

FLEETWHIZ™

DECISIONMAKING TOOLS

Structure-In Control Over Achieving World-Class Employee Financial and Operational Performances

FleetTextBooks.org Library™
Management Textbook MDC 29

CONTROL – TO THE READER

SUGGESTIONS ON HOW TO USE THIS TEXTBOOK AS AN IMMEDIATE TRAINING SOURCE AND LONG-TERM REFERENCE SOURCE

Introduction: The objective of this textbook is assist fleet–shop–parts–fuel managers, and work crew managers compare the organization's and departments' current labor management structures and mini-structures to world-class. This textbook assists managers identify and correct the reasons for below-world-class employee productivity, and financial and operational performances. According to Edwards Deming, father of total quality management, organization and department structures account for 85% of the reasons why world-class productivity, and financial and operational performances are achieved. Implementing structures which cause world-class performances should be among senior managers', fleet–shop–parts–fuel managers' and work crew managers' highest priorities. Compare the organization's current employee performance control practices to the world-class practices discussed in this textbook. Implement required changes and earn \$100,000 annually with 90% decisionmaking control and achieve Vice President and Director status.

Remarks:

1. The following illustration lists the nine (9) subsections included in this textbook.

Illustration – Introduction to Structuring-In Control Over Employee World-Class Financial and Operational Performances

1. Introduction to World-Class Fortune 500 Company
Business Management Models and Practices
2. Compute the True-Cost of Below-World-Class Practices.
3. Eliminate Employee Abuses of Organization
Assets, Compensation and Liability Exposures.
4. Apply 10 Employer–Employee Performance Contracts to
Structure-In World-Class Financial and Operational Performances.
5. Structure-In Continuous Improvement Processes.
Pay and Promote Based on Performance and Not Longevity.
6. A Well-Documented, Fair and Legal Termination Process Is
Prerequisite to World-Class Financial and Operational Performances.
7. Accurate and Timely Daily Performance Reports Are
Prerequisite to World-Class Financial and Operational Performances.
8. Appendix – Over 40 Learning Opportunities Create Well-Defined Career
Training Ladders Which Can Be Applied to Recruit–Retain–Develop Employees.
9. Master's Degree Certifications Open-Book Test Questions

**TEXTBOOK 29 – STRUCTURE-IN CONTROL OVER ACHIEVING
WORLD-CLASS EMPLOYEE FINANCIAL AND OPERATIONAL
PERFORMANCES. – TABLE OF CONTENTS**

To The Reader 1

**Subsection 1 – Introduction To World-Class Fortune 500 Company
Business Management Models And Practices..... 6**

Introduction to Structuring-In World-Class Asset and Labor
Management Performances..... 7

Introduction to Structuring-In World-Class Performances
and Solving 85% of Performance Inhibiting Problems 10

Introduction to the Fortune 500 Company Business Model
Implement and Integrate 3 World-Class Practices 13

1. Fortune 500 Companies Compete Aggressively in 5 Dimensions 15

2. Fortune 500 Companies Apply 12 Well-Proven Business Practices
Which Are Considered World-Class 18

2. Introduction to the Definition of World-Class Practices 19

3. Fortune 500 Companies Apply 5 Well-Proven Performance Evaluation
Scorecards Which Are Considered World-Class Measures of Performance 21

**TEXTBOOK 29 – STRUCTURE-IN CONTROL OVER ACHIEVING
WORLD-CLASS EMPLOYEE FINANCIAL AND OPERATIONAL
PERFORMANCES. – TABLE OF CONTENTS (CONT'D)**

Subsection 2 – Compute The True-Cost Of Below-World-Class Practices..... 23

Introduction to Computing the True-Cost of Less-Than-World-Class Practices 24

Compute the True-Cost of Operating Assets Which Should Be Shut Down for Repair ... 27

Compute the True-Cost of Wasting Time 29

Compute the True-Cost of Early Quits and Late Starts 35

Compute the True-Cost of Work Crew Lost Time 37

Compute the True-Cost of Backtracking..... 38

Compute the True-Cost of Redos, Comebacks and Reworks 39

Compute the True-Cost of Underperforming Work Crew Members..... 40

Subsection 3 – Eliminate Employee Abuses Of Organization

Asset, Compensation And Liability Exposures 43

Introduction to Computing the True-Cost of Asset Abuses..... 46

Introduction to Most Work Crew Managers and Members
Are Abusers of Organization Assets 50

Excess Levels of Abuse Are Predictors
of Senior, Middle and First-Line Managers' Lack of People Management Skills 53

