



Engagement

Gaining Employee Engagement

What Every Supervisor should Know

June 2025

70%

Companies with high engagement levels see a 70% reduction in safety incidents. (From TotalSafety.com)

41% and 59%

Organizations with high employee engagement experience 41% less absenteeism and 59% less turnover. Engaged employees are more likely to show up to work and stay with the company, reducing costs associated with hiring and training new staff (Forbes.com)

21%

Highly engaged teams show 21% greater profitability. (From Primeeast.com)

5x

Engaged employees are 5 times less likely to have safety incidents. (Forbes.com)

Engaged Staff Prevent a Fatality

Red Cross Lifesaving Award was given to a group of employees at Seaworld who were not Red Cross trained but acted swiftly to save a colleague's life.

When their coworker collapsed due to a cardiac arrest, they immediately performed CPR and used an automated external defibrillator (AED) until emergency responders arrived. Their quick actions were crucial in reviving the individual and preventing a fatal outcome.

Red Cross Lifesaving Award

AGENDA

1. The benefits to having employees engaged in the safety effort
2. Obstacles to engagement for employees
3. Identify the differences between communicating to and engaging staff
4. Discuss the Motivational Theory to identify safety opportunities
5. Review strategies for engaging staff in a safety effort

We will focus on Best Practices....

...with a hint of compliance. Why?

- The goal of an engagement effort is to prevent injuries and increase the involvement of staff in your safety efforts.
- Regulatory standards are *minimum* requirements. Best in class employers go above and beyond.
- Remember that every workplace is different. Find the risk potential and address it proactively.

From: World Construction Today





Benefits of Engaged Staff

- Increased Productivity
- Lower Absenteeism
- Higher Employee Retention
- Enhanced Innovation
- Improved Job Satisfaction
- Greater Customer Satisfaction
- Stronger Collaboration
- Reduced Burnout
- Higher Revenue Growth
- Improved Safety

Benefits to Safety Engagement

Proactive Attitude

- Identifies Hazards: Engaged employees are vigilant and constantly on the lookout for potential hazards.
- Reports Issues: They promptly report safety concerns, near misses, and incidents, ensuring that potential problems are addressed before they escalate.

Ownership and Responsibility

- Takes Initiative: They take personal responsibility for their safety and the safety of their colleagues.
- Leads by Example: Engaged employees' model safe behavior, setting a standard for others to follow.

Benefits to Safety Engagement

Active Participation

- **Involvement in Safety Committees:** They actively participate in safety committees and meetings, contributing ideas and.
- **Engages in Training:** They regularly attend safety training sessions and stay updated on the latest safety procedures and regulations.

Effective Communication

- **Open Dialogue:** Engaged employees communicate openly about safety issues.
- **Promotes Awareness:** They help raise awareness about safety protocols and the importance of following them, fostering a culture of safety within the organization.

Benefits to Safety Engagement

Empowerment and Confidence

- Empowered to Act: They feel empowered to stop unsafe practices and make critical decisions when safety is at stake.
- Confidence in Reporting: They have the confidence to report unsafe conditions and suggest improvements, knowing their input is valued and taken seriously.

Continuous Improvement

- Seeks Improvement: Engaged employees are always looking for ways to enhance safety measures.
- Learns from Incidents: They analyze past incidents to learn from them and prevent future occurrences, contributing to a culture of continuous learning and improvement.

Obstacles to Engagement

Poor Communication

- Ineffective communication from leadership can lead to misunderstandings and a lack of transparency, causing employees to feel disconnected from the organization's goals.

Lack of Growth Opportunities

Without opportunities for professional development and career advancement, employees may feel stagnant and disengaged.

Disconnect Between Employees and Leadership

- When employees feel that their voices are not heard or valued by management, it can lead to disengagement.

Inadequate Recognition

- Failure to recognize and reward employees for their contributions can result in a lack of motivation and engagement.

Work-Life Balance Issues

- Overworking employees without considering their need for a balanced life can lead to burnout and disengagement.

