



Evaluating Labor Performance and Contribution



Evaluating Labor Performance and Contribution

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Program Discussion Points

- Labor Units
- Labor Blend
- Why Evaluate Labor Productivity
- Variables Impacting Labor Productivity
- Labor Performance Metrics
- Labor Productivity Analysis
- Utilizing Acquired Productivity Data

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What Do We Collectively Know About Labor Cost and Productivity

- Significant cost component of each project
- Within each market, limited variation in hourly labor cost
- Potentially wide variation in application of labor units
- Potentially wide variation in estimated vs. actual hours consumed
- Analysis of labor in regard to efficiency and productivity is challenging and humbling

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Labor Units


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Labor Units

- Predictive time required to complete unit tasks
 - Typically unit or linear based
 - Specific tasks can be easy or difficult to correctly labor
- “Time required to install 1”
- “Time required to install 100 linear ft”

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Labor Units

Quan.	SCOPE OF WORK (SOW)	No. of	Time Req	Tech Per	Tech Per	Total Time	Total Tech	Task Labor	Total Labor	Task Labor	Total Labor
	TASK DESCRIPTION	Req	Per	Per	Per	(Min.)	(Hrs.)	Cost	Cost	Sell Price	Sell Price
		Req	Per	Per	Per	(Min.)	(Hrs.)				
		(Min.)	(Min.)	(Hrs.)							
	Cable Support Lower Level										
40	Install supplemental J hooks for cable support	1	5	5	0.08	200.00	3.33	\$6.15	\$245.82	\$7.37	\$294.98
	Cable Rough In										
21	Install (2) cat. 6 CMP cables (Workstation)	2	40	80	1.33	1680.00	28.00	\$98.33	\$2,064.86	\$117.99	\$2,477.83
2	Install (1) cat. 6 CMP cable (Wireless Access Point WAP)	2	45	90	1.50	180.00	3.00	\$110.62	\$221.24	\$132.74	\$265.48
	Cable Termination (Workstation End)										
21	Install single gang faceplate mounting frame (wall location)	1	5	5	0.08	105.00	1.75	\$6.15	\$129.05	\$7.37	\$154.86
21	Install single gang multi port faceplate (wall location)	1	5	5	0.08	105.00	1.75	\$6.15	\$129.05	\$7.37	\$154.86
2	Install surface mount block outlet for WAP locations										
44	Dress cat. 6 cables to workstation locations	1	1	1	0.02	44.00	0.73	\$1.23	\$54.08	\$1.47	\$64.90
44	Install category 6 RJ45 jacks	1	5	5	0.08	220.00	3.67	\$6.15	\$270.40	\$7.37	\$324.48

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Basis of Labor Units

- Industry standard units
- Precedence from past projects
- Experience
- Recent estimating errors
- Recent cost overrun project
- Availability of specific crew members
- Economic Influencers
 - Very busy (more selective)
 - Slow (less selective)
 - Keep workers busy

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Influencers of Labor Units

Psychological Influencers

- Recent bad project
- Bidding unfamiliar tasks
- Iconic project you want on resume (bid aggressively)
- Wish to beat a specific competitor

Economic Influencers

- Don't currently need work (bid high or not at all)
- Need work (bid aggressively)
- Availability of labor

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Tasks Easily Assigned Labor Units

- Termination of wires within finished spaces
- Installation of outlets
- Mounting of racks and cabinets
- Installing conduit in clean, unobstructed spaces



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Tasks Not Easily Assigned Labor Units

- Cable rough in
- Outside plant work
- Work in occupied spaces
- Work in restricted access spaces
- Cabling modular furniture
- Work in high rise buildings



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Correctly Laboring Tasks

Easy to Labor

- Not impacted by schedule
- Not impacted by surrounding activity
- Does not require multiple visits or phasing

Difficult to Labor

- Can be delayed by schedule
- Can be impacted by surrounding activity.
- Can be impacted by concurrent trade activity
- Can be impacted by many potential variables

