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the same way politicians and government view consumerism.

- In business consumerism equates with sales or the lack of them.
- In politics consumerism equates with votes or the lack of them.

Either way, consumers and their concerns are an established and growing new force that is making business and government more responsive to consumer needs. For us it means more effective store operations, more responsive marketing, more open-door communications and hopefully a stronger positive corporate image.

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### Major Reasons for Low Productivity in Clerical, Manufacturing and Service Industries

by
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#### A. Reasons

- 1. Waiting for work, station fills.
- 2. Waiting for instructions--poor supervision.
- 3. Unavailability of a machine, tools needed to perform the job, or work station.
- 4. Lack of critical component parts to do the work.

- 5. Doing the job or work out of sequence or priority.
- 6. Employee errors in doing the job (workmanship, planning, set-ups, etc.).
- 7. Damaged material--lack of consistent quality control inspections in receiving and in process.
  - 8. Redundant machine set-ups.

| 9. Excessive travel or material movement times.   | No. of<br>Pro- | Classification                                    | Usage of Man Hours Low High Av. |    |    |
|---|----------------|---|---------------------------------|----|----|
| 10. Inadequate materials handling equipment.  | jects<br>9     | Classification Agricultural & Forestry            | <del></del>                     | 42 | 38 |
| 11. Using the wrong method or wrong equipment.  | 4              | Metal, Coal & Other Mining.                       | 18                              | 59 | 43 |
| 12. Improper work station and plant layout.   | 30             | Oil & Gas Refineries<br>& Related Indus-<br>tries | 13                              | 53 | 37 |
| 13. Lack of uniform employee training procedures.                                       | 4              | ConstructionTrade<br>& General                    | 15                              | 37 | 25 |
| 14. Improper batching of work.  | 145            | Food & Similar                                    |                                 |    |    |
| 15. Erratic work flows which result in irregular employee work pace, i.e.,              | 143            | Products  | 42                              | 65 | 53 |
| stretching the work or working too<br>quickly to perform the job safely and             | 6              | Beverages   | 37                              | 62 | 52 |
| properly.   | 37             | Textile Products                                  | 49                              | 71 | 57 |
| 16. Improper crewingusually more people than required to do the job. Sometimes too few. | 5              | Cut & Sew<br>Operations                           | 43                              | 78 | 59 |
| 17. Poor planning and scheduling, and a   | 17             | Lumber, Wood &<br>Building Products               | 47                              | 59 | 52 |
| lack of accountability for the plan at all management levels.                           | 11             | Furniture   | 38                              | 62 | 50 |
| 18. Poor synchronization of various staff and operating departments, i.e.,              | 18             | Paper & Allied<br>Products                        | 37                              | 65 | 49 |
| B. Usage of Man Hours by Type   | 25             | Printing &<br>Publishing                          | 31                              | 58 | 44 |
| of Industry and Function  No. of Usage of Pro- Man Hours                                | 96             | Warehousing,<br>Shipping &<br>Receiving           | 21                              | 72 | 47 |
| jects Classification Low High Av.  88 ClericalOrder                                     | 56             | Chemicals & Allied Products                       | 14                              |    | 43 |
| Handling, Account- ing, Production  | 5              | Shoes & Other                                     | 7-7                             |    |    |
| Control, & Other Clerical Functions 23 67 48  |                | Leather Products                                  | 47                              | 68 | 56 |
|   | 13             | Rubber Products                                   | 33                              | 54 | 45 |