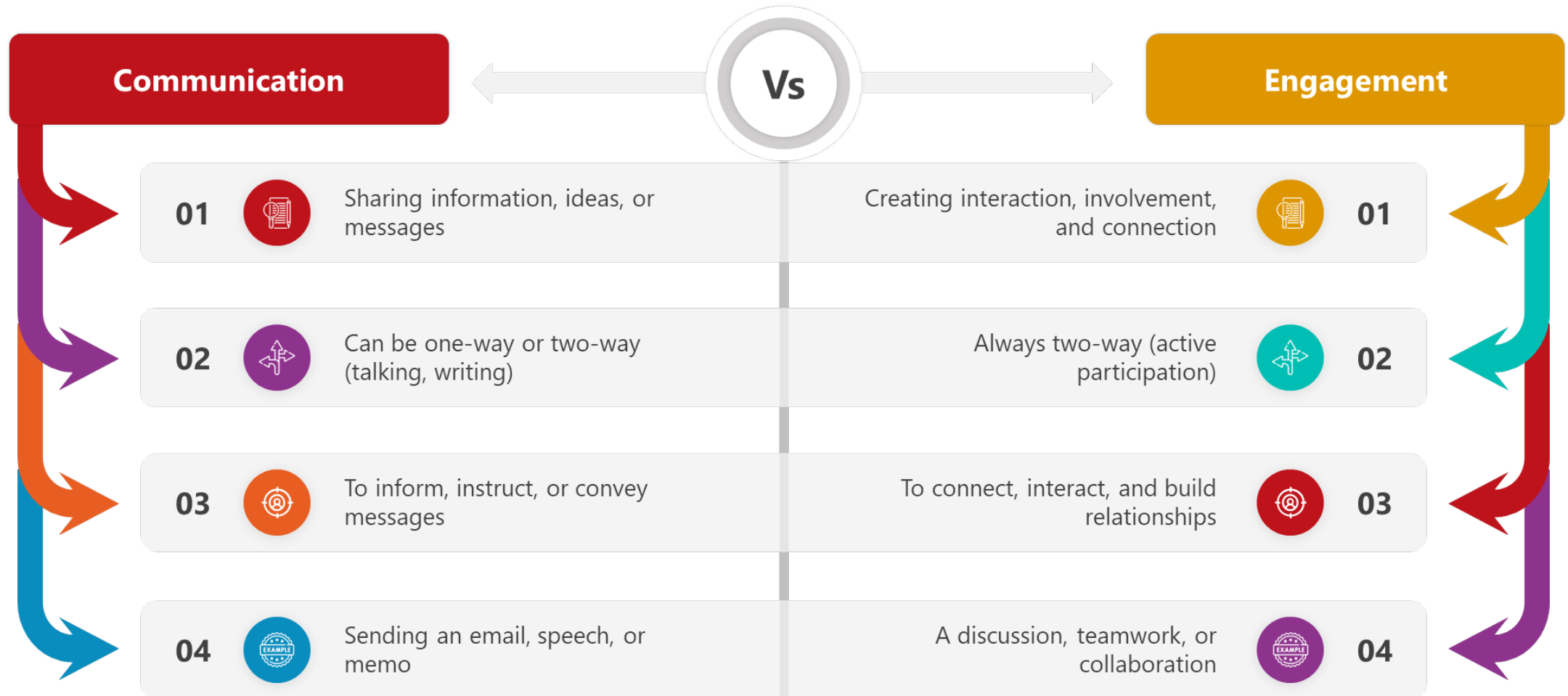
Obstacles to *Safety* Engagement

- Cultural Resistance - Employees and management may resist changes to safety practices, viewing them as disruptive or unnecessary.
- Lack of Management Support - Without strong support from management, safety initiatives may not be prioritized or effectively implemented.
- Inconsistent Safety Policies - Inconsistent or poorly enforced safety policies can lead to confusion and non-compliance among employees
- Resource Constraints - Limited resources for safety training, equipment, and programs can hinder the effectiveness of safety initiatives.

