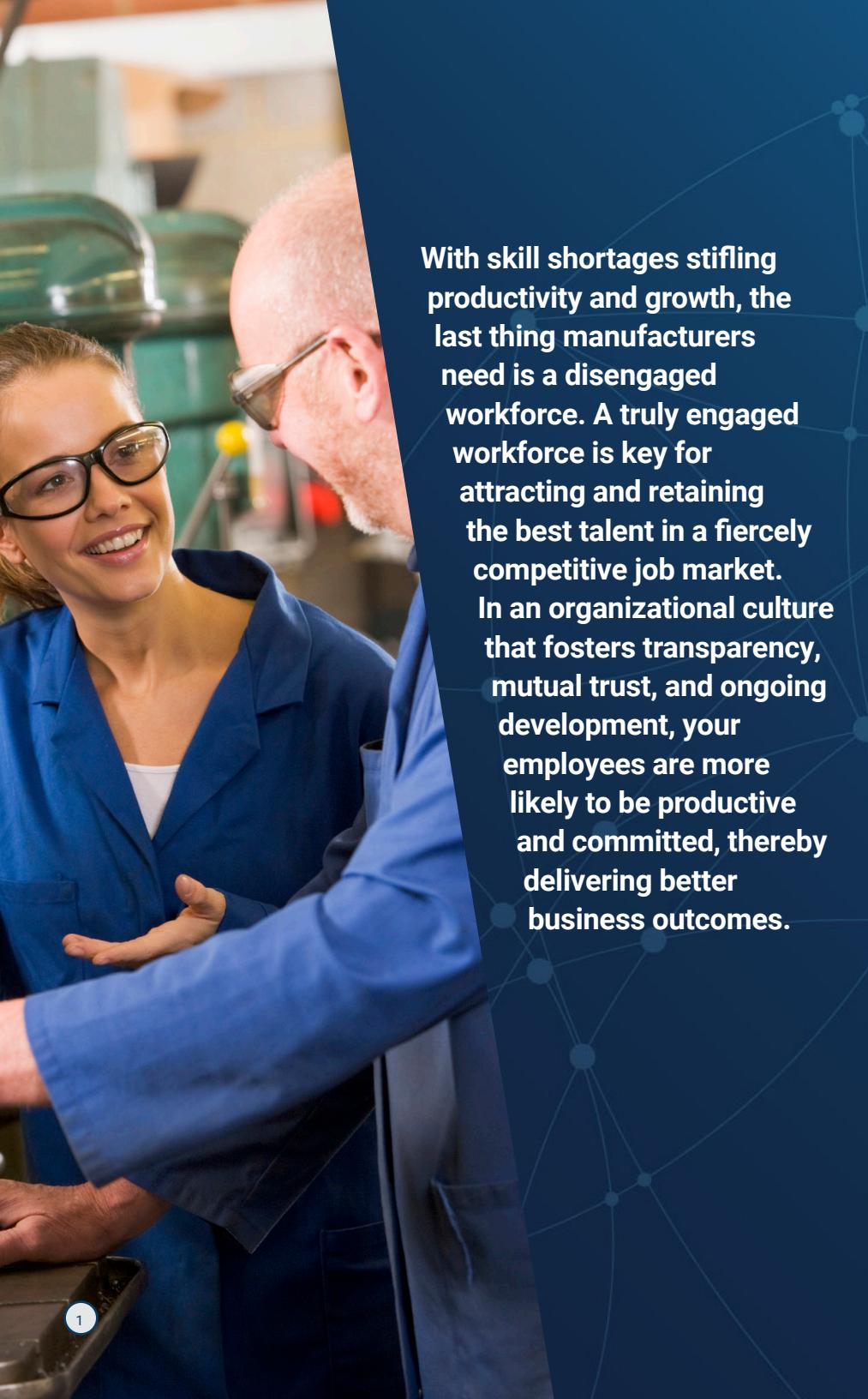


Employee Engagement for Manufacturing

How to drive productivity by focusing on your hourly employees





With skill shortages stifling productivity and growth, the last thing manufacturers need is a disengaged workforce. A truly engaged workforce is key for attracting and retaining the best talent in a fiercely competitive job market. In an organizational culture that fosters transparency, mutual trust, and ongoing development, your employees are more likely to be productive and committed, thereby delivering better business outcomes.

