

Results of a Comprehensive Fleet Management Plan

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INDOT Crawfordsville District
Logistics Director

Background

- Twelve years with INDOT across Business & Human Resources, Technical Services, Maintenance, Statewide Processes & Systems, and Logistics
- Responsibility for Fleet in my roles in Maintenance and Logistics
- Graduated from Purdue University (BA, 1999) – BOILER UP! and Indiana Wesleyan University (MBA, 2014)
- Been married for 20 years in April and have two teenage sons
- Training for a Half Marathon

Where Are You Starting From...



Hands up if...

First Things First



In The Beginning...

- February 2016
- No Fleet Manager or Fleet Management in place in at least 5 years
- 5 Shops supporting the District and a Fleet of 1,912 pieces of equipment, including 162 dump trucks for snowfighting and maintenance operations
 - Currently, 1,630 pieces of equipment and 169 dump trucks (reduction of 282 pieces of equipment and an increase of 7 dump trucks)
- Servicing an incredibly wide variety of equipment with a very limited number of mechanics

Cultural Impacts

- No ownership or accountability
- Us verses Them
- Afraid to let anything go, hoarding
- Afraid to share
- Uncertainty in terms of results and expectations

TRUST

Operational Impacts

- Equipment in terrible shape or non-operational
- Downtime
- Lack of planning – shops and operations
- Poor results
- Lost opportunities and funding



First Steps – How to Address the Cultural Impacts

- No ownership or accountability
 - Ensure a strong Fleet Manager is in place
 - Five Shops but ONE outcome – will that be success or failure?
- Us verses Them
 - Everyone (Operations and Fleet) is on ONE team
 - Everyone has accountability to the care and condition of our fleet
 - Again, one outcome. Do we want that to be success or failure?

First Steps – How to Address the Cultural Impacts

- Afraid to let anything go, hoarding
 - Old and broken equipment only serves one function – to frustrate everyone who has to use it or repair it
 - Keeping something bad does NOT help you get anything new
- Afraid to share
 - Equipment belongs to everyone and is everyone's responsibility
 - Sharing is good for planning and financial accountability
- Uncertainty in terms of results and expectations
 - Set expectations in terms of how equipment is cared for day-to-day (Operations) and how equipment is serviced and receives PMs (Fleet) – what is the level of service?
 - Have a plan around operational need and life cycles

First Steps - How to Address the Operational Impacts

- Equipment in terrible shape or non-operational
 - Day-to-day care and accountability affects equipment availability and condition
 - Exceptional PM program (both timely and complete) affects equipment condition and availability
 - Routine and thorough inspection cycles outside regular maintenance
 - Must maintain DOT compliance to keep equipment on the road
- Downtime
 - Reporting problems – requires timely acknowledgement of issues and reporting from the front line
 - Scheduling work - requires the Shop to quickly acknowledge the request, schedule accordingly, and communicate any issues or concerns through return of the equipment to the field

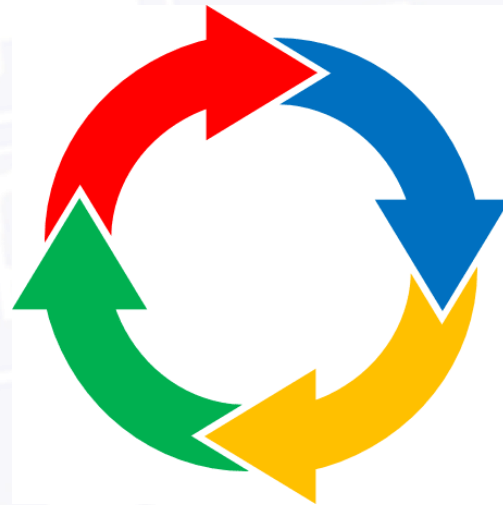
First Steps - How to Address the Operational Impacts

