

SHOP PRODUCTIVITY AND THE MAINTENANCE IMPROVEMENT PROGRAM OF THE  
FLORIDA DEPARTMENT OF TRANSPORTATION  
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- I. Introduction
- II. APC Skills--43 years of specializing in productive/profit improvement for more than half of the Fortune 500 Companies in the United States and many of the largest companies abroad, as well as numerous governmental agencies throughout the world.
- III. Myths and realities of productivity improvement--perceptions differ as to how to improve productivity. A piecemeal approach will always fail. The real productivity payoff comes from dealing with all of the related elements at the same time--a synchronized approach.
- IV. Florida DOT and APC Skills--A team approach to improve productivity in FDOT's maintenance yards.
- V. FDOT's Bureau of Maintenance--32 maintenance yards with approximately three thousand employees, including 33 shops with approximately 250 employees responsible for maintaining approximately 7,700 pieces of equipment.
- VI. Identifying the Opportunities--APC analyzed three maintenance yards to determine the extent to which a significant impact could be made; initially identified approximately \$1.6 million in excess labor costs throughout the yards, ten percent of which was in the shops.
- VII. The Installation Process--Much more than designing and installing a new system; engineering consent to change and making change happen in a dramatic way is the key to success.
- VIII. Measuring the Results--Any improvement that is made must be identifiable and measurable in a way that is mutually agreeable.
- IX. Results Achieved--APC identified approximately \$1,975,000 in excess labor in the three yards (120 positions). Through the installation process this labor was redirected toward achieving a higher level of maintenance (improved productivity). Approximately \$3,346,000 in additional maintenance is currently being realized on an annualized basis of which approximately \$352,000 is in the shops. This increased level of shop activity is being realized after a 36% reduction in shop personnel.
- X. Statewide Opportunities--If FDOT chooses to proceed on a statewide basis with the maintenance improvement program, they can realistically expect to achieve at least an additional \$14 to \$17 million in increased productivity in the remaining 29 maintenance yards, of which approximately \$1,540,000 to \$1,870,000 would be achievable within the remaining 31 maintenance shops.