

# Labor Management Gap Assessment



Labor management systems (LMS) are people-based programs which are critical to understanding the inner workings of any organization. While many organizations will have an LMS in place, most are not realizing the full benefits of the system, particularly around the insights that LMS data can unlock.

## Unlock Your System's Full Potential

As stated above, most are not realizing the full benefits of a robust LMS. This could be due to many factors, such as a lack of expertise in LMS data, limited resources to review the data, weak accountability policies, lack of trust in existing standards or operational changes. Whatever the roadblock may be, it is critical to work toward overcoming it in order to realize the highest cost savings and boost in efficiencies for your operations.

At enVista, we take a deep dive into your LMS data in order to identify gaps in your labor processes, which can lead to decreased productivity and other challenges. Our Labor Management Gap Assessment, implemented with our enABLE methodology, drives strategic project prioritization for a timeline as short as three weeks.

## enABLE Methodology

ASSESS	BUILD	LEARN	EXECUTE
<ul style="list-style-type: none"> <li>• Deep Dive Functions Tracked in LMS</li> <li>• Wage Rates and OT</li> <li>• Shift Allowances &amp; PF&amp;D</li> <li>• Accountability Policy</li> <li>• Access to Data</li> <li>• Client LMS Questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>• Reconcile Payroll Hours vs. LM Hours</li> <li>• Reconcile Configuration Across Sites</li> <li>• Determine Cost Gaps</li> <li>• Value Add – Non Value Add Analysis</li> <li>• Activity/Worker Gaps</li> <li>• Incentive Audits</li> </ul>	<ul style="list-style-type: none"> <li>• Present Findings to Leadership</li> <li>• Recommend Areas for Further Investigation</li> <li>• Recommend Additional Projects</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Action Plan</li> <li>• Assist Client with Action Plan (Revenue)</li> <li>• Change Management</li> </ul>

### Is the Labor Management Gap Assessment for Me?

While it can sometimes be apparent, presenting as extreme inefficiencies and low productivity, when a labor management gap assessment is needed, more often the signs can be subtle. Ask yourself the following questions to determine if you may be in need of enVista's labor management expertise.

1. Have you translated LMS metrics such as utilization, efficiency, indirect time, and gap time to a dollar cost in order to prioritize projects or to identify opportunities for improvement?
2. Have you analyzed your LMS data to identify if a standard is fair and attainable or to identify process gaps?
3. Have you recently assessed your accountability policy to ensure it aligns with the maturity of your LMS program and the culture and goals of your organization?
4. Have you recently assessed your incentive plan to understand the ROI of the program?

If you answered "no" to any of these questions, enVista's LMS Gap Assessment could help your organization increase labor productivity.

### Key Labor Management Gap Assessment Features

1. **Client LMS Questionnaire** to understand your business and how you use your LMS today
2. **Data Accuracy Validation** to ensure the system setup and reporting provides a fair and accurate representation of performance
3. **LMS Gap Analysis** to identify gaps in performance or attainability of standards by function, shift, worker and department
4. **Value vs. Non-Value Add Analysis** to pinpoint focus areas for reduction of waste
5. **Accountability Policy Review** to align expectations with culture and current needs
6. **Incentive Plan Audit** to validate the ROI of your incentive program

## Sample LM Gap Assessment Project Overview

WEEK 0	WEEK 1	WEEK 2	WEEK 3
<ul style="list-style-type: none"> <li>Client Checklist &amp; Questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>Job Function Review Meeting</li> <li>Data Accuracy Validation</li> <li>Accountability Policy Review</li> </ul>	<ul style="list-style-type: none"> <li>Data Analysis by Site Activity, Worker</li> </ul>	<ul style="list-style-type: none"> <li>Complete Analysis</li> <li>Develop Presentation</li> <li>Presents Findings</li> </ul>

