

Workflow: Operational Guidance and Execution

Toolkit 3.10

Shift Management

target audience

Managers.

what it is

This toolkit focuses on the key success factors for effective shift management and planning. Essentially, it is an organisational and HR management capability.

why it is important

Managing a shift-based operation requires additional effort, planning and resources. Managing shifts efficiently ensures consistent productivity and with limited variability in process, quality, and output.

success factors

- **Effective organisational and HR resource planning** – Ensure availability of staff with the correct skills. The shift plan should also accommodate an element of absenteeism. Shift planning should also allow for training time to ensure an adequate skills level.
- **Standard shift starters and handovers** – Ensure structured shift starters and handovers (see toolkit 3.9 Shift Starters and Handovers).
- **The ability to react to the situation and operational requirements** – This includes the ability to react to short interval controls and feedback during shifts and action that needs to be taken such as resource reallocation.
- **Confidence and communication** – This is achieved by having a defined plan, well communicated, as well good shift handover procedures.
- **Productivity** – An indicator of effective shift management is the reduction in crisis management, exceptional or abnormal problems, and overtime. It has been shown repeatedly that standard shift starter procedures and handovers, proper planning, clear priorities, and communication significantly reduces crisis management, non-compliance, and the cost of rework and overtime.

execution steps

Adequately covered under success factors.

assessment questions

Please Note: There is no minimum / maximum number of questions you can add.

1.	Is your shift planning efficient and predictable?
2.	Do you have adequate skilled labour to resource each shift, with enough flexibility in the case of absenteeism?
3.	Do you have the ability to re-allocate resources, i.e., agility, in the event of the situation requiring this?
4.	Do you have structured shift starters and handovers as a SOP?
5.	Are your shift teams well informed and confident in the targets and the activities they are accountable for?
6.	Is the productivity and performance of shifts at the same high level?