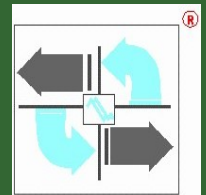WAREHOUSING EDUCATION AND RESEARCH COUNCIL

WERC

THE ASSOCIATION FOR DISTRIBUTION PROFESSIONALS

SUPERVISING IN THE WAREHOUSE

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Course Overview

This course defines the care skills needed by any supervisor and explains how these skills can be effectively used in a warehouse setting

The course is divided into the following sections:

- Purpose of SPDC Warehouse
- What is supervising
- What makes the warehouse unique for supervising
- Supervising competencies
- Supervisory responsibilities
- Supervise Daily Activity
- Conclusion
- Questions & Answer

Learning objectives

Supervising people takes certain skills and supervising in the warehouse requires specialized knowledge about the job.

At the completion of this course, you ill be able to:

❑Explain the nature of supervising

❑Define the concept of competencies

❑Explain the special aspects of supervising in the warehouse environment.

❑Have a basic knowledge of the skills required for a good supervisors.

❑Name the primary responsibilities of the warehouse supervisors.

Purpose of SPDC Warehouse

Warehouse

❑Inspection and timely receipts of stock items delivered by vendors

❑Inspection and timely receipt of materials into the warehouse.

❑Proper storage of materials including location mapping.

❑Preservation of warehouse materials.

❑Timely delivery of available materials to end users

❑Delivery of materials to customers / locations through milk run program.

❑Investigation and reconciliation of stock-check differences.

❑Drive the write-off process of damaged, expired and deteriorated warehouse materials.

Key Performance Indicators

S/N	KPI	Definition	Units	Plan	Note
SAFETY					
1	Goal Zero	TRC & LTI Free Days	Days	365	
PRODUCTION					
2	Production Support - Material Delivery	On time delivery of production materials (as per SLA and ROS date)	%	95	
3	Rush Production Support - Material delivery	On time response to Rush delivery of production materials	%	50	
4	Well Engineering Support - Material Delivery	On time delivery of Well Engnering Material (as per SLA and ROS date)	%	95	
5	Physical Delivery Support - Milk Run	NO of material delivered to the customer at site	%	95	
6	Vendor Reciept Processing Time	Same day processing of good reciept collection	%	100	
7	Stock Accuarcy	% of stock items physical quantities that are sames as the system quantities	%	98	
8	Zero security breach	Theft incident	Number	0	
9	Deferment	Zero production deferment due to non delivery of material.	Number	0	

Risk Assessment for Management of I.A warehouse

Processes

- ❑ Goods Receipt

- ❑ Goods Issue

- ❑ Storage

- ❑ Stock Transfer

- ❑ Stock Check / reconciliation

- ❑ Process Request for materials

- ❑ QA/QC

Risk Assessment for Management of I.A warehouse

Operational

❑ Execution

Health, Safety, Security & Environment

❑ Monitoring of compliance to HSSE

Financial

❑ Activity costing and Invoicing

Contractual

❑ Performance delivery

Internal Controls

❑ Audit and SOX requirements

The Power of intelligent Warehousing

To achieve SPDC objective of inviting us to participate in Warehouse operations management, we must develop the power of intelligent warehousing through intelligent supervising.

How?

❑ Only when we have quality information can we become truly intelligent.

❑ Only after we have developed methods and procedures to apply this information, can our warehouses become "intelligent".

❑ Only after our warehouse have become intelligent, will our operations continually improve.

As our operations improve, our company will prosper

The Power of intelligent Warehousing

What then is an intelligent warehouse? What are the elements of an intelligent warehouse? How does an intelligent warehouse function?

Figure 1: The Power of Intelligent Warehousing
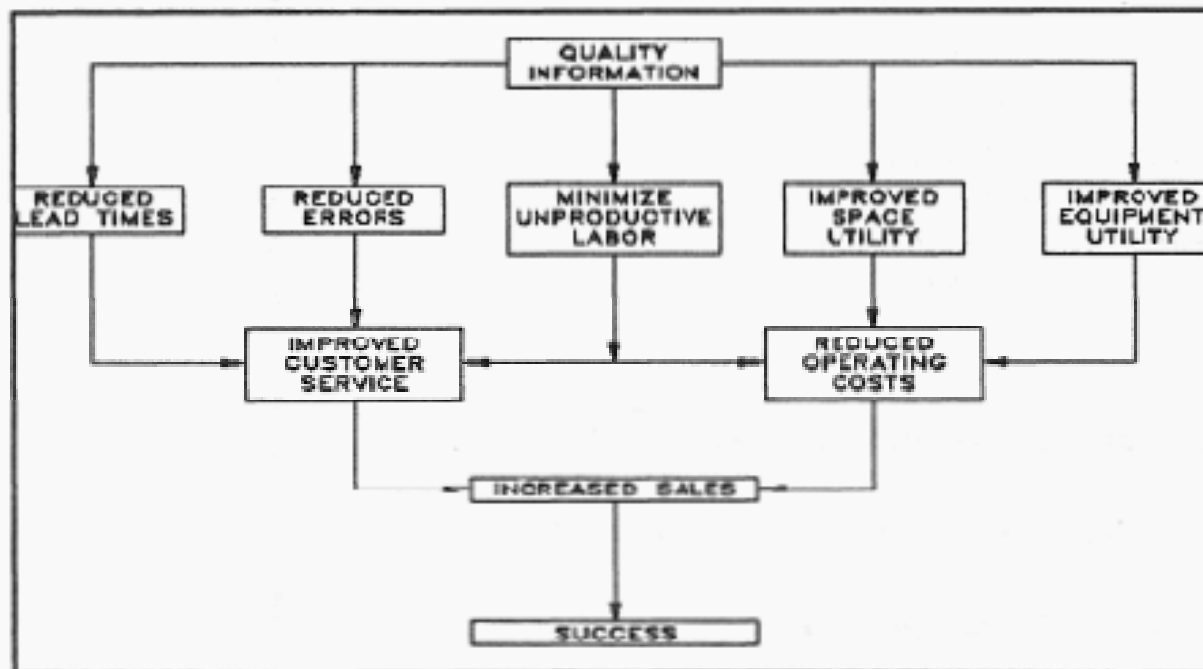
How does one create an intelligent Warehouse?