- Lack of planning – shops and operations
 - PM and routine maintenance scheduling that is in line with operational needs schedule
 - Good planning of operations makes it easy to schedule time when equipment can be down for servicing
- Poor results
 - Expectations for good planning and good results – no ignoring problems or Band-Aid repairs
 - ACCOUNTABILITY – when things don't work out well, make changes and correct for the future

How to Address the Operational Impacts

- Lost opportunities and funding
 - Without a plan for Fleet maintenance, spend unnecessarily on repairs and use money that could go elsewhere
 - Without a plan for Fleet lifecycles, miss opportunities to purchase the right equipment at the right time

All these things have a common theme – they are cyclical



Simply, what does this all look like?

- Right leadership in place
- Planning
- Execution
- Assess and Reset where necessary



Leadership

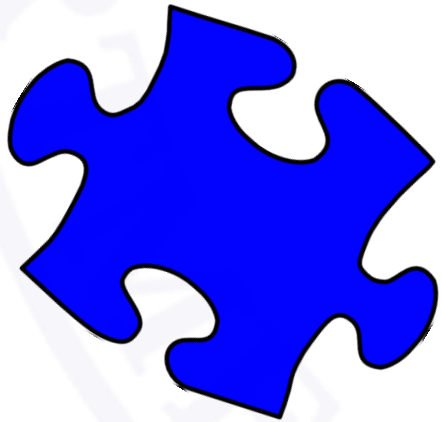
- Strong leaders that can set and stay the course
 - What is the team mission?
 - What is your “right” and “left” around decision making? Are you communicating that?
 - Acknowledge, address, and overcome the cultural hurdles
 - Acknowledge and establish guidelines that address the operational problems
 - What is working and what isn't? Constant review
 - What is the vision to grow and improve?

Leadership is
action,
not position.

-McGannon

Planning

- From an Operational Perspective – This is what you need from your operational partners to be successful
 - What are the short term operational plans?
 - What are the long term operational plans/needs?
 - What are routine operations that need a standard LOS/expectation around equipment?



Planning

- From an Fleet Perspective
 - What kind of inspections are being performed and at what frequency?
 - Consistent and thorough areas of inspection
 - Consistent inspection team and thorough training/expectation setting when a team member changes
 - Communication of the inspections and “get well” plan – can affect both Operations and Fleet
 - What does your Preventative Maintenance plan look like?
 - How does this work around operational needs of equipment?
 - What is the standard PM (both A & B) to ensure consistency and continuity?



Planning

- From an Fleet Perspective
 - What does your equipment lifecycle and replacement schedule look like?
 - How does this impact the budget?
 - How does this relate to the operational plan?
 - What are the tools you have at hand?
 - Diagnostic tools
 - Scheduling tools
 - Reporting tools



Execution

- From an Fleet Perspective
 - Are you doing what you planned and promised?

“INTEGRITY,
THE CHOICE BETWEEN
WHAT'S CONVENIENT
AND WHAT'S RIGHT.”

-Tony Dungy, *Uncommon*

AllProDad.com

Assess and Reset

- From an Fleet Perspective
 - How are you measuring against your planning/execution in terms of:
 - Inspections
 - PMs
 - Lifecycle
 - Budget
 - Team mission/expectations

DON'T BE AFRAID TO FAIL...

BE AFRAID NOT TO TRY.

Leadership - Results

- Strong leaders that can set and stay the course – **First course of action**
 - What is the team mission?
 - **Leader to establish this for the group and gain buy-in**
 - What is the vision to grow and improve?
 - **How does the Fleet group work together to get better? Vision is more than just doing a good job**
 - What is your “right” and “left” around decision making? Are you communicating that?
 - **Leaders in Fleet should communicate and recommunicate this for partners to get comfortable with how and why decisions are being made**

