



Association of Equipment Manufacturers

Workforce Solutions Toolkit Overview | 2022

Login



LOGIN

Already have an AEM.org account?



NEW HERE?

Click register to create a free account.



From the AEM Workforce website, users can log in or create a new login.

AEM Solutions

The AEM Solutions Toolkit was created to help inspire and support AEM members and partners to develop strategies that address industry need.

WORKFORCE TOOLKIT

Login and select "Workforce" to find best practice ideas that will connect you to new recruitment and retention ideas and tactics.

SUSTAINABILITY TOOLKIT

Login and select "Sustainability Toolkit" to learn how and why sustainability relates to the supply chain and how to evolve your sustainability journey.

Built by:



Sponsored by:



WELCOME!





To get started, let's personalize your toolkit.

- 1** Your Role
- 2 Your Industry
- 3 Goals and Interest

A first-time user will identify their role...

1 YOUR ROLE

What best describes your role at your company? (check all that apply)

-  HR/Recruitment/Outreach 3
-  Manager/Internal Training
-  **Workforce Development Team Member** 4
-  C-Suite

NEXT



5

WELCOME!







To get started, let's personalize your toolkit.

- Your Role
- 2** Your Industry
- 3 Goals and Interest

...what industry sector they are in...

YOUR INDUSTRY

What industry) do you serve? (check all that apply)

 Agriculture	<input type="checkbox"/>
 Construction	<input type="checkbox"/>
 Utility	<input checked="" type="checkbox"/>
 Dealer	<input type="checkbox"/>
 Association Partner	<input type="checkbox"/>
 Other	<input type="checkbox"/>

NEXT



WELCOME!






To get started, let's personalize your toolkit.

- Your Role
- Your Industry
- 3** Goals and Interest

...and what they are most interested in learning about.

PERSONALIZE YOUR TOOLKIT:

What are your Goals and Interests? (check all that apply)

	General Knowledge	<input type="checkbox"/>
	Best Practices & Ideas	<input type="checkbox"/>
	Veteran Recruitment	<input checked="" type="checkbox"/>
	Templates & Resources	<input type="checkbox"/>
	Industry Education	<input type="checkbox"/>

WORKFORCE SOLUTIONS TOOLKIT

Search...



DASHBOARD

DASHBOARD

A customized dashboard is formed based on what they've selected. This is what will come up each time they log in moving forward.

ACTION PLANS

ARTICLES

RESEARCH

RESOURCES

ASSESSMENTS

TRAINING
coming soon!

MEMBERSHIP >>

EVENTS >>

MY ACTION PLANS



1 - Getting Started

Have you already realized that doing what you've always done isn't even getting you what you use to get? So, how about finding some new ideas? You are in the right place!

CONTINUE >>

68%



Strategic Partnerships with Education

To meet the demands of the manufacturing sector and upskill the workforce, industry must be in continuous conversation with the institutions and training providers that are delivering skills instruction.

CONTINUE >>

68%



Strategic Partnerships and Rural Challenges

Running a business in rural America comes with some wonderful perks like lower crime rates, beautiful areas to enjoy, and a sense of community connection that differs from urban areas.

CONTINUE >>

68%



WORKFORCE SOLUTIONS TOOLKIT

Search...



ACTION PLANS

There are 16 action plans. They cover each workforce development best practice and address each industry challenge.

The Getting Started plan gives you an overview.

16 Action Plans

Sort by: Show: [Reset Filters](#)

Status

Your Role

Your Industry

Goals & Interest

All



All



All



All



1 - Getting Started

Have you already realized that doing what you've always done isn't even getting you what you use to get? So, how about finding some new ideas? You are in the right place!

CONTINUE >>

68%



1. Recruitment

Outreach, recruiting, scouting—whatever you call it, it's about finding the right talent to move forward. Simply posting your open positions is not enough.

