

BEST PRACTICES *in HR*™

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Make Staff Scheduling More Strategic Through Technology

Managers in retail settings have historically tended to create staff schedules that pair friends with each other, rather than stepping back and taking a strategic look at the workforce and the company's staffing needs, says Steve Klingler, vice president of Tomax Corporation (www.tomax.com), a provider of retail solutions. "It's human nature. People like to be with the people they know and like," he explains.

Working with friends may please some employees, but that approach is not the most efficient or effective way to address the needs of employees, customers, or the employer. Staffing in every industry should be done from a strategic perspective, he says. That can be a complex task, especially in companies with large workforces and multiple locations. However, technology can simplify the process.

Proactively Tailor Security Enhancements to Specific Risks

There's no one-size-fits-all approach to workplace security. The steps your company should take to protect its employees, facilities, and assets depend on the type of work you do, as well as perceived or direct threats.

Size Up Your Situation

The security measures taken by a company that is regulated by one or more government agencies will vary dramatically from the measures taken by companies that are not regulated, says Philip S. Deming, CPP, CFE, SPHR, and principal of Philip S. Deming and Associates (www.demingassociates.net), an HR and security risk firm. "It really depends on

Benefits Are Numerous

Labor scheduling solutions can help retailers, manufacturers, and others plan ahead for peak periods, provide more predictable schedules to employees, and save time and money, explains Klingler. "In a lot of industries, personnel have a very predictable work shift, and labor scheduling is not particularly important," he says. However, "any company that has variable schedules can benefit from this type of software."

Depending on the particular product, scheduling software can help managers ensure that they have the right mix of qualified workers for each shift, plan for adequate staffing during busy times, avoid using up workers' permitted hours too early in the week, and safeguard against violations of overtime, child

(continued on page 2)

the industry and how sophisticated the company is."

In addition, employers must consider "the foreseeability of risk" in terms of providing a safe work environment, Deming explains. For example, if a company is opening in a high-crime area of a city, its security steps will differ significantly from the steps taken by a company located in a rural setting. A downtown company might decide to install an alarm system, use an access control system for gaining entry to the facility, and provide an escort service to the employee parking lot, he says, noting that those security measures might not be needed in a rural location.

(continued on page 2)

Scheduling (continued from page 1)

labor, and other employment law provisions, Klingler stresses.

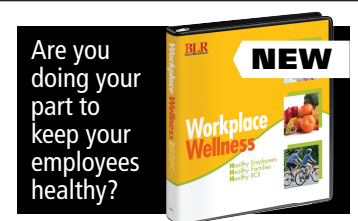
“There’s so much value here to be had—business value and making things better for HR professionals, store managers, and employees,” he adds.

What to Do

Evaluating and implementing a labor scheduling solution can be cumbersome, but after implementation, the software is easy to use, Klingler says. “If you’re not experienced with automated labor management systems already, it will be difficult to know what you’re looking at.”

He offers the following advice to employers who are considering using a labor scheduling solution:

- **Assess your needs.** Determine which features, such as forecasting, are most important to your company, and be sure the product you choose has those capabilities.
- **Select a vendor with industry expertise.** “The vendor’s understanding of the business is really key,” Klingler says. “Partner with a vendor that knows *your* business.”
- **Tap into best practices.** Klingler recommends hiring a vendor that provides consulting services, so the vendor can share best practices and standards used by other employers. “In a lot of ways, that’s really more important than the software itself.”



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Security (continued from page 1)

“As an employer, you have to make sure you provide a safe work environment for employees for a whole host of reasons,” including the fact that you’ll have retention problems if employees don’t feel safe at work, he points out.

Three Steps to Take

Deming identifies three key steps that HR professionals can take to make their workplace more secure:

1. **Thoroughly screen job applicants.** “Over the years, there’s been a heavy emphasis on trying to do criminal record checks on [prospective] employees,” Deming says. The problem is, some HR professionals don’t understand what they’re getting in a background check. Some background checks only cover information in a particular state and won’t reveal whether the person has been convicted of any crimes elsewhere, he explains.

