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Consulting Group



CHANGING SCHEDULES DELIVERS RESULTS

*How the CCG Methodology
Identifies Opportunities,
Builds Buy In, and Carries
Solutions Through
Implementation.*



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How the CCG Methodology Identifies Opportunities, Builds Buy In, and Carries Solutions Through Implementation

Executive Overview

A work schedule shapes how a company operates, as well as how its employees live. The right schedule can expand capacity, match staffing to changing workloads, reduce idle time, and improve employee satisfaction. It can also support recruitment and retention, reduce fatigue, strengthen workforce performance, and lower accident risk.

For more than forty years, Coleman Consulting Group has helped organizations find, develop, and implement schedules that deliver results. CCG treats a schedule as more than a shift length or day-on, day-off pattern. It is a system for deploying capital and personnel. A system that also requires the staffing, workload, equipment, and work, pay, and coverage policies needed to make the system work.

Finding the right solution is only part of the challenge. Schedules are woven into daily operations and employees' lives, so changing them can be difficult. Leaders need a clear business case. Employees need to understand why change is necessary and have a meaningful opportunity to shape the solution. Supervisors need clear policies, and the systems that support the operation must be ready.

CCG helps clients carry the work through implementation. Experienced CCG personnel first assess the problem and whether the methodology is a good fit. Once engaged, CCG guides the client through a structured 16-step process that connects operations analysis, employee assessment, solution design, implementation, and follow-up.

Throughout the process, CCG considers Business Needs, Employee Desires, and Health and Safety. Communication and participation help employees understand the reasons for change—and how their input informs the options. The result is a solution designed to meet operating requirements and prepared for implementation.

This paper explains how CCG's change process turns schedule related problems into improvement opportunities using workable solutions that CCG helps organizations put into place.

EXECUTIVE SCHEDULE CHECK

Is Your Schedule Creating Problems?

Warning signs may point to a mismatch between workforce availability and workload.

Capacity & Cost	Workforce	Reliability & Risk
! Overtime beside idle time ! Equipment capacity sits unused ! Staffing misses workload changes	! Vacancies persist turnover drains experience ! Overtime props up expected earnings ! Schedules strain life outside work	! Absences force holdovers or short shifts ! Critical skills missing when needed ! Fatigue, quality, or safety concerns persist

When problems overlap, examine the full schedule system.

Staffing • workload • equipment • work, pay & coverage policies

Background

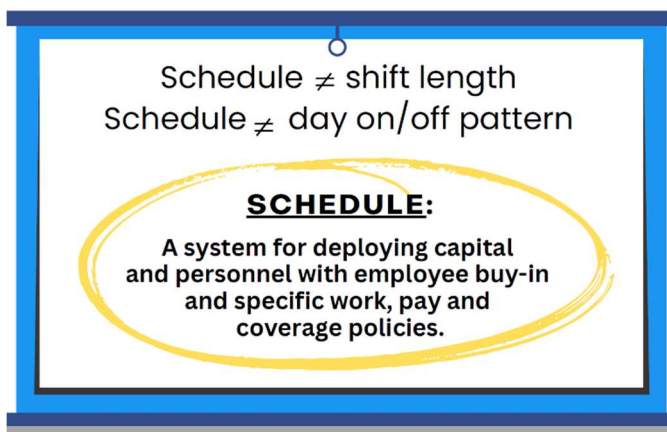
People and Organizations Build Their Lives Around the Work Schedule

A work schedule shapes far more than the hours an employee spends on the job. It determines when people sleep, spend time with family and friends, manage personal responsibilities, and plan their time away from work. It also affects how employees think about overtime and earnings, how predictable their lives feel, and whether they can sustain the demands of the job. Because so much of daily life is organized around work, a schedule change can have a significant effect on employees and their families.

The schedule also shapes how an organization uses its people and resources. It determines whether the right skills are available when work needs to be done, how much capacity the operation can sustain, and whether staffing matches planned and unplanned changes in workload. A well-designed schedule can help the organization use equipment and labor more effectively, respond to fluctuations in demand, and recruit and retain the workforce it needs. The challenge is to meet these operating requirements while creating an arrangement employees can understand and support.

