



Manufacturers Alliance

Providing Training & Education Peer to Peer

Supervision Fundamentals Certification – Sample Project

Project Introduction:

Date: Sept 30th, 20XX

Company Name: Machine Manufacturing, Inc.

Applicant: Art Sneen, Production Supervisor

The Project Name: Reduce Turnover in Fabrication

The Team:

Bill Kerney – Manufacturing Engineering Manager

Dick Fettig – Production

Joey Lloyd – Production

Mark Mason – Department Lead

Tony Moline – Set-up mechanic

Susan Schifke – Production

The Company Description:

Machine Manufacturing, Inc., is a Plymouth-based company of 200 employees with about \$30 million in annual revenues. For over 40 years, the company has designed, manufactured custom tooling to world-wide customers. We have experienced double-digit growth for the past two years.

Approvals:

Manager: Brian Martin 9-29-20XX

Name: Brian Martin, VP Operations

Peer: Larry Fong 9-29-20XX

Name: Larry Fong, Mfg. Engineering Mgr

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Problem Statement:

In the past 3 years, customer demand at Superior Manufacturing has increased by 29%. We have added 23 production positions within the plant in order to meet demand. However, turnover has increased by 38%, so we are in a constant state of workforce fluctuation. I was promoted to supervisor of fabrication in 2016. As part of my supervisor fundamentals certification project, I performed an employee survey to understand motivational obstacles to identify potential causes for the turnover rate. The results showed “unclear purpose or job description” as the highest barrier, with 12 out of 14 participant responses.

Timeline:

Action	Due	Owner
Conduct Employee Survey	4-28	Art Sneen
Tally results & communicate results	5-13	Art Sneen
Action Plan Determined with team	5-28	Art Sneen
Hold first One on One Meetings	6-1	Art Sneen
All job descriptions written	6-28	Mark Mason
Resurvey employees and communicate results	7-15	Susan Schifke
Review with my manager and create tracking of ongoing results	8-15	Art Sneen
Summarize findings and submit project	9-30	Art Sneen

Current State: 7 positions do not currently have job descriptions, 12 of 14 responses on survey show unclear communication of purpose or job description, one on one meetings are held 1X/yr (with the exception of disciplinary actions), department currently loses an avg. of 2 employees/month.

Goals:

Goal	Current
Improve Survey Results	12 of 14 responses show unclear purpose or job description
<u>Reduce by 9</u>	<u>12 responses</u>
Reduce Turnover by 50%	Department currently loses avg 2 of 14 employees/ month
<u>7.14% per mo</u>	<u>11.76% per mo</u>



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Major Project Activities and Challenges:

A. Planning

- Met with my manager to discuss enrollment in Supervision Certification courses
- Selected initial project based on biggest need (turnover)
- Determined the overall scope and objectives of the project; created project charter

B) Training

I have attended the first four workshops in the Certification series:

Role of the Leader

Leadership Style and Versatility

Conflict, Communication and Collaboration

Employee Performance Management & Coaching

C) Project Details

- **Create & Conduct Survey:** I used the employee motivational survey from the role of the leader as the template to understand why employees might be leaving the organization. We had not been tracking the reasons they left previously, so we felt the best way to understand the risk and potential reasons were to understand the motivational barriers for the current employees. All employees were asked to respond and were assured that all responses were welcome, and they surveys were anonymous.
- **Tally & Communicate Results:** By far the biggest response was unclear job purpose or description with 12 of the 14 employees marking this response. Since this was a relatively easy solution to overcome, I worked with my manager to make sure this was a good project.
- **Create Action Plan:** I held a team meeting to brainstorm ideas for improvement. We decided to have each employee write the draft of their job description. The team decided to have the responsibilities/duties, skills, requirements, and purpose with a tie in to the overall company goals. We also determine the meeting structure standard work for the one-on-one meetings.
- **Begin One-on-Ones:** Created a calendar, booked meeting space, and finalize draft of meeting agenda. I held the first round of meetings with the employees and got really good feedback. This really highlighted the need to listen on a regular basis.
- **Review & Finalize Descriptions:** Through the monthly meetings we finalized the descriptions and agreed on the content and position accountability. We also identified some gaps in responsibility and training needs to work on going forward. These descriptions were then posted in the company intranet.
- **Resurvey Employees:** Conducted the after survey with the employees and I was pleased to find that based on the work done 13 of 14 employees no longer checked the unclear job description or purpose as a motivational barrier.



