

A FORMULA FOR ESTATE STAFFING HOURS - ABBREVIATED

By Western Service Group for APNA Presentation 10/24/08

$$([\text{Baseline} * (\text{Quantity} - \text{Exclusion})] * \text{Level of Standard}) * \text{Level of Efficiency} = \text{Staffing Hours Required}$$

This formula is not absolute and does not take into consideration other variables that relate to human behavior or other unpredictable conditions. This is why it should be used in combination with other staffing formulas to reveal a staffing foundation upon which to build.

Baseline

A *baseline* figure is the actual mathematical time measurement required to accomplish an individually definable task. It is presented in a standardized format. *Baselines* are created by Industry Associations, Workforce Management Organizations and from the work experience of tenured employees. A useful *baseline* is *one complete cycle of a task* and should include the sum total of all lesser tasks required, in the standard form of measurement for that type of work.

Quantity

Quantity is the number of times the specific *baseline* activity is repeated. In the formula, the *baseline* number is multiplied by the *quantity*. For example: How many acres of lawn or loads of laundry, how much square footage, how many pets? How often do you repeat the *baseline* task?

Multiply the *baseline* by your *quantity*. What you have now calculated is the standard labor hours required to perform this task in this service environment.

Level of Standard

A Standard is a measure of quality or excellence that is accepted as the norm, or by which actual attainments are judged. In Private Service, these measures are set by the Employer, and can vary considerably from service environment to service environment. The *level of standard* is established only once and then *applied to the overall category*. We do not recalculate for each specific task in that category.

Levels of Standard and their Multipliers

<u>Standard Level</u>	<u>Multiplier</u>	<u>General Description</u>
1)	.20	Well below average
2)	.40	
3)	.60	Somewhat below average
4)	.80	
5)	1.00	INDUSTRY STANDARD
6)	1.20	
7)	1.40	Somewhat above average
8)	1.60	
9)	1.80	Well above average
10)	2.00	

Once you have established the *level of standard* for each general category of task, apply its multiplier to the labor hours that were calculated earlier in the formula to learn the unique *service hours* for that task, under the direction of this specific Employer.

Level of Efficiency

Each service environment will present special circumstances to staff which will affect the efficiency of their work. Our formula is designed to determine the fundamental demands of the service environment, and so we address only those factors which are environmental. A tour of the service environment is often very helpful in determining the *level of efficiency*.

Levels of Efficiency and their Multipliers

<u>Efficiency Level</u>	<u>Multiplier</u>	<u>Common Description</u>
1)	1.40	Very Inefficient
2)	1.30	
3)	1.20	Somewhat Inefficient
4)	1.10	
5)	1.00	STANDARD EFFICIENCY
6)	0.90	
7)	0.80	Somewhat Efficient
8)	0.70	
9)	0.60	Extremely Efficient

Exclusion

The final adjustment to consider in our formula for staffing an estate has to do with the *staffing hours* the Employer will choose to spread across many job descriptions, or is actually willing absorb as their own responsibility, thereby excluding them from the staffing need altogether. We call these hours *exclusion* and to avoid complication or confusion, it is easiest to subtract them directly from the *labor hours* at the beginning of our formula. We have discussed them last, because they generally begin to take precedence only after a staffing requirement begins to evolve for the Employer and it is usually here that they will start to make adjustments.

And that concludes our *Formula for Estate Staffing Hours*. Remember to repeat the formula separately for each measurable task that will be included in the service position, keeping a running total of the *staffing hours required* for each measurable task until you have a total of hours for the staffing position! Then use the resulting figure as a foundation to help you calculate the staffing needs for this private service environment.