

# Manufacturing Resource Guide Supplement

## Implementation Workbook



### Diversity, Equity and Inclusion

This implementation workbooks outlines the essential elements to engaging hourly employees in DE&I efforts by meeting them where they are through development of communication methods and activities that remove current barriers that allow for increased engagement and participation.

## Step 1: Answer the WHY

The Manufacturing Resource Guide identifies why it is critical to engage the hourly workforce in DE&I initiatives, highlighting that hourly workers, operators, and team leaders make up the majority of the company's workforce. This group also experiences the highest turnover, which impacts product efficiency and increases costs of scrap/rework, onboarding, and training.

### GETTING STARTED

1. CEO's can begin this implementation process by meeting with the core team of executives and discussing the WHY. Is it applicable for your organization? Is there more to the WHY that needs to be communicated to all employees?

Kick-off Meeting Date:	<i>Select a date and time</i>
Location:	<i>Decide if meeting will be held F2F, virtually, or a hybrid</i>
Meeting Lead:	<i>Enter CEO Name Here</i>
Invitees:	<i>Invite executives plus their highest ranking manager</i>
Agenda:	<i>1. Review and discuss the Manufacturing Resource Guide PPT 2. Assign champion(s) to complete this workbook for a follow-up meeting to be held within the next 30 day.</i>

2. Champion(s) should work through this resource guide and reconvene with the original meeting group within 30 days of the first discussion. This follow up meeting will be to decide on needed participants and resources to execute the plan and to develop a timing plan for implementation.
3. Timing plans for implementation should be realistic and account for quick wins to be launched in the first 90 days, and follow up actions to be implemented throughout the year with ongoing evaluation and adjustments as needed.
4. Monthly check-ins are recommended as stand-alone meetings or an agenda item on an existing recurring meeting.

**Step 2: Identify your organization's CHALLENGES**

This list encompasses the most common challenges to implementing DE&I for hourly employees. Review the list to decide which of these apply to your organization and then rank them in priority of importance.

<b>CHALLENGE</b>	<b>Y/N</b>	<b>Priority</b>
Technology Access Limitations	_____	_____
Inability to be Pulled from the Line	_____	_____
Unionized vs Non Organized Plants	_____	_____
Multiple Working Shifts	_____	_____
Organization Size and Scope	_____	_____
Loud Environment	_____	_____
Workforce Shortages	_____	_____
Multigenerational Workforce	_____	_____
Other: _____	_____	_____
Other: _____	_____	_____
Other: _____	_____	_____

These are the top three focus areas to address in the near term (3 - 6 months):

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These additional areas will need to be addressed in the next phase (9 - 12 months):

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Team members to be engaged in challenge identification and prioritization are:

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Desired outcomes:

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Progress check-in:

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**Step 3: Identify your organization's KEY OPPORTUNITIES**

Now that you have identified the challenges, what are some opportunities that can be utilized at your organization? Here are some best practices to evaluate. Identify which of these can be utilized and then decide on the priority and timing.

<b>KEY OPPORTUNITIES</b>	<b>Y/N</b>	<b>Priority</b>
Execute an Employee Survey	_____	_____
Initiate Awareness Campaign	_____	_____
Rollout a DE&I Training Program	_____	_____
Develop Recognition Program	_____	_____
Develop an Employee Resource Group	_____	_____
Other: _____	_____	_____
Other: _____	_____	_____
Other: _____	_____	_____

Our organization has a good understanding of the employee baseline as evidenced by:

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To advance beyond our current baseline for DE&I, we will focus first on:

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Team members to be engaged in execution and implementation are:

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Desired outcomes:

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Progress check-in:

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**Step 4: Tools of ENGAGEMENT**

Understanding the challenges and key opportunities are important as you define the tools to be used in implementing an effective DE&I plan. Tools list here have been utilized by companies of all sizes. Identify tools that can be used in your organization and rank their priority.

<b>ENGAGEMENT TOOLS</b>	<b>Y/N</b>	<b>Priority</b>
Language Identification	_____	_____
Morning Operations Meetings	_____	_____
Monthly Town Hall Meetings	_____	_____
Bulletin Boards	_____	_____
Comment Boxes/Kiosks	_____	_____
Utilize QR Codes	_____	_____
Implement a Mobile Phone App	_____	_____
Develop Intranet/Blog Content	_____	_____
Other: _____	_____	_____
Other: _____	_____	_____
Other: _____	_____	_____

Hourly workers are often limited by communication tools that are effective for salary employees. These tools can be implemented successfully for our hourly workforce immediately:

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These tools can be implemented successfully with time for development:

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Team members to be engaged in execution and implementation are:

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Desired outcomes:

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Progress check-in:

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**Step 5: KEY SUCCESS FACTORS**

As you implement steps in your DE&I plan, use these success factors to measure your success and to identify areas for opportunity and improvement. Companies that have successfully implemented DE&I plans for hourly workers have Visible Vocal Leadership, Diversity Celebrations, Mindset Shift, Recognition and Accessible Information.

1. We can ensure **VISIBLE VOCAL LEADERSHIP** by engaging these executives as champions and sharing examples of when they have lead by example.

Name	Role	Example

2. We create opportunities for **CELEBRATION of DIVERSITY** and cultural differences during work hours.

Month	Date/Time	Event Description	#Participants
January			
February			
March			
April			
May			
June			
July			
August			
September			
October			
November			
December			

3. We have executive buy-in and support to **SHIFT MINDSET** that makes it okay to leave the line for team building and participation in cultural events. Participation is tracked and evaluated. Surveys employed as needed.



4. We implemented a RECOGNITION program that is enhanced through INCENTIVES to reward positive examples, and we have a no tolerance policy in place for negative behavior.

**Recognition/Incentive Program: Add Description, Duration, and Communication Tools**

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**Our DE&I zero tolerance policy: Add the policy, how it is communicated and enforced.**

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5. We ensure ACCESSIBILITY to INFORMATION across multiple shifts and make it relateable.

<b>Communication Tool</b>	<b>Who Can Access</b>	<b>Description</b>
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**Notes/Learnings**

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