



Best Practices with People & Processes: Can You Afford Business as Usual?



Timothy D. Hill, Ph.D., CLSSBB

International Consulting Industrial & Organizational Psychologist & Educator
"Providing Working Solutions to Human Resources Problems by aligning people with their work."

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Express Professional Services and Dr. Timothy D. Hill paired up to deliver a business breakfast called:

**Best Practices with People & Processes:
*Can You Afford Business as Usual?***

Three dozen firms attended a business breakfast hosted by Express Professional Services. Hill, a consulting Industrial and Organizational Psychologist and global leader in Best Practices, gave the talk that described how area businesses could continue to improve and profit even in hard economic times.

Express asked Hill to address cost savings opportunities for London and area businesses. Hill started his talk by saying that he was always surprised by the differences in best practices between North America and other parts of the world. Hill has been connected with Toyota since the 1980s and reminded people that Toyota does two things exceptionally – their human resources and build cars.

Hill started with the observation that North American businesses were working hard to lose money – money that would have helped business remain competitive. "It's as if every time they made \$3, they were prepared to

lose \$2 because they didn't have best practices," Hill said. He praised the work that the City, the LEDC and The Chamber of Commerce had done to bring new businesses to London, but added that our businesses need to show more return on investment from their people and processes so that the community would benefit.

Twelve sectors important to the London and area economy were reviewed. For each sector, improvements from best practices with human resources and production were presented.

The London sectors were: Aerospace, Automotive, Call Centres, Food & Beverage, Government, Healthcare, Human Resources, Logistics, Manufacturing, Packaging, Service Sector, and Supply Chain Management.

"The businesses our economy relies on are seriously hampered," Hill said. "These businesses deserve better than a 50:50 chance for survival."

Hill described error rates in hiring employees, production, quality and more. "The cost of defects is tremendous." To drive that point home, Hill asked participants to complete a brief survey that measured potential for business improvement.

The participating companies ranged in size from just over a dozen to a thousand. The average savings from using best practices was over \$3 million/year.

Savings came from using best practices on two fronts: people and processes. The people front meant that organizations could reduce the error rates associated with hiring, training and performance management. Human resources leaders could then show their companies that HR could be a major source of savings. This is important as most HR leaders cannot bring any information to the boardroom about sales or production. HR doesn't sell or make anything. Best practices with people, however, can cut training costs, reduce turnover and absenteeism and align people with business goals.

The process front meant that organizations could reduce their manufacturing and delivery error rates – from making widgets to delivering services. Best practices also refer to Lean, based on the Toyota Production System. Hill has worked in the private and public sectors, with NGOs and non-profits.

Hill leads efforts across Canada in bringing Lean to human resources, government services (municipal, provincial/state and national), manufacturing and more. For a copy of the presentation that connects best practices and lean to London's 12 sectors, contact Hill at drtim@kyoseicanada.ca.

Did you know? Companies have huge losses when they don't follow standard work or adopt Lean best practices?

Dr. Timothy D. Hill is an Industrial and Organizational Psychologist, a Certified Lean Six Sigma Black Belt, serves as the Invited Professor, Corporate Social Responsibility at King's University College at the University of Western Ontario and is the Chair of the Change Canada Charitable Foundation. He has delivered best practices globally for 25 years.

Consider: Most firms will lose 3-20% of their gross sales when they don't use Lean best practices to cut the cost of their defective goods.

Consider: Service sector businesses are also hurt by poor quality. Lean best practices apply to call centres, governments and more. Think about the error rate, delay time or waste of time when you call for support, need a municipal form, or request a service. Getting it right the first time, with no mistakes and on time are important in services, too. Smooth and timely delivery of service is important in government and service..

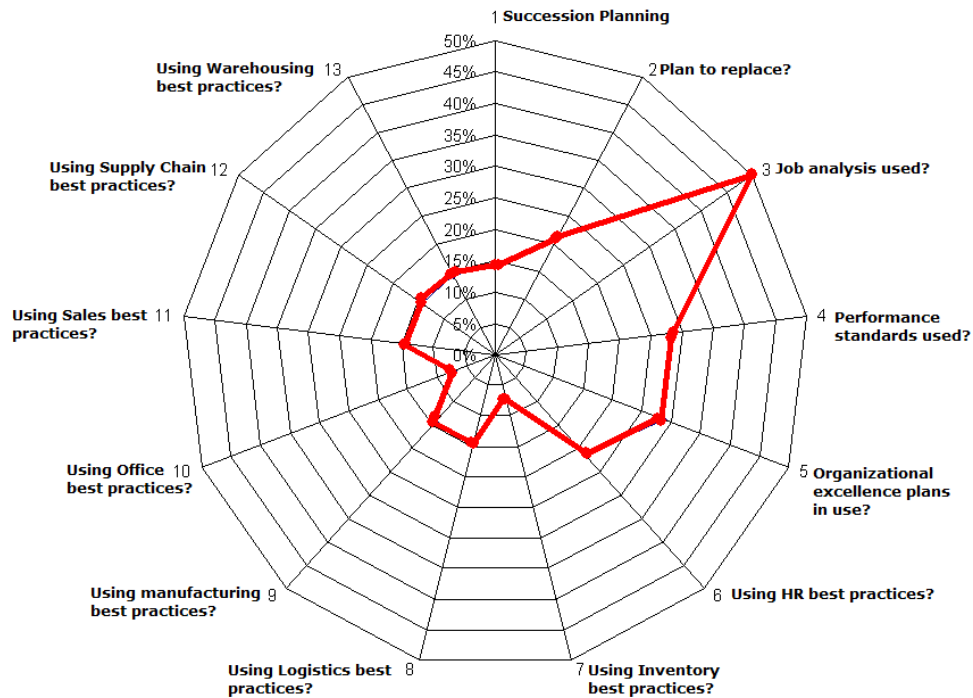
Consider: Hospitals could cut their infection rates by following Lean best practices for hand washing. The CBC found 250,000 (1 out of 9) Canadians a year pick up infections in hospitals while being treated for something else. More than 8,000 die a year as a result. That's more than breast cancer, AIDS and car accidents combined. Most deaths can be prevented by simple hand washing. The CBC found doctors walk past the sanitizers while going from patient to patient with many cleaning their hands only 10-20% of the time.

Did you know? Of 13 areas critical to success, only one area was successfully used by half the participants?



See following legend and explanation.

Express Employment Professionals offers a full range of professional staffing services. Contact Pete Williams (519 963 3890, pete.williams@expresspros.com) or Tracey Johns (519-963-3889, tracey.johns@expresspros.com.)



Legend: All questions have Yes/No answers. Numbers above are percentage of respondents who answered "Yes."

1. Succession Planning: Is there a succession plan in place?
2. Can important people be replaced in a timely manner?
3. Is there job analysis to drive job descriptions?
4. Are performance standards and expectations measurable and communicated?
5. Is there an organizational excellence plan in action now?
6. Are you using best practices in Human Resources?
7. Are you using best practices in Inventory
8. Are you using best practices in Logistics
9. Are you using best practices in Manufacturing
10. Are you using best practices in Office and Administrative tasks?
11. Are you using best practices in Sales
12. Are you using best practices in Supply Chain
13. Are you using best practices in Warehousing