

CAPSTONE PROJECT

DEI ON-BOARDING
FRAMEWORK:

ADDRESSING
MANUFACTURING LABOR
SHORTAGE

GROUP 3: IMELDA SCOTT, JOSEPH TOBON,
MIRA SHENOUDA, THANIA ESQUIVEL



AGENDA

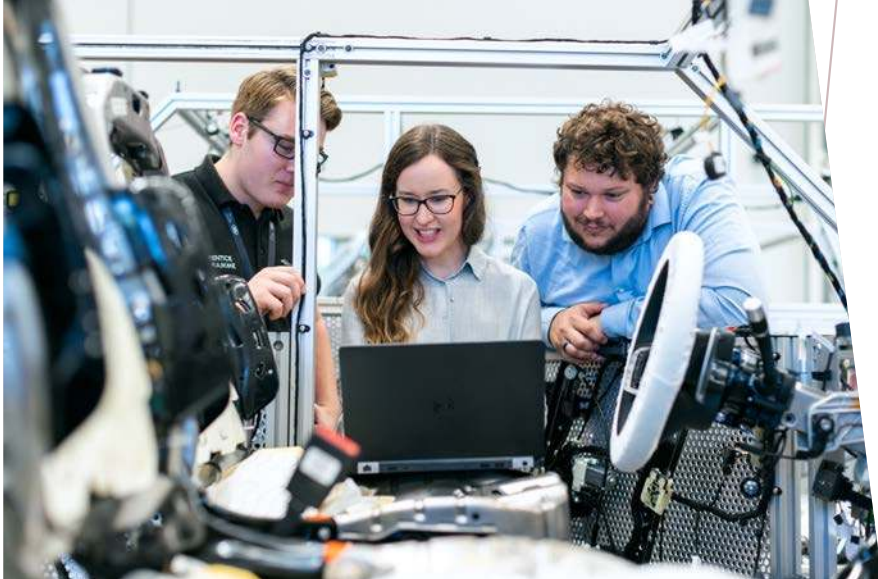
Problem

Process

Roles & Framework

Success Stories





PROBLEM STATEMENT

Manufacturing is currently facing a workforce shortage (hourly workers). Companies need to create a plan to attract and retain other historically marginalized groups in order to address these challenges. US manufacturing is expected to have 2.1 million unfilled jobs by 2030.

- How can employers roll out DEI for the hourly population?
- How can DEI shape the culture for manufacturing?
- How to attract and retain more women, minorities, millennials and Gen Z's?
- How can we enhance the employee experience?

PROCESS

Research

- Investigate current labor shortage challenges and identify opportunities.

Benchmark

- Best practices to attract and retain talent.

Identify

- Key priorities in attracting women, minorities, millennials and Gen Z's.

Propose

- The case for women in manufacturing, why it is critical to tap into the female workforce and its benefits.

The Path Forward

A framework to address workforce challenges



Source: Deloitte analysis.

Deloitte Insights | deloitte.com/insights

FINAL DELIVERABLE

- Identification of challenges and opportunities with current labor shortage
- Attracting and retaining diverse talent through engagement and communications
- On-boarding framework, one-year journey
 - Timeline with key deliverables
 - Clear role definitions and responsibilities
 - Examples of DEI best practices





*ATTRACTING AND
RETAINING
UNDERREPRESENTED
MINORITIES IN
MANUFACTURING*

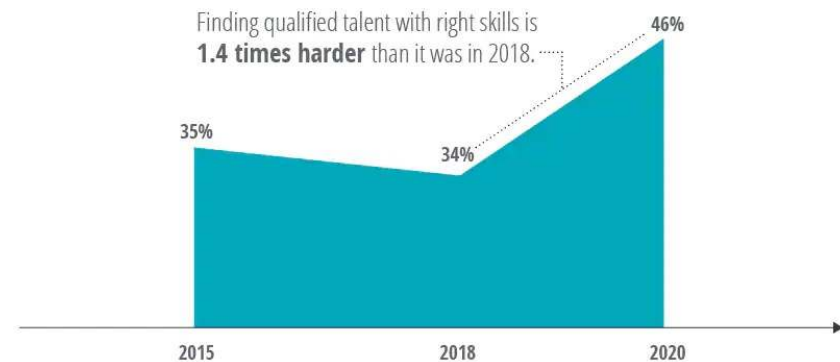
LABOR SHORTAGE CHALLENGES

- Strong competition between companies for qualified workers
- Increase overtime for existing workforce driving burn-out and frustrated workers
- Higher turnover and frequent retraining
- Digital transformation will require changes to the skills composition of the workforce

