

The Line Worker: A Manufacturer's Greatest Asset

How manufacturers can use technology to hire, train, retain and support their workers to achieve greater efficiency and quality

Introduction

“Good help is hard to find.”

Every leader has said it. In manufacturing, the common adage could be extended to the following:

“Good help is hard to find, train, satisfy and retain.”

In 2019, before the coronavirus pandemic upended the world, [manufacturing turnover was 20%](#) in the United States. In 2021, the turnover rate in manufacturing [soared to nearly 40%](#). Today, more than two years into a post-COVID world, the unemployment rate hovers around 3.5%, making it more critical than ever for manufacturers to differentiate themselves from all the other industries with Help Wanted signs in their windows. But how?

If I got a dime every time a manufacturer expressed to me their frustration related to hiring, retention or training, I'd be swimming in dimes. It is, without a doubt, the number one concern that I and others at Drishti hear whenever we're in the field. And despite the pervasive belief that robots will make manufacturing a humanless industry in the near future, every single one of these individuals who actually works in the space knows [that reality is decades, if not centuries, away](#). To be precise, while automation does continue to increase generally, 72% of all assembly tasks are still done by hand.

Automation is expensive and inflexible. And there are myriad tasks that simply can't be automated today, because the technology doesn't yet exist. Which means human workers are still, and will continue to be, manufacturers' greatest assets.

Further, [workers provide manufacturers with adaptability](#), which is not only critical in times of unusual crisis like a global pandemic, but also day-to-day as manufacturers seek to compete in a ruthlessly competitive market with dynamic demands.

Working on a production line was, for many decades, the path to a good middle class life. But over the last decade, manufacturers have not done a great job of making assembly line jobs compelling to a broad audience. And though I hesitate to cast a wide net, the truth is that many manufacturers don't do right by workers once they are on board, failing to train adequately for success or invest in those with engineering and people instincts.

It's time for a change.

We wrote this book to help manufacturers understand how workers think — what motivates them, why they look at manufacturing (or choose not to), how they feel about the tasks they do repeatedly

every day, to provide us the goods that keep our economy moving and our population comfortable.

We surveyed 500 entry-level workers — half who had manufacturing experience, half who didn't — to let them give voice to their feelings and opinions. We'll use their feedback to offer suggestions and strategies that can help manufacturers create a workplace that is well suited to happy, productive and engaged line workers who build quality products and drive their employer's success.

Worker technology is the future

It is true that humans introduce far more variability into processes than machines. And manufacturers have spent decades trying to automate jobs and find ways to improve productivity from workers without sacrificing — even improving — quality.

It has long been obvious to me that the path to a true lights-out factory is a long one. Therefore, investing in technology that will aid workers in doing their job more effectively is the best way to stay competitive in the manufacturing world, while simultaneously providing a rewarding career path.

At Drishti, we've built an AI-powered video analytics software that is a significant investment in the potential of workers: manufacturers who use Drishti are committed to keeping workers on the line for the foreseeable future, and provide tools and solutions that help them excel.

In this book, you'll find strategies to help you:

- Position yourself as an appealing alternative to industries competing for the same talent;
- Train and develop new (and existing) employees more effectively, and in less time;
- Provide incentives and rewards for employees who excel, aiding satisfaction and retention; and
- Build a safe, pleasing work environment that respects the workers on the line.

We'll also share ways our technology augments, supports and enhances workers better than any other continuous improvement tool on the market.

I hope you find this a useful guide on Labor Day and beyond.



Prasad Akella,
Founder and chairman, Drishti

The First Hurdle: Hiring



Finding and hiring potential employees is difficult due to a number of macroeconomic factors:

- Low unemployment across industries
- Residual coronavirus uneasiness and permanent workforce departures
- The dire need for workers has forced all industries to offer competitive packages
- People expect more understanding and flexibility as it relates to their personal lives and scheduling issues
- People expect higher pay and better conditions, and can choose from a number of open entry-level positions across industries

All of these hurdles make for a competitive field. In manufacturing, one additional challenge exists: perception. When asked **what makes assembly work appealing**, 33% of survey respondents with no prior manufacturing assembly experience said, **“Nothing.”**

The manufacturing industry

[Manufacturing is an over \\$6 trillion dollar industry](#) in the U.S., made up of over 683,000 businesses and employing more than 12 million workers.

