

### Workforce Intelligence that Drives Effective Decision Making

As manufacturers seek to minimize waste and improve throughput, they need to look beyond traditional workforce measurements to understand the relationships among resources such as WIP, machines, and labor. By examining how people and machines combine to affect results, manufacturers can create a sustainable competitive advantage and work toward manufacturing excellence. The solution lies in making labor performance improvement decisions that lead to increased labor effectiveness and profitability.

Workforce Analytics™ for Manufacturing, part of the Kronos® for Manufacturing workforce management solution, gives organizations the ability to assess how labor performance decisions will impact the bottom line. Managers can leverage existing time and attendance and shop-floor activities data to gain visibility into overall performance. This insight into workday performance allows manufacturers to correlate their labor management decisions with anticipated results, and gain visibility into the opportunity costs of those decisions — such as how higher quality standards may impact labor efficiency. The result is a more effective workforce that increases profitability.

#### Combining productivity insights with labor decisions

Getting this comprehensive view into workforce performance can be challenging when data is fragmented across application silos. Managers are forced to reconcile multiple measurement units; analyze past performance, current status, and future

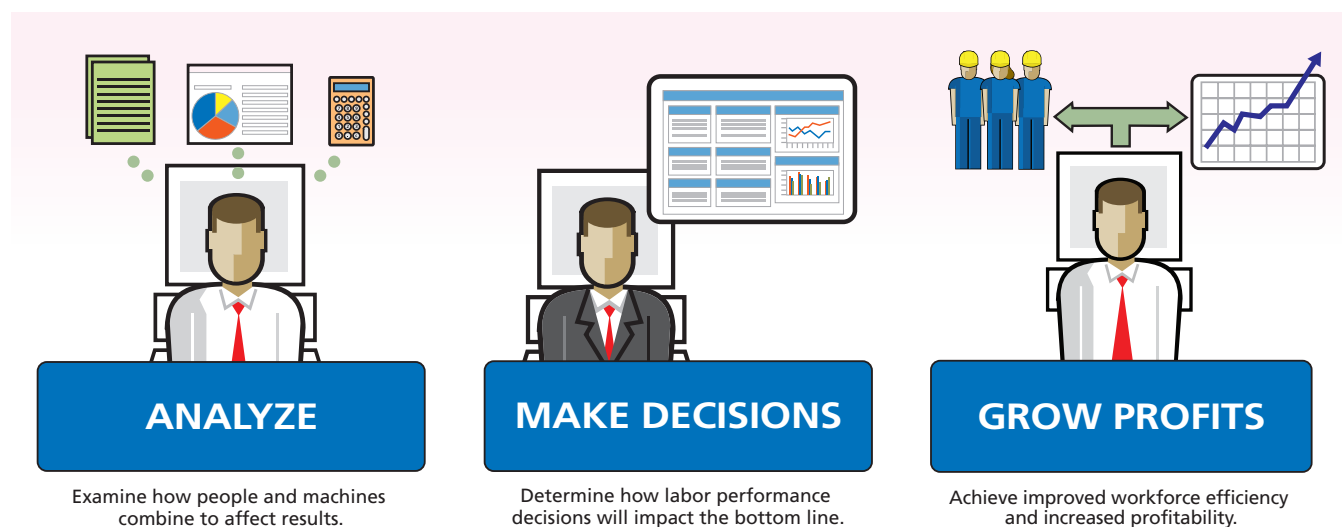
#### Key benefits

- Gain visibility into manufacturing workforce performance
- Understand cause and effect relationships to drive better decisions
- Maximize output per paid hour worked; minimize nonproductive paid time
- Reduce labor and material waste and increase profitable output

outlook; and combine information segmented by production line, products, and work groups. In this environment, it's difficult to establish the root causes of labor performance problems: Is it your people, your machines, or a combination of the two?

#### Transforming data into actionable intelligence

Workforce Analytics for Manufacturing is a workforce intelligence platform that extracts data from existing applications and organizes the information into actionable workforce insight. Data is normalized to remove redundancies and establish like terms for productivity and output measurement. The result is a single source of workforce performance information that allows manufacturers to make labor decisions in response to business demands.



## Understanding costs, increasing profitability

One of the most pressing challenges for manufacturers is to control labor costs while meeting customer demand. Understanding where labor is being used inefficiently can have a considerable impact on labor costs, since minimizing labor inefficiency can increase output without increasing costs. Workforce Analytics for Manufacturing monitors task-level activities to establish the detailed data necessary for root-cause analysis, identifying where possible reductions in nonproductive time can drive increased output.

Measurements like labor utilization, labor cost efficiency, and indirect labor cost enable organizationwide performance evaluation by directing managers to problem areas. Web-enabled dashboards summarize meaningful labor productivity measurements for daily monitoring, while interactive trend lines and graphs provide intuitive analysis of performance over time.

Manufacturers can identify sources of indirect time that add no value to the product for customers, such as WIP movement, repairs, and maintenance. Locating and addressing these areas of potential waste can reduce lead time, shrink cost, and unlock hidden capacity.

## A better measure of labor effectiveness

If manufacturers are going to make the right labor decisions, they have to understand how those decisions will impact profitable output. Workforce Analytics for Manufacturing uses Overall Labor Effectiveness™ (OLE), a unique KPI that simultaneously measures the interdependencies of labor in the critical areas of availability, performance, and quality. When monitored independently, these measurements fail to establish cause and effect relationships that are revealed through their impact on the manufacturing environment. Taken together, they create an integrated metric that allows manufacturers to continually monitor labor's impact on profitable output.

## A total workforce intelligence solution

Workforce Analytics for Manufacturing helps manufacturers of all sizes align labor and equipment resources to drive profitable output. By providing visibility into labor performance through meaningful manufacturing-driven metrics, Workforce Analytics for Manufacturing establishes the basis for manufacturers to

## Overall Labor Effectiveness

- Sets a target for manufacturing labor performance
- Provides balanced insight into workforce performance improvement decisions
- Aligns labor effectiveness with Overall Equipment Effectiveness (OEE)
- Drives continuous improvement initiatives such as Lean and Six Sigma

reduce nonproductive paid time, allowing them to increase labor utilization without increasing costs. The result is better use of labor resources without sacrificing quality output.

## Kronos for Manufacturing

Kronos for Manufacturing is a comprehensive offering of software and services designed to improve business productivity and profitability, increase resource utilization, and help ensure compliance. This comprehensive, integrated suite addresses the challenges of managing the workforce in manufacturing with applications including time and attendance, scheduling, absence management, analytics, labor tracking, and shop-floor data collection. The solution is supported by a focused team of manufacturing experts who deliver deep domain knowledge and industry best practices, which are critical to the successful implementation of continuous improvement projects such as Lean and Six Sigma.

## Kronos empowers you to effectively manage your workforce

At Kronos, we are solely focused on helping our customers solve their business problems through effective workforce management. For three decades, Kronos' integrated suite of software and services has enabled organizations to not only reduce costs and increase productivity, but also improve employee satisfaction and ultimately enhance the level of service they provide.

No other workforce management provider can match our track record of revenue growth and stability, our near-perfect customer satisfaction scores, or our aggressive investments in research and development. More than 30 million employees in 60 countries use a Kronos solution every day. Why? Because it's a solution that works.



Experts at Improving the Performance  
of People and Business™