

*Applying the Concepts and Principles of effective...*

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# Incentive and Recognition Programs



Presented by the Public Education Section  
Department of Business and Consumer Business  
Oregon OSHA



## OR-OSHA Mission Statement

To advance and improve workplace safety and health for all workers in Oregon.

### Consultative Services

- Offers no-cost on-site safety and health assistance to help Oregon employers recognize and correct safety and health problems in their workplaces.
- Provides consultations in the areas of safety, industrial hygiene, ergonomics, occupational safety and health programs, new-business assistance, the Safety and Health Achievement Recognition Program (SHARP), and the Voluntary Protection Program (VPP).

### Enforcement

- Offers pre-job conferences for mobile employers in industries such as logging and construction.
- Provides abatement assistance to employers who have received citations and provides compliance and technical assistance by phone.
- Inspects places of employment for occupational safety and health rule violations and investigates workplace safety and health complaints and accidents.

### Appeals, Informal Conferences

- Provides the opportunity for employers to hold informal meetings with OR-OSHA on workplace safety and health concerns.
- Discusses OR-OSHA's requirements and clarifies workplace safety or health violations.
- Discusses abatement dates and negotiates settlement agreements to resolve disputed citations.

### Standards & Technical Resources

- Develops, interprets, and provides technical advice on safety and health standards.
- Provides copies of all OR-OSHA occupational safety and health standards.
- Publishes booklets, pamphlets, and other materials to assist in the implementation of safety and health standards and programs.
- Operates a Resource Center containing books, topical files, technical periodicals, a video and film lending library, and more than 200 databases.

### Public Education & Conferences

- Conducts conferences, seminars, workshops, and rule forums.
- Presents many workshops that introduce managers, supervisors, safety committee members, and others to occupational safety and health requirements, technical programs, and safety and health management concepts.

## Additional Public Education Services

- Safety for Small Business workshops
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- Spanish training aids
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For more information on Public Education services, please call (888) 292-5247 Option 2

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## Welcome

Ken Matejka relates in his book, Why This Horse Won't Drink, that...

*"When a horse is led to water and it doesn't drink, there are many possible explanations. The behavior (refusing to drink) is not the problem, but a symptom. The cause may be internal or external. Internal reasons can vary from a lack of thirst to obstinance or fear. External causes can vary from improper rewards and punishments to conflicting goals or barriers to the goal."*

Aubrey Daniels, author of Bringing Out the Best in People, says this about consequences:

*"If people are taking shortcuts in areas such as safety and quality, the naturally occurring positive consequences associated with doing the job with less effort will cause the undesirable behaviors to continue."*

This workshop explores how we can take advantage of this insight to design a successful safety incentive and recognition program to increase employee involvement in safety through the effective application of positive consequences.

## Workshop Goals

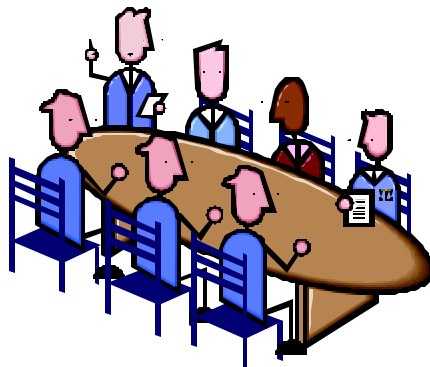
- Understand the basics of behavior in the workplace.
- Discuss the elements of an effective recognition system.
- Describe the steps in the safety recognition system design process.

## Introductions

## Ground Rules

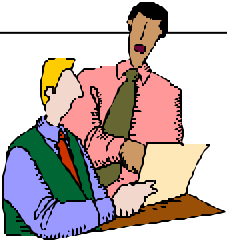
## Getting Around

## Form Teams



**OK, Let's go!** 

*Please Note:* This material or any other material used to inform employers of compliance requirements of Oregon OSHA standards through simplification of the regulation should not be considered a substitute for any provisions of the Oregon Safe Employment Act or for any standards issued by Oregon OSHA.



## Group exercise: Where you're at right now?

**Instructions:** As the instructor discusses each area below, describe the way things are now in your **current** incentive and recognition program in your company.

**Target: Who is recognized/rewarded?** (workers, supervisors, managers?)

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**Criteria: What do they have to do to be recognized?**

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**Incentives: What is the employer promising to give employees if they meet program criteria?**

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**Presentation: How are employees recognized or rewarded?**

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**Presenters: Who recognizes/rewards employees?**

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**Timing: When are employees recognized/rewarded?**

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**Communication: How do employees find out about the program?**

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**Notes:**

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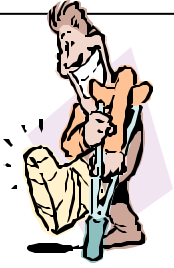
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## Safety is all about behavior

All effective safety incentives and recognition programs reward behavior (compliance), not results (no accidents). If you reward someone for selling 100 more widgets than the others, you're actually rewarding that person for the behaviors that resulted in that performance achievement. If you reward your employees for "not having accidents" you're actually rewarding withholding injury reports. People get rewarded for hiding their injuries. Withholding injury reports is a violation of Oregon OSHA law and employers may be held "negligent" if it is discovered they are promoting withholding injury reports in any way.

*"Recognition refers to whether or not workers feel as if they are being told that they are doing a good job. It refers to the one-on-one interpersonal recognition that is often missing in a traditional management system."* Dan Petersen, *Analyzing Safety System Effectiveness*, 3rd ed, ITP Pub.



## Let's look at some definitions

**Behavior – is an action.** According to E. Scott Geller, author of *Working Safe*, behavior refers to acts or actions by individuals that can be *observed* by others. We behave to achieve or avoid consequences. Behavior is observable and measurable.

**Incentive – is a promise.** A stimulus, perceived future positive consequence. Incentives promise recognition and reward in the future.

**Recognition - is fulfilling the promise.** The act of recognizing or being recognized. Expressing appreciation or disapproval of past behavior or performance. Hey, that's a behavior! Recognition doesn't happen until it happens.

**Incentive/Recognition System – helps make sure it happens.** An organization's way of linking employee performance to positive consequences.

- **Reactive incentive programs** reward behaviors that occur after an accident.
- **Proactive incentive programs** reward behaviors that occur before an accident.

Reactive incentive programs are a "RIP!" Proactive incentive programs are a "PIP!"

## We do what we do because of consequences

Consequences change the rate or frequency of behaviors. Effective consequences, by definition, must result in the desired *effect*, that is to change behavior in the desired direction. Safety professionals need to thoroughly understand how consequences serve as an activator of human behavior. We have everything we need to know about the effectiveness of a particular consequence when we observe a behavior. In *Analyzing Safety System Effectiveness*, Dan Petersen, states that a person's current behavior is a function of the consequences of past behavior.