With the pandemic and geopolitical unrest shaking supply chains and labor availability worldwide, there have been [major initiatives in the U.S. to](#)

[create more local and flexible manufacturing supply lines](#). These initiatives will likely spike demand for manufacturing workers even higher.

According to [Deloitte](#), there will be a shortage of 2.1 million skilled jobs by 2030. Manufacturers and others looking for entry-level workers are upping recruitment efforts. The power is in the hands of the worker and businesses are increasing the tools and effort to attract new talent, including recruiting students at nearby trade schools and community colleges, military veterans, and even employees of other nearby businesses.

Survey says

Respondents with manufacturing experience cited the actual work being done (**37%**) and a feeling of worth/job satisfaction (**28%**) as appealing features of the industry.

Rate of pay (**58%**) and hours (**43%**) were the most appealing features.

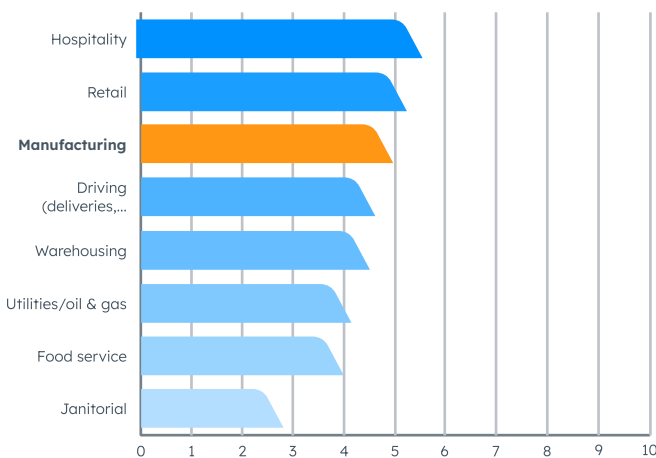
Once someone chooses manufacturing, will that industry provide a viable long-term career path? Many manufacturers still view workers as replaceable, not only by other people (a perception that workers are interchangeable), but generally by technology and automation whenever possible.

Less than half of respondents (43%) with prior manufacturing experience believed that manufacturing assembly jobs were secure for the long term.

These fears, along with long shifts, inflexible schedules, and pressure can make other industries seem more appealing.

“Manufacturing gives me a chance to work with my hands:” The appeal of manufacturing

It’s not all doom and gloom for manufacturers. Given a list of eight industries, manufacturing was ranked third most appealing for those with no prior industry experience, behind hospitality and retail.



Manufacturing’s perception problem

Given the statement: “In manufacturing, I have the opportunity to learn new skills and expand my abilities,” 37% who had no manufacturing experience agreed while 63% of people with manufacturing experience agreed.

This is emblematic of a theme: People who haven’t worked in the industry really don’t understand what a factory floor is all about.

In fact, only 33% of respondents without prior industry experience agreed that **“Factories are modern facilities with new technology on the floor.”**

Manufacturers, it gets worse: Of those who had never worked in the industry...

- **32%** agreed that “Factories are modern facilities with new technology on the floor”
- **17%** agreed that manufacturing jobs are physically easy to perform
- **16%** agreed that manufacturing assembly jobs are safe
- Fewer than **10%** of respondents agreed that factory workers are treated with respect and trusted by management

In the words of Bart Simpson, *ay, caramba*.



Fewer than 10% of respondents agreed that factory workers are treated with respect and trusted by management

So what aspects of manufacturing did respondents find appealing?

How Drishti can help

Drishti cannot help you find the ideal candidate. But perhaps it can aid in alleviating the negative perceptions of manufacturing while playing to the industry's strengths.

Noting to job applicants that AI is integrated into the factory floor is a positive, especially to younger workers. In a webinar with Drishti, Deloitte Consulting Principal Steve Shepley said, **"The younger generation wants jobs with technology infused."**

This statement is supported by the survey data. When presented with the statement, "Having new technology in a factory, like artificial intelligence, augmented/virtual reality, etc., would make me more likely to take a job," 48% agreed while only 16% disagreed. When filtered by age, 52% of those under 30 agreed.

