

The Secrets of Successful Safety Incentive Programs

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OVERVIEW

- Though successful programs differ greatly, their underlying processes are the same.
- Successful Municipalities using these programs ask questions that lead to clear goals