

Moores Furniture

MOORES
FURNITURE GROUP



Benefits summary

- Reduction in absence levels, as calculated by the Bradford Factor, fell from 5.5% to 4.2%
- Harmonisation of absence management policies
- £260,000 in overall savings from reduced absence, improved productivity, and overtime management and real-time visibility to data
- Single data entry point significantly improved overall efficiencies
- Improved payroll efficiencies
- Bottom line benefits – elimination of manual administration tasks and other non value added activities
- Excellent management information – able to make better informed decisions
- Health and Safety improvements – better visibility of who is on site
- Real time availability of data speeds up decision making
- Supports drive for continuous improvement within the organisation
- Shop floor productivity gains

Moores Furniture selects Kronos as part of its continuous improvement strategy

About Moores Furniture

Moores Furniture Group is a leading manufacturer and the market leader in the supply of quality kitchen and bathroom furniture in the UK, to both public and private house building markets. Based on a 30 acre site at Thorp Arch, Wetherby, the company employs over 1,000 staff. The factory itself extends over 600,000 square feet.

Project scope

As a lean manufacturer and as part of its drive for continuous improvement, Moores identified a number of inefficiencies with its staff timekeeping and payroll processes and subsequently set out to find a system to automate these procedures. A decision was made to select Kronos and the system was shown to a wider audience at Moores. Richard Tattersall, Operations Director at Moores recalls seeing the system for the first time, "It was a real eye-opener. It was immediately obvious that Kronos was a lot more than a timekeeping system. It made me think about all the other employee processes we had, and how they could be linked together alongside Kronos".

The project specification was rewritten and Kronos was selected following a thorough vendor selection process. Richard explained, "We found Kronos to be a highly professional vendor. They were responsive, honest and proactive at the tender stage and were given an excellent reference from Masco, our parent company in the US, for whom they are a preferred supplier. The project was delivered on time and to budget and confirmed that we had made the right decision in selecting Kronos"

Business challenges

Moores had identified that its staff timekeeping and payroll systems were trailing behind the standards required by such a world-class organisation with state of the art facilities at every other level of its business. Shop floor staff recorded their working time with manual punch cards; the payroll department would spend hours every week preparing payroll spreadsheets for sign-off; there were a number of "stand alone" systems each holding their own employee information and the process for recording working hours and paying staff accurately each week had become time consuming and inefficient.

The solution

Kronos Workforce Central™ was selected by Moores and a number of interfaces have since been built into its existing systems for absence management, payroll and HR. All employees including Directors record their working hours using swipe cards with photographic ID.

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Richard Tattersall, Operations Director, Moores Furniture

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Sharon Tyson, Kronos Project Manager at Moores

Business benefits

Reduction in absence levels

Absence monitoring is now significantly more accurate with Kronos. Absence data is collected in real-time and management reports are used to analyse trends and frequency of absence. The Bradford Factor has also been introduced to provide further analysis. Moores know that they have low absence rates compared with the manufacturing sector generally, and that absence has continued to reduce since the introduction of Kronos.

Real time availability of information speeds decision making

It is essential in a manufacturing environment that production lines are up and running on time each morning and this depends completely on the availability of the correct number of staff to man each line. Absent staff means that work cannot start immediately and valuable production time is lost. Using Kronos, operations managers can see instantly from their desktop report who is available for work. Any absence is noted, available staff are easy to identify and production line transfers are dealt with swiftly to enable work to start. Moores estimate that even with absent staff to deal with, work can generally start within 10 minutes of the 8:00am start time. Before Kronos, it occasionally took some significant time each day to work out who was absent and to manage the staff transfers – resulting in a considerable amount of production down-time each week.

Improved payroll accuracy

Payroll accuracy has increased since the introduction of Kronos – data is now electronically transferred from the data collection points, checked for accuracy and transferred over a secure interface into the payroll system. By eliminating the manual transfer of data from the clock cards and then into the payroll system, possible errors have been reduced.

Bottom-line benefits

The web-based nature of the Kronos system means that information on employee working hours is delivered from the data collection units directly to the desktop – no need to decipher manual clock cards or to transfer this data onto spreadsheets. Sharon Tyson, the Kronos Project Manager at Moores explained, "We used to have people tied up for hours and days doing routine payroll admin work which is now all handled by Kronos. The efficiency improvements have resulted in being able to re-deploy members of staff into more value-added activities".

Future developments

Moores are now considering an upgrade to their system and as part of this work they will be looking at the Kronos Workforce Attendance™ module. This application will automate and streamline the administration and application of Moores absence policy.



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