

Manufacturing Resource Guide

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Capstone Project Plan

DEI Challenge

Problem Statement

Hourly employees experience two significant barriers to engaging in DE&I efforts: 1) technology access limitations and 2) lack of flexibility in the workday and inability to be pulled from the line.

Project Objective

Meet hourly employees where they are by developing communication methods and activities that remove the current barriers to increase their engagement and participation.

Final Deliverables

Resource Guide
Implementation Workbook



Process

STEP 1 >

Create a standard list of questions and interview 3 - 5 hourly workers per company.

1. Do you feel that people from all cultures and background are respected/valued at our company?
2. Do you feel there are equal career development opportunities for all within the company?
3. What is the company doing well to build a diverse, equitable, and inclusive workforce?
4. What is the company NOT doing well or how could we get better?
5. How can we better inform you (preferred communication method) of critical company efforts?
6. How can we better recognize/appreciate your efforts for a job well done?

STEP 2 >

Summarize key takeaways from hourly employee interviews



STEP 3 >

Integrate findings into a Resource Guide to be used for hourly employees



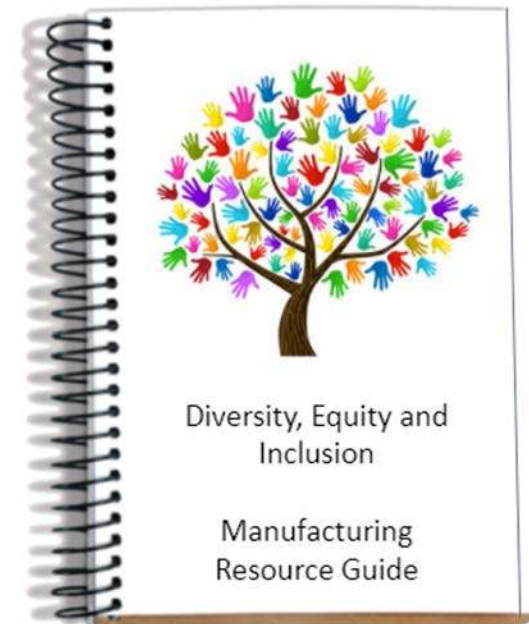
Final Deliverable

Final Deliverables:

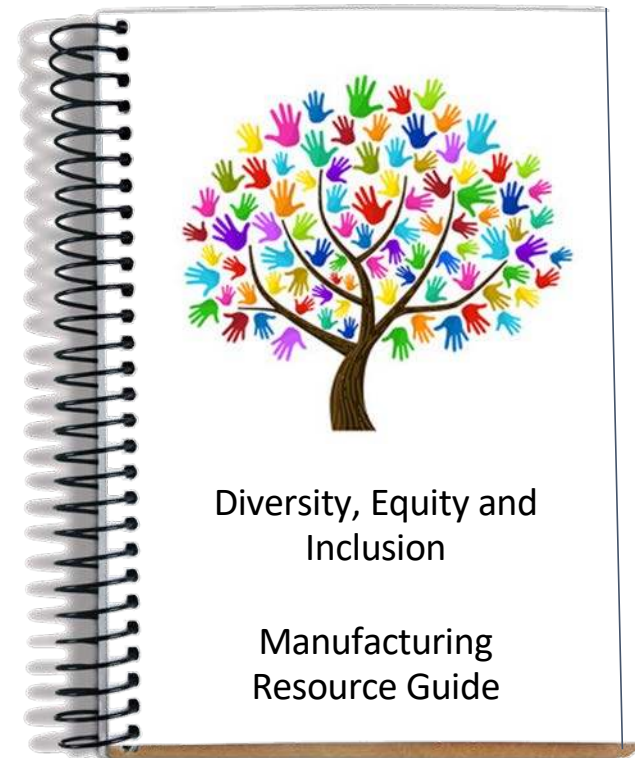
Resource Guide
Implementation Workbook

Resource Guide Outline

1. The Why - why is it important to engage these stakeholders?
2. Challenges/Barriers
3. Key Opportunities
4. Engagement Strategies
5. Key Success Factors



Manufacturing Resource Guide



The Why

1. The **hourly workers**, the operators, and team leads make up the majority of the company's workforce.
2. **High Turnover**
 - a. Lowering production efficiency
 - b. Increased costs
 - a. Scrap/Rework
 - b. Onboarding
 - c. Training
3. **Daily Interaction** with new hires
 - a. Provides a firsthand look at the company's culture
 - a. Direct reflection of the company's leadership and values
 - b. Responsible for assisting and training new hires on their jobs
 - c. Largely influences if new employees stay with the company or if they decide to leave



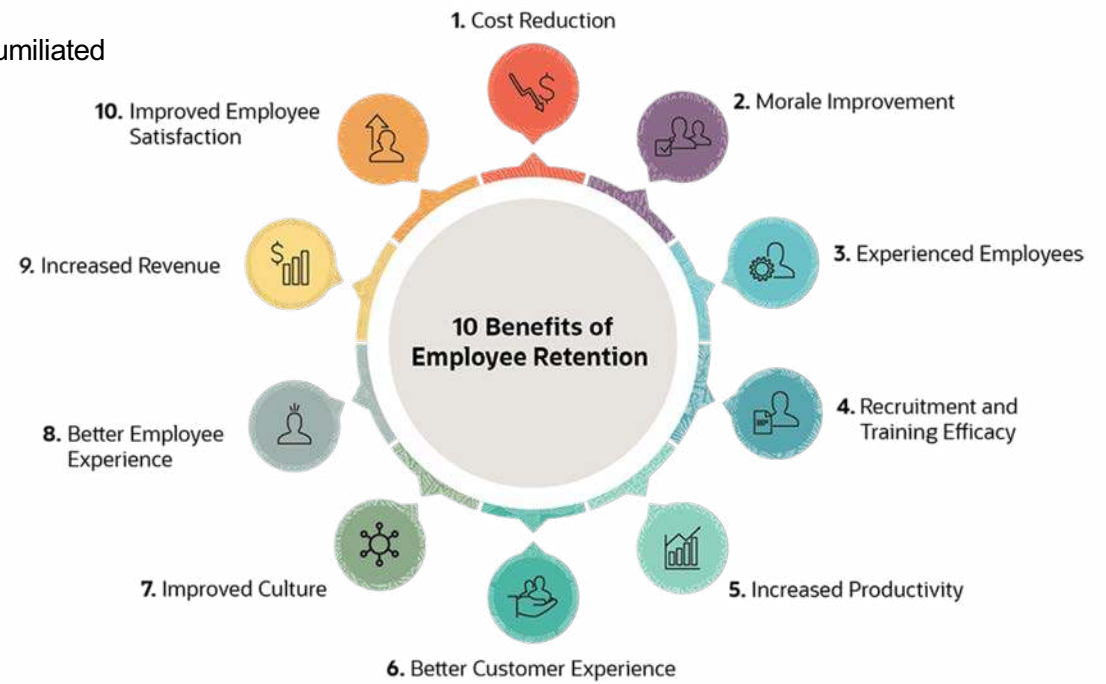
The Why

4. Improve Employee Retention

5. Psychological Safety (the belief that you won't be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes.)

6. Decreasing cost related to:

- a. Scrap/Rework
- b. Training
- c. Speed Loss
- d. Downtime



Challenges

1. Technology access limitations

- E-mail Communications will not get to hourly employees
- No dedicated time to access work emails as they are required to be on the floor for their entire shift
- May not even have a work email account or access to a computer at work and/or home

2. Inability to be pulled from the line (not much flexibility in the workday)

- Outside of huddles at the start and end of shifts, floor employees have little to no downtime built into their day to step away from the line to attend meetings.
- Stepping away from line = line downtime

3. Unionized vs non organized plants

- Union environments have requirements that may not allow for outside shift obligations or volunteer opportunities.
- Contracts drive the talent processes- union environment

4. Multiple working shifts

- Office staff traditionally works a day schedule whereas floor shift workers can work numerous of shifts with non-traditional times (ie: 2nd shift, 3rd shift, weekend crews, etc.)
- Most Corporate employees drive initiatives and engagement. Off-shifts are traditionally left out given their work schedule not aligning to the corporate workday.



Challenges

5. Organization Size and Scope

- a. Many automotive companies are global employers. Each site may have its own unique groups resulting in many subcultures. DEI struggles and efforts may look different at different sites.
- b. Communication efforts may need to be different given site location/culture.

6. Loud Environment

- a. Loud Equipment and Machinery running 24/7. Hard to hear announcements even at shift change.

7. Workforce Shortages

- a. Workforce shortages, recruitment, and retention struggles are additional stressors companies face and are often felt most by hourly employees working on the floor as they are required to cover multiple areas and work overtime to plug the holes in staffing. Maybe experiencing burnout and not having the capacity to help with extracurricular groups/efforts.

8. Multigenerational Workforce with Different Values/Interests

- a. DEI communication efforts may need to vary given the communication preferences of different generations.
- b. Explaining the “why” behind DEI efforts that relate to each type of employee is critical. How with DEI impact their work?



Key Opportunities

1. Develop and execute an employee survey to understand strategic baseline
 - a. Identify and bridge any gap areas for better workforce engagement.
 - b. Understand the requirements and needs of a diverse workforce (leaves, religious holidays, etc.).
 - c. Define career growth plans for employees.
 - d. Identify and address situations that make your employees uncomfortable.
 - e. If DEI strategies are in place, understand if current initiatives are effectively working or not.



	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The management team values D&I and any initiatives around it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
All employees in the organization are treated equally and fairly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees from all culture and backgrounds are respected and valued	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The team policies are inclusive and I feel valued and respected	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Statements or jokes targeted towards specific races, religions, etc are not tolerated in the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees or prospective employees with disabilities get equal opportunity in the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Download the [Sample DEI Survey Template + Questionnaire](#) for free.

Key Opportunities

2. Initiate a peer-to-peer awareness campaign communicating positive stories on culture and career growth. Focus on the “why” through digital employee testimonials and use them as a form of motivation and encouragement to all employees.
 - a. Post internal TV networks
 - b. Share on social media
 - c. Showcase during monthly plant meetings
 - d. Develop a collaboration of testimonials for job fairs, shareholder meetings, etc.



Key Opportunities

3. Develop and rollout a diversity, equity, and inclusion training program. The goal is to deliver training helping employees become more aware of diversity issues in their workplace, their own beliefs on diversity, as well as provide skills to help employees interact, collaborate, and work more closely with people that have different qualities to their own.
 - a. Small group training
 - b. Overview training at monthly plant meetings
4. Benefits to a formal DEI Training Program
 - a. Improves understanding of those you work for, with, and around.
 - b. Creates a work environment allowing everyone to reach their full potential.
 - c. Provides multiple perspectives on problem solving.
 - d. Supports better performance outcomes.
 - e. Increases employee productivity.
 - f. Increases retention rates.
 - g. Boosts employee morale.
 - h. Improves customer relations.
 - i. Reduces complaints and grievances.
 - j. It's the right thing to do!



Key Opportunities

5. Develop a rewards and recognition program to acknowledge the work that employees are doing to grow and promote DEI in the workplace.
 - a. Points-based program allowing employees to redeem points for
 - a. Gift cards
 - b. Sporting event tickets
 - c. Night at the movies
 - d. Company swag
 - e. Time off
 - b. All-employee recognition activities
 - a. Surprise picnic or breakfast with leadership as the chef(s)
 - b. Invite President / CEO to monthly plant meeting to recognize team members
 - c. Coordinate DEI celebratory days
6. Create a “Wall of Fame” to recognize employees, teams, etc.



Key Opportunities

7. Develop an Employee Resource Group (from across departments and roles) and use this voluntary group to help amplify current strategies and develop new initiatives.
 - a. Encourages employee engagement and collaboration.
 - b. Provides a safe and inclusive space for those who may otherwise feel excluded.
 - c. Provides employees with new perspectives and insights to boost their career (and personal) growth.
 - d. Align with the company's mission and values to successfully recruit from a more diverse talent pool.



Engagement

1. **Identify the Language:**
 - a. What Language is needed for easy understanding of ALL audiences
 - b. Does the Language being used resonate with the Company? Use language that shows DEI is part of the company, not something separate
 - c. Be short and concise. Use graphics to explain
2. Use **Morning Ops meetings** (operations level) and/ or **Monthly Town Halls** (operations/office)
 - a. Include DEI as a standard/recurring topic
 - b. Change up the format: vary between definitions, tidbits (“did you know”), Stories, Opportunity for Q&A (obtain questions beforehand and encourage questions during, leave room to come back later), etc.



Engagement

3. Bulletin Boards

- Placed in high traffic areas (cafeteria, etc.) to highlight on-going activities and initiatives
- Perhaps combined with comment box (see below)
- Share success stories (internal or external)

4. Comment box/kiosks (manufacturing sites)

- Place physical boxes in high-traffic areas (cafeteria, etc.) to allow easy access for associates. Ensure that they are monitored regularly
- Consider having specific questions or topics every couple weeks or monthly to help facilitate “conversation”



Engagement

5. Implement QR codes

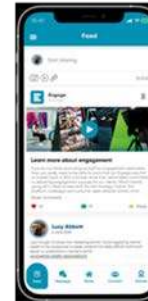
- a. Create QR codes for ease of content share
- b. Can be placed on various materials (meeting docs, bulletin boards, etc.)
Consider to place at Line-Side locations
- c. QR codes could be used as a method to obtain comments/questions
- d. Use Analytics functions to understand if the data is being used....



[QR Code Generator | Create Your Free QR Codes \(qr-code-generator.com\)](https://qr-code-generator.com)

6. Implement Mobile Phone App

- a. Associates without company e-mail can have access to content
- b. One area to house resources (internal, external), links, etc.
- c. Possible to send push notifications on updates, important info
- d. Use Analytics functions to understand if the data is being used....



[Engage Solutions - Transforming engagement with nextgen apps \(engagesolutionsgroup.com\)](https://engagesolutionsgroup.com)

7. Intranet/blog

- a. Intranet: another area to house both company specific and industry available resources
- b. Regular posts, with comments allowed
- c. Solicit topics/posts from employees – make it something everyone feels they can contribute to (submitted posts must be reviewed/approved prior to posting)

5 Key Success Factors

1. Ensure **visible** and **vocal leadership**, not just buy-in, but leadership by example
2. Create opportunities for **celebrations of diversity** and cultural differences during work hours
3. Develop a **shift in mindset** that makes it okay to leave the line for team building and participation in cultural events
4. Be generous in giving **recognition** and use **incentives** for positive examples, and enforce that there is no tolerance for negative behavior
5. Ensure **accessibility to information** across three shifts and make it relatable through storytelling



For More Information



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