# The AB<sup>2</sup>C Cycle

## Initial Activators

- Any initial external input
- May be natural or systemic
- Initial orientation and training
- Stimulate or promote thoughts, feelings, attitudes, actions

Examples: "You'll be thanked if you behave."

## Beliefs

- Thoughts and feelings
- Influenced by activators
- Influenced by past experience

Examples: "I will be thanked if I behave."

## Consequences

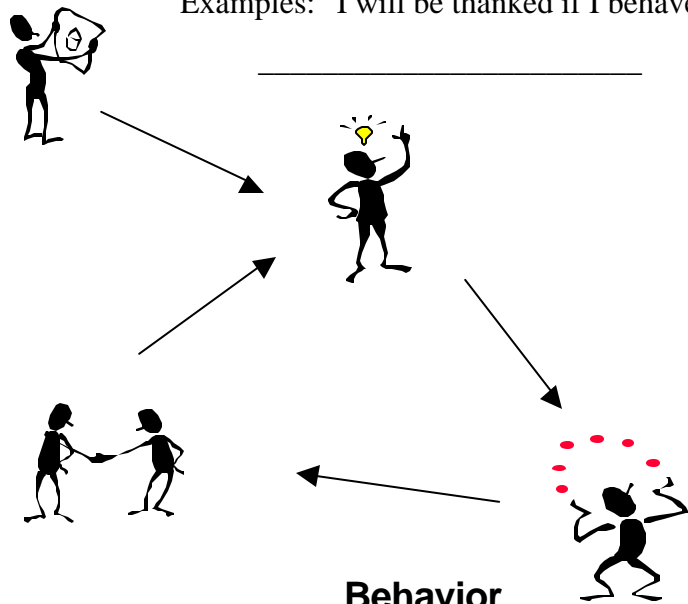
- External response to our behavior and performance
- May be natural or systematic
- What happens to a person as a result of the behavior
- Will reinforce or punish behavior
- Are activators of sustained behavior

Examples: "Thanks for a great Job!"

## Behavior

- External effect of internal cause
- Observable, measurable behavior, performance
- May be instinctive or reactive
- May thoughtful or proactive
- What a person does or says

Examples: Reports a hazard.



# Every culture is a culture of consequences!

**For every effect, there is a cause.** Consequences represent the effect of causes that are either (1) naturally occurring or that (2) may be applied by a person or organization. Consequences that naturally occur, are called natural consequences. Consequences that are applied by an organization, are system consequences.



## Natural Consequences

Natural consequences are those that naturally occur as a result of employee or employer behavior. They usually result in some form of hurt or health. You are punished or rewarded by what you do.

***What are the natural consequences if you ignore an oil spill in a work area?***

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***What are the natural consequences if you clean up the oil spill in a work area?***

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***What are the natural consequences to the employer if you ignore the oil spill?***

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***What are the natural consequences to the employer if you clean up the oil spill?***

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## System Consequences

- For the employee, these are positive or negative consequences administered by the employer as a result of the employee's behavior. The employee is punished or rewarded, in some way, by the employer for what he or she does.
- For the employer, these are positive or negative consequences administered by an external organization or group as a result of the employer's behavior. The employer is punished or rewarded by the external environment for what he or she does.

**List at least two possible system consequences if you're caught by the supervisor ignoring the oil spill.**

***Would you consider each consequence positive or negative?***

Possible Consequence	Positive/Negative
_____	_____
_____	_____
_____	_____

**List at least two possible system consequences if you're caught by the supervisor cleaning up the oil spill.**

***Would you consider each consequence positive or negative?***

Possible Consequence	Positive/Negative
_____	_____
_____	_____
_____	_____



## Positive Reinforcement

Positive reinforcement occurs when the feedback from a positive natural or system consequence cause an increase the frequency of desired behaviors. It occurs when a behavior or activity produces a favorable change. Employees will meet or exceed performance expectations to get something. Focus is on innovation and excellence - achievement, success based motives.

### Sources of Positive Reinforcement

**1. Work-related.** When we do things that work we are positively reinforced. This is natural reinforcement that naturally produces a favorable change. "Hey, this works!" Examples include:

- \* Efficient procedures
- \* Safe Practices
- \* Safe practices
- \* User-friendly computers

**2. Peer-related.** Feedback from co-workers observe and recognize safe behavior. This is also called "social reinforcement" and it is the most effective source of positive reinforcement. Examples include:

- \* Informal personal acknowledgement: "I'm doing great!"
- \* Praise from a friend or co-worker: "You're going great!"
- \* Team recognition at a meeting: "We're doing great!"

**3. Management-related.** Recognition from the organization that reinforces desired behaviors. It's important that specific desired behaviors are identified and recognized at the appropriate frequency from all sources. Examples include:

- \* Supervisor/Manager recognition
- \* Bonuses
- \* Vacation days
- \* Advancement



## Negative Reinforcement

Negative reinforcement exists when the perceived natural and system consequences are considered undesirable or some kind of punishment. It occurs when a behavior produces an unfavorable change in the environment.

It may increase required behaviors in the desired direction, but will not work to increase voluntary behaviors. Employees will meet (but not exceed) performance expectations as a way to avoid punishment. The focus is on control and compliance. A negative reinforcement strategy focuses on control and is primarily fear-based because it motivates through the use of some form of threat.

### Sources of Negative Reinforcement

**1. Work-related.** When we do things that don't work we are negatively reinforced. This is natural reinforcement: automatically produces a unfavorable change. "Hey, this doesn't work!" Examples include:

- \* A procedure includes wasted steps
- \* Repetitive work that is boring
- \* Using PPE makes work harder
- \* Volunteering means more work

**2. Peer-related.** Peer pressure, whether positive or negative, can be significant. Co-workers observe and negatively recognize behavior. It all depends on which behaviors your safety culture supports. Examples include:

- \* Co-workers laugh at you for wearing PPE
- \* Co-workers tell you not to report an injury
- \* Employees criticize you for violating safety rules

**3. Management-related.** Supervisors and managers incorporate negative reinforcement into the safety culture by what they say and do that is perceived as punishment. Examples include:

- \* Discipline
- \* Bonus is removed
- \* Transfer to less desirable job
- \* Not considered for advancement



## "Apathy is rampant, but who cares"!

Have you ever thought this statement or heard it from a co-worker. What could possibly cause this thought?

Withholding positive consequences, or otherwise ignoring good work will eventually eliminate desired behaviors. When continually ignored, the employee does not expect any recognition for the effort they put into achieving excellent work. Consequently, they eventually decide not to bother.