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Environmental Factors Impacting Labor Efficiency

- High rise buildings
- Difficult rally points
- Difficult receiving of materials and supplies
- Freight elevators
- Buck hoists
- Challenging parking
- Condensed multi trade activity
- Space access challenges



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Schedule Factors Impacting Labor Efficiency

- Condensed schedule
- Inefficient start stop environment
- Multi level mobilization

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Design and Documentation Factors Impacting Labor Efficiency

- Poor or ambiguous drawings
- Poor Request For Information (RFI) response
- Evolving design during project
- Weak client representation and management

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Placing Craft Labor in No Win Situation

- Labor units unachievable
- Project is teed up to fail
- Credibility issue for management
- Morale killer



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Labor Blend


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Impact of Labor Blend

- The estimated blended rate needs to match the actual crew

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Impact of Blended Rate

	Project	ST		
	Crew			
Senior Tech	4	93.60	374.40	
A Tech	2	87.26	174.52	
Apprentice 7th & 8th		64.53	0.00	
Apprentice 5th & 6th	1	56.21	56.21	
Apprentice 3rd & 4th		47.91	0.00	
Apprentice 1st & 2nd	1	39.59	39.59	
Total Hourly Labor Cost			644.72	
Avg. Hourly Labor Cost	8		80.59	

	Project	ST		
	Crew			
Senior Tech	4	93.60	374.40	
A Tech	4	87.26	349.04	
Apprentice 7th & 8th		64.53	0.00	
Apprentice 5th & 6th		56.21	0.00	
Apprentice 3rd & 4th		47.91	0.00	
Apprentice 1st & 2nd		39.59	0.00	
Total Hourly Labor Cost			723.44	
Avg. Hourly Labor Cost	8		90.43	

Why Evaluate Labor Productivity

Labor Evaluation and Organizational Goals

- Develop increasingly precise labor unit data
- Improve estimating data
- Improve estimating accuracy
- Improve work environment
- Learn and be better
- Learn and be more successful



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Labor Evaluation and Operational Transparency

- Evaluation based on objective metrics is generally neutral and not antagonistic
- An open culture of analysis and review creates trust
- “This project was bid at 4000 hours; if we hit that number , we make 15 points”

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Objective Review of Progress

- Metrics allow for impartial, objective analysis of business activity
- Contractors can learn from analyzed data and adjust strategies
- Performance data improves estimating


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Build Library of Accurate Data

- Comparison of bid units to actual time consumed
- Improve estimating accuracy

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Industry & Market Respect

Implementing performance metrics and effectively utilizing the captured data will be respected by:

- Clients
- Product Distribution Channels
- Competition
- Bank and/or Investors

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Build Organizational Confidence

- Better understanding performance and productivity enables management to plan and implement more confidently
- Organizational confidence projects stability

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Evaluation Reveals Strengths & Weaknesses

- An outstanding apprentice
- A sales person moving from average to good
- A project manager who is wrong for the position he is in
- An estimator who is overly aggressive in trying to win work

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Evaluation Creates Dialogue

“This project went over on hours by 20%. Can you tell me why”

“Did not have stable crew (moving people in and out)”

“Materials and equipment were not handled well”

“We struggled with tooling”

“You took away the apprentice”

“The PM from the GC was really difficult”

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Variables Impacting Labor Productivity

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Will This Project Meet Profitability Goal?

Revenue Billed – All Project
Costs = Gross Profit

Estimated Project Cost Values –
Actual Cost Values = Gross
Profit



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This Project Achieved Profit Goal

Materials & Equipment

- Estimating Material Take Off Complete (Nothing Missed)
- Scaled or Measured Footages Correct
- Waste Accounted For Correct
- Ordered Material Quantity Correct
- Material Delivery(s) to Project Effective

Labor

- Estimating Material Take Off Complete (Nothing Missed)
- Applied Labor Units Correct
- Estimate of Mobilization Correct
- Estimate of Lost Time Correct
- Estimate of Schedule Correct
- Estimate of Crew Size Correct
- Estimate of Labor Blend Correct

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This Project Did Not Achieve Profit Goal

Materials & Equipment

- Estimating Material Take Off ?
- Scaled or Measured Footages? Waste Accounted For?
- Ordered Material Quantity ?
- Material Delivery(s) to Project Effective?