HR professionals need to understand what jurisdictions

a particular background check covers and ask probing questions during interviews. “Most HR professionals don’t really probe that deeply,” Deming says. Even if an applicant has indicated on the job application that he or she has not been convicted of a crime, Deming recommends asking for affirmation of that while interviewing the applicant.

2. **Indoctrinate new employees.** Make sure new-hires understand their roles and responsibilities in terms of protecting personnel, company information, and the facility. “The biggest weakness of any security system is always the employee,” he says, noting that no matter how sophisticated an access system you have in place, “all you need is one employee to keep the door open” to enable an unauthorized person to enter the premises.
3. **Establish a protocol for terminations.** When planning to terminate an employee, review the process with the employee’s manager. HR staff should attend the meeting as well, but Deming

generally recommends having the employee’s manager deliver the message. A company security guard should wait outside the office in case there is a problem.

If the manager is present, terminated employees who are angry or upset with the manager might reveal valuable information about an ongoing security issue or a possible future security problem.

For example, such an employee could blurt out that another employee has been stealing from the company or threaten to return to the workplace to harm the manager or other employees, according to Deming. When that happens, you can take appropriate action to enhance security.

If members of your company’s security force have a background in law enforcement, Deming suggests partnering with them to review the protocol for terminations and to gain advice on recognizing “behavioral symptoms” that might indicate that applicants or employees are not being truthful.

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What's an 'ISM'? Quicken Loans Puts Principles in Daily Routine

Some companies have mottos; Quicken Loans, Inc., has "ISMs"—company philosophies that form a foundation, a common ground from which business operations and strategic planning emanate. And the 15 Quicken Loan ISMs, introduced to new employees during their orientation, keep everyone from the chief executive officer to the staff focused, on track, and entrepreneurial, according to Todd Lunsford, vice president of Human Resources.

The company, based in Livonia, Michigan, has been named a "Best Place to Work" by both *Fortune* and *Computerworld* magazines and a "Cool Place to Work" by *Crain's Detroit Business*. The 4,000-employee company with seven main work locations is currently expanding, hiring 250 to 300 people per month during a period when many other mortgage lenders are cutting staff and announcing buyouts, notes Lunsford.

"Since 55 percent to 60 percent of all new hires come from Quicken Loan employee referrals, employees are referring people that they know are good candidates for us [that will fit into the company culture]," says Lunsford.

The ISMs become meaningful and easy to incorporate into the daily routine, with both the organization's CEO and the chairman sharing the "ISMs" during 2 days of new employees' orientation. These philosophies, or guiding principles, are also hung from the ceiling, attached to the walls, and referenced by employees, team leaders, and company leadership on a daily basis as they go about their work, explains Lunsford. "The company is branded with these ISMs, and they are what we live by."

ISMs Guide Workdays

Every month, an "ISM of the Month" is chosen for the entire organization, and there is a contest where employees can

nominate a colleague to win an award of \$500 for going above and beyond the spirit of the ISM.

Lunsford describes 1 month's ISM and winner. The chosen ISM was "We are the 'they,'" and a team leader received the award. A team member had called Quicken Loan's internal help desk with a question when he had a problem, and a new help desk staffer wasn't quite sure about the issue and what to recommend for a solution.

She reached out for help, and a team leader responded, explained the answer, and coached the help desk person. The team leader went above and beyond the call of duty, providing information and follow-up to make certain that the help desk person understood and had the information required to answer someone else's need. The help desk employee nominated that leader for the award, and he won.

ISMs Constantly Referenced

ISMs are also referenced when appropriate to engage employee learning. "They're part of everyday dialogue," says Lunsford. For example, if an employee sends a vague e-mail about something, and it's evident that the employee didn't engage in much research before sending it, Lunsford explains that part of his e-mail response might include "You need to raise your level of awareness," referencing the ISM, "Always raising our level of awareness."

