Chapter 1 : Caterpillar | Manufacturing Employee Profiles

This book is a history of l'employé - the employee. By telling his/her story, I will attempt to show that contemporary management knowledge forms a culturally and historically specific way of thinking about work and society.

Because manufacturing is essential to our success, we will be celebrating the entire month of October. Throughout the month of October, we will share a weekly roundup of employee profiles, some of which may also be features on social media. Being in supplier quality, it has provided many opportunities to positively impact the quality of built machines. How does manufacturing build a better world? I think most people underestimate the significance of the manufacturing industry. This consumer driven age of demanding the best product is guiding manufacturing to be more productive, innovative and sustainable. These guiding principles flow from manufacturing companies to build better communities and the world around us. What skills are most important in your functional area? Each day and week brings forth different obstacles and objectives. For example, one day I could be diagnosing engine related failures, painting components, performing investigations and failure analysis, or working behind the computer. The most important skill that I continuously refine is being able to be adaptable to ever changing daily obstacles. I have worked for Caterpillar for seven years. When I started here in building KK, I ran a burr bench and wash tank. I became a machinist about a month after starting, where I learned to run a grinder. Two years into my career I became a team lead for DPG. I am now in a non-traditional job in the lean manufacturing office. I did not expect to be on the onboarding team for new hires but it has been one of the greatest work experiences! If you asked me which job I have loved the most, I could not answer that because there have been things I have loved in every step of my career here at Caterpillar. I love learning new jobs and getting to know all of the wonderful people I have had the opportunity to work with. We support all of the production areas in the building, so we get to work with all of the great value streams here in KK. We often get assigned surprising assignments, like being asked to help with new and exciting programs or helping to improve areas. I think the most important skill an employee can have is to be able to come to work every day with a positive attitude and a love for their job. My one piece of advice for new employees is to have a positive attitude, and to never lose the drive to learn something new. Caterpillar is full of new things to learn, and the possibility to grow in that learning. What functional area are you in now? In this division, there are many kinds of job such as vehicle assembly, functional test, paint and logistics. I am mainly in charge of the proto-type machine assembly at the Akashi plant and I supervise an assembly engineering team. I work with my assembly expert team to try to find opportunities to improve new model machines from the standpoint of safety, quality, workability and cost through proto-type machine assembly. My major task as a supervisor is not only to improve new model machines from the PQVC perspective but also to keep their assembly schedule as planned. However, during their assembly, we faced with a lot of unexpected things or situations regularly. For example, a new component could not be assembled with some interference. Some parts were not delivered on time. An engine could not run with some software issues and so on. In such case, me and my team discuss with related departments and try to find a solution timely and aggressively to keep their assembly schedule. In fact, we have been implementing proto-type machine assembly for two years and have been faced with various challenges. My team and I grow to be a more skillful team through those unexpected experiences. Caterpillar has many HEX plants and a global communication network. When I want to contact other colleagues in other location, I can connect to them very easily. For example, when I find a new good idea such as a cost reduction idea on assembly process, I can share it with other plants easily. Through those communication with other plants via teleconferences or face-to-face meeting, I learn about other countries and diversified cultures which I did not know well. What do you love most about your job at Caterpillar? As a team lead, I enjoy helping others succeed and working to improve quality and safety within our facility. I feel a sense of accomplishment as my team contributes to the overall success of Caterpillar. What does manufacturing mean to me? Manufacturing means taking pride in assembling or creating a product and delivering quality to our customers. Manufacturing builds a better world by providing the tools and supplies necessary to construct and develop

