

# THE RESOURCE

# Labor & Industrial **INSIGHTS**<sup>®</sup> magazine

VOL. VI, ISSUE VI

## IT'S ALL IN THE DETAILS...

THE LITTLE THINGS ALLOW  
THE BIG THINGS TO HAPPEN



## INSIDE

New Ways to Show  
Gratitude at Work

PAGE 6

Closing the Talent Gap  
in Manufacturing

PAGE 8

How Microlearning  
Can Help Businesses

PAGE 10



# THE RESOURCE 2020 REFLECTIONS

Well, I must say that "Hindsight's 2020" takes on a whole new meaning, for sure! No different than any other crisis we've faced in the past - we acknowledge it, react to it, make a plan and execute it, making necessary modifications along the way. Our 2020 hindsight now tells us that we faced this pandemic head-on, with courage and faith, and we are stronger and better because of the changes we were forced to make. Now, we plan to finish 2020 strong and head into 2021 anticipating a great year!

This year has been a doozy, but with every major life event (even the "unparalleled", "unprecedented" ones), comes an opportunity to learn, and to reflect...

Here are some of the 2020 reflections of THE RESOURCE staff:

- "Exhilarating"
- "Taking nothing for granted"
- "Mentally Exhausting"
- "Adapting & accepting CHANGE"
- "#AdjustAndLive"
- "Grateful - for a job, good health, and a forced slowdown"
- "DIFFERENT"
- "Emotional Roller-Coaster"
- "Trust in God no matter what comes your way"
- "We're not in control of anything except how we respond"
- "Transition"
- "Growth, nurturing wisdom, persevere"
- "One person's courage can defeat the complacency of 1000s"
- "2020: When you feel like you're already tired tomorrow"
- "We'll either find a way, or we'll make one"
- "Unpredictable & Inordinate"

Like many others, our business was heavily impacted by COVID-19. Many of our customers had to cease operations for periods of time. We had to furlough some of our valued employees. We had to quickly adjust our operations to allow for safety precautions, and to go virtual! But through it all, we've been exceedingly blessed, with an internal staff willing to do whatever it takes to get the job done, and contract employees who worked diligently even in the midst of uncertainty; many of whom were considered "essential workers" in the manufacturing sector! 2020 also brought us recognition as a 'Best Place to Work' and a 'Fast 50 Growing Company'. All in all, we'll take what we've experienced this past year, and channel it towards growth, innovation, development, and culture in the year ahead!

**Here's to 2021!**

## THE RESOURCE

### Year in Review...



Safety

4

## 4 KEY STEPS TO WRITING AN EFFECTIVE INCIDENT REPORT

By Dan Klaras

Lessons Learned

6

## NEW WAYS TO SHOW GRATITUDE AT WORK

By Erika Crocker, David Drees, Laura Eley, Nchopia Nwokoma, and Laura Richey

Workforce Management

8

## CLOSING THE TALENT GAP IN MANUFACTURING

By Chris Mullen

Development

10

## HOW MICROLEARNING CAN HELP BUSINESSES

By Ira S. Wolfe

Workforce Management

12

## DATA-DRIVEN EMPLOYEE RETENTION TECHNIQUES

By Jesse Finn

Safety

14

## WHY MANAGEMENT SHOULD ATTEND SAFETY MEETINGS

By Lancaster Safety Consulting Inc.



# Labor & Industrial INSIGHTS®

## PUBLISHER & EDITORIAL DIRECTORS

Mamu Media

## EDITOR IN CHIEF

Mike McKerns

## MANAGING EDITOR

Marsha Brofka-Berends

## DIRECTOR OF SALES

Robert S. Herbein III

## CONTRIBUTING WRITERS

Erika Crocker

David Dree

Laura Eley

Jesse Finn

Dan Klaras

Lancaster Safety Consulting Inc.

Chris Mullen

Nchopia Nwokoma

Laura Richey

Ira S. Wolfe

## DESIGN

Matt Coleman

# 4 KEY STEPS

## to Writing an Effective Incident Report

BY DAN KLARAS



**IN ORDER TO KEEP SAFETY** a top priority, every organization must develop and implement a systematic approach to investigating work-related accidents. The investigation process begins with fact finding and ends with a report that includes essential information about the incident (accident or near miss) as well as recommendations for preventing such events in the future. By following these four key steps, investigators can ensure that their incident reports are effective tools for the organization.



