“Employees who believe that management is concerned about them as a whole person – not just an employee – are more productive, more satisfied, more fulfilled. Satisfied employees mean satisfied customers, which leads to profitability.”

Anne Mulcahy
EMPLOYEE ENGAGEMENT

- When employee are engaged in occupational safety and health, then everyone benefits. The organization become healthier, thrive and safer place for everyone, performance and productivity increase.

- Employee engagement is an **emotional commitment** the worker has to the organization and its goals. Emotional commitment means engaged employees actually care about their work and the success of the company. They don’t work just for their salary or next promotion, but work on behalf of the company’s goals.

- Engaged employee is one who can be trusted to competently, consistently perform their job, often going above and beyond their job description to make sure that they are delivering high-quality results.
EMPLOYEE ENGAGEMENT

- An engaged employee is driven to help their organization succeed by directing their best efforts towards their work. They believe in the organization, and they will work to make sure that the organization succeeds.

- It is important to note that employee engagement is different from employee satisfaction. A satisfied employee will not necessarily commit extra time and effort into the organization’s success, rather they will perform their job competently without expending extra effort.

- Job satisfaction tends to be transactional, corresponding to salary and benefits. Employee engagement is not transactional; an employee with a higher salary will not necessarily be an engaged employee.
THREE (3) CATEGORIES OF EMPLOYEE

NON-COMPLIANT

“I will not follow your safety and quality rules, because I am convinced the only way to get high production is to take risks and shortcuts.”
COMPLIANT EMPLOYEE

“I will follow your safety and quality procedures, as long as someone (a manager, a supervisor or a peer observer) is watching me. But when that person leaves, I’ll take more risks and shortcuts.”
COMMITTED

“I will follow the safety and quality procedures in the moment of choice, when nobody is watching. This is who I am.”
ISO 45001

CLAUSE 5: LEADERSHIP AND WORKER PARTICIPATION

Puts a priority on organizations to consult and participate with workers or their representatives

Note:
Employee Engagement and Employee Participation will be used interchangeably in this discussion, because Engagement leads to Participation.
The organization must establish, implement and maintain processes for consultation and participation of workers at all applicable levels and functions, and, where they exist, workers’ representatives, in the development, planning, implementation, performance evaluation, and actions for improvement of the OH&S management system.
WHEN IS ENGAGEMENT REQUIRED?

You need to engage and consult with workers who are directly affected by a matter relating to health and safety. This includes when:

▪ Hazards are identified and assessed

▪ Making decisions about
  ✓ addressing risks
  ✓ the adequacy of staff welfare facilities
  ✓ monitoring worker health and work conditions
  ✓ providing information and training to workers
  ✓ procedures for resolving work health or safety issues

▪ Determining work groups, and

▪ Proposing changes which may affect the health and safety of workers.
Employee engagement can massively aid an organization, and organizations with engaged employees consistently outperform their competitors.

1. Better customer satisfaction
2. Improved productivity and efficiency
3. Reduction of staff turnover
4. Lowered absenteeism
5. Enhanced company culture
6. Better business outcomes
7. Decrease number of safety incidents
Vision Zero – 7 golden rules

1. Take Leadership
2. Identify Hazards
3. Define Targets
4. Ensure Safe Syst.
5. Ensure Safe Technology
6. Improve Qualifications
7. Invest in People
7 Invest in people – motivate by participation
The road to participation and motivation
IMPLEMENTATION

▪ Establish an OSH exchange platform assembled by workers
▪ Nominate safety-representatives who coach in the field and monitor safety as peers
▪ Give feedback on desirable and undesirable behaviour in OSH
▪ Support open communication throughout your workplace
▪ Collect your employees ideas for innovation in OSH
▪ Reward OSH performance – financially and by acknowledgement and feedback
▪ Develop a genuine management/workforce partnership based on trust, respect and co-operation
▪ Access emotions in order to develop the appropriate approach to safety
Reinforce positive behaviors—put in place a system of formal, informal and on-the-spot recognition that can help show the company’s appreciation for hard work.

Be respectful—speak to your employees as equals and let them know you think of them as such. People are more inclined to pay attention, if they’re not being talked down to.

Continue their education—proper safety tactics can’t be regulated to a “one and done” meeting. It’s better to hold ongoing sessions to keep skills sharp.

Instill a sense of ownership—let employees know their worth and show that you trust them to do the job right, every time.

Maintain your compassion—if someone is injured or has a scare, show that you care about their well-being, rather than diving directly into corrective measures.

Give credit where it’s due—if an employee reports a near-miss, provides an idea that is later implemented or continues to look out for the safety of others, reward them for their efforts.

Be concise at all times—if you’re asked a question regarding safety procedures, be straightforward with your response. Do not linger in any grey areas.

Provide the necessary tools—ensure your team has the tools they need to do the job safely and replace those that may hinder such efforts.
Involve employees in the safety program—call weekly or monthly safety meetings and openly discuss all changes, *before they are implemented*.

Let their voices be heard—allow staff members to voice their opinions, concerns and ideas without fear of reprimand.

Ensure good lines of communication—be approachable and keep your door open at all times.

Offer positive feedback—mistakes don’t always need to be punished. Stay positive and remember that implementation is a process.

Respect employees and their ideas—not every idea is good or constructive, but showing that you’re willing to consider them is a great way to instill confidence.

Recognize great work—when an employee goes above and beyond what is asked of them, *make sure they are recognized* for the effort.

Set clear guidelines—employees must know what they’re striving for, and displaying/discussing safety parameters helps provide that clarity.
GOOD PRACTICE
Incentive systems

Immaterial Incentives
- Competitions, Awardings
- Certifikates
- Medals
- ...

Material Incentives
- Premia
- Rewards
- Competitions
Incentivesystems

Immaterial Incentives
- Competitions
- Awardings
- Certifikates
- Medals
- ...

Material Incentives
- Premia
- Rewards
- Competitions
GOOD PRACTICE

Immaterial incentives - Certificates
GOOD PRACTICE

Immaterial incentives - Medals
GOOD PRACTICE

Safety-Seals
GOOD PRACTICE

Immaterial incentives - Positive reporting/publication
GOOD PRACTICE

Incentives systems

Immaterial Incentives
- Competitions, Awardings
- Certifikates
- Medals
- ...

Material Incentives
- Premia
- Rewards
- Competitions
GOOD PRACTICE

Material incentives - Award work - safety - health
GOOD PRACTICE

Material incentives - Award work - safety - health
GOOD PRACTICE

Material incentives - safety competition
GOOD PRACTICE

Material incentives - Rewarding
GOOD PRACTICE

Material incentives - Young workers OSH competition
GOOD PRACTICE
Material incentives - Premia
CHECKPOINTS
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<th><strong>CHECKPOINTS</strong></th>
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<tr>
<td><strong>1</strong> Are you aware that people remain your success factor for better OSH?</td>
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<td><strong>2</strong> Do you have platforms for workers’ involvement like OSH committees?</td>
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<td><strong>3</strong> Do you organize the involvement of your workforce and of your managers in OSH issues?</td>
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<td><strong>4</strong> Did you install OSH-representatives in every department of your workplace and do you train these workers?</td>
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<td><strong>5</strong> Do you give financial incentives for workers due to OSH performance?</td>
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<td><strong>6</strong> Do you promote an improved safety culture in your mine?</td>
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Employee Engagement + Leadership = Business Results
Thank you