Obstacles to *Safety* Engagement

- Poor Communication - Ineffective communication channels can prevent employees from reporting hazards or safety concerns without fear of reprisal.
- Complacency - Over time, employees may become complacent about safety, especially if they perceive it as a secondary concern to productivity.
- Reluctance to Report Incidents - Fear of repercussions can discourage employees from reporting safety incidents or near misses, leading to unaddressed hazards.
- Balancing Productivity and Safety - The pressure to meet deadlines and production targets can lead employees to take shortcuts, compromising safety.

Communicating vs. Engaging

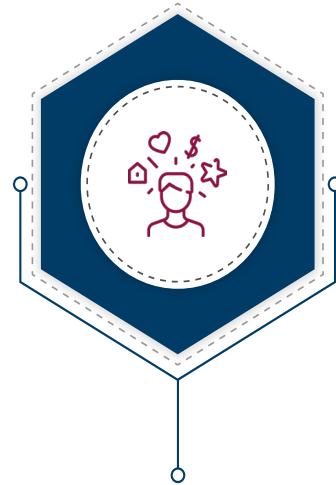


Tips: Communicating to Engaging

- Transparency and Trust: Share information and follow through on commitments.
- Empowerment: Involve employees in decision making and provide autonomy.
- Continuous Improvement: Solicit feedback regularly and Adapt/Innovate
- Training & Development: Offer training and mentorship programs
- Active Listening: Encourage Feedback and Active Dialogue
- Personalized Communication: Tailor messages and use multiple channels
- Interactive Sessions: Engage in conversations and participate in interactive activities
- Recognition and Rewards: Acknowledge Contributions and celebrate milestones

Expectancy Theory of Motivation

- If I take off this guard, I can work faster and get done quicker
- If I remove this guard, I will have to do housekeeping in the plant

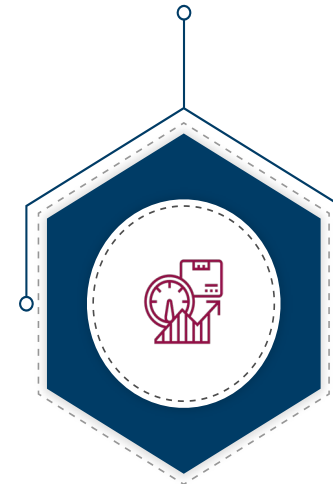


Expectancy

Belief that effort leads to performance

Instrumentality

Belief that performance leads to outcomes



Valence

Value of the outcomes

Expectancy Theory and Safety Engagement

If you want proactive employees who:

- Identify Hazards and report them
- Take Initiative
- Lead By Example
- Are Involved in Safety Committees
- Engage in Safety Training
- Have Open Dialogue on Safety
- Promote Awareness
- Are Empowered to Act
- Who Learn from Incidents

What outcomes does it lead to:

- Safety confidence rises
- Increased job satisfaction
- Motivates peers effectively
- Enhanced team collaboration
- Skill development boosts
- Trust and transparency
- Heightened safety culture
- Greater autonomy felt
- Continuous improvement mindset

Recognition for the employee of outcome:

- Compliment
- Discussed at performance review positively
- Thanks!
- Early off.....
- Small personal gift
- Incentive recognition
 - Silver dollar for safety
 - Lottery ticket
 - Other

Different Employees Different Approach

Intrinsic

- Enjoyment
- Satisfaction
- Sense of purpose
- An employee staying late to complete a project because they find it challenging and rewarding
- Highly effective for long-term engagement and job satisfaction.