areas to help provide a better world for people to live in. What functional area do I work in? I am a team lead over team eight at Caterpillar in Clayton. My team and I are responsible for prepping the hood and door for mainline installation, prepping and installing the tilt cylinder, prepping the linkage assembly and installing the linkage assembly in mainline. I lead a team of engineers that writes and supports engineering simulation software. The need to learn structural simulation process details from different groups around Caterpillar. How the finite element method is applied to a problem can change significantly from group to group. To me, the Caterpillar name has always signified quality and durability. Experience with understanding the finite element method and handling the data the finite element method generates. Understanding how different teams within Caterpillar transform simulation data into design decisions. They are my family. Whether its disaster cleanup, affordable housing, stronger infrastructure or job creation, manufacturing is at the heart of it. What does manufacturing mean to you? What functional area do you work in? Communication and the people skills. Opportunities for employment cause local economies to thrive and this helps communities provide a better quality of life for its residents. It also makes you, as an employee, proud to see the products you help build used to build communities around the world. The functional area I work in is Tech Services at Clayton. I am a member of a dynamic and highly experienced Tool Crib Team. We provide a large variety of services for our fellow Clayton employees. We have daily opportunities to grow as trouble shooters and service providers. Manufacturing means supplying people with what they need. We are all consumers. However, those of us in manufacturing give back to the collective, which in turn, strengthens the entire economy. How long have you worked for Caterpillar? Being able to travel. Ability to think on my feet, theoretical knowledge of CNC machine operation and actual experience with multiple CNC machines. What would happen if your functional area no longer existed? Caterpillar would have to rely on outside contractors. Never miss the opportunity to learn something new, you never know what effect it will have on the future. The people that make up Caterpillar Inc. Caterpillar generators, small wheel loaders, track type tractors, and skid steers will be there to help with recovery and clean up. We move parts throughout the facility and ensure timely delivery to point of use. The ability to remain focused throughout the day. The logistics team uses mobile equipment to move large heavy parts throughout the facility. Focusing on safety and delivering the correct, damage free, high quality part when it is needed is most important. This takes a lot of focus. We are not just welders -we can fab up anything on the fly. We work close with engineers on all projects to help with testing on all prime products. I love that every job I do is different each day, each with its own challenges. We usually do not have prints to make or build parts, only ideas. So being creative helps to get the job done efficiently and safely, every time. We are a key part in making PPG run. Do not be scared to mess up, it is how you learn. Try to think outside the box. I get to provide training and process recommendations to many of our manufacturing facilities and suppliers. The variety of Caterpillar products that I get to deal with. I am not at one facility or within a product group. As a corporate expert, I get to help across the board; from components to machine level, as well as suppliers to dealerships and customer sites. What does a typical day at work look like for you? The day starts with answering emails that have come in overnight from Asia. I may have to clarify or direct people to appropriate best practices or interpret requirements. There are research projects going on here at the Technical Center that may require my expertise in inspection techniques and capabilities. I perform ultrasonic inspections using the latest phased array technology to get internal information about our latest structural design concepts.

Contemporary thinking about management is still frequently presented as a set of universal, eternal verities. In this fascinating book Roy Jacques presents a discursive history of industrial work relationships in the United States which powerfully demonstrates that they are not.