Leadership - Results

- Strong leaders that can set and stay the course – **First course of action**
 - Acknowledge, address, and overcome the cultural hurdles
 - If you pretend it does not exist and does not have implications to the business, no amount of physical work will repair the culture
 - Acknowledge and establish guidelines that address the operational problems
 - More of that “right/left” boundary structure
 - Set Managers up in Fleet and Operations to really manage and repair/improve the outcomes
 - What is working and what isn't? Constant review
 - Acknowledge success with praise and specifically call out what went “right”
 - Acknowledge failures without blame and make a “get well” plan so it does not happen again

Planning – How to get Results

- From an Operational Perspective – This is what you need from your operational partners to be successful – **Imperative that you have Operations partners**
 - What are the short term operational plans?
 - Knowing immediate upcoming work allows the Shops to plan/rerack work if necessary to have this equipment in ahead of time and ready
 - What are the long term operational plans/needs?
 - Knowing the long term plan allows the Shops to develop this plan into their long term schedule around PM and other regular work
 - What are routine operations that need a standard LOS/expectation around equipment?
 - What are the routine operations (i.e. Chip Seal) that require equipment to be to a certain level of service/calibration at all times for an effective operational outcome?
 - Activities that have a standard plan (i.e. Chip Seal July-October) create a standard expectation for when this work needs to be completed for efficient operations