## **Respond Immediately**

Employees should notify their supervisor as soon as an accident or injury occurs. The supervisor's first responsibility is to see that proper medical treatment or first aid is provided. Also, if the hazard still exists, the supervisor needs to eliminate it immediately. (Every company should have an established procedure for both of these tasks.)



## **Analyze**

After determining how an incident occurred, investigators must find out why it occurred so they can develop an effective plan to address it. Possible causes include:

- Primary factors (e.g., a spill on the floor)
- Secondary factors (e.g., employees not wearing appropriate work shoes, an employee carrying a stack of material that blocked their vision)
- Other contributing factors (e.g., burned-out light bulbs)



## **Find the Facts**

Once the immediate response has been completed, an investigation team should conduct a thorough, onsite accident investigation. This should take place as soon as possible after the incident so that those affected still have the situation fresh in their mind. Items to review include:

- Date, time, and specific location of incident
- Names, job titles, and department of employees involved in the incident and of their immediate supervisors
- Names and accounts of witnesses
- Events leading up to the incident
- Details about what exactly the employee was doing at the moment of the accident
- Environmental conditions (e.g., slippery floor, inadequate lighting, noise) at the moment of the incident
- Other factors (e.g., equipment, tools, materials, PPE) present at the moment of the incident
- Details about injuries (e.g., bodily parts affected, nature and extent of damage) that resulted from the incident
- Type of treatment for injuries
- Damage to equipment, materials, and other workplace structures and items



## **Complete Corrective Action Plan**

Having gathered data through the first three steps, investigators can then develop recommendations for corrective action. Such actions (which includes those that can be taken immediately as well as long-term plans) include the following possibilities:

- Employee training on safe work practices
- Preventive maintenance to keep equipment in good operating condition
- Evaluation of job procedures, followed up with recommendations for changes
- Job hazard analysis to evaluate the task for any other hazards, followed up with employee training on those hazards
- Engineering changes that make the task safer or administrative changes to how the task is performed

Through careful data collection and analysis of any safety incidents that occur in the workplace, investigators can create documents that are vital for addressing safety concerns and preventing future accidents. Not only do incident reports help keep employees safe, but they also help companies avoid the significant financial costs associated with accidents. ■

*Dan Klaras is an executive management leader and the president of Assurance Agency Ltd, (assuranceagency.com) where he directs all property and casualty insurance practices as well as the company's overall sales management and producer acquisition strategy.*



# New Ways to Show Gratitude at Work

BY ERIKA CROCKER, DAVID DREES, LAURA ELEY, NCHOPIA NWOKOMA, AND LAURA RICHEY

Employee experiences may never return to what they were before COVID-19. But with a post-pandemic future still undefined, it will be some time before any “new normal” can be established. In the meantime, employees must continue to adjust to new safety protocols and other stressors in the workplace or continue to adapt to virtual work at home.

Under such circumstances, today’s employees are feeling less connected to their leaders, teams, and organizations. They’re also worried about their jobs and futures. Consequently, one of the most relevant and important actions companies can take right now is to make recognition personal, unexpected, and uplifting.

Recognition involves more than just saying “thank you.” It includes connecting, listening, reaching out, and showing true gratitude. During these challenging times it’s especially important for leaders to demonstrate concern for their people. By implementing strategies that focus on engagement and connection, leaders can make their recognition more meaningful and more effective.

## MAKE CONNECTION A PRIORITY

- Spend some time each day—even if it adds up to only an hour or so—calling individual employees on the front line to check in with them and show gratitude for what they’re doing. (Senior leaders should take point on this; over time this effort could extend to include other levels of leaders as well.)
- Create informal videos (camera phones are fine for this purpose) to thank employees for their commitment and hard work during these difficult times. Kick off every team call with a moment to express gratitude and share good news. (If some leaders aren’t sure what to say, provide them with talking points.)
- Empower managers to allow employees to work flexible hours. (Provide clear guidelines for what’s permitted.)
- Encourage managers to include time during their virtual team meetings for employees to connect socially. (For example, on “Bring a Guest Day” participants could meet their colleagues’ spouses, children, or pets.)
- Create conversation cards to support daily team huddles. (They could include words of encouragement, for example, or table topics, daily team challenge topics, or “get to know your team members” prompts.)