An intelligent warehouse integrates computer systems, material handling equipment, storage equipment and people into a single cohesive working element.

❑ The quality of information is vastly improved.

❑ The improvement in information quality, in turn, results in a reduction of errors.

❑ The improvement of information quality also results in minimizing unproductive labor hours.

❑ Minimizing errors and improving labor productivity results in better customer service.

❑ Better customer service results in higher activities. Higher activities promote growth.

❑ Figure above illustrates the path to intelligent warehousing.

Analyzing Warehouse Problems

In analyzing a Warehouse problem, a questioning attitude should prevail.

The basic questions of why, what, where, when, how, who, and which should be asked constantly

Throughout the process. In particular the following questions should be addressed, as a minimum:

MATERIAL HANDLING SYSTEMS ALTERNATIVES
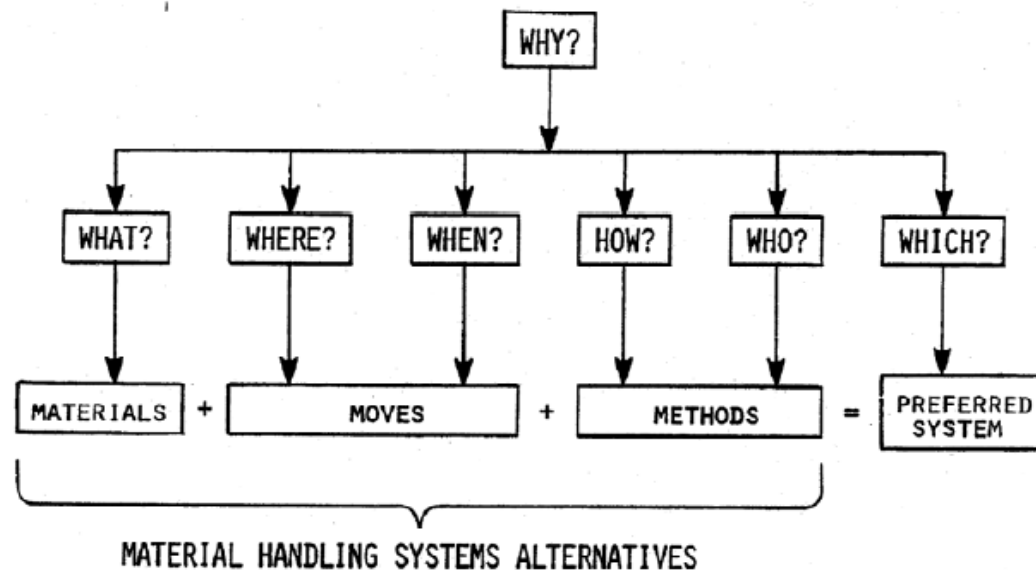
What Is Supervising?

How would you define supervising? Which of these activities say supervising to you?		
Planning work	Training associates	Hiring associates
Keeping customers happy	Continuous Professional Development	Giving performance review
Working with and through others	Representing management	Representing associates
Getting the work done	Discipline as needed	Communicating information
Problem solving	Making decisions	Dealing with all kinds of people

What Is Supervising?

If you selected all of the items, you got the right idea! Supervising often includes all of the listed activities		
Planning work	Coaching associates	Training associates
Knowing the job	Filling out reports	Working with and through other
Reviewing performance	Representing management	Trouble shooting
Representing associates	Resolving conflicts	Getting the job done

Making decision

What Is Supervising?

Here's a common definition of supervising – Management by overseeing the performance or operation of a person or group.

<u>Managing</u>	<u>Performance or operation</u>
Getting the work done through others	How well the work is done and what procedures are followed
<u>Overseeing</u>	<u>Person or group</u>
Making sure the work is done correctly.	For one or more associates maybe even for different teams

What Is Supervising?

What is supervising?

❑ Middle management

❑ Span of control

❑ Leadership

❑ Difference between strong worker and effective supervisor

In this section, we will consider each of these elements as they relate to supervising.

What Is Supervising?

Supervisors are middle management. This means representing both management and associates.

You are part of the management team and communicate management actions and policies to employees	You are in direct contact with employees daily you must also represent employees interest to management.

Think of same of the problems that come with being a supervisor representing both management and associates.

Some problems that supervisors encounter are:

Having enough time to get everything done	Managing and sometimes still doing the work	Being evaluated on the teams efforts rather than just on your own.	Shifting your focus from technical skills to managing
Dealing with difficult associates.		And a host of others	

It's your job to help the company produce quality work, serve customers well and make profit. You are directly responsible for how your work unit produces result.

Middle management

Consider that two primary types of skills are needed in the workplace, technical skills to get the work done and strategic skills to run the business.

❑ Executives are expected to exercise strategic thinking skills
❑ Frontline workers require technical skills
❑ Managers and supervisors need to have both

Executive management

Strategic

Managers/supervisors

Technical

Frontier Workers

Span of control

Ask yourself these questions

❑ How many associates report to you?
❑ How large (Ft^2) is the Warehouse facility?
❑ How many buildings are you responsible for?
❑ How large is the area in which your team work?

The answers will tell you your span of control

❑ Do you supervise 5 or 50 or 500?
❑ Are they located in one building or more?

The more associates you supervise, the greater the challenge.

✓ And warehousing often offers even more challenges because of the size of the building and the layout where you can't always see associates you supervise.