Investing in worker empowerment technology like Drishti sends a clear signal that you value your employees. It underscores the mentality that investing in support structures for the worker (as opposed to a replacement mentality) is the path forward. Highlighting investment in worker augmentation can increase the appeal of the job. This investment can clearly differentiate your organization from other manufacturers in a highly competitive market.

Additionally, workers want to feel that there is a future, a visible path forward in their careers. Adding tools that highlight the best performers and give the opportunity to increase leadership skills can provide that path.

Deloitte's Shepley said, ***"You want people who want to have a rich and rewarding career. This will help you to attract and retain the top talent."***

“

The younger generation wants jobs with technology infused.

Steve Shepley,
Principal, Deloitte Consulting

52% of respondents under 30 agreed with the statement,

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Having new technology in a factory, like artificial intelligence, augmented/virtual reality, etc., would make me more likely to take a job

Setting Workers Up For Success: Effective Training

Change up stations to learn more

Rotate positions every 2 hours

Have better training techniques

Provide clear direct orders to help complete the assembly process

*Actual survey responses from 500 entry-level workers in the U.S.

Manufacturers are at the mercy of customer demand when planning workforce requirements. Even under the best conditions, plans often change and forecasts shift, whether it be from overall demand increasing or an unforeseen focus on one product over another. To keep up, employees are moved or hired and brought to the line where they are needed. The challenge is to make employees effective in that position as quickly as possible in order to meet the requirements of customers.

Effective training is usually resource intensive and, in many instances, requires already busy peers to provide the training — meaning they won't be able to get their work done as planned. In the absence of a full-time dedicated department, training is left to supervisors and experienced employees, leaving portions of production stretched. As a result, new employees might not always have training that supports them for long enough, especially if training is needed for multiple new employees.

It also can mean that training is essentially a game of telephone. If Jim trains Sally, who six weeks later (and after codifying Jim's initial instructions) trains Jasmine, who four weeks later trains Andre, what are the chances that Jim's training remains the same, and any of the four workers are completing the job in the same steps?

How much training is enough?

Traditionally, ideal training would be dedicated to each employee in an observe-walk-crawl-run format. A dedicated training leader would show the employee the duties to perform, over time, following standardized work. Then, for a period, the trainer would observe the task to ensure comprehension and give feedback on technique and performance. From there, the employee would continue to improve and have periodic check-ins from training personnel and on-demand for coaching and advice.

As an employee becomes proficient, the training personnel allow them to function on their own while still checking in periodically to verify that the execution of the process has not drifted. Even after achieving total confidence, refresher training, cross-training on other stations and spot verifications would be made mandatory and available to all employees.

In short: Resources are dedicated to and available for long-term support of the whole workforce.

In reality, due to demand pressures and low resources, the objective is to train as quickly as possible. In many environments, new employees learn an assembly task within a few days of being employed, but that doesn't mean they have true mastery of the job.

The tech alternative: Video-based training

When asked, “What is the number one thing manufacturers could do to make assembly work more appealing to you?” one respondent offered the following response:

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Maybe show more of how it's done, like YouTube videos or commercials in real life.

We couldn't agree more.

Drishti supports training initiatives by providing clear video evidence of best practices and areas that need improvement. Drishti learns your processes based on your [standardized work instructions](#) and can detect when a task was performed out of sequence, was missed, or took an unusually long or short time to complete.

Video-based training is a significant improvement over written or spoken instructions:

- Video is language and culturally agnostic
- Video is unbiased, eliminating blaming scenarios
- Video training can be shared around the world without variation or translation
- Workers and management can review footage together, allowing both parties to provide feedback and make recommendations from which to choose

Now layer on AI and insights from Drishti:

- Drishti runs all the time, so data isn't skewed toward unusually long or short cycles
- When desired, Drishti can flag a worker in real time when a step is missed or performed out of sequence

