

Master Thesis – Spring 2020

Facing the classic dilemma of family owned companies in Cyprus: To recruit or not?

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Abstract

Facing the classic dilemma of family owned companies in Cyprus: To recruit or not?

This study was conducted using an Applied Consulting Style on a family owned organization that operates in the chemical raw materials market of Cyprus. The company was facing delays in its supply chain which was causing a surge in overtime expenses. The dilemma dealt with, was to choose between recruiting a new employee by intuition, while risking to recruit in a wrong position and not solving the problem, or to not recruit and try to address the issue with the existing personnel. A lot of family owned organizations worldwide deal with the same or similar problems and there's little to none literature to source any examples of solutions for them. This is especially true for countries like Cyprus where the majority of organizations are considered Small-Medium Enterprises. This project seeks to provide solutions to the specific company and an example in literature where companies across the island and similar companies overseas can benefit from. It attempted to provide a "best fit" solution and avoid the pitfalls that typically occur in markets where the access to information concerning the competitors is very limited. The study faced the company's dilemma by capitalizing on the data produced by the results from analyses commonly used in Strategic HRM and aims to prove that the correct and coherent use of such tools can be achieved and produce the results needed, even when faced with all the restrictions that are commonly found in small organizations.

Table of Contents

Introduction

- Sales, Marketing & Finance Department (SMF)
- Purchasing, Logistics & Operations Department (PLO)

Methods

- Development of the Action Plan

Results

- Diagnosis-First Observations
- Main Observations up to this point
 - SWOT Analysis (Organizational Level)
 - Procedures Analysis
- Operational Flow Diagram
 - Task Analysis
- Table of Task's Frequency & Time of Task's Execution
- Table of Task's Allocation
- The Tasks when grouped to their respective areas of operation
- Identification of the Source of the Delays
- Action Plan
- Truck Fleet's Itineraries
- Overtime Hours & Costs (PLO)
- Examination of the Strengths & Weaknesses of the P.L.O. Department

- Gap Analysis
- Trial Period Results
- Average Number of Itineraries of Loaded Trucks per week
- Average Number of Total Overtime Hours Paid per week
 - Proposed Solution
- Statement of Profit of Loss
- Truck Fleet's Operational Expenses
- Task Re-distribution Table
 - Customer Service Officer Job Description NEW
 - Logistics Officer Job Description NEW
 - Supply Chain & Operations Manager Job Description NEW
 - Purchasing Officer Job Description NEW
 - Quality, Health & Safety Officer Job Description NEW POSITION CREATED

Discussion

Recommendations

References

Appendices

- Operational Flow Chart Diagram
- Customer Service Officer Job Description OLD
- Purchasing, Logistics & Operations Manager Job Description OLD
- Logistics Officer Job Description OLD
- Administrative Officer Job Description OLD

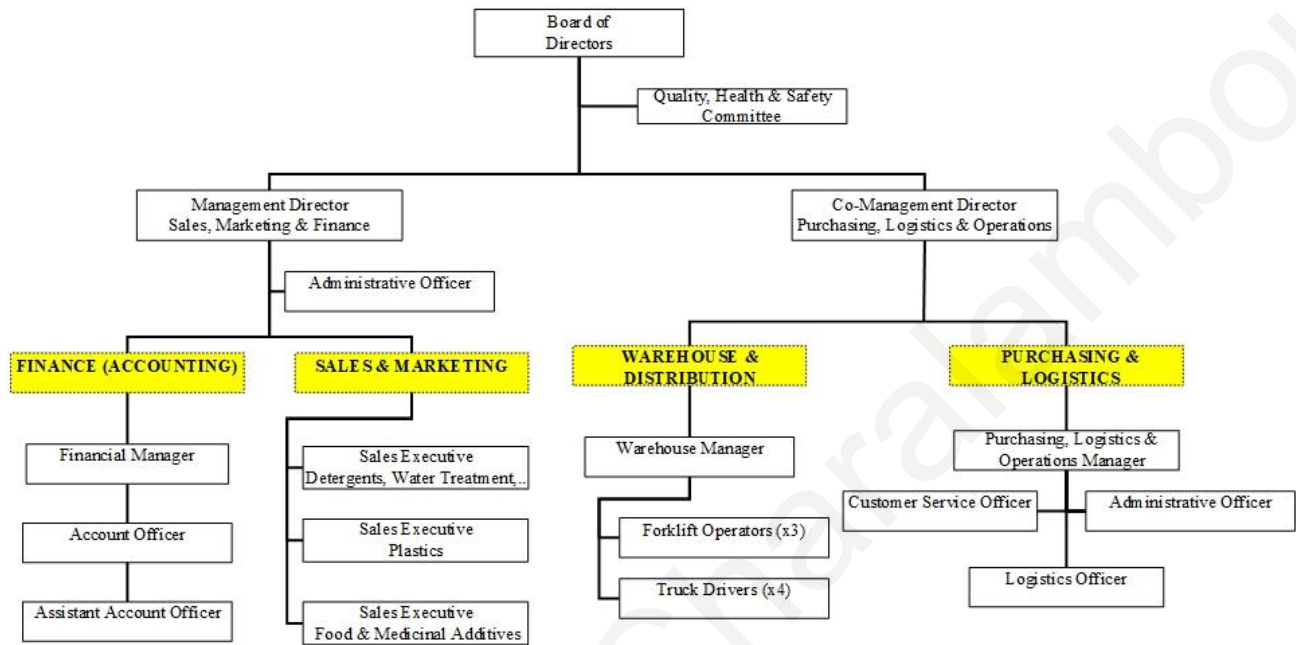
Introduction

This study aims to address the issue many family owned, small to medium enterprises, often face: Is there a need for recruitment? For which position should there be a recruitment? Does recruitment alone solve the problems?

It always has been a critical situation amongst companies who see their business operations expand rapidly but are too afraid or skeptical whether they should enlarge their workforce, or do the job using the existing personnel. And who can blame them? After every economic crisis nobody wants to hire people recklessly or without great thinking beforehand.

The study was conducted on a family owned company which specializes in importing and distributing chemical raw materials in Cyprus for the last 30 years. It was founded in 1991 and today employs 21 employees. It has two main departments, the Purchasing, Logistics & Operations department and the Sales, Marketing & Finance department. Since the succession of the founder by his two sons, the position of the C.E.O. was abandoned. Instead, it was replaced by the Board of Directors which, at the moment, is constituted by them, but is intended for their children to join when they reach adulthood. They also hold the positions of the Management Director and the Co-Management Director which are heading each of the main departments respectively. The company outsources the Information & Technology section, the Human Resources Section and its customers' Laboratorial Technical Support (1 Chemist) , but it provides the laboratory of its facilities for that cause, so that the customers alongside the chemist can perform experiments and tests using samples of the products they are interested in buying. It

also outsources the Cleaning & Hygiene services, Pest Control services and other services for occasional needs.



Sales, Marketing & Finance Department (SMF)

The SMF department employs 8 people, including the Management Director. It is divided into two sub-departments, the Finance (Accounting) sub-department measuring 4 people (including the Administrative Officer), and the Sales & Marketing sub-department measuring 3 people.

Purchasing, Logistics & Operations Department (PLO)

The PLO department employs 13 people, including the Co-Management Director. It is divided into two sub-department, the Warehouse & Distribution sub-department measuring 8 people, and the Purchasing, Logistics and Operations sub-department measuring 4.

Even though it holds the biggest market share in its business sector, it is faced with new challenges. Among them, is the increased presence of overseas companies in the Cypriot market and the natives’ struggle to compete on equal terms. This “David vs Goliath” battle is basically a

gap in purchasing power, as bigger companies get better prices from the suppliers for the same products and have a bigger profit margin. On the other hand the industry is flourishing and the market is expanding. Nevertheless, the specific company's business operations have increased to a point where action is needed immediately.

Methods

To get a general idea of the situation a Situation Analysis (Internal) of the organization was conducted. The information needed was gathered using selected tools and on the field observations. To begin, a S.W.O.T Analysis on an organizational level was conducted, to help specify where a need for improvements exists and more importantly, where is the cause for the delays in the company's supply chain. Guided by the S.W.O.T. Analysis' data, the following steps were focused on the PLO department, as the SMF department didn't show any signs of not functioning properly and its productivity was found to be up to the expectations.

Then a Procedures Analysis was conducted on a departmental level at the PLO department and a Logical Graph was constructed for a visual representation of the procedure. During the Procedures Analysis, the current procedure was found to be as compact as it can/should be, standardized, complete and consistent. Based on that, the focus was switched to how the personnel executed the procedure rather than the procedure itself. From on the field observations, emerged the fact that

the employees' daily activities while executing the above mentioned procedure, didn't always match their job descriptions, which in their part were outdated. In addition to that, most of the employees were switching tasks between them, depending on their workload, which was the company's de facto solution to deal with periods of above average business operations.

In order to acquire a more detailed view, a Task Analysis was conducted to map the employees' activities, focusing on task allocation, task frequency and to check if some specific tasks caused further delays than they should have, which could be an indicator that justifies the need to hire a new employee. On the one hand, in combination with the Procedures Analysis and on the field observations, the Task Analysis showed that the Warehouse & Distribution sub-department had no effect on the delays of the supply chain. On the other hand, for the Purchasing & Logistics sub-department of the PLO department, the Task Analysis showed that there were mistakes in task allocation and that there was a big group of tasks that needed to be executed in different times of the year, but not daily (ex. yearly, every 3 months, etc.), which were really time consuming for the employees. As a result, the employees of the administrative section of the PLO department had to work overtime to complete their assignments and they were complaining, as most of them have family obligations that they were neglecting in favor of the company.

