



PRODUCTION MANAGEMENT



INTRODUCTION

Now that you have an overview of what it takes to be a successful manager, here are some other key success factors. Use the following document on a daily basis.



ASSESS CONDITION OF SALES FLOOR

Having an overstocked sales floor is just as bad as an empty one – that is why it is important to perform a floor walk each morning. Once complete, share your plan for the day with your District Manager and store management.

When doing a floor walk, check if the store is:

- Clean and refreshed
- Shoppable and merchandised well
- In low supply/high supply
- Is up to company standards

After the floor walk, assign specific floor work assignments to team. Use department specific Floor Work Log(s) to track.

When required 1-hour floor work is complete, check to ensure areas meets company standards. Provide coaching support, if necessary. Initial Floor Work Log(s) daily. Send to District Manager at end of pull week.

Quality checks:

- Pay close attention to misplaced items and past due colors/dates.
- In pull gaylord, confirm there is only one color and no quality pulls.

ESTIMATE PRODUCTION AT START OF DAY

You need to know how much product you have in order to be strategic!

The key is to focus on what you **can** control. If you realize you cannot make quota in a department, develop a strategy to overcome the deficit by 8:45 a.m. and contact your District Manager who may provide feedback or coaching.

Read and analyze the **08a – Production Summary Actual vs. Quota Graph** report to plan the day. Conduct a five-minute meeting with staff each morning to discuss.

Read the **Production Summary** report results from the day prior and review with your team during your morning meeting.

Use **Report 100p – Net Sales and Payroll vs Budget by Period** to control payroll.

Check loops at 8 a.m. and adjust the schedule, if needed. The expectation is that each store is at or below \$0 in payroll to target goal on Report 100.

Create a backup plan that identifies team members who can fill in when last minute staffing needs arise. Strategize with your District Manager who can provide support.

Be prepared to fill in, when needed. Extra hours may be required if production is too far behind. Missed quotas can affect daily, weekly, and monthly results.

MANAGE PRODUCTION ROOM THROUGHOUT DAY

Once you plan the day, it is important to manage operations and ensure the production room is running efficiently. Here is a suggested list of some key tasks:

- Check the **Production Summary** report at RMP breaks and lunch for piece count, price average, and Items Per Gaylord (IPG) daily; provide coaching support, if necessary
- Inspect as-is, trash, metal, and plastic for recyclable and sellable items
- Check quality and price of merchandise prior to rolling
- Confirm Retail Backup is providing product and hangers and doing re-reroutes
- Monitor trash and what is thrown in compactor; ensure furniture is not being sent to ROC
- Inspect workstations – look for unapproved items, excess or old tags, batched cords and toys; ensure workstation is set to PPM standards and current PPMs are posted
- Collect gaylord (raw tags) and back out unused tags/labels before completing gaylords processed and POH
- Ensure seasonal back stock product is priced, boxed, and is a good mix

RECOGNIZE STAFFING NEEDS

Plan to staff, anticipate needs, and cross train! Be cautious of plugging holes daily and ignoring the future. Prepare for the long-term, but still convey a sense of urgency. Follow up with your District Manager and Regional Director if any gaps are present.

- Create a job requisition as soon as you know of a hiring need. Delegate phone screens and first interviews to other managers.
- Proactively interview so candidates are ready to hire, when need arises
 - Store Manager has final decision before anyone is hired
 - Take candidate on store and production room tour; explain job so candidate understands what role requires
- Store management can cross train other team members on how to process in order to backfill when there is a gap; however, peers should not be training each other.
- Store management can cross train processors for other processing roles, but need to use resources appropriately.

Note: It takes 4 weeks to be an effective processor. Pulling a processor from another department, unless they are efficient in the other department, can cripple the department over time.

MONITOR, COMMUNICATE, AND PROBLEM SOLVE

You cannot learn problem solving by watching others, you need to step in and experience it. Observing what is on the sales floor and in the back room is key.

Use the Basics of Production job aid along with reporting to identify the root cause of low price average, piece count, and sell thru. It is also important to differentiate between not having enough product vs someone not performing to expectations.

Here are some examples:

- If quota is met, but sales floor is empty, monitor pieces reported vs raw printed tags/labels to prevent or identify padding.
- If back room is full of product and there is space on the sales floor, some team members may be underperforming and problem solving may be appropriate here. See a District Manager for more information.
- If there are new production team members, their performance is likely at half speed. It is up to you to plan for this and adjust, as necessary.
- If there are staff issues, check in with the District Manager and state how to resolve. Sometimes new management does not realize there is a problem.