LABOR PERFORMANCE
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Empl. Labor Performance Data Report

Employee File Maint.

Clock Cd. Entry & Editing

Clock Card Edit List

Earnings Register

Payroll Interface

Labor Transact. Processing

Labor Transaction Register

Labor Performance

Department Cross Reference

Labor Performance Report

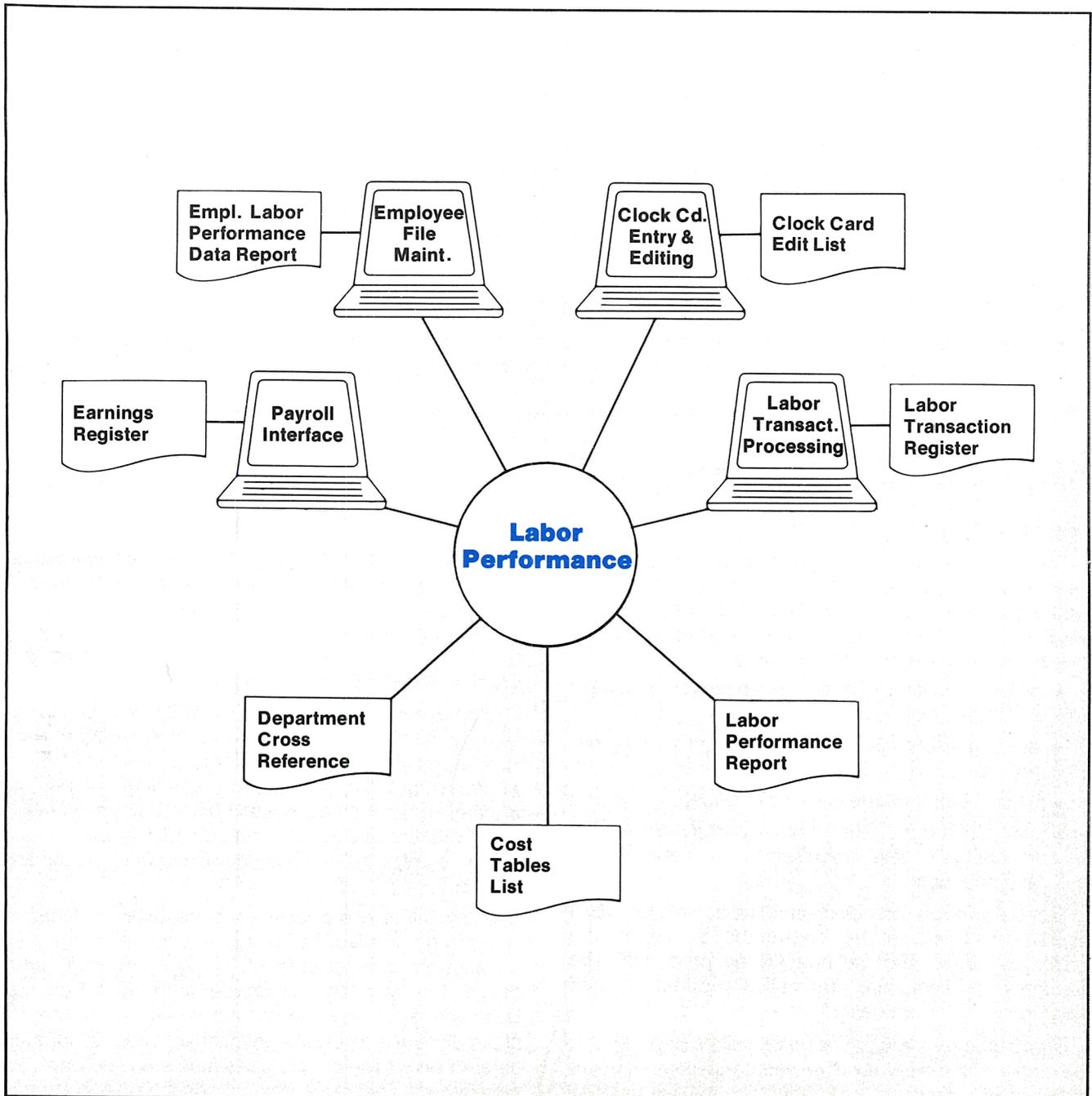Cost Tables List

Application Overview

Labor Performance (L/P) is a vital tool for identifying productivity problems and improving labor utilization. It provides for easy and efficient entry, tracking, editing, and reporting of employee labor performance statistics and earnings. The accuracy of data posted to MCBA's Payroll package is effectively monitored through L/P. The package includes the following features:

- Accesses all features through convenient menus.
- Allows reports to be optionally spooled for display or later printing.
- Provides for multiple companies.
- Controls access to data with a security system.
- Provides for centralized data entry of labor transactions.
- Breaks labor out into direct and indirect status.
- Generates payroll attendance records for use in calculating payroll.
- Provides for incentive pay.
- Supports clock card entry and editing.
- Tracks employee attendance.
- Prints the *Labor Performance Report,* showing an analysis of each employee's and foreman's performance and productivity.
- Reports on salaried employees as well as incentive earnings.
- Supports crew labor reporting.
- Provides for the entry of regular, overtime, and doubletime wages.
- Interfaces with MCBA's Payroll (PR), Shop Floor Control (SFC), Job Costing (J/C), Standard Product Routing (SPR), and Inventory Management (I/M) packages.

Application Details

Employee Master Maintenance

The employee master file maintained in the MCBA Payroll package contains most of the essential employee data required by the Labor Performance package. Additional fields for each employee are interactively maintained by this package:

- a flag indicating whether the employee is usually on incentive or hourly pay
- labor grade code (specifying usual dollars per hour rate)
- usual location where work is performed
- standard hours, direct hours, and indirect hours for week-to-date, month-to-date, year-to-date, and prior year

Standard hours are calculated using the standard figures assigned to the operations on which the employee works and the quantity he produces. The accumulation fields are automatically updated when labor transactions are posted.

The *Employee Labor Performance Data Report* prints the detail of the week-to-date, month-to-date, year-to-date, and/or previous year hour accumulations. The user may select to print only those employees whose percent performance, percent direct hours, and/or percent productivity satisfy the specified range limits for the periods selected.

Clock Card Entry and Editing

Employee attendance data is maintained in the clock card transaction file, which allows for the entry of date, shift, clock in and clock out times, number of hours worked (regular, overtime, and doubletime hours), and whether or not the employee is being paid on incentive for this period of time. The duration of non-paid breaks can be entered if the employee does not clock out and back in.

Many validations of data are done to assure that time is correctly entered. For example, multiple clock card transactions can be entered for each employee each day, but no two can include the same period of time. Data entered in this file can be posted to the payroll attendance file to create paychecks. Data is normally entered on a daily or shift basis and is posted once per pay period. The clock card transaction file is purged

through a cut-off date each time earnings are posted to the Payroll package.

The user can specify various shift premiums (shift differentials) in dollars per hour. Pay may be recorded for employees who are on incentive for some jobs while being paid an hourly rate for others. A running total of hours accumulated by each employee is kept and displayed on the screen for use in determining overtime and doubletime. An audit trail records the user's initials, the date, and the time whenever a clock card is changed.

The *Clock Card Edit List* can be printed for one or all locations over ranges of date, shift, employee, department, and change date (the last date when changes were made to a clock card in change mode). The user has the option to print only those clock cards covering time during which the employee was on incentive pay in order to match them with labor transactions. Alternatively, all clock cards with no corresponding labor transactions can be printed to help spot labor ticket omissions.

Labor Transaction Entry and Editing

The labor transaction submenu provides for the entry and posting of labor ticket data, which breaks labor out into direct and indirect status. This data is used in the *Labor Performance Report* to detail employee and foreman performance. Also entered here is labor activity data, which is posted to the Shop Floor Control and Job Costing packages, and employee incentive data, which will determine incentive wages if posted to Payroll.

The labor transaction submenu provides for add, change/inquire, and delete modes. Transaction records include such data as:

- date, shift, and location
- employee number or crew number
- start time, end time, and time elapsed
- operation, shop order number, job number, or routing number
- work department and work center
- quantity completed, quantity rejected, and quantity scrapped
- standard machine hours, standard number of men, and standard hours worked.

The elapsed time automatically defaults to the difference between the end time and the start time. Alternatively, the user can manually enter a lesser amount to accurately spread the actual time worked on multiple tasks within a single work period. If the end time is omitted, it is automatically calculated from the start time and time elapsed.

Data is entered either daily or for each shift. The labor transaction file may be optionally sorted, grouping all of an employee's labor tickets together so the *Labor Transaction Edit List* may be easily checked for inconsistencies prior to posting. Labor transactions are generally posted daily, purging the labor transaction file.

For greater efficiency, the package provides for entering crew labor tickets with up to nine crew members instead of entering the same data for individual employees within the crew.