FIGURE 1

Finding qualified talent is harder than it's been

Share of open positions manufacturers are finding difficult to fill due to skill mismatch



Source: Deloitte analysis of data from multiyear Deloitte and The Manufacturing Institute skills research studies.

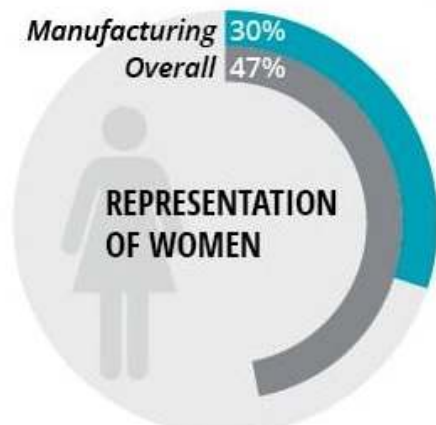
Deloitte Insights | deloitte.com/insights



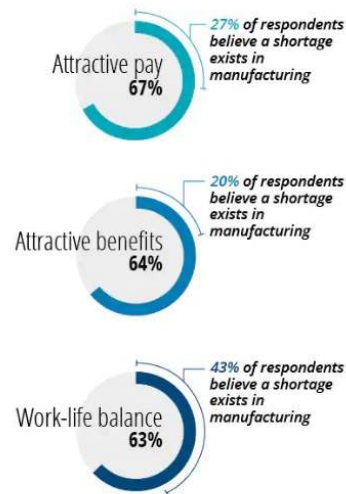
LABOR SHORTAGE OPPORTUNITIES

- Attract high school students
 - Establish programs to offer career pathways
- Attract female workforce and offer flexible schedules
- Re-skilling
 - Provide apprenticeships, training and certification opportunities to new hires
- Build the next leadership pipeline under a DEI lens-establish company targets to increase women and minority representation

WOMEN IN MANUFACTURING- CHALLENGES



TOP THREE PRIORITIES WHILE CHOOSING WORKPLACE:

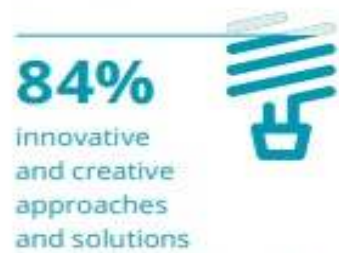


Source: Deloitte analysis of data from 2021 Deloitte and The Manufacturing Institute DEI study.

Deloitte Insights | deloitte.com/insights

- Women are underrepresented in line jobs and higher-paying manufacturing sectors
- Pay inequality
 - Women have lower pay than men
 - Black and Hispanic women make less than white women
- Sexual harassment is widespread in the manufacturing industry
- Dissatisfaction with family leave policies and work-life balance

WOMEN IN MANUFACTURING- OPPORTUNITIES



Source: Deloitte

- Support training and re-skilling
 - Provide in-house certifications, tuition reimbursement
- Ensure equality in pay and promotions
- Zero tolerance policies on sexual harassment and anti-discrimination policies
 - Train managers to handle complaints and enforce inclusive behaviors
- Improve family friendly policies and other benefits
 - Flex schedule, childcare subsidy (age 0-5), work with local daycare centers to offer employee discounts

DEI ONBOARDING ROLES



HR

- Local HR representative
- Liaison between manufacturing site and corporate



Direct Labor

- Production floor
- Hourly



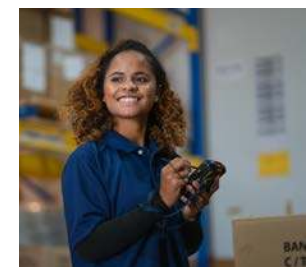
First Line Manager

- Direct supervisor of direct labor



Site Leader

- Highest level of management at location (GM)