CONTINUE >>

68%



2. Hiring and Onboarding

Hiring incorporates a wide range of practices from making sure that the job description accurately reflects the roles and responsibilities that will be expected

CONTINUE >>

68%

Action Plan Topics

Best Practices for:


Recruitment, Hiring and Onboarding, Internships, Apprenticeships, the Technician Shortage, Retention and Culture, Diversity, Employee Engagement, Community Engagement, Strategic Partnerships, and Industry Challenges



 DASHBOARD

 ACTION PLANS

 ARTICLES

 RESEARCH

 RESOURCES

 ASSESSMENTS

 TRAINING
coming soon!

MEMBERSHIP >>

EVENTS >>

WORKFORCE SOLUTIONS TOOLKIT

Search...

There are over 200 workforce articles that can be searched or filtered by content or category. These will be updated monthly.

Use the search area for interests and topics.

DASHBOARD

ACTION PLANS

ARTICLES

RESEARCH

RESOURCES

ASSESSMENTS

TRAINING
coming soon!

MEMBERSHIP >>

EVENTS >>

274 items

Sort by: Date ↓ Show: 10 Reset

For Me

OFF

Category

All

Role

All

Industry

All

Interest

All

Members

All



August 18, 2022

To Address Labor Shortages, Manufacturers Must Become Talent Creators

Our nation is facing a dire shortage of manufacturing workers. The National Association of Manufacturers forecasts that by 2030, the United States could have 2.1 million unfilled manufacturing jobs. A March 2022 survey found that nearly half of manufacturing executives said they turned down work because of it.

READ >>

Article | HR/Recruitment/Outreach
Manager/Internal Training | Agriculture | Construction



DASHBOARD

ACTION PLANS

ARTICLES

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RESOURCES

ASSESSMENTS

TRAINING
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MEMBERSHIP >>

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<< BACK

Each of the 200 articles offers a brief summary and any relevant data points, with a link to the full source for more in-depth reading.

TO ADDRESS LABOR SHORTAGES, MANUFACTURERS MUST BECOME TALENT CREATORS

August 18, 2022 • Chris Keaveney

Article

HR/Recruitment/Outreach

Manager/Internal Training

Agriculture

Construction

Utility

General Knowledge

Best Practices & Ideas

According to author Chris Keaveney:

"To meet their employment needs, manufacturing companies must become talent creators. Operating under the old model of talent consumption isn't an option when there simply aren't enough workers, skilled or otherwise, to hire. Because hiring is expensive, it makes financial sense to invest in models that let companies harvest the rewards of growing their own talent. To this point, there are a growing number of examples of companies awakening to this reality. Electric vehicle maker Lucid Motors wanted to start production at a new Arizona plant and

POPULAR

Research

Talent Development in the Construction Industry: 2017 FMI Industry Survey

[VIEW >>](#)

Research

2018 Deloitte and The Manufacturing





RESEARCH



RESOURCES



ASSESSMENTS



TRAINING
coming soon!

MEMBERSHIP >>

EVENTS >>

Interest

All



Members

All



August 30, 2022

U.S. 2022-2023 Agriculture & Food HR Review

Research | HR/Recruitment/Outreach | Agriculture
General Knowledge | Best Practices & Ideas



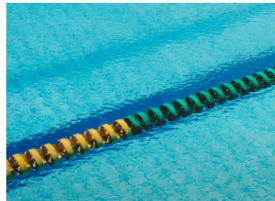
August 30, 2022

Canadian 2022-2023 Agriculture & Food HR Review

Research | HR/Recruitment/Outreach | Agriculture



There are over 60 searchable industry research reports that support the best practice recommendations made in the action plans. Clicking on these reports will also take you to data points, a brief summary, and access to the full report.



July 13, 2022

The Great Attrition is Making Hiring Harder. Are you searching the right talent pools?

Research | HR/Recruitment/Outreach | Agriculture
Construction | Utility | Dealer | Association Partner
Other | General Knowledge | Best Practices & Ideas



Talent Development in the Construction Industry: 2017 FMI Industry Survey

VIEW >>

Research

2018 Deloitte and The Manufacturing Institute Skills Gap and Future of Work Study; A Deloitte and The Manufacturing Institute Series on the Skills Gap and Future of Work in Manufacturing

VIEW >>

DASHBOARD

ACTION PLANS

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RESOURCES

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coming soon!

