

CASE STUDY

Facilitating a Struggling Centre's Need for Rejuvenation



Background

Client x operates a high quality service located in Tamworth, New South Wales. Familiar with the business and the childcare industry, the client quickly identified that bottom line profit was starting to decline, impacted mainly by the pressure of increased wages. The centre Director was low in morale and suffering a lot of frustration with the lack of relief staff that were available - an all too familiar story for some centres. Agency staff were being used as well as casual staff, and wages were looking like blowing out even further in future projections.

The client was certain of the problem, however lacked the time and the childcare expertise to rectify the situation. Maximise was asked to consult with the service to find a solution.

Situation Analysis

Maximise carries out a situation analysis to determine the reasons for the centre's consistently high wages, consulting with centre staff on site, analysing wage management practices and studying the current rostering system process. Maximise also meets with the Director to assess their job satisfaction and identify any areas of concern.

Recommendations

Maximise provided the client with a full report detailing findings and specific strategies and recommendations to rectify the problem. The recommendations were implemented by the client with Maximise providing ongoing support in their integration into the centre.

Specific recommendations included:

- Introducing a roster day off system to cope with overstaffing;
- Changing staff from casual to full time to better manage resourcing;
- Introducing a trainee into the service as an additional floater to supplement any staff sickness;
- Introducing an internal leave policy;
- Introducing team building activities to increase staff morale;

- Incentivising staff and the director by establishing key performance indicators (KPI's) to benchmark and reward achievement.

Results

Maximise provided ongoing phone support for the client to monitor the implementation of recommendations, eliminating further management costs until the next review was required. In a short space of time, some key outcomes were achieved, all of which had flow on effects to other parts of the centre.

The incentive plan and establishment of KPI's had a strong, positive impact on the centre Director who became enthusiastic about her future and eager for her professional development. This led to better leadership of staff and a more dedicated team.

Overall wages were reduced with the new approach to staffing, which provided a core stable staff resource coupled with flexibility to cope with peaks and troughs as demand changed.

Staff and children experienced greater stability with the new roster system.

Key Learnings

The key to success was the client's and Director's commitment to high quality service provision, and the early involvement of an outside consultant. Should the client have left it too long, or tried to handle the issue without the proper support of an expert consultant, the issues may have permeated through the business and manifested themselves in other areas. Utilising all three parties to tailor a solution meant that the problem was caught early and failed to have time or opportunity to spiral out of control.

With the business now performing well, the client can be sure that his valuable investment achieves the best sale price.