### **It doesn't happen all at once**

Initially, the employee will work hard to receive positive consequences (avoid punishment, receive reward). When nothing happens, the employee may work harder, but eventually he or she will just give up. They will settle for mediocrity.

- Withholding positive recognition for good work is the best way to demotivate people
- Unfortunately, this is the most common response to good work

***Will you think being ignored is a positive or negative consequence if you do the following?*** (Circle your answer.)

<b>Violate a safety rule</b>	Positive	Negative
<b>Comply with all safety rules</b>	Positive	Negative
<b>Miss a safety meeting</b>	Positive	Negative
<b>Volunteer for the safety committee</b>	Positive	Negative
<b>Make a safety suggestion</b>	Positive	Negative

**Bottom Line:** *People do not care how much you know until they know how much you care.*



## The Ten Secrets of Successful Recognition

1. \_\_\_\_\_ - Recognize as *soon* as you can after the behavior occurs. Be careful recognition is based on fact, not just feeling.
2. \_\_\_\_\_ - You don't need to plan how to recognize someone necessarily. *Spontaneous* recognition is more likely heart-driven than policy-driven.
3. \_\_\_\_\_ - Recognition in private has been shown to be more effective than public recognition. Motives are less likely questioned when recognition is in *secret*.
4. \_\_\_\_\_ - The employee knows for *sure* they will be recognized, and exactly why they are being recognized. Address the specific safety performance. Emphasize the positive impact the performance has on the organization.
5. \_\_\_\_\_ - Effective recognition can be informal. A *simple* "attaboy" or "atta-girl" may be all that is required. The best recognition may not require tangible rewards like money. Keep it simple - make it fun!
6. \_\_\_\_\_ - Recognize *specific* individuals. Pinpoint *specific* desired behaviors.
7. \_\_\_\_\_ - Recognize for achieving behavior and performance *standards* or criteria rather than being first, best, most improved or luck.
8. \_\_\_\_\_ - The more heart-driven the recognition, the more likely it will affect the heart. Isn't that what recognition is all about? *Sincere* recognition results in less, if any, suspicion of motives. Don't recognize just because it's policy.
9. \_\_\_\_\_ - The importance of the consequence is determined by the receiver. The consequence is considered *significant* when it increases the frequency of desired behaviors.
10. \_\_\_\_\_ - If you reward with tangible rewards, make sure employees are able to choose from a *selection* of items. Don't make the mistake of thinking one item works for everyone.

## More Important Guidelines for Effective Recognition



### Design "criterion-based" incentives and recognition

- Base incentives and recognition specific behavioral criteria.
- Use the "dead-man's test" (If a dead person can do it, don't recognize it.)
- Clearly communicate recognition/reward criteria to everyone.
- Recognize behaviors over which employees have control
- Recognize every person who meets the behavioral criteria
- Do not reward for first, best, most , highest, or most improved
- Recognize individual behavior. Do not make one person dependent on another
- Design cooperation, not competition into the program.
- Safety committees: Maximize opportunities for line employees, supervisors, and managers to recognize and be recognized. Stay in the background.
- Involve employees at every phase of program development
- Give employees what they want, not what you think they want
- Set a time period for each reward
- Recognize employees for what they earn, not what they win.
- Use a point system. Don't make the program a game.
- Develop an effective selection process. Base selection of facts, not fiction.



**Select one guideline above and develop a strategy to achieve it :**

**Guideline:** \_\_\_\_\_

**How will be do it?** \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

## What behaviors should we evaluate and recognize?



**Employees:** \_\_\_\_\_

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**Supervisors:** \_\_\_\_\_

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**Managers:** \_\_\_\_\_

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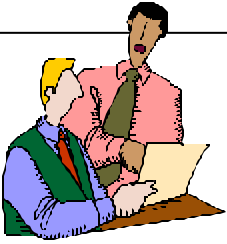
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**Bottom Line:** No matter what you think you're rewarding, it's always a behavior



## Group exercise: Where do you want to be?

**Instructions:** As the instructor discusses each area below, use what you've learned today to describe the recommendations you'll make for your company's **new** incentive and recognition program.

**Target: Who will be recognized/rewarded?** (Choose workers, supervisors or managers for your plan)

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**Criteria: What do they have to do to be recognized?**

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**Incentives: What are you promising to give them if they meet your criteria?**

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**Presentation: How will they be recognized or rewarded?**

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**Presenters: Who will recognize/reward?**

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**Timing: When will they be recognized/rewarded?**

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**Communication: How will everyone find out about the program?**

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**Notes from other group reports:**

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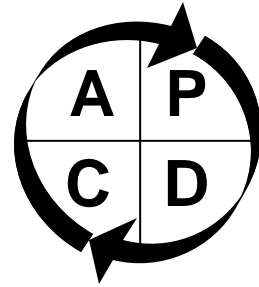
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## Managing Change: Use the PDCA Cycle



### **Plan** - Carefully plan the process

- Identify - “Is it present?” Yes/No. Inspect the workplace. Audit the system.
- Analyze - “What does the policy, plan, procedure look like?” Use outside experts.
- Evaluate - Rate effectiveness. “Is it effective?” Judgment call.
- Problem Solve - Come up with some ways to solve program weaknesses.
- Recommend - Submit your ideas. Be sure to state the benefits.

### **Do** - Carry out the change

- Use a small-scale test to implement the improvement.
- Educate and train those responsible for the implementation.

### **Check** - Analyze and evaluate the effects

- Measure the results of the improvement by analyzing the data collected. Study to see if the process was improved.

### **Act** - Adopt, Abandon, or Revise

- If the result was a clear improvement, make the change permanent. Standardize and document all actions.
- If the result was not an improvement, determine what needs to be done to improve: Go back to the plan quadrant and start over.