TRAINING
coming soon!

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RESOURCES

9 Items

Sort by:

Date



Show:

10



Reset Filters

For Me

OFF

Category

All



Roles

All



Interest

Best Practices & Ideas



Industry

All

Members

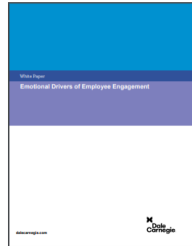
All



POPULAR

Action Plan

Resources like templates, checklists, partnership model question lists, and marketing ideas can be found here. This content will build over time.



Emotional Drivers of Employee Engagement

Understand the emotional drivers that create employee engagement

Template

- C-Suite
- HR/Recruitment/Outreach
- Agriculture
- Association Partner
- Construction
- Dealer
- Other
- Utility
- Best Practices & Ideas
- General Knowledge
- Industry Education
- Templates & Resources

READ >>

Action Plan

Outreach

Outreach, recruiting, scouting whatever you call it, it's about finding the right talent to move forward. Simply posting your open positions is not enough.

VIEW >>

Each **Action Plan** begins with a brief explanation of the subject.

DASHBOARD

« BACK

ACTION PLANS

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coming soon!

TRAINING
coming soon!

MEMBERSHIP »

EVENTS »



16%
Complete

EMPLOYEE ENGAGEMENT

According to Wikipedia, an engaged employee is “one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization’s reputation and interests. An engaged employee has a positive attitude towards the organization and its values. In contrast, a disengaged employee may range from someone doing the bare minimum at work (aka ‘coasting’), up to an employee who is actively damaging the company’s work output and reputation.”

CONTINUE



Why should you care? Because, according to a 2016 Gallup Employee Engagement Survey, 87% of employees are disengaged, costing companies up to \$550 billion in annual productivity losses. Younger generations are looking for purposeful work where they feel connected and involved. The good news is, there are multiple effective ways to engage your employees.



EMPLOYEE ENGAGEMENT

The overview includes any **data points** or **infographics** identified during research that can help the reader quickly understand how this topic is relevant to the industry.

OVERVIEW

Employee engagement increases productivity, increases profit, increases quality, and is one of the top ways to improve employee retention. Employee engagement does not need to cost a lot. There are three primary components for success: communication, connection, and development.

CURRENT OUTLOOK

According to a 2016 Gallup meta-analysis, organizations in the 1st quartile (top 25%) of employee engagement scores achieved dramatically better operational performance than organizations in the 4th quartile (bottom 25%) as follows:

- 10% higher in customer loyalty/engagement
- 21% higher in profitability
- 20% higher in productivity – sales
- 17% higher in productivity – production records and evaluations
- 24% higher in turnover for high-turnover companies (those with more than 40% annualized turnover)
- 59% higher in turnover for low-turnover companies (those with 40% or lower annualized turnover)
- 70% higher in fewer safety incidents
- 28% higher in reduced shrinkage (shop stealing and similar)






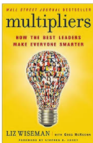
1 Overview

2 What you can do

3 Action Plan



ADDITIONAL INFORMATION

-
-  Article **Why Employee Engagement is Key to Company Success** [VIEW >>](#)
-
-  Article **Developing and Sustaining Employee Engagement**
-
-  Article **The Ultimate Employee Engagement Action Plan in 6 Simple Steps**
-
-  Article **3 Leadership Best Practices that Improve Employee Engagement Amid COVID-19**
-
-  PDF **The Six Forces Driving Engagement: How Can You Make an Impact?** [READ >>](#)
-
-  **Multipliers: How the Best Leaders Make Everyone Smarter**
by Liz Wiseman [BUY ON AMAZON >>](#)
-

The overview also provides quick access to relevant books, articles, research reports, and PDFs that will provide a deeper dive on the subject.