Development of the Action Plan

In designing an action plan to address any situation, a clear goal should be set first. Such goals are measured in the form of Key Performance Indicators. Since the main issue was the Performance, the Average Number of Itineraries of Loaded Trucks per Week was chosen as the best Key Performance Indicator for the company. The Average Number of Itineraries of Loaded Trucks per Week was chosen as a KPI for the following reasons:

- As a company that does not produce any of its products, but instead its main area of operations is distributing, it is the only measurable outcome that can reflect the Performance of the P.L.O. department, as it has a direct correlation with its speed and efficiency
- The number of sales or the revenue could not be used because the products prices vary greatly from product to product and each season the best-selling products are different. In simpler words, there is a seasonal fluctuation of the industry's most needed products resulting in seasonal fluctuations of sales and revenue, mainly because the sales of products needed by companies related to the tourist industry drop significantly in winter
- It has a generally stable range throughout the year and it is not affected significantly from the seasonality of the products. In other words, the products carried do change by season but the amount of itineraries remains stable. That's because the heavy and bulky products which make the majority of the products carried daily by the company's truck fleet are used by all the other industries who operate at full capacity year round

The second Key Performance Indicator used was the Average Number of Total Overtime Hours Paid per Week (for all employees combined). This helped define the company's current situation and aimed to address both the company's needs and the needs of the personnel.

Using those KPIs, the goal was defined as maintaining or increasing the current numbers of Itineraries per week while eliminating overtime hours, without hiring any new employee. If that goal was not achieved it would automatically indicate the need to hire more personnel.

To create a map on how to tackle this specific situation, a Gap Analysis was necessary to be conducted, using data collected by the previous analyses.

To complement this analysis, an examination of the strengths and weaknesses was conducted first, on a departmental level for the PLO department. This enabled the selection of the attributes in which the Gap Analysis should be based upon and the ones that should be avoided. The Gap Analysis was composed of two major elements: restructuring and redistributing tasks to the employees with the minimal training needs.

After a trial period of two months, the results were not close enough to the goals set by the Gap Analysis. This proved the need for a new employee. Furthermore, the trial period proved to be crucial in supporting the findings from the previous analyses on where the need for a new employee is and in specifying the tasks of that position. Accordingly, a new organization chart was developed, which includes the new position and new updated job descriptions for all the positions affected.

Results

Diagnosis-First Observations

To identify the issues, a meeting with the two Management Directors (Owners) of the company took place in January 2020. They informed me that their business operations had increased dramatically in the past few years. To cope up with its daily operations, the company had to force some employees to work overtime and pay them for every extra hour. This was happening very often, even when the company's operations reaches their lowest in late autumn. They were concerned about the upcoming summer season where their operations reach their highest point each year. To reduce costs, the company preferred to hire new personnel only if necessary, but

they were willing to conduct any trainings needed to enhance the existing personnel's performance. They informed me that the problem concerns the Purchasing, Logistics & Operations Department and urged me to meet with the Supply Chain Manager for more info. They also granted me access to the CVs, job descriptions, current working hours and working agreements of all the employees of the problematic department, as well as permission to interview them and gather any other information useful for my task.

Naturally, I arranged a meeting with the Head of the PLO department during the following week. There we discussed the issues in depth and got an insight of her view of the situation.

Moreover, it is worth mentioning that the belief that there is an instant need for a new employee was shared amongst all the employees of the Purchasing and Logistics sub-department of the PLO department, including the management. As per in which domain in their opinion should the new employee be hire to and why, the answer was either I don't know (1 answer) or their own (3 answers).

Main Observations up to this point:

- Management's Commitment to address the issue
- Urgency of the situation: Ideally the proposed solution should be provided before the start of the Summer season
- Seasonal Fluctuations of working Cycle and Revenue
- Overtime Expenses in P.L.O. department became a stable phenomenon
- P.L.O. department employees' satisfaction rates decreasing regarding to the increase of overtime

- The Manager of the PLO and all four employees of the Purchasing and Logistics sub-department share the opinion that new personnel is needed

To analyze the current situation, a view of the company’s Micro and Macro environment was deemed necessary. A PESTEL Analysis was deemed a not viable route due significant access limitations on data concerning the Macro environment of the company. With the limited data resources available the only analysis that could be conducted and still give decent feedback was the SWOT Analysis on Organizational level.

SWOT ANALYSIS (Organizational Level)

ANALYSIS OBJECTIVES	
<ol style="list-style-type: none"> 1. Identify the source for the delays in the company’s supply chain 2. Specify where a need for improvements exists 3. The data will indicate a course on how to proceed to tackle the issue 	
INTERNAL FACTORS	
STRENGTHS (+)	WEAKNESSES (-)
<ul style="list-style-type: none"> • Good reputation (30+ years of experience) • Fast delivery (1-2 days) & Customers’ Service • Large variety of products available • Large purchasing power compared to the native competitors • High employee retention • Official importers/distributors of the biggest chemical companies (BASF, SASOL, DU PONT) • Quality Management Systems (ISO 90001, 45001) 	<ul style="list-style-type: none"> • Lack of a solid employee evaluation system • Inability to implement policies efficiently or with the minimum resistance to change • Lack of HRM • Management’s resistance to let go of some controlling tasks to lower ranked personnel • Increased overtime expenses of P.L.O. department (Purchasing and Logistics sub-department)

<ul style="list-style-type: none"> • Ideal/specialized for the industry, equipment and vehicles • Dedicating resources for trainings of the personnel • Employees know the basics of at least another position to ensure business continuity 	<ul style="list-style-type: none"> • The Job Descriptions of the Purchasing and Logistics sub-department do not match their actual duties anymore • Employee Satisfaction is low in P.L.O. department • Too many bureaucratic processes, mainly caused by the Quality Management Systems and various regulations of the industry
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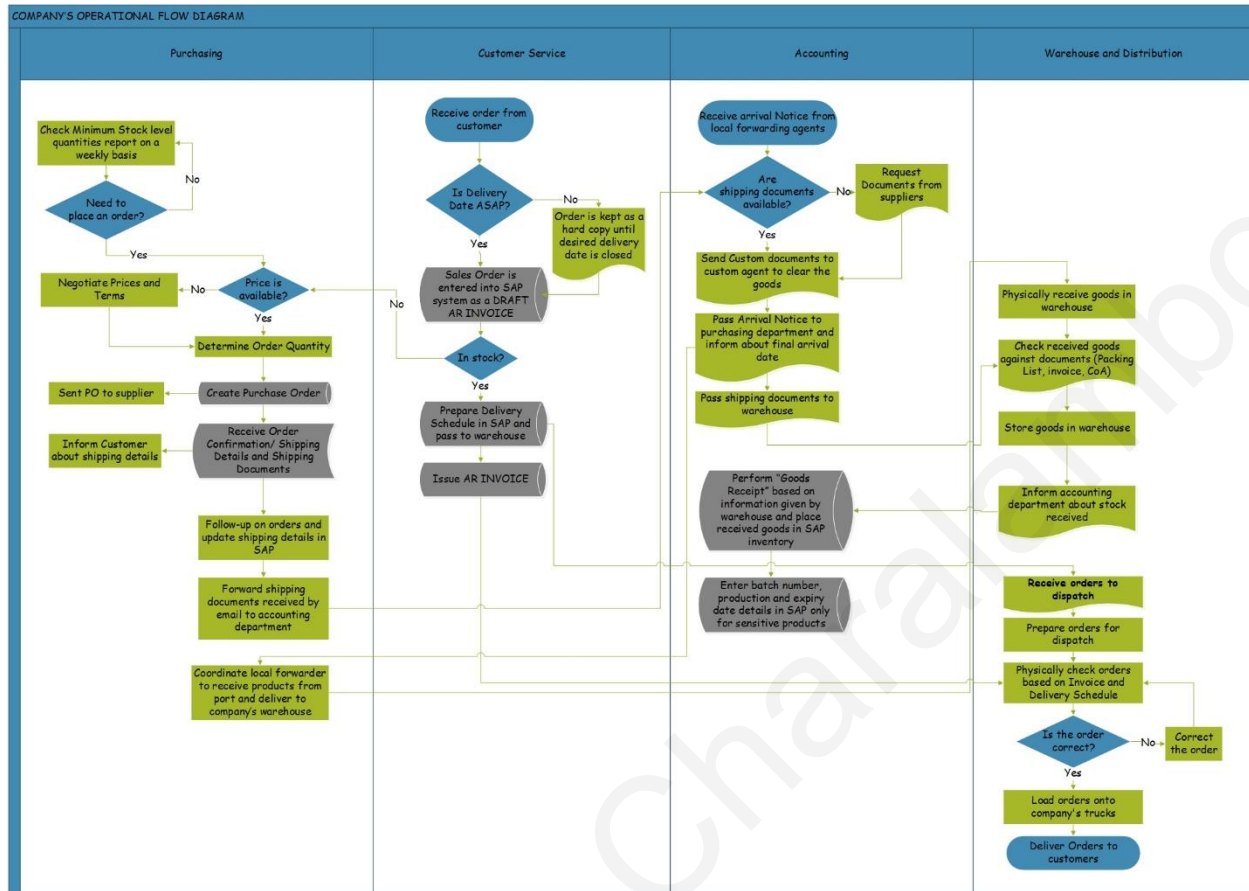
EXTERNAL FACTORS	
OPPORTUNITIES (+)	THREATS (-)
<ul style="list-style-type: none"> • New partnerships could be pursued with the neighboring countries' chemical companies • A branch (warehouse) could be facilitated in Limassol to provide the most popular products to the area and Paphos' area • Vertical Integration (focused on the logistics companies that carry the containers from the port to the company's facilities) • Working from home • Business continuity • European & State's funding for various business related improvements • Use of digital applications & programs instead of traditional manual labour to increase speed and efficiency 	<ul style="list-style-type: none"> • Increased competition from abroad (mainly Israel, Greece) • The government is expected to promote and make easier the trading between Cyprus-Israel • The chance of a new competitor from the local market with enough purchasing power • Pressures from the international community for more sustainability might cause the EU to pose stricter regulations on the chemical's market • Due to the lack of governmental checks, the native competitors often follow practices that are not environmentally friendly but are more cost effective, giving them a competitive advantage
EVALUATION OF OBJECTIVES	

1. By observing the Weaknesses section it is can be stated that the source of the delays in the company's supply chain have their roots in the Purchasing and Logistics sub-department of the P.L.O. department. This argument is supported by the increased overtime expenses, the low employees' satisfaction and the fact the actual duties of these employees do not match their respective Job Descriptions.
2. As shown in the Weaknesses section, the existence of too many bureaucratic processes in the P.L.O. department, alongside the fact that the Job Descriptions no longer match the actual duties of its personnel, signify an urgent need for improvement.
3. Based on the observations mentioned above and the data gathered so far, the next logical step was to conduct a Procedures Analysis on a departmental level for the P.L.O. department, to check if there are any problems in its existing flow of operations

Procedures Analysis

Operational Flow Diagram

*Note: A full page version exists in the Appendices section



Observations:

- The flow of operations does not show any signs of weaknesses that could be affecting the performance of the procedure. On the contrary, it is as compact as it can/should be, standardized, complete and consistent, while maintaining a high quality service for the customers
- This is also supported by the fact present in the SWOT’s Strengths section which states that the company is accredited with the ISO 9001 and ISO 45001 Quality Management Systems. This QMSs, especially the ISO 9001, are the main international standard framework used by companies of all sizes and industries worldwide to ensure the high

quality of services, and efficiency by standardizing a company's procedures in the likes of a "factory chain" scheme.

