



**WOOD GUTMANN & BOGART**

Insurance Brokers

**2016 NNAHRA**  
**ANNUAL CONFERENCE**

September 28, 2016

# **Training Session 6**

10:45 am – 12:15 pm



# Wood Gutmann & Bogart Insurance Brokers

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Wood Gutmann & Bogart Insurance Brokers is a leading full-service insurance brokerage firm providing a complete range of commercial, personal and employee benefits insurance products and services.

- Ranked by the *Orange County Business Journal* as one of the “Fastest Growing Midsize Private Companies”
- Ranked for the fourth year in a row as:



# Indian Nation Practice



*Delivering **highly specialized solutions** to assist you in managing risk, while ensuring you keep a keen eye on emerging threats to your bottom line.*



# About the Presenter



**Carlos J. Rojas, *Director of Risk Management***  
Wood Gutmann & Bogart Insurance Brokers

## Experience

- Over fifteen (15) years experience in Risk Management
- National Staffing Company
- Global Pharmaceutical Company
- Hospitality
  - Manager, El Torito Restaurants at multiple locations
  - Total Quality Management (TQM) implementation team
    - Marriott Corporation and the Ritz Carlton
- OSHA trainer in Construction and General Industry
- OSHA certification in Health Hazards, Machine Safety, Chemical Safety, Pulmonary Protection, Hearing Conservation





# Improving Safety Culture through Employee Engagement

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# What is Employee Engagement?



# Defining Employee Engagement

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- Employee engagement is a positive outcome of the relationship between an organization and its employees. It is a barometer of the employee's association with the organization, as well as a management technique to improve morale, raise productivity, and increase safety awareness.
- An "engaged employee" is one who is fully absorbed by, and enthusiastic about, their work and in return takes positive action to further the organization's reputation and interests.



encouragement  
INVOLVEMENT  
COMMUNITY  
interaction  
**ENGAGEMENT**  
sharing participation  
support COMMITMENT  
communication





# Key Points

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**The Problem:** the cost of low employee morale.

**The Solution:** techniques that help you communicate, challenge your workforce, care for your employees and align your business activities with positive social values.

**The Strategy:** applications that achieve the best results, including Scorecards, LEAN visuals and Focus Groups.

**A closer look at Focus Groups:** improving productivity, company safety culture and customer satisfaction.

# What is the Problem?



## The cost of low employee morale

# The High Cost of Low Morale

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- Morale can be the fuel that drives an organization forward or the fuel that feeds the fires of employee discontent, poor performance, and absenteeism (Ewton, 2007)
- The Gallup Organization estimates that there are 22 million actively disengaged employees costing the American economy as much as