The "Every client. Every time. No exceptions. No excuses" ISM is one that staff lives by. "In an industry that often has a bad reputation of people not returning e-mails or phone calls quickly, we measure the time it takes for a client to be answered," says Lunsford.

Quicken Loans has a reputation of providing extraordinary service and receives more than 40 percent of their business from customer referrals. Lunsford describes a scenario that could occur. A client can contact the

Who: Quicken Loans, Inc. (www.quickenloans.com), Livonia, Michigan

What: Conducts business from a foundation built on the company ISMs, the philosophies or guidelines that everyone follows.

Results: Has received many awards as an employer of choice, one of which is being ranked in the top 20 of *Fortune* magazine's "100 Best Companies to Work For" for 4 consecutive years.

Client Relations Team if he has not received a prompt callback; the team will deal with the concern by sending an e-mail to the staff person that didn't meet the need, the team leader, as well as the chairman and the CEO regarding the problem and resolution.

"Do the right thing" is another important ISM, comments Lunsford, because it can be used in so many contexts—employee to customer, manager to employee, employee to employee, etc.

Another ISM, "Innovation is rewarded. Execution is worshiped," encourages employees to submit ideas for new products, services, efficiencies—you name it. The "Mousetrap Team" reviews the ideas (the "Cheese") and provides public recognition to the ideas and submitters through the employee intranet.

One winner a month receives \$500 for an idea; four others receive \$100 each. Lunsford comments, "We receive thousands of ideas each month."

Many other rewards are shared with staff, such as free tickets to Cleveland Cavaliers' games and other events. Such team-level rewards make Quicken Loans' work environment a haven for creativity, entrepreneurial spirit, and fun.

Lunsford suggests that a key to developing your own positive, supportive work culture at your company is to determine your own guiding principles and share them with employees so they may learn to incorporate them into their roles and tasks. After that, it's up to you and your company leadership to live those principles everyday.



From the Courthouse

Worker Terminated Twice on Different Grounds

After a worker was terminated for allegedly trying to steal from his employer, the worker allegedly hit a company security guard. An arbitrator refused to consider the latter information and said that the worker must be reinstated. The employer agreed to give the worker back pay, but then terminated him for hitting the guard. A court was asked to decide whether the company had satisfied the arbitrator's award.

What happened. Excel Corporation suspended Jose Diaz and Sandra Diaz on October 31, 2002, for allegedly attempting to steal meat from the company with a stolen receipt 2 days earlier. After being called to the HR office on November 1, 2002, both employees were terminated, and both apparently expressed anger. Jose Diaz allegedly hit a security guard so hard that he cracked two of the guard's ribs.

The United Food & Commercial Workers Union, Local 1776, grieved the terminations. After an arbitration proceeding, the arbitrator ruled that the company did not have just cause to terminate the employees for attempted theft, and that both must be reinstated. The arbitrator did not take into account their post-termination behavior.

In a letter, Excel told Sandra Diaz that she would be reinstated with back pay. It also informed Jose Diaz in a letter that he would receive back pay, but that he was being terminated as of November 1, 2002, on the basis of his "abusive and violent conduct following ... [his] termination."

The union filed suit to enforce the arbitrator's award and later filed a second grievance challenging Jose Diaz's second termination.

A district court found that Excel was obligated to reinstate Jose Diaz after the first termination, but that it was entitled to terminate him after that. The union appealed to the U.S. Court of Appeals for the 3rd Circuit, which

covers Pennsylvania, New Jersey, Delaware, and the Virgin Islands. Excel cross appealed.

What the court said. The appeals court affirmed the district court's ruling, saying that Excel had complied with the arbitrator's award, because the "back pay acted as an effective reinstatement, and the employer was free to terminate the employee a second time based on independent grounds, pending a second arbitration."

