps us put the parameters in to estimate the actual costs, which provides a much broader and accurate indication of expenses and gains. We have far more trust in the output of the system, and the results it allows us to propose, than when we did when using Excel. It enables personnel planners to be much more knowledgeable in terms of the impacts of different scenarios.”*

Araz Zeighami,

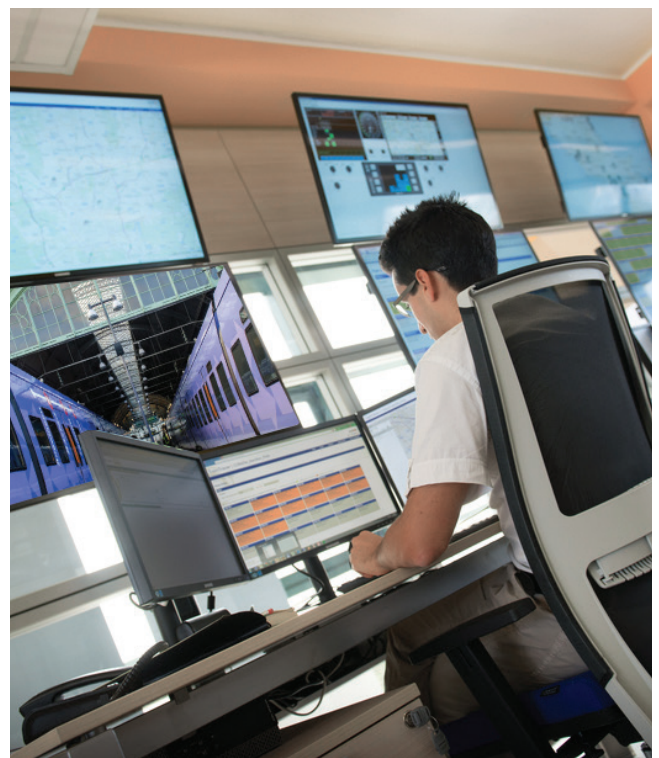
Personnel Planning Manager Train, Arriva

“Having a system that enables you to test different scenarios means you have the flexibility to develop solutions and plans that are grounded purely in fact, rather than concepts or ideas. Our business cases are now so much easier to put together and manage.

“We have information to hand and know the impact before it happens. Some of the team have taken to calling us ‘chaos pilots’ as a result. We couldn’t do these simulations without the help of the system.

“Guesswork is now reduced, and ideas are tested to give them credibility, and when it comes to tender work, we can use our knowledge from our existing businesses to put forward better, more effective bids.”

Additionally, when in negotiations with Arriva’s government owner and trade unions, Arriva can produce robust understandings of cost impacts from potential work condition changes.





## Managing Absences

The system has also played a crucial role in managing staff absences. With almost half of the workforce on sick leave at once due to the pandemic, the team needed to act fast.



“The software has a good overview feature, so we know who to bring in to cover any absences, and it is very quick and easy to register this information for payroll and overtime to be managed effectively later. We saved a lot of money due to this and it wouldn't have been possible without the dedication of our team and the help of the system.”

Araz Zeighami,

Personnel Planning Manager Train, Arriva

## Working with Trapeze

Since Arriva first started working with Trapeze, a trusting relationship has been formed. Araz feels that his team has been well supported by both the Trapeze team, and the user-friendly workforce management software.

Communication between the workforce manager and Arriva staff has become easier, clearer, and timely when compared to their previous legacy paper-based communication system.

Araz commented: “I have always found that Trapeze have worked closely with us and been quick to fix any problems, and the team we work with in Denmark are a gold mine of support.

“And when it comes to user-friendliness Trapeze systems are by far the best for staff training, as it is easy to understand and work with. We would never change back to our previous system after working with Trapeze for so long, as they understand what we need and how to make it work for us.”



## Arriva's Achievements and Success



Rail workforce planning time that used to take several days using manual processes, can be done in a matter of hours.



Reallocation of workforce resources have saved around 700,000 Swedish Kronas (approximately \$USD 85,000) each month for the division in overtime costs.



The system allows for the prompt implementation of revised long-term plans in response to changing circumstances - both before and during the pandemic.



Effective disruption management - staff absences throughout COVID-19 required constant schedule revision, as up to 40% of the workforce was on leave at various points in time.

### TRAPEZE GROUP

Trapeze Group works with public transport agencies and their communities to develop and deliver smarter, more effective public transport solutions. For more than 25 years we have been Here for the Journey, evolving with our customers around the world to helping them move people from point A to Z, and everywhere in between.

[info@trapezgroup.com.au](mailto:info@trapezgroup.com.au)

Australia +617 3129 2092  
India +9198 1040 7444  
UAE +971 4252 6640

Singapore +65 6202 0269  
Africa +27 11 025 9970