A Schedule Is More Than a Day-on-Day-Off Pattern

Coleman Consulting Group defines a schedule as **a system for deploying capital and personnel, with employee buy-in, and specific work, pay, and coverage policies.**



This definition establishes the full scope of schedule design. Shift lengths and days off matter, but they are only part of the system.

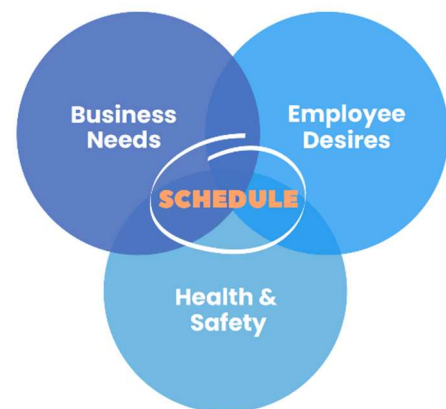
The schedule must also account for staffing levels, workload, equipment use, and the work performed by supporting departments. Policies governing pay, time off, overtime, and coverage determine how the system functions in practice. If these elements do not work together, a schedule that appears effective on a calendar may fail to meet the organization's needs or create avoidable problems for employees and supervisors.

The Right Schedule Delivers Results

CCG evaluates potential solutions through three connected considerations: Business Needs, Employee Desires, and Health and Safety. The right schedule reflects all three. The balance will differ by organization, but a solution must work for the operation and for the people responsible for carrying it out.

Business Needs define what the organization must accomplish. This includes the capacity required to meet demand, the skills and staffing needed at different times, and the effective use of labor and equipment. Business needs may also include better workload matching, reduced idle time, improved productivity, more reliable coverage, and the flexibility to respond to changing conditions. A schedule should support the organization's operating goals and make sound use of its resources.

Employee Desires reflect how employees experience their work and time away from it. Employees may value predictability, longer periods away from work, particular days off, opportunities for overtime, or schedules that better fit their personal responsibilities. Their preferences and concerns help the project



team understand which features matter most and where a proposed solution may create difficulties. Considering employee input can improve the design and help employees understand how their feedback shaped the options.

Health and Safety account for the demands of the work and the conditions under which people perform it. Schedule design should consider factors such as fatigue, rest and recovery, shift timing, workload, and the safety requirements of the operation. These considerations help leaders evaluate whether the schedule can support reliable performance while managing fatigue and reducing exposure to avoidable risk.

CCG brings these considerations together when developing and evaluating schedule solutions. The goal is to find an arrangement that advances the organization's operating needs, reflects the workforce's input, and takes health and safety into account.

Establishing the Case for Change Before Engagement

The First Conversation Tests the Problem and the Fit

The initial calls with CCG are substantive discussions with personnel who have years of experience. They explore what is happening in the business, how serious the problems are, and whether a different approach to deploying capital and personnel could improve performance. Recurring overtime, inadequate coverage, missed production goals, limited capacity, and employee dissatisfaction may be related to the same operating system.

These conversations help define the problem behind the request. A leader may ask for a different shift length when the underlying issue is an uneven workload, insufficient relief coverage, or poor coordination between production and maintenance. Understanding those relationships helps CCG and the client determine whether the methodology is appropriate and whether substantial savings or profit-making opportunities may exist.

The Onsite Seminar Challenges Familiar Assumptions

The next step is a half-day onsite seminar with senior leaders. Its purpose is to interrupt the tendency to preserve familiar practices simply because they are familiar. CCG brings alternative concepts and questions that help the management team see the operation from different angles. Leaders examine how work is organized, what drives costs, and which assumptions may be restricting their choices.

For example, an organization may assume that meeting additional demand requires more weekend overtime or new equipment. The seminar can open a discussion about unused productive time, staffing patterns, maintenance coordination, or operating hours. Leaders begin to consider a wider range of solutions and the conditions under which each could work.