Labor

- Estimating Task Take Off?
- Applied Labor Units ?
- Estimate of Mobilization?
- Estimate of Lost Time?
- Estimate of Schedule ?
- Estimate of Crew Size?
- Estimate of Labor Blend ?

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What Went Wrong?

Materials & Equipment

- Relatively easy to learn where overages occur.
- Estimated vs. Actual easy to ascertain

Labor

- Many more variables impacting cost
- Estimated values can be correct based on standards, experience and precedence; and the project still loses money.

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Labor Performance Metrics

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What is a Performance Metric?

- Performance metrics are measures of an individual's contributions
- Performance metrics are intended to get objective and accurate measurement of contribution
- The measurement of performance metric data is intended to be dispassionate

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Evaluating Labor: Context and Comparison

- How much time does it take to complete a specific task within a specific environment
- How does actual time required compare to estimated time within that type of environment

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What Do You Want to Know?

- Project Profitability
- Estimating Accuracy
- Project Manager Performance
- Project Foreman Performance
- Work Crew Performance
- Profitability within Specific Industry or Vertical Market

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Applying a Performance Metric

- Work activities to measure
- Measurement definitions for those activities
- Comparison targets or goals



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An Electrical Contractor Application of a Labor Performance Metric

- Activity to measure
(Installing 2 Inch EMT Conduit)
- Measurement definitions
(The time it takes to install conduit including couplers and fittings)
- Comparison target or goal
(16 hours per 100 ft.)


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Common Project Management and Craft Labor Metrics

- Revenue
- Profitability
- Delivery of Units
- Client Perception
- Quality of Work
- Perception of Project Crew
- Motivation and Leadership of Project Crew
- Adherence to Schedule
- Compliance with Specification / Contract
- Safety
- Capturing Change Order Work
- Invoicing
- Change Order Management

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The Craft Personnel Metrics Question

- What attributes of an individual placed in a specific role, can I objectively and accurately measure so as to get a realistic sense of that individual's performance and contribution?

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Craft Personnel Metrics

- Metrics applied to personnel are inherently more personal than organizational metrics
- Depending on application, personnel metrics can be either motivational or demoralizing



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Craft Personnel Metric Rules

- An individual's performance within an organization will be defined by a series of fair, definable, measureable metrics
- The evaluation, advancement and compensation of that individual will be based specifically on those metrics

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Performance is Based on Measurable Objectives

- A likeable personality is attractive, but is not performance
- Effort is commendable, but is not performance
- Enthusiasm is commendable, but is not performance
- A foreman who achieves acceptable to excellent GP on all assigned projects will stay
- A foreman who is dedicated, punctual and likeable but can not achieve acceptable GP may not stay

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Easy Personnel Metrics

<u>Metric</u>	<u>Measurement</u>
Attendance	Days missed
Punctuality	Days late
Project profit	Accounting function
Units Delivered	Project management function
Paperwork	Project management function


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Difficult to Measure Personnel Metrics

<u>Metric</u>	<u>Measurement</u>
Ownership	?
Enthusiasm	?
Investment	?
Loyalty	?