"Excel's letter [to Jose Diaz] served as a de facto reinstatement. There is no reason why the company should have been required to allow Jose to appear at the worksite in order to effect a reinstatement," the appeals court said.

The appeals court noted several reasons for affirming the lower court's decision. Specifically, Excel informed Jose Diaz that his alleged attack was grounds for termination; the company effectively reinstated him by providing him back pay; Excel had a different reason (i.e., the attack) for terminating Jose Diaz the second time and it made the arbitrator aware of that reason; and the second termination will be considered in a second arbitration proceeding (*United Food & Commercial Workers Union, Local 1776 v. Excel Corporation*, No.

THE LAW

Employers should consider termination decisions carefully. Not only is a firing unnerving to everyone around the affected worker, it also may result in a wrongful discharge claim or a union grievance. Even if such claims are not legitimate, they can be costly, unsettling, and distracting.

An employee should be terminated only for a substantial business reason, such as continued inability to meet performance standards or consistent violation of a company policy, or even one instance of violence against others in the workplace or criminal activity such as embezzlement, which require immediate termination.

When terminating an employee, the employment relationship should end at the conclusion of the termination meeting. There is no legal requirement for an employer to provide an employee with a notice period following the termination; in fact, it is not recommended. If the employer has promised a notice period, the employer may be bound to it. However, most employers offer pay covering the period and suggest that the employee does not have to work any further.

05-2259, U.S. Court of Appeals, 3rd Cir., 12/1/06).

WHAT TO REMEMBER

- **Establish a clear policy regarding theft.** Employers should include a clear statement of company policy in their employee handbook, stating that supplies, products, and manufactured items may not be removed from the premises. Employees should be required to sign the handbook, indicating that they have read and understood the policy.
- **Create a zero tolerance policy for violence.** Except in cases where an employee's violent behavior warrants immediate

termination, employers should note any propensity for violence in a memo and take other appropriate disciplinary procedures. If an employer is aware that an employee has an inclination toward violence and does nothing about it, the employer may be liable for intentional harm if harm results.

- **Educate supervisors.** Supervisors should be trained to address employee problems promptly and to never ignore an employee's violent behavior.

ROI and the HR Function: Link Now or Never, Says Expert

If you can justify the cost of a new technology system, a new software solution, or a new service for employees by demonstrating that the outlay of budget dollars and Human Resources will result in a significant return on investment (ROI), you may solidify the likelihood of your request being approved. Once a new venture or service is approved, finding ways to measure the outcome on an ongoing basis is also critical in order to attain and maintain corporate support for the project.

In fact, both estimating ROI prior to a new venture and determining the actual ROI once a process, initiative, or service has been implemented have become such an integral part of planning and implementation for new HR systems, processes, and many other business initiatives that some universities, such as Villanova University in Philadelphia, offer ROI certification courses online, said Jack J. Philips, Ph.D., of the ROI Institute, during a recent webinar, "Myths and Mysteries of Measuring ROI," hosted by Villanova. Philips is an internationally known expert on accountability, measurement, and evaluation.

The problem, however, is that although 70 percent to 80 percent of organizations want to use ROI measurement, only 15 percent to 20 percent are currently doing so, notes Philips.

Paradigm Shifts

Some of the paradigm shifts highlighted by Philips that need to occur for ROI measurement are paraphrased below:

- Instead of no identified business need for a new program, the proposed program is linked to a specific business need.
- Instead of no assessment of program performance issues, the program is assessed for performance effectiveness.
- Instead of no specific measurable objectives, specific objectives are set for behavior and business impact.
- Instead of no effort being made to prepare program participants to achieve results, specific expectations regarding results are communicated to participants.
- Instead of no efforts to build partnerships with key managers, the establishment of partnerships with key managers and clients helps to create buy-in for the new approach.