Introduction to Applying the 20-Point Checklist
to Minimize and Eliminate Asset, Compensation and Liability Exposure Abuses 57

Introduction to the Benefits of Eliminating Abuses 63

Introduction to Adopting a Zero-Tolerance Abuse Policy Before It Is Too Late 64

Introduction to Reasons Why Senior Management Allows
Abuses to Continue 65

**TEXTBOOK 29 – STRUCTURE-IN CONTROL OVER ACHIEVING
WORLD-CLASS EMPLOYEE FINANCIAL AND OPERATIONAL
PERFORMANCES. – TABLE OF CONTENTS (CONT'D)**

**Subsection 3 – Eliminate Employee Abuses Of Organization
Assets, Compensation And Liability Exposures. (cont'd)**

Introduction to 3 Categories of Abuse:

- Organization Asset, Compensation and Liability Exposure Abuses 68
 - 1. Introduction to 4 Classes of Organization Fleet Asset Abuse 71
 - 1. Fleet Asset Physical Abuse Defined 74
 - 2. Fleet Asset Operational Abuse Defined 75
 - 3. Fleet Asset Maintenance Abuse Defined..... 77
 - 4. Fleet Asset Financial Abuse Defined..... 78
 - 4. Identify and Find Lost and Misplaced Vehicles and Equipment..... 80
 - 4. Eliminate Misordering and/or Ordering Excess Capacity
of Vehicles and Equipment..... 81
 - 4. Eliminate Work Crew Theft 82
 - 2. Introduction to 3 Classes of Organization Compensation Abuse 84
 - 1. Introduction to 5 Examples of Organization Wage Abuse..... 88
 - 1. Orchestrate and Misrepresent Qualifications Is Wage Abuse 89
 - 2. and 3. Orchestrate and Misrepresent Financial and Operational
Performances Is Wage Abuse..... 90
 - 4. and 5. Orchestrate, Inflate and Take Excess Wages
and Reimbursable Expenses 92
 - 2. Introduction to 4 Examples of Organization Fringe Benefits Abuses..... 96
 - 1. Orchestrate and Inflate Employer-Paid Special Benefits..... 97
 - 2. Orchestrate and Inflate Healthcare Insurance Expenses 98
 - 3. and 4. Stealing Desirable Consumables
and Stealing Organization Price Discounts..... 99
 - 3. Introduction to 3 Examples of Organization Pay Versus Productivity Abuses 101
 - 1. Orchestrate and Take Excess Paid Days Off..... 102
 - 2. Orchestrate and Waste Time at Work 103
 - 3. Orchestrate Doing the Minimum to the Maximum..... 106

**TEXTBOOK 29 – STRUCTURE-IN CONTROL OVER ACHIEVING
WORLD-CLASS EMPLOYEE FINANCIAL AND OPERATIONAL
PERFORMANCES. – TABLE OF CONTENTS (CONT'D)**

**Subsection 3 – Eliminate Employee Abuses Of Organization
Assets, Compensation And Liability Exposures. (cont'd)**

3. Introduction to 4 Classes of Organization Noncompliance Liability Exposure Abuses	108
1. Asset Noncompliance Liability Exposure Performance Measures and Compliance Agencies	112
2. Labor Noncompliance Liability Exposure Performance Measures and Compliance Agencies	115
3. Safety, Health and Environment Noncompliance Liability Exposure Performance Measures and Compliance Agencies	117
4. Financial and Administration Noncompliance Liability Exposure Performance Measures and Compliance Agencies	119
3. Apply 28-Point Checklist to Measure Control Over Compliance	125
Introduction to Applying 3 Major Liability Exposure Risk Management Tools: Insurances, Practices and Contracts	128
1. 5 Insurances	
1. Apply Unemployment Payroll Tax Insurance, Cost, Risk and Liability Reduction Practices	131
2. Apply Workers' Compensation Payroll Tax Insurance, Cost, Risk and Liability Reduction Practices	133
3. Apply Healthcare Insurance, Cost, Risk and Liability Reduction Practices	138
4. Apply General Liability Insurance, Cost, Risk and Liability Reduction Practices	142
5. Apply Bond Insurance, Cost, Risk and Liability Reduction Practices	148
2. Focus on High-Frequency and High-Liability Bad Behaviors and Practices	152

**TEXTBOOK 29 – STRUCTURE-IN CONTROL OVER ACHIEVING
WORLD-CLASS EMPLOYEE FINANCIAL AND OPERATIONAL
PERFORMANCES. – TABLE OF CONTENTS (CONT'D)**

