




Behavior Based
Safety Recognition Without Injury Hiding



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Ask any group of managers if they believe safety incentive programs are a good idea...

"Why should I PAY people to be safe? It's part of their job..."

"If we did a safety reward program, how would we prevent abuse and favoritism?"

"Safety incentive programs do nothing more than cause under-reporting of injuries ... they produce no real behavior change!"



The Other Side of the Coin...

"Our Safety recognition program ... the single biggest factor in reducing our work comp claims from \$300K per year to just \$32K ... and we can guarantee nobody is hiding injuries!"

"Our managers realize that employees need ... a show of appreciation and thanks for a job well done ... we have generated 32% more employee involvement in near miss reporting and behavior based observations."



Survey...

How many of you feel safety incentives can cause injury hiding?

How many feel safety incentives ALWAYS cause injury hiding?

Do All Incentive Programs Create Injury Hiding?

- ✓ Poorly designed safety incentive programs = injury hiding
- ✓ Properly developed safety recognition programs = lasting behavior change

Ted Miller & Bob Wincek

The Bass Boat



Do Safety Rewards Really Work?

- ✓ 3-year study tracked 300 construction firms
- ✓ Half refused to implement a safety reward recognition program
- ✓ Half who did had 50% lower injury rates than the other group
- ✓ Recognition is effective only with a complete safety program





Most Popular Excuses NOT to Use Safety Reward Programs



Excuse 1: *Why should I pay people to be safe?*

- Workmen's Compensation stacks the decks against the employer
- Lawyers educate employees and unions on how to milk the system
- Stevedoring Firm & \$2 million in work comp
- Workers can make more money from workmen's comp than working a job
- Paradox: don't reward employees, but do reward CEO's???
- If all it takes is a paycheck, why do we need managers then?



Excuse 2: *How would we prevent abuse and favoritism?*

“Middle managers will reward and recognize only the employees they like and exclude the others...”

- TRUST but VERIFY
- Don't turn your managers loose with a “blank checkbook” – favoritism is a huge DIS-SATISFIER (Herzberg)
- Need on-the-spot recognition of good behaviors

On-the-Spot Recognition Should:

- ✓ Be tracked to eliminate abuse and favoritism
- ✓ Prevent repeat awards to the same person
- ✓ Reward specific measurable behaviors not “warm fuzzies”
- ✓ Meaningful data, not a paper chase
- ✓ Interventions should be strong



You Did it Right! Card Tracks & Eliminates Favoritism



▶ BE SURE TO DROP THIS CARD IN THE DRAWING BOX!

You Did it Right!

Did you observe doing the following behaviors?

TOPIC LIFT-ASSISTANCE *Clinical*

1. Using the correct mechanical lift/sling, Slip/Turn Sheet or gait belt?
2. Getting help/assistance?

TOPIC LIFT BODY MECHANICS *Non-Clinical*

1. Bending knees?
2. Lifting with legs and not back?
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SUPERVISOR'S SIGNATURE DATE





Excuse 3: Safety Incentive Programs produce under-reporting, not behavior change

Poorly designed reward programs lead to “the bloody pocket syndrome”

- OSHA fines USA Waste \$65K for its cash safety incentives program

Common Denominators of Injury Hiding Programs

- ✓ Team awards for large prizes that produce too much peer pressure
- ✓ Large Cash & Cash Substitute Awards “don’t mess with my paycheck”
- ✓ Rewarding trailing indicator measures -- working “injury free” for a period of days



Switch to a Proactive Approach:

Smartcard™ program

- ✓ Reward upstream behaviors without injury hiding
- ✓ Reward employees for doing things right
- ✓ Alert employees to “near misses”



New School vs. Old School

- ❖ **Old School:** managers count safe work hours and reward milestones
- ❖ **Old School:** employees just show up and hide injuries
- ❖ **New School:** reward upstream actions like safety suggestions & other measurables
- ❖ **New School:** Employees have to DO something





✓ **Behavior Change**
is what you want

Elements of Behavior Change

- Green Beans & Ice Cream
- Train
- Recognize

YOUR GREAT PERFORMANCE CAN WIN YOU TRIPS AND PRIZES!

We want to recognize you for good performance. Simply review the performance topic, and call 800-937-6510 and enter the PROMO CODE under your company name. Then, just punch in the answers to the questions. You could be a winner!

PERFORMANCE TOPIC
Heat Stress

The Essentials: When the body is unable to cool itself through sweating, serious heat illnesses may occur. The most severe heat induced illnesses are heat stress and heat stroke. If left untreated heat stress could progress to heat stroke and possible death.

