

Summary Remarks

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The papers presented at the workshop and the group discussions brought out that progress is being made in maintenance management improvement. Approaches vary. States with active programs are all working on substantially the same things: work measurement, planning and scheduling, and work accomplishment reporting. Progress varies with some states moving faster on one element than they are on others.

There appears to be an emphasis on developing reporting systems in order to measure work accomplishment.

It appears that electronic data processing may be delaying progress in several states because data processing sections are hard pressed to keep up with the needs of maintenance systems development. There is some indication of a need to establish data processing programmers in the maintenance department to concentrate on developing maintenance computer programs.

One thing which very much impressed me is the concept of the performance laboratory as used in Louisiana. Such a concentrated study of methods and time factors can be useful in any maintenance department whether or not it has embarked on a comprehensive maintenance systems improvement program. It seems time could be saved and progress made by focusing attention on this work in one location.

The role of consultants was conspicuous in the discussions. Consultants are working in most states reporting progress in maintenance management. Consultants can bring know-how and training to government organizations getting started in this new work.

There is good promise in the possibility of coming up with general time standards which can be employed without the need of making specific time studies. San Diego County and the city of Los Angeles are making use of such standards and it would appear that there is possibility that some day we can work from a manual in an office or laboratory without going into the field for more time-consuming stopwatch studies.

We realize that there are limits to maintenance management work. Highway maintenance must always be subject to emergencies and schedule interruptions. It does not lend itself to the same fixed pattern of daily activity as does work in an industrial plant. We must retain in any maintenance management system the ability to keep operations flexible and mobile. This necessity notwithstanding, we can still go a long way in measuring maintenance work, programming and scheduling it, and reporting accurately our work accomplishment.