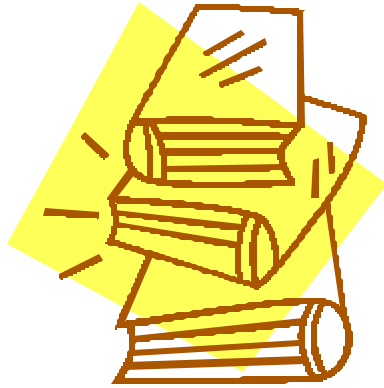
## Let's review

1. We do what we do in the workplace primarily because of \_\_\_\_\_.
  - a. antecedents/activators
  - b. feelings and beliefs
  - c. consequences
  - d. OSHA law
  
2. The most successful recognition systems emphasize:
  - a. controlling behavior with negative consequences
  - b. ignoring employees unless they do something right
  - c. a balance of positive and negative consequences
  - d. ignoring employees unless they do something wrong
  
3. Which of the following are the five criteria for effective recognition?
  - a. successful, secretive, singular, selective, certain
  - b. significant, dependent, severe, superior, delayed
  - c. soon, sure, significant, simple, sincere
  - d. delayed, contingent, proactive, reactive, creative
  
4. What's the likely outcome if employees are ignored when they do good work?
  - a. frequency of desired behaviors will increase
  - b. frequency of desired behaviors will decrease
  - c. frequency of desired behaviors will remain the same
  - d. frequency of desired behaviors will be unpredictable
  
5. All of the ideas below are effective recognition program strategies, except:
  - a. when employees perform, they earn points
  - b. surveys determine what is meaningful to employees
  - c. all employees can earn recognition
  - d. specific rewards are designated for specific results

6. True or False. It's best to recognize someone only after careful planning.
7. Which of the following violates best practices in recognition?
  - a. recognize everyone who meets your criteria
  - b. the safety committee does most of the recognizing
  - c. supervisors receive instruction on how to recognize
  - d. employees submit suggestions directly to supervisors
8. Which of the following statements reflects a reactive incentive program?
  - a. if you don't violate safety rules, you'll be recognized
  - b. if you don't have an accident, you'll get a bonus
  - c. if you violate safety rules, you'll be reprimanded
  - d. I'll nominate you if you nominate me
9. If employees think safety is a game, they may:
  - a. play the game
  - b. try to win at any cost
  - c. most probably be a loser
  - d. all the above are true
10. Which of the following is true concerning this statement below?

"It's almost March and time to check accident records so we can recognize a "department of the month."

- a. recognition is for performance over which there is no control
- b. recognition is driven by a policy
- c. individuals are dependent on the performance of others
- d. all of the above are true



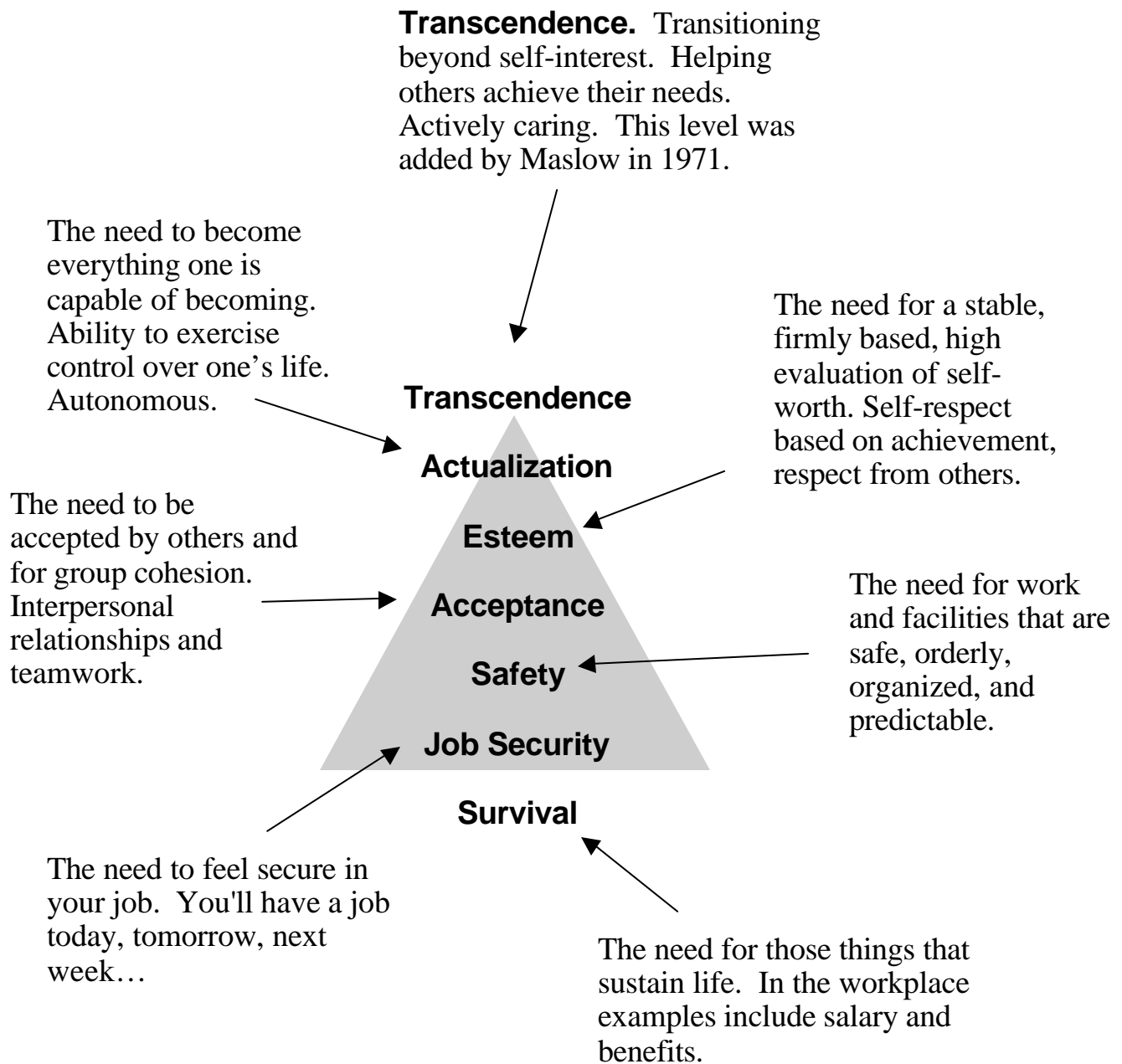
## **REFERENCE MATERIALS**



## Maslow's Hierarchy of Needs at Work



Abraham H. Maslow noticed early in his career that some needs take precedence over others. For example, if you are hungry and thirsty, you will tend to try to take care of the thirst first. Why? You can live without food for weeks, not so without water. Thirst, therefore, is the “stronger” need.