- Because of the existence of the QMSs, it was decided it was not profitable to perform any changes on the existing flow of operations if not deemed absolutely necessary, as all procedures in companies who maintain a QMS are basically the backbone of the QMS and due to its nature require a long list of mostly bureaucratic but time consuming actions before, during and after performing even a minor change to them.
- The above mentioned observations proved the need of a detailed Task Analysis focusing on the Purchasing & Logistics sub-department in order to investigate the probability that the delays were caused because of the way the procedure was executed

Task Analysis

Table of Tasks' Frequency & Time of Task's Execution

<u>Task</u>	<u>Frequency</u>	<u>Avg. Time to Complete Task</u>
Receive order from customer (At their facilities)	Daily, 20-40 per day	3-5 minutes each
Registration of order to SAP (SO or DRAFT INVOICE)	Daily, 20-40 per day	5 minutes each
Check stock & orders	Weekly, twice a week	2 hours each
Decide when to place an order to the suppliers	Weekly, twice a week	30 minutes each
Receive order from customer (At the company's facilities)	Daily, 20-40 per day	3-5 minutes each
Registration of order to SAP (SALES ORDER or DRAFT INVOICE)	Daily, 20-40 per day	5 minutes each

Issue INVOICE	Daily, 20-40 per day	1 min each
Send ORDER QUOTATION/ORDER CONFIRMATION to the customer	Daily, 5-10 per day	10 min each
Inform customer about SHIPPING DETAILS	Daily, 5-10 per day	15 min each
Send Certificate of analysis (per Invoice)	Daily, 20-40 per day	10 min (per invoice)
Issue purchase orders and send to suppliers	Daily, 6-8 per day	15 min each
Update SAP with information about the orders	Daily, 20-30 per day	5 min each
Mail archiving	Daily, once per day	1.5-3 hours
Check for order confirmation and contact supplier	Daily, once per day	30 minutes
Check Shipping details and contact supplier	Daily, once per day	45 minutes
Contact supplier for order changes/amendments e.t.c.	Daily, once per day	40 minutes
Check for documents (Invoice, Bill of Lading, T2L, e.t.c.) and contact supplier	Daily, once per day	50 minutes
Send documents to customs clearer/broker	Daily, once per day	1.5 hours
Manage Ex Works (EXW) orders	Daily, once per day	1 hour
Contact Forwarders for the products receiving	Daily, once per day	30 minutes
Check products and documents during receiving	Daily, 5-8 per day	15 minutes each

Create a GOODS RECEIPT NOTE in SAP	Daily, 5-8 per day	10 minutes each
Give directions on products storing	Daily, 5-8 per day	5 minutes each
Create itineraries	Daily, 6-8 per day	10 minutes each
Prepare customers' orders	Daily, 20-40 per day	10-30 minutes each
Issue INVOICE (for DELIVERY)	Daily, 20-40 per day	1 minute each
Check orders' loading on the trucks	Daily, 6-8 per day	15 minutes each
Manage/Operate Quality Health and Safety system (Manage procedures)	Monthly, 8-10 times per month	30 minutes each
Internal inspections (ISO, OHSAS)	Once per year	4-5 days each
External inspections (Cyprus Certification Company, Department of Labor Inspection, SEVESO Directive, Public Health Service, Customers, Pharmaceutical Services)	Once per year each (total 6)	1-2 days each
CALIBRATION (scales, thermometers, hygrometers)	Once per year	4 hours
Employee trainings	10 per year	3 hours each
Management Review	Once per year	5 days
Safety committee	Four times per year	2 hours each
Customer Satisfaction Survey	Once per year	4 hours
SUPPLIERS EVALUATION	Once per year	4 hours

RISK ASSESSMENT AND MANAGEMENT	10 per year	2 hours each
OPPORTUNITIES AND THREATS MANAGEMENT	Four per year	2 hours each
Accidents	Depends on occurrence	1-2 days each
CAPA PLANS	Weekly, 1-2 per week	1-2 hours each
Manage partners' licenses	Twice per year	1 day each
Manage ISO system's documents	Weekly, once a week	2 hours
Manage non-compliances (material)	Weekly, 3-6 per week	0.5-1 hour each
Manage claims/complaints	Weekly, 3-6 per week	0.5-1 hour each
Manage problems with suppliers	Weekly, 2-4 per week	0.5-1 hour each
Manage customers' requests	Daily, 3-10 per day	10-20 minutes each
Manage licenses (ADR, Drivers' licenses, professional truck driving licenses, ADR reports, Health department certificate, GREEN DOT, Petroleum products storage, Business Premises License, Wholesale License, and V.A.T.).	Once per year *each	1-2 hours each
Manage licenses for products (REACH, CLP, SEVESO, Explosives Precursors, Drug Precursors, Biocides)	Once per year *SEVESO IS WEEKLY	1-1.5 hours each
Manage internal documents – FILING	Daily, once per day	10 minutes
Create Safety Data Sheets	Monthly, 1-2 per month	1 hour each
Create product labels	Monthly, 2-3 per month	30-40 minutes each

COA FILING	Daily, once per day	20-40 minutes
FLEET AND MAINTENANCE MANAGEMENT (Tachographs, Service, MOT, Speed limiters, ISOTANKS(CERTIFICATES/INSPECTIONS/CLEANING))	Once per year	3-5 hours
LOT TRACING	Daily, once per day	30-60 minutes

Table of Tasks' Allocation

<u>Task</u>	<u>Responsible (or usually responsible) employee</u>
Receive order from customer (At their facilities)	Sales Executives
Registration of order to SAP (STANDING ORDER or DRAFT INVOICE)	Sales Executives
Check stock & orders	Co-Management Director of P.L.O.
Decide when to place an order to the suppliers	Co-Management Director of P.L.O.
Receive order from customer (At the company's facilities)	Customer Service Officer
Registration of order to SAP (SALES ORDER or DRAFT INVOICE)	Customer Service Officer
Issue INVOICE	Customer Service Officer
Send ORDER QUOTATION/ORDER CONFIRMATION to the customer	Customer Service Officer
Inform customer about SHIPPING DETAILS	Customer Service Officer

Send Certificate of analysis (per Invoice)	Customer Service Officer
Issue purchase orders and send to suppliers	Administrative Officer
Update SAP with information about the orders	Administrative Officer
Mail archiving	Administrative Officer
Check for order confirmation and contact supplier	Purchasing, Logistics & Operations Manager
Check Shipping details and contact supplier	Purchasing, Logistics & Operations Manager
Contact supplier for order changes/amendments e.t.c.	Purchasing, Logistics & Operations Manager
Check for documents (Invoice, Bill of Lading, T2L, e.t.c.) and contact supplier	Logistics Officer
Send documents to customs clearer/broker	Logistics Officer
Manage Ex Works (EXW) orders	Logistics Officer
Contact Forwarders for the products receiving	Co-Management Director of P.L.O.
Check products and documents during receiving	Warehouse Manager
Create a GOODS RECEIPT NOTE in SAP	Administrative Officer
Give directions on products storing	Warehouse Manager
Create itineraries	Customer Service Officer

Prepare customers' orders	Customer Service Officer
Issue INVOICE (for DELIVERY)	Customer Service Officer
Check orders' loading on the trucks	Customer Service Officer
Manage/Operate Quality Health and Safety system (Manage procedures)	Purchasing, Logistics & Operations Manager
Internal inspections (ISO, OHSAS)	Purchasing, Logistics & Operations Manager
External inspections (Cyprus Certification Company, Department of Labor Inspection, SEVESO Directive, Public Health Service, Customers, Pharmaceutical Services)	Purchasing, Logistics & Operations Manager
CALIBRATION (scales, thermometers, hygrometers)	Purchasing, Logistics & Operations Manager
Employee trainings	Purchasing, Logistics & Operations Manager
Management Review	Purchasing, Logistics & Operations Manager
Safety committee	Purchasing, Logistics & Operations Manager
Customer Satisfaction Survey	Purchasing, Logistics & Operations Manager
SUPPLIERS EVALUATION	Purchasing, Logistics & Operations Manager
RISK ASSESSMENT AND MANAGEMENT	Purchasing, Logistics & Operations Manager
OPPORTUNITIES AND THREATS MANAGEMENT	Purchasing, Logistics & Operations Manager
Accidents	Purchasing, Logistics & Operations Manager

CAPA PLANS	Purchasing, Logistics & Operations Manager
Manage partners' licenses	Purchasing, Logistics & Operations Manager
Manage ISO system's documents	Logistics Officer
Manage non-compliances (material)	Logistics Officer
Manage claims/complaints	Logistics Officer
Manage problems with suppliers	Logistics Officer
Manage customers' requests	Logistics Officer
Manage licenses (ADR, Drivers' licenses, professional truck driving licenses, ADR reports, Health department certificate, GREEN DOT, Petroleum products storage, Business Premises License, Wholesale License, and V.A.T.).	Logistics Officer
Manage licenses for products (REACH, CLP, SEVESO, Explosives Precursors, Drug Precursors, Biocides)	Purchasing, Logistics & Operations Manager
Manage internal documents – FILING	Logistics Officer
Create Safety Data Sheets	Chemist
Create product labels	Customer Service Officer
COA FILING	Administrative Officer
FLEET AND MAINTENANCE MANAGEMENT (Tachographs, Service, MOT, Speed limiters, ISOTANKS(CERTIFICATES/INSPECTIONS/CLEANING))	Logistics Officer
LOT TRACING	Administrative Officer

Observations:

- As shown on “Table of Tasks’ Frequency & Time of Task’s Execution” the 54 tasks can be broke down to tasks with short average duration (less than 30 minutes) and tasks with a long average duration (30 minutes and more). From those 54 tasks, 17 are Daily short tasks, 10 Daily long tasks, 1 Weekly short Task, 8 Weekly long tasks, 3 Monthly long Tasks, and 15 Yearly long tasks. When combined with the data shown on the Frequency column it can be observed that even the short tasks can be time consuming as well, due to their occurrence of up to 40 times per day on multiple occasions
- The previous observation that the employees’ actual duties don’t correspond to their respective Job Descriptions can be verified once again from the “Table of Tasks’ Allocation”.
- The data provided from the tables above was deemed not enough to provide a solid identification of the tasks that are causing the delays, so it was decided that a further analysis was needed. With that in mind, the next step was to try grouping the tasks based on their specific areas of operation, for ex. Sales, Customer Service, etc.