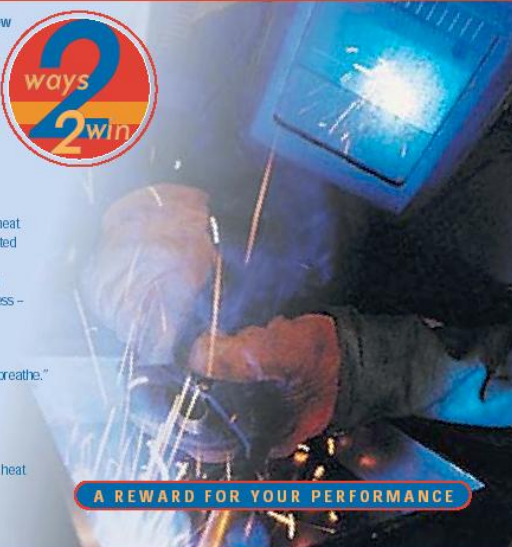

To work in our demanding environment, you should learn to recognize and know how to deal with the symptoms of heat stress – both for yourself and your co-workers.

The Questions:

- 1 Clothing worn under PPE should be light to allow the body to "breathe."
(Press 1 for true, 2 for false)
- 2 Headaches and dizziness are symptoms of heat stress.
(Press 1 for true, 2 for false)
- 3 Beer, coffee, tea, or soft drinks are suitable liquids to offer to a heat stress victim. (Press 1 for true, 2 for false)

ways 2 win

A REWARD FOR YOUR PERFORMANCE



Smartcard

Effective Training....

- Make it Custom not Canned
- 91% of all training is forgotten
- Measure Training Effectiveness by Middle Manager & Employee
- Case History of SportChalet

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Smartcard

You Did it Right! Card Rewards Behaviors, Tracks & Eliminates Favoritism with no work for the company

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Elements of Behavior Change

- Measure whether the employee understands needed behavior change.
- Case History of Bowater
- Employees who pass out YDR cards are 6 times safer than those who do not.

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Speedbumps on the road to *New School*

...

- Expect to hear grumbling
- Middle managers: *“We have too much to do...”*
- CAVE People employees: *“We don’t want to fool with this stuff...”*



Flatten the speedbumps...

- Reward middle managers and safety committees
- Realize CAVE employees should not get rewarded
- Reward employees who put in extra effort



Why behavior change is hard to achieve...

- “It must be realized that there is nothing more difficult to plan, more uncertain of success, or more dangerous to manage than a new order of things...

-for he who introduces it makes enemies of all those who derived advantage from the old order and finds but lukewarm defenders among those who stand to gain from the new one.

- Such a lukewarm attitude grows partly out of fear of the adversaries and partly from the incredulity of men in general, who actually have no faith in new things until they have been proven by experience.”

- ---Niccolo Machiavelli circa 1513



Case Study 1

Fontaine Specialized

- Worker's comp: \$300K in 2000 vs. \$20K in 2004
- One "lost time" in 3 years
- Changed attitudes
- Employees look out for each other



Rewarding and Measuring Middle Managers

- Quality, production #1
- Safety can become the red headed step child
- Most behavior change programs *fail* to reward the supervisor



Rewarding and Measuring Middle Managers

- Reward
- Hold Accountable for training and Recognition
- Track involvement



Elements of Behavior Change

- Which managers ARE doing it?
- Which ones are not?
- How soon can you get a new middle manager?

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Why Recognition works...

Incentives vs. Recognition

Dr. Frederick Herzberg

What works best?

- ✓ Top 2 Satisfiers:
Achievement
- ✓ Recognition (long lasting)
- ✓ Top 2 Dissatisfiers: Unfair
Pay (cash award)
Unfair Boss (favoritism)



Common mistakes made by Incentive Planners

- *“Incentive”* vs. *“Recognition”*
- No top management support
- No middle manager buy-in
- Low Risk vs. High Risk Groups
- “one size does not fit all”
- No way to measure return on investment
- Under-funding the program
- Failing to plan for taxes
- Ralph’s Grocery Stores





Safety

**Recognition is PART
of the answer, not
ALL of It.**

**It does NOT replace a
safety program...it
enhances one!**

Tax Consequences of Cash & Gift Cards

- The Tax Man & Turkeys
- Poor Oprah Winfrey
- The \$400 Tax Free Myth
- Kiplinger & Unredeemed Gift Cards & Amex & Home Depot
- The Logo'd Gift Myth



Why Cash Isn't King...

- Is Cash all it takes?
- University of Waterloo
- IBM and the Six Figure Suggestion Award Winners

