

# Best Practices in Employee Engagement - PPSA Member Survey

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**Q3: How many employees are in your organization?**

Less than 10,000

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**Q4: What strategies/approaches have you used to get employee engagement?**

Employee ownership

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**Q5: What methods do you use to ensure employees have the skills needed to fulfill their volunteer roles?**

Training

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**Q6: How do you encourage the reluctant employees to become engaged?**

work one on one

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**Q7: What are some of the positive impacts you've seen from increasing employee engagement at your site?**

Decrease in accidents, more involvement

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**Q8: What other topic would you like PPSA to survey?**

*Respondent skipped this question*

# Best Practices in Employee Engagement - PPSA Member Survey

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**Q3: How many employees are in your organization?**

Less than 10,000

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**Q4: What strategies/approaches have you used to get employee engagement?**

Reward programs and spot awards

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**Q5: What methods do you use to ensure employees have the skills needed to fulfill their volunteer roles?**

SafeStart, Behavior Observation

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**Q6: How do you encourage the reluctant employees to become engaged?**

By focusing on the benefits

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**Q7: What are some of the positive impacts you've seen from increasing employee engagement at your site?**

More one on one involvement

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**Q8: What other topic would you like PPSA to survey?**

Confined spaces

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**Q3: How many employees are in your organization?**

20,000 – 30,000

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**Q4: What strategies/approaches have you used to get employee engagement?**

Developed an employee engagement guidance document that required sites to develop options for people to choose to get involved. These options/activities are to be aligned with the sites focus areas and safety strategy. We also developed a tracking measure and report total percent involved against one activity per month across the entire company. This leading metric is tracked and shared with company leaders each month.

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**Q5: What methods do you use to ensure employees have the skills needed to fulfill their volunteer roles?**

We conduct many advanced safety leadership courses each year aimed at developing leaders understanding to be a better coach and improve their understanding of key elements such as employee engagement. The details of the employee are handled locally.

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**Q6: How do you encourage the reluctant employees to become engaged?**

Give them choices so that everyone has options on how and where they get involved, show them they can make a difference, follow through on leadership, competition between leads at the local level, celebrate success when goals are reached, etc.

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**Q7: What are some of the positive impacts you've seen from increasing employee engagement at your site?**

More interest in safety, more resources to tap into, greater understanding of the complexity of the safety process, greater ownership, fresh ideas, improved overall site performance, etc.

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**Q8: What other topic would you like PPSA to survey?**

*Respondent skipped this question*

# Best Practices in Employee Engagement - PPSA Member Survey

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**Q3: How many employees are in your organization?** 20,000 – 30,000

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**Q4: What strategies/approaches have you used to get employee engagement?**

Auditing, contests

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**Q5: What methods do you use to ensure employees have the skills needed to fulfill their volunteer roles?**

Additional training

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**Q6: How do you encourage the reluctant employees to become engaged?**

Incentives

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**Q7: What are some of the positive impacts you've seen from increasing employee engagement at your site?**

Increased communication

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**Q8: What other topic would you like PPSA to survey?** *Respondent skipped this question*

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**Q3: How many employees are in your organization?**

Less than 10,000

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**Q4: What strategies/approaches have you used to get employee engagement?**

Mill-wide training in hazard recognition was completed in 2008 and each employee was asked to make a commitment to taking action if they observed a hazard or unsafe act. We have continued to build on this over the years. Other forms of engagement include: reporting hazards/near misses, sharing concerns or ideas with leadership or members of the safety team, toolbox walks, safety alerts for key hazards or injuries, and pre-job safety huddles. With success we have been able to get more and more employees on board and believing that working safely is possible. We communicate all aspects of the business to every employee in semi-annual meetings so that everyone takes ownership of quality, product development, and safety.

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**Q5: What methods do you use to ensure employees have the skills needed to fulfill their volunteer roles?**

Most key positions are filled by identifying employees with the appropriate skills then asking them if they would like to volunteer. Some positions may require additional training and that would be provided.

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**Q6: How do you encourage the reluctant employees to become engaged?**

We have tried to provide multiple opportunities for employees to participate. Some are easy and most employees will participate. Others are one-time events and employees can be assigned. We utilized this approach to have almost every employee be involved with an incident investigation several years ago.

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**Q7: What are some of the positive impacts you've seen from increasing employee engagement at your site?**

Very high levels of Hazard reporting. Good interaction between employees and leadership. We have gone over 440 days without a recordable injury.

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**Q8: What other topic would you like PPSA to survey?**

What manual or mechanical systems are used to dew ire pulp bales? In particular, mechanical systems that are reasonable in cost.

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**Q3: How many employees are in your organization?**

Less than 10,000

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**Q4: What strategies/approaches have you used to get employee engagement?**

Increased leadership involvement "on-the-floor"  
Participation driven incentive plans  
Team/ individual contests

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**Q5: What methods do you use to ensure employees have the skills needed to fulfill their volunteer roles?**

Training classes

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**Q6: How do you encourage the reluctant employees to become engaged?**

Peer driven incentive plans

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**Q7: What are some of the positive impacts you've seen from increasing employee engagement at your site?**

Better leadership/ technician trust/ interaction  
More feedback on safety opportunities  
Employees taking direct action to resolve concerns (not "passing along")

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**Q8: What other topic would you like PPSA to survey?**

*Respondent skipped this question*

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**Q3: How many employees are in your organization?**

10,000 – 20,000

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**Q4: What strategies/approaches have you used to get employee engagement?**

Safety Committees  
Risk Assessments  
Behavior Based programs like SafeStart  
Incentive Programs

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**Q5: What methods do you use to ensure employees have the skills needed to fulfill their volunteer roles?**

Training  
Evaluations  
Performance Management Plans  
Needs Assessments  
Surveys

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**Q6: How do you encourage the reluctant employees to become engaged?**

Discussions  
Different methods and opportunities to participate  
Group activities

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**Q7: What are some of the positive impacts you've seen from increasing employee engagement at your site?**

Better morale  
better job satisfaction  
more reporting of near misses

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**Q8: What other topic would you like PPSA to survey?**

Safety Manager core curriculum components (if you are a safety manager, what skills / tools / abilities do you possess?)