The tasks when grouped according to their respective areas of operation:SALES

- Receive order from customer (At their facilities)
- Registration of order to SAP (STANDING ORDER or DRAFT INVOICE)

PLANNING - FORECASTING

- Check stock & orders
- Decide when to place an order to the suppliers (using minimum stock quantity)

CUSTOMER SERVICE

- Receive order from customer (At the company's facilities)
- Registration of order to SAP (SALES ORDER or DRAFT INVOICE)
- Issue INVOICE
- Send ORDER QUOTATION/ORDER CONFIRMATION to the customer
- Inform customer about SHIPPING DETAILS
- Send Certificate of analysis

IN BOUND LOGISTICS OR PURCHASING

- Issue purchase orders and send to suppliers
- Update SAP with information about the orders
- Mail archiving
- Check for order confirmation and contact supplier
- Check Shipping details and contact supplier
- Contact supplier for order changes/amendments e.t.c.
- Check for documents (Invoice, Bill of Lading, T2L, e.t.c.) and contact supplier
- Send documents to customs clearer/broker
- Manage Ex Works (EXW) orders

WAREHOUSE IN BOUND

- Contact Forwarders for the products receiving
- Check products and documents during receiving
- Create a GOODS RECEIPT NOTE in SAP
- Give directions on products storing

WAREHOUSE OUT BOUND LOGISTICS

- Create itineraries
- Prepare customers' orders
- Issue INVOICE (for DELIVERY)
- Check orders' loading on the trucks

Quality Health and Safety

- Manage/Operate Quality Health and Safety system (Manage procedures)
- Internal inspections (ISO, OHSAS)
- External inspections (Cyprus Certification Company, Department of Labor Inspection, SEVESO Directive, Public Health Service)
- CALIBRATION (scales, thermometers, hygrometers)
- Employee trainings
- Management Review
- Safety committee
- Customer Satisfaction Survey
- SUPPLIERS EVALUATION
- RISK ASSESSMENT AND MANAGEMENT
- OPPORTUNITIES AND THREATS MANAGEMENT
- Accidents
- CAPA PLANS
- Manage partners' licenses
- Manage ISO system's documents
- Manage non-compliances (material)
- Manage claims/complaints
- Manage problems with suppliers
- Manage customers' requests
- Manage licenses (ADR, Drivers' licenses, professional truck driving licenses, ADR reports, Health department certificate, GREEN DOT, Petroleum products storage, Business Premises License, Wholesale License, and V.A.T.).
- Manage licenses for products (REACH, CLP, SEVESO, Explosives Precursors, Drug Precursors, Biocides)
- Manage internal documents – FILING
- Create Safety Data Sheets
- Create product labels
- COA FILING
- FLEET AND MAINTENANCE MANAGEMENT (Tachographs, Service, MOT, Speed limiters, ISOTANKS(CERTIFICATES/INSPECTIONS/CLEANING))
- LOT TRACING

Observations:

- Using the above groupings it can be observed that from the 54 total tasks the vast majority (27 tasks) belong to the Quality, Health & Safety section. The tasks considering the Quality Health & Safety are directly related to the ISO QMSs of the company and to the various regulations of the Republic of Cyprus and the European Union, which are obligatory for the industry of chemicals. Those tasks are very bureaucratic in nature and require significant amounts of time to be addressed
- The second important finding is that none of the current positions' Job Descriptions mentions this tasks. In other words, there is not any specified employee that is responsible for that task group.

Identification of the Source of the Delays:

The above mentioned findings, combined with all the data gathered so far, support the argument that the main reason for the delays observed in the P.L.O. department is the non-allocated tasks of the Quality, Health & Safety group of tasks. The extra workload bearing the employees causes them to not be able to finish their work on time and resort to overtime work.

Working overtime to complete tasks that they were not supposed to be doing, as they were not included in their Job Descriptions on the time they were hired, explains the low employee satisfaction rates of the P.L.O. department.

The data also proved that the Warehouse & Distribution sub-department of the P.L.O department does not have any impact on the delays and it is working properly, which is supported by the fact that contradictory to the Purchasing & Logistics sub-department, the occasions in which its employees have to work overtime are extremely rare.

Action Plan

Following the Managements will, before delivering any proposed solution that would include the hiring of any additional personnel, the possibility of a solution using the existing personnel should be deemed non-viable.

To address the issue the use of the following two KPI's was deemed necessary:

1. Average Number of Itineraries of Loaded Trucks per Week
2. Average Number of Total Overtime Hours Paid per Week

The Objective was to maintain or increase the Average Number of Itineraries of Loaded Trucks per Week, while eliminating the Average Number of Total Overtime Hours Paid per Week.

Due to the urgency of the situation and pressure from the Management because the peak season was approaching, it was decided that there would be a trial period of 8 weeks (2 months)

Below are the tables extracted from the company's accounting software that indicate the current average numbers of the above mentioned KPIs:

Truck Fleet's Itineraries

Itineraries (All 4 Trucks combined)	Range	Average
Number of Itineraries per Day	6-8	7
Number of Itineraries per Week	30-40	35
Number of Itineraries per Month	120-160	140
Number of Itineraries Range per Year (Based on average operating weeks number excluding	1470-1960	1715

downtime like holidays and service, which is 49 weeks)		
Itineraries Per Truck	Range	Average
Number of Itineraries for each Truck per Year	367.5-490	428.75

Overtime Hours & Costs (P.L.O.)

Overtime Hours PLO Department Personnel (For all)	Average Total of Overtime Hours	Average Cost € (Based on Average Gross Salary €1520)
Per Year	1440	13680
Per Month	120	1140
Per Week	30	285
Per Day	6	57

With the target numbers set, an examination of the strengths and weaknesses of the PLO department was conducted to set the ground for an assessment between the current situation and the target situation, a Gap Analysis.

Examination of Strengths and Weaknesses of the P.L.O. Department

Strengths (+)	Weaknesses (-)
<ul style="list-style-type: none"> Most employees already know the basics for another position 	<ul style="list-style-type: none"> Increased overtime expenses Low employee satisfaction

<ul style="list-style-type: none"> • Standardized Procedures • Qualified and experienced personnel • Ideal/specialized for the industry equipment, vehicles and trainings provided by the company 	<ul style="list-style-type: none"> • Too many bureaucratic processes • Director’s belief that he needs to increase his supervision of his subordinates
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Gap Analysis (For the trial period using the existing Personnel)

Current Situation	Target Situation	Actions to reach Target
Tasks allocation is not efficient	Each position is specialized in its task group for increased efficiency	Categorize tasks and redistribute them to in order to create positions based on task groups
QHS tasks are not assigned to specified personnel	QHS tasks distributed among the personnel	Assign the tasks to the person who did each task the last time, to be sure that the employee has the knowledge to complete the task
Job Descriptions are outdated	Job Descriptions that represent the task group assigned to each position	Based on the specialized task groups, create trial versions of Job Descriptions for all employees affected

No Data for the effect of task allocation	Results from Trial Period	Keep track of the two KPIs for 8 weeks and compare them to the set goals
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Gap Analysis (If results of Trial period prove the need of a new employee)

Current Situation	Target Situation	Actions to reach Target
Tasks allocation is not efficient	Each position is specialized in its task group for increased efficiency	Categorize tasks and redistribute them to in order to create positions using groupings based on area of operation
Job Descriptions are outdated	Job Descriptions that represent the new task group of each position	Based on the new task groups, create new Job Descriptions for P.L.O. Manager, Customer Service Officer, Logistics Officer and Administrative Officer.
Two Job Titles do not match their new Job Descriptions	All Job Titles match their new Job Descriptions	Rename the positions as Supply Chain and Operations Manager, Purchasing Officer
No Quality, Health & Safety Officer, no Job Description	Hire a Q.H.S. Officer	Create a Job Description for Q.H.S. Officer

All new Job Titles are missing from the old Organizational Chart, including the new Q.H.S. position	Up to date Organizational Chart that includes all Job Titles and facilitates the P.L.O. Director's demand to increase his supervision	Create a new Organizational Chart to incorporate all new Job Titles and change structure where needed to improve efficiency
QMS not up to date with the changes	QMS up to date with the current changes	Make all the necessary changes dictated by the procedures of the company's QMS

Trial Period Results:

Average Number of Itineraries of Loaded Trucks per Week

Week	1	2	3	4	5	6	7	8	Avg.
Itineraries	33	33	35	34	36	35	35	34	34.375

Average Number of Total Overtime Hours Paid per Week

Week	1	2	3	4	5	6	7	8	Avg.
Hours	32	30	30	29	30	30	29	28	29.75

As it can be observed on the tables above, the trial period did not deliver the results to support the possibility of addressing the problem using the existing personnel, justifying the need to hire a new employee.

Proposed Solution

After combining the data from all the previous analyses so far, my conclusion is that the company needs to hire at least one new employee. Considering the findings from the Task Analysis, the suggested new position for the new employee would be that of **Quality, Health and Safety Officer**.

Additionally, a task re-distribution amongst the existing personnel of the Purchasing & Logistics sub-department should be executed to improve its efficiency, and thus, the speed of the P.L.O. departments operations. This will have zero cost on the company for trainings, as the employees already possess the knowledge for the tasks that will be assigned to them.