## SPOTLIGHT EMPLOYEES BOTH INTERNALLY & EXTERNALLY

- Thank employees via a local campaign with signage in key locations.
- Share “gratitude stories” with local news outlets. (Possible angles include keeping the local economy alive and safe, or donating time or protective equipment.)
- Invite all employees (both onsite and remote) to send thank-you notes to their frontline peers to help keep them encouraged and motivated.
- Challenge members of the organization to submit 10-second videos in which they thank coworkers, clients, first responders, etc. Post the videos widely where employees and the public can see them.
- Have a social media takeover for a day (or even a week) in which gratitude is the key topic on all channels.







“ Recognition involves more than just saying “thank you.” It includes connecting, listening, reaching out, and showing true gratitude. ”

### CREATE NURTURING EXPERIENCES TO EXPRESS GRATITUDE

- Have leaders and employees gather in the parking lot in their cars (to maintain social distance) while holding signs with positive messages, honking, and applauding frontline teams as they enter or leave work.
- Provide an allocation or credit to remote workers for their home office supplies.
- Send unexpected packages of nourishing treats to employees’ homes.
- Host 5- to 10-minute daily virtual gatherings in which the sole purpose is to share something positive (such as good news or inspirational stories) or even to stretch, dance, or move together.
- Send routine communications (e.g., a video briefing from a company leader every day at 4 p.m.) that employees can count on to help them feel some stability and have something to look forward to.
- Create a network of coaches to help people get used to remote work, combat stress or depression, and deal with personal or family issues.
- Launch a PTO giving campaign in which employees can donate their extra PTO to their peers as a thank-you.

An organization thrives because of its employees. During turbulent times, a company’s employees can determine whether it survives at all. By taking care of their employees, leaders can help ensure that everyone weathers the storm together. ■

*Erika Crocker, David Drees, Laura Eley, Nchopia Nwokoma, and Laura Richey are consultants at O.C. Tanner, which helps organizations inspire and appreciate great work. Thousands of clients globally use its cloud-based technology, tools, and awards to provide meaningful recognition for their employees. Learn more at [www.octanner.com](http://www.octanner.com).*

**D**uring this pandemic, the frontline manufacturing workforce has played a critical role in the economy by continuing to work behind the scenes to ensure that hospitals, pharmacies, grocery stores, restaurants, and other essential businesses have the goods and supplies they need to keep going. In addition, many manufacturers have demonstrated incredible adaptability by pivoting away from their normal operations and toward producing the vital goods those frontline workers need (masks, ventilators, etc.).

# CLOSING IN MAN

A recently published Kronos survey of manufacturers in the USA, “Close the Talent Gap: Pre-pandemic Insights Inform Future Workforce Strategies in Manufacturing,” focuses on the idea that the industry’s most persistent challenge—its skilled-labor shortage—still requires attention.<sup>1</sup> By analyzing several pre-pandemic workforce trends, it highlights many of the steps that organizations have been taking to close the talent gap in manufacturing, including looking for new ways to attract talent from a much deeper pool of workers who might not have previously considered careers in that field.

At the same time, nearly 2 in 3 manufacturers (62 percent) “had difficulty recruiting skilled talent”—a figure that reinforces the seriousness of the talent gap. And although 47 percent believe that “negative perceptions about the industry directly impacted Millennial and Gen Z recruitment,” few have tackled the problem head on.

