

History of Maintenance Management System Incentive Programs

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The Maintenance Management System has had a rich history recognizing those districts and subdistricts that have excelled in performing the work activities.

The incentive or recognition program was started during fiscal year 1977. The initial program rated each subdistrict on the following criterion: Completion of the preventative maintenance activities; overall completion of the whole program; work reporting errors; and the efficiency of getting the work accomplished with the least amount of manhours, in other words productivity.

The award followed this format up to and including fiscal year 84 at which time it was changed so as to recognize any and all subdistricts who completed 100 percent of their preventative maintenance activities.

This is a simplified version of the earlier system as it was felt that any subdistrict that completed all of their P. M. work should be given a pat on the back. Preventative activities are those activities that when performed will keep the roadway surface from deteriorating.

This would account for the extra emphasis that the department places on these activities.

There is a belief within the department, which is shared by John Burkhardt and myself, that these awards are due for another change. The past emphasis has been on the qualitative aspect of completion and not on how well these activities have been accomplished or *the quality of the work completed*.

The future recognition programs take into account completion of work activities as well as recognizing quality of the work.

Measuring the quality is a difficult thing to accomplish. It will take on-site inspections to determine the results, but we think this is important. Good managers are measured by their involvement with the people who are actually performing the work.

I am quite sure most of you have heard me say the key to good management is M B W A, management by walking around or being involved.