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Tools from Workshops used



Collaboration

Employee Motivational Survey

Communication (especially listening and seeking input)

Selling an Idea for Change

Results & Final Conditions:

Goal	Current	After	Results
Improve Survey Results <u>Reduce by 9</u>	12 of 14 responses show unclear purpose or job description <u>12 responses</u>	1 response shows unclear purpose or job description <u>1 response</u>	Reduced responses by 11  Reduced 92 %
Reduce Turnover by 50% <u>7.14% per mo</u>	Department currently loses avg 2 of 14 employees/ month <u>11.76% per mo</u>	3 months tracking shows avg 1 of 14 per month turnover <u>7.14% per mo</u>	Decreased 1 per month average  Reduced 50%

Sustainment

The following actions will be taken to sustain the results of the project:

- In order to keep turnover in the department as a visible priority, it was added to the SQDC board.
- We will also begin exit interviews and documenting reasons that employees do leave to determine other factors for improvement.
- In order to ensure accountability to the one-on-one meetings, I had my manager add this as a review metric. This is also tracked on the SQDC board.

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Conclusions/Lessons Learned

The first project was a success. We were able to hit all of our goals and also had some unintended benefits by improving morale and also reducing “lack of feedback” also by 50%. Lessons learned and recommendations for improvements would include:

- Communication is vital. I was surprised at how quickly the team got on board after being able to voice their concerns and have a part in the improvement process. I should have done this before deciding on the project. I believe this would have made the process even smoother to begin with.
- You get what you measure. Adding turnover and meeting accountability to the SQDC board created good conversation and also showed that we were serious about the improvements.
- Supervisor Accountability. The employees need to see that their supervisor is held accountable. I believe posting the metrics gained me a lot of trust with my team.

Appendices:

Figure 1 – Survey

EMPLOYEE SURVEY: MOTIVATIONAL OBSTACLES

Directions: Make an "X" by any items below that are creating an obstacle to your job performance or satisfaction.

Obstacles to Performance (getting the work done):

☐ Unclear job description or purpose

☐ Conflicting orders (too many bosses)

☐ Rapidly fluctuating goals/priorities

☐ Too much work

☐ Unrealistic demands regarding schedule, quality, etc.

☐ Insufficient training

☐ Lack of feedback


☐ Red tape/bottlenecks/inefficient processes

☐ Inadequate facilities ___ or systems ___ or equipment ___

☐ Insufficient access to information ___ or people ___ I need access to

☐ Uncooperative fellow-workers

☐ Other obstacle(s) to performance:





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Figure 2 – Survey Results

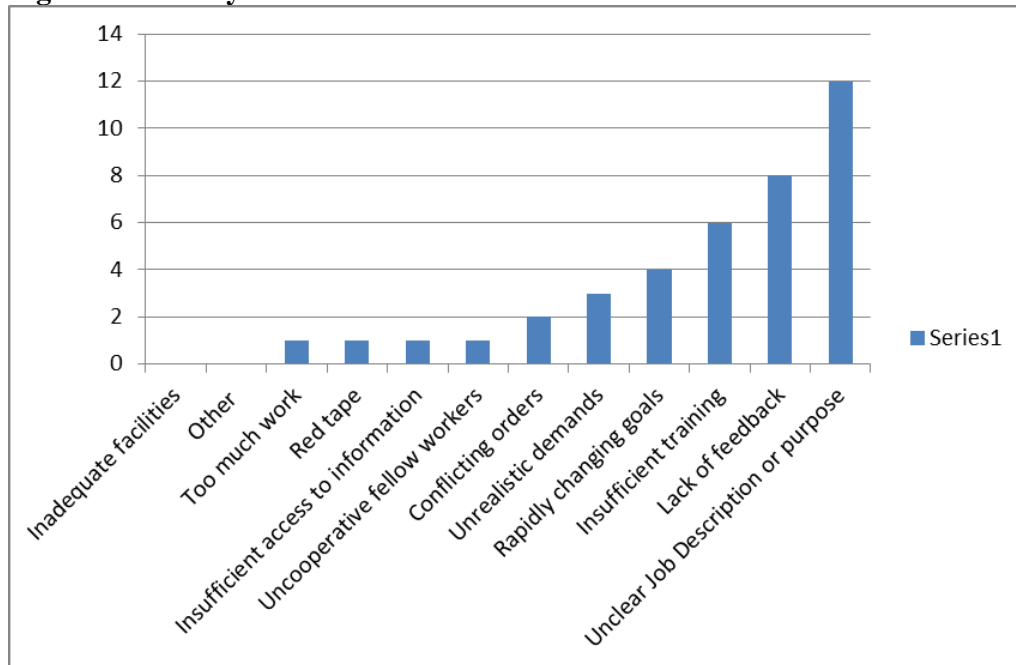


Figure 3 – Before and After Results

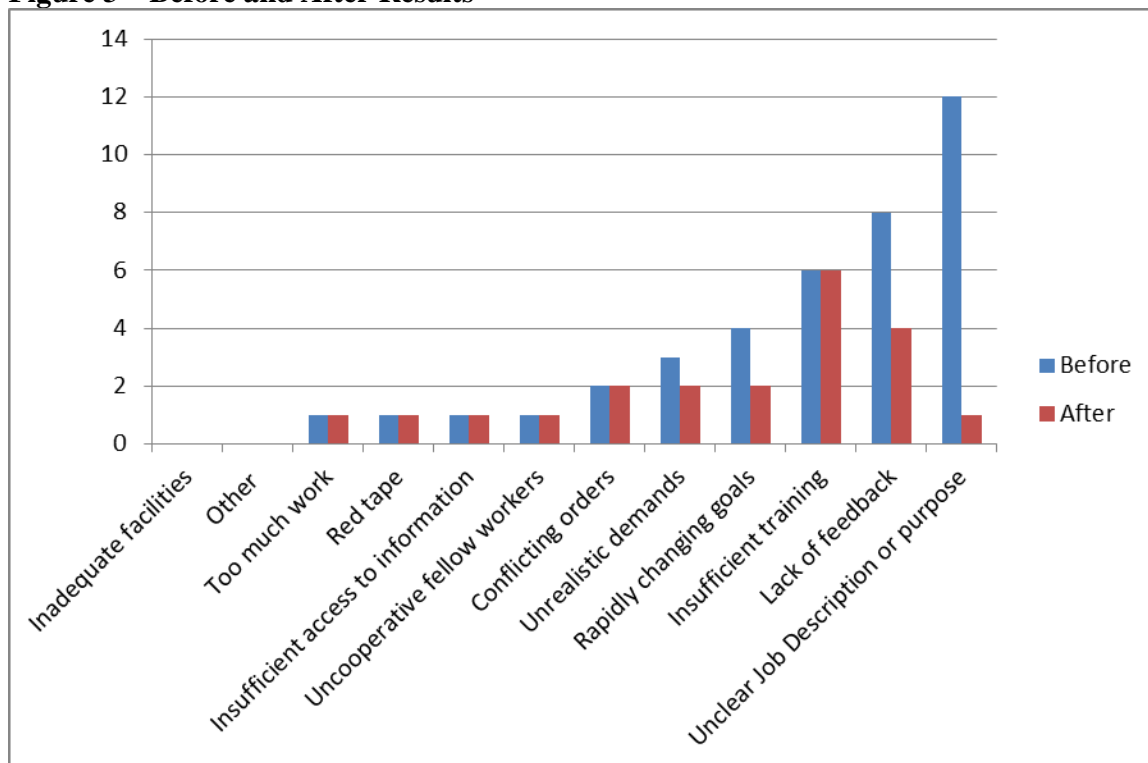


Figure 4 – Sample Job Description



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Job Description

Job Details

Title:	<input type="text"/>	Job Code:	<input type="text"/>
Department:	<input type="text"/>	FLSA Status:	<input type="text"/>
Reports to:	<input type="text"/>	Pay Grade:	<input type="text"/>
Classification:	<input type="text"/>	Created Date:	<input type="text"/>

Purpose of Position

Core Competencies

Title and Definition

Essential Functions and Responsibilities

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