CCG works with management to estimate the magnitude of relevant opportunities using information available during the visit. These preliminary calculations establish whether there is a compelling reason to proceed. A detailed operations analysis is still needed to validate assumptions and support a specific solution. Potential savings and additional profit are opportunities to investigate, rather than results already achieved.

Alignment Precedes Commitment

After the seminar, CCG and the management team evaluate whether the methodology is a good fit. This discussion connects the proposed work to the client's problems, expected value, and willingness to participate in the change process. It also gives leaders a shared starting point. An engagement can then begin with a clearer understanding of what needs to improve and why the organization is considering change.



Start with the Operating Reality

At project kickoff, CCG confirms the goals with management, introduces the key participants, establishes communications, and begins detailed data collection. Facility tours and interviews with managers and supervisors add context to the records. The team examines how work impacts the entire operation and where current practices depart from the assumptions behind the staffing plan.

The operations analysis connects workload to workforce availability. It considers variations in demand, staffing requirements, absences, overtime, coverage practices, and productive use of all resources (people, building, equipment, etc.). In a manufacturing environment, it also examines the links between production and supporting functions such as maintenance, quality, receiving, warehousing, and shipping. A change in one department must be evaluated considering its effects on the others.

Validate Assumptions with the People Who Know the Work

CCG checks the data and its interpretation with local management before using them to support recommendations. This gives leaders and supervisors an opportunity to explain exceptions, correct inaccuracies, and challenge assumptions. The result is a stronger basis for decision making and greater confidence in the findings.

This review also builds management ownership. Leaders contribute to the understanding of the problem as the analysis develops. Questions about feasibility, costs, and operating consequences can be addressed before a recommendation reaches a formal decision meeting. Management can then assess the proposed change using an explanation of the business that it has helped to validate.

Connect Each Solution to an Identified Opportunity

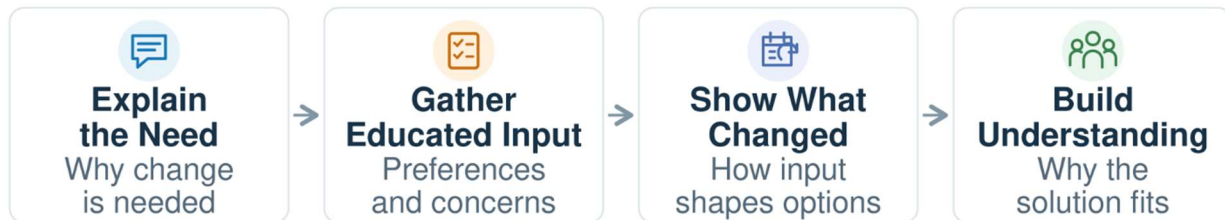
The analysis quantifies cost-saving and profit-making opportunities and develops models or concepts to capture them. Depending on the situation, these may involve better capital utilization, more effective staffing, improved coordination, or greater flexibility as workload changes. The Operations Analysis Report documents the findings, supporting data, and alternative approaches.

The business case gives the project a clear purpose. It helps management explain what the organization needs to accomplish and why the proposed work matters. It also provides a reference for later decisions. When a design detail changes, the team can examine whether the revised solution still addresses the original opportunity.

CCG shares findings with the appropriate management levels and executive sponsors and supports communication to supervisors. Building that understanding throughout the organization helps keep the project connected to business priorities as employee input and implementation details are incorporated.

Building Employee Buy-In Through Meaningful Participation

Employees Support Change They Understand and Help Shape



**Buy-in means understanding the decision—
not everyone getting their first choice.**

Explain the Need Before Asking for Preferences

Employees experience an operating change through its effects on their daily lives. They may be concerned about income, time off, family responsibilities, transportation, fatigue, or how assignments will be made. CCG's communication process gives employees context for the project and explains how they will be involved. Meetings across shifts and supporting communications help the affected workforce receive the information needed to participate.