Leadership

Leadership role

Supervisors have power by position. They can get work done by:

❑Directing (your assignment today is……)

❑Controlling (do it)

❑Forcing (you will do it now)

❑Cajoling (please, pretty please)

The most powerful approach is to influence others to work willingly to get the job done

And that's where leadership comes in.

Leadership

There is no one right way to lead. Everyone does have a preferred approach, however

	Or are you somewhere in the middle?	
Are you laid back and Hands-off Supervisor?		Are you strict and a Hands-on Supervisor?
Minimum control self directed supervisor Personal accountability		tight control directed close supervision.

Leadership : things to know
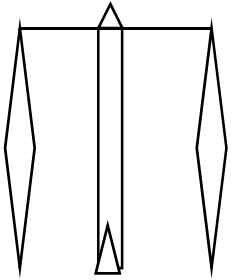
❑Find a balance for every situations

❑Adapt your approach as required by the individual you are dealing with and the work requirements.

REALITY CHECK

❑ Not everyone will like you

❑Not every one will be happy with your approach.

Leadership : What is the difference?

Difference between strong worker and effective supervisor

In the past, you did your own work, met your individual goals, interacted with others as a peer and reported to a supervisor.

Your skills as a worker were strong and you prided yourself on the work you did.

As a supervisor, you will find many changes at work, let's consider three major adjustments

✓ **Change in Roles**

✓ **Functions and**

✓ **Relationships**

Worker Supervisor

Change in roles

Leader: you definitely need to manage the associates on your team

Trainer/coach: you need to help the associates do their work

Work administrator: you have to make sure the work gets done

Personal administrator: you need to know company policies and procedures so you can explain and enforce them.

Worker: you may still need to do some of the work from time to time

These changes require using – and learning different skills

Worker Supervisor

Changes in function

Your activities will change from doing the work to these 5 management functions

Planning: deciding (in advance) what, who, how and when to do

Organizing: making sure that people, equipment and activities are fully coordinated

Staffing: selecting, training and coaching employees

Directing: guiding associates in getting the work done

Controlling: Meeting productivity goals, HSE & quality standards

Worker Supervisor

Change in Relationship

Perhaps the most difficult changes occur with the people with whom you work

Report to a new person: you may report to someone new, you will definitely be evaluated on different competencies

Supervisor not a peer: former co-workers now report to you

Join the management team: you now represent the company and its policies.

New peers: you have a new group of peers to learn about and political skills may be needed

What Makes the Warehouse Unique for Supervising?

Overview

What makes the warehouse unique for supervising?

❑ Environmental conditions

❑ Safety considerations

❑ Types of jobs

In this section, we will consider the special conditions that impact supervising in the warehouse or DC.

Environmental factors in the warehouse

Working in the warehouse is not the same as working in the controlled environment of an office building. Here are just some of the elements that workers deal with.

❑ Temperature
❑ Air Quality
❑ Noise Level
❑ Lighting Levels
❑ Nature Of the Product

Safety - **Safety is always priority #1 in the SPDC Warehouse**

In the warehouse, safety requires that people must be always aware of their surroundings and what's going on around them

Providing a safe and healthful working environment for all employees and visitors should be a priority for every warehouse Supervisor.

The moral, legal, and economic dimensions of warehouse safety clearly indicate that it cannot be compromised. Because of this critical importance, a comprehensive, formal safety program should be the foundation of any warehouse management system.

People & Safety

People can present all kinds of safety hazards in the warehouse

❑ Walking without paying attention

❑ Walking in a restricted area

❑ Operating equipment they are not qualified or authorized to operate

❑ Bending and lifting, exposing themselves to injury

What to do

Require protective clothing and gear as needed	Train on procedures, safety and equipment	Teach proper lifting
Create a golden zone for picking		Determine & Post Safety signs

Hazmat conditions require greater care. Make sure you know and enforce all required safeguards

Equipments & Safety

Material handling equipment, trucks and racks can all pose safety risk

Ensure safety devices are available and complied with

Respect capacity rating

Demand proper maintenance from SPDC or Contractor Equipments

Mark obstacles so everyone is aware of them

Handle heavy or awkward loads careful

Facility & Safety

The facility itself poses safety risk			
Keep aisles clear			
Ensure adequate lighting is installed			
Ensure floors is maintained			
Clean up and dispose of debris properly			
Proper up keep of fire extinguishers			
Post all required signage	Practice safety drills	Train associates in first aid	Maintain necessary safety stations
Handle all materials with required standard precautions			

Warehouse Security and Risk Management

Warehouse security is a total program approach to minimizing or reducing losses from both internal and external sources. Warehouse security requires participation from employees throughout the entire facility, including but not limited to management, sanitation, operations and maintenance departments.

The most common security issues from internal sources are theft of product, company assets (equipment, tools) and customer assets.

Risk control measures should be periodically reviewed for efficacy and cost effectiveness, with feedback provided to the management Team.

Working together with your team, you can convert these stumbling blocks into stepping stones that lead to improved productivity and a better working environment for everyone.

Types Of Jobs in the Warehouse

Can you imagine the kind of results a professional football team would get if they skipped the preseason games and started the first regular season game with no practice at all?

And pity the poor head coach, who always gets the blame for losing.

Many material handling systems suffer from this kind of a ridiculous start. With few exceptions, the success of any new system is still in the hands of the people who use it and supervise it.

Clerk (stock, inventory, shipping & receiving)	The front line jobs in the warehouse require an unusual combination of skills	
Warehouse associates	Physical ability	Technology skill
Order fillers/picker	Interpersonal skills	Good work habit
Forklift operator	Basic reading, writing and math's skills	Technical knowledge skills
Support Team	Flexibility	Ability to maintain the work pace

Qualified candidates

The starting point for knowing the kind of warehouse you want is in defining the competencies required for the job.