In , manufacturing accounted for That is the highest multiplier effect of any economic sector. In addition, for every one worker in manufacturing, there are another four employees hired elsewhere. That approach estimates that manufacturing could account for one-third of GDP and employment. Manufacturers Alliance for Productivity and Innovation The vast majority of manufacturing firms in the United States are quite small. In , there were , firms in the manufacturing sector, with all but 3, firms considered to be small i. In fact, three-quarters of these firms have fewer than 20 employees. Census Bureau, Statistics of U. Businesses Almost two-thirds of manufacturers are organized as pass-through entities. Looking just at manufacturing corporations and partnerships in the most recent data, The remainder are C corporations. Note that this does not include sole proprietorships. If they were included, the percentage of pass-through entities rises to Since the end of the Great Recession, manufacturers have hired an additional 1. Bureau of Economic Analysis and Bureau of Labor Statistics Manufacturers have one of the highest percentages of workers who are eligible for health benefits provided by their employer. Indeed, 92 percent of manufacturing employees were eligible for health insurance benefits in , according to the Kaiser Family Foundation. This is significantly higher than the 79 percent average for all firms. Three are only two other sectors â€" government 91 percent and trade, communications and utilities 85 percent that have higher take-up rates. Output per hour for all workers in the manufacturing sector has increased by more than 2. In contrast, productivity is roughly 1. Note that durable goods manufacturers have seen even greater growth, almost tripling its labor productivity over that time frame. To help illustrate the impact to the bottom line of this growth, unit labor costs in the manufacturing sector have fallen 8. Moreover, according to a recent report, 80 percent of manufacturers report a moderate or serious shortage of qualified applicants for skilled and highly-skilled production positions. Deloitte and the Manufacturing Institute Exports support higher-paying jobs for an increasingly educated and diverse workforce. Jobs supported by exports pay, on average, 18 percent more than other jobs. In , for example, U. With that said, a number of economic headwinds have dampened export demand since then, with U. Commerce Department Manufactured goods exports have grown substantially to our largest trading partners since , including to Canada, Mexico and even China. Moreover, free trade agreements are an important tool for opening new markets. Commerce Department Nearly half of all manufactured goods exports went to nations that the U. In , manufacturers in the U. World trade in manufactured goods greatly exceeds that of the U. World Trade Organization Taken alone, manufacturing in the United States would be the ninth-largest economy in the world. Moreover, that figure is likely to continue growing, especially when we consider the number of announced ventures that have yet to come online. Bureau of Economic Analysis U. In , the most recent year with data, manufacturing sectors with the largest employment from foreign multi-nationals included motor vehicles and parts , , chemicals , , machinery , , food , , primary and fabricated metal products , , computer and electronic products , and plastics and rubber products , Given the increases in FDI seen since see 15 , these figures are likely to be higher now. Industrial users consumed Energy Information Administration, Annual Energy Outlook The cost of federal regulations fall disproportionately on manufacturers, particularly those that are smaller. In addition, small manufacturers with less than 50 employees spend 2. Environmental regulations account for 90 percent of the difference in compliance costs between manufacturers and the average firm. Crain and Crain

Keeping employees engaged is critical to any company's success, and employers are increasingly aware of this fact. A recent Deloitte study found that close to half of all businesses surveyed.