As the pandemic began, manufacturers were just starting to address those talent concerns through strategies that the Kronos report grouped into four categories:

**The survey found that during the year before the pandemic:**

**44%**

of respondents  
“experienced higher-  
than-average  
voluntary turnover”

**40%**

of respondents  
“recorded a spike in  
retirements”

**39%**

of respondents  
“felt the financial burden of  
overtime pay to compensate  
for vacant positions”

## MAXIMIZE THE EXISTING WORKFORCE

Workforce development and knowledge transfer initiatives were top of mind for hiring managers in March 2020, with nearly two-thirds (65 percent) of them having their employees engage in reskilling or upskilling and 58 percent using cross-training with their employees. At the same time, many employers provided their workers with opportunities for apprenticeships (28 percent) and mentorships (26 percent).

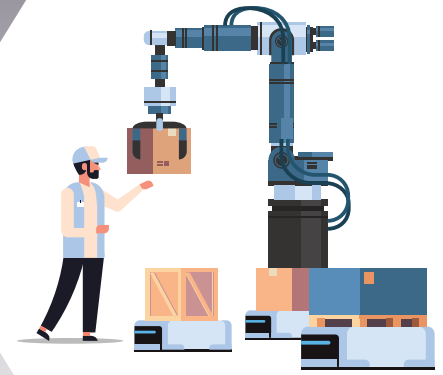


1. All data in this article comes from this report: Workforce Institute at Kronos. 2020. “Close the Talent Gap: Pre-pandemic Insights Inform Future Workforce Strategies in Manufacturing,” September 23, [workforceinstitute.org/wp-content/uploads/2020/09/Close-the-Talent-Gap-Pre-pandemic-Insights-Inform-Future-Workforce-Strategies-in-Manufacturing.pdf](https://workforceinstitute.org/wp-content/uploads/2020/09/Close-the-Talent-Gap-Pre-pandemic-Insights-Inform-Future-Workforce-Strategies-in-Manufacturing.pdf).



# THE TALENT GAP IN MANUFACTURING

BY CHRIS MULLEN



## EMBRACE ALTERNATIVE TALENT POOLS

When unemployment was at its lowest, four in five organizations (81 percent) said they still managed to add skilled labor to the workforce by “recruiting individuals with nontraditional experience.” Nearly three-quarters of respondents (73 percent) actively recruited veterans, and 66 percent looked for candidates “with nontraditional skills or work histories.” Hiring managers also looked for “second-chance workers” (64 percent), people returning to the workforce after being out for at least two years (64 percent), gig workers (62 percent), refugees (56 percent), people with disabilities (54 percent), and retirees (54 percent).

## ENGAGE WITH ANALYTICS

Respondents’ organizations were using human capital management (HCM) software to measure several metrics, including “employee potential” (36 percent), “productivity losses based on absenteeism” (28 percent), and “flight risk” (13 percent). They also used it to “pinpoint root cause(s) of employee turnover” (28 percent) and “forecast skills gaps” (27 percent).

## PRIORITIZE THE EMPLOYEE EXPERIENCE

Eighty-one percent of respondents saw their “workforce [as] a key component of digital transformation,” and 91 percent considering “[investing] in company culture . . . a way to attract qualified candidates and retain valued employees.” In fact, as of March 2020, 87 organizations had “already begun to actively enhance their company culture.”

**As the world moves through this global pandemic, many manufacturers are trying to start figuring out what the new normal will be. To meet that goal, they’ll need to find new and innovative ways to solve their labor shortages. And they’ll need to do so quickly—or risk being left behind. ■**

---

*Chris Mullen is the executive director of the Workforce Institute at UKG (Ultimate Kronos Group), where he assists clients with their human resource strategies. He holds a Ph.D. in higher education and leadership from the University of Northern Colorado, as well as SHRM-SCP and SPHR certifications.*





# HOW MICROLEARNING CAN HELP BUSINESSES

BY IRA S. WOLFE



Professional development and training can yield huge benefits, which is one reason why 94 percent of employees want to work at companies that offer such opportunities.<sup>1</sup> However, a heavy workload may discourage the development of new skills: when employees feel they have to complete projects first, training can take a back seat. Microlearning is one option that can help workers (and organizations) strike a balance between learning and work obligations. Because it helps employers offer more training in less time, microlearning can provide the kind of development employees want without cutting into their work time and without requiring companies to invest in pricy corporate training sessions.