DEI Ambassador

- Designated individuals within organization
- Representing affinity groups

DEI ONBOARDING FRAMEWORK

	First Week	1-2 Months	2-9 Months	12 Months	1+ Year
HR	Welcome and DEI Packet with information on current events, letter and video from CEO, DEI allyship badge etc.	In-person lunch educational booth On-going support in employee journey Strong alignment and partnership with MARCOM Set objectives for management tied to DEI mission			Create annual survey to gage team satisfaction and encourage all employees to participate
Direct Labor	Attend onboarding orientation	Complete DEI training and all mandatory training	Active involvement in DEI activities		All employees to participate in workplace survey
First Line Manager	Welcome new employee, ensure new employee knows who to connect for questions, ideas, concerns and feedback	Continue regular check-ins with new employee Encourage monthly participation in ERG and DEI Activities			All employees to participate in workplace survey
Site Leader	Senior leadership commitment on first day of tour	Interactive participation in townhalls Acknowledge DEI leadership/allyship within hourly team “Inclusive behaviors”			All employees to participate in workplace survey
DEI Ambassador	Participate in onboarding orientation DEI: Vision, mission and pillars of focus, affinity group	Welcome and introductions to new affinity members	Conduct focus groups within each site to better customize DEI resources and communication strategy for the site		Prioritize site strategy and summarizing/distributing KPIs with corporate
DEI Calendar with key celebrations relevant to region (monthly educational videos, employee spotlights, newsletter).					

EXAMPLES

CEO Letter

ANNIVERSARY LETTER FROM THE PRESIDENT & CEO

170 years ago, we started as a small dye house and have a look where we are today. It is incredible how successful our journey has been!

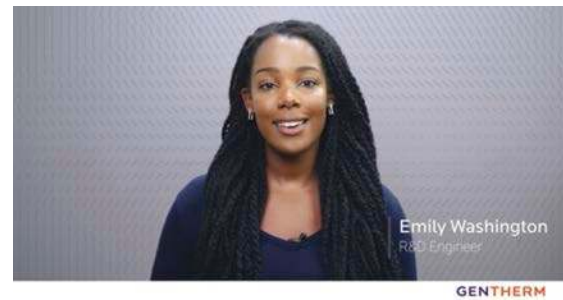
The secret of our success has been the enthusiasm to renew and develop our operations repeatedly. We have a solid foundation to build our future to - when looking ahead I feel that the spirit and the way we look at the world and our customers will become even more intense and passionate.



Allyship Badge



Employee Spotlight



Training



Survey



Information Boards



Monthly Activities



INDUSTRY SUCCESS STORIES

Stellantis gives \$4M to expand Detroit school manufacturing program



Jennifer Chambers
The Detroit News

Published 1:57 p.m. ET April 21, 2021 | Updated 3:18 p.m. ET April 21, 2021

[View Comments](#) [f](#) [t](#) [e](#) [r](#)

A \$4 million investment in Detroit's Southeastern High School will continue to transform the historic school into an advanced manufacturing career academy for students and adults over the next two years.

On Wednesday, Nikolai Vitti, superintendent of Detroit Public Schools Community District, Detroit Mayor Mike Duggan and Stellantis NV director Christine Estreicher met online to share completed details of phase one of the investment, which is part of a collaboration with the auto manufacturer and Detroit At Work, a free job training program.



How GM Oshawa scored a victory for gender equality

GM approached Oshawa as a rare opportunity to reset the workforce. About half of the 1,200 new workers there are women

DAVID KENNEDY

[TWEET](#) [f](#) [SHARE](#) [in](#) [SHARE](#) [e](#) [EMAIL](#) [PRINT](#)



Global Auto Supplier Yanfeng Employs 675+ at Retooled Highland Park Plant with Support from Detroit Regional Partnership

Company expanding and accessing diverse talent pools

Highland Park, Michigan (September 16, 2021) – Following a \$30-million capital investment, global automotive supplier Yanfeng announced it has exceeded its initial hiring goals and now employs more than 675 employees at its retooled, state-of-the-art manufacturing plant in Highland Park. The facility assembles automotive interior components, including cockpits, floor consoles and door panels.