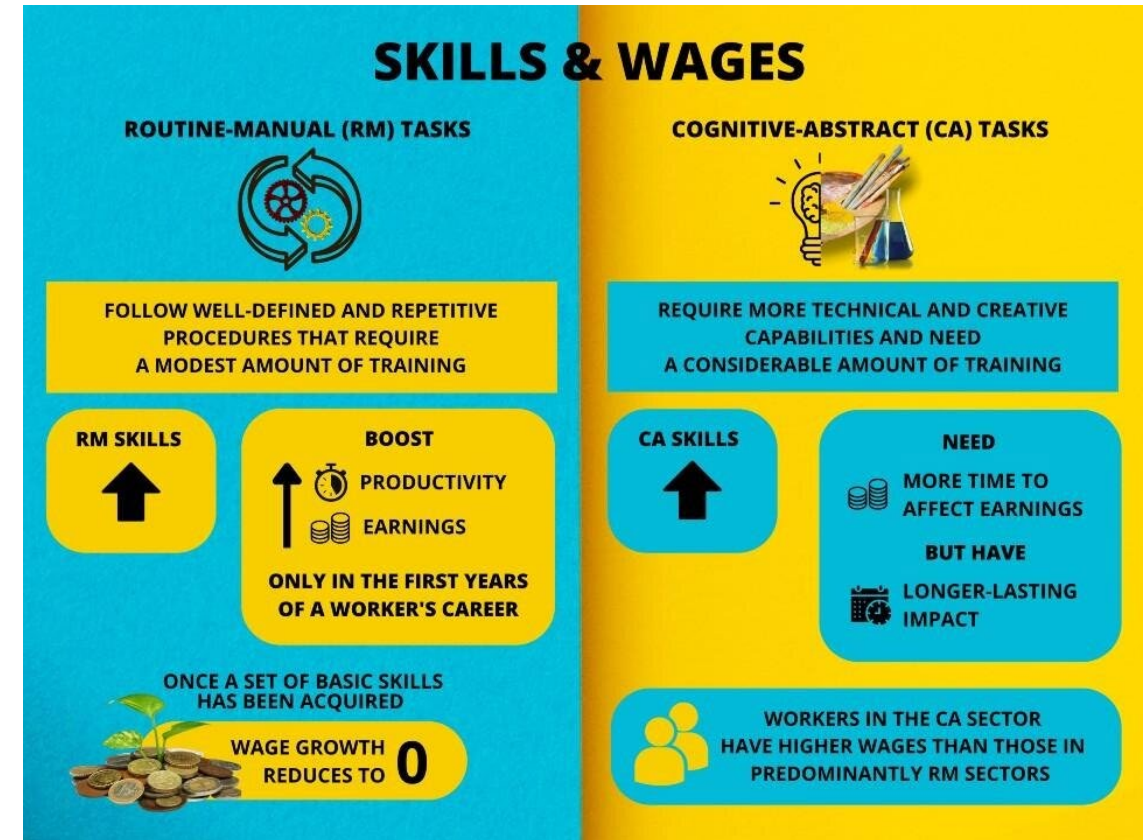
Extrinsic

- Rewards
- Recognition
- Threat of punishment
- An employee working harder to earn a bonus.
- Can be effective for short-term goals and task completion but may not sustain long-term engagement.

Different Employees Different Approach

Achievement Motivation

- A desire to accomplish challenging goals and advance in skills.
- Employees who are motivated to learn new skills, take on challenging projects, and strive for excellence.
- Driven by a need for mastery and personal growth.
- Can be very effective for driving innovation and skill development.



From PhysOrg

Different Employees Different Approach



Affiliation Motivation

- A desire to be accepted by others and maintain positive relationships.
- Employees who are motivated by teamwork, social interactions, and belonging within a group.
- These individuals are driven by a need for social connections and acceptance.
- Can be effective for creating a positive and collaborative work environment.