Competencies include the knowledge, skills and attributes that are needed to do the job well.

Functional competencies are basic to the job and are expected of all workers. These are requirements for hiring.

Adaptive competencies allow individuals to perform their jobs at higher level. They can often be improved through train and developing.

Mastery competencies distinguish top performers

Most warehouses are now operating lean. Though the net result may be to reduce the number of people, the effect is to increase your dependency on those that are left.

These workers will surely need special training if they expect to get the job done.

Similarly, if your new system depends upon fewer people to operate it, you must take special pains to prepare them for the new tasks. That is the reason we are here today, to talk to ourselves about how we will get the job done with fewer resources available to us.

Competencies for frontline workers

Knowledge, skills and attributes needed to do the job well		
Physical ability	**Interpersonal skills**	**Good work habits**
➢Able to bend and lift heavy item ➢Able to stand for long period of time ➢Able to work in an environment that may be hot, cold or dusty	➢Interacting with office personal, truck drivers, Customers etc. ➢Working as part of a team to get the work done ➢Communicate well.	➢Arriving on time ➢Following directions ➢Able to work independently ➢Ability to adapt
Basic reading, writing and maths skills	**Productivity**	**Technical knowledge**
➢Able to read and write ➢Able to add, subtract ➢Able to count ➢Understands basic unites of measure ➢Able to complete necessary paper works and reports	➢Able to maintain the work pace ➢Able to meet work standards ➢Knowledge of inventory practice ➢Awareness of safety ➢Accuracy in handling inventory	➢Able to operate equipment and machinery as required ➢Understands warehouse terminology ➢Knows proper material handling procedures

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Competencies for frontline workers

Flexibility	Technology skills	Diversity
➢Ability to adapt to changing situations ➢Able to adapt to differing job functions as needed ➢Keep a positive attitude ➢Adjusts working hours as needed.	➢Knowledge of computers ➢Able to operate technology system and hard ward. ➢Knowledge of RF and bear codes, as needed.	Many warehouse workers are from different culture **You can learn about cultural differences directly from employees by respectfully asking questions. If you create a safe environment for sharing cultural information, it will enhance the work place atmosphere.**

Example of things you must have:

1. **Statement of Objectives:** An introductory policy statement must be written for each task you supervise. The statement should be realistic and also indicate the enthusiasm which you hope to generate.

2. **Methods and Procedures Analysis:** Be sure that you know the methods and procedures. You cannot afford to be embarrassed by a lack of knowledge of the methods to get the task done.

3. **Paperwork Flow:** The organization and execution of proper paperwork, is only as good as getting the job done. This is important for review and audit.

Supervisory Competencies

In the last section, you learned about competencies for frontline employees.

Now let's look at the competencies supervisors need.

Supervising competencies includes these skills
Communication
Solving problems and making decisions
Time management
Understanding company goals.

In this section,

we consider each of these activities and provide self checks for you to use.

Communication

You communicate all the time		
Give directions	Listening	Answering questions
Checking for understanding	Writing emails, memos or reports	Giving performance feedbacks
Reporting to your manager	Solving problems	Gathering information to make decision

Communication involves at least 3 messages

❑ **The message you intend to send,**

❑ **The message you actually send and**

❑ **The message that the other party received.**

Communication

Barriers to effect communication		
Interruptions and distractions	Noise and other environmental conditions that make hearing difficult.	Confusing non verbal signals or body language
Personal attitudes, biases and prejudices	The physical state of both the sender and the receiver (fatigue, hunger, illness)	The emotional state of both the sender and the receiver (anger, fear)
Words that can be misinterpreted	Conflicting intentions of those who are communicating	

Giving Directions

Use simple, direct, slang free words

Remember that words may have different meanings to different people and can be interpreted differently depending on the situation, tone or the persons background.

Listening

Most people in conversations spend their time talking or waiting to talk.

You can't really listen if you are busy thinking about your next response. Listening requires conscious commitment of both your time and energy.

Show interest in understanding the message and the person's feelings about the message.

Show that you are listening by nodding or injecting an occasion encouraging phrase such as "mmm hmmm" please go on – I' am listening, or I see"

Watch facial expressions and body language.

Give the person your full attention.

Listening, checking for understanding

The more complex the message, the more you may need to check for understanding. Here are ways to confirm meaning.

Ask the person to summarize the message	Ask clarifying questions	Use different words to restate points
Ask probing questions to learn more	Restate any action items to verify what happens next.	
Examples		
Would you please outline the major point, so I can better understand what you mean	Tell me how that would work	Is it correct to say that you think we should ......?
What do you think will be the risks involved with that idea?	So our next steps will be to …..?	My understanding of your message is …

Communication: Giving Feedback

Giving feedback really means talking with associates to let them know what they are doing correctly Or what they need to improve

Effective Feedbacks Are:	Positive Feedback	Constructive Feedback
Honest Appropriate for the situation and the individual Specific Timely	Positive feedback demonstrates the connection between work efforts and positive results, and lets employees know that their work is meaningful and worthwhile. Tell associates what they are doing right.	Tell associates what they need to know to do something better or more safely. **Steps** ➢Give specific comments based on observed behaviour ➢State the result or impact of the behaviour on you, others, or the job. ➢Define the desirable behaviour, what will be expected or necessary in the future. ➢Ask for employee input in ways to improve. ➢Check for understanding and acknowledgement (not agreement)
Clearly state what behaviour need to change	Use greater recognition for significant achievement, less for more modest accomplishments. Do not save compliments for specific occasions or just the right moment or once a year in a performance review.	