## 101 WIIFMS\* that motivate safety committee membership

- More likely to get promoted
- Increased responsibility
- Stronger resume
- Position of leadership
- Increased status
- Improved self-esteem
- Recognition for membership
- Rewards for being involved
- Help save a life
- Help save a family
- Help prevent an injury
- Help prevent an illness
- Help others be safe and healthful
- Help reduce accident costs
- Learn about safety and health
- Get out of work
- Learn how to run a meeting
- Help correct hazards
- Help the company succeed
- Write recommendations
- Facilitate meetings
- Learn about accident investigations
- Interview co-workers
- Conduct safety inspections
- Solve problems
- Meet with co-workers
- Coffee and doughnuts
- Get to eat a great lunch
- Get to meet off site
- Attend training sessions
- Evaluate safety programs
- Analyze workstations
- Learn how to resolve conflicts
- Get to speak my mind
- Improve safety procedures
- Recognize employees
- Offer advice
- Learn about communications
- Correct hazards
- Coordinate with employees
- Work with managers
- Use statistics
- Conduct meetings
- Get to watch cool videos
- Improve writing skills
- Network with other safety pros
- Improve awareness
- Recognize others
- Write lesson plans
- Present safety training
- Evaluate safety programs
- Help to increase trust
- Help decrease accident costs
- Help to increase morale
- Increased job satisfaction
- Job enrichment
- Report safety concerns
- Get to wear two hats
- Learn how to be a consultant
- Hand out safety bucks
- Get time off
- Write agendas
- Conduct JHAs
- Prepare for a management position
- Suggest safety improvements
- Help coworkers submit ideas
- Take minutes
- Promote safety every day
- See the benefits of my work
- Write ground rules
- Gain insight into management views
- Learn about systems
- Demonstrate leadership
- Mentor new employees
- Affect the bottom line
- Save lots of money
- Write safety procedures
- Improve working relationships
- Subscription to safety magazines
- Viewed as a leader
- Attend safety conferences
- Help others understand safety
- Write a newsletter
- Learn about business best practices
- Get to be a "chairperson"...Wow!
- Maintain the bulletin board
- Participate in safety activities
- Hand out Kudos for safety
- Wear a safety committee hat
- Write safety plans
- Think up new WIIFMs
- Determine surface and root causes
- Develop inspection checklists
- Increase job security
- Monitor safety plans
- Advise employees on safety
- Research industry standards
- Participate in OSHA inspections
- Learn about meeting management
- Gain insight about human relations
- Analyze trends

\* What's in it for me!



Incentives may be grouped into two general categories: monetary and other. The following list, adapted from "What Is an Incentive System" by Kemmerer and Thiagarajan.

<b>Monetary Incentives</b>		
<p><b>Salary</b></p> <ul style="list-style-type: none"> <li>Basic salary</li> <li>Beginning salary</li> <li>Holiday salary</li> <li>Market adjustment</li> <li>Overtime payment</li> <li>Salary scales</li> <li>Weekend payment</li> </ul> <p><b>Differential pay</b></p> <ul style="list-style-type: none"> <li>Merit pay</li> <li>Pay for knowledge</li> <li>Pay for length of service</li> <li>Pay for performance</li> </ul> <p><b>Allowances</b></p> <ul style="list-style-type: none"> <li>Clothing allowance</li> <li>Cost-of-living allowance</li> <li>Entertainment allowance</li> <li>Family allowance</li> <li>Housing allowance</li> <li>Relocation allowance</li> <li>Training allowance</li> <li>Travel allowance</li> </ul>	<p><b>Time off with pay</b></p> <ul style="list-style-type: none"> <li>Disability payments</li> <li>Family illness leave</li> <li>Jury duty</li> <li>Maternity leave</li> <li>Military duty</li> <li>Paid vacation</li> <li>Paternity leave</li> <li>Personal leave</li> <li>Sabbatical</li> <li>Sick leave</li> <li>Vacations</li> </ul>  <p><b>Deferred Income</b></p> <ul style="list-style-type: none"> <li>Investment trust</li> <li>Pension plan</li> <li>Postretirement consulting</li> <li>Profit sharing</li> <li>Social security</li> <li>Stock option</li> </ul>	<p><b>Loss-of-Job Coverage</b></p> <ul style="list-style-type: none"> <li>Guaranteed annual income</li> <li>Outplacement assistance</li> <li>Severance pay</li> <li>Unemployment insurance</li> </ul> <p><b>Other Perquisites</b></p> <ul style="list-style-type: none"> <li>Athletic leagues</li> <li>Automobile</li> <li>Cash bonus</li> <li>Children's education</li> <li>Commission</li> <li>Expense account</li> <li>Gifts</li> <li>Company apartment</li> <li>Meals</li> <li>Legal service - Tax service</li> <li>Liability insurance</li> <li>Loan</li> <li>Parking</li> <li>Product samples</li> <li>Spouse travel</li> <li>Stock bonus</li> <li>Survivor protection</li> </ul>

<b>Other Incentives</b>		
<p><b>Working Conditions</b></p> <ul style="list-style-type: none"> <li>Celebrations and rituals</li> <li>Choice of project</li> <li>Collegiality</li> <li>Flexible work schedule</li> <li>Geographic location</li> <li>Informality</li> <li>Job enrichment</li> <li>Nature of work</li> <li>Organizational culture</li> <li>Size of organization</li> <li>Staff support</li> <li>Type of community</li> <li>Type of customers</li> <li>Type of organization</li> <li>Workload</li> </ul> <p><b>Training</b></p> <ul style="list-style-type: none"> <li>Mentoring</li> <li>Off-site training</li> <li>On-the-job training</li> </ul>	<p><b>More Training</b></p> <ul style="list-style-type: none"> <li>Participation in professional conferences</li> <li>Support for personal development</li> <li>Support for professional development</li> <li>Training facilities and equipment</li> <li>Training materials</li> </ul> <p><b>Facilities, Equipment, Materials</b></p> <ul style="list-style-type: none"> <li>Access to supplies</li> <li>Appropriate facilities</li> <li>Cafeteria</li> <li>Equipment use and training</li> <li>Ergonomic design</li> <li>Executive washroom</li> <li>Job aids and documentation</li> <li>Office size</li> <li>Type of furniture</li> <li>Workout room</li> <li>Day care facilities</li> </ul>	<p><b>Management</b></p> <ul style="list-style-type: none"> <li>Access to information</li> <li>Compatible values</li> <li>Dynamic leadership</li> <li>Freedom to innovate</li> <li>Frequent feedback</li> <li>Lunch with manager</li> <li>Participatory decision-making</li> <li>Performance appraisal</li> <li>Recognition by manager</li> </ul> <p><b>Career Opportunities</b></p> <ul style="list-style-type: none"> <li>Career counseling</li> <li>Promotion opportunities</li> <li>Committee assignments</li> <li>Job title</li> <li>Job security</li> <li>Membership in elite team</li> <li>Professional growth opportunities</li> <li>Patents - Royalties</li> <li>Tenure</li> </ul>



## Use the perception survey to identify incentives that work!

*“I’ve said it before and I’ll say it again – You can’t begin to change until you know where you are. The Perception Survey is an excellent tool for this purpose.”*

Dr. Dan Petersen, Techniques of Safety Management.

Answer the questions below. Enter total score. Make comments as needed.