Employees also need to know which decisions are still open. Credible communication explains the business requirements, the range of possibilities under consideration, and when more detailed answers will become available. Questions about pay or coverage should be resolved through the design process rather than answered with promises that the analysis may not support.

Educated Input Improves the Design

The Employee Assessment gives employees an opportunity to provide anonymous input about their current situation and potential alternatives. CCG introduces relevant schedule concepts so employees can consider possibilities beyond the arrangements they have already worked. The assessment helps identify both preferences and concerns that could affect implementation.

Results can be examined by relevant groups, such as department or current schedule, to reveal differences that an overall average could conceal. CCG interprets this information alongside the business analysis and its experience with other workforces. The Employee Assessment Report documents the findings and provides an organized basis for developing solutions.

Show Employees How Their Input Affects the Outcome

Collecting opinions is only part of participation. CCG returns the results to management and employees and explains how the findings inform the next stage. This feedback makes the connection between what employees said and what the project team is considering visible. Where preferences conflict with operating requirements, the team can explain the trade-offs and explore workable alternatives.

For example, reducing unplanned overtime may improve predictability and time away from work, while raising concerns among employees who depend on overtime earnings. Addressing those concerns requires a discussion of actual schedule and pay implications. Understanding the issue early gives the team time to evaluate alternatives before implementation.

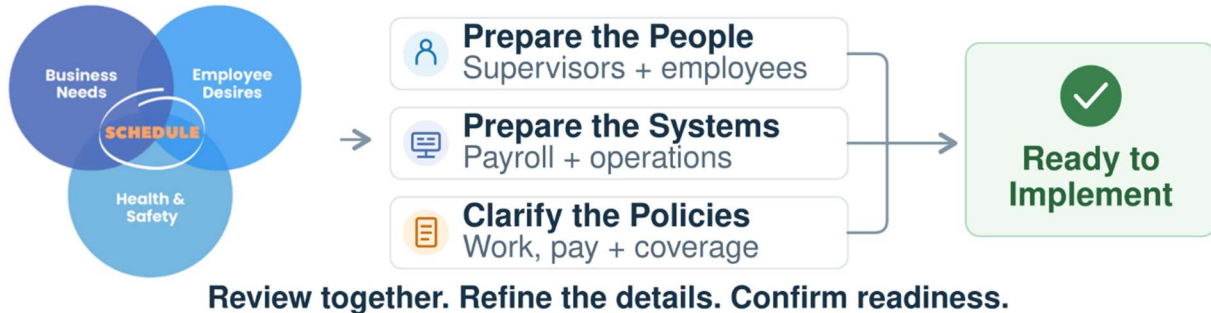
Buy-in Requires Understanding Rather Than Unanimity

No schedule can satisfy every employee. CCG's objective is to engage employees enough that they understand why change is needed, how options were evaluated, and why the selected solution is appropriate. Employees should be able to see that their concerns were heard and considered. Meaningful

participation strengthens that understanding while management retains responsibility for meeting the needs of the business.

Designing a Solution the Organization Can Execute

A Workable Solution Requires More Than a Schedule



Blend the Three Design Considerations

CCG develops preliminary solutions by bringing Business Needs, Employee Desires, and Health and Safety together. Operational value establishes what a solution must accomplish. Employee input identifies features and concerns that matter to the workforce. Health and safety considerations inform the evaluation of hours, recovery, fatigue, and the demands of the work.

Solution design is iterative. CCG reviews preliminary approaches with management, examines implementation issues, and refines the options. When appropriate, a cross-functional group or joint employee-management committee helps work through the details. The process allows people with different responsibilities to identify consequences that might otherwise emerge only after the change begins.

Prepare Supervisors and Supporting Departments

Supervisors will translate the design into daily assignments and explain its practical effects. CCG involves them in reviewing the solution and anticipating workforce questions. Their understanding and support matter because employees will continue to turn to them after formal project meetings have ended.

The design also addresses dependencies across the operation. Payroll and time and attendance systems must support the intended work and pay arrangements. Production, maintenance, and supply processes must accommodate the new operating pattern. Identifying those requirements during design gives the client time to prepare before the implementation date.