| No. of<br>Pro- |  |     | ge of<br>Hour |          | No. of<br>Pro- |   |     | ge of<br>Hour   |     |
|----------------|--|-----|---------------|----------|----------------|---|-----|-----------------|-----|
| jects          | Classification                             | Low | High          | Av.      | <u>jects</u>   | Classification                          | Low | High            | Av. |
| 44             | Primary Metal<br>Industries                |     |               |          | 4              | Drug Chains                             | 43  | 58              | 50  |
|                | Found ies & Steel Mills.                   | 28  | 48            | 39       | 30             | Banks                                   | 26  | 54              | 41  |
| 17             | Fabricated Sheet<br>Metal Products         | 27  | 52            | 41       | 1              | Savings & Loan<br>Association           | 44  | 44              | 44  |
| 72             | Fabricated Metal                           |     |               |          | 2              | Credit Agencies                         | 47  | 52              | 49  |
|                | Products                                   | 34  | 57<br>        | 44       | 2              | Small Loan<br>Companies                 | 43  | 53              | 49  |
| 9              | Machine Tools                              | 38  | 54            | 45<br>42 | 1              | Broker                                  | 39  | 39              | 39  |
| 12             | Other Machinery                            | 31  | 56            | 42       | 8              | Insurance                               |     |                 |     |
| 23             | Electric Machinery & Devices               | 29  | 63            | 48       |                | Companies                               | 47  | 58              | 52  |
| 11             | Transportation,                            |     |               |          | 5              | Hotels                                  | 34  | 48              | 42  |
|                | Equipment & Parts                          | 18  | 55            | 43       | 3              | Laundries                               | 49  | 67              | 57  |
| 12             | Ships, Boilers & Other Welded Construction | 27  | 56            | 39       | 1              | Advertising<br>Agency                   | 35  | 35              | 35  |
| 44             | Railroads                                  | 19  | 42            | 29       | 1              | Cleaning & Maintenance                  | E 1 | 51              | E 7 |
| 10             | Trucking                                   | , - | F.O.          | F 0      |                | Company                                 | 51  |                 | 51  |
|                | Companies                                  | 47  | 58            | 53       | 1              | Photo-finishing                         | 50  | 50              | 50  |
| 6              | Air-transport                              | 37  | 52            | 43       | 2              | Newspapers                              | 23  | 42              | 33  |
| 39             | Telephone<br>Companies                     | 29  | 47            | 38       | 6              | Magazines                               | 41  | 57              | 49  |
| 14             | Electric & Gas                             |     |               |          | 7              | Hospitals                               | 42  | 58              | 49  |
|                | Utilities                                  | 32  | 50            | 41       | 1              | Nursing Homes                           | 45  | 45              | 45  |
| 5              | Wholesalers                                | 28  | 72            | 48       | 3              | Schools & Charit-<br>able Organizations | 36  | 47              | 41  |
| 23             | Department & Retail Stores                 | 39  | 60            | 48       | 4              | Aircraft & Related<br>Manufacturing     | 29  | 46              | 36  |
| 36             | Food Chains                                | 37  | 58            | 46       | 10             | •                                       | 23  | <del>'+</del> ' | 50  |
| 12             | Bakeries                                   | 41  | 55            | 46       | 19             | Engineering & Drafting                  | 15  | 59              | 33  |

| No. of Pro- |  | Usag<br>Man |      |     |  |
|-------------|--|-------------|------|-----|--|
| jects       | Classification                                 | Low         | High | Av. |  |
| 11          | E.D.P. Departments                             | 33          | 56   | 44  |  |
| 23          | Maintenance<br>Departments                     | 23          | 41   | 28  |  |
| 8           | Outside Salesm n                               | 21          | 40   | 32  |  |
| 2           | Entertainment,<br>Restaurants,<br>Radio & T.V. | 39          | 48   | 43  |  |
|             | AVERAGE USAGE                                  |             | 44   | 4.9 |  |

## C. Organizational Conditions Which Require the Use of an Outside Consultant

- 1. The need for outside advice, an unbiased opinion and new insights to resolve recurring problems.
- 2. Your staff lacks a particular set of skills or the expertise to accomplish a corporate objective.
- 3. When you don't know precisely what to do or how to react to a change in your market or operating environment.
- 4. There exists a temporary on-site or off-site need for additional qualified personnel who can rapidly assimilate your business and meet a peak work load or an unusual time schedule.
- 5. You are looking for knowledge in a field which is not a part of your normal job or past experience.
- 6. Development of strategy and tactics for structuring and implementing acquisitions; diversification, divestitures, and long range planning.

- 7. When you need an accurate assessment and management audit of a department in trouble with specific solutions for correcting the problems.
- 8. You desire an exceptionally high level of competence in an area that does not require or cannot sustain a full-time person of this caliber.

### D. Advantages of Using a Consultant

- 1. Work intensively and with high level of competence without disrupting your routine work patterns.
- 2. You pay only for the time the consultants are engaged.
- 3. Provides additional expertise without permanent obligations.
- 4. Can expose problems the client's employees are blind to.
- 5. Upgrade the education, management and supervisory abilities of client's staff.
- 6. Can achieve practical measureable results in a very short time.

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