

**THE IMPACT OF THE COMMERCIAL DRIVERS LICENSE ON EQUIPMENT MANAGEMENT-- CALIFORNIA EXPERIENCE**

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**General Overview of Caltrans**

- Number of Employees . . . . . 18,092
- Fleet Size . . . . . 12,475
- Highway Miles . . . . . 16,700
- Landscaped Acres . . . . . 17,000
- No. of Employees Affected by CDL . . . . . 5,500

**Division of Equipment**

- Number of Employees . . . . . 749
- Mechanical Trades Employees . . . . . 528
- Shops: 11 main, 10 sub-shops located throughout the State, Headquarters and fabrication facility is located in Sacramento.
- Mission: To support the Department by furnishing and maintaining fleet and telecommunications equipment.

**Impact of the Commercial Drivers License**

The Commercial Drivers License (CDL) has been in effect in the California approximately a year and five months, and is the result of California Senate Bill 2594 and the Federal Commercial Motor Vehicle Safety Act of 1986. The overall changes in drivers license classifications have had more impact on the equipment operation than the actual operating Department. The employer Statement Program is more restrictive. Caltrans has decided not to participate in it now. Employees are allowed time and use of equipment to get their CDL. Caltrans supports Division of Motor Vehicles in their on-site testing program. Caltrans is changing the drivers license requirements of its employees to conform with the new CDL classification requirements. The CDL requirements are a major step in improving highway traffic safety.

**OREGON'S PERFORMANCE BASED INCENTIVE PROGRAM: A FEASIBILITY STUDY--HEAVY EQUIPMENT REPAIR SHOP--BEND, OREGON**

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**Introduction**

This abstract concerns a case history of one of 27 pilot groups currently involved in a study to test Performance Based Incentive Pay. This program is in a feasibility phase, which will continue through July 1991. The case history involves a heavy equipment shop, comprised of approximately 30 mechanics, storeroom, and administrative staff. The title given to this program is Gain Share.

**Gain Share Program Development**

The program development began with the creation of a steering committee, whose purpose was to establish: key organizational emphasis areas of performance; devise a measurement tool to be used to tract performance; develop an implementation strategy; and oversee all program development. This committee was comprised of the State Highway Administrator, four Senior level Managers within the Highway Division, Highway Division Budget Officer, Legal Council, and a program manager. This committee began meeting in November 1988. The committee identified the key organizational emphasis areas, that if managed correctly, would lead to organizational success. The committee also identified a tool for measuring those key performance areas, a Productivity Matrix. The committee then decided to embark upon a feasibility study to test their conceptual design and measurement tool. The feasibility study began July 1989.

**Feasibility Study**

The steering committee identified seven work groups to serve as "pilot units" for a feasibility study. The study was to last one year, and was given the following charge: identify key measures of performance with respect to the organizational key performance measures. These performance measures were to be results based, not activity or process oriented. The next charge was to establish bench mark or average standards of performance in each key performance measure. The last charge was to link the key performance measures to performance incentive pay. In January of 1990, the steering committee decided to expand the feasibility study to include "pilot units" in the areas of Project Development, Field Maintenance,