

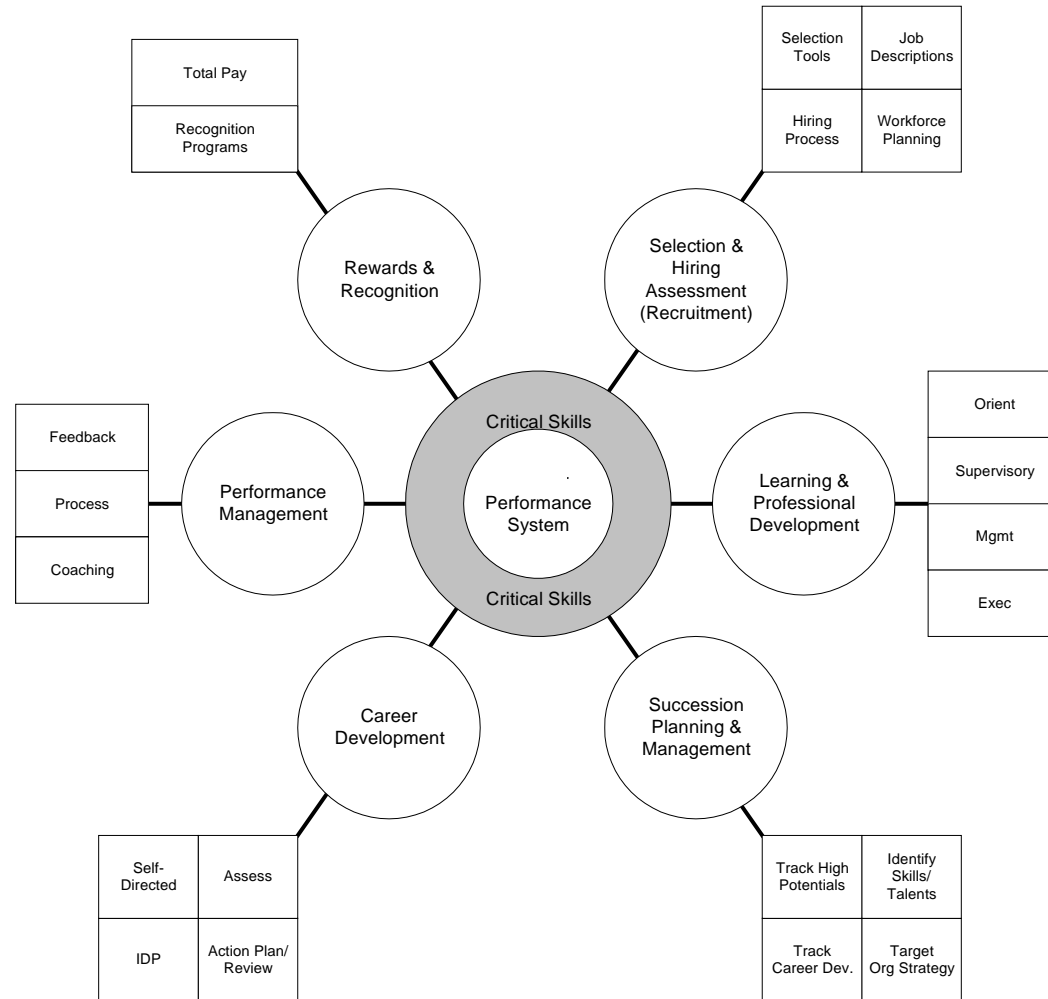
# Building a Performance System

*Creating an Architecture for  
Performance*

# Creating an Integrated Performance Management System

- Analyze performance
- Create a performance system
- Develop tools to support the system