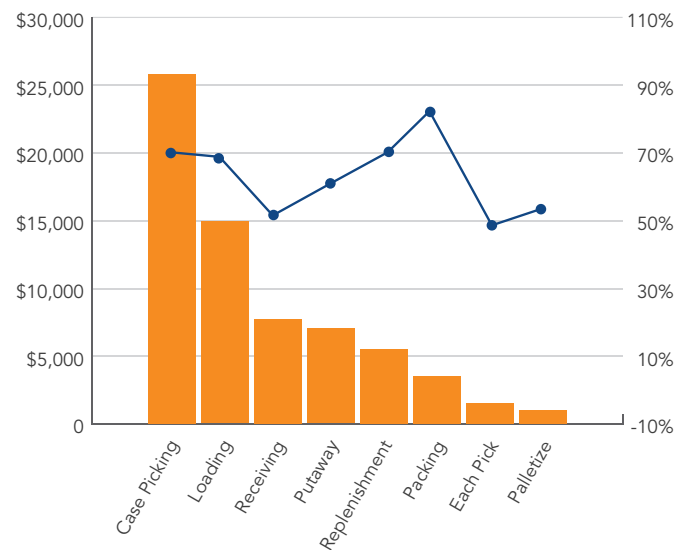
## Sample Detailed Data Assessments

### Site Performance Assessments

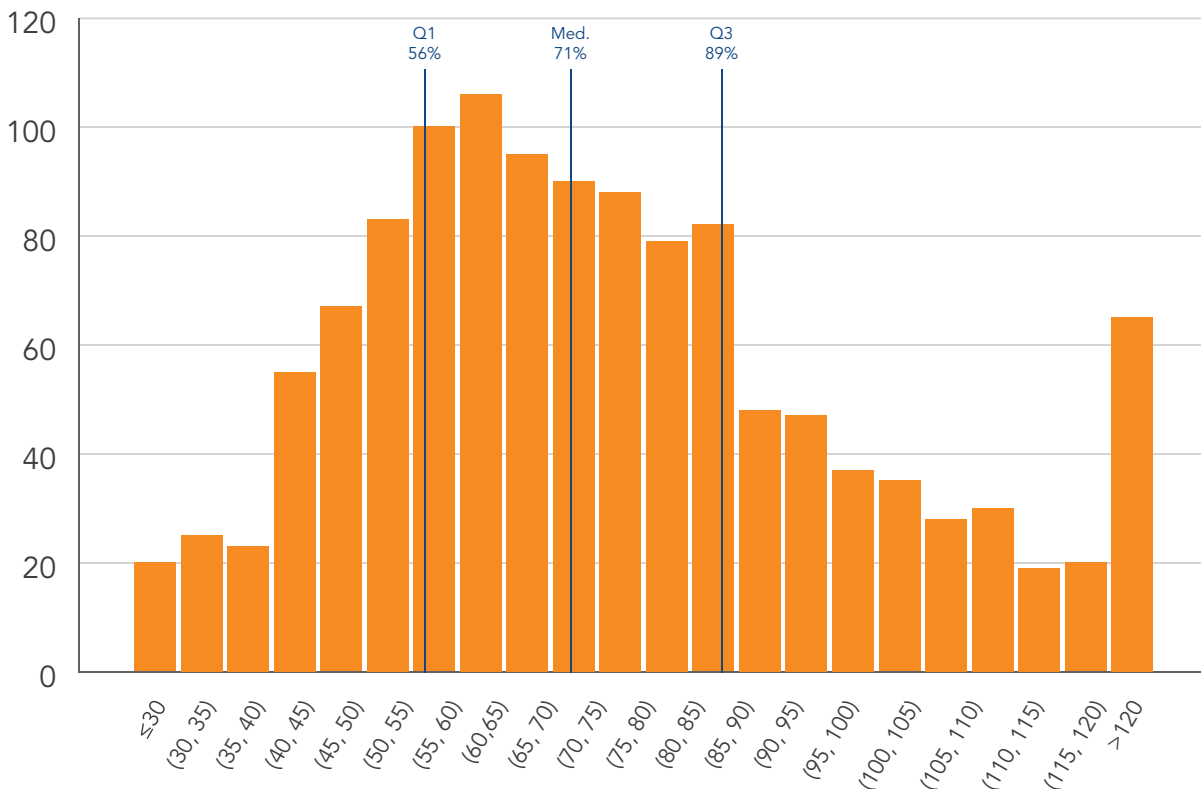
Site	Efficiency	Utilization	Total Hours	Wage Rate	Total Labor Cost
1	99%	79%	15,566	\$18.00	\$280,182.68
2	93%	77%	16,347	\$19.00	\$310,596.48
3	103%	58%	16,265	\$18.00	\$292,762.12
4	69%	64%	19,076	\$20.00	\$381,528.80
5	87%	54%	14,237	\$15.00	\$213,552.65

### Dollar Gap by Site and Department

Site	Efficiency Dollars Gap	Utilization Dollars Gap	Total Dollars Gap
1	\$(1,928.11)	\$3,680.82	\$1,932.00
2	\$(15,713.49)	\$(4,386.85)	\$(20,100.35)
3	\$5,190.15	\$(59,442.20)	\$(54,252.04)
4	\$(70,193.31)	\$(52,994.19)	\$(123,187.50)
5	\$(14,905.69)	\$(50,917.03)	\$(65,822.72)
Total	\$(97,550.45)	\$(163,879.46)	\$(261,429.91)



## Worker Efficiency by Day



## Why enVista?

enVista is currently the only consulting firm that offers a robust Labor Management Gap Assessment. Our labor management consultants are experts in analyzing data in order to understand how it interacts with not only the technology, but the people and processes within an operation. With the capability to work with associates at all levels for maximum trust and buy-in, we offer a unique perspective that will take your internal processes and efficiencies to a completely new level.

Just a few of the positive, tangible changes that our Labor Management Gap Assessment can bring to your organization are:

1. Improved labor efficiency and utilization
2. Project prioritization
3. Reduction of indirect hour spend
4. Reduction in cost per unit
5. Reduction of overtime

Consulting and solutions delivery is in our DNA.

Let's have a conversation.™

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