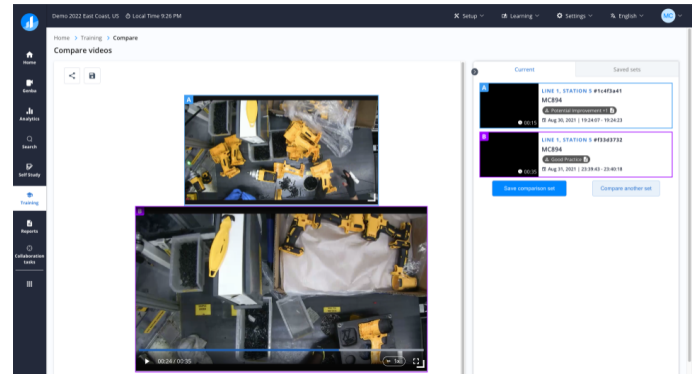
Using Drishti's video training solution is a great way to supplement your training program and support your employees. If a picture is worth a thousand words, how much is a video worth?

Experienced employees need training, too

Whether it's to cross-train on a new station, educate on new standardized work or spot-train on a common error, training can't stop once an employee is onboarded.

Here's an example:

When Jill first started at Acme Corp. two months ago, she was exclusively allocated to the stapler



line. Now she's moved onto the compressor line, but when Andy's son tested positive for Covid-19, Marty asked Jill to switch back for a day or two.

While it's true that Jill was a rock star on staplers at one point, the standardized work has evolved twice since she worked that line as a result of multiple continuous improvement events and better processes. Jill needs a refresher and training update before she can plug into Andy's station effectively.

Video-based training helps established employees, too — both as a way to garner a sense of growth and to maintain and improve the quality of work consistently.

Training is fundamental to every aspect of manufacturing success

[Whether from employee turnover \(19%\), daily absenteeism \(3.1%\), cross-training or changing business processes, at least 20%](#) of a whole team will need to be trained or re-trained every year — to become proficient on previously untrained tasks.

Ongoing training for employees, alongside recognition of proper work, can add to the overall satisfaction of an employee and provide a feeling of accomplishment and growth — as well as truly increasing the knowledge of the workforce. With promotion opportunities rare, training is a critical contributor to job satisfaction.

Good training is a huge responsibility, as it impacts many other major considerations like quality, efficiency and job satisfaction.

Drishti does not replace training staff; it provides the supporting video and insights so training can be offered to the right employee at the right time, either in real time or *post facto*. Leaders can use Drishti to dedicate in-person time more efficiently and problem solve where it is needed the most.

With Drishti, training is ongoing for all line workers and aids in bringing people up to speed quicker than ever — meaning your staff learns quickly, can cross-train more effectively (making them more adaptable) and is more confident in the job requirements.

To Keep People, Keep Them Happy: Satisfaction & Retention



They could make it a much more enjoyable work environment

Make it not feel so monotonous or “warehouse” feeling. Working near other coworkers and having some form of entertainment during shifts.

Better employee treatment

Listen to workers more

The manufacturer simply needs to keep an eye on morale and give a gift card once in awhile or some other incentive

*Actual survey responses from 500 entry-level workers in the U.S.

“All I need is: Show me appreciation”*

Keeping manufacturing workers motivated can be challenging given the nature of the work — long shifts made up of repetitive, but important detail-oriented work — can be demoralizing, particularly when there is no mechanism to recognize consistent good work. The attention to detail required for even simple tasks can be exhausting.

Realistically, there are limited opportunities for growth within a facility, as well; there are only so many leadership positions available, and ultimately placement is driven by the demand of the business as opposed to the desire of the employee.

But our survey results show that employee satisfaction may be simpler than promotions and higher pay. Sure, pay matters: 50% of respondents said the rate of pay was their number one factor when considering a job. But 20% of respondents said the work environment and the actual work being done were most important. And nearly 8% said the number one factor was the feeling of worth.

The pressure to deliver on time, and the disappointment of not meeting team goals are felt most by those doing the assembly tasks, with the consequences of missing deadlines too often carried by the line worker no matter who is at fault.

In assembly, there are generally three types of errors: those attributable to parts and equipment, to processes and to people. In our experience, process failures are the biggest issue while “people” errors are relatively rare. The vast majority of workers want to do a good job. They want to win. They want to have meaning and a career path. They want to be valuable — and seen as such — by their team.

Recognition goes a long way

The most abundant feedback from the survey was that factory workers want to be treated with respect, but feel like that isn’t the norm. Of the survey respondents with manufacturing experience, only 28% believed that factory workers are treated with respect and trusted by management. This is a telling figure.