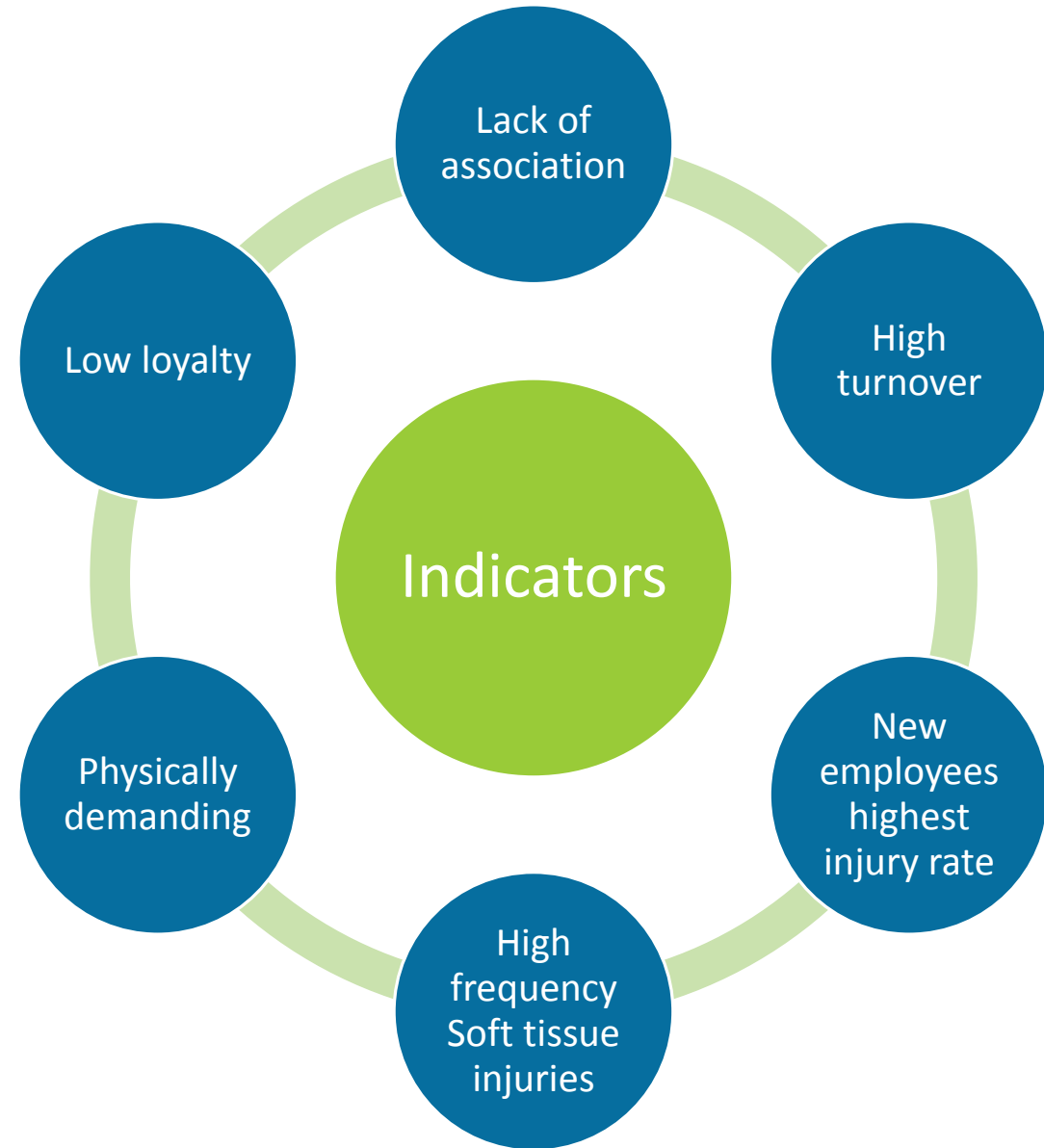
**\$350  
Billion**

\*\*per year in lost productivity including absenteeism, illness, and other problems that result when employees are unhappy at work.



# Common Indicators of Low Morale

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# “Players” within an Organization

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## Syndrome

## Low Morale Drivers

The “Newbie”



- Inexperienced are afraid to ask for help / present problems
- Written procedures only go so far

The “A”



- Reluctance of experienced employees to share their “secret sauce”
- Want the inexperienced afraid
- Their solutions are not in written form

# “Players” can share Drivers

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# Transform Players into Team members!

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- “A” must become mentors
- Encourage the rest to excel to “A” status
  - Improve those who need help
- Say goodbye to non performers

# Questions for Consideration

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- What are your challenges?
- Can your safety program breakdown the silos?