**0** = Never (0%)   **3** = Sometimes (50%)   **7** = Always (100%).

### ***When is the safety recognition program explained?***

- 0 1 3 5 7      Orientation - immediately upon hiring.
- 0 1 3 5 7      Specific – when initially assigned to a department.
- 0 1 3 5 7      Follow-up - annually, as needed.

### ***What are you recognized for?***

- 0 1 3 5 7      Complying with safety rules.
- 0 1 3 5 7      Reporting injuries immediately.
- 0 1 3 5 7      Reporting hazards.
- 0 1 3 5 7      Making safety suggestions.
- 0 1 3 5 7      Being involved in the safety committee.
- 0 1 3 5 7      For not having an accident.

### ***Who recognizes you?***

- 0 1 3 5 7      My supervisor
- 0 1 3 5 7      Other employees
- 0 1 3 5 7      The safety director
- 0 1 3 5 7      The safety committee

### ***When are you recognized?***

- 0 1 3 5 7      Often
- 0 1 3 5 7      Occasionally
- 0 1 3 5 7      Never

<b>Group Size</b>	<b>Sample Size</b>
25	100%
50	90%
75	85%
100	80%
200	70%
500	45%
1,000	28%
2,000	16%
5,000	7%
10,000	4%



*Does your incentive and recognition plan commit these errors?*

### **Pinpointing Error**

- Does the plan specify precisely what must be done to get the award?
- Do employees clearly understand what's required to get recognized? When asked what it takes to earn the reward, do most reply with "I don't really know"?

### **Immediacy Error**

- Does the plan recognize performance immediately or as soon as possible? The more time it takes to recognize, the more significant the recognition must be to achieve the same effect.

### **Perception Error**

- Does the plan assume that the same form of recognition is desired by all? The receiver of a reward defines the nature (positive/negative) of the reward. One employee might desire public recognition...another might be embarrassed by it.

### **Competition Error**

- Does the plan reward one or only a few "winners"? One winner produces many losers. Any system where one person's success limits another's is an unworkable system, whether you have 1, 10, or 100 winners. This strategy is especially ineffective when the company promotes "teamwork." Promoting competition has the potential to be the most detrimental strategy of them all in a safety incentive/recognition program.

### **Contingency Error**

- Does the plan limit the number of rewards any one person can receive during a given period?
- Does the plan allow a pass-around reward? If the reward is always given to the "best" Employee, the same person may receive the reward most of the time. When this occurs, the reward is not contingent on behavior.

## Evaluating the Incentive and Recognition System

This checklist may be helpful in evaluating your incentive and recognition program. Feel free to revise it for your workplace. Use a rating system such as:

1=Does not exist 3=Needs Work 5=Adequate 7=Excellent

### **Element 1. Formal Standards and Expectations**



It's important that incentive, recognition and reward policies, and expectations are carefully formulated, clearly written and effectively communicated to all employees.

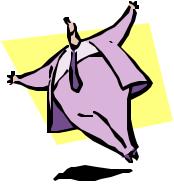
- Do written incentive/recognition policies, plans, processes, procedures, practices exist?
- Are policies and procedures discussed with new employees at orientation?
- Are policies and procedures communicated adequately to employees?
- Are policies and procedures written in the primary language(s) of all employees?

### **Element 2. Top Management Commitment**



Equally important is that management commit resources and support employee involvement. Employees must feel comfortable getting involved and believe they'll be recognized and rewarded for their involvement.

- Does an effective safety culture exist: People before production vs. Production before people.
- Are commitment and support addressed in the written incentive/recognition plan?
- Are employees provided adequate resources in support of their involvement?
- Are workloads reasonable? (Employees can get involved in safety without jeopardizing other responsibilities)
- Do employees suffer any negative consequences as a result of their involvement?
- Does recognition occur more often than discipline?



### **Element 3. An Effective Measurement Process**

It's important that behaviors are evaluated and measured so that discipline is based on facts, not feelings.

- Is an evaluation process addressed in the written recognition plan?
- Is recognition criteria based on behaviors/activities over which employees have control?
- Is recognition based solely on results/outcomes? (number of accidents, mod rate, etc)
- Is measurement criteria clearly communicated and understood?
- Do sustained performance of mandatory behaviors result in personal recognition?
- Do voluntary behaviors result in personal recognition and reward?
- Are incentives deliberately designed to increase desired behaviors?
- Are rewards controlled and monitored by management?
- Are standard procedures used to identify employees, activities, incentives?

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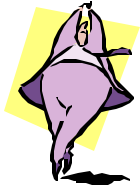
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## **Element 4. Application of Effective Consequences**

Without effective consequences, improvement in behaviors and performance will not occur.

A study conducted by A. Cohen and M.J. Smith of the National Institute of Occupational Health and Safety, indicated people work more safely when they are involved directly in decision making processes. They have to be given a channel to communicate their thoughts to management and receive positive feedback. People work more safely when they have specific and reasonable responsibilities, authority, goals and objectives with respect to identifiable safety performance standards. People are more highly motivated and work more safely when they have immediate feedback about their work.

Cohen and Smith's study indicated that among industry leaders in accident-free hours, use of monetary incentives was played down, and management frequently expressed the opinion that safety contests, give-away prizes and once-per-year dinners simply did not work.

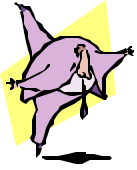
- Does recognition occur soon after the performance?
- Is recognition/reward based on behaviors or luck?
- Are games (safety bingo, drawings, etc) used to determine who gets recognize/rewarded?
- Are first, best, most improved categories part of the recognition process?
- Does the recognition/reward process include individual/group competition?
- Are employees certain they will be recognized for professional performance?
- Do employees know exactly what behaviors lead to recognition?
- Are recognition and rewards considered significant/meaningful to employees?
- Are the motives for recognition and rewards perceived as sincere?
- Do recognition procedures actually result in changed behavior/performance in the desired direction?

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## **5. Appropriate Application of Consequences.**

The appropriate application ensures recognition and reward are perceived as fair. Recognition is appropriately applied when motives are correct, and the recognition and reward are contingent on performance rather than luck or some other unrelated condition.

- Are recognition and reward contingent on individual behavior? (not next on the list, politics, favoritism, etc)
- Are employees recognized and rewarded for performance over which they have control?
- Do strategies reward one person or group at the expense of another?
- Are groups penalized for failure by an individual within the group?
- Are all employees that meet the criteria rewarded?
- Does recognition/reward occur as a result of meeting/exceeding behavioral expectations rather than "working accident free?"
- Are employees automatically disqualified from safety recognition/rewards if they have an accident?
- Are employees involved in determining criteria and recognition/rewards?
- Is the recognition/reward process consistently applied throughout the organization - top to bottom and across functions?
- Is recognition occurring more often than discipline?
- Do rewards promote cooperation and sharing and discourage competition?
- Is recognition and reward appropriate to the positive impact on the organization?
- Do employees consider the recognition/reward process fair?