UK Preface No industrial relation can long survive the reasons for its being. How is one to interpret this obsrvation? Was Smith an early advocate of self-managing work teams? Was he more radical than Marx? Was he pro- or anti-capitalist? Without a context to aid interpretation, this observation can mean anything and thus means nothing. Yet, to have an opinion on Smith is important today because his metaphor of the invisible hand is one of the central icons used to defend the positive social value of corporate capitalism. Alfred Sloan, who with Pierre DuPont was one of the chief architects of General Motors, claimed in his memoir not to be anti-union. Our rights to determine production schedules, to set work standards, and to discipline workers were all suddenly called into question. Add to this the recurrent tendency of the union to inject itself into pricing policy. The complexity of societies and their institutions gives them a great deal of inertia; they change slowly. At any point in time, almost everything is unchangeable. My stereotypically American assumption is that the main purpose of inquiry is to identify the little which can be changed, to assess the limits of the possible and to anticipate the consequences of various actions. This is the main contribution an historical perspective can make. If one has a sense of where a social relationship began and how it changed, one can better understand where it is currently heading. If one knows past points of rigidity and of responsiveness, one can analogize profitably to present situations. As this book will hopefully illustrate, historical perspective can lead one to seriously reconsider both what constitutes a problem and what possible paths exist to address problems. Sometimes, one should stand back and reflect on the process of effecting change. The first, for those of us who engage directly in organizations, is to reflect on the absence of norms, processes and institutions to foster dialogue about issues that go beyond immediate problems. Knowledge about organizations can be thought of as a set of tools. In a changing world, it is periodically useful to step back from asking how tools can be used, asking instead what tools need repair or replacement and what new tools â€" and new tool-users â€" are appearing or are needed. It is an effort to better understand the post-industrial future into which the most-industrialized countries are now heading â€" with the rest of the world in tow. It is becoming less and less controversial to allege that these are times of transformational change. Some proclaim the advent of the post-industrial, others the postmodern. Only the portions of new problems reflecting the past era are representable; that which is genuinely novel is both unrepresented and unsuspected. As Thomas Kuhn has argued, a system of thinking is never refuted by mere data. This book will show that current attempts to theorize this emerging future embody a common sense that is a product of industrialism. To do so would be necessarily superficial and premature. Whether one focuses on industrial management, industrial unionism or industrialized practices of education, there is reason to ask whether - not simply how -these institutions will be related to organizational practice in the presently emerging world. Because it is the purpose of this book to present and question broad currents of change over a wide-ranging area of analysis, it should not be judged by the same standards as a specialized study. I am not as expert in historiography as the historians, in sociology as the sociologists and so forth. My argument draws freely on secondary sources as well as original texts. In this project, I believe I hold true to the vision of organizational research as an applied social science. I have merely used some reference disciplines less commonly drawn upon as resources for understanding the management of organizations. One of the amazing aspects of researching this book has been the accessibility of this history. Hopefully, this book will be an equal opportunity offender. Nobody is likely to agree with all of my points. Critical theorists may find my incrementalist views too accommodating to the status quo. Many managerialist theorists will object to the mere fact that I brand as an ism what they view as disinterested, socially neutral science. Some are intended to be outrageous though never frivolous or insincere to discourage passive consumption by you, the reader. If I am occasionally washed overboard, so much the better. To have made no errors is to have taken no risks. This book is in no way intended to be the final word on anything. I offer it as fodder for a discussion I hope to see beginning regarding values, social life and the role of

organizing. In the workplace, this dialogue has already begun â€" haltingly. Perhaps some personal background can help to show how this may be so. Background When I first applied to doctoral programs a decade ago I saw and see myself as a pragmatic person, a practicing manager in the field of financial software development. My decision to return to school was motivated by two very concrete questions: When I finally entered my doctoral program, I quickly learned two things about management education. There are only accounting problems, finance problems, human resource problems, and so forth. Even within the department where I finally got my degree, problems were divided into human resource management HRM , organizational behavior OB , organizational theory OT and policy. The second thing I learned was that, even compared to the relative conservatism of business, the boundaries of business school discourse are surprisingly narrow. As it is with most of the mid-career doctoral students I meet in my current teaching position, issues of organizational power were central to the questions I brought from the business world. There was also the question of language. The business world is a pidgin language, 1 a polyglot of overlapping dialects. The business school speaks the artificially clarified and semantically impoverished language of hypothesis testing alone. Because of my training in biology, computer information systems and business, and my work background supporting financial forecasting software for hospital budgeting analysts, I find the language of statistics useful -where appropriate 2 â€" but the paradigmatic insistence that anything of value in organizational studies can be expressed as a statistically significant difference struck me then and now as unnecessarily limiting, counterproductive and, frankly, somewhat silly. One can produce useful knowledge without being a scientist and one does not become a scientist simply by adopting the forms of scientific inquiry. I am no bolder than my peers, but I had the good fortune to enter a doctoral program that never enforced conformance to these norms. Even those who thought my studies a bit odd were generally tolerant and often constructive. As these interests led into comparative literature, philosophy and nursing, even I began to wonder if my studies were turning into an academic [Page xii]shell game. These doubts accumulated as the years passed. The turning point came in when I was doing field research on a nursing unit in a large teaching hospital. What I saw and how I saw it were profoundly shaped by the detours I had taken into post-analytic thought and feminist theorizing. To paraphrase an overly quoted aphorism, I found there was nothing quite so practical as a good feminist-poststructuralist theory. Given the emotionally laden fault lines in academia, it would be easy to pigeonhole this book, based on terms or topics, as the work of a theorist congenitally suffering from nihilistic, Nietzschean relativism to synthesize the three most common epithets. I ask your forbearance. This book developed from an attempt to better understand concrete workplace problems; it is presented as a means for better addressing them. If the story occasionally disappears into the ozone layer of epistemology, it is for a reason â€" this ozone layer is also becoming thin and we deplete it, too, at our own peril. If my story is sometimes critical, it is because I believe critique is necessary to dislodge long-established habits of doing and thinking that increasingly block, rather than facilitate, useful action. You will not find this book offering five points you can apply at the office next Tuesday. Still, it emerges from the problems of a practitioner and is intended to offer insights useful for changing practice. You, the Reader This book has been written to reflect the needs of several distinct readerships. I believe it has potential value for both the academic and the student or practicing manager, as well as for the US reader and the reader in other countries. For Academics My primary goal in writing this book has been to provide a short history of American management discourse that can be used as a supplemental text in HRM, general management, OB, OT and other classes. At the same time, I have attempted to produce a work that can be taken on its own merits by scholars. Much of the detail necessary to support such an essay has been placed in footnotes, outside the main text, but accessible to the serious reader. For Managers and Students For the reader who is not a theoretician, most of the footnote material will contain unnecessary detail. I have made a sustained attempt to trim the main text to contain only a story that helps the practitioner, future practitioner or [Page xiii]change agent to think about contemporary problems of organizing. Granted, this story often moves a long way from the nuts and bolts of organizational how-to lists. For the reader who will exercise a bit of patience, however, I believe this distance brings the reward of additional perspective not available to those who keep their noses pressed to the proverbial grindstone. Sometimes, especially in times of discontinuous change, stepping back to re-assess is more