Considering the average cost per month for overtime expenses as shown on the table of “Overtime Hours & Costs (P.L.O.)” is €1140, a big portion of the monthly cost of the employee is covered by that amount. Moreover, if the hiring of a new employee helps to produce even 2 extra itineraries per month, the company is already covers the employee’s expenses to the maximum and is making profit. This is evidently supported by the data taken from the “Statement of Profit or Loss” of the previous year and the “Truck Fleet’s Operational Expenses” table, as shown below:

STATEMENT OF PROFIT OR LOSS

For the year ended 31 December 2019

	2019	2018
Revenue	12.898.817	11.141.820

Cost of sales	(11.562.722)	(9.841.497)
Gross profit	1.336.095	1.300.323
Profit for the year	389.180	351.799

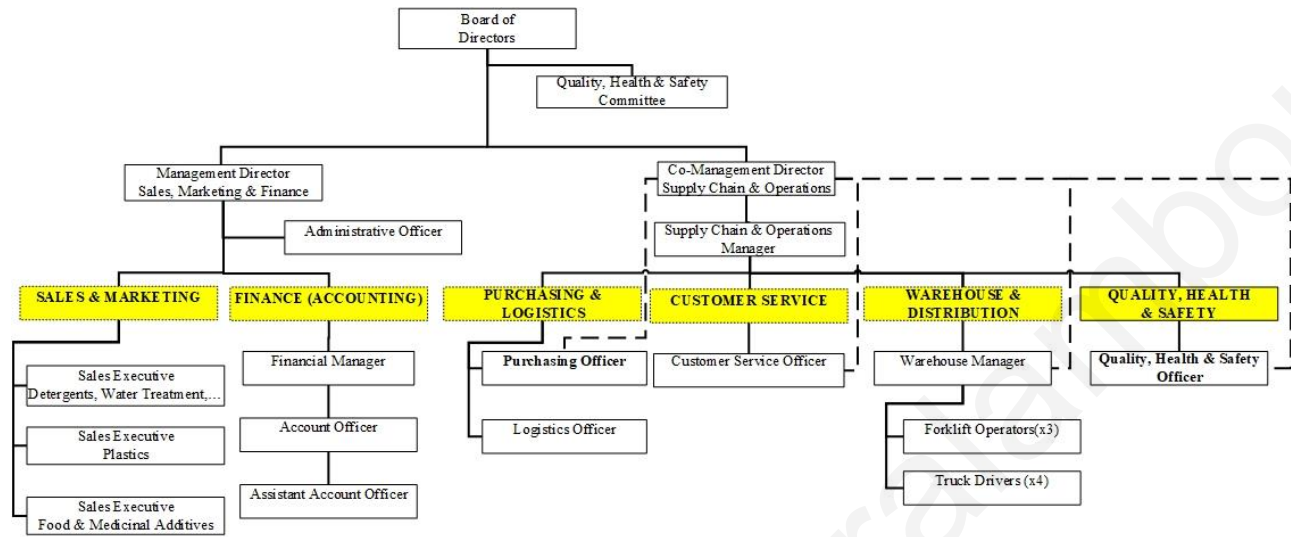
Truck Fleet's Operational Expenses

Type of Vehicle Expense	Avg. per year for all Trucks in €	Avg. per Truck per Year in €	Avg. Per truck per Itinerary in €
Fuel & Oil	55377	13844.25	32.29
Repairs & Servicing	16974	4243.5	9.89
Licenses	1525	381.30	0.88
Insurance	3305	826.25	1.92
Miscellaneous Expenses	3984	996	2.32
Total:	81125	20291.3	47.21

Using the Number of Itineraries for each Truck per Year (428.75) and the net profit of the previous year (389.180), it can be calculated that the Average net profit per itinerary is €907.70.

Even when considering the vast fluctuations that can occur in the truck fleet's operational expenses, such as an increase in fuel & oil prices, the profit margin is still big enough to justify a the hiring of a new employee, with the average cost per truck per Itinerary being only €47.21.

Below is the proposed re-distribution of tasks, followed by new Job Descriptions (Including the one for the new position), and the new Organizational Chart that incorporates all the changes as mentioned in the Gap Analysis:



Task Re-distribution Table

Task	Current responsible (or usually responsible) employee	Proposed responsible employee
Receive order from customer (At their facilities)	Sales Executives	Sales Executives
Registration of order to SAP (STANDING ORDER or DRAFT INVOICE)	Sales Executives	Sales Executives
Check stock & orders	Co-Management Director of P.L.O.	Supply Chain & Operations Manager
Decide when to place an order to the suppliers	Co-Management Director of P.L.O.	Supply Chain & Operations Manager
Receive order from customer (At the company's facilities)	Customer Service Officer	Customer Service Officer
Registration of order to SAP (SALES ORDER or DRAFT INVOICE)	Customer Service Officer	Customer Service Officer
Issue INVOICE	Customer Service Officer	Customer Service Officer

Send ORDER QUOTATION/ORDER CONFIRMATION to the customer	Customer Service Officer	Customer Service Officer
Inform customer about SHIPPING DETAILS	Customer Service Officer	Purchasing Officer
Send Certificate of analysis (per Invoice)	Customer Service Officer	Customer Service Officer
Issue purchase orders and send to suppliers	Administrative Officer	Purchasing Officer
Update SAP with information about the orders	Administrative Officer	Purchasing Officer
Mail archiving	Administrative Officer	Purchasing Officer
Check for order confirmation and contact supplier	Purchasing, Logistics & Operations Manager	Logistics Officer
Check Shipping details and contact supplier	Purchasing, Logistics & Operations Manager	Logistics Officer
Contact supplier for order changes/amendments e.t.c.	Purchasing, Logistics & Operations Manager	Logistics Officer
Check for documents (Invoice, Bill of Lading, T2L, e.t.c.) and contact supplier	Logistics Officer	Logistics Officer
Send documents to customs clearer/broker	Logistics Officer	Logistics Officer
Manage Ex Works (EXW) orders	Logistics Officer	Logistics Officer
Contact Forwarders for the products receiving	Co-Management Director of P.L.O.	Warehouse Manager
Check products and documents during receiving	Warehouse Manager	Warehouse Manager
Create a GOODS RECEIPT NOTE in SAP	Administrative Officer	Warehouse Manager

Give directions on products storing	Warehouse Manager	Warehouse Manager
Create itineraries	Customer Service Officer	Customer Service Officer
Prepare customers' orders	Customer Service Officer	Customer Service Officer
Issue INVOICE (for DELIVERY)	Customer Service Officer	Customer Service Officer
Check orders' loading on the trucks	Customer Service Officer	Customer Service Officer
Manage/Operate Quality Health and Safety system (Manage procedures)	Purchasing, Logistics & Operations Manager	Quality, Health & Safety Officer
Internal inspections (ISO, OHSAS)	Purchasing, Logistics & Operations Manager	Quality, Health & Safety Officer
External inspections (Cyprus Certification Company, Department of Labor Inspection, SEVESO Directive, Public Health Service, Customers, Pharmaceutical Services)	Purchasing, Logistics & Operations Manager	Quality, Health & Safety Officer
CALIBRATION (scales, thermometers, hygrometers)	Purchasing, Logistics & Operations Manager	Quality, Health & Safety Officer
Employee trainings	Purchasing, Logistics & Operations Manager	Quality, Health & Safety Officer
Management Review	Purchasing, Logistics & Operations Manager	Quality, Health & Safety Officer
Safety committee	Purchasing, Logistics & Operations Manager	Quality, Health & Safety Officer
Customer Satisfaction Survey	Purchasing, Logistics & Operations Manager	Quality, Health & Safety Officer
SUPPLIERS EVALUATION	Purchasing, Logistics & Operations Manager	Quality, Health & Safety Officer
RISK ASSESSMENT AND MANAGEMENT	Purchasing, Logistics & Operations Manager	Quality, Health & Safety Officer

OPPORTUNITIES AND THREATS MANAGEMENT	Purchasing, Logistics & Operations Manager	Quality, Health & Safety Officer
Accidents	Purchasing, Logistics & Operations Manager	Quality, Health & Safety Officer
CAPA PLANS	Purchasing, Logistics & Operations Manager	Quality, Health & Safety Officer
Manage partners' licenses	Purchasing, Logistics & Operations Manager	Quality, Health & Safety Officer
Manage ISO system's documents	Logistics Officer	Quality, Health & Safety Officer
Manage non-compliances (material)	Logistics Officer	Quality, Health & Safety Officer
Manage claims/complaints	Logistics Officer	Quality, Health & Safety Officer
Manage problems with suppliers	Logistics Officer	Quality, Health & Safety Officer
Manage customers' requests	Logistics Officer	Quality, Health & Safety Officer
Manage licenses (ADR, Drivers' licenses, professional truck driving licenses, ADR reports, Health department certificate, GREEN DOT, Petroleum products storage, Business Premises License, Wholesale License, and V.A.T.).	Logistics Officer	Quality, Health & Safety Officer
Manage licenses for products (REACH, CLP, SEVESO, Explosives Precursors, Drug Precursors, Biocides)	Purchasing, Logistics & Operations Manager	Quality, Health & Safety Officer
Manage internal documents – FILING	Logistics Officer	Logistics Officer
Create Safety Data Sheets	Chemist	Chemist
Create product labels	Customer Service Officer	Customer Service Officer

COA FILING	Administrative Officer	Customer Service Officer
FLEET AND MAINTENANCE MANAGEMENT (Tachographs, Service, MOT, Speed limiters, ISOTANKS(CERTIFICATES/INSPECTIONS/CLEANING))	Logistics Officer	Quality, Health & Safety Officer
LOT TRACING	Administrative Officer	Customer Service Officer

Customer Service Officer Job Description NEW

General Duties and Responsibilities:

Assists the Supply Chain & Operations Manager and the Supply Chain & Operations Director with ordering, car loading and warehousing issues.