Different Employees Different Approach

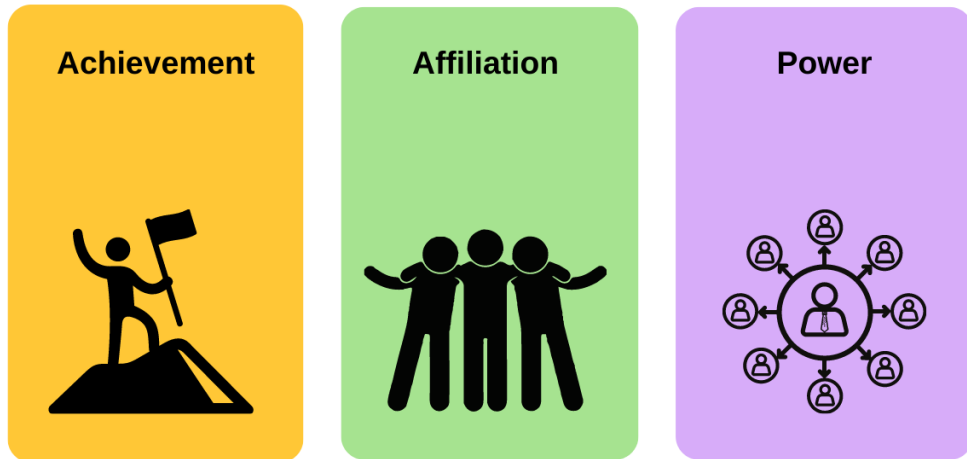
Power Motivation

- A desire to influence others and have a say in decision-making.
- Employees who are motivated by leadership opportunities, autonomy, and the ability to shape organizational outcomes.
- These individuals are driven by a desire to exert influence and control.
- Can be effective for driving change and innovation but needs to be managed carefully to avoid conflicts.



McClelland's Theory of Needs

McClelland's theory of motivation proposes that individuals are primarily driven by three needs: achievement, affiliation, and power. These needs, developed through life experiences, influence behavior and can be applied to understand and motivate employees in the workplace



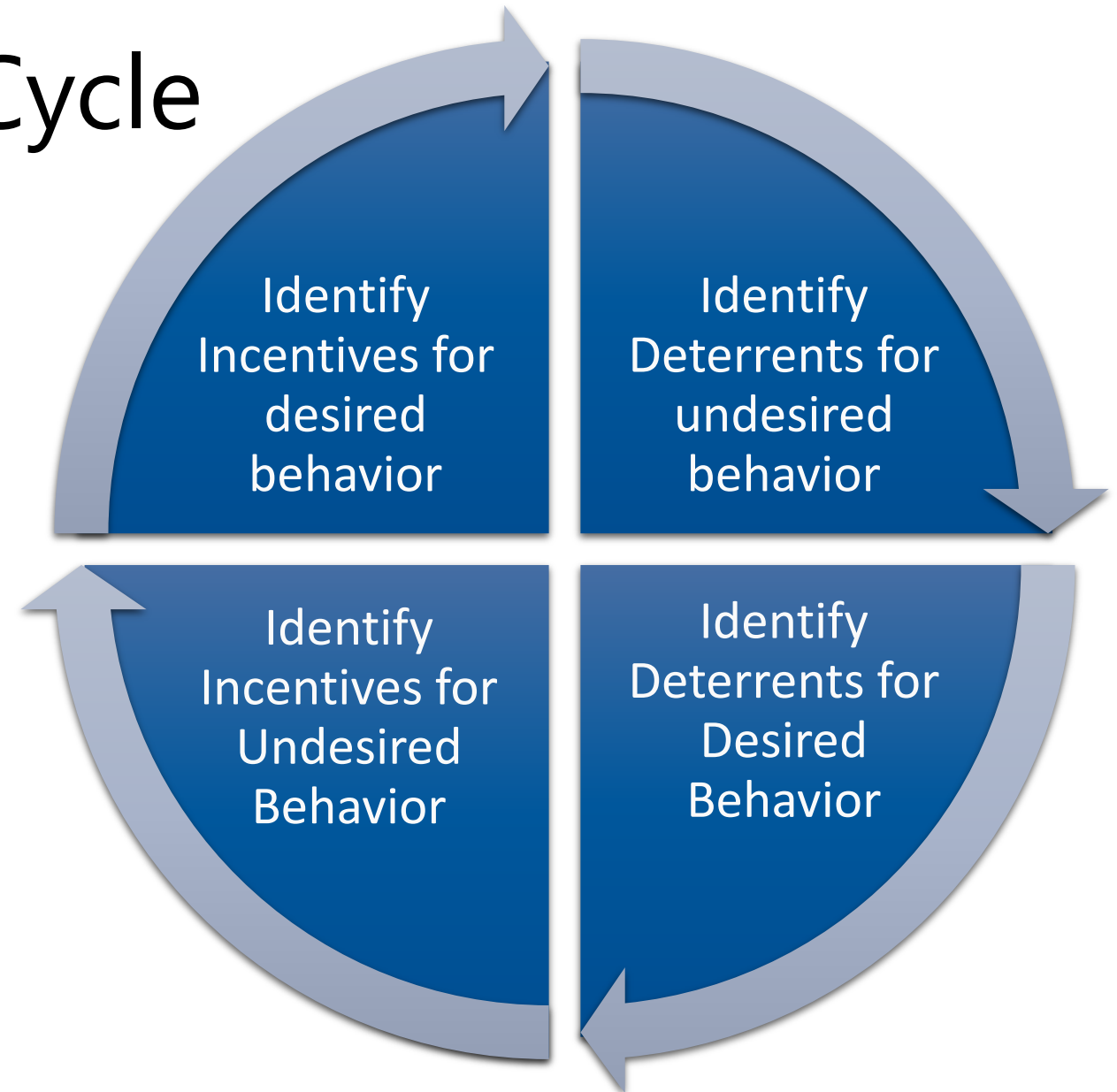
Tailoring Motivation Strategies:

1. Recognize that employees have different preferences and respond to different types of motivation.
2. Create a work environment that allows employees to express their intrinsic motivations, achieve their goals, and fulfill their needs for affiliation and power.
3. Combine intrinsic and extrinsic rewards to create a well-rounded and engaging work experience.

Incentive Deterrent Cycle

Why won't my forklift drivers wear their seat belts?

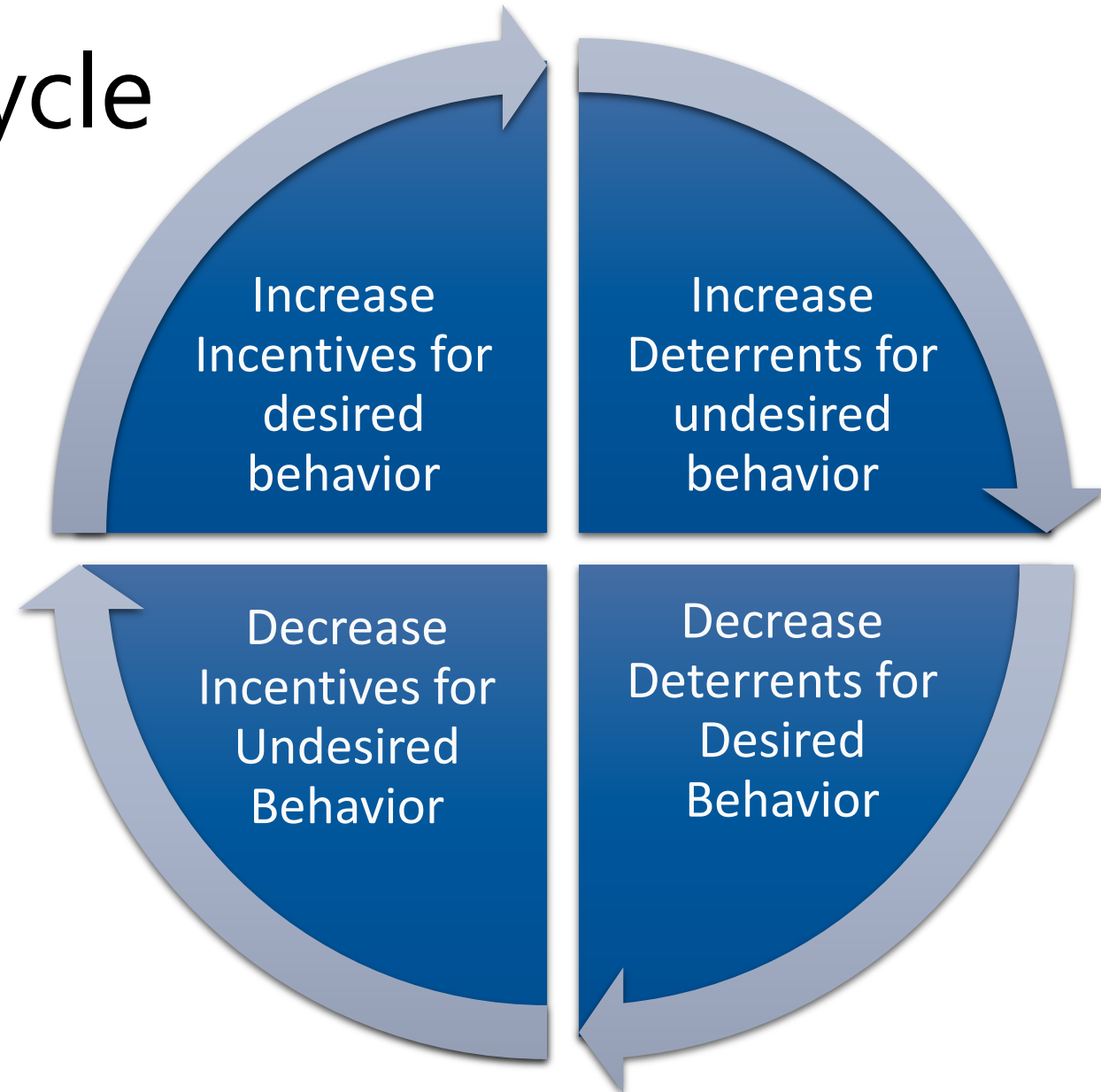
- Incentives for wearing seat belt –
– Won't die if tractor accident
- Deterrents for not wearing seat belt –
– Progressive discipline
- Incentives for not wearing seat belt –
– More comfortable, peers won't tease, easier on and off
- Deterrents for wearing seat belt –
– Clasp difficult to operate