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Estimating Metrics

- Number of projects estimated
- Dollar volume of projects estimated
- Win lose ratio of projects estimated

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Purchasing Metrics

- Price estimated vs. price paid tracking
- Volume of purchasing activity
- Effectiveness in feeding projects with tools and materials (logistical readiness)
- Distribution channel perception
- Product manufacturer perception

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Project Management Metrics

- Gross profit
- Volume of activity
- Schedule compliance
- Assessment of client
- Safety
- Change order management
- Billing
- Assessment of project lead
- Assessment of project crew


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Project Foreman Metrics

- Punctuality
- Attendance
- Presentation
- Labor allocation
- Labor productivity
- Job site paperwork
- Job site harmony
- Client perception
- Assessment of project manager

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Project Electrician Metrics


- Punctuality
- Attendance
- Delivery of units
- Cohesiveness with crew
- Presentation
- Assessment of project lead
- Respect for safety rules and guidelines

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Labor Productivity Analysis

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Project Data to Capture

Labor Information to Capture

- Project Manager
- Foreman
- Crew Members

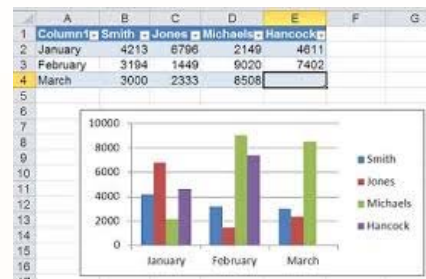


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Data Tables

- Storing captured data within a table format is a simplistic yet excellent way to analyze captured data regarding operational performance and associated variables.



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Data Tables

- Data tables allow for filtering which can reveal significant information regarding operational assets and production



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Contract Type & Profit Table

Job ID	Client	Economic Sector	Project Type	Contract Type	City	State	Contract Value	GP	GP %
Project 1	Bank USA	Financial Services	New Construction	Prime (Direct)	Wilmington	DE	850,000.00	181,350.00	20.38%
Project 2	Children's Health	Health Care	Renovation	GC Subcontract	Philadelphia	PA	165,000.00	-27,900.00	-17.12%
Project 3	Suburban School	Education	New Construction	GC Subcontract	Hammondtown	NJ	220,000.00	34,050.00	15.00%
Project 4	National Pharm	Pharma	New Construction	EC Subcontract	Bluebell	PA	133,000.00	18,900.00	13.90%
Project 5	City Utility	Utility	New Construction	Prime (Direct)	Bordontown	NJ	82,000.00	18,850.00	22.31%
Project 6	City Tax Agency	Municipal Government	Renovation	Nat. Integrator	Lancaster	PA	42,000.00	6,225.00	14.41%
Project 7	DE Transportation	State Government	Renovation	GC Subcontract	Newark	DE	67,000.00	7,950.00	11.51%
Project 8	National Shipping	Data Center	Renovation	Prime (Direct)	Dover	DE	540,000.00	125,150.00	22.47%
Project 9	Blair Furniture	Retail	New Construction	Prime (Direct)	King of Prussia	PA	34,000.00	-5,275.00	-15.25%
Project 10	Block Accounting	Enterprise	Renovation	Prime (Direct)	Piscataway	NJ	22,000.00	3,845.00	16.79%
Project 11	Martin Bearing Co	Manufacturing	New Construction	Prime (Direct)	Cranbury	NJ	210,000.00	43,100.00	21.02%

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Project Table

No.	Job ID	Client	Economic	Project Ty	Contract Ty	City	Sta	Contract Va	GP	GP %
1	Project 1	Bank USA	Financial S	New Constr	Prime (Direct)	Wilmington	DE	850,000.00	181,350.00	20.38%
1	Project 2	Children's Health	Health Care	Renovation	GC Subcontr	Philadel	PA	165,000.00	-27,900.00	-17.12%
1	Project 3	Suburban Scho	Education	New Constr	GC Subcontr	Hammon	NJ	220,000.00	34,050.00	15.00%
1	Project 4	National Pharm	Pharma	New Constr	EC Subcontr	Bluebell	PA	133,000.00	18,900.00	13.90%
1	Project 5	City Utility	Utility	New Constr	Prime (Direct)	Bordont	NJ	82,000.00	18,850.00	22.31%
1	Project 6	City Tax Agency	Municipal G	Renovation	Nat. Integrat	Lancaste	PA	42,000.00	6,225.00	14.41%
1	Project 7	DE Transportati	State Gov	Renovation	GC Subcontr	Newark	DE	67,000.00	7,950.00	11.51%
1	Project 8	National Shippi	Data Center	Renovation	Prime (Direct)	Dover	DE	540,000.00	125,150.00	22.47%
1	Project 9	Blair Furniture	Retail	New Constr	Prime (Direct)	King of P	PA	34,000.00	-5,275.00	-15.25%
1	Project 10	Block Accountin	Enterprise	Renovation	Prime (Direct)	Piscataw	NJ	22,000.00	3,845.00	16.79%
1	Project 11	Martin Bearing (Manufacturi		New Constr	Prime (Direct)	Cranbur	NJ	210,000.00	43,100.00	21.02%