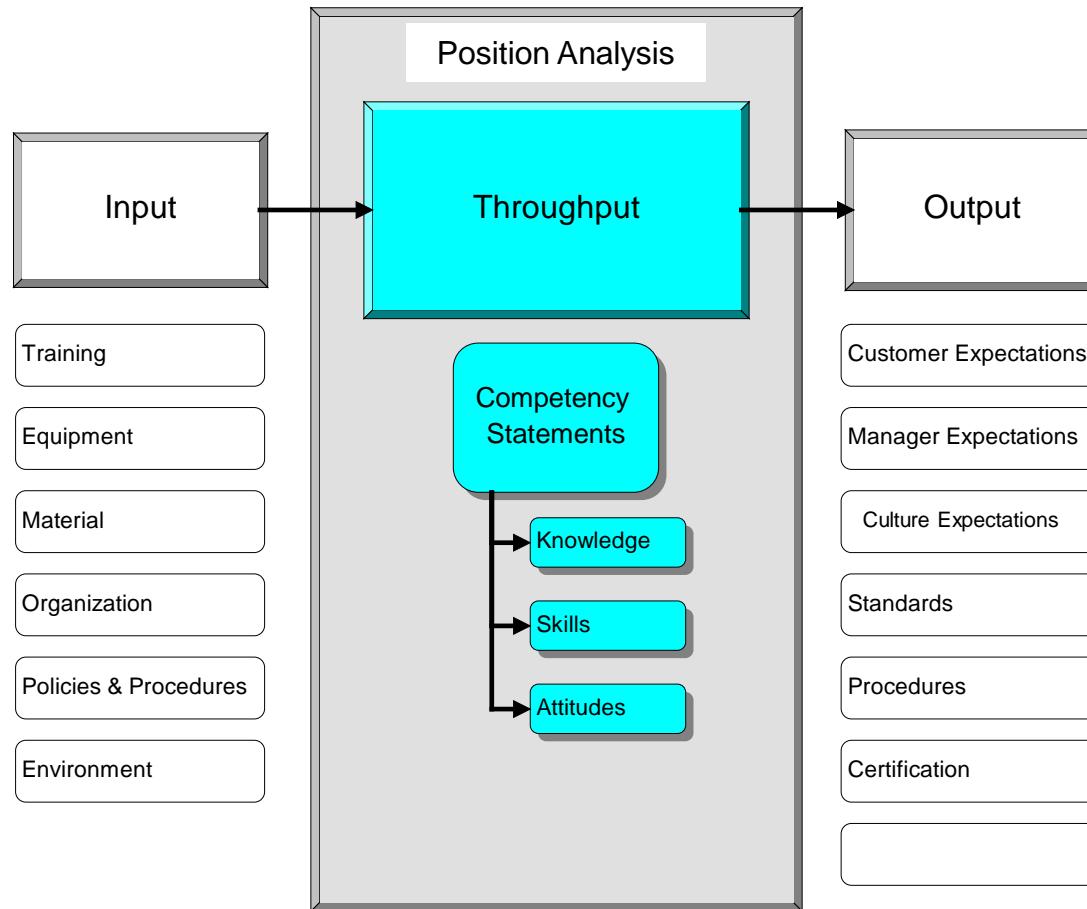
# Performance System



# Job Analysis

- Performance Building Block
- Performance expectations
- Task descriptions

# Performance Analysis



# Picker Performance Analysis

Job	Tasks	Performance Expectations	Skills
Bulk Picking	Annotate Pick Document	<ul style="list-style-type: none"> <li>All picks circled</li> <li>Initialed by picker in corner</li> <li>Exceptions clearly noted and initialed</li> </ul>	<ul style="list-style-type: none"> <li>Reading (5-6)</li> <li>Math (5-6)</li> </ul>
	Pick pack-error	<ul style="list-style-type: none"> <li>Correct pick-pack errors (CSR ordered less than the pick-pack) (All that's left in inventory)</li> </ul>	
	Respond to empty primaries	<ul style="list-style-type: none"> <li>Call-in empty primaries</li> </ul>	
		<p>If stock onhand:</p> <ul style="list-style-type: none"> <li>Note let-downs on pick document</li> <li>Continue picking</li> <li>Follow-up on let-downs before next document</li> </ul>	<ul style="list-style-type: none"> <li>Reading (5-6)</li> <li>Math (5-6)</li> </ul>
		<p>If no stock onhand</p> <ul style="list-style-type: none"> <li>OK'd by equipment operator or lead</li> <li>Note zero-fill on pick document</li> </ul>	
	Report damaged merchandise	<ul style="list-style-type: none"> <li>Clean-up, report, and dispose damaged perishable merchandise</li> <li>Note SKU and location on damaged case and place back on shelf</li> </ul>	
Picking	<ul style="list-style-type: none"> <li>Read pick document</li> <li>Add/subtract pick-pack multiples</li> <li>Pick in sequence</li> <li>Pack everything except heavy items (ISI charges, mocha powder, 12 pk. Syrup)</li> <li>Pick at a rate consistent with the team and workplace for the day (avg.=88 pieces/person/hr)</li> <li>Match document w/label w/summary</li> <li>Ensure all boxes labeled/packed properly (current 97.9%; goal 99%)</li> </ul>	<ul style="list-style-type: none"> <li>Reading (5-6)</li> <li>Math (5-6)</li> <li>Operate manual pallets jacks</li> <li>Lift 40 lbs. Safely</li> <li>Operate tape gun</li> <li>Operate box knife</li> </ul>	

# Manager's Tools

- Performance Management
- IDPs
- Hiring profile
- Team deployment

# Manager's Tools

## Retail Warehouse Skills Roster

Retail Warehouse Team	Annotate pick document	Pick-pack error	Respond to empty	Report damaged	Bulk Picking	Zone picking	Host	UPS	Carousel	Packing											