**Subsection 4 – Apply 10 Employer–Employee Performance Contracts
To Structure-In World-Class Financial And Operational Performances 154**

Introduction to Applying 10 Employer–Employee Performance Contracts
to Structure-In World-Class Performances 156

1. Apply Well-Written Employee Handbooks 164
2. Apply Well-Written Department Operations
and Management Practices Manuals 167
2. Apply 18 Control Tools or Measures to Structure-In
Financial and Operational Control Over Work Crew Activities 168
3. Apply Well-Written Inhouse Work Orders to Manage Closely
Inhouse- and Supplier-Performed Activities 172
4. Introduction to Applying Well-Written Job Descriptions 175
4. Apply Fleet–Shop–Parts–Fuel Manager Job Description
Performance Contracts 176
4. Define Acceptable and Unacceptable Behaviors
and Financial and Operational Performances in the Job Description 191
4. Apply Work Crew Manager Job Description Performance Contracts 192
4. Apply Tradesmen Job Description Performance Contracts 194
4. Apply Laborer Job Description Performance Contracts 196
4. Apply Driver and Operator Job Description Performance Contracts 197
5. Apply Well-Written Employee Performance Reviews
and Use Compensation and Promotions to Control Behavior 198
6. Apply Well-Written Union Contract Language,
and Terms and Conditions, if Applicable 201
7. Apply Well-Written Customized Job Performance Contracts 202
8. Apply Well-Written Customized Ethics Contracts 203
9. Apply Well-Written Accurate and Signed Training Course Completion Rosters 204
10. Apply Well-Written Organization–Supplier Standard Contracts
to Manage Closely Supplier-Performed Activities 205
10. Apply Well-Written Organization–Supplier Customized Contract
and Compensation Options to Manage Closely Supplier-Performed Activities 209

**TEXTBOOK 29 – STRUCTURE-IN CONTROL OVER ACHIEVING
WORLD-CLASS EMPLOYEE FINANCIAL AND OPERATIONAL
PERFORMANCES. – TABLE OF CONTENTS (CONT'D)**

Subsection 5 – Structure-In Continuous Improvement Processes.
Pay And Promote Based On Performance and Not Longevity 212

Introduction to 4 Theories of Worker Motivation 213

Pay and Promote Based on Performance and Not Longevity 218

**Subsection 6 – A Well-Documented, Fair And Legal Termination Process
Is Prerequisite To World-Class Financial and Operational Performances..... 221**

Introduction to Employee and Supplier Turnover Is Extremely Expensive 222

Employee Handbook Should Define General Employee
Acceptable and Unacceptable Behaviors and Performances 224

Job Descriptions Should Define Each Functional Title's
Acceptable and Unacceptable Behaviors and Performances 225

Introduction to Progressive Reprimand and Dismissal Processes 229

Department Managers Should Have 100% Control Over Hire–Fire Labor Activities.... 232

**Subsection 7 – Accurate And Timely Daily Performance Reports
Are Prerequisite To World-Class Financial and Operational Performances 234**

Introduction to 11 High-Level Work Crew Performance Benchmarks..... 235

Measure Work Crew Financial and Operational Performances
Daily, Weekly and Monthly 240

Introduction to 5 Major Work Crew Daily Performance Measures 248

1. Work Crew Daily Productivity Reports 249

2. Work Crew Daily Cost Reports 250

3. Work Crew Daily Risk and Liability Management Reports 252

4. Work Crew Daily Quality Reports..... 253

5. Work Crew Continuous Improvement Reports..... 254

Application of Near-Real-Time Information Is Redefining World-Class Performances 255

**TEXTBOOK 29 – STRUCTURE-IN CONTROL OVER ACHIEVING
WORLD-CLASS EMPLOYEE FINANCIAL AND OPERATIONAL
PERFORMANCES. – TABLE OF CONTENTS (CONT'D)**

**Subsection 8 – Appendix – Over 40 Learning Opportunities
Create Well-Defined Career Training Ladders Which
Can Be Applied To Recruit–Retain–Develop Employees 259**

Subsection 9 – Master's Degree Certifications Open-Book Test Questions 263



FLEETWHIZ™

DECISIONMAKING TOOLS

FleetTextBooks.org LLC

381 Casa Linda Plaza #385

Dallas, TX 75218-3423 USA

214-320-3006

Website: www.FleetTextBooks.org

Email: Info@FleetTextBooks.org