## What Is Microlearning?

A prolonged in-person training can use hands-on practice and live interaction to keep employees engaged, but the same training presented online as a video conference may leave employees falling asleep at their computers. Microlearning addresses both the engagement problem and scheduling issue.

At its core, microlearning is training that's broken into small, bite-sized pieces and usually delivered via digital learning platforms. Unlike many online learning programs, which typically have long videos or activities designed to be completed in one sitting, microlearning uses brief, more frequent interactions called modules to promote regular learning and keep employees engaged. Through these small modules, someone can learn a skill or system in weeks or even days.

The most effective microlearning courses accommodate many learning styles, present information in ways that best suit their subjects, and use different teaching styles to keep employees engaged and interested (and may make certain topics easier to learn). For example, one course might include a video module, a reading module, and an interactive module. Some topics are best taught through hands-on learning, whereas others may require students to watch videos.

## Better Retention and New Leaders

Microlearning is helpful for teaching soft skills (such as communication and creative thinking) that can prepare employees for promotions as well as hard skills (such as coding and analytics) that can make employees more versatile. By offering training for both types of skills, companies can help their employees become not only more well-rounded but also happier—and therefore more likely to stay with their organizations for the long term.

One of the top costs for small businesses is high turnover, which leads to increased costs for recruitment and training. Rather than spend months looking for the perfect employees, companies can better use their resources to train current employees and instead create the perfect employees!

Microlearning opportunities can even help companies create new leaders. Lessons in leadership training are more likely to stick when delivered via short videos and activities, especially when those sessions include actionable lessons.

## High ROI

Microlearning offers the benefits of traditional training programs without the big price tag. Because microlearning offers a higher return on investment than “traditional” training, it's often easier to get management's buy-in for it.

Instead of building bulky online courses, companies can create microlearning modules when (and how) they are needed. Because modules don't need to be produced all at once, employees can start their training as soon as the first piece is available. Then trainers can develop future modules based on how employees respond to the first ones.

Another financial benefit of microlearning is that those programs often have a higher completion rate than other digital learning programs. In just a few minutes a day, team members can learn something new!

## How to Implement Microlearning

On-the-job support is a good way to help employees learn hard skills incrementally. This approach is especially effective when training takes place right when it's needed. For example, when an employee clicks on a particular feature, a training module or brief tutorial could automatically appear and help the employee learn a new skill right when they need it.

In addition to “in the moment” training, microlearning can also take place whenever employees prefer. Some employees learn best in the morning, whereas others like to take a midday break to practice a new skill. Short modules keep employees engaged and let them learn at their own pace so they can absorb the material in the ways that work best for them.

## Ideal for Remote Workers

Because online learning offers many of the benefits of in-person training without the logistical headaches, it is quickly becoming the go-to way to offer employee training. Microlearning can offer to remote workers training opportunities that in the past have usually been available only to onsite employees. It also makes it easier to deliver training to offsite workers who, because they aren't supervised directly, may procrastinate on required training or struggle to manage their time effectively to allow for long training sessions.

For example, mandatory compliance trainings may feel more achievable to employees when it's presented in small pieces. Supervisors can more easily enforce completion of this training by remote employees when it's delivered via microlearning, thus reducing the amount of time wasted by sending out multiple “please complete your training” reminders.



## Microlearning Can Transform Employees and Businesses

Because many employees want to work for companies that value learning, companies that invest in their employees' training and development can have an easier time hiring and retaining great talent. Plus, more leadership training can help organizations promote their top performers to effective managers. Microlearning is a modern, cost-effective, and versatile training option that can help employees spend less time troubleshooting—and enables companies to stay ahead of the curve. ■

---

*Ira S. Wolfe is a nationally recognized thought leader in talent management and an expert in pre-employment assessment testing, workforce trends, and social media. Wolfe is president of Poised for the Future Company (DBA Success Performance Solutions) and the author of several books, including Geeks, Geezers, and Googlization. He can be reached at [iwolfe@super-solutions.com](mailto:iwolfe@super-solutions.com).*



# DATA-DRIVEN EMPLOYEE RETENTION TECHNIQUES

BY JESSE FINN

**AFTER** a company puts in the hard work onboarding its new employees, it would be a shame to see them walk right back out the door in less than a year. Unfortunately, that's exactly what can happen if managers and team leaders don't make an effort to keep employees happy beyond the onboarding lifecycle. The following three retention strategies can help companies boost employee engagement and keep team members satisfied throughout their (ideally, lengthy) tenures.

