



DISTRIBUTION CENTER MANAGEMENT

STRATEGIES & TACTICS FOR DISTRIBUTION CENTER & WAREHOUSE EXCELLENCE

VOL. 36, NO. 9 — September 2001

This model gives supervisors effective tool for providing feedback

“To be effective in the warehouse or distribution center, front-line supervisors need to have standards, an objective measure of what people need to do,” observes Douglas Rabeneck, senior consultant for H. B. Maynard and Company, Pittsburgh.

Maynard has developed a Performance Management model that uses standards and an approach that supervisors can use to provide effective feedback to employees. The model involves knowing the work to be done; providing the conditions needed for success; measuring performance and providing feedback; and taking action to improve performance.

Standards define the level of work that is expected to be performed. Supervisors can compare actual performance to standards to identify underperforming areas. “Once supervisors identify where the issues or problems are, they can concentrate their efforts there,” says Rabeneck. For example, if the receiving operation has been identified as the highest priority area, the

next step “is to spend some time getting acquainted with the operation,” the consultant says.

One quick and effective method involves making three-minute counts of work that is performed by an individual employee. This can be done several times a shift for each associate. For example, the receiving supervisor would observe a person unloading a trailer for three minutes, counting the number of packages or pallets that are unloaded during that time period.

“If the benchmark is to unload 1,000 packages an hour, and the person unloads 30 packages in three minutes, you can multiply by 20 and quickly determine that the person is likely to unload 600 packages an hour,” Rabeneck points out, which is well below the standard.

Assuming that the conditions needed for success have been provided — the associate has all the necessary training and tools needed to do the job properly — the supervisor can then:

- observe the method the employee is using and instruct the

person on the proper method if it is not being used;

- tell the employee that s/he is not working up to the normal definition of productivity, then probing to find out why. “Based on the person’s response, the supervisor would provide feedback and take the appropriate action,” Rabeneck says. The feedback should be very specific and concrete, giving the employee the details they need to improve their performance.

Feedback shouldn’t be restricted only to those performing below standard, according to Rabeneck. In addition to providing encouragement to high performers, look at the methods they’re using to ensure that those methods are best for the operation as a whole.

While star performers may have discovered a better way to do the work, there’s also the possibility that they are using a method that boosts their individual performance while negatively affecting productivity of the operation as a whole.

drabeneck@hbmaynard.com ■■■■

www.DistributionGroup.com

Reprinted from ***Distribution Center Management***
Strategies & Tactics for Distribution Center & Warehouse Excellence

215 Park Avenue South — Suite 1301, New York, NY 10003-1603

Telephone: (212) 228-0246 • Fax: (212) 228-0376 • Email: info@DistributionGroup.com • Website: www.DistributionGroup.com

Distribution Center Management is published monthly by Alexander Communications Group, Inc., which provides news, data and information on key distribution and warehousing topics through newsletters, books and looseleaf services. Please call for additional information on the Group’s publications or visit our website at www.DistributionGroup.com.

© 2001 Alexander Communications Group, Inc. No quotation without written permission of Alexander Communications Group. No part of this publication may be reproduced, redistributed or put into an electronic or other information retrieval system without prior written permission of Alexander Communications Group.

DO NOT EDIT OR ALTER REPRINTS • REPRODUCTION NOT PERMITTED

Company Profile

Maynard® is an international consulting, software, and training business dedicated to providing innovative solutions to improve workforce performance and eliminate waste. Formed in 1934 and headquartered in Pittsburgh, Pennsylvania, the company is recognized as a leader in the areas of industrial engineering and productivity management.

Our core offerings align with the nine disciplines of the Maynard Workforce Performance Model™. These disciplines include: 5-S, Work Flow Design, Best Methods, Setup Reduction, Engineered Standards, Workforce Training, Staffing and Reporting, Wage Alignment and Managing Performance. In support of each discipline we offer training courses, software applications, and consulting assistance.

We serve a variety of industries in the manufacturing, distribution, utility, and service sectors. Since the disciplines presented in the model impact any type of organization, we have not limited the industries we serve. We have helped clients successfully improve workforce performance in offices, distribution centers, retail stores, banks, and pharmaceutical companies, in addition to all types of traditional manufacturing and assembly operations.

We are proud to have partnered with so many excellent companies. We serve hundreds of established and new clients each year. Our client list includes many Fortune 500 companies, but also a number of small and medium-sized businesses. Our average annual repeat business is over 60%. We sincerely enjoy the win-win relationships we have with our clients.

Unlike many traditional consulting firms consisting of individual experts developing a number of independent practice groups, we are a team of professionals striving to be value-centered, business-like, and mission-driven. We work together to serve our clients and to develop innovative new offerings to continuously increase the value we bring to them.

Mission Statement:

Maynard provides tools, training, and guidance to our clients to help them improve workforce performance and eliminate waste.

Our people are at the heart of our success. We have established a comprehensive recruiting strategy to ensure that we hire the best candidates. We invest significant time and money in training to continuously enhance the technical, managerial and leadership capabilities of our staff. We live by a set of core values that guide us in all that we do.

MAYNARD CORE VALUES

Be a company of really talented people who are responsible, respectful, honest, ethical, dedicated, caring, and have a passion to succeed.

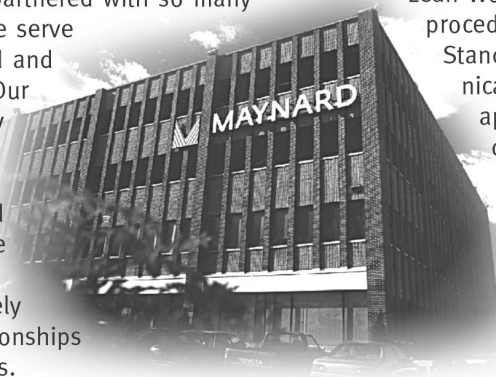
Be held in high regard by

- Our staff and recruits (as the place to work)
- Our clients (as a company that is relentless in understanding and meeting their value expectations and impresses them with our professionalism)
- Our field (as leaders)
- Our partners and vendors (as responsible business people)
- Our community and families (as a company that cares)

Be a profitable, Lean business

Perhaps the most interesting thing about Maynard is our commitment to practicing what we preach. We firmly believe that the Maynard Workforce Performance Model applies to all types of organizations, including ours. A tour of our offices will quickly reveal our practice of the disciplines of a Lean Workplace. A review of our operating procedures will demonstrate our approach to Standard Work. And, a study of our communication systems and management approach will show how we use the disciplines in Managing Performance.

Internationally, our software and training products are represented by a network of distributors.



H. B. Maynard and Company, Inc.
Eight Parkway Center, Pittsburgh, PA 15220
1-800-MAYNARD Fax: 412-921-4575
www.hbmaynard.com