Incentive Deterrent Cycle

Why won't my forklift drivers wear their seat belts?

- Increase Incentives for wearing seat belt – Safe Operator Program with Hard Hat Sticker
- Increase Deterrents for not wearing seat belt – Progressive discipline, Lead Safety Meeting
- Decrease Incentives for not wearing seat belt – Padded seat belts
- Decrease Deterrents for wearing seat belt – Repair seat belt clasp





Strategies for Increased Engagement

1

Regular Safety Meetings

Discuss issues openly, share updates, and address concerns.

2

Safety Incentive Programs

Reward safe behavior, leading indicators with bonuses, gifts, or recognition

3

Interactive Training

Hands-on learning to reinforce safety protocols effectively.

4

Safety Suggestion Box

Collect employee ideas anonymously for continuous improvement.

5

Visible Safety Signs

Constant reminders to keep safety top of mind



Strategies for Increased Engagement

1

Peer Safety Reviews

Encourage accountability through peer assessments and feedback.

2

Safety Champions

Appoint role models to lead and inspire others.

3

Incident Drills & Tabletop Exercises

Practice emergency responses to ensure preparedness.

4

Feedback Loops

Act on suggestions to show employees their input matters..

5

Recognition Programs

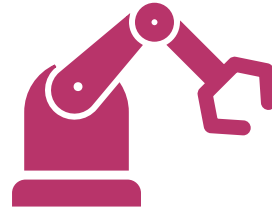
Celebrate safety milestones to motivate ongoing efforts

Examples and Discussion

How can appointing safety champions and encouraging peer reviews create a sense of accountability and collective responsibility among employees?



- Examples of Safety Motivation Challenges
- Discussion of Safety Motivation Challenges



- How can I balance the need for operational efficiency with the imperative of safety?



- What role can regular safety meetings, interactive training sessions, and incentive programs play in reinforcing the importance of safety

SUMMARY

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