You can start small with ROI measurement, program-by-program and initiative-by-initiative, but the ultimate goal should be to measure ROI with as many of your HR functions and processes as you can, tying the results of your initiatives into the overall business goals and objectives. The more effectively your HR initiatives support and propel the strategic objectives of the entire organization forward, the more valued the HR function will be—as long as you can prove your successes with ROI measurement.

Cost-Saving Approaches

Philips explains that determining your methods for measurement of an initiative's success should happen in the early stages of the new initiative to keep ROI measurement costs low. Some of Philips' cost-saving approaches include:

- Build evaluation into the process.
- Share the responsibilities for evaluation.
- Require participants to conduct major steps.
- Use sampling to select the most appropriate programs for ROI analysis.
- Use estimates in the collection and analysis of data.
- Develop internal capability to implement the ROI process.
- Utilize Web-based software to reduce time.

The ROI Formula

The actual formula for determining ROI is straightforward, notes Philips. You divide the monetary benefits by the program costs to determine the ROI. The ROI percentage is derived by taking that answer and multiplying by 100.

For example, if a wellness program initiated by your company that cost \$20,000 resulted in 400 fewer physician office visits by employees that year at a total savings of \$30,000, the ROI for cost savings would be 1.5, or 150 percent.

Using that same example, you might analyze whether employee absences went down as well during the same period of time and use that cost savings as another indicator of ROI.

If you implement a program or service through an outside vendor that provides a target ROI that should be achieved by program implementation, you should measure your company's ROI against that benchmark as well, assuming the vendor based that target ROI on the experiences of other organizations in your industry.

Before you use that target ROI presented by a vendor, make certain that it is a true average ROI and not an ROI reporting the best results achieved under optimal conditions.

The example cited may make an ROI determination sound easy, but often clear-cut financial benefits are not obvious with many HR initiatives. Programs offered by universities and consulting/training organizations such as the ROI Institute can provide the necessary training to help you better report the value that your organization receives from the programs, services, and initiatives created and implemented by your HR function.

For more information about ROI training, visit www.roiinstitute.net or www.universityalliance.com and choose "ROI Methodology" from "Program Types."

Tips & Tactics

BLR to Conduct First National Employee Attitude Survey

Free Custom-Written Report of Their Company's Results, Compared to National Norms, Offered to All Employers Taking Part

How do America's employees feel about their workplaces? How do they feel about their supervision, level of teamwork and communication, and chances of career advancement? And how do the feelings at any one company compare with national benchmarks?

America's employers are about to find out—and get a free report about how their own companies stack up against other organizations of similar size and type of business.

The vehicle for these inquiries will be BLR's first "National Employee Attitude Survey," administered through the publisher's new free daily e-mail newsletter of HR tips and advice, *HR Daily Advisor*.

HR Daily Advisor will e-mail thousands of companies and their employees survey forms over the next 2 months. The employees will return the forms directly to BLR, which will tabulate and analyze the results, create national norms, and mail individual reports back to participating companies, showing how their results compared with the norms.

"We believe this service will be a real business-builder," said BLR CEO

Robert L. Brady, who initiated the project and whose company has decades of experience doing similarly constructed surveys of employee compensation and benefits. "Getting these results will enable employers to point with pride at areas in which their companies excel against national norms, to know that solutions exist for areas needing improvement, and to judge those areas beyond the scope of any one company.

"I want to stress that this service is free of all costs to participating employers and that the information submitted will be held absolutely confidential at the individual company level," Brady added.

Focus on Factors Most Affecting Morale and Employee Retention

"The survey will concentrate on four areas," explained *HR Daily Advisor* Managing Editor Jay Schleifer. "These are supervision, teamwork, communication, and employee perceptions of career opportunity at their organizations. These are the areas which BLR has found, in its 30 years of HR reporting, to be the make-or-break factors in workplace morale, employee retention, and ultimately, business success."

The survey's writer, Karen Callahan, and programmer, Jeff Pilz, emphasized that the survey process was designed to be as easy for employers to implement as possible.