Communication constructive feedback example

Describe observed behaviour	I have noticed that for the last several days you have not performed the pre-shift check on the forklift.
Tell the results of the behaviour On you, others and the job.	What's happening is that the second Shift operator has been running into problems with that forklift. This is slowing down the second shift, and its not good for the equipment
Explain the desirable behaviour	I really need you to check the equipment. Every day before you begin your shift. And if there are maintenance issues, we need to make sure they are taken care of.
Ask for employee input	Is there some reason for not conducting the pre-shift check?
Check for understanding	I know that you like to get right to the job. However, you must check the equipment everyday. Can you make sure you do that?

Plan all material handling and storage activities to obtain maximum overall operating efficiency.

Solving problems and making decisions

A decision means choosing a particular course of action over other possibilities. It implies **choice** and **judgment**.

Supervisors make important decisions everyday.

❑ They are also confronted with a variety of problems to solve.
❑ Not every decision involves a problem, however, every problem will require a decision.
❑ The decisions you make influence the productivity and effectiveness of your department.

You may need to determine:
➢ Is a decision necessary?
➢ Do you have the authority to make the decision?
➢ How much (if at all) should you involve others?

then

Decisions

Here's an outline of what happens in decision making.

Objective	Alternatives	Result
Define what you are trying to get done	What things can be done?	What might happen?

Keep Your Promises

In today's world of supply chain management, just-in-time deliveries and vendor managed inventory, a failure to keep an operational promise can do enormous damage.

Our warehouses supply production, and failure to make a timely delivery can cause the shutdown of production plant. Similar damage can be done by shipping the wrong items.

Promise keeping involves a relationship between workers and Supervisors. If a significant percentage of workers are absent on a particular day , the warehouse Supervisor may be unable to keep commitments made to customers.

People who are absent or who arrive late to work contribute to the inability to maintain an operational schedule.

The warehouse manager must also rely on services of others to keep promises. **Example** - When the trucker fails to maintain the promised schedule, the reputation of the warehouse suffers as well.

The ability to keep operational promises is critical to the maintenance of reputation and trust for the warehouse operator. Keeping those promises requires the cooperation of workers, suppliers and other managers.

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Decision Making

Make better decision by applying a logical, systematic process. Each step helps to get closer to the best alternative by clarifying and organizing the information and providing a structure for developing and evaluating choices.

Step 1:	Example:	
Define the problem/issue write out the problems in 1 or 2 sentences	The error rate in recording shipment received has been steadily increasing. Your problem could be stated as "increase the accuracy of documenting shipments received.	Symptoms give dues about wrong, but they are not the cause of the problem. In the example above, the true problem is whatever is causing the error rate to increase. It could be faulty equipment, inadequate training, employee carelessness, incomplete or unclear procedures, or any number of other possibilities. You need to carefully determine the real problem.
Step 2 **Gather information** Put a limit on how much time you spend collecting data, based on both the urgency of the problem and the cost of getting more information.	**Example:** **For the increased error rate, you might ask** ➤When did we first notice the problem? ➤How long has it existed? ➤When does the problem occur? ➤Is it continual or once in a while? ➤Where does the problem occur? ➤Is it throughout the department or only in certain sections? ➤Is it occurring in other department? ➤Why do we care about it? Is it really a problem? ➤Why is this problem occurring? ➤Which customers does it affect?	Ask what information you need and determine how to get it. Talk to those who are involved, especially employees, who are often closest to the problem. You may also want to talk to experts or do research. **Ask "who, what, when, where, why and how question"** **Stay objective and open minded** **Be careful of analysis paralysis continuing to analyze to avoid making a decision.**

Decision Making

STEP 3: Establish, criteria to evaluate alternatives.

Criteria are standards used to judge alternatives. By developing and prioritizing a list of the criteria that will affect your decision, you can quickly determine how suitable potential solutions are.

Criteria are influenced by many factors, including organizational priorities and available resources.

Standard decision making criteria.						
Time	Cost	Quality	Safety or risk	Impact on others (short or long term)	Staff capabilities	Compliance with regulations and company policies

Step 4 **Develop alternative solutions**	In this step, you come up with several different ways that you might solve the problem. A brainstorming session is a way to generate alternatives. Brainstorming is a group process to generate ideas. The ground rule is to produce as many imaginative ideas as possible without evaluation or criticism.

This is a good opportunity to involve others. Associates may have valuable suggestions about problems that affect them. Fellow supervisors or managers may also be a good source of input, especially those who have dealt with similar problems.

Decision Making

STEP 5: Evaluate solutions and choose the best one

After you have narrowed the choices to two or three, think about the consequences of each action. Look at the benefits/positives as well as the cost/negatives. Then also list the benefits and costs of not taking that action. Practice arguing for and against each option-which decision is easier to defend?

Step 6: Decision – Take Action

An implementation plan should include "who will do what by when"

You may need to check on progress and monitor the results to handle any unexpected results, re-evaluate or modify your decision, or change the plan, as appropriate.

Call upon your experience, intuition and the advice of others to reach a final decision.

Decision Now - Reality Check

❑ **As you know, many decisions in the warehouse demand a quick response**

❑ **Use these same steps, but in a short time frame. You can't always be right, but your experience with making decisions will grow.**

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Effective Decision Making

Effective Decision Making	
Flexible in their decision making approach	Seeking information and opinions from various sources
Respectful of others views	Aware of individual group and organizational factors that affects the situation
Aware of both the immediate and the long term impact of their decision	Willing to alter or discard a decision that proves to be ineffective.

Attempting to balance concern for productivity with concern for people.

Supervisory Responsibilities

The warehouse supervisor is responsible for:

❑ Planning, scheduling and overseeing the use of resources (labour & equipment)

❑ Maintaining a qualified work force

❑ Recording and reporting as required.

This topic will discuss these tasks

Plan and schedule

A warehouse supervisor must know where and when people and equipment need to be to got the job done – with maximum productivity. Doing so requires understanding the requirements of the jobs and the work flow.

