

Central Freight Lines

Waco, Texas

Client

Central Freight Lines, a separate subsidiary of Roadway Services, is the largest intrastate carrier in Texas, carrying 68 percent of the market as well as maintaining 70 terminals in Arkansas, Louisiana, New Mexico, and Oklahoma.

Problem Statement

Central Freight's goal was to enhance the quality of transportation services while treating all employees with dignity and respect. Central Freight needed to improve communications throughout all levels of the company to better achieve this goal.

Scope-Of-Work

Tompkins Associates worked closely with Central Freight personnel in setting up and providing technical direction for a company-wide Team-Based Continuous Improvement structure. Tompkins performed the following activities:

- Facilitated Steering Team in developing the Model of Success, Leadership Team membership, and received support for the overall process. The Model of Success included Central Freight's vision, mission, requirements of success, values, and evidence of success.
- Created work teams and provided recommendations to support and ensure empowerment where appropriate.
- Worked closely with Communication Team to ensure alignment with the Model of Success and communicated team progress and company news.
- Provided support in orientations and developed effective work teams. This included discussion concerning team roles, team agendas, and team rules. Monitored and helped teams in affecting productivity improvements.

Results

Through Team-Based Continuous Improvement, Tompkins helped provide a framework for improved customer service, increased productivity, and financial performance, and created a better work environment. The process allowed Central Freight to realize substantial improvements in the percentage of on-time deliveries and reduce delivery times by 50 percent for more than 1,000 customers.