"At Yanfeng, all eyes are on Highland Park as we launch innovative automotive interior components," said Tony Elenbaas, vice president and general manager, North America for Yanfeng. "This plant represents a significant investment for our company in the region and is a benchmark facility in our network. Michigan is essential for us and offers top-tier talent as we send just-in-time parts deliveries to our customers."

In 2020, the 220,000 square-foot facility underwent a complete redesign of its manufacturing plant. This redesign included new manufacturing equipment, plastic injection molding automation and systems, automated guided vehicles, advanced manufacturing execution and warehouse management software systems as well as an integrated overhead storage and retrieval system that the company only previously used in China. In Michigan, Yanfeng has eight technical centers and plants, including its North American headquarters in Novi. In total, the company employs more than 3,700 people in the state of Michigan, its largest talent cluster in the United States.

"Talent is the single most important factor in locating decisions for every employer in every market," said Maureen Donohue Krauss, president and CEO of the Detroit Regional Partnership. "What companies find in our region is a deeper, more diverse and highly skilled labor market that's uniquely qualified to help innovate in advanced and smart manufacturing."

With the support of the Detroit Regional Partnership, Yanfeng set a comprehensive hiring strategy which included workforce initiatives such as the Michigan Advanced Technician Training (MAT2) apprenticeship program through Henry Ford Community College. It also connected with partners such as the Autism Alliance of Michigan, Michigan Economic Development Corporation and SEMCA Michigan Works!, to access diverse, non-traditional groups of candidates, a process outlined in a recently released video by the Detroit Regional Partnership: <https://youtu.be/zVegTlA7p0>

Partnership with Michigan Advanced Technician Training programs with Henry Ford Community College.

Autism Alliance of Michigan, Michigan Economic Development Corporation and SEMCA Michigan Works.

DEI PRACTITIONERS CONTACT



Thania Esquivel
Global Marketing Director
Gentherm
Email: Thania.Esquivel@gentherm.com



Mira Shenouda, MBA
Regional Diversity & Inclusion (DEIB) Lead
ZF Group
Email: mira.shenouda@zf.com



Joseph Tobon
Senior Sales Manager
Adient
Email: joseph.tobon@adient.com



Imelda Castro Scott, MBA, CPA
Director of Accounting
Yanfeng Automotive Interiors
Email: imelda.scott@yanfeng.com



APPENDIX

Sample Footer Text



2/7/20XX



16

DEI ONBOARDING FRAMEWORK-HR



ANNIVERSARY LETTER FROM THE PRESIDENT & CEO

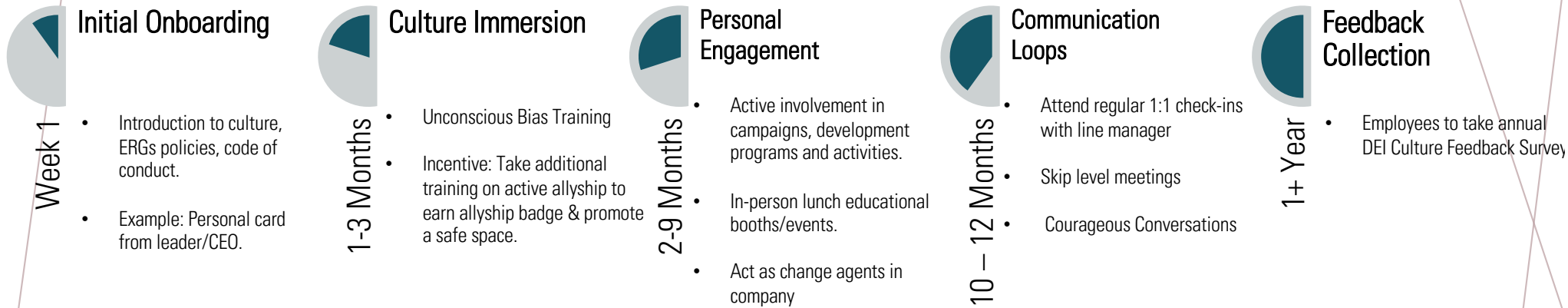
170 years ago, we started as a small dye house and have a look where we are today. It is incredible how successful our journey has been!