practical than obsessively pushing ahead at the same old problems in habitual ways. For US Readers In writing this book, my own perspective has been changed. My initial goal was to show how industrial-era US values interfere with understanding emerging problems of a post-industrial society. As my research progressed, I learned that the problem went deeper. Although the American Dream within which management thought and institutions developed was significantly reshaped by industrialism, its core elements are pre-industrial. They depend upon a conceptual language of frontier, community, small-town life and individual self-sufficiency which are not part of the lived experience of most contemporary US workers. For the US reader, this book is intended to create new possibilities for dialogue, problem-solving and action by helping to show how this Federalist mythology restricts our theory and our practice. Is this not merely another example of American ethnocentrism? Demystifying this product and articulating its limitations can be facilitated by better understanding the processes through which the industrial Northeast of the US colonized the rest of the country, which then proceeded to economically and culturally colonize the world. This has been especially true since the Second World War, after which the only intact major industrial economy in the world was that of the US. In the decades following, this historical coincidence has often been mistaken for genuine superiority most often, of course, in the US itself. You in other countries cannot separate the wheat from the chaff in US management knowledge without understanding it as a cultural product. In each of these cultures, the interacting patterns of cultural and economic colonization and resistance have been different, yet these stories are currently absent from the history of the development of management knowledge. Chandler has begun the project of telling the multiple stories of organizing that emerge from different countries, but much more needs to be done. To shape contemporary work practices, even in the US, to this view of the working subject is of questionable value. To export this subject worldwide is indefensible. This book will not and should not attempt to contribute to the production of regional knowledges. It can, however, offer valuable assistance by helping to show that the knowledge currently exported as universally applicable objective science is profoundly shaped by its culture of origin.

Chapter 4 : 10 Questions to Ask Manufacturing Employees

The manufacturing sector is part of the goods-producing industries supersector group. The Manufacturing sector comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products. Establishments in the Manufacturing.