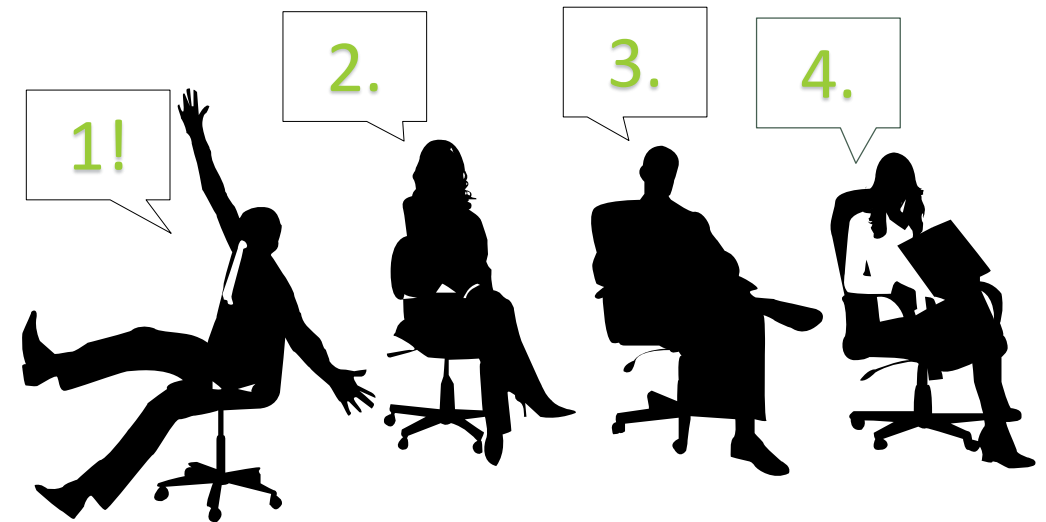


# ACTIVITY #1 : Identify Drivers of Low Morale



# Activity #1 Instructions

- Going around the room, each participant count off by numbers 1 – 4.
- All with the number 1 gather together, and everyone with the number 2... and so on.
- Using your handout, write down **3 concerns or drivers of low morale** that you have experienced within your organization.



## Drivers of Low Morale

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

# Activity #1 Instructions

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- Share your choices with your group.
- Tally the **Top 3** mentioned concerns for your group.





# Share Your Results

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- Share your group's findings with the entire room.
- Find the **Top 3** common Low Morale driver concerns for the entire group to agree on.



A close-up photograph of a dartboard. Three darts with yellow and black barrels are embedded in the bullseye, which is a small red circle in the center of a larger green circle. The dartboard has a wooden face with black and yellow segments. The text "The Solution" is overlaid in white on the left side of the image.

# The Solution

## Techniques for Improvement

# Advocate for Change

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## Communicate

- Ask workers directly what motivates them.

## Challenge your workforce

- Consult employees before implementing Safety Programs
- Have them give input

## Care about your employees

- Get to know what's important to them

## Align your business activities with positive social values

- Workers respond favorably with a sense of community

# The Solution: techniques for improvement

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1. Techniques that
2. Employee Engagement Programs
3. Communicating the importance of safety
4. Gathering and measuring results

# Techniques that FAIL: Case Study #1

## The Concern

Year 1: Ex Mod = 174%

Year 5: Rose to 228%





# Measuring Performance: Experience Modification Factor

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1. Provides a look at the experience history of any employer over many years (up to 30).
2. Underwriters use this tool to analyze the risk from both its safety and management standpoint
3. Data can be used to gauge the employers' management of quality and management of safety.
4. Others may use this history to show a positive or negative record
5. Rolling 3-year calculation

# Case Study #1

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## The Results

- Went out of business

## The Factors

- Worked in Silos
- Employee input not solicited
- Silent employees
- Slow to make safety improvements



# Employee Engagement Programs: Case Study #2

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- National Medical device manufacturer
- Quality is an industry **must**, not just an expectation
- 2,000 employees working 24/7
- Diverse employee population
  - 50% Hispanic
  - 20% Asian
  - 20% Caucasian
  - 10% Other
- Skill set ranged from entry-level to scientific (PhD)

## The Concern

- Physically demanding
- Leading Cost Drivers
  - Soft tissue injuries
  - Repetitive motion

## The Solution

- Employee Engagement Program

# Components of Employee Engagement Program

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- Focus groups
- Employee-led safety committee
- Engagement Activities that
  - Bring people together
  - Generate suggestions for improvement
  - Foster personal responsibility
  - Open communication / transparency