Machine Operator

Basic Skills

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# Employee's Tools

- Employee overview
- Skills checklist
- Goal setting

# Employee Tools

## Order Fulfillment Tasks:

- ❑ *Pick orders in a zone, Retail picking*
  - All picks properly indicated on paperwork
  - Pick in sequence
  - Pick at a rate consistent with the team and workplace for the day
  - Ensure all boxes labeled/packed properly
  
- ❑ *Pick orders in a zone (SSM picking)*
  - All tasks as in Retail Zone
  - Apply address, shipping and paperwork enclosed stickers
  - Keep orders together
  - Remove needed product, send with lift drivers back to overstock
  
- ❑ *Pick bulk orders (Retail bulk)*

## Information Services Tasks:

- ❑ *Read and act on order information*
  - Go to location, verify SKU, check date
  - Use hand-held RF unit for picking
  - Pick to paper when needed
  - Call-in empty primaries
  - Exceptions clearly noted and initialed
  - Report damaged merchandise
  
- ❑ *Report damaged inventory*
  - Clean-up, report, and dispose damaged perishable merchandise
  - Note SKU and location on damaged case

## Material Handling Tasks:

- ❑ *Build Pallets*
  - Recognize properly built pallets
  - Recognize Costco Pallets
  - Stack pallets properly
  - Recognize condition of pallets and products on pallets
  
- ❑ *Prepare product for overstock or picking (Prep)*
  - Inspect merchandise for quality
  - Re-build pallet in pickable units
  - Dispose/recycle packing materials
  - Check labeling
  
- ❑ *Stock merchandise*
  - Stock product into primaries
  - Consolidate pallets
  
- ❑ *Handle boxes*
  - Build boxes
  - Use tape gun
  - Use box knife
  
- ❑ *Build kits (Frappuccino)*
  - Build a box
  - Assemble kit components
  - Pack components



Picker

## Basic Skills

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# Career Pathway



**Order Picking**

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Basic Skills

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**Forklift Operator**

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Basic Skills

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**Warehouse Lead**

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Basic Skills

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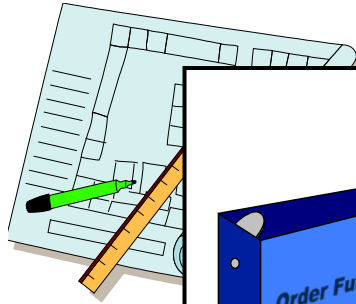
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# Learning System

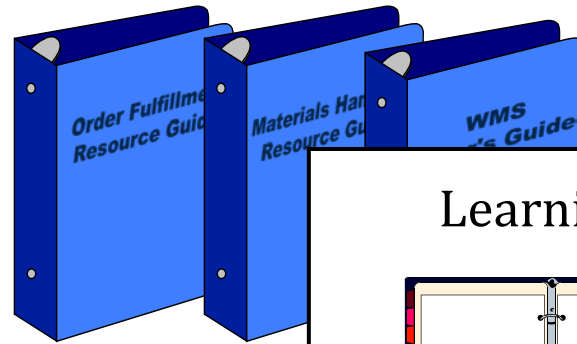
- Performance expectations linked to Talent Management System
- Performance-based learning materials
- Train-the-trainer
- Implementation coaching

# An Integrated Learning System

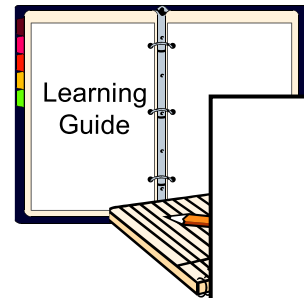
Job Analysis



Reference



Learning Materials



Training



Develop  
& Implement

# Learning System Components

Pieces	Description
Profiles <ul style="list-style-type: none"><li>• Packers</li><li>• Machine Operators</li></ul>	<ul style="list-style-type: none"><li>• Training checklist of task/performance expectations</li><li>• What frontline need to demonstrate for good performance</li><li>• For on-boarding new employees, can be used with existing staff</li></ul>
Learning Guides <ul style="list-style-type: none"><li>• Packers</li><li>• Machine Operators</li></ul>	<ul style="list-style-type: none"><li>• Used in conjunction with profiles</li><li>• Have objectives and sequence learning to support task/performance expectations</li><li>• Sequenced to how people learn, not to job tasks</li><li>• Sections with various modules within each section</li></ul>
Resources <ul style="list-style-type: none"><li>• Resource Guides</li><li>• Quality Protocols</li><li>• SOPs</li></ul>	<ul style="list-style-type: none"><li>• Edited information covering the basics including terms, tasks, how-to's</li><li>• Like version of 'how you do the job'</li><li>• Adaptable documents</li><li>• Quality standards/procedures</li><li>• Standard operation procedures for packaging equipment</li></ul>