Personnel Table

Job ID	PM	Foremar	Tech	Tech	Tech	Tech	Tech	Tech	Contract Ty
Project 1	PM1	Foreman 1	AA	EB	BA	GA	CA	CB	
Project 2	PM2	Foreman 2	FB	BB	GA	EC			
Project 3	PM3	Foreman 3	EB	CC					
Project 4	PM4	Foreman 4	CB	FA					
Project 5	PM5	Foreman 5	BB	CB	FC				
Project 6	PM2	Foreman 3	AB						
Project 7	PM3	Foreman 1	BA	EC					
Project 8	PM5	Foreman 4	AA	EB	FB				
Project 9	PM2	Foreman 2	BB	DB	CA				
Project 10	PM3	Foreman 5	FB	CB	BB				

Performance Table

Job ID - Client	Contract Value	Total Billed	Labor Cost	Labor Burden	Other Expense	Total Job Expense	Gross Profit
Project 1 Bank USA	850,000.00	890,000.00	341,000.00	221,650.00	146,000.00	708,650.00	181,350.00
Project 2 Children's Health	165,000.00	163,000.00	44,000.00	28,600.00	82,000.00	154,600.00	8,400.00
Project 3 Suburban School	220,000.00	227,000.00	63,000.00	40,950.00	89,000.00	192,950.00	34,050.00
Project 4 National Pharm	133,000.00	136,000.00	34,000.00	22,100.00	61,000.00	117,100.00	18,900.00
Project 5 City Utility	82,000.00	84,500.00	21,000.00	13,650.00	31,000.00	65,650.00	18,850.00
Project 6 City Tax Agency	42,000.00	43,200.00	11,500.00	7,475.00	18,000.00	36,975.00	6,225.00
Project 7 DE Transportation	67,000.00	69,100.00	21,000.00	13,650.00	26,500.00	61,150.00	7,950.00
Project 8 National Shipping	540,000.00	557,000.00	149,000.00	96,850.00	186,000.00	431,850.00	125,150.00
Project 9 Blair Furniture	34,000.00	34,600.00	17,500.00	11,375.00	11,000.00	39,875.00	-5,275.00
Project 1 Block Accounting	22,000.00	22,900.00	6,700.00	4,355.00	8,000.00	19,055.00	3,845.00
Project 1 Martin Bearing Co	210,000.00	205,000.00	46,000.00	29,900.00	86,000.00	161,900.00	43,100.00

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Key Relationships Between Labor Variables

- Project Manager by Profit
- Industry by Profit
- Client by Profit
- Foreman by Profit
- Estimators by Accuracy
- Project Crew by Labor Unit Delivery



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Sample Queries within Tables

- PM Staff by Revenue Managed
- PM Staff by Profitability
- Foremen by Revenue Managed
- Foremen by Profitability
- Foremen by Number of Projects
- Project Team Member by Profitable Projects
- Revenue by Region
- Profit by Region
- Profit by Project Environment (New Construction, Renovation)
- Revenue by Contract Type

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Project Manager Performance Table