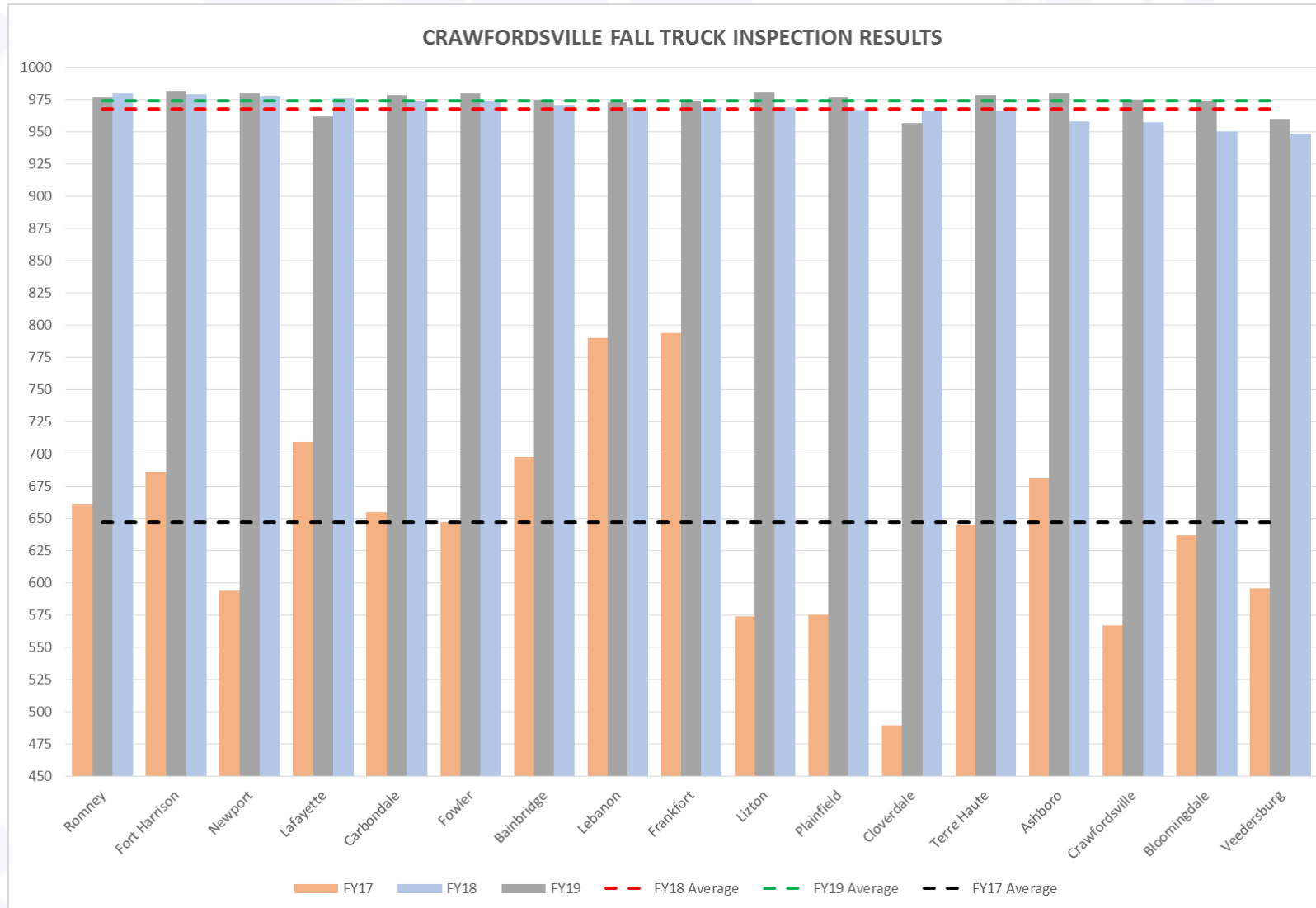
Planning – How to get Results

- From an Fleet Perspective
 - What kind of inspections are being performed and at what frequency?
 - Consistent and thorough areas of inspection – Key to measuring real picture and overall progress
 - Consistent inspection team and thorough training/expectation setting when a team member changes – Key to an objective and unbiased evaluation
 - Communication of the inspections and “get well” plan – can affect both Operations and Fleet – Once you know where you are, what is the plan to get better? Always room for improvement
 - What does your Preventative Maintenance plan look like?
 - What is the standard PM (both A & B) to ensure consistency and continuity? – The same complete product each and every time in every single shop
 - How does this work around operational needs of equipment? – How can you drive the PM plan to do this work when it will have the least impact on Operations?