"Basically, they'll just send us some basic information on their business type and size and then forward a link we send them to employees, which lets them access the survey form," said Callahan. "We do all the rest. The forms are returned directly to BLR. And the next thing employers see is their custom-written report."

How does an employer take part? "Just log on to hrdailyadvisor.blr.com/NEAS and register," added Pilz. "No 'www' needed. They can also examine the survey form at this website."

Deadline for Sign-Up Is Friday, April 6, 2007

"We plan to repeat this survey every year," noted CEO Brady. "We view the attitudes of employees, and how they change over time, as a key factor driving American business. And we want everyone in business to have a chance to know this information, about their own companies and the bigger picture as well. Depending on market interest, we may at some point offer very detailed versions of these data for a nominal fee. But what we're offering today is absolutely free."

To take part in BLR's National Employee Attitude Survey and get a free report on your workforce's attitudes and how they compare with similar companies nationwide, register at <http://hrdailyadvisor.blr.com/NEAS>. Registration deadline is Friday, April 6, 2007.

Absenteeism Continues to Plague Businesses

Thirty-two percent of 1,650 workers responding to a survey on absenteeism reported that they called in sick when they were actually well at least one time during the past year.

In addition, 1 in 10 respondents said they did it three or more times in a 1-year time frame! One in four workers also reported that they consider sick days equivalent to vacation days.

This annual survey, conducted by Harris Interactive for CareerBuilder.com in September 2006, reports the following

reasons cited by employees for "calling in sick":

- The need to relax (48%)
- Desire to catch up on sleep (24%)
- Chance to conduct personal errands (20%)
- Doctor's appointments (17%)
- Plans with family and friends (16%)
- Completing housework (16%)

Note: Respondents could provide more than one reason, so the total does not add up to 100 percent.

"The amount of unexcused absences from the office is significant and can be indicative of employee dissatisfaction," explains Rosemary Haefner, vice president of HR at CareerBuilder.com. "Forty-five percent of hiring managers have caught an employee calling in sick with a fake excuse."

Perhaps it's time to reconsider your time-off benefits and think of more effective ways to administer them.

Risk/Safety Committee Initiative Wins Award for City of Tamarac

Employee involvement is key to the safety program in the city of Tamarac, Florida, says Patty Tomaszewski, the city's Risk and Safety Manager. That's one of the reasons the city implemented a risk and safety committee in 2002.

The committee was among several initiatives cited by the International Public Management Association for Human Resources (IPMA-HR) when it presented the city with an IPMA-HR Agency Award for Excellence last year in the small agency category.

Employees Help Drive Safety Success

With nearly 200 motor vehicles in its fleet, the city believes in being proactive about preventing accidents involving its employees. "Vehicle accidents are something we have a lot of potential for," says Tomaszewski.

In the last 18 months, about one-third of the city's 380 employees have completed a defensive driving course, and she credits much of the success of the program to employee input during the planning stages.

Five front-line employees were asked to evaluate behind-the-wheel training programs offered by three outside firms, she says. "The employees prototyped all three courses, recommended what would work for us, and chose a firm to implement the training." The firm that was selected tailored its program to include the employees' recommendations.

The course, which includes a half-day classroom training session and a half-day of hands-on training, costs about \$350 per employee. Even if the training prevents one accident, it has paid for itself, Tomaszewski says. "You can't even fix a bumped fender for \$350 anymore."

A Strategic Perspective

Establishing the risk and safety committee not only enabled the city to receive a state credit on its workers'

compensation insurance, it also promoted employee buy-in for safety initiatives, Tomaszewski says.

The committee is composed of five "operational leaders" (i.e., one manager each from the city's public works, utilities, parks and recreation, fire, and purchasing departments), as well as five front-line employees, including representatives of the two employee unions. Tomaszewski serves as an ex-officio member.

While most internal safety committees grapple with tactical issues, Tamarac's risk and safety committee has a more strategic focus, Tomaszewski says.

