



Skill planning for manning requirements.

Current forecasting methods for manning requirements fell short due to the inability to determine the mix of skill sets and employee training required for future volumes.

The Customer

A cigarette manufacturer in Richmond, Virginia

The Challenge

While the client had standard procedures for forecasting their manning based on volumes, they had no way of identifying the qualification requirements that those people required for each classification level in each module of the plant. They also had to adhere to union requirements for overtime assignments and for transferring people to other positions based on classification and seniority. The lack of information regarding the number of employees of each classification and qualification that are forecasted affected their ability to effectively staff and plan training in order to have the appropriate skills available at the appropriate time.

The Solutions

IET worked with the client to identify and define the number, classifications and qualifications of employees required for each manufacturing module based on volume. Current employee classifications, qualifications and assignments are kept updated and used as a baseline to anticipate gaps in future requirements. Using their current forecasting techniques, predicted attrition and the union restrictions, the model was designed to break down the forecasted requirements to the lowest level of qualification required to man the modules and predict the amount of overtime required of each classification based on a target percentage.

The client can report on both employee supply and demand, identifying the number of people required by month, classification and qualification over future years, identify who they currently have assigned to the modules that are forecast, who will be displaced from modules that have reduced needs, where those displaced employees skill sets can be best utilized and where additional employee training and/or hiring is anticipated.

iet

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How can IET help you?

Any way you need us to.

Productivity

Current production standards

Current production performance

Detailed reasons for variances

Detailed plan for improvement

Goal-setting, accountability

Capacity planning

Key capital resources

Direct and indirect labor

Salaried personnel

Facilities

New manufacturing

Detailed process map

Layout

Facilities

Labor

Support

Indirect labor design

Standards

Material handling

Supervision

Maintenance

Plan for improvement

Total value analysis

Make vs. buy

Site selection

Consolidation

Vertical integration

Horizontal integration