

# Common Mistakes in Productivity



## LACK OF VISIBILITY

- Leadership involvement is a major key to success. Executives need to own the project, own the outcomes, and demand accountability from all levels of management.
- The project is doomed if leadership isn't noticeably participatory, standing out in front, introducing the improvement initiative, and communicating "the why"!

## INCONSISTENCY

- Every department leader should be involved in the process, regardless of the department's size or functionality.
- Sustaining a strong, fiscally and operationally sound organization means that you can't play favorites! There may not be need for reduction, but there is ALWAYS opportunity for workforce optimization, waste reduction, and process improvement in all areas.

## RIF WITHOUT DATA

- Qualitative and quantitative data is crucial in determining the appropriate alignment of FTEs and volume.
- By gathering the necessary statistics and comparative information, an organization can accurately understand current operations and identify areas of opportunity for both process and staffing improvements.
- Leaders can then implement meaningful position control practices and make data-driven decisions to sustain project results in the future.
- Volumes that are variable and may peak in the middle of the week and dip on the weekends require a balanced mix of full-time, part-time, and PRN employees to manage effectively.
- This approach allows the manager to flex staff hours to appropriately fill schedule gaps without having to tap into more costly solutions such as overtime or contract resources.

## EVERYONE AT THE SAME PERCENTILE

- There is a difference between operating at the Best Practice percentile and performing industry “best practices.”
- Departmental performance can range from the Median to Best Practice standards while still being streamlined and efficient.
- These variations allow each area to perform at realistic levels while still supporting the overall goals of the organization.

## FLEXING TOO MUCH

- Leaders need to analyze volume trends and determine the correct number of total FTEs needed for the department, then develop the right staffing mix, and flex accordingly.
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## DOING NOTHING

- When the bottom line continues to weaken, it may be too late. Leaders need to be proactive instead of reactive and should start to closely monitor labor costs immediately if they are not doing so already.

