



Project Data

Clients: Fortune 500 Global Corporation specializing in Robotics, Power, Electrical Equipment & Automation Technology

Location: Northern Mississippi, USA

Timeframe: One Week

Key Project Factors: People, process and system challenges had developed throughout the facility due to lack of KPI and departmental expectations; impacting labor performance and utilization throughout the distribution operations. Without studying the activities at the elemental level, constructing multi-variable engineered standards and identifying continuous improvement opportunities, the client would have been unable to address the inefficient process and facility layout challenges negatively impacting their throughput and performance.

The Challenge

Client struggled with staffing the inbound functions given variations between time requirements for unloading, receiving and put-away. While inconsistent work steps led to poor visibility and accountability of staff utilization creating a surplus of labor hours, variation between required functional processing time was identified during standard development. Ultimately, it was found that a specific pallet of product unloaded required different amounts of effort to receive and put-away, creating an imbalance between functional staffing requirements.

The Approach

Through time study and observation, CONTINUUM was able to identify the surplus of labor, standardize the processes, and provide the client with tools to create a sustainable inbound flow. An holistic inbound staffing model based off of a single trailer-type metric was created to give management a useable tool to determine accurate labor demands. This model projected staffing needs from unloading through the putaway process incorporating the ratio of full and mixed pallets, number of cartons, type of putaway, and MHE utilized to balance staff based on inbound trailer.

The Results

The inbound staffing model used the list of trailers received and allowed managers to accurately staff each area and sustain it through the fluctuations of volume and work mix throughout the day. This visibility along with engineered standards and process improvements led to a 44% reduction in inbound staff. By using a staffing model that included all various inbound departments, management was given the visibility to see how each area effects another and how to staff accordingly at both the start of shift and dynamically throughout the shift.