Make the Work, Pay, and Coverage Policies Explicit

A calendar cannot explain how the entire system will function. Employees and supervisors need clear answers about matters such as holidays, time off, overtime, absences, shift assignments, and relief coverage. The relevant policies must be reviewed alongside the schedule because they affect both the employee experience and the financial result.

CCG develops an Implementation Manual that describes the proposed solutions and pertinent policies. Management reviews the draft, contributes feedback, and confirms the necessary changes. The team establishes the implementation sequence and checks that supporting systems and processes can accommodate it. This preparation helps reduce inconsistent interpretations and last-minute surprises.

Give Employees a Clear Basis for the Final Decision

Implementation meetings explain the final options and their practical implications, answer questions, and gather employee feedback. Where the project includes a choice among feasible alternatives, CCG assists with preference assessment or consensus building. The options presented have already been developed

against operating requirements, employee input, and health and safety considerations. Employees can therefore participate with a fuller understanding of what the change will mean.

The CCG Process at a Glance

Before the numbered process begins, CCG completes prework and initial data collection with the client. The 16 steps then provide a disciplined path through analysis, participation, design, and implementation. Activities may overlap, and their timing is adapted to the engagement.

The 16-Step Path to Implementation

A structured process from operating analysis through follow-up



The structure is consistent; the solution is specific to the client. The process provides repeated opportunities to check the evidence, hear concerns, and resolve practical issues before change takes effect.

Supporting Implementation and Maintaining Results

Carry the Work Through the Actual Transition

Completing the design is an important milestone, but the organization still has to make the change. CCG continues to work with the client through implementation and follow-up, using calls and onsite contact as appropriate to the engagement. This continuity helps management address questions and practical obstacles while moving the plan into operation.

The scope and timing of support are established for the project. The purpose is to help the organization carry an agreed solution through the transition and maintain its effectiveness. Follow-up keeps attention on whether the new system is operating as intended and where further clarification or adjustment may be needed.

Evaluate Performance Against the Original Business Case

The opportunities identified in the analysis provide a basis for assessing the result. Relevant measures may include productive operating time, output, cost per unit, overtime, coverage, attendance, and employee feedback. The measures should reflect the problems the engagement was designed to solve. A lower overtime figure, for example, would need to be understood alongside staffing, output, and service performance.

Reviewing both operating results and workforce experience helps management see whether the intended benefits are being captured. It also provides a way to distinguish a design issue from a policy interpretation, an execution problem, or a change in business conditions. The documented analysis and Implementation Manual give the organization a reference for those discussions.

Why the Process Supports Successful Change

CCG's approach connects the business case to the people and practices that determine whether it can be achieved. Early conversations establish fit. The onsite seminar expands management's view of the possibilities. Validated analysis supports decisions. Employee education, input, and feedback build understanding. Detailed design prepares the policies and systems required for implementation. Follow-up supports the transition into daily use.

Each stage helps resolve a different barrier to change. Together, they give leaders a structured way to develop solutions that improve the business and that the workforce can understand and help implement. Success depends on committed leadership, employee participation, sound analysis, and disciplined execution. The CCG Methodology brings those requirements into the project from its beginning.

Start with a Serious Discussion of the Problem

If your organization is facing recurring workforce or operating problems, an initial conversation with Coleman Consulting Group can help determine whether the CCG Methodology is the right fit. Visit www.coleman-consulting.com to begin that discussion.

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40+ YEARS HELPING EMPLOYERS
**MANAGE THE HUMAN
SUPPLY CHAIN**

ABOUT CCG

Since 1984, Coleman Consulting Group (CCG) has been a trusted partner to employers in high-demand, 24/7 operations. We help organizations manage the human supply chain—aligning the right people, with the right skills, in the right place, at the right time. Our practical, data-driven solutions improve productivity, control labor costs, strengthen retention, and build more resilient workforces. From workforce strategy and staffing optimization to leadership development and total rewards, we deliver measurable impact where it matters most.



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