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## **6. Evaluation of the incentive/recognition system**

This element is essential in continually improving the processes within the system.

- Are the safety committee and safety coordinator evaluating the incentive/recognition system on a periodic/continuous schedule?
- Are all policies, plans, and procedures within each of the incentive/recognition system elements evaluated?
- Does the evaluation analyze both the development and implementation of policies, plans, and procedures in the incentive/recognition program?
- Does the safety committee submit the evaluation results directly to top management?
- Does the safety committee develop and submit recommendations to improve the incentive/recognition system?
- Do safety committee recommendations for improvement include an estimated cost/benefit analysis?
- Does management respond to and implement safety committee/coordinator recommendations in a timely manner?
- Is the success of improvements to the incentive/recognition system evaluated at some point in time after implementation?

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## Dan Petersen on "gimmicks"

An integral part of traditional safety is gimmickry: contests, incentives, posters, hoopla. Does all this fit? Early on this writer became disenchanted with gimmickry for a very simple reason: they only worked sporadically—usually didn't, but occasionally did. Thus the comments here on gimmicks are biased. Gimmicks simply do not fit any place in safety theory; they make little sense in management theory and even less sense in behavioral theory:

- In management theory performances are clearly defined—to measure validity of performance and to make rewards consistent with their importance. Gimmicks define no performance; they usually measure with invalid measures (number of accidents) and reward with trivialities (plaques, tee shirts, jackets, steak dinners).
- In behavioral theory, a reward should be contingent upon performance to affect behavior, and the reinforcement must be contiguous (right now) to the behavior. Gimmicks are neither contingent or contiguous to any behavior.

In brief, gimmicks are irrelevant to behavior. This is not to say they should be eliminated. Please recognize that to eliminate gimmicks in most circumstances is to incur the wrath of almost everyone, from the old safety director to the lowest rated worker, for gimmicks are a satisfier. They do not affect behavior, but to eliminate them is to remove something expected. They maintain morale but they do not shape behavior in most normal workers.

Source: Dan Petersen, *Techniques of Safety Management*, ASSE Pub., p. 155,  
<http://www.asse.org>

## **ATTILA ON: “REWARDING YOUR HUNS”**

Booty has become a powerful force that ignites the spirits of our warriors, driving them to commit their talents to any nation that bribes them into service.

You, as leaders of your tribes, and I, Attila, as King of Huns, must turn this lust for booty into a more disciplined distribution of rewards to Huns who willingly give their services to our nation either in or out of battle.

Booty, as such, is most often a short-lived benefit to which our Huns have become accustomed as their wages of war. We must continue to grant unto our warriors their rights of pillage and at the same time provide rewards for acts off the battlefield that we endorse.

Controlling the undisciplined desire for booty among our horde is necessary for our civilization to triumph over barbaric customs. For this purpose I, Attila, issue guidance on rewarding your Huns.

- Never reward a Hun for doing less than is expected of him. Otherwise, he will doubt your sincerity in rewarding appropriate acts and, even worse, expect reward for performing deeds for which you hold no approval.
- Never reward a Hun for every act completed correctly. Otherwise, he will not act in the absence of your presence or without the certainty of recognition.
- Grant small rewards for light tasks. Reserve heaps of booty for dangerous, gallant, substantial effort and worthy accomplishment.
- Praise those who are simply good Huns. Their need for gratification tends to parallel their level of ambition. Security is utmost for those who risk not. Give them, therefore, assurance—not great booty—lest they learn large value is given to those who just get by.
- Sincere concern for and purposeful mingling with your Huns will raise their spirits and encourage greater valor.
- Teach your Huns that the booty of battle is nothing more than wages for their service. Heaps of booty, promotion through the ranks and recognition as being a mighty warrior are reserved for those who go beyond the normal call of duty.
- Grant your Huns the benefit of your interest in the welfare of their families and the condition of their stores; share your riches with those who are loyal and stand in need. They will be certain to willingly follow you into the mouth of hell, should the occasion arise.
- Care more for the rewarding of your Huns than for rewarding yourself. Your own rewards will then far exceed even your greatest hopes and dreams.
- Never give a Hun a reward that holds no value for yourself.
- Never underestimate the ability of the empire or other foes to gain the support and loyalty of Huns you fail to heed and rightfully reward.
- Be generous with small tokens of appreciation—they will multiply in returned loyalty and service.

Source: *Leadership Secrets of Attila The Hun*, Wess Roberts, Ph.D., Warner Books

## What's New in Safety Incentive Programs

Scrutiny from OSHA on safety incentive programs and evaluation of program results are the latest trends in safety incentives. Bill Simms, President, Bill Simms Co. Irmo, S.C., says. "This year I see a lot of safety managers questioning the status quo of incentive programs." Simms adds that safety managers also are evaluating their incentive program rules and designs so they maintain a safe distance from OSHA's scrutiny of safety incentive plans. Marc Flanders, ARNI, Principal, VCS Solutions Group, Chesterfield, Mo., states, "OSHA has been very active on the issue of alleged underreporting of injuries. The most relevant result of their ongoing scrutiny is that safety managers have become more aware of their programs. I think a lot of safety managers have casual programs. I think they need to think about structuring their programs in a more sophisticated way that is reflective of their safety culture."

Flanders adds the important issue is not whether underreporting is occurring, but whether there is a perception that employees feel pressure to underreport injuries. Flanders suggests that programs that are customized to a company's culture will be under less pressure as OSHA continues its investigation of safety incentive programs.

Flanders says, "OSHA seems to be focusing in a negative way on traditional programs, and they are encouraging non-traditional programs, which use active participation. As a result, we will see an increase in non-traditional programs. However, companies should not be discouraged from using non-traditional results-oriented programs, as long as structure them properly"

Simms adds that safety managers are moving away from cash gifts, because of the tax implications, and they are choosing other programs that do not require the payment of taxes. Another trend is paperless incentive programs, in which points are awarded electronically, and no paper is handled. Electronic safety posters that include a recent injury in the plant and a safety tip to avoid that injury in the future are now available. Simms says. "The goal is to bring a new level of communication to the workplace."



