

**GNSA**

# 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?

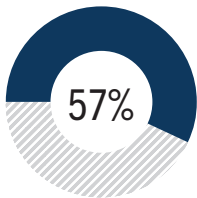
ORGANIZATIONS WITH HIGHLY  
ENGAGED EMPLOYEES EXPERIENCE  
**22% GREATER PRODUCTIVITY<sup>1</sup>**

<sup>1</sup> 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/>.

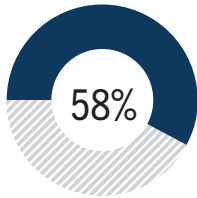
# UNDERSTANDING THE CURRENT STATE OF EMPLOYEE ENGAGEMENT IN MANUFACTURING



**Engagement and productivity:**  
There's room for improvement



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



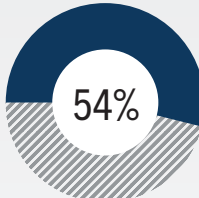
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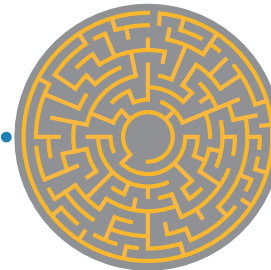
**Manual processes contribute**  
to productivity losses



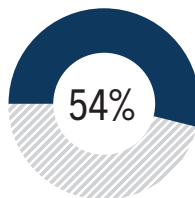
**3 hours** are lost per week, 2.8 of which are due to admin work



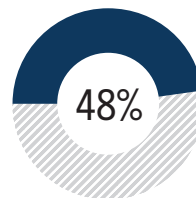
say better technology would make the company more productive



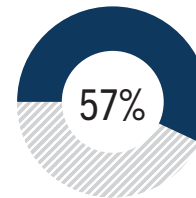
**Every interaction with your employees affects how they work**  
and how they feel about work



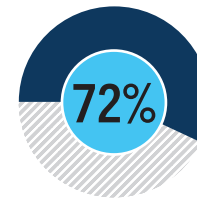
cite a lack of motivation and feeling valued as a daily challenge



say their working life is too complicated



face a heavy/unrealistic workload on a daily basis



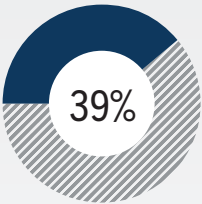
say **better/more up-to-date technology systems** would make them feel more engaged in the business

All statistics quoted are based on the findings of the recent Work Engaged survey conducted by Coleman Parkes on behalf of the Workforce Institute at Kronos. This research was intended to investigate the current level of employee engagement in the U.S.

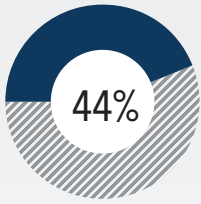
# CREATING EMPOWERED EMPLOYEES STARTS WITH TECHNOLOGY, DATA, AND MORE INVOLVED MANAGERS



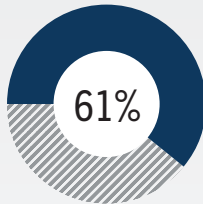
## Employees view unplanned absences as a significant challenge to and disruption of their work



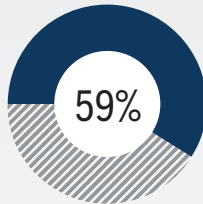
cite high levels of absenteeism/sickness as a daily challenge



rate their absence management processes as **weak**



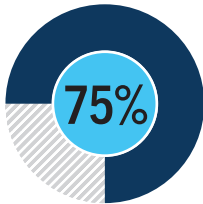
report increased employee absence as a core disruption impacting their work



say managing absenteeism is a truly challenging experience

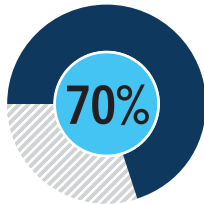


## Employees want to feel empowered in their roles and know their work makes an impact

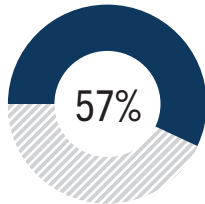


**It's all about connection:**  
**Respondents cited the two key factors that would increase employee engagement**

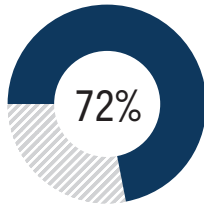
Better/more up-to-date technology



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

## 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.**”

“**When you think that your role contributes to the success of the company, you’re more likely to work a little harder** and think about the decisions that you make every day.”

“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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