First, we will look at work flow analysis, then at defining job requirements by using competencies.

Why Plan?		
So there's enough people and equipment for daily work	To keep work at a steady pace	To maximize flow
To get work done on time	To control and measure staffing levels	To reduce costs (labour, repairs, demurrage)
To improve quality of work		

Departments may require different approaches (planning for the shipping department is different than planning for the receiving department) but the elements to consider remain the same.

Work flow analysis

Here are some questions to ask when thinking about work flow.

Where do backlogs happen?	Where is the work load light? Heavy?	Which functions are not meeting standards?
Which employees are not meeting performance standard?	Are controls in place?	Can paperwork, steps or sequences be changed or eliminated?

Workflow analysis more questions to ask:

Is the work necessary	Why is the work being done this way?	Have other methods be considered?	Can work be done at a different time or place? By different people?
Can entire tasks be added or eliminated?	Can work be consolidated with other jobs?	Can productivity be enhanced by additional equipment people or training?	Is productivity hampered by SOPs or policies?

Procedures and Standards are made by man for man and can be outdated or changed for improved outcome.

Be confident to initiate a request for change when you notice a need for improvement

Job Improvement Model

By asking these questions, you take a close look at what is actually happening for each process and procedure. You will quickly begin to see opportunities for improvement both big and small.

Use these steps as a job improvement model

Select job, process or procedure	Record duties and details set up (plan and direction) and operations (actual work)
Analyze and question details	Develop a better method
Test better method	Revise as needed
Implement better method	Repeat as needed

A successful job improvement program contains four key elements. It is the responsibility of all of us to see to it that our program is planned and carried out properly. The four key elements are:

1. Enthusiasm
2. Preparation
3. Execution
4. Follow-up

Supervise Daily Activity

Steps for a supervisor - Day to day the supervisor must get the work done through managing others, which includes these activities.

Managing performance	Improve performance	Correcting problems	Trouble shooting
➤Know what's required ➤Set a motivating environment	Coaching and training	Managing conflicts and disciplining if needed	➤Dealing with difficult employees ➤Violence in the workplace ➤Termination

In this section, we will consider these activities.

Managing performance

To manage performance, the company, you and the associates need to define the standards of good performance.

Performance standards defines what is expected on continuing basis. They explain how well (quality) and how much (quality) the employee is expected to accomplish

Examples		Zero security breach - Theft incident	
% of an time-shipments	Inventory count accuracy	% of on time receipts	material delivered to the customer at site
Order picking accuracy	% of order shipped completely	% of orders shipped without errors	Same day processing of good receipt collection
Fill rate per order.	Average warehouse capacity used	% of on time delivery of orders	% of stock items physical quantities that are same as the system quantities
On time delivery of production materials (as per SLA and ROS date)	On time response to Rush delivery of production materials	On time delivery of Well Engineering Material (as per SLA and ROS date)	Zero production deferment due to non delivery of material

Safety - Goal Zero TRC & LTI Free Days

Performance Measures

Define how much, how soon, how well, in what manner? They must be measurable and every one must learn what is expected

Set the limits of acceptable work.	Identify specific goals that are challenging. Company is targeting 99.98% order accuracy.

Also can be modified to meet new realities

Help determine work priorities	Measure economic value of employees

Performance Method
3 ways to develop work measures

Historical method: what has been done in the past = the standard

Stopwatch: observations of several employees and the average of the results.

Engineered standards: researchers analyze and measure each step in process.

You may not be involved in setting performance measures, but you need to understand their purpose and help associates understand managements expectation

Motivating Environment

Typically, performance measures go hand in hand with incentives, which may be based on money or other rewards

Extrinsic incentives come from the organization examples include compensation (wages, bonuses, and benefits) working conditions (for example) new computers or equipment and recognitions (like employee of the month award)

Intrinsic incentives come from within the individual or from the job itself. Major characteristics of rewarding work includes meaningfulness of results, and control (the opportunity to influence work methods, conditions, and outcomes).

Supervisors can maintain an environment that environment encourage intrinsic rewards by:

Allowing employees autonomy and responsibility	Offering opportunities to be cross trained
Increasing employee participation in decision making	Encouraging team work and understating of upstream and downstream function.
Delegating authority	

Training, Training

The 2nd step in getting the work done is to make sure that associates know how to do the work. Training is a formal approach to helping employees know how to do the job.

Two-Step Training Plan: In most companies it is best to conduct a training program for all supervisors first. Then the supervisors will train their employees.

Types of Training in The DC

New/changed job: define job duties, responsibilities and reporting line/slow how to do the work	**Required:** includes company specific training and guidelines required by law.
Corrective: To teach correct procedures or to make sure policies are understood.	**Cross training:** to teach other job functions for a more well rounded and flexible workforce

Advance: To help associates advance in their job knowledge or improve skills

Supervisors often have to determine if a performance problem can be corrected by training. Here's one way to think about it.

Is the problems based on…….

❑ Job knowledge or skills (can't do)? (use coaching or training)
❑ Attitude, values, personal problem (won't do)? (try discussion or use disciplinary actions)

Coaching

Supervisors can act as coaches or assign other associates as coaches. Coaching is an informal way to help someone know how to do the job. It establishes a more personal connection than training.

Performance coaching helps employees improve performance in the current job.

Development coaching deals with development knowledge and skills in the current job that prepares an employee for future needs of the organization.

Focus on one type of coaching

Performance coaching improves skills in current job	**Development coaching** - Developing skills for the future

Good Coaching Skills

Build Rapport ➢Get to know the person. ➢Show respect for the person ➢Act with honesty and openness	**Listen well** ➢Use reflective listening-rephrasing. Paraphrasing and summarizing. ➢Shut off phone, email, visitors etc.
Give direction ➢Discuss the person's desires and expectations ➢Encourage the person to explore options and solutions ➢Provide recommendations for action, if needed.	**Give Feedback** ➢Balance positive and critical feedback, with a greater emphasis on positive. ➢Focus on behaviors to encourage or discourage as well as on the impact of the behavoiurs ➢Use tact and sensitivity

Ask question - Use open-ended questions to promote dialogue.