The committee "has grown to not only influence policy but to build upon the city's culture of safety, prevention, and employee empowerment as well," Maria Swanson, the city's director of Human Resources, explains in a write-up for the IPMA-HR award.

Tomaszewski says the committee has been instrumental in establishing a citywide safety policy statement, an accident and incident reporting and investigation policy, a commercial vehicle safety and operating policy, a trench safety program, a confined spaces safety program, and a risk manual and standard operating procedure manual, among other things.

Tomaszewski, along with the city's safety specialist, develops safety initiatives and then presents them to the committee for its review. By providing their own perspectives and soliciting feedback from co-workers, committee members have helped the city identify—and address—potential problems before implementing new policies, procedures, and training programs, she explains.

Bringing leaders and front-line employees together at monthly meetings also has other benefits. For example, it provides a venue for different departments to share best practices. "They help each other solve problems just by being together in the group," she says.

Who: City of Tamarac, Florida (www.tamarac.org)

What: Implemented a risk and safety committee

Results: Reduced workers' compensation insurance premiums by approximately 27 percent. Workers' comp claim costs declined by more than \$400,000 over 4 years.

She says the safety committee is one of several proactive initiatives that have helped the city reduce workers' compensation insurance premiums by approximately 27 percent, experience a \$400,000-plus drop in workers' comp claim costs over 4 years, reduce its loss fund for workers' comp by \$150,000, and avoid an increase in the number of accidents.

Tips to Consider

Employers who want to establish a safety committee should consider the following advice:

Get employees involved. It is more time-consuming to seek employee input on safety policies and procedures than for HR to propose changes on its own, but the long-term payoffs are employee buy-in and well-rounded policies and procedures, according to Tomaszewski.

Select a cross-section of employees. By including supervisory, union, and other employees, you'll get a wider range of perspectives to consider risk and safety initiatives, she explains.

Give them tools to succeed. You can't expect a committee to provide meaningful insight about a topic they don't completely understand. For example, if the committee is evaluating a personal protective equipment training program, consider having them watch a video or complete other training first, Tomaszewski says.

Value members' time. Don't overburden committee members with minor issues. Be well prepared for meetings so that you don't waste their time.

HR Tool Box

Employee Involvement with Safety Checklist

	<u>Yes</u>	<u>No</u>		<u>Yes</u>	<u>No</u>
Does your company have clear, written safety policies?	<input type="checkbox"/>	<input type="checkbox"/>	Are employees regularly observed and given feedback on safety behavior, correcting unsafe behavior and commending safe behavior?	<input type="checkbox"/>	<input type="checkbox"/>
Do all employees understand and accept these policies?	<input type="checkbox"/>	<input type="checkbox"/>	Are managers, supervisors, and employees held accountable for safety performance?	<input type="checkbox"/>	<input type="checkbox"/>
Have clear goals and objectives been set and communicated to all employees?	<input type="checkbox"/>	<input type="checkbox"/>	Are appropriate consequences applied in cases of inadequate safety performance?	<input type="checkbox"/>	<input type="checkbox"/>
Can employees explain their own role in promoting safety?	<input type="checkbox"/>	<input type="checkbox"/>	Do you have a review process to drive improvement?	<input type="checkbox"/>	<input type="checkbox"/>
Do employees feel ownership for their own workplace safety?	<input type="checkbox"/>	<input type="checkbox"/>			
Can employees explain desired results and how results are measured?	<input type="checkbox"/>	<input type="checkbox"/>			
Is top management fully committed to improving safety?	<input type="checkbox"/>	<input type="checkbox"/>			
Does management take a leadership role in promoting safety throughout the facility?	<input type="checkbox"/>	<input type="checkbox"/>			
Do managers and supervisors always follow safety rules?	<input type="checkbox"/>	<input type="checkbox"/>			
Are safety responsibilities assigned at all levels in the organization?	<input type="checkbox"/>	<input type="checkbox"/>			



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