# Examples of Engagement Activities



## Kick-off Event

- Get involved, get a t-shirt



## Safety Slogan Cartoon

- Take home activity cartoon
- Any employee that participates receives a T-shirt



## Safety Wall

- Show you care
- Show your participation



# Examples of Engagement Activities



## Safety Slogan

- Selected winning safety slogan – very emotional testimonial



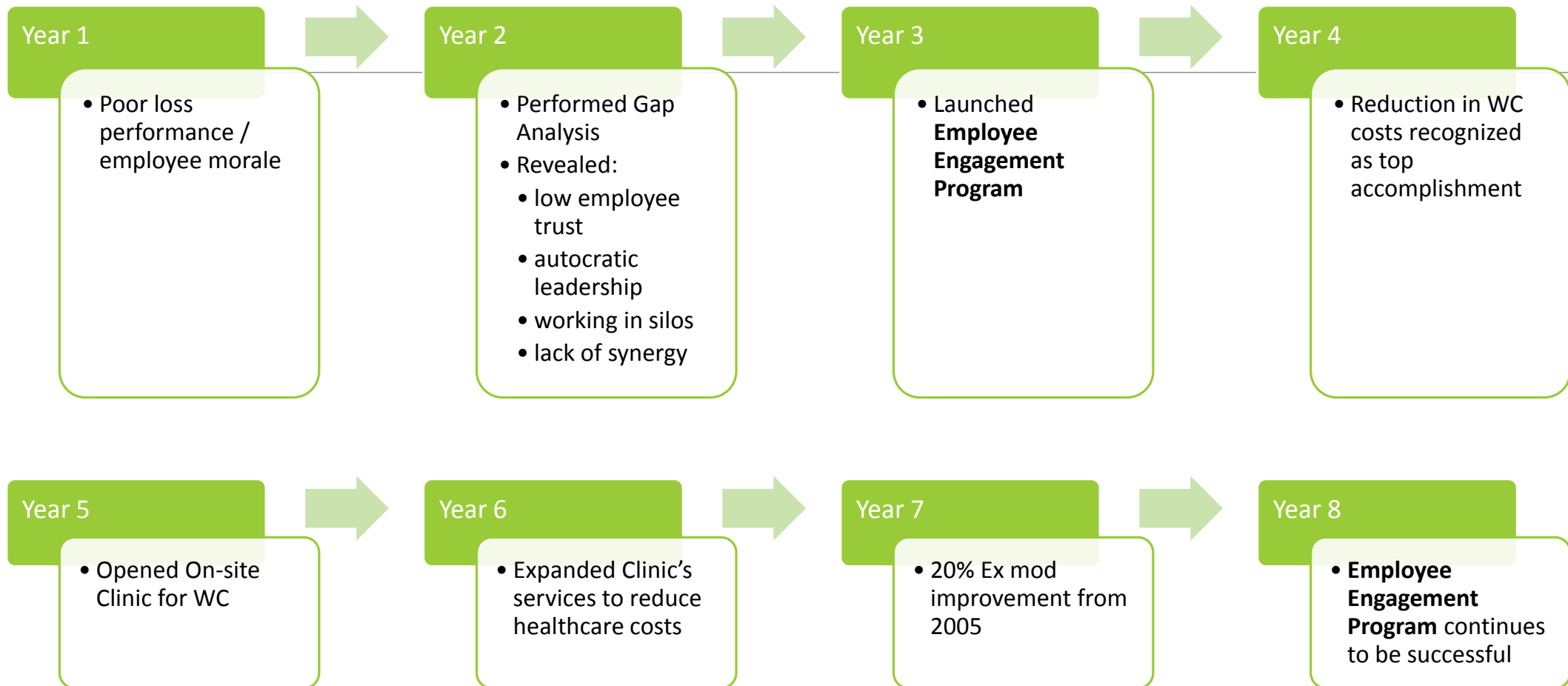
## Show Safety

- Get on the bus, get a t-shirt



## Display Safety

- Group pictures



# Case Study #2

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## The Results

- Broke the barriers between departments
- After gaining employee trust and management support, opened on-site clinic
- Savings on Work Comp and Health Care was greater than cost of clinic
- Reduced absenteeism
- Increased productivity (measure by KPI's)
- Improved employee trust
- Transformed culture to one of wellness

## Built Upon This Success with:

- LEAN manufacturing process (increased efficiencies, less waste)
- Self-directed work teams – employees became leaders, higher quality, lower costs