NEXT



WHAT YOU CAN DO

Multiple research reports and surveys have shown that the three most important factors directly impacting employee engagement are communication, connection, and development. Quantum Workplace administered a survey to nearly 5,000 organizations and found 31 items that were drivers of engagement. * Of the 31 items, you may be surprised to learn the three items of lowest importance were:

- 29. I have a close and trusting relationship with one or more coworkers.
- 30. My benefits meet my (and my family's) needs well.
- 31. We have benefits typically not available at other organizations.

While benefits and compensation are often the first items cited when thinking about employee turnover and retention, there are multiple factors that are shown to be more influential.

BUILDING YOUR STRATEGY

1. Assess and prioritize
2. Build effective organizational communication
3. Foster connection and trust with leadership
4. Create development opportunities
5. Measure impact

CASE STUDIES

Construction-equipment maker Caterpillar's increased employee engagement resulted in \$8.8 million annual savings from decreased attrition, absenteeism and overtime in a European plant.

1 Overview

2 What you can do

3 Action Plan

From the overview, you immediately move to what can be done. This includes a list of industry research supported **best practices, ideas, and strategies.**

Case studies from members in our industry will be collected and highlighted here so that we can share what's working in the industry.

There are portals throughout the toolkit that invite members to add their ideas, practices, and expertise.




ACTION PLAN

Your employees account for the vast majority of your organizational investment, so why not make sure your employees feel like the valued resource they are. Companies regularly invest in systems and equipment updates. Why should making an investment in "human capital" involve such a different mindset, especially when investing in your employees can give you amazing returns?

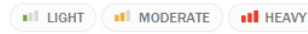
Each of the strategies below will require different lift levels depending on your current organizational state.

TIPS

HIDE ^



Customize your action plan by adding or removing items.



The Lift shows how much work is involved, either light, moderate, or heavy.

YOUR ACTION PLAN

TO-DO	ACTION	LIFT	PROGRESS
	Build effective organizational communication Learn More ▾		33% CONTINUE >>
	Assess and prioritize Learn More ▾		0% START >>

- 1 Overview
- 2 What you can do
- 3 Action Plan**

From the Action Plan page, each strategy is articulated and rated as a light, moderate, or heavy lift. This will give users the ability to make quick decisions about what they think they have the time or resources to take on.



YOUR ACTION PLAN

TO-DO	ACTION	LIFT	PROGRESS
	Build effective organizational communication Learn More	MODERATE	33%
	<ul style="list-style-type: none">• Consider to whom you are talking• Segment content when appropriate.• Reduce barriers to finding information.• Facilitate a means for two-way communication• Evaluate Leadership and Employee Communication.• Evaluate Supervisor and Employee Communication• Evaluate Culture and Employee Communication.• Make a plan.• Celebrate success.		
	Assess and prioritize Learn More	LIGHT	0%
	Foster connection and trust with leadership Learn More	MODERATE	0%
	Create development opportunities Learn More	MODERATE	0%
	Measure impact Learn More	MODERATE	0%

All content up to this page is free to any user who creates a login.

If users want step-by-step instructions, they can subscribe to gated content and click Start.



ACTION // Assess and prioritize

OVERVIEW





HIDE ^

Purpose We measure what matters, so get started with employee engagement by understanding what is currently taking place. There are many available survey examples. Make sure that the questions you ask get at the heart of communication dynamics, employee perception of leadership, and employee development. Understanding the various ways you can analyze results and prioritize findings can be essential in choosing what type of assessment you use.

Audience HR, Managers, Leaders

RESOURCES

HIDE ^

-  Article 5 Powerful Steps to Improve Employee Engagement [VIEW >>](#)
-  Article The Ultimate Guide to Employee Engagement Survey Questions [25 Examples to Get You Started] [VIEW >>](#)
-  Article 10 Ways to Better Analyze Employee Engagement Results [VIEW >>](#)
-  Article What to do With Employee Engagement Survey Results [VIEW >>](#)

STEPS

1. Consider what you plan to do with the results of your employee engagement survey prior to creating the survey. It may make sense for employee engagement surveys to differ by area, department, or manager; rarely does one size fit all. Decide what the goal of the survey is, and construct it to ensure the survey will accomplish

1 Overview

2 What you can do

3 Action Plan

Each specific strategy cites a purpose, the intended audience, and a list of additional resources to support the strategy including books, PDFs, templates, articles, or research reports.