*Betty Hintch, Editor, Compliance Magazine, February 2000, P. 15*  
<http://www.compliancemagazine.com>

## Nelson's Ten Commandments of Recognition

Bob Nelson, author of 1001 Ways to Reward Employees, believes that today's workforce may be more motivated by a personal thank-you than a pay raise. Here is a summary of his top 10 ways to motivate employees:

**Evaluate yourself or your supervisor (past or present) on how well these "10 Commandments" are being fulfilled by turning each of them into a question and entering a numerical rating.** (1 = Absent, 3 = Needs Improvement, 5 = Fully Present).

- \_\_\_\_\_ 1. **Personally thank employees.** Everyone wants to be thanked for doing a good job. Thank them spontaneously, face-to-face, in writing, or both. Do it early, often, and, if you want it to count, make sure the tone conveys genuine appreciation.
- \_\_\_\_\_ 2. **Take time.** Recognition is important to employees and you. Take the time needed to personally meet with and actively listen to employees--as much as they need or want.
- \_\_\_\_\_ 3. **Provide specific feedback.** Regularly talk with the employee about performance and how it impacts the person, the department, and the organization.
- \_\_\_\_\_ 4. **Create a supportive work environment.** Employees work best in a work environment that is open, trusting, and fun. Encourage and reward new ideas and initiative.
- \_\_\_\_\_ 5. **Provide information.** Information should be shared with employees, not used merely to control employees. Let them in on how the company works: how it makes and loses money.
- \_\_\_\_\_ 6. **Involve employees.** They are adults and need to be involved in decisions, especially those that affect them.
- \_\_\_\_\_ 7. **Promote ownership.** Involve employees so the feeling of ownership grows in their work and work environment.
- \_\_\_\_\_ 8. **Recognize, reward, and promote people.** Set standards of performance and, according to their performance, recognize employees; support low and marginal performers so that they may either improve or leave.
- \_\_\_\_\_ 9. **Give people a chance.** People need time to grow and learn new skills. Partner with employees so they can meet their personal goals within the context of the organization's goals.
- \_\_\_\_\_ 10. **Celebrate successes.** Privately and publicly at meetings, tout the successes of the company, of the department, and of individuals.

**Total Score** \_\_\_\_\_



## Suggested Reading:

### **101 Recognition Secrets : Tools for Motivating and Recognizing**

**Today's Workforce** by Rosalind Jeffries - 106 pages (April 1, 1996) Performance Enhancement Group; ISBN: 0964844427

**Bringing Out the Best in People: How to Apply the Astonishing Power of Positive Reinforcement** by Aubrey C. Daniels - 208 pages (December 15, 1994) McGraw-Hill; ISBN: 0070153582

**Bringing Out the Best in People : How to Enjoy Helping Others Excel** by Alan Loy McGinnis, 191 pages, 1985, Augsburg Fortress Publishers; ISBN: 0806621516

**How to Become an Employer of Choice** by Roger E. Herman, Joyce L. Gioia, 256 pages, 2000, Oak Hill Pub; ISBN: 1886939357

**How to Recognize & Reward Employees (Worksmart Series)** by Donna Deepprose - 107 pages (October 1994) AMACOM; ISBN: 0814478328

**Keeping Good People : Strategies for Solving the #1 Problem Facing Business Today** by Roger E. Herman, 411 pages, 2nd Rev edition, 1999, Oakhill Pr; ISBN: 1886939268

**Love 'Em or Lose 'Em : Getting Good People to Stay** by Beverly L. Kaye, Sharon Jordan-Evans, 233 pages, 1 Ed edition, 1999, Berrett-Koehler Pub; ISBN: 1576750736

**Motivating Your Organization : Achieving Business Success Through Reward and Recognition (Quality in Action)** by Colin Pitts Hardcover (September 1995) McGraw Hill Book Co Ltd; ISBN: 0077079671

**Performance Management : Improving Quality and Productivity Through Positive Reinforcement** by Aubrey C. Daniels, 250 pages, 3rd edition, 1989, Performance Management Pub; ISBN: 0937100013

**Recruit & Retain The Best** by Ray Schreyer, John Lewis, Jr. McCarter, 128 pages, 2000, Impact Pubs; ISBN: 1570231346

**Safety Incentives: The Pros and Cons of Award and Recognition Programs** by Wayne G. Pardy, 276 pages, 1999, Moran Assocs; ISBN: 1890966533

**Secrets of a Successful Employee Recognition System** by Daniel C. Boyle - 152 pages (April 1995) Productivity Pr; ISBN: 1563270838

**The Behavior-Based Safety Process: Managing Involvement for an Injury-Free Culture, 2nd Edition** by Thomas R. Krause, Stanley Hodson (Contributor), John H. Hidley (Contributor), 368 pages 2 edition, 1996, John Wiley & Sons; ISBN: 047128758X

**Unlock Behavior, Unleash Profits : How Your Leadership Behavior Can Unlock the Profitability of Your Organization** by Leslie Wilk Braksick, 291 pages, 1999, McGraw-Hill Professional Publishing; ISBN: 0071358781

**Why This Horse Won't Drink : How to Win-And Keep-Employee Commitment** by Ken Matejka, 206 pages, 1990, AMACOM; ISBN: 0814450059

**Workplace Recognition : Step-By-Step Examples of a Positive Reinforcement Strategy** by Sue Glasscock, Kimberly Gram Hardcover (September 1999) Brasseys Inc; ISBN: 0713485612





Class Title: \_\_\_\_\_ Date: \_\_\_\_\_ Instructor: \_\_\_\_\_

**How did you learn about this workshop? (Please check only ONE)**

1. Brochure/Flyer \_\_\_\_\_      2. Web site \_\_\_\_\_      3. Consultant \_\_\_\_\_

4. TV/Radio \_\_\_\_\_      5. Newspaper \_\_\_\_\_      6. Association \_\_\_\_\_

7. Other \_\_\_\_\_

***WE VALUE YOUR COMMENTS***

- |   | Agree                    | Disagree                 |
|---|--------------------------|--------------------------|
| 1. I found the class materials easy to understand and useable   | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. The information I learned today can help me reduce hazards and prevent work-related injuries and illnesses at my workplace | <input type="checkbox"/> | <input type="checkbox"/> |

3. Please rate the overall usefulness of this class in helping you to understand your safety and health issues and possible solutions:

...Not Effective...	... Effective...
1      2      3      4      5      6      7	
_____  _____  _____  _____  _____  _____  _____	

4. Please rate the overall effectiveness of the instructor in providing quality training

...Not Effective...	... Effective...
1      2      3      4      5      6      7	
_____  _____  _____  _____  _____  _____  _____	

**We value your comments. Please tell us how we can improve. *Thanks !!***

Class Content: \_\_\_\_\_

Materials: \_\_\_\_\_

Instructor: \_\_\_\_\_

Facility: \_\_\_\_\_

Other Subjects I'd like to see offered: \_\_\_\_\_







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