# Communicating the importance of safety

## Case Study #3

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- National Staffing Company



### The Concern

Year 1: 132% Ex Mod

Year 4: 71% – Unheard of for a staffing company

### The Solution

- Safety Hotline
- Events (wellness fairs, employee appreciation lunch)
- Asked the right questions

# Case Study #3

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## The Results: Focus Groups Identified

- Specific causes of slip and falls
- Useful information to prevent accidents before they happen
- “Bullies” within the work environment
- Problems that exposed employees to injuries

## Benefits of Implementation

- Reduced litigation
- Improved communication
- Boosted overall company culture





# Gathering and measuring results:

## Case Study #4

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### The Concern

- High injury rate among employees
- High volume organic growth

### The Solution

- Due to growth curve, focus group was critical to positive trajectory
- Allowed employees to participate and support positive direction



# Recurring Themes

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- Organization's safety culture had improved in recent months; they attributed this directly to the new hands-on approach now seen in the workplace.
- Felt secure about their position.
- More training was needed including an overview of the new employees' policies and procedures.
- Overall reaction was positive





# The Strategy

Scorecards, LEAN visuals and Focus Groups

# Scorecards & LEAN Visuals

MEASURE SAFETY RESULTS







# Optimizing Your Focus Group



# Focus Group Objectives

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- Engage employees in a dialogue that addresses important topics related to safety practices and expectations.
- During this process several key themes should emerge that are common amongst participants, while others reflected personal comments.
- Allow free-flowing communication to create an open forum where employees may speak up and share recommendations that improve safety conditions in the workplace.
- Gather employees' perceptions of the organization's safety culture.
- Measuring the results of the focus group conducted, who participated and the data collected is the groups' comments and feedback for ongoing improvement processes.
- Two-way communication is key for an on-going improvement process.

# Optimizing Focus Groups

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- Focus groups are an effective way to learn about the safety issues, concerns, ideas, and potential solutions.
- Determine the best method to communicate with your audience.
- Clearly define the parameters of the focus group.
- Consider employee's level of experience and tenure.
- Information gained can be further developed into training tools to be shared across the organization.

## **Purpose**

To share safety ideas and suggestions in a neutral and safe environment. The information captures the group's comments and feedback for our continuous improvement processes.

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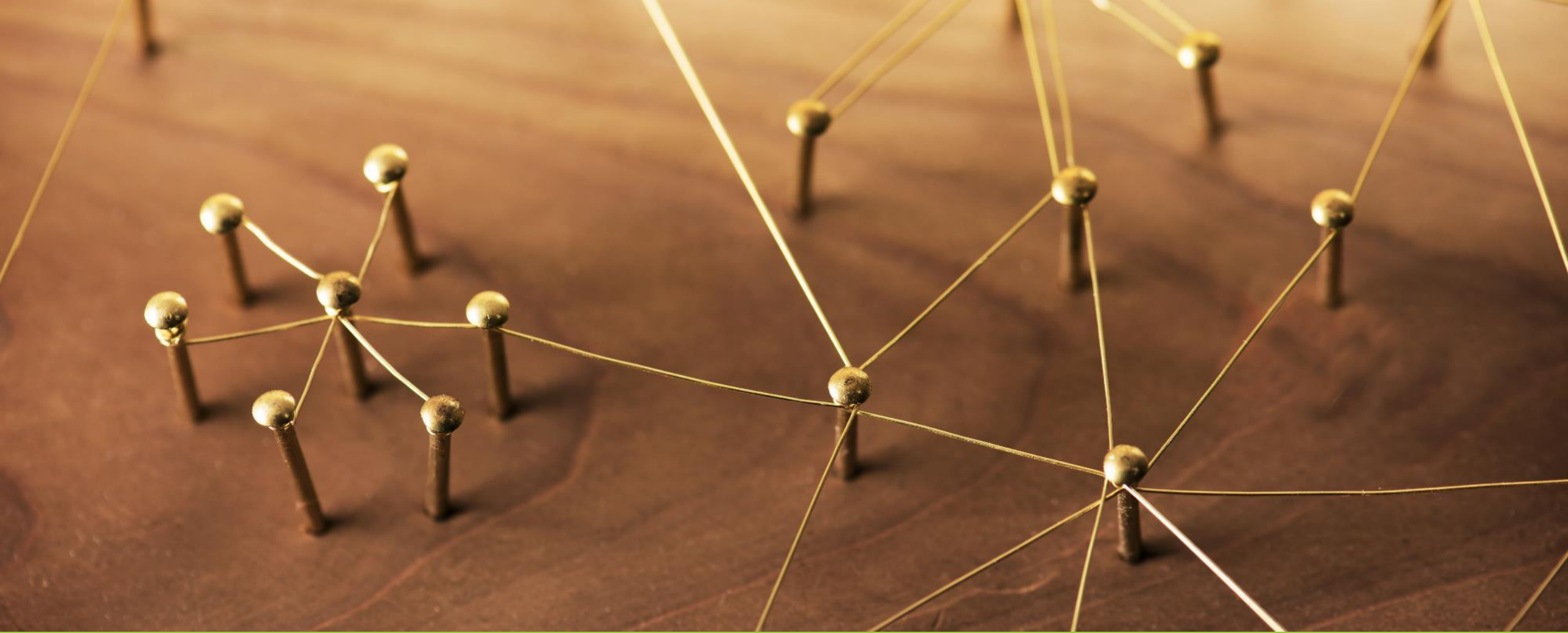
## **Focus Group Meeting**