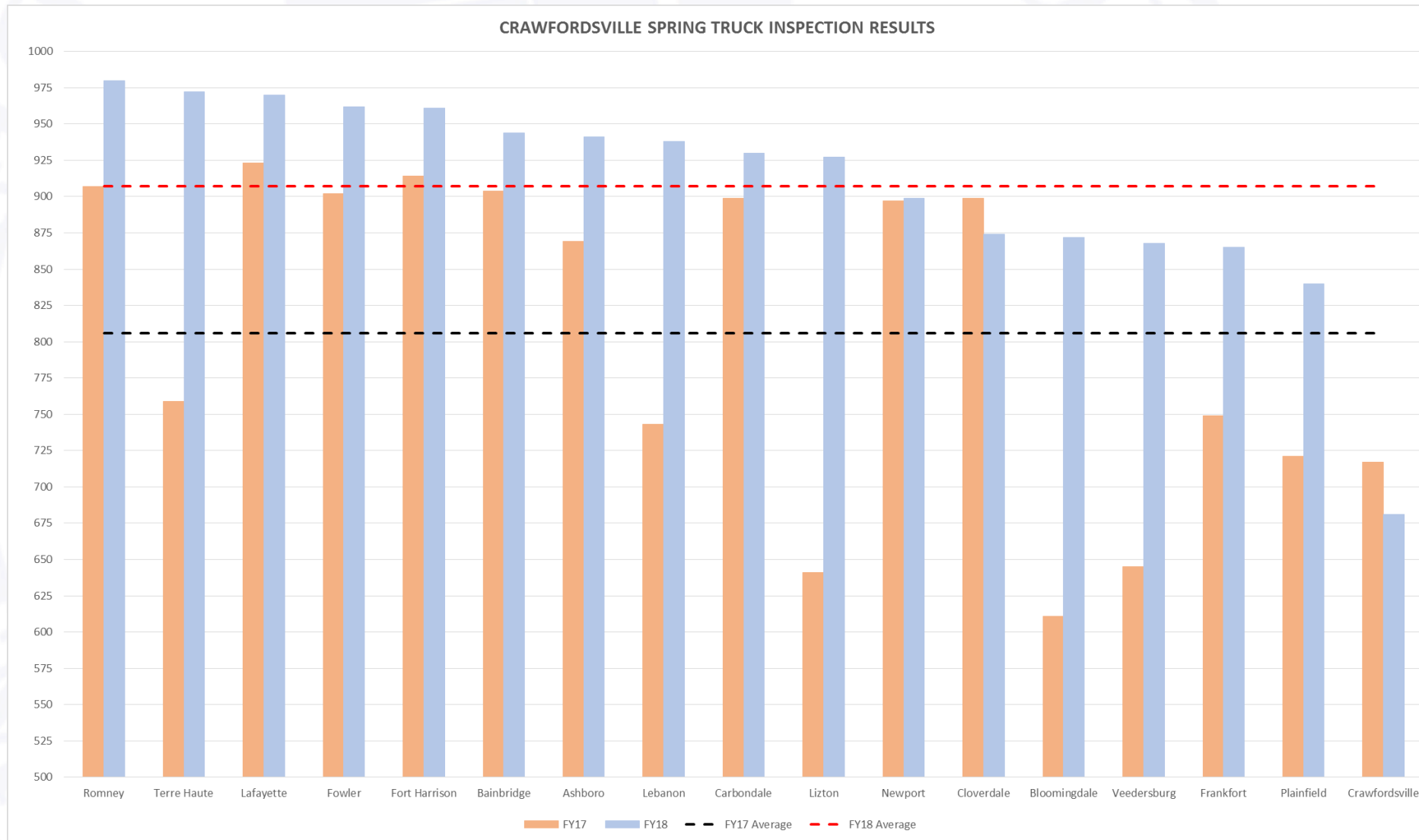
Planning – How to get Results

- From an Fleet Perspective
 - What does your equipment lifecycle and replacement schedule look like?
 - How does this impact the budget? – Have to know what you need and how long it lasts to have a realistic budget. Constrained budgets make this even more important
 - How does this relate to the operational plan? – Do you need to keep replacing the same pieces of equipment or is the business going in a different direction? What activities are most important – that drives what equipment is the most important for buying decision making
 - What are the tools you have at hand?
 - Diagnostic tools – A must have! Again, consistency from shop to shop is key
 - Scheduling tools – When you understand what a plan needs to look like, what tool(s) do you have available to make that plan become results
 - Reporting tools – If you can't measure, no way to know if you are successful

Execution – Results (Fall Inspections)



Execution – Results (Spring Inspections)



Execution – Results (Inspections)



Thu 2/21/2019 11:54 AM

Montgomery, Joshua

Spring Inspections

To [Woodrum, Joshua](#); [Krintz, William S](#); [Batty, Edgar \(Ed\)](#); [Solomon, Gus](#); [Mccoy, Jeremy](#)

Cc [Coleman, Melody](#); [Bryant, Clinton](#); [Eades, Amanda](#); [Mills, Eric](#); [Scripter, Russell W](#); [Sutherland, Joshua A](#); [Flory, Jason](#); [Patton, Joshua](#)

Red Category

Message FY19 Spring Inspection Schedule.pdf (96 KB) Spring Inspection Checklist.docx.pdf (106 KB)

[Enterprise Vault](#) [Bing Maps](#) [Action Items](#)

+ Get more apps

Good Afternoon,

We are close to Spring Inspections again and I can't wait. With each inspection conducted, I have seen a higher level of equipment preservation than the years prior. This is a complete team effort between operators and mechanics, which has resulted in less downtime, better looking/operating trucks, and PRIDE.

