



Development and Implementation of Performance Management System

BUSINESS NEED

The management team of a marine terminal operator and stevedoring company with multiple locations had limited means to identify productivity problems and explain cost variances. What little information existed was not standardized across multiple terminals, was produced on a monthly basis only, and differed from the company's official financial records.

KEY CHALLENGES

Standards and procedures varied amongst the various locations. Significant amounts of manual entry were performed with repetitive information entered manually into multiple systems, spreadsheets and documents.

SOLUTION

After developing terminal-wide standards and procedures, Terminal Performance Management System© (TPMS) was implemented. TPMS interfaces directly with the company's key cost information, payroll data, eliminating the need for duplicate entry. Weekly variance reports are produced by TPMS for each terminal and operation (vessel, yard, gate, rail, etc.). Reports are now available for any period designated, and provide each operation's performance against standard, and identifies productivity and volume components of each variance.

RESULTS

For the first time, with TPMS, the company's management was given visibility to productivity data on a timely basis. With the availability of weekly reports, management was able to quickly identify problems and take immediate corrective action. Repetitive manual data entry was eliminated, which substantially improved worker productivity.