

ENSURING THE WORKFORCE IS FIT FOR PURPOSE

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In order to ensure your workforce is as fit for purpose as you possibly can, I recommend you do the following:

- Identify the skills gap in the current workforce
- Develop a workplace plan
- Embed new skills in the service

Items we look for in such a review include the following:

- Appraisal of Existing Service
- Feedback from Staff, Funeral Directors & religious faith leaders/Celebrants
- Staffing Levels & Morale
- Housekeeping Standards
- Training and Resilience
- Capacity & Capability
- Working Practices
- Interment & Memorialisation
- Policies, Processes & Systems
- Customer Service Levels

- Compliance, Legislative & Environmental
- Budget & Income
- Fees & Charges
- Efficiencies
- Existing Literature
- Market Analysis
- Demographic Detail
- Competitor Analysis
- How to Optimise the Service
- Income Generation / Revenue Enhancement
- Findings Conclusions and Recommendations

The ICCM introduced their “Guiding principles for burial and cremation” in October 2014 which included guidance on cremating in a practical manner and reducing emissions.

The following are a couple of excerpts from those Guiding Principles:

- ▶ “Emissions to air are of great concern to the public. All Charter members should actively seek to reduce emissions to the air by the provision of suitable abatement equipment at the earliest possible time.
- ▶ Promoting the most effective use of energy within the crematorium. This could include consideration of heat exchange units to capture energy that is currently wasted.
- ▶ Ensuring the optimum usage of crematorium plant and equipment including longer operational hours, i.e. holding over cremations.”

The guiding principles then go further in saying:

- ▶ “ The benefits to the community from this include a reduced impact on the environment as less fossil fuel will be consumed and the efficient use of machinery and equipment will be achieved.”

Advantages to this will be as follows:

- There will be savings in energy by operating fewer cremators over longer periods.
- It is an established fact that cremators running for longer periods helps to reduce thermal shock and prolongs active service life.
- You will reduce emissions.
- You are using the residual heat from the machine rather than additional energy.
- The savings on refractory life are well known from stopping the constant exposure to heat up and cool down causing expansion and contraction daily and hence fracture and spalling of walls and hearths.

As part of a short-term workplace plan you should:

- Plan your work with staff to maximise productivity including the introduction of flexible working.
- Use cremators sparingly and only where required.
- Adopt the ICCM 72-hour rule so you may hold over if required.
- Ensure all staff are multi skilled to embed new skills in the service.