Job ID	Client	Contract Value	Total Billed	Labor Cost	Labor Burden	Other Expense	Total Job Expense	Gross Profit	GP %	PM	Foreman	No.
Project 1	Bank USA	850,000	890,000	341,000	221,650	146,000	708,650	181,350	20.38%	PM1	Foreman 1	1
Project 2	Children's Health	165,000	162,000	44,000	28,600	82,000	154,600	8,400	5.15%	PM2	Foreman 1	1
Project 1	Bank USA	850,000	890,000	341,000	221,650	146,000	708,650	181,350	20.38%	PM1	Foreman 1	1
Project 14	Philadelphia Waste Systems	147,000	149,500	41,000	26,650	62,000	129,650	19,850	13.28%	PM1	Foreman 5	1
Project 16	Wayne Health System	640,000	644,200	210,000	136,500	240,000	586,500	57,700	8.96%	PM1	Foreman 4	1
Project 20	Regional Health	57,000	62,500	21,000	13,650	19,500	54,150	8,350	13.36%	PM1	Foreman 2	1
Project 17	Princeton Insurance	29,000	30,400	8,100	5,265	11,500	24,865	5,535	18.21%	PM4	Foreman 2	1
Project 18	National Mutual Funds	174,000	179,400	49,000	31,850	60,000	140,850	38,550	21.49%	PM5	Foreman 3	1
Project 19	City School District	157,000	154,500	44,000	28,600	56,000	128,600	25,900	16.76%	PM3	Foreman 4	1
Project 20	Regional Health	57,000	62,500	21,000	13,650	19,500	54,150	8,350	13.36%	PM1	Foreman 2	1

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Project Manager by Production

PM	No. Projects	Total GP	Avg. GP
PM1	4	267,250	13.99%
PM2	4	56,000	6.52%
PM3	4	71,745	13.06%
PM4	4	142,235	18.90%
PM5	4	186,675	10.76%


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Foreman by Production

Foreman	No. Projects	Total GP	Avg. GP
Foreman 1	4	192,425	5.45%
Foreman 2	4	213,735	19.31%
Foreman 3	4	97,675	18.30%
Foreman 4	4	145,600	15.16%
Foreman 5	4	74,470	16.57%

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Crew Members by Project

Job ID	PM	Foreman	Tech 1	Tech 2	Tech 3	Tech 4	Tech 5	Tech 6
Project 1	PM1	Foreman 1	AA	EB	BA	GA	CA	CB
Project 2	PM2	Foreman 2	FB	BB	GA	EC		
Project 3	PM3	Foreman 3	EB	CC	DC			
Project 4	PM4	Foreman 4	CB	FA				
Project 5	PM5	Foreman 5	BB	CB	FC			
Project 6	PM2	Foreman 3	AB					
Project 7	PM3	Foreman 1	BA	EC				
Project 8	PM5	Foreman 4	AA	DA	DC	BA		
Project 9	PM2	Foreman 2	CA					
Project 10	PM3	Foreman 5	FB	CB	BB			
Project 11	PM4	Foreman 1	BC	GA				
Project 12	PM5	Foreman 5	DB	GA	AA			
Project 13	PM4	Foreman 3	EB	AA				
Project 14	PM5	Foreman 1	EC	CC	BB			
Project 15	PM2	Foreman 5	EA	AA	DA			
Project 16	PM1	Foreman 4	AC	DA	EC	CC	BA	
Project 17	PM4	Foreman 2	DA					
Project 18	PM5	Foreman 1	BB	DB	CA			
Project 19	PM4	Foreman 4	GA	CB				
Project 20	PM1	Foreman 2	GB					

Utilizing Acquired Productivity Data

Overcoming The “Bean Counter” Bias

- There is a common perception that performance analysis is:
 - an annoying distraction
 - disconnected from the “real work”
 - unnecessary
 - unrelated to team success
- If implemented correctly performance analysis is:
 - a roadmap to effective strategies
 - a means to bringing stability to a business and its employees
 - a means of reducing both organizational and individual stress
 - a team building asset


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Overcoming the Piece Work Bias

- Pricing schedules (bids) are based on estimates of delivered units
- Implementing metrics enables both management and craft to define and track success
- Performance metrics are not intended to reduce the value of an employee to a yield on exploitative piece work
- Technicians are not paid per unit, they are paid for skill set and productivity
- Performance metrics enable organizations to compete with better resources