Specific Duties and Responsibilities:

- Receiving orders from customers and registering in SAP (daily).
- Issuance of invoices and customer service who come to the company's offices to pick up their orders and check products delivered (daily).
- Preparation of itineraries to customers with the correct compatible materials as defined by the ADR, according to the instructions of the Supply Chain & Operations Manager (daily).
- Issuance of invoices related to daily itineraries.
- Checking of goods during loading (daily).
- Performs liaison duties between the management and the warehouse.
- Compares the issued invoices with the products (goods) loaded on the cars before delivering the invoices to the Drivers.

- Manage customer requests for documents and anything else needed (daily). In cases where the documents are not available then send the request to the Quality, Health & Safety Officer or to the appropriate Responsible Person.
- Check and send the necessary Certificates of Analysis to customers for the products according to the purchase invoices.
- Registration of product batches in the Archive (LOT TRACING) and archiving of itineraries.
- Creates product labels
- Adds new customers to the accounting system and differentiates existing data according to the instructions of his/her supervisor.
- Sends Order Quotations/Order Confirmations to the customer
- COA filing
- Maintains the small fund of the company.
- Performs any other related tasks requested by management.
- Replaces the Quality, Health & Safety Officer in the following tasks:
 - ❖ Monitoring and renewal of the various licenses of the Company and the staff such as Premises Operation License, Petroleum License, Green Dot, ADR, Forklift, Driver Licenses etc, Tachographs etc.
 - ❖ Organizing quarterly Meetings of the Safety and Health Committee, keeping practices and monitoring the issues that arise from it. Notifies the TEE of a possible change in the composition of the security committee

- ❖ Registration, Registration, monitoring and renewal of the various licenses related to the company's products such as Biocides, Precursors Drugs, Precursors Explosives etc.
- ❖ Organization on an annual basis of Emergency Exercise and Leakage Management.
- ❖ Investigation, Recording and management of Accidents and Incidents and monitoring the implementation of corrective actions.
- ❖ Monitoring and renewal of the Risk Assessment Studies of the company and observance of the measures arising from them.
- ❖ Orders and charges Personal Protective Equipment to staff
- ❖ Obtaining and monitoring the various licenses, Risk Assessment Studies and data required by the subcontractors of the Company's company.
- ❖ Organization and monitoring of the Maintenance of the fleet, the buildings and the equipment of the company and communication with external partners (Service, MOT, Speed limiters, Isotanks etc.
- ❖ Receiving data from driver and vehicle tachographs and sending to the partner for processing.
- ❖ Has the responsibility to calibrate all critical equipment.
- ❖ Evaluates and archives the data resulting from the recording of temperature and humidity in the Warehouses and informs the Management in cases of deviation.

Requirements:

- High school diploma or diploma in Office Administration or a degree from a higher education institution in the field of Business Administration or other related field and two years of relevant experience.
- Good knowledge in Computer and MS Office programs such as Microsoft Excel, Word, Power Point.

Logistics Officer Job Description NEW

General Duties and Responsibilities:

Assists the Supply Chain & Operations Manager in matters of overseas orders, supplier communication, customer orders, route management, vehicle loading, complaint management, problems and customer requests.

Specific Duties and Responsibilities:

- Monitoring the processing of foreign orders, including monitoring the receipt of the supplier's confirmation, the receipt of loading details, the receipt of the necessary documents for customs clearance (daily).
- Monitoring the exact date of arrival of critical orders and informing customers of any changes (daily).
- Preparation and sending of various documents to the customs broker (daily).

- Contact a supplier for any changes to the order or other issues, following instructions from the Logistic Manager or company management (when required).
- Verification of the correct entry of the data sent by the suppliers, in SAP (mail verification) (daily)
- Preparation of reports that can be requested by the Ministries of the Republic
- Manages Ex Works (EXW) orders
- Replaces the Customer Service Officer in the following tasks:
 - ❖ Receiving orders from customers and registering in SAP (daily).
 - ❖ Issuance of invoices and customer service who come to the company's offices to pick up their orders and check products delivered (daily).
 - ❖ Preparation of itineraries to the customers with the correct compatible materials as determined by the ADR, according to the instructions of the Logistics and Operations Consultant (daily).
 - ❖ Check goods during loading (daily).
- Replaces the Quality, Health & Safety Officer in the following tasks:
 - ❖ Recording and management of Complaints, Non-compliances and Controlled Changes and monitoring the implementation of corrective actions.
 - ❖ Manage customer requests for documents, audits and anything else requested.
 - ❖ Problem management upon arrival of goods based on ISO procedures.

- ❖ Preparation of necessary documents such as SDS, labels in accordance with the legislation.
 - ❖ Assists the Q.H.S. Officer in monitoring the implementation of the SEVESO directive and preparing a weekly report.
 - ❖ Checking the Safety Data Sheets that they are harmonized with the CLP regulation. If not ask for them from the suppliers.
 - ❖ Registration of Safety Data Sheets and their data in the Company's system.
 - ❖ Archiving of all external documents received from suppliers (SDS, Product Certificates, Suppliers Certificates etc)
 - ❖ Answer customer questionnaires.
 - ❖ To apply the safety and health regulations of the Company.
- To submit to the Directorate reports that will be requested.
 - Other tasks that will be requested by the Management.

Requirements:

- University degree from a Higher Education Institution in the field of Logistics or Chemistry or other related field.
- Good knowledge in Computer and MS Office programs such as Microsoft Excel, Word, Power Point.

Supply Chain & Operations Manager Job Description New

General Duties and Responsibilities

He/she is responsible for the smooth operation, control and coordination of the P.L.O. department of the Company, for consulting suppliers about the price of products, research for alternative suppliers, and in general the actions that will help reduce costs in the materials market.

Specific Duties and Responsibilities

- Identify product needs and place orders with suppliers (this function will be gradually transferred from the Sales Department to the Logistics Department).
- Development of new contacts for the purchase of materials, finding new suppliers and sub-methods of purchase and transportation.
- Management of new projects eg. SAP, software / gadgets for orders, plans for business upgrades etc)
- To monitor and coordinate the evolution of orders and the receipt of products.
- Maintains a list of approved suppliers along with their respective file as well as a file under approved supplier.
- To promote good relations with suppliers.
- Participate in the evaluation of suppliers according to company procedures
- To study, prepare, review, submit and monitor offers to customers and maintain a bidding file
- Utilize effectively the department staff.
- To apply the safety and health regulations of the company
- To submit to the Directorate reports that will be requested.
- Other tasks which will be determined by the Directorate.

Requirements

- University degree from a higher education institution in the field of Chemical Engineering or other related field and two years of relevant experience.
- University postgraduate degree from a higher education institution in the field of Business Administration or Human Resources Management
- Good knowledge in Computer and MS Office programs such as Microsoft Excel, Word, Power Point.

Purchasing Officer Job Description NEW

General Duties and Responsibilities

Assists the Supply Chain & Operations Manager in orders management

Specific Duties and Responsibilities

- Preparation, registration and sending and review of Purchase Orders.
- Registration of customer purchase orders (Sales Orders) following instructions from the Management
- Mail processing and electronic mail archiving.
- Registration of data related to purchase orders in SAP.
- Informing customers about the arrival date of their orders (for products that are not immediately available) (daily).
- Informs the customers about the Shipping Details
- Control and Electronic Archiving of Certificates of Analysis.

- Preparation of reports that can be requested by the Ministries of the Republic
- Performs any other related tasks requested by management.
- Replaces the Logistics Officer in the following tasks:
 - ❖ Monitoring the processing of foreign orders, including monitoring the receipt of the supplier's confirmation, the receipt of loading details, the receipt of the necessary documents for customs clearance (daily).
 - ❖ Monitoring the exact date of arrival of critical orders and informing customers of any changes (daily).
 - ❖ Preparation and sending of the various documents to the customs broker (daily).
 - ❖ Contact a supplier for any changes in the order or other issues, following instructions from the Supply Chain & Operations Manager or the management of the company (when required).
- Replaces the Customer Service Officer in the following tasks:
 - ❖ Check and send the necessary Certificates of Analysis to customers for the products according to the purchase invoices.
 - ❖ Registration of product batches in the Archive (LOT TRACING) and archiving of itineraries.

Requirements

- High school diploma or diploma in Office Administration or a degree from a higher education institution in the field of Business Administration or other related field and two years of relevant experience.

- Good knowledge in Computer and MS Office programs such as Microsoft Excel, Word, Power Point.

Quality, Health and Safety Officer Job Description (NEW POSITION CREATED)

General Duties and Responsibilities

Assists the Systems Manager in the maintenance and management of systems and issues related to the quality and safety and health of employees as well as the implementation of various laws related to the operations of the Company.

Specific Duties and Responsibilities

- Management, upgrade and maintenance of the Quality, Health & Safety System of the company
- Harmonization of the company's procedures with the national and international requirements concerning the company's operations and products and monitoring of their implementation.
- Writing, processing, distributing and archiving documents of the company's systems.
- Checking and archiving the various files resulting from the systems.
- Preparation of reports, file management and monitoring of the implementation of corrective actions related to Management Review, Internal and External inspections, Risks and Opportunities Analysis.
- Organize meetings at least once a year on "Quality System Review".

- Preparation of Supplier Evaluation report.
- Preparation and processing of results of the Customer Satisfaction Survey
- Training Program preparation and management of staff training files with evidence.
- Recording and managing Complaints, Non-compliances and Controlled Changes and monitoring the implementation of corrective actions.
- Manage customer requests for documents, audits and anything else requested.
- Problem management upon arrival of goods based on ISO procedures.
- Preparation of necessary documents such as SDS, labels in accordance with the law.
- Monitoring and renewal of the various licenses of the Company and the staff such as Property Operation License, Petroleum License, Green Dot, ADR, Forklift, Driver Licenses etc, Tachographs etc.
- Organization of Quarterly Meetings of the Health & Safety Committee, observance of practices and monitoring of the issues that arise from it. Notifies the TEE of a possible change in the composition of the security committee
- Registration, Registration, monitoring and renewal of various licenses related to the company's products such as Biocides, Precursors Drugs, Precursors Explosives, etc.
- Organization on an annual basis of Emergency Exercise and Leakage Management.
- Investigation, Recording and management of Accidents and Incidents and monitoring the implementation of corrective actions.
- Monitoring the implementation of the SEVESO directive and preparing a weekly report.
- Monitoring and renewal of the company's Risk Assessment Studies and compliance with the measures arising from them.
- Orders and charges Personal Protective Equipment to staff

- Obtaining and monitoring the various licenses, Risk Assessment Studies and data required by the subcontractors of the Company.
- Checking the Safety Data Sheets that they are harmonized with the CLP regulation. If not ask for them from the suppliers.
- Registration of Safety Data Sheets and their data in the Company's system.
- Archiving of all external documents received from suppliers (SDS, Product Certificates, Suppliers' Certificates etc)
- Manages CAPA Plans
- Answer customer questionnaires.
- Organization and monitoring of the Maintenance of the fleet, the buildings and the equipment of the company and communication with external partners (Service, MOT, Speed limiters, Isotanks etc.
- Receive data from driver and vehicle tachographs and send to partner for processing.
- Responsible for calibrating all critical equipment.
- Evaluates and archives the data resulting from the recording of temperature and humidity in the Warehouses and informs the Management in cases of deviation.
- Replaces the Customer Service Officer with the following duties:
 - ❖ Receiving orders from customers and registering with SAP.
 - ❖ Issuance of invoices and customer service who come to the company's offices to pick up their orders and check products delivered.