Workers don’t always feel like they have the ability to air their concerns, show their side of the story or make contributions. They aren’t certain that, lacking clear evidence, their suggestions to improve the process will be taken seriously.

*Actual response from an entry-level manufacturing worker

Here's a sample of just some of the answers we got to the question, **“What is the number one thing manufacturers could do to make assembly work more appealing?”**

- Make me feel important
- Care more about their employees
- Not being treated like I am a machine
- Listen to ideas that their workers have for improvement
- Treat their employees with more respect
- Make [the work feel] important because it is
- Acknowledging employees as individuals and not just bottom-of-the-pile workers
- Stop treating people like we're nothing

“Listen to workers more”*

One of the best stories about Drishti happened at a customer site. The line supervisor discovered that one worker, we'll call him Fernando, was consistently beating his colleagues in cycle times without compromising the quality of his work. So they asked him how.

It turns out that his job required him to insert a rubber hose into a metal hole. Every day he brought a little cup of soapy water to work, and before he completed the insertion, he dipped the hose in the water. And shaved about a second off every single cycle.

What happened next? The soapy water cup was placed on every station with that task, and it was written into the standardized work instructions.

Every industry has [“brilliant outliers”](#) like this, and manufacturing is no exception. But without Drishti, they have remained buried. A second in cycle time savings is difficult to detect, but Drishti's AI spotted it easily. Not only was the process improved, but Fernando was given the recognition he deserved.



Running a competition on the floor with Drishti

As many survey respondents noted (nearly 70%), competition can make even the most monotonous tasks more interesting.

Running a friendly competition among assembly line workers can be fun and easy with Drishti. Here's how:

Visual shop floor management is a main staple of manufacturing — using charts and easily readable representations of key performance indicators both at meetings and throughout the shift, to get a sense of how the line is performing and to help quickly zoom in on issues.

Adding Drishti to the mix can provide live, updated visual representations of completed cycle times, whether the cycles were over or under in time, and can deliver error tracking cues from each of your workstations.

This data is useful from a shop supervision perspective, but also has the potential to gamify the work and create a healthy sense of competition on the floor.

A fair and impartial arbiter

Even when human error is the root cause, Drishti can help uncover problems and smooth them out in an impartial and straightforward manner. If Donna's IV bag tubes are consistently twisted, her supervisor can discreetly pull her into the office, share video examples and show her why the quality error keeps occurring, without embarrassing her or asking accusatory questions.

If Leon on station 2 keeps insisting that Alice on station 1 is the bottleneck, the supervisor can check the production data from the shift and determine the true cause of slowdowns, and work with both parties to problem solve.

Drishti provides a video record of the issues that are experienced on the line. A worker will be able to clearly articulate the problem or concern that they experienced and feel secure in knowing that false blame will not be attributed to their performance. This kind of peace of mind is great for the worker,

allowing a level of dignity and credibility to their issues while allowing the business to solve the actual problems as they pop up.

The beauty of helping workers feel better about their jobs is that simultaneously, manufacturers improve key metrics like efficiency and quality. After all, these metrics are dependent on good workers.

Life happens

As with every industry, absenteeism is a reality in manufacturing. According to the [U.S. Bureau of Labor Statistics](#), the rate of absenteeism in manufacturing was 3.1% in 2021.

In the news

Read how DENSO line workers reacted to Drishti in Wired Magazine: [“When AI Can’t Replace a Worker, It Watches Them Instead”](#)

“Workers at DENSO were initially wary of the prospect of being video-recorded all day to feed machine-learning algorithms, but **they have since come to appreciate Drishti’s technology.**”

After something goes wrong, workers can now look at the data and video with their managers, instead of having to hope bosses take their account of what happened seriously.”

Customer impacts

Drishti’s customers have experienced significant benefits, including:

- Reducing defect rates by 50% on lines with very low escape defect rates (~0.001%), in just 3 months (vs. years)
- Reducing time to train new line associates by 50%
- Improving throughput by 15% on already optimized lines
- Reducing scrap rates by 15%
- Enabling deterministic root cause analysis in minutes (vs. months)

Obviously, that is a problem! As we’ve noted, manufacturers rely on humans to do the assembly work that creates products for customers. Without workers, how do they carry on operations?