I have attached the inspection schedule, and as always, please let me know if you see any issues with your unit's dates. I have also attached a revised checklist for the unit employees to go off of. This will help direct the salt hunting to areas that we have found it hiding in the past and also raise the bar a bit in the areas of scaling and painting. Please don't let the list overwhelm anyone, new trucks, as always, should be the priority then on down to our Sterling's. Special focus and attention paid to the Cummins engines in the Freightliners please. We have had significant cost and downtime due to corrosion in the engine bay of our 2011 models this winter. If we can stop that on the newer models and prevent future issues on the older Freightliners, it would go a long way.

Meeting invites will be sent out once I hear back from you that the dates work for you.

Hopefully, now that this email came out, we will not have 2 more months of winter as we did last winter.

Please let me know if you have any questions or concerns.

Respectfully,

Josh Montgomery
Fleet Manager
Crawfordsville District

Execution – Results (PMs)

Location	8/15/2016	8/22/2016	8/29/2016	9/6/2016	9/12/2016	9/19/2016	9/26/2016	10/4/2016	10/11/2016	10/18/2016	10/24/2016	10/31/2016	11/7/2016	11/14/2016	11/21/2016	11/28/2016	11/29/2016	12/5/2016
	WR's	WR's	WR's	WR's	WR's	WR's	WR's	WR's	WR's	WR's	WR's	WR's	WR's	WR's	WR's	WR's	WR's	WR's
801100- Terre Haute Sub	57	59	70	78	101	100	94	167	167	187	111	109	88	72	74	62	60	53
801200- Crawfordsville Sub	98	99	114	120	120	126	124	200	199	197	201	204	202	199	174	160	161	47
801300- West Lafayette Sub	80	78	73	73	75	76	86	154	158	162	70	40	42	46	59	31	27	27
801400- Frankfort Sub	29	30	33	41	41	36	36	122	119	11	8	7	1	5	6	1	7	4
801500- Cloverdale Sub	0	2	10	9	12	13	11	67	22	22	0	2	2	3	5	0	0	1
	264	268	300	321	349	351	351	710	665	579	390	362	335	325	318	254	255	132
	PM's	PM's	PM's	PM's	PM's	PM's	PM's	PM's	PM's	PM's	PM's	PM's	PM's	PM's	PM's	PM's	PM's	PM's
801100- Terre Haute Sub	6	5	4	5	7	7	8	11	10	9	8	4	2	3	5	9	7	4
801200- Crawfordsville Sub	34	34	24	29	33	33	34	39	42	41	38	45	47	52	53	55	55	33
801300- West Lafayette Sub	7	8	8	10	10	11	15	14	13	12	11	8	6	5	7	6	6	7
801400- Frankfort Sub	6	5	3	0	0	1	2	3	4	3	4	6	6	8	9	8	9	14
801500- Cloverdale Sub	3	5	6	5	7	11	13	7	6	5	5	9	10	10	13	12	12	13
	56	57	45	49	57	63	72	74	75	70	66	72	71	78	87	90	89	71
	320	325	345	370	406	414	423	784	740	649	456	434	406	403	405	344	344	203

Row Labels	Count of Job Reason
All Other WR	6
Crawfordsville	6
Cloverdale Sub	1
Crawfordsville Sub	5
PMs	2
Crawfordsville	2
Cloverdale Sub	1
Crawfordsville Sub	1
Grand Total	8

As of 03/04/2019

Execution - Results

- From an Fleet Perspective
 - Are you doing what you planned and promised?
 - Always, always, always – And if you start to fall short – Communicate, communicate, communicate



Assess and Reset - Results

- From an Fleet Perspective – If you are not measuring and are not sharing, no one knows where you stand and you cannot reset if needed. Measurements have both cultural and operational implications
 - How are you measuring against your planning/execution in terms of:
 - Inspections
 - PMs
 - Lifecycle
 - Budget
 - Team mission/expectations

Final Thoughts

Where will you be 1 year from now?

How about 5 years from now?

What are your roadblocks for starting?

Questions?



ANY
QUESTIONS
?

Contact Information

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