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Clarity of Mission

- Each employee needs to understand that he or she
 - is being paid to complete defined tasks
 - will be evaluated in regard to performance metrics defined for those tasks

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Getting Them to Perform as You Want Requires Telling Them Your Expectations

- Job descriptions
- Operational definitions of tasks
- Operational definitions of task completion

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Operational (Working) Definitions

Operational Definition

- Based on tracking of completed labor tasks and understanding the estimated value of those tasks, the PM will give an accurate report each Monday morning as to previous week's production

Vague Definition

- The PM will keep senior management informed as to productivity

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Metric Based Management

1. Establish metrics
2. Capture relevant information
3. Fairly and objectively analysis data
4. TAKE ACTION BASED ON RESULTS

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Audience Based Relevance

- Acquired data must have relevance for the audience reviewing the data
- Acquired data must apply within the defined work context

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Deficiency By Degree

- Most revealed deficiencies do not typically create a keep or fire scenario
- Delta between deficient and acceptable often require small adjustments
- Analysis of performance metrics often reveals areas of improvement

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Consistent Presentation of Data

- Present positive analysis with thanks and gratitude, broadcast success
- Present negative analysis objectively with some empathy. Present in private setting
- ALL RELEVANT DATA, GOOD AND BAD, MUST BE PRESENTED

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Performance and Contribution

- Productivity can be objectively accessed through metrics
- Contribution is an equally important but is more subjective and more difficult to determine
- Some employees, even with average or less than average metric based performance make your team better in intangible ways

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Performance and Contribution

- An employee can have attributes so positive to your organization that objective weaknesses need to be overlooked or supported by other resources

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Identify the Project Team

- Identifying team members creates
 - Ownership
 - Responsibility
 - Camaraderie
 - Friendly competition create project board which identifies team members
- Conspicuously post ongoing project tracking and link with project team

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Praise Team Accomplishment

- Point out project success as defined by metrics
- Always link crew (by individual) to project success
- Common denominators of success will be obvious to all

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Phrase Individual Accomplishment

- Beating the target goal for specific work
- Consecutive days without missing work
- Membership in multiple successful project teams

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Monetary Reward

- Establish clear, well defined path to monetary reward
- Monetary reward should absolutely reflect established compensation metrics
- Understand what you are offering an employee

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Non-Monetary Reward

- Employees can earn paid time off for goal achievement
- Career advancing training can be offered for goal achievement

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Performance Based Advancement

- Labor contracts, precedence and or protocol may prohibit paying a technician outside of established scale
- Achievement of performance metric goals can result in advancement to project lead or foreman
- Metrics enable a motivated worker to see the goal in front of his or her career

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Personnel Achievement Deltas

- Two people in the same role can achieve markedly different results
- If reward is based on established metrics, large deltas are easier to digest
- Attempts to “level out” compensation skirts protocol and undermines the performance metric program

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Body of Work and Utilization of Metrics

- Utilizing metrics to build a body of work for an employee provides tangible benefit to both the organization and the individual
 - A clear report card exists as to accomplishment
 - An excellent resume supplement that the employee can take with them
 - An objective, fair tool for weighing compensation, advancement and success

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Evaluating Labor Performance and Contribution

- Manage Labor Resources
- Identify and Implement Labor Metrics
- Analyze Labor Data
- Utilize Data to Improve Your Business


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In Closing

- There are objective ways to evaluate labor productivity and performance (metrics)
- The data exists within documentation that we all have
- Useful information regarding trends and patterns can be extracted from the data we have (tables)
- We can take action based on what we have learned
- We can improve the business for both the employer and employees, utilizing what we learn

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Questions?

Don't forget...

- 10:15 am – 11:30 am – General Session with Christopher Tarbell & Hector Monsegur
- 11:30 am – 4:00 pm – NECA Show Hours

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