Objectives

At the conclusion of the presentation, attendees will be able to:

• Identify the difference between employee involvement and employee participation;
• Provide examples of employee involvement and employee participation; and
• Describe benefits of employee participation in safety programs.
Terminology

• Are you, the audience, involved in this presentation today, participating in the presentation, or neither?
• Employee involvement and employee participation are NOT the same.
Employee Involvement

• Employee involvement includes:
  – Employees making decisions regarding how their work is going to get done;
  – Employees providing suggestions;
  – Employees having a voice in goals that are set;
  – Monitoring performance
Employee Participation

• Participation (per Merriam-Webster)
  – “to actively participate”

• “Participate” means to take part (Merriam-Webster)

• Employee participation = Employees actively taking part
<table>
<thead>
<tr>
<th>Activity</th>
<th>Employee Involvement</th>
<th>Employee Participation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees purchase safety posters</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Employees design safety posters and post them in the workplace</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Employees conduct safety audits and fix deficiencies during the audit</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Employees provide safety suggestions, but take no action</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Employees provide safety suggestions and take action to implement the items suggested</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>
Involvement & Participation Combined

Employee Involvement:
Employees suggest that safety inspections be conducted to identify machine that need to guarding

Employee Participation:
Employees add suggested guarding to machines.

Employee Involvement and Employee Participation:
Employees that suggested safety inspections be conducted actually conduct the inspection and add guarding to machines during the inspection.
US Department of Labor

- Costs associated with worker injuries & illnesses have not improved.
- The DOL believes that safety performance can be improved with employee involvement.
- The DOL states that employee participation is a key part of successful safety programs.

Source: https://www.dol.gov/_sec/media/reports/dunlop/section7.htm
Experience Shows....

- Experience shows that employee participation can have many benefits for companies:
  - Safety improvements
  - Productivity & Quality improvements
  - Employee morale improvements
Ford Motor Company

• In 1979/1980, Ford initiated a program they called, “Employee Involvement”

• In this program, they expected employees to actively participate in business projects. They participated in all stages of the projects:
  – Design
  – Implementation
  – Evaluation
Ford Motor Company

• Results of the Program:
  – Able to compete more with other companies
  – Improved relationship between front-line employees and management
  – Job satisfaction increased from 58% to 82%
Molson-Coors

• Molson-Coors has been cited as an example of a company that has excellent “employee engagement” (which includes participation)

• Employees participate in safety meetings where their voices are heard and they can be a part of any changes made
The Society for Human Resources Management (SHRM) conducted a study at Molson Coors.

The study found that engaged employees:
- Are 7 times less likely to experience a lost time incident;
- Are 5 times less likely to have a safety incident
Molson-Coors

• Since instituting the employee engagement program, Molson-Coors has reduced their safety-related costs by $1.7 million (in a one year time frame).
PK Steelworks

- PK Steelworks – Australia
- Union Shop
- Safety Program relies heavily on their Safety Committee
PK Steelworks

• Started with “safety committees” that covered more than just safety and were not representative of employees.
• Safety committees turned into safety meetings that included mandatory employee attendance.
• This did not have a positive impact on safety.
PK Steelworks

- Safety Committee with 25% workforce
  - Membership changed every year.
PK Steelworks

- 1983 – Government required employee-represented safety committees
- A little improvement, but not a lot
PK Steelworks

- Early 1990’s – Employee participation
  - The “DuPont approach”
PK Steelworks - Results

• Employee Participation = Significant improvement in safety performance
• Lost time injuries down from 29 per million hours to 0.8 per million hours in a 12 year timeframe
What Can You Do?

• Get management support
  – Present a business case for employee participation in the safety program
• Get employees involved
  – Ask for suggestions/feedback
  – Follow-up
• Then add employee participation to the mix until you have the right combination of involvement + participation
Safety Example

• Let’s use the Plan, Do, Check, Act model in our example.
• Suppose your company is thinking about purchasing new equipment and implementing a new production process.
Front line employees come together with Management to review new equipment/processes and provide input.

Employees actively participate in equipment installation and implementation of new process.

Employees actively work on improvement opportunities.

Employees who work with the equipment/process conduct periodic reviews to determine if it is working or needs improvement.
Conclusion