The secret of our success has been the enthusiasm to renew and develop our operations repeatedly. We have a solid foundation to build our future to - when looking ahead I feel that the spirit and the way we look at the world and our customers will become even more intense and passionate.



HR: Local HR representative who serves as liaison between the manufacturing site and Corporate

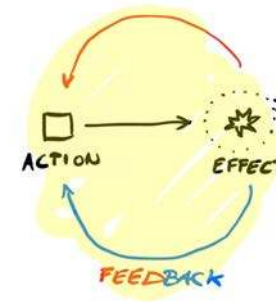
DEI ONBOARDING FRAMEWORK-DIRECT LABOR



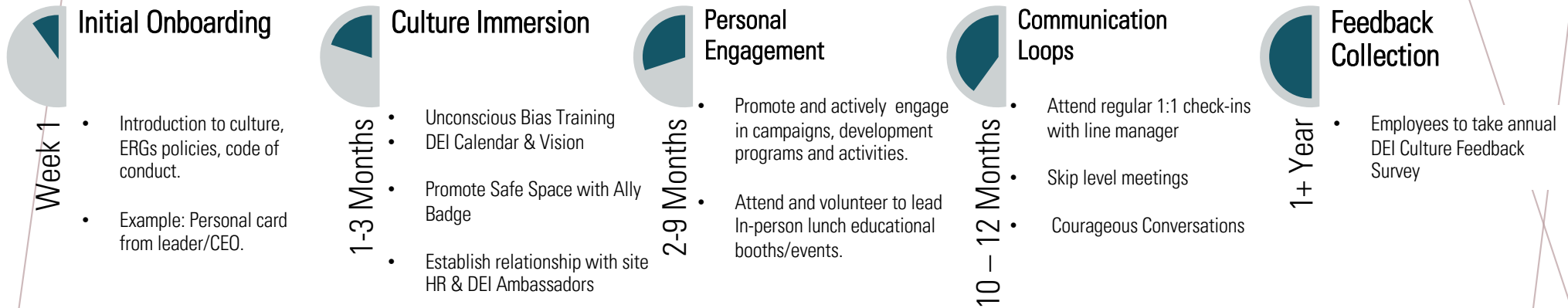
ANNIVERSARY LETTER FROM THE PRESIDENT & CEO

170 years ago, we started as a small dye house and have a look where we are today. It is incredible how successful our journey has been!

The secret of our success has been the enthusiasm to renew and develop our operations repeatedly. We have a solid foundation to build our future to - when looking ahead I feel that the spirit and the way we look at the world and our customers will become even more intense and passionate.



DEI ONBOARDING FRAMEWORK-FIRST LINE MANAGER



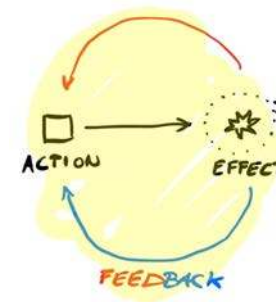
ANNIVERSARY LETTER FROM THE PRESIDENT & CEO

170 years ago, we started as a small dye house and have a look where we are today. It is incredible how successful our journey has been!

The secret of our success has been the enthusiasm to renew and develop our operations repeatedly. We have a solid foundation to build our future to - when looking ahead I feel that the spirit and the way we look at the world and our customers will become even more intense and passionate.