To assure that all clock card time is covered by one or more labor tickets, a running balance of remaining clock card time is displayed. Data entry is speeded and made more accurate if MCBA's Shop Floor Control, Job Costing, or Standard Product Routing packages are in use since data from existing shop orders, jobs, or routings is automatically used.

Labor Performance Report

The *Labor Performance Report* provides for analysis of three measurements: percent performance, percent direct hours, and percent productivity. Detail is reported for all labor transactions with totals by employee and, optionally, by operation.

Percent performance represents how efficiently the employee worked on direct labor operations. Direct labor is defined as those operations which contribute directly to the completion of products. Percent performance is measured by comparing the standard hours allocated for the completion of a given quantity of an item to the direct hours spent on the task. This standard is normally entered via the Standard Product Routing, Shop Floor Control, or Job Costing packages, but can also be manually entered in the Labor Performance package.

Percent direct hours is the ratio of the direct hours an employee worked to the total hours he or she worked. Total hours includes both direct labor and indirect activities which do not directly contribute to the completion of an item, such as setup and inspection operations, time spent waiting for materials, and machine down time. Percent direct hours shows what portion of the employee's time was spent doing productive labor. It measures the effectiveness of the foreman as much as that of the employee in using his time most productively.

Percent productivity is the ratio of standard hours to total hours worked. It measures the combined effectiveness of the employee and the foreman. The employee can influence the statistic by working more efficiently on direct labor operations, and the foreman can influence it by utilizing the employee more frequently on productive tasks.

The *Labor Performance Report* uses a number of ranges to allow as much versatility in reporting as possible. The statistical output of the *Labor Performance Report* is similar to that of the *Employee Labor Performance Data Report* except that detail is at the transaction level rather than at the level of weekly, monthly, and present and previous year accumulations.

Payroll Interface

Through interface to the MCBA Payroll package, the user can change the quantity completed or incentive

rate without affecting the *Labor Performance Report* or labor activity posted to the Shop Floor Control or Job Costing packages. This is useful in the event, for example, of a disagreement between an employee and the time keeper/foreman with regard to a quantity completed or incentive rate. The conflict can be temporarily resolved in the employee's favor for the current pay period and later corrected for the next pay period.

The *Earnings Edit List* reports earnings established in both the clock card transaction file for hourly employees and in the incentive earnings file for employees paid on incentive. The report shows each original clock card entered, followed by all incentive earnings transactions posted against that clock card which have been entered through the labor transaction entry and editing application. The *Earnings Edit List* may be printed for a number of specified ranges.

Earnings from both the clock card transaction file and the incentive earnings file can be posted to the payroll attendance file in the Payroll package. An *Earnings Register* is printed during posting, and posted transactions are purged from each file.

Special Functions

- The detailed data used in the *Labor Performance Report* may be deleted through a selected date to save disk space. This function is generally run at the end of the week, month, or year.

- The cost tables file is shared by many different MCBA packages. There are a total of twelve tables, all of which can be maintained in the Labor Performance package. The Labor Performance package uses the department, cost type, work center, labor grade, indirect hours code, and shift premium tables. Reports showing all codes can be displayed, spooled, or printed.

- The department cross reference table file is used in posting earnings to the Payroll package. It matches the non-numeric manufacturing work departments and numeric departments in the Payroll package. The user can interactively maintain cross reference data. A report of the file contents can be printed.

- The week-to-date, month-to-date, and year-to-date hours accumulation fields may be cleared for all employees by a simple interactive module. When the year-to-date fields are reset to zero, the accumulated figures are stored in the prior year historical files.

- The control records of all files maintained in the Labor Performance package can be displayed. The record size, current record count, current count of records that are in sorted order, maximum number of records the file can hold, and number of records that are logically marked for deletion are shown, allowing the user to check the integrity and status of the files and see how much space remains in each file. A user-friendly module expands the file when needed.

- A special report management subsystem allows reports to be displayed, printed immediately, or spooled on disk for later printing of one or more copies.

Coding Standards and Documentation

Complete source code is provided. It is written using structured coding techniques. Commonly used functions are modularized into sub-routines to facilitate modification.

A *Software Reference Manual* contains all the necessary technical information for the programmer or installer. The easy-to-understand *User's Manual* guides the operator with both overviews and function details. Each manual is provided in a neat three-ring binder with convenient thumb tabs.

Interfaces to Other MCBA Packages

The Labor Performance package is designed to interface with five other MCBA Manufacturing System packages: Payroll (PR), Shop Floor Control (SFC), Job Costing (J/C), Standard Product Routing (SPR), and Inventory Management (I/M). The Payroll package is the only package necessary for the operation of Labor Performance.