STEPS

1. Consider what you plan to do with the results of your employee engagement survey prior to creating the survey. It may make sense for employee engagement surveys to differ by area, department, or manager; rarely does one size fit all. Decide what the goal of the survey is, and construct it to ensure the survey will accomplish what is needed.

Details ▾

2. Generally, team members need to be able to confidently affirm the following statements

Details ▾

- I know what is expected of me and my work quality.
- I have the resources and training to thrive in my role.
- I have the opportunity to do what I do best every day.
- I frequently receive recognition, praise, and constructive criticism.
- My voice is heard and valued.
- I clearly understand the mission and purpose, and how I contribute to each.
- I have opportunities to learn and grow both personally and professionally.

3. Understand employee perception of leadership.

Details ▾

4. Understand employee management drives.

Details ▾

- I have a good relationship with my supervisor.
- I have the equipment I need to do my job well.
- I have the authority necessary to accomplish my job well.
- I have the freedom to make necessary work decisions.

The strategy also includes a list of things the user can do or think of while implementing the strategy.

As noted before, this toolkit is intended to be a base to get started. Users are invited to layer in their expertise by sharing new ideas, questions, or best practices that have not appeared. These suggestions will be validated and added into the steps as they are offered.



Article "Winning the War for Talent," Chris Czarnik

VIEW >>

Article 11 recruitment ideas that'll fill your open positions

VIEW >>

Template SHRM Job descriptions *SHRM membership required

VIEW >>

PARTNERS

EXPAND ▾

STEPS

1. Before posting, cover the basics

Details ^

- Include your companies' mission, vision and value statements in the job description or a link to a webpage that gives it.
- Millennials value freedom, flexibility, education and growth – can you offer any of that in this position?
- Create a message that sells your organization as a place someone would want to work
- Use more than one on-line posting site
- Try posting on your state's department of labor site as job centers have their clients use their state sites.
- Post at every college within a radius of your location

2. Select a Target Audience

Details ▾

3. Make a Plan

Details ▾

4. Get the Word Out

Details ▾

5. Continue the Conversation

Details ▾

Each of the steps for the strategy will expand, offering additional suggestions, resources, templates, questions to ask, etc.

This level of content will enable small to mid-sized organizations with little or limited access to HR/workforce development expertise to step out with confidence, trying new things without having to spend the time to research best practices.



Workforce Development Organizational Assessment

MY ACTION PLANS



Culture

Culture encompasses many things, but it affects employees' attitudes and directly impacts organizations with positive cultures have engaged.

CONTINUE >>



Employee Engagement

The good news is, there are multiple effective ways to engage your employees.

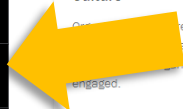
CONTINUE >>



Aging Workforce

Manufacturers have been watching and planning for changes that are inevitable as baby boomers retire.

CONTINUE >>



LATEST



Article
Job Training That's Free Until You're Hired is a Blueprint for Biden

VIEW >>



Template
Dairy Myths Flyer

POPULAR

Action Plan

Aging Workforce

Manufacturers have been watching and planning for changes that are inevitable as baby boomers retire.

VIEW >>

Action Plan

CURIOS WHAT OTHERS ARE DOING?



Vermeer Corporation's Manufacturing Day

Vermeer Corporation invited students from around the community to experience a behind-the-scenes look at its facilities.

WATCH NOW

Build YOUR Industry Toolkit

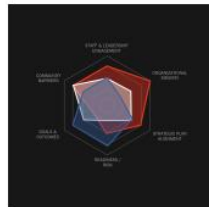
Your ideas, practices and contributions will help build out this toolkit. Improve this toolkit by submitting your materials or comments here:

LET US KNOW >>



ASSESSMENTS

Organizational and individual assessments that support workforce development and employee engagement along with customizable workforce tools.



MEMBERS ONLY

Workforce Development Assessment

Discover your organization's workforce development strengths and opportunities. This is a great place to begin creating your 12-month workforce development plan.

