

## **Executive Summary**

Colombo Dockyard PLC (CDPLC) established its operations in 1974 as a limited liability company and at present operate as Sri Lanka's leading Ship Repair (SR) facility provider. Company managed to achieve total revenue of Rs 16 Billion and net profit of Rs1.9 Billion in year 2012. Market capitalization of the company is Rs 16,096 Million and share price Rs. 224 as at December 2012. Total numbers of employees are around 3200 including sub-contractors and CDPLC maintains high employee retention of 99.5%.

Loss of dry-dock space for incoming vessels, Idle man-hours due to delay in material supply, additional man-hours due to additional jobs and increase number of customer complaints identified as performance gaps in SR projects delays. Reduction of SR Project Delays and Productivity Enhancement at CDPLC is the project implemented. Main objective of this skills project is to find the solutions and remedial actions to reduce the delays in SR sector. Project components are identified as re-arrange dry-dock layouts, develop process mapping and flow charts and introduce ISSA code book, implement new system to analyze owner's repair work scope, using work study, and improve current SOPs, check lists and best practices for on-going jobs. Skills project focuses to achieve the estimated deliverables, as reduction of dry-dock delays by 10 %, reduction of idle man-hours by 20 %, reduction of additional man-hours to normal man-hours ratio by 15% and finally, reduction of customer complaints by 25 %.

The activities relevant to each project component, was thoroughly studied by the project team and lots of unclear areas and issues/problems were discussed with the writer while the project team was on the job. The project was successfully implemented by the project team under the direct guidance of writer.

Results were achieved in the SR sector with approximately 50% average reduction of dry dock delay days, in recently completed SR projects. The total average idle man-hours reduction by 41.74%, and average additional man-hours consumption to normal man-hours ratio reduction by 27.69% and finally, reduction of customer complaints by 28.57%.

Cost benefit obtained in the SR sector is approximately LKR 2.0 Million with an expense of LKR1.0 Million which is a greater achievement, considering the implementation stages of the

skills project. Forecasted benefits will be more beneficial when the project is managed in an effective manner.