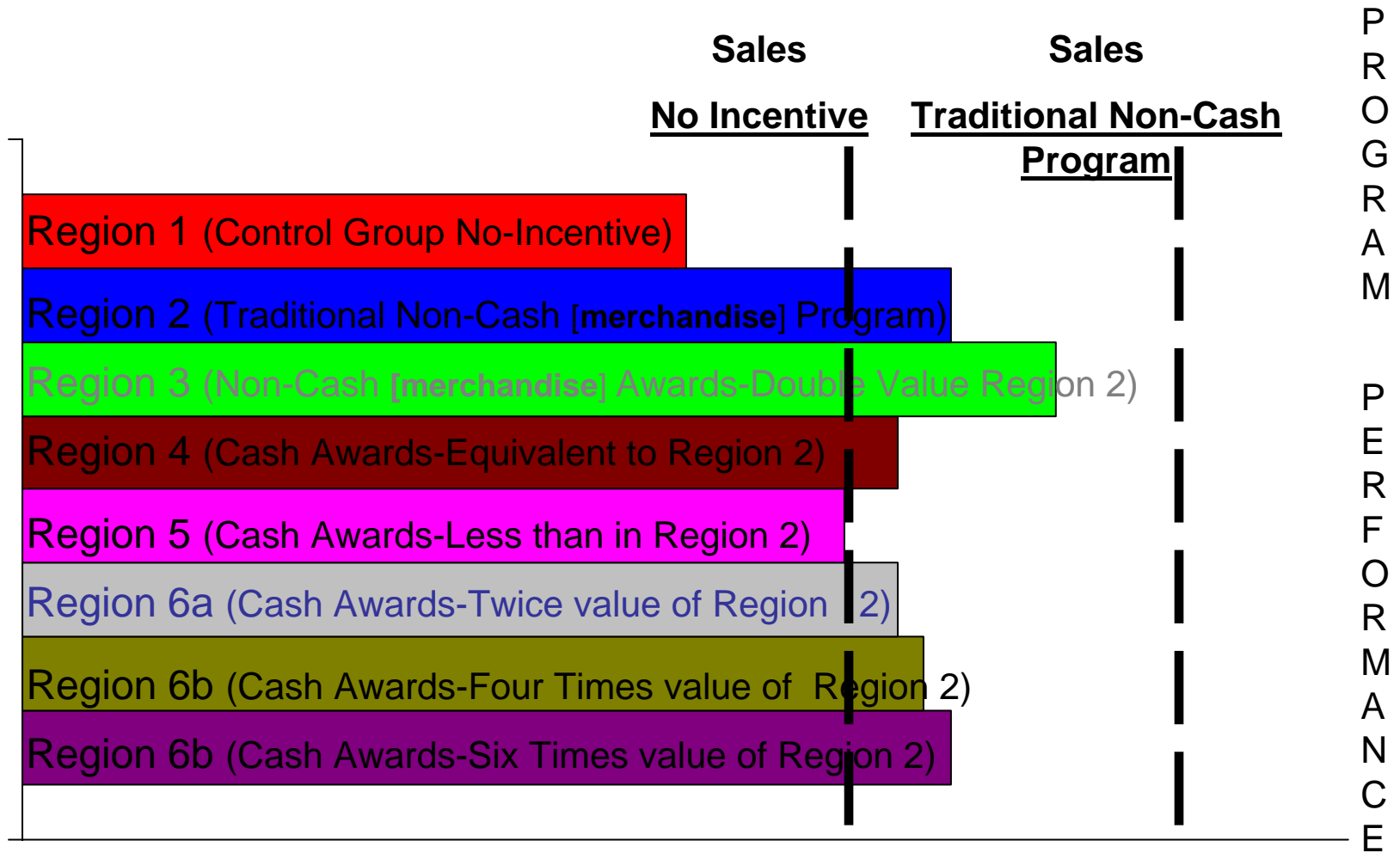


Cash & Gift Cards

- **No Trophy Value**
- **Taxes Eat up 40%, Groceries the other 60%**
- **Up to 40% Don't Redeem**
- **Confused with compensation**
- **Tough to take away...entitlement**



Cash - Gulf Oil Case Study



Why cash isn't king...

Gulf Oil-Three Principal Findings

- Any incentives are likely to produce some results
- Doubling the value of merchandise awards does not automatically double incremental performance
- Cash does work...but it can take up to six times as much to do the job of non-cash incentives



Cash - Goodyear Case Study

- 900 dealers participated in the program**
- Those dealers who received cash bonuses boosted their sales a successful 22% over the previous six months**
- Those dealers who received non-cash awards boosted their sales 32% - (46% greater than cash!)**
- For every dollar invested in the program, Goodyear got back 80 cents from the cash group and \$1.31 from the non-cash group**

Why cash isn't king...

The American Compensation Association surveyed 1,600 companies for a White House conference on productivity. Some of their findings were:

- Non-cash awards offered a 3:1 return on investment when compared to cash**
- Each dollar of increased performance costs about 4 cents in non-cash awards and 12 cents in cash awards**
- Successful non-cash programs cost 3 to 5% of an employees annual compensation while successful cash programs must equal 5 to 15% to be effective**

*Award Gifts – do you pick it,
or do they?*

**When Choosing Awards / Ken
Blanchard
(One Minute Manager)**

***“So often we assume that we
know what motivates people.
In reality all we really know is
what motivates ourselves.”***

Logo Awards Survey

Have you ever received a gift that you didn't want/need/use? Maybe a logo'd t-shirt for instance?

Did you say "Thank You?"

Is it possible that many times the giver assumes the recipient values the gift but they do not?

***The Boss Who Loved Clocks
Offer people a choice***

Conclusions

- The Hawthorne Studies
- Cash is a dis-satisfier
- Recognition is a satisfier
- The Motor Convoy Jacket
- Non Cash Award Programs have greater ROI than Cash & Gift Cards



Conclusion

It's not about any ONE thing...

It's about PEOPLE

Telling them you CARE

Telling them they MATTER

Bob Coleman and Third Shift
Surprises

The Blue Ribbon Story...