This imperative for people to come to work reliably creates significant stress for both parties. Manufacturers feel hamstrung by their employees while workers feel like they aren’t able to have the flexibility they need in their lives.

We heard this message loud and clear from the worker perspective; here’s a taste of the responses we heard to, “What’s the number one thing manufacturers could do to make assembly work more appealing?”

- Understand if sick or having personal issues at home
- Better work life balance
- More rights for the workers, more flexibility
- More flexible scheduling
- Provide caregiver assistance
- Be understanding when employees have to miss work

“Moneyball for manufacturing”

But maybe there’s a way to make absenteeism less crippling to manufacturers while respecting the lives of workers. To help, Drishti has developed a solution we call “Moneyball for Manufacturing.” Here’s how it works:

In the book (and the movie) Moneyball, the Oakland A’s stop trying to find well-rounded, high-priced all stars and instead focus on the core strengths of each player: Peter can’t play third base at all, but he bunts in the top 2% of the league. Michaela never hits home runs, but she gets on base more than average. Louis’s slider is abysmal but his change-up is impressive. It’s a data-driven approach to baseball that was highly derided by “gut feeling” scouts — until it worked.

Now put it in the context of the assembly line. Peter is extremely slow on station 2, but he is average on 1 and 4, and he crushes cycle times on station 3. Michaela is solid on every station but 5. Louis can take any of 2, 3, or 4, but his quality suffers a little if he tries to rush through the tasks on station 2. Arlene can come from the other line to work station 1 or 2, but she won’t be happy about it.

With all of that data on each worker, supervisors can build contingency schedules. What happens if Louis calls out ill? Should Peter move to station 2 to cover? No, because he’s not great there. Arlene could work it without missing a beat, but maybe throw in a gift card or a bonus to help her stay focused and satisfied.

Having this information makes it so supervisors aren’t scrambling to cover shifts and possibly putting the worst worker on a station. Having enormous amounts of data from hundreds of previous shifts ensures they can make staffing decisions with confidence.



Make the work environment more pleasant... it can be extremely hot or very cold

Start making assembly lines more worker friendly

Update facilities

Implement better safety measures, and use advanced technology to make the process smoother and easier

Make it a much more enjoyable work environment

*Actual survey responses from 500 entry-level workers in the U.S.

Factories get a bit of a bad rap. When asked what made manufacturing work unappealing, 37% of survey respondents with no manufacturing experience said "the environment." Only 28% of respondents without prior manufacturing experience said they would be proud to tell friends and family that I worked in a factory. And only 40% of all respondents agreed with the statement, "Factories are modern facilities with new technology on the floor."

How can manufacturers shift this perception? Three areas stand out: safety, comfort and privacy. Ultimately, these factors add up to **showing respect for workers' needs**.

Safety first

Only 16% of respondents with no previous manufacturing experience agreed with the statement "Manufacturing assembly jobs are safe." The number isn't much higher from those with manufacturing experience; only 24% believe that manufacturing jobs are safe. This perception is problematic for attracting new workers and retention.

These numbers are not an accusation of wrongdoing, but in many cases, a question of messaging.

Manufacturers we work with consider creating a safe working environment a paramount concern. In most factories, worker health and safety is the top priority, but the numbers would suggest that the message is not clearly communicated.

Along with safety, ergonomics are a concern in any environment where workers are repeating the same task for several hours a day. Many respondents to our survey asked for more worker-friendly assembly lines and better ergonomic design for workstations. Environmental concerns like lighting, temperature and airflow were mentioned.

Having AI and video analytics on the line can help detect and mitigate safety and ergonomic issues. Drishti video search provides a method to rapidly and deterministically identify the root cause of an issue, such as a poor workstation setup or a hazardous factor on the floor, which can lead to more effective prevention efforts.

Ergonomic design should be fundamental in creating processes that are done hundreds of times a day. And yet it is easy to have blindspots as production processes are created. Drishti's data and video provide much greater insight into true station activities, which allow process designers to more rapidly identify and alleviate potential ergonomics issues.