## DON'T ASSUME THAT EVERYONE WANTS THE SAME THING.

"One size fits all" isn't accurate in the world of fashion, and it doesn't work in the business world, either. Employees are individuals, and they each have their own interests, preferences, and goals. Workers who are busy parents may value flexible schedules over higher salaries, for example. Middle managers might want the traditional "promotion and a raise" kind of rewards. And younger employees could be looking for mentorship, training, and a supportive culture.

In one survey, when asked "What motivates you to excel and go the extra mile at our organization?" the 200,000 respondents offered a wide variety of responses. The top five motivations cited were "peer motivation," "intrinsic desire to do a good job," "feeling encouraged and recognized," "having a real impact," and "growing professionally."<sup>1</sup> Money, often perceived as the primary motivation for most people, ended up only in seventh place on that list.

Rather than assuming that money (or anything else) is what motivates everyone, managers should talk to their team members regularly about what would engage each of them most in their role. This conversation doesn't have to follow a formal process but could take place in a chat during a team breakfast in the office or during a one-on-one after-lunch walk around the block.

## LEVERAGE STRENGTHS RATHER THAN FOCUS ON WEAKNESSES.

Too many performance reviews focus on what employees are doing *wrong* rather than what they could be doing *right*. Leveraging strengths over weaknesses is a far more effective approach. In fact, strengths-based employee development can boost employee engagement by as much as 15 percent:

Almost seven in ten employees (67 percent) who strongly agree that their manager focuses on their strengths or positive characteristics are engaged. When employees strongly disagree with this statement, the percentage of workers who are engaged in their work plummets to 2 percent.<sup>2</sup>

In addition to its positive effect on engagement, this approach can also drive increases in sales, profits, and customer engagement.<sup>3</sup>

## OPEN DOORS, NOT FLOORS.

Transparency can lead to higher levels of organizational trust, which is one great reason to encourage an open-door policy and frequent communication between company leaders and the rest of the population.

But keep in mind that although open-door policies can help increase employee retention, open-floor policies can be huge collaboration killers. Despite the widely held belief that open-plan offices boost interaction and collaboration, they actually drive down face-to-face interactions by 70 percent.<sup>4</sup>

All of these strategies have proven their effectiveness over time and in multiple contexts. Clearly, they work. Now it's up to managers and leaders to follow the data and implement these practices in their own organizations. ■

---

*Jesse Finn is the senior brand and content manager for Talmundo. He has a background in brand management and content creation and is passionate about ethical business. Visit them at [talmundo.com](http://talmundo.com).*

1. Tiny Pulse. 2014. "2014 Employee Engagement and Organizational Culture Report." Tiny Pulse website, [www.tinypulse.com/landing-page-2014-employee-engagement-organizational-culture-report](http://www.tinypulse.com/landing-page-2014-employee-engagement-organizational-culture-report).
2. Brandon Rigoni and Jim Asplund. 2016. "Strengths-Based Employee Development: The Business Results." Gallup website, July 7, [www.gallup.com/workplace/236297/strengths-based-employee-development-business-results](http://www.gallup.com/workplace/236297/strengths-based-employee-development-business-results).
3. Ibid.
4. Ethan S. Bernstein and Stephen Turban. 2018. "The Impact of the 'Open' Workspace on Human Collaboration." *Philosophical Transactions of the Royal Society B.*, 373 (1753), [royalsocietypublishing.org/doi/10.1098/rstb.2017.0239](http://royalsocietypublishing.org/doi/10.1098/rstb.2017.0239).







# WHY MANAGEMENT SHOULD ATTEND SAFETY MEETINGS

BY LANCASTER SAFETY CONSULTING INC.