Correcting problems

The 3rd step in getting the work done is to manage conflict and apply disciplinary action as needed. These can be sticky situation. So use common sense, good communication skills and know company policies.

Remember to:

➢Treat associates in a consistent way

➢Define the difference between serious and less serious offenses.

Maintaining Truth and Trust

Warehousing has moved from a transactional relationship to the concept of partnership. Not all partnerships are faithful ones, but there has been an effort to move away from the adversary.

When you claim to be a partner, there is at least the presumption of ethical conduct.

As we move from a transactional relationship in ware- housing to one of partnership, there is a growing realization that such relationships begin with the presumption that **each party must play fair.**

How does management maintain the trust of workers?

❑ **Clearly part of the process is to treat them with compassion and respect, and the manager who shows that he cares usually receives quality work from those who report to him.**

❑ **A second means of generating trust is through frequent contact. Most of us have trouble trusting people that we do not know, and at the same time it is hard to mistrust someone with whom you are very well acquainted.**

❑ **MBWA (Management By Wandering Around) has long been praised for its utility in a warehousing environment.**

One of the many benefits of MBWA is the ability to get to know the people who report to you.

Managing conflict

Conflict occurs whenever people work together. As a supervisor, you may have to deal with conflict among employees.

Conflict is define as incompatible behavior between parties whose interests, actions, or views differ.

Conflict can be equated with winning and losing.

For some, this translates into a combative "we'll do it my way" attitude.

Others would prefer to avoid conflict at all costs, choosing to "bite their tongue" rather than disagree.

Conflict, however, can bring attention to problems and challenge people to search for creative solutions.

Conflict can also promote interaction and involvement, energizing employees and the department.

As a supervisor, a challenge is to minimize the negative effects of conflict while maximizing its positive potential.

Know the Carrots and sticks principle and use it effectively

Discipline is not a bad thing

Sources of conflict

Conflict with Peers	Conflict with Associates	Conflicts with other departments	Conflict with Suppliers
Conflict with the Boss	**Conflict with Vendors**	**Conflict with Customers**	**Conflict with yourself**
Differing values or interests	**Examples:** you like to have quiet and someone else talks all the time.		
Differing perceptions	**when people understand the same idea or event differently** **Example: you** believe that new employees should ask questions so they know what they're doing. **The new employee**, listens attentively, but doesn't ask any questions. **You** think the behavior shows a lack of interest. **New employee** thinks that he/she is respectful and well-mannered.		
Different styles	**Example:** you don't like confrontation and someone else likes to push your buttons.		
Filling multiple, and at times, opposing roles	**Example:** New supervisors may be reluctant to enforce company policies with individuals who were former peers. The two roles-supervisor and friend/peer – may now seem to conflict.		

Learn to stay in Control, we are here to deliver result and earn a reward for work well-done

Find a way to communicate and resolve every issue and let the work continue

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Managing conflict - Unresolved

If conflict is left unresolved, people become:

angry and closed to others ideas	Use energy to deal with the stress	show decreased cooperation and declining morale
Experience growing frustration and tension	Have increased absenteeism and accidents	Become less satisfied with their jobs

None of the above is good for our Mission – to deliver a safety driven, cost effective warehouse operations management support with world class customer service, honesty and integrity

If conflict is addressed directly and skillfully, employee's sense of commitment, involvement and trust can increase. It also helps people to develop creative problem solving skills and to fee valued and understood.

As a supervisor, first determine when you should get involved, then what intervention strategy is most appropriate for the situation.

Remember

we are 100% Nigerians united by a common purpose and therefore Brothers & Sisters. We cannot afford to fight members of our team

5 ways to resolve conflict

Here are 5 basic ways to resolve conflict. Identify your usual style and know alternative styles that may be more effective in certain situation.

Method	Description	When to Use	When Not to Use
Avoid/postpone (denial)	Deny problem exists, avoids the conflict or postpones dealing with it	If issue is relatively unimportant, timing is wrong. Cooling off period is needed, short-term use only	If issue is important, if issue is not going to disappear and may intensify
Suppression (smoothing over)	Differences are downplayed; give in to other person's needs at expense of your own. Surface harmony exists, may result in resentment and defensiveness	Same as above, also when saving the relationship is more important.	When others are ready and willing to deal with the issue.
Dominance (power)	Authority, position or persuasive ability wins over the opposition, win/lose approach	When a quick decision is necessary (e.g. crisis), when this method has been agree to	When losers have no way to express needs, when may result in future problems.
Compromise (Negotiation)	Each party gives up something to meet halfway, results in moderate, but incomplete satisfaction	Both parties have enough leeway to give, resources are limited	Solution is watered down, commitment is doubted by parties, original inflated position is unrealistic
Collaboration (cooperation)	Solution that achieves goals of both sides, **win/win**	When there is enough time to complete the process and parties are committed to win/win	When time, abilities and commitment are not present

This is not exhaustive - use common sense to resolve issues

Collaboration

Collaboration is often seen as the most desirable approach because it is the only one that meets the needs of both parties.

Use these steps to develop effective collaborative techniques

Conflict often involves strong emotions such as anger and fear. Acknowledge emotions and agree to focus on the issues.	Understand each person's needs or goals. What does each want from the outcome?	Talk about areas of agreement to move from opposition to harmony and create a positive atmosphere about finding a mutually-agreeable solution.
Discuss areas of difference to clarify any misunderstandings or incorrect assumptions	Generate ideas that can solve the problem and discuss. If possible, create and choose a solution that satisfies the needs of both.	