Increasing employee engagement in manufacturing Increasing employee engagement in manufacturing By Neil Pickering. Sep 09, , 9: In the UK, the vote for Brexit has meant that British manufacturing businesses will need to work even harder if they want to maintain or grow their share of the market. A more feasible yet highly effective retention strategy instead focuses on increasing employee engagement. According to a recent study, engaged employees have productivity rates that are 70 percent higher than those of non-engaged workers. They also enjoy a 78 percent higher safety record, 70 percent lower employee turnover, 86 percent greater customer satisfaction, and 44 percent greater profitability. So what can be done to ensure employee engagement within the manufacturing industry? Making sure your employees feel valued is more important than remuneration when it comes to employee engagement. Recent research by Kronos and the Workforce Institute revealed that remuneration ranked a lowly 10th out of 11 as a reason for an employee resigning, whereas not feeling valued topped the list with 60 percent citing this as the key factor when considering resignation. Where possible, taking into account employee preferred working hours and activity when creating work schedules can positively impact engagement. Scheduling is a careful balancing act. Managers need to assign employees with certain skill sets and certifications to each shift to keep production on track and stay compliant. Generating schedules that maximise productivity and employee satisfaction is critical in the smooth running of a business, none more so than manufacturing, and this is where workforce management systems can really help. Fostering career development and professional growth is also a key way to engage employees As most manufacturers continue to seek fractional reductions in cost, especially post Brexit, the ongoing development of employee skills â€" one of the most significant drivers of improved business performance and profit margin â€" is too often overlooked. Properly managed training programmes can help ensure that manufacturing organisations develop workers with the necessary skills, keep employees challenged and motivated, and nurture future leaders. At the same time, ongoing professional development has been proven effective in retaining top talent, maintaining quality levels, and achieving competitive advantage. When manufacturers truly engaged employees, the long-term benefits translate to the bottom line. Research continues to show that a well substantiated relationship exists between employee engagement and business results and workforce management technology can help manufacturing organisations increase their employee engagement. By providing employee self-service applications and automating processes such as time and attendance tracking, scheduling, HR, and labour analytics, manufacturers can empower employees to play a more active role in HR and scheduling activities, take advantage of training and professional development opportunities, and get the continuous feedback on performance required to motivate and encourage innovation. This not only fosters more engaged employees, but also frees up time for HR professionals and production managers to focus more on driving additional business benefits. For manufacturers looking to control costs post Brexit, while at the same time increasing productivity, focusing on employee engagement through the effective use of workforce management technology is one part of the answer.

Chapter 5 : Top 20 Facts About Manufacturing | NAM

Despite a worsening economic trade war with China, economic indicators show the manufacturing sector is staying the course throughout the country - with the industry adding so many jobs in July.

Operations Virtually every manufacturer in the United States has searched for ways to get more production out of their employees at one time or another. Here are 7 ideas that will increase productivity without breaking the bank, while still keeping your employees happy at the same time! Individual Incentives Studies have shown that long-term benefits will entice employees to stay with the company longer, but are not effective at persuading them to work harder. Short-term rewards have a much higher success rate at achieving this goal. A piecework bonus system is an excellent practice that will lead to harder work on the production floor. Be aware, however, as this may lead to a slight decline in quality. Make sure rejected product is deducted from the quantity considered for the bonus. Gainsharing allows you to do just that. From there, a predetermined formula shares a portion of the savings with employees. The payout is self-funded and often paid on a quarterly or monthly basis. Bonuses are typically distributed through an entire unit or production team. Social Interaction Interaction between employees has shown to better performance in the workplace. Supervisor-to-worker socialization is especially helpful. Requiring managers to hand deliver paychecks every pay period and thank employees is a great way to produce this interaction between supervisor and employee. Vary Tasks Differentiation makes workers maintain a higher level of productivity than the monotony of repetition. The job does not have to be more challenging, just different. Employee Suggestion Instituting a suggestion program for your employees can make a large impact. This allows for fresh ideas in processes and procedures, but also provides a chance for management to show workers that they value the input of production workers. Implementing just a couple of these innovations shows employees that you respect their cognitive abilities as well, not just their assembly line aptitude. Productive Environment Workers are happier when they know that their business cares about them. Yes, industrial settings are conducive to housing some dirt and grime, but an effort to keep the floor as clean and safe as possible can go a long way. Providing safety training and equipment is also essential to build an environment in which your team can flourish. A periodic check to make sure the employees are following the guidelines communicates a genuine care for the welfare of your workforce and inspires them take pride in their work. Let the rest of your business know about safety streaks and money-ideas generated by workers. Are you helping your employees being motivated to reach their potential? Leave Comment Your email address will not be published.