Few people would argue against the importance of safety in the workplace. Not only does careful attention to safety help companies protect their employees, but it also helps them avoid the negative financial impacts of job site accidents, work-related injuries and deaths, and fines. To keep employees safe and boost their organizational safety culture, many companies have added safety meetings to their normal routines.

But who should attend these meetings? Safety issues concern everyone at all levels of an organization. But 61 percent of respondents to a 2018 survey that asked “When it comes to safety, who is the harder ‘sell’—workers or management?” said that it was more difficult to get managers on board with a workplace’s safety culture.<sup>1</sup> One respondent explained:

*Competing agendas, goals, and budgets often drive management to pursue other priorities under the intent to “get the job done” and deliver on their goals. This tends to dilute the importance of safety as a task and hazard specific goal, tied more directly to the worker.*

Another placed the blame for the problem squarely on a focus on dollars and cents:

*After 35-plus years it is definitely more difficult to convince management to embrace a corrective action/preventive action for an EHS [environment, health, and safety] issue. Workers see the corrective action for what it is . . . an improvement to make something safer and environmentally friendly. Management sees it as more cost, more time, more inspections, etc., which will potentially cause delays.*

When managers don’t attend safety meetings, their lack of participation can undermine the entire organization’s safety efforts. Unfortunately, employees often believe that although management might support holding general safety meetings, it doesn’t necessarily support (with the company’s dollars) following the company’s safety protocols. One way to show managers the true benefits of safety protocols—and to help them understand where resources must be applied to make the workplace safe—is simply to have them attend and present safety meetings.

Management participation—as both attendees and presenters—in safety meetings (especially those held in the early morning) shows all levels of the company that safety is a true priority and that management isn’t just paying it lip service. Because safety meetings provide a great opportunity for employees to bring up their own safety concerns, managers at those meetings will hear those concerns firsthand and be ready to start addressing them right away.

Having upper management actively participate in a safety program is key to its success. Not only can managers’ involvement help lead to quicker resolution of problems, but it also boosts company morale. By “walking the talk,” management demonstrates that it truly cares about employee safety. ■

*Lancaster Safety Consulting Inc. (LCSI) is dedicated to helping its clients achieve a safe workplace through a world-class occupational safety and health program with onsite training. LCSI can be reached at [lancastersafety.com/contact/](http://lancastersafety.com/contact/).*



# THE RESOURCE

POWERFUL | *People* | SOLUTIONS

## STAFFING & DIRECT HIRE

**Our team specializes in your business**

We do the searching & vetting so you don't have to. Reduced time to hire, pre-screened & tested candidates, increased employee retention. Your trusted partner.

## HR, PAYROLL & ACCOUNTING Services

**We'll take care of the back office so you can focus on growing a successful business**

We work to determine your unique needs & customize our services accordingly. Whether you're a new or established business, outsourcing may be the right decision to reduce overhead, increase productivity, and ensure compliance.

## CORE Assessment™

**Start at the CORE and maximize your employee ROI**

The CORE is a single tool; a groundbreaking assessment that allows you to hire smarter, create dynamic teams, develop leaders, and create a culture of top performers.

## COACHING & Organizational Development

**Solving Business problems by solving People problems**

We offer a full suite of customized solutions to help you retain & engage top talent. Our coaching, development & training services help individuals and teams to unlock their potential in work and in life.

## FULFILLMENT Center

**Contract Packaging & Product Fulfillment**

Drawing on our 20 years of fulfillment experience, our new facility allows us to offer our clients enhanced services. Re-packing, Labeling, Picking/ Packing, Returns/ Sorting, Cost-Per-Unit & More.

## Employee UPSKILLING & FORKLIFT Certification

**Developing candidate abilities & workplace readiness**

Uplifting employees to reach their highest potential, through workplace simulation, preparation & training. Dedicated facility for Forklift training & certification, for both new & experienced drivers.

336.896.1000

INFO@THERESOURCE.COM

THERESOURCE.COM



# THE RESOURCE



# POWERFUL

# *People*

# SOLUTIONS



**theresource.com**

**Staffing • Direct Hire • CORE Assessment™**

**Coaching & Organizational Development • Human Resources Consulting**

**Dedicated Forklift Training Facility • Fulfillment Center & Warehouse**