- ❖ Preparation of itineraries to the customers with the correct compatible materials as determined by the ADR, according to the instructions of the Logistics and Operations Consultant.
- ❖ Check goods during loading.
- Performs any other related tasks requested by management.

Requirements

- University degree from a higher education institution in the field of Quality Management or other related field and five years of experience in a related position
- Good knowledge of Computer and MS Office programs such as Microsoft Excel, Word.
- Confidentiality, responsibility, and ability to communicate and collaborate

Discussion

The most important statement that can be drawn from this study is that using strategic management tools to identify issues, make hard choices, or plan for the future, is not a practice that its use should be limited to, or is only needed by, big corporations. The size of the organization does not restrict the user in making the right strategic decisions for his/her company, even in family owned organizations. The correct choice of analyses, the correct use, and the correct order to use them, can determine the cohesiveness and accuracy of their results. Nevertheless, the management's commitment to pursue a time consuming procedure and put their trust in its results, instead of "following their intuition", the most common practice that

strains a lot of family owned organizations worldwide since the invention of the free market, is undoubtedly the key element that makes all of the above possible in the first place.

The first tool that was chosen for the purposes of this study was the SWOT Analysis. Over the decades since it made its appearance in the world of strategic management and subsequently, the world of strategic HRM, the SWOT has been used by countless practitioners, marketing researchers, and it is a frequent and popular tool for both business and students. As stated by Panagiotou (2003), the SWOT analysis is used more than any other strategic planning tool. According to Warren (2002), analysts most often resort to SWOT analysis as the preferred tool to kick start the strategy planning process. After all, the grouping of internal and external issues is a popular starting point for strategic planning, as it is simple, it can be constructed quickly, and can offer a decent analysis of the situation when time is limited. But not all analysts share the same view on SWOT analysis. Some of them state that SWOT is simply a list (Kay, 1993, 1999), while some believe that SWOT is somewhat elusive and, according to Pickton and Wright (1998), “it produces a superficial listing output that makes it dangerously simplistic in its structure”. Other SWOT critiques like Haberberg (2000) state that SWOT analysis does not provide a sufficient context for adequate strategy optimization and argue that the simplicity leads managers to use it incorrectly, producing short lists of non-prioritized, generalized bullet points. This vagueness, and oversimplified methodology of SWOT Analysis, is exactly what’s making many believe that it’s becoming a victim of its own success. On the other hand, when properly used in combination with other analyses in the correct and cohesive order as shown in this study, it can be a very useful tool to aid in choosing the next step forward. In alignment with Baker (2014) who argues that organizations can benefit from the diagnostic power of SWOT if they use a focused methodology and evaluate issues from the customer’s perspective, this study’s SWOT

Analysis was conducted in that manner, while capitalizing on the work of Houben, G., Lenie, K., & Vanhoof, K. (1999) as a “user’s manual” throughout the analysis procedure.

The next step took by this study was to conduct a Procedures Analysis on the company’s supply chain. A Procedures analysis is the ideal tool to break down the complexity of the long series of events that make up a supply chain. This kind of complex processes share a lot similarities in the way they are designed and executed with computer software. Such software, as described by Chapin, N. (2003), have a “sandwich-like arrangement to the outlines in a system chart: a layer of input data (bread), followed by a process (the filling), followed by a layer of output data (bread). Often, the output data of one process becomes the input data for a subsequent process, giving a multilayer sandwich effect”. This statement can describe the way any supply chain of any business worldwide is operating. In order to make the procedure more comprehensible so that it would be easier to make observations, it first had to be visually presented in some form. The way to do this is by using the same form of visual representation used in computer software, a flowchart, which in more recent literature is also called data flow diagram. As defined by Chapin, N. (2003), “a flowchart is a graphic means of documenting a sequence of operations.” He also stated that “flowcharts serve as a pictorial means of communicating from one person to another the time-ordering of events or actions”. In his book “The Information System Consultant’s Handbook”, Davis, W. S. (2019) agrees that “a data flow diagram is a logical model of the flow of data through a system that shows how the system’s boundaries, processes, and data entities are logically related. A data flow diagram is an excellent tool for summarizing and organizing detailed information about a system’s boundaries, processes, and data entities, providing the analyst with a logical map of the system.” Naturally, this study built a data flow diagram in order to make information based observations. This analysis

proved to be really useful in understanding and bridging the gap between the SWOT Analysis and the Task Analysis that followed it. That is because in the same way that you can break a watch and identify its components but not know how it actually works until you find out the relationships between them, the Procedures Analysis addresses this shortcoming of the Task Analysis and vice versa.

To support the Procedures Analysis and further elaboration of the information, a Task Analysis was the obvious continuation of this study. As stated in the book of Wolfe, P. (1991), “Job task analysis: Guide to good practice”, a Task Analysis is used by Human Resources Management to develop job descriptions, for recruitment, to set staffing standards, or plan career development. Additionally, he adds that a Task Analysis can be used by the HRM to set job objectives, improve job design and safety, and plan job enrichment. In the second chapter of his book, he explains how the Task Analysis is used to examine the environment influencing the organization’s performance, in order to discover the “root causes” for performance related problems. Following Wolfe’s example, the results of this study were produced in that frame, as the main objective of the company was to identify the cause of its performance issues. For the implementation of this study’s Task Analysis, the book of Kirwan, B., & Ainsworth, L. K. (Eds.). (1992), “A guide to task analysis: the task analysis working group” was utilized as the main guide during the procedure, in combination with the work of Landau, K., Rohmert, W., & Brauchler, R. (2000), as the inspiration to perform a cluster form for the final part of the Task Analysis was taken from there. The results produced by the cluster grouping determined the root cause of the company’s performance issues.

After identifying the cause of the problem, the final part of this study was the development of an action plan to tackle the problem. This need was addressed with the data provided by the last analysis this study made use of, a Gap Analysis.

The Gap Analysis' aim was to depict the actual performance gap that existed in the P.L.O. department and provide a mapping of the actions needed to reach the targeted situation.

According to the definition provided by Chevalier, R. (2010), "a performance gap is typically defined as the difference between an existing level of performance and a desired level". Based on that, the starting point for this study's Gap Analysis was to determine the existing and desired levels of performance, and then set reasonable and measurable goals in regards of quantity, time, and cost.

When depicting the targeted situation, the Gap Analysis made use of the two key performance indicators that were chosen on a previous point of the study. To depict the existing level, and compliment the Gap Analysis with more targeted data, an Examination of the Strengths and Weaknesses of the P.L.O. department was conducted. Then, by making use of the combined findings of all the previous analyses of this study, the actions needed to bridge the gap between the two situations were determined.

Recommendations

This study was conducted without the use of a P.E.S.T.E.L. Analysis because of the fact that various data regarding the Macro-environment of the company, especially those considering the competitors, were not publicly available. This is one of the biggest study's limitations for this project, as it decreases the accuracy of the projected estimations for the company's near and far future market position, market share, purchasing power, and financial stability. This is especially

visible in studies focused on performance issues as “performance measurement is further complicated by the availability of the data needed to construct the measures and the need to carefully specify how the data and measures relate to other constructs in a model and to one another” (Richard, P. J., Devinney, T. M., Yip, G. S., & Johnson, G. 2009).

Even though this study made frequent use of the term performance (organizational performance), it was mostly referring to the effectiveness (organizational effectiveness) of the company’s supply chain. That’s because in most available literature at the time this study was conducted, these two terms are blended, a lot of times interchangeable, and hard to distinguish. A study by Richard, P. J., Devinney, T. M., Yip, G. S., & Johnson, G. (2009), tried to clarify the differences between the two terms. The following are the definitions they came to:

“Organizational performance encompasses three specific areas of firm outcomes: (a) financial performance (profits, return on assets, return on investment, etc.); (b) product market performance (sales, market share, etc.); and (c) shareholder return (total shareholder return, economic value added, etc.).”

“Organizational effectiveness is broader and captures organizational performance plus the plethora of internal performance outcomes normally associated with more efficient or effective operations and other external measures that relate to considerations that are broader than those simply associated with economic valuation (either by shareholders, managers, or customers), such as corporate social responsibility.”

Moreover, this study was conducted during the early stages of the outbreak of the COVID-19 pandemic, when it was still considered as a situation that would be over in a short amount of time, and thus it did not take into consideration the short and long term effects of the pandemic.

The outbreak of COVID-19 limited the already short trial period of three months (12 weeks) to two months (8 weeks) because of the quarantine measures that were implemented nationwide during the time this study was conducted. A bigger trial period would be ideal for future research in similar situations as it can gather a bigger volume of data and provide more solid arguments.

Finally, due to the combination of the short time frame set by the company and the unexpected phenomenon of the COVID-19 pandemic, there was no time to conduct a Risk Assessment at any point of the procedure. The findings of such analysis could potentially influence the Gap Analysis and the solution proposed by this study, therefore it is highly recommended for any future study.

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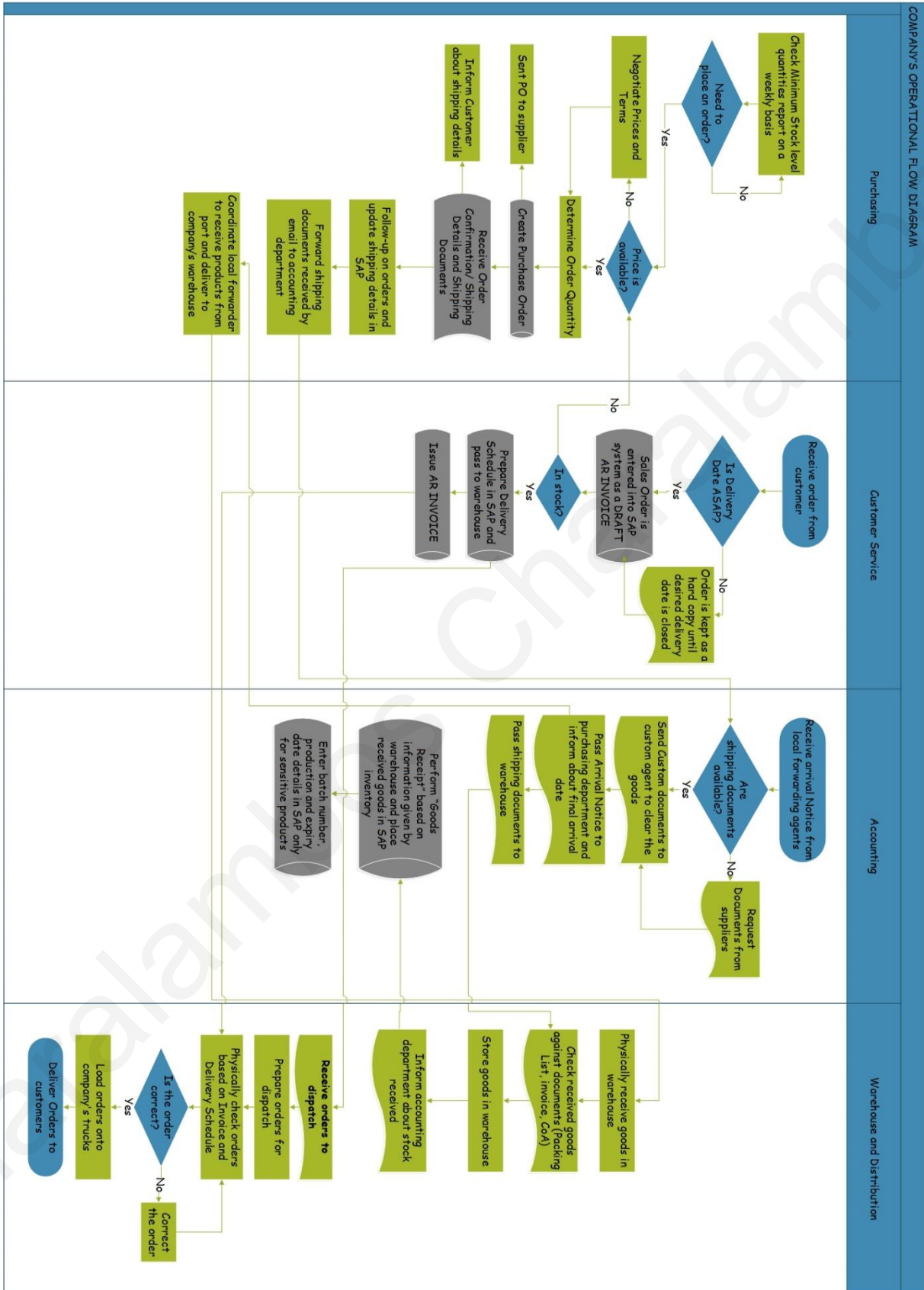
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Appendices



Customer Service Officer Job Description (OLD)**General Duties and Responsibilities:**

Assists the Purchasing Logistics and Operations Manager in matters of orders, car loading and warehouse issues.

Specific Duties and Responsibilities:

- Is responsible for the implementation of the legislation concerning
 - a. Dangerous Goods Road Transport (ADR)
 - b. Registration Evaluation Authorization of Chemicals
 - c. Classification, Labeling, and Packaging of Chemicals and Mixtures (CLP)
 - d. Occupational Safety and Health Issues
- Is responsible for the safety and health of employees in the company as well as for the safety and health of other persons affected by the work performed in the company
- Orders and charges Personal Protective Equipment to staff
- Stores on the server and sends to clients the Security Data Sheets of the materials
- Checks that the Safety Data Sheets are harmonized in the CLP regulation. If not ask for them from the suppliers.
- Notifies the TEE of a possible change in the composition of the security committee
- To apply the safety and health regulations of the company
- Receiving orders from customers and registering in SAP (daily).
- Issuance of invoices and customer service who come to the company's offices to receive their orders and control of products delivered (daily).

- Preparation of itineraries to customers with the correct compatible materials as defined by the ADR, according to the instructions of the Logistics and Operations Consultant (daily).
- Issuance of invoices related to daily itineraries.
- Checking of goods during loading (daily).
- Prepare itineraries with the correct compatible materials as specified by the ADR.
- Performs liaison duties between the address and the warehouse.
- Monitoring of foreign orders.
- Prepares the invoices that correspond to the itineraries of the Drivers.
- Compares the issued invoices with the products (goods) loaded on the cars before delivering the invoices to the Drivers.
- Issues invoices, serves customers who come to the company's offices to receive their orders and at the same time check that they are leaving with correct products from the company.
- Adds new customers to the accounting system and differentiates existing data according to the instructions of its supervisor.
- Maintains the small Cash of the company.
- Management of customer requests for documents and anything else needed (daily). In cases where the documents are not available then send the request to the appropriate Responsible Person.

- Check and send the necessary Certificates of Analysis to customers for the products according to the purchase invoices.
- Registration of product batches in the Archive (LOT TRACING) and archiving of itineraries.
- Executes Adds new customers to the accounting system and differentiates existing data according to the instructions of his / her supervisor.
- Maintains the small fund of the company.
- Performs any other related tasks requested by management

Requirements:

- University degree from a higher education institution in the field of Chemical Engineering or other related field and two years of relevant experience.
- Good knowledge in Computer and MS Office programs such as Microsoft Excel, Word, Power Point.

Purchasing, Logistics & Operations Manager Job Description OLD

General Duties and Responsibilities

Has the responsibility for the smooth operation of the Logistics department of the Company.

Specific Duties and Responsibilities

- Monitors the processing of foreign orders and acts accordingly until the arrival of materials in the warehouse, including finding a carrier.
- Contacts Suppliers for order changes/amendments e.t.c.

- Has the responsibility for the proper operation of the warehouses. Placement, counting, security, exit, goods.
- Has the responsibility to plan and implement in the best (optimum) way the itineraries to the customers, with the correct and compatible materials.
- To issue invoices.
- Check for Order Confirmation, Shipping details and contact supplier
- Utilize effectively the department's staff
- To apply the health & safety regulations of the company
- Internal inspections (ISO, OHSAS)
- External inspections
- Calibration
- Employee trainings
- ISO procedures/reports
- To submit to the Management reports that will be requested.
- Other tasks which will be determined by the management

Requirements

- University degree from a higher education institution in the field of Chemical Engineering or other related field and two years of relevant experience.
- Good knowledge in Computer and MS Office programs such as Microsoft Excel, Word, Power Point.

Logistics Officer Job Description OLD

General Duties and Responsibilities:

Assists the P.L.O. Manager in matters of overseas orders, customer orders, route management, vehicle loading, complaint management, problems and customer requests.

Specific Duties and Responsibilities:

- Monitoring the processing of foreign orders, including the sending of various documents to the customs broker (daily).
- Receiving orders from customers and registering in SAP (daily).
- Issuance of invoices and customer service who come to the company's offices to pick up their orders and check products delivered (daily).
- Preparation of itineraries to the customers with the correct compatible materials as determined by the ADR, according to the instructions of the Logistics and Operations Consultant (daily).
- Checking of goods during loading (daily).
- Complaints / non-compliance management and recording based on ISO procedures (daily).
- Manage customer requests for documents, audits and anything else needed (daily).
- Problem management upon arrival of goods based on ISO procedures (daily).
- Monitoring the implementation of the SEVESO directive (weekly).
- Registration of Biocidal Products and preparation of necessary documents such as SDS, labels, forms, etc. (daily).

- Checking the Safety Data Sheets that they are harmonized with the CLP regulation. If not, ask for them from the suppliers (monthly).
- Registration of Safety Data Sheets and their data in the Company's system (daily).
- To apply the safety and health regulations of the Company.
- To submit to the Directorate reports that will be requested.
- Other tasks that will be requested by the Management.

Requirements:

- University degree from a Higher Education Institution in the field of Chemical Engineering or Chemistry or other related field.
- Good knowledge in Computer and MS Office programs such as Microsoft Excel, Word, Power Point.

Administrative Officer Job Description OLD

General Duties and Responsibilities

Assists the P.L.O. Manager in orders management.

Specific Duties and Responsibilities

- Preparation, registration and sending and review of Purchase Orders.
- Registration of customer purchase orders (Sales Orders) following instructions from the Management
- Create Goods Receipt Note in SAP
- LOT Tracing

- Mail processing and electronic mail archiving.
- Registration of data related to purchase orders in SAP.
- Filing of Certificates of Analysis (COA).
- Preparation of reports that can be requested by the Ministries of the Republic
- Performs any other related tasks requested by management.
- Replaces the Logistics Officer in the following tasks:
 - ❖ Monitoring the processing of foreign orders, including monitoring the receipt of the supplier's confirmation, the receipt of loading details, the receipt of the necessary documents for customs clearance (daily).
 - ❖ Monitoring the exact date of arrival of critical orders and informing customers of any changes (daily).
 - ❖ Preparation and sending of the various documents to the customs broker (daily).
 - ❖ Contact a supplier for any changes in the order or other issues, following instructions from the P.L.O. Manager or the management of the company (when required).

Requirements

- High school diploma or diploma in Office Administration or a degree from a higher education institution in the field of Business Administration or other related field and two years of relevant experience.
- Good knowledge in Computer and MS Office programs such as Microsoft Excel, Word, Power Point.