If not possible, try for a compromise to avoid further conflict.

COMPROMISE DO NOT MEAN YOU ARE WEAK

It Means You Are A Team Player

Discipline

Sometimes, you try coaching and training and reminders …. And nothing works. At these times, the supervisor's next action is to take disciplinary steps.

A written progressive policy with clearly stated actions gives the supervisor the tools needed to enforce discipline and allows an employee the opportunity to improve.

Remember WHOM Employee Hand Book, that's your tool for correction

Treat associates in a consistent way	Define the difference between serious and less serious offenses

Discipline is not a bad thing, in school they call it Dr. do good

Serious	Less serious
➢Illegal possession/use of drugs or alcohol ➢Possession of a weapon ➢Theft ➢Sabotage ➢Gross negligence ➢Harassment ➢Insubordination	➢Not following instructions ➢Safety violations ➢Profane or abusive language ➢Excessive absenteeism or tardiness ➢Leaving job without authorization ➢Not maintaining acceptable work standard

Serious offenses usually require <u>immediate termination</u>.

Less serious offenses need to be documented and follow a progressive disciplinary process.

Troubleshoot

The 4th step in getting the work done is to deal with problems as they occur.

There are any number of difficulties that can arise in any workplace. Handling them well requires good troubleshooting skills. Let's talk about the most challenging work that the supervisor must do.

Dealing with difficult associates	Handling threats or actual violence	Terminating employees	Knowing legal requirements

The best advice is "never wait until there's trouble to troubleshoot."
By remaining observant, trouble can often be averted.

Accountability goes all the way to the top.

If a **worker** doesn't do his job as instructed, he should be **disciplined**.
If his **supervisor** doesn't discipline him, his supervisor should be **disciplined**.
If the supervisor's **boss** doesn't discipline the supervisor, he should be **disciplined**.

Disciplining a worker for not performing his job is not a choice, it is a requirement.

Managing people with problems

What you may see (behaviors)			
Inadequate job performance	**Always late**	**Leaves early or misses work a lot**	**Disruptive: picks fights, uncooperative**
Increased accident rates	**Very tired or sleepy**	**Irritable or hostile**	**Unfocused Changes in usual behavior**
Possible causes (reasons)	Maybe the associate doesn't like the way he's being **supervised**, or she doesn't like the **job** itself or the **working conditions**. There may be issues with **coworkers** or the associate may have **personal issues** that are spilling over into the workplace.		

Caution:

❑ Approach these problems strictly as they **affect job performance**.

❑Get your manager and HR involved.

Violence

There is always the potential for violence in the workplace. Like other businesses, warehouses need to focus on <u>prevention</u>

Post a <u>written policy</u> statement and <u>work rules</u> to all associates

❑ State that violent acts, threats of violence and bringing weapons to work will not be tolerated.

❑ Say that the local law enforcement will be notified

❑ State what disciplinary action will be taken

Establish security measures and make sure they are followed

Install good locks, external lighting, alarms, surveillance systems, etc.	Limit access as needed, establish visitor policies

Tell people what should be done

Advise about who should be called	What should NOT be done	Train on emergency tactics

Termination

As in hiring, you may not be directly involved in terminations. However, it is important to know the process.

Termination should NOT be a surprise to the employee	Termination discussions MUST ALWAYS focus on job-related behaviors and business reasons ONLY.

Termination, no surprise, take action

No Surprises	Documented performance evaluations, any disciplinary actions, day-to-day feedback and performance measures have kept the employee informed about the need for improvement.
Take action	Allow time for the employee to improve, but if there has been no improvement, **TAKE ACTION**. Make sure you have documented all requests for improvement
Plan the meeting, follow up	➢Involve your manager ➢Have security personnel at meeting, if necessary ➢Show courtesy and respect for employee ➢Ensure person has been treated with fairness ➢Make direct and accurate statement of reason for termination ➢Don't talk too much, don't argue ➢Listen and bring meeting to an end as soon as possible ➢Document the meeting and any response

Conclusion

Warehousing Ethics—a Matter Of Trust

Warehousing is an activity in which ethics are particularly critical

Exploration of the ethical process in warehousing has value for these reasons:

The warehousing manager is responsible for property which belongs to others

A failure to keep promises made with respect to warehousing can have serious consequences.

Warehousing requires skilled and experienced workers. High employee turnover is nearly always accompanied by low skills and low trust

Management's Ethical Responsibility

The ethics of each executive can be measured by the question of whether a worker can respect and trust the boss.

There are three traits which instill man's trust in another:

The ability to get results	Integrity	Concern for people

All restructuring is designed to get results, but when workers cannot detect any improvement in what they are doing, they lose confidence in management.

Conclusion

Integrity is doing what you say you will do. Those who do things in a tricky or secretive manner lose the confidence of their employees.

Concern for people seems to be rare today.

People are still talking about the New England businessman who kept all of his workers on the payroll when his textile plant was destroyed by fire a few years ago. He explained that he needed to repay the loyalty which his workers had always shown to him.

The best of warehouse managers will show that it is possible to cut costs without cutting concern for others.

WORKERS will provide their best performance for a management team which has earned their respect. **The manager** who preaches about improving productivity while **failing to set a personal example is soon exposed as a fake.**

Ethical conduct in warehousing begins with management. Ask yourself if you have considered **any action that would erode the confidence of your workers or customers**. This is more than a human resources issue. **High trust can be a competitive advantage in warehousing.**

Trust is not awarded, it must be earned

End
Congratulations

Test for the course will follow

WELL THAT'S IT.

I hope I've convinced some of you of the **importance supervision** and **accountability** plays in running your warehouse. It's often the **primary difference** between a **chaotic mess** you are **ashamed** to be associated with, and **an orderly operation you can be proud of.**

THANK YOU FOR LISTENING!

Questions?

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