### **Survey Questions**

Please answer the questions below, using a scale of 1-10 to rate your opinions and impressions, with 10 being best or most favorable.

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1. I consider my work environment safe.
2. I have received safety training and support to do my job.
3. I know how to report a work-related injury.
5. I like coming to work.



# ACTIVITY #2 : ReGroup to Focus on Low Morale

# ACTIVITY #2: Crafting Focus Group Questions

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- Break off into your Groups again and discuss focus group questions
- Using the **Top 3** choices for Drivers of Low Morale from ACTIVITY #1 and your worksheet, craft 3 survey questions that address those drivers and their possible causes.
- Keep it
  - Simple
  - Positive
  - Specific

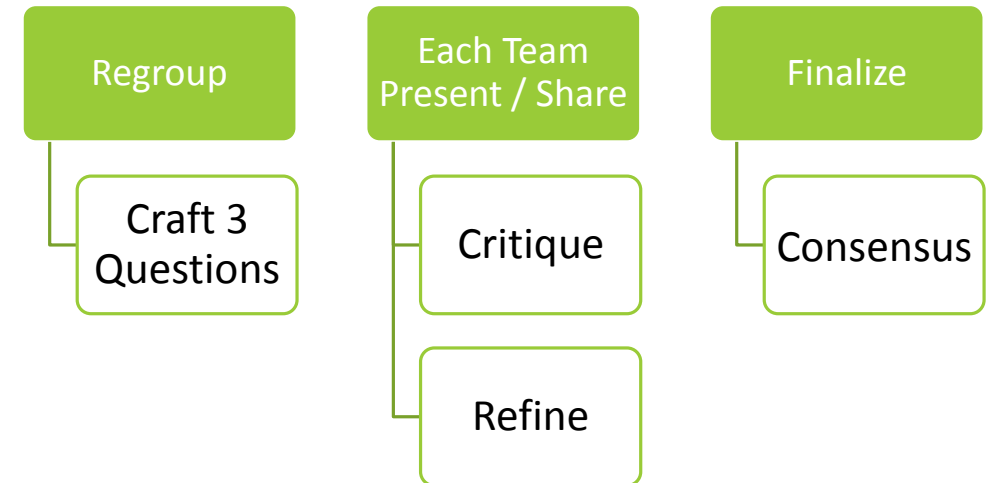




# ACTIVITY #2: Crafting Focus Group Questions

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- Share with the entire room your survey questions
- Comment/critique other group's survey questions
- Refine questions
- Finalize **Top 3 Focus Group Survey Questions**





# Questions?

Thank you for your time and attention.

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