

Manufacturing Job Profiling

Starbucks Roasting Plant
Kent, Washington



The Company

Starbucks Coffee Company is a high growth, high profile retailer of specialty coffee. In the late 90's they experienced exponential growth as they launched new markets in Europe and Asia while continuing rapid growth in the US. To support growing coffee volumes, they needed additional production capacity and consistency.

Issue

Initial production teams required few operators. With low turnover and small volumes, training by observation and job shadowing with experienced operators was sufficient to sustain the workforce.

With increasing volumes to support rapid growth, roasting and packaging operations scrambled to keep up with demand. New operators were needed to add lines, expand shifts and soon to open new facilities. The former model of training delivery could not keep up. A formalized system to hire and train production workers was needed to keep up with demand.

Under the old model, each operator emphasized their own methods. Informal learning from multiple operators led to confusion with varying methods of machine operation, adjustment and troubleshooting. Quality suffered. Quality issues affected staff morale and pride in workmanship, as well as customer satisfaction.

To break this cycle, management first needed to know what was required of the job. What was essential? What skills did it take? How did we know when people did it right?



Solution

Identifying model operators and profiling their performance revealed what was essential. Performance profiles for all jobs in manufacturing could instill consistency in hiring, training and managing operations.

Job profiling was initiated as a foundation for performance models and standards across manufacturing. This foundation included:

- Identify key tasks for each job
- Analyze skills needed to perform tasks
- Design technical training modules
- Develop materials to support delivery
- Develop training delivery skills in experienced operators
- Organize a system of delivery to be used at new facilities

Solid and consistent performance models enabled operations to ramp up staffing, increase production and maintain quality. This performance system could then be used as a framework for opening new production facilities.