FOCUS ON WHAT MATTERS MOST TO YOUR HOURLY EMPLOYEES

While there are many factors that contribute to workforce engagement, you can start by focusing on top employee needs that contribute to a positive work environment.

Safety: Am I getting sufficient rest between shifts to avoid fatigue? Do I have the proper training required to perform the jobs I'm scheduled for?

Flexibility: Am I getting the appropriate time off I need to maintain my work/life balance? Do I have flexibility in my schedule when unplanned issues arise?

Fair treatment: Are policies applied consistently across all employees? Do I have the same visibility into overtime opportunities as other employees?

Opportunity to make an impact: How does my work affect the business? Do I have a manager who is available and invested in my performance? Can I influence change within the organization?

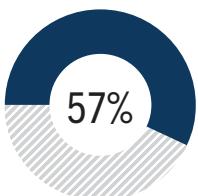
ORGANIZATIONS WITH HIGHLY ENGAGED EMPLOYEES EXPERIENCE **22% GREATER PRODUCTIVITY¹**

¹ John Baldoni, *Employee Engagement Does More than Boost Productivity*, Harvard Business Review (July 2013), found at <https://hbr.org/2013/07/employee-engagement-does-more/>.

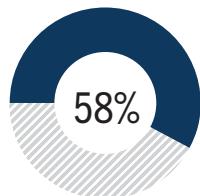
UNDERSTANDING THE CURRENT STATE OF EMPLOYEE ENGAGEMENT IN MANUFACTURING



Engagement and productivity:
There's room for improvement



of respondents
rate **employee
engagement** as
strong in their
organization



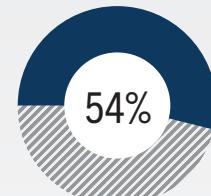
of respondents
rate **employee
productivity** as
strong in their
organization



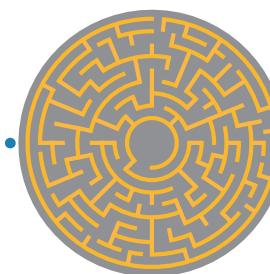
**Manual processes contribute
to productivity losses**



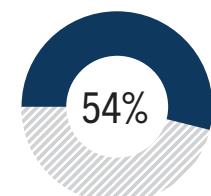
3 hours are lost
per week, 2.8 of
which are due to
admin work



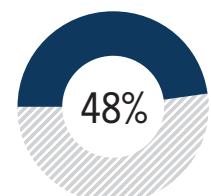
say better
technology
would make the
company more
productive



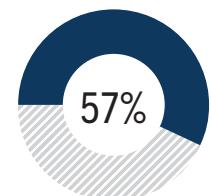
**Every interaction with your employees affects how they work
and how they feel about work**



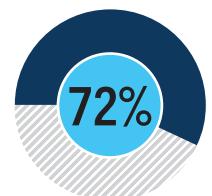
cite a lack of
motivation and
feeling valued as a
daily challenge



say their working
life is too
complicated



face a heavy/
unrealistic
workload on a
daily basis

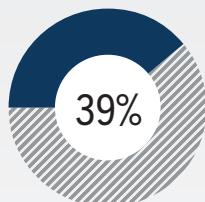


**say better/
more up-to-
date technology
systems would
make them feel
more engaged in
the business**

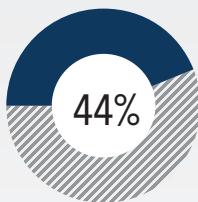
CREATING EMPOWERED EMPLOYEES STARTS WITH TECHNOLOGY, DATA, AND MORE INVOLVED MANAGERS



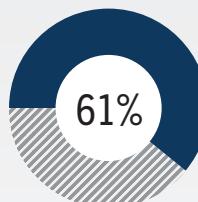
Employees view unplanned absences as a significant challenge to and disruption of their work



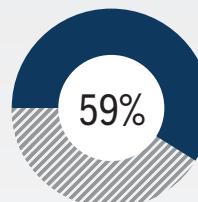
cite high levels of absenteeism/sickness as a daily challenge



