

## INTEGRATING START-OF-SHIFT PERFORMANCE ROUTINES

See how CONTINUUM developed a start of shift process for a Premier North American Outdoor Sporting Goods Distributor to align all members of the leadership team with daily metrics, goals, and company updates.



### Project Data

*Client:* Premier North American Outdoor Sporting Goods Distributor

*Location:* Nevada, United States

*Timeframe:* 3 weeks

*Key Project Factors:* Management, routine, and staffing challenges were driving increased labor costs and negatively impacting productivity within the facility. Direct Augmentation of the client's on-site leadership team and the implementation of performance management improvements was critically needed to support immediate and sustainable operational effectiveness. Continuum was tasked with ensuring business needs were achieved, operational initiatives were executed successfully and leadership teams were properly supported across the distribution facility.

### The Challenge

Without visibility into prior day performances and current day needs as well as lack of accountability for meeting operational goals, site supervisors were not appropriately planning their day to be efficient and leverage available staff effectively. As a result, frequent and unplanned labor movements between different operations and unintended downtime within overstaffed functions decreased daily building productivity. Lack of start-up leadership routines effective management processes hindered the client's ability to identify deliverables, daily goals, or staffing assignments.

### The Approach

In order to build a structure to support efficient daily operations, a foundation had to be established at the start-of-shift by leadership to communicate with Associates and gain alignment within the building. Continuum developed a toolbox including attendance logs, volume tracking mechanisms, and labor planning recommendations by department to allow site leadership to make decisions and communicate a plan to teams before the start of each shift. Leveraging real time data exported from the Labor Management System configured by Continuum drove conversations around potential opportunities and gave the team visibility into problematic areas previously unknown to the management team. Implementing pre-shift management strategies during this routine also effectively assigned leadership responsibilities to managers and supervisors allowing clear daily expectations and goals to be established and achieved.

### The Results

Implementation of Continuum's start up routine increased building productivity and throughput, while simultaneously improving leadership engagement between managers and Associates. Site leaders began actively leveraging the real time reporting within the LMS as it became a foundation for their individual and department success. Building efficiency was positively impacted through the direct visibility into labor assignments, previous day performance, shifting volumes, and daily attendance modules. Executing Continuum's performance routines strategies immediately decreased operational start up and transition times throughout the building by **21%**.