VIEW >>

MEMBERS ONLY

Community Asset Mapping Tool

Workforce Assessment Outcomes



Take a break from the daily grind to think about the big picture



Create awareness of what could be done



Follow a detailed thought process



Benchmark a point in your journey



Think about where you fall on the spectrum of best practices



Prioritize opportunity where it makes sense for your organization



Organizational Perspective

WORKFORCE DEVELOPMENT ASSESSMENT

YOUR ASSESSMENTS

TAKEN
Workforce Development Assessment

RESULTS PENDING

Your answers are in, but to get accurate results, at least two people need to take the assessment. Make sure you invite the rest of your team:

INVITE >>

This is a multi-user assessment. A decision maker, HR, and operations role are recommended to participate.



OVERVIEW INTENT READINESS CULTURE EDUCATION HIRING ENGAGEMENT

RESOURCES

ASSESSMENTS

TRAINING
coming soon!

MEMBERSHIP >>

EVENTS >>

in Made in InVision

BACKGROUND

1. Where is your organization located?

- Canada
- North Central
- Northeast
- Northwest
- South Central
- Southeast
- Southwest

2. What industry sector is your company in?

- Agriculture/Dairy Equipment
- Component/Attachments
- Construction/Forestry/Mining
- Light Equipment
- Other

The survey initiator is the only one who answers general organizational questions.



Strategic alignment, perspective, and accountability

ORGANIZATIONAL MISSION

1. Does your organization have any of the following? (select all that apply)

Mission Statement

Please specify:

Value Statement

Vision Statement

STAFF & LEADERSHIP ENGAGEMENT

2. Identify the three members of your workforce team: ?

1	Select Title	▼	Enter Name	Enter E
2	Select Title	▼	Enter Name	Enter E
3	Select Title	▼	Enter Name	Enter E

3. Who will be responsible for project leadership and outcomes?

★	Enter Name
---	------------



Gather and consolidate to create a strategy

ORGANIZATIONAL NEEDS

4. Please describe your current workforce challenge:

Open positions that are hard to fill, employee engagement, employee retention, upskilling needs, succession planning, training; other

5. Please describe any projected future workforce challenge:

Retirements, expansions, upskilling, new technology, succession planning, training, filling positions; other

CURRENT WORKFORCE

5. Please briefly describe current workforce

6. Please describe any strengths of your organization that apply to workforce

7. Please describe any challenges that will impact new workforce

GOALS & OUTCOMES

1. Identify 3 goals that your organization needs to achieve

1 Goal 1

2 Goal 2

3 Goal 3

2. Define success for the next year:



Best practice benchmarking

RESOURCES

ASSESSMENTS

TRAINING
coming soon!

MEMBERSHIP >>

EVENTS >>

in Made in InVision

OVERVIEW INTENT READINESS CULTURE EDUCATION HIRING **ENGAGEMENT**

OUTREACH

Rate the organizational level of engagement over the last 12 months for each outreach activity:

1. Use online advertising when you have open positions.

Very Frequently Frequently Occasionally Rarely Very Rarely Never

2. Create organizational social media postings.

Very Frequently Frequently Occasionally Rarely Very Rarely Never

3. Post on college job board sites when you have open positions.

Very Frequently Frequently Occasionally Rarely Very Rarely Never

4. Post on Job Center / state job website when you have open positions.

Very Frequently Frequently Occasionally Rarely Very Rarely Never



ASSESSMENT COMPLETE

Your answers are in, but to get accurate results, at least two people need to take the assessment. Make sure you invite the rest of your team:

1 Wile E. Coyote wile@gmail.com

SEND INVITE >>

2 Speedy Gonzales speedy@gmail.com

SEND INVITE >>

3 Bugs Bunny bugs@gmail.com

SEND INVITE >>

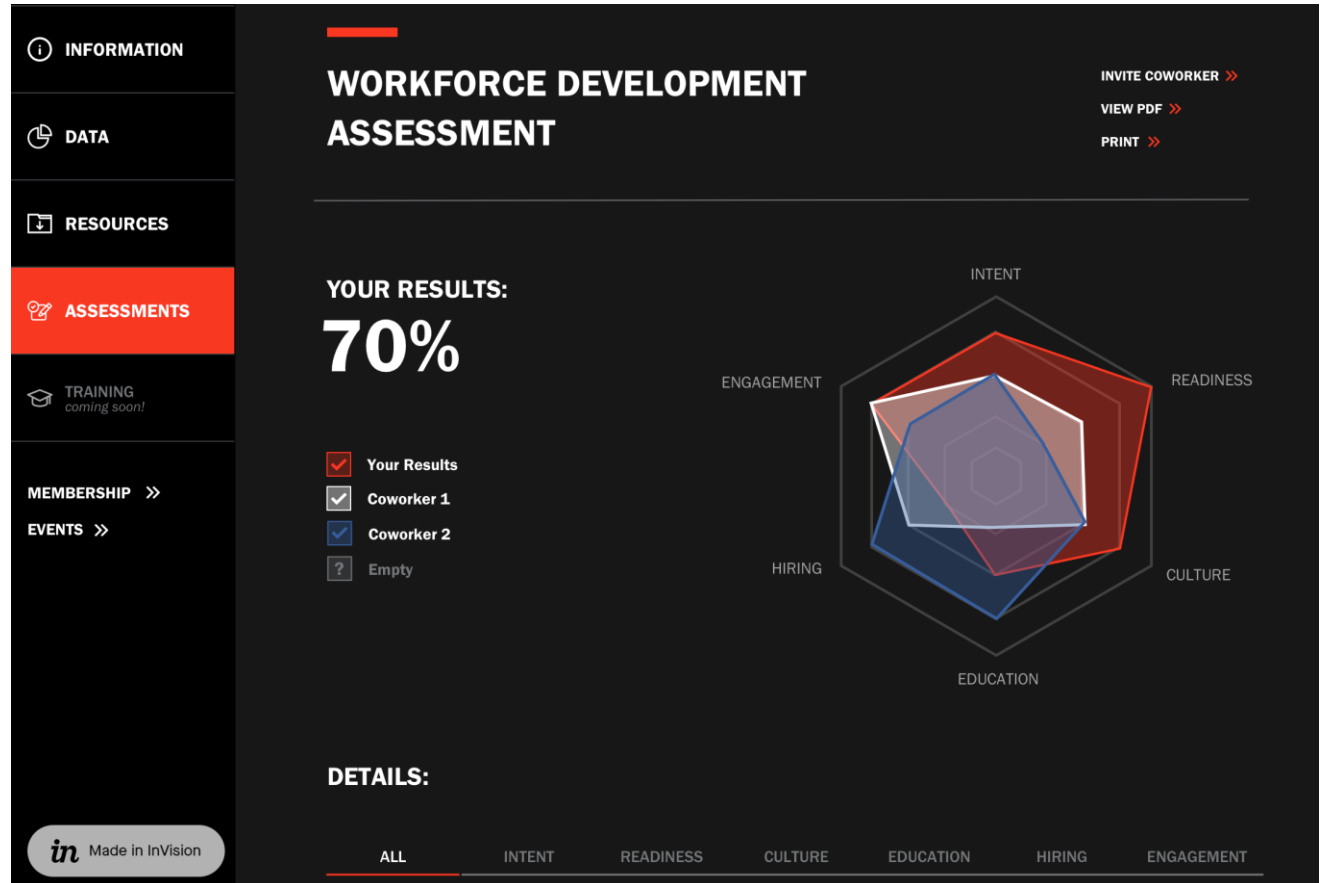
INVITE ALL >>



Easy to Understand Results

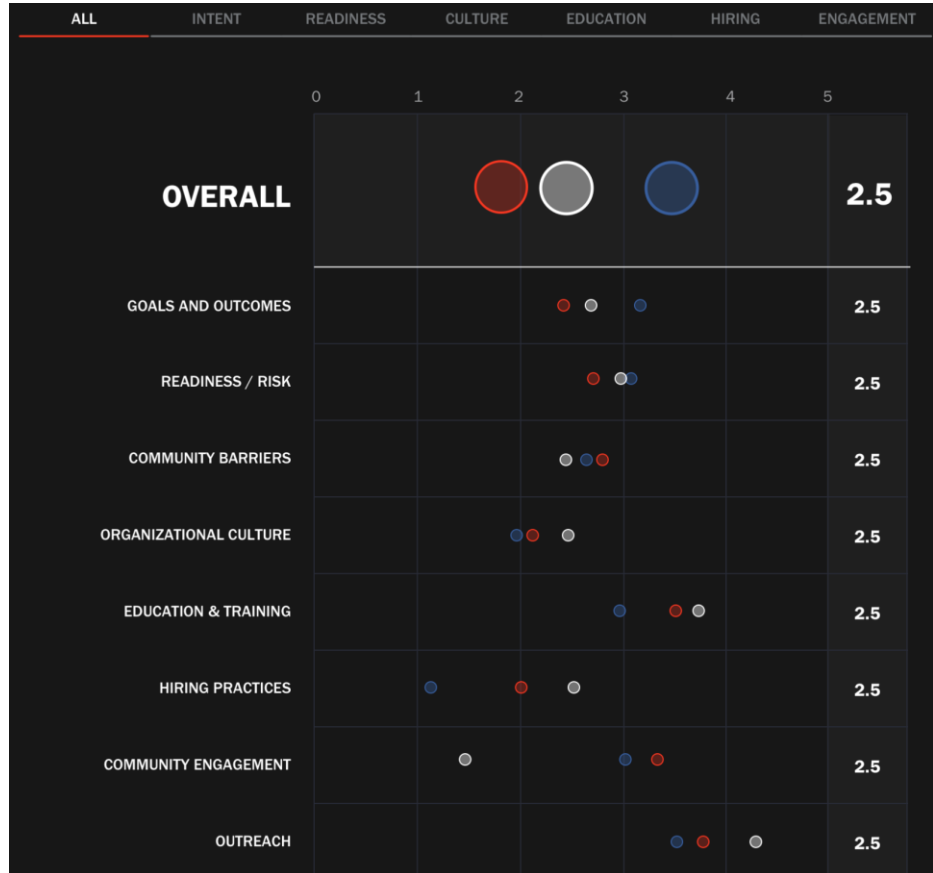
Feedback on Organizational:

- Intent
- Readiness
- Culture
- Education
- Hiring
- Engagement



Easy to Understand Results

- Create an organizational baseline
- Identify strengths and opportunities
- Use to prioritize a workforce strategy
- Directly connect to toolkit action plans



Community Asset Mapping Tool (Separate from the assessment)

Charts:

- Organizations in your community that you work with
- Potential workforce support available in your community

	Awareness					Attract/Hire			Training/Preparation						
	Promotion/ Advertising	Advisory Boards	Career Day or Job Shadow	Business Tours	Employee Volunteering	Temporary Employees	Seasonal Hiring	Recruitment to Hire	Re-Training/Upskilling	Boot Camps	HS WBL	Recruitment to Hire	Apprenticeships	Credentialing	Support Services
GOVERNMENT															
Dept of Labor, Commerce, Ed	○	●	○	○	○	○	○	★	○	○	○	○	○	○	○
Workforce Develop Organization	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Local Government	○	○	○	●	○	○	○	○	○	★	○	○	○	○	★
EDUCATION															
K-12 CTE	○	○	○	○	○	○	○	★	○	○	○	○	○	○	○
Community/Tech/ 2year college	○	●	○	○	○	○	○	○	★	○	○	○	○	○	○
4 year college	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
NON PROFIT (COMMUNITY ORGS)															

The logo for the Association of Equipment Manufacturers (AEM) features the letters 'AEM' in a bold, grey, sans-serif font. To the right of the letters is a red graphic element consisting of three horizontal bars of varying lengths stacked vertically, with a vertical bar on the right side that connects to the top and bottom bars, forming a stylized 'E' or a similar geometric shape.

AEM

Association of Equipment Manufacturers

aem.org