In the news

[“HELLA Improves Cycle Time, Sees Return on Investment in Under Six Months With Drishti”:](#)

With Drishti cameras and streaming video analysis enabled on one of HELLA’s sensor product lines, the HELLA team made a series of previously concealed discoveries. First, the massive volume of cycle time data available from Drishti quickly revealed slowdowns in stations that were not originally the focus of improvement efforts.

Second, by watching video footage from the identified station, the team understood that the physical station configuration was slowing down the line associates.

In fact, the station setup was causing ergonomic concerns. Because the worker was reaching his right arm across to the left side of the station, each cycle required a twisting motion that led to fatigue.

“Because our focus had been on the station we thought was the bottleneck, we had overlooked this potential for slowdowns and fatigue,” said Ram Singh Khangarote, operational excellence and product manager, HELLA Dhankot.

“Within a few minutes of viewing the video footage from Drishti, our team had ideas to reconfigure the station to make it more comfortable for the line associates, and shortening every cycle time. And most importantly, our line associates are healthier, happier and more productive.”

Privacy is paramount

We live in a world where cameras are nearly impossible to avoid. Intersections have red light cameras, businesses have security cameras, even the average house on the block has a Nest recording video as you walk your dog.

Factories are no exception; look around on any factory floor and you’ll see security cameras every few dozen feet. So it may seem odd that Drishti goes to extra lengths to protect identifiable information about individuals.

But Drishti’s goal is to help uncover process issues, not to blow the whistle on any individual worker.

To that end, Drishti provides identity occlusion like face and head obfuscation and other protective features. Drishti does not record audio without permission. Our goal is to empower workers, not arm management with data they can use against their employees.

Drishti’s privacy and security safeguards have been carefully examined, vetted and deployed by global manufacturing powerhouses, and consistently passes muster on what works not just for the manufacturer, but also for the employees to feel comfortable and supported.

Respect for workers means deploying AI ethically

Many people still don’t understand AI, and there have been cases of AI being used in biased, detrimental ways. We were extremely proud when Deloitte recognized Drishti’s ethical considerations in a report, [“Ethics and the future of work:”](#)

“Some organizations are also addressing ethics issues by using new technologies in ways that can have clear benefits for workers themselves. For example, the technology company Drishti designs and implements solutions that combine AI and computer vision technologies to measure manual processes and associated tasks performed by human workers on a manufacturing line in near-real time.

The technology gives workers access to robust training information, supports safer work habits to reduce workplace injuries, and provides feedback and rewards for individual contributions on the line — all things that have historically been challenging in a fast-moving manufacturing environment.

While observing people in near-real time at work could be seen as a violation of personal privacy, Drishti addresses those concerns head-on by bringing workers into the conversation early, showing them the angle of the cameras and emphasizing the focus on the process, not the individual.

The company reports that when this is done, workers almost immediately ‘see the value of the technology and its potential to improve their lives and secure their jobs, and they’re on board and excited.’

The aim of the technology — improving the human experience through process analysis, measurement, and insights — sets a clear and ethical case for its use, a case that benefits the company and, just as importantly, the line associate.”

The future of assembly is humans plus machines

Drishti's vision is to "extend human potential in an increasingly automated world." Adaptability is the key to success in business, especially in these increasingly unpredictable times. The most adaptable resource you have is your people.

That said, we also recognize that it's more difficult than ever to find, train and keep the right people for the job.

What Drishti does

Drishti has created action recognition technology, which analyzes video to create data on processes over time. Today, that means providing previously unavailable data on manufacturing processes to personnel on the plant floor and in the executive office. We've addressed a [100-year-old manufacturing problem](#) by providing a technology solution that measures workers' efforts, creating huge amounts of unbiased process data.

The information is beneficial not only to the business at scale, but also to the individual worker, who is equipped to perform at a level beyond previously reasonable expectations. Drishti has proven this value time and again with some of the [largest and most lean manufacturers](#) in the world.

Having Drishti on the line sends a clear signal to current and prospective employees:

We are investing in our workers.

Drishti helps manufacturers to foster a sense of growth and accomplishment, aids in onboarding and continuous training and provides an unbiased record of truth. It is also an aid in addressing safety and environmental concerns on the floor.

For more information about Drishti,
visit drishti.com