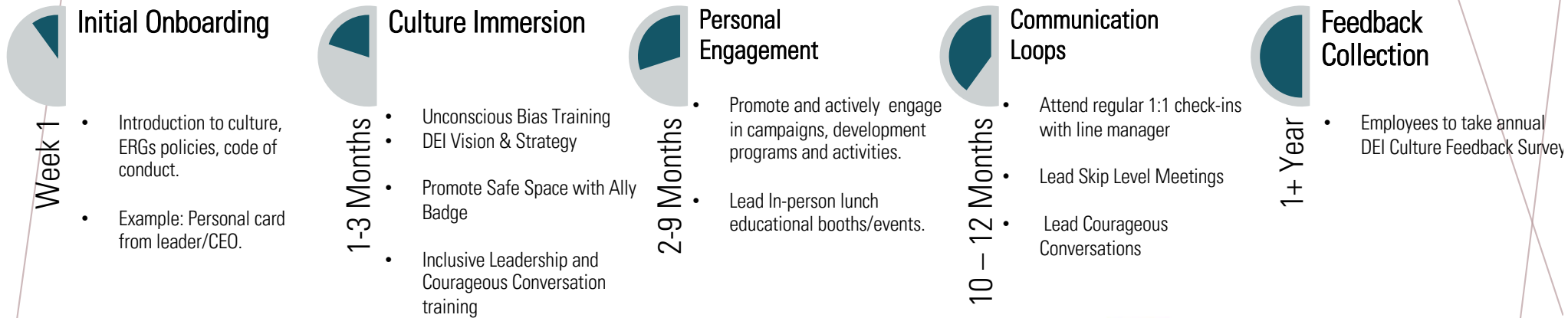


John Linsley
President & CEO
Lindt Group



First Line Manager: Direct supervisor of the direct labor

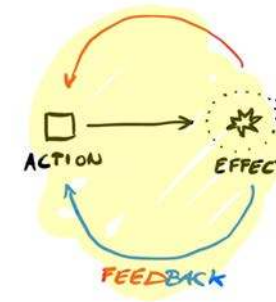
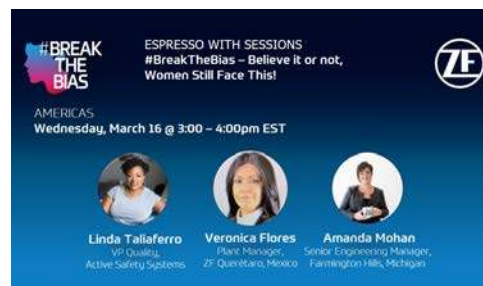
DEI ONBOARDING-SITE LEADER



ANNIVERSARY LETTER FROM THE PRESIDENT & CEO

170 years ago, we started as a small dye house and have a look where we are today. It is incredible how successful our journey has been!

The secret of our success has been the enthusiasm to renew and develop our operations repeatedly. We have a solid foundation to build our future to - when looking ahead I feel that the spirit and the way we look at the world and our customers will become even more intense and passionate.



Site Leader: Individuals at the highest level of management at their location (site leader)

DEI ONBOARDING-DEI AMBASSADOR



Initial Onboarding

Week 1

- Introduction to culture, ERGs policies, code of conduct.
- Example: Personal card from leader/CEO.



Culture Immersion

1-3 Months

- Unconscious Bias Training
- Deep dive all DEI Vision & Strategy
- Promote Safe Space with Ally Badge
- Introduction to ERG core teams



Personal Engagement

2-9 Months

- Promote and actively engage in campaigns, development programs and activities.
- Partner with HR to champion local initiatives
- Volunteer to host lunch educational booths/events.



Communication Loops

10 – 12 Months

- Conduct focus groups within each site to better customize DEI resources and communication strategy for the site.
- Support in Courageous Conversations



Feedback Collection

1+ Year

- Employees to take annual DEI Culture Feedback Survey

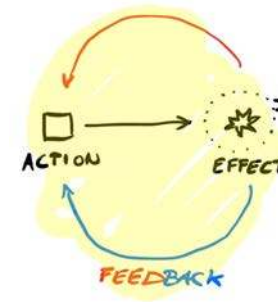
ANNIVERSARY LETTER FROM THE PRESIDENT & CEO

170 years ago, we started as a small dye house and have a look where we are today. It is incredible how successful our journey has been!

The secret of our success has been the enthusiasm to renew and develop our operations repeatedly. We have a solid foundation to build our future to - when looking ahead I feel that the spirit and the way we look at the world and our customers will become even more intense and passionate.



John Linsley
President & CEO
Lindt Group



DEI Ambassadors: Designated individuals within the organization representing certain affinity groups