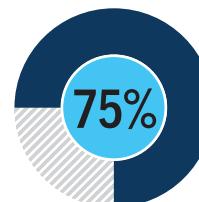
rate their absence management processes as **weak**



report increased employee absence as a core disruption impacting their work

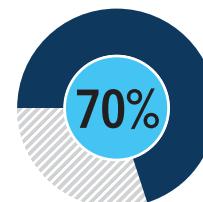


say managing absenteeism is a truly challenging experience

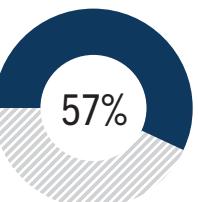


It's all about connection: Respondents cited the two key factors that would increase employee engagement

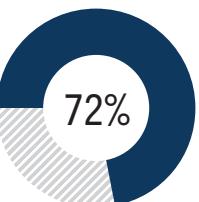
Better/more up-to-date technology



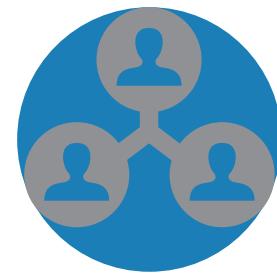
Better communication with management



feel the CEO is focused only on finances — not on the employees



believe employees need to feel more engaged in the business



Employees want to feel empowered in their roles and know their work makes an impact

MANUFACTURING LEADERS ARE SAYING ...

"It's really important for leaders to lead by example. If you're talking about being customer focused, **you have to be approachable**, and that helps you lead in a positive way."

"HR is seen as more of a business partner – **looking at what employees are doing and how we can capitalize on the skills of our employees.**"

"The millennials, the youngest generation in the workforce, **really value the time off even more than the money.** They want that flexibility and strive for more of that work/life balance."

"A good leader is someone who knows how to empower all their employees, because that often varies from person to person."





WORKFORCE MANAGEMENT SOLUTIONS HELP INCREASE EMPLOYEE ENGAGEMENT ACROSS YOUR ENTIRE WORKFORCE

IMPROVE EMPLOYEE ENGAGEMENT

IMPROVE BUSINESS PERFORMANCE

KEEP EMPLOYEES SAFE ON THE JOB

Reduce unnecessary stress and fatigue that can compromise safety by using scheduling tools that take into account employee skills and preferences, as well as appropriate rest periods and breaks.

Avoid costly safety violations and boost performance with automated scheduling tools that help ensure employees are alert and productive on the job.

TREAT EMPLOYEES FAIRLY

Keep employees happy by consistently applying regulatory, union, and company-specific policies across the workforce and offering equal opportunities for overtime.

Minimize costly compliance risk and employee grievances with tools that automatically enforce labor laws, union rules, and company policies for fair, equitable treatment of all employees.

PROVIDE FLEXIBILITY FOR EMPLOYEE WORK/LIFE BALANCE

Foster trust and loyalty by giving employees greater control over their schedules and better managing unplanned absences that can increase colleagues' workloads.

Drive productivity and reduce absenteeism by giving employees mobile access and the flexibility to easily view schedules and swap shifts when needed.

EMPOWER EMPLOYEES TO MAKE AN IMPACT

Create a culture in which employees understand how their performance impacts the business and their feedback is used to drive continuous improvements.

Achieve better operational results by engaging employees in improvement discussions and giving managers tools and data visibility to focus on employee performance and development opportunities.

DRIVE PRODUCTIVITY BY FOCUSING ON YOUR HOURLY EMPLOYEES

Increase employee engagement with human capital management solutions

Keep your employees safe by scheduling them only for jobs for which they are trained and by giving them adequate breaks and rest periods to avoid excessive stress and fatigue.

Give your employees flexibility by taking into account availability and preferences when scheduling so they get the vacation and personal time needed for a healthy work/life balance.

Treat your employees fairly by paying them accurately every time, providing equal opportunities for overtime, and applying policies consistently across your workforce.

Help your employees make an impact by showing them how their work affects the company, making them part of the improvement process, and investing in their future with a manager who has time to provide coaching and development.



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