Chapter 6 : All Employees: Manufacturing | FRED | St. Louis Fed

Over the past decade, the manufacturing industry has faced increasing global competition and seen the movement of assembly jobs overseas, meaning the continuation of innovation and retention of highly skilled employees has become even more critical to long-term success.

You know you should do it, you know you need to do it, so why are we so bad as manufacturing leaders in doing it well? Virtually all companies go to some effort to give a bonus, however small, to the troops at Christmas time. These are corporate devices and the only thing you have to do to get your turkey or gift certificate is to be an employee. This is not a celebration of victory unless you are celebrating simply staying in business for another year. It is a bonus. We believe that the holiday season is a perfect time for passing out bonuses to everyone. It comes from your handy-dandy corporate office and your only involvement is to have your personnel guy distribute the envelopes. Not really what you would call coming from the heart or a great way to engage with the folks that really do all the work. No, we are talking about celebrating achievement by individuals, teams, and the entire plant. These achievements can happen any day of the year, not just at the holidays. Sadly, these are all too common. Here are just a few: Employee of the Month: In effect, you are saying that people made no contribution to your factory. One Month of Preferred Parking: See Employee of the Month. We inflicted this one upon ourselves. We had what we thought was a great idea. It was decided to have people nominate outstanding employees from the plant floor and have a committee determine the winners, and we avoided the Employee of the Month problem with multiple awards. The committee consisted of the plant manager, assistant plant manager, maintenance manager, a supervisor or two, and the plant personnel manager. There were cool prizes, and we started off very pleased with ourselves. The whole thing lasted about three months and crashed with a resounding thud. The committee meetings were also painfully long and involved. We remembered one key principle to recognizing people: Do it yourself, and leave the committees for something else. These awards, unfortunately, are very popular in the corporate world. That is also some catalogue company that never met a single employee who works with you. Most commonly, the catalogue awards are used to recognize length of service. Maybe somebody out there wants a catalogue company to mail an employee some weeks later a mantle clock for thirty years of service. We would prefer to hand the employee an engraved watch as the rest of the plant looks on. Be personal, be real. Any reward or recognition that removes you, the manager, from the process is bad. Yes, you are busy. But is there anything more important than your people? Motivated people are odds on to excel. They contribute to the bottom line over and above their salary. They are happy and are a joy to lead. YOU cannot motivate people. People can motivate only themselves. Manager, is to build a culture in which people are more likely to be self-motivated. Your family, your boss, or your co-workers can try to get your engine going, but until you decide what to accomplish, nothing will happen. Celebrating victories large and small is part of the culture which encourages self-motivation. Not celebrating them or doing it badly will de-motivate your people. You can count on it. Stay tuned for Part 2.

Chapter 7 : Rewarding Manufacturing Plant Employee Performance - Part 1

There is nothing like one metric rule in employee evaluation for manufacturing; instead, it is a combination of both quantitative and qualitative metrics. Most companies use a or degree feedback loop to assess employees for more accurate results.

Chapter 8 : Manufacturing Plant Employee Jobs, Employment | www.nxgvision.com

Virtually every manufacturer in the United States has searched for ways to get more production out of their employees at one time or another. Here are 7 ideas that will increase productivity without breaking the bank, while still keeping your employees happy at the same time!

Chapter 9 : 7 Ways to Motivate Manufacturing Employees

Recruiting good manufacturing employees is a challenge, but there is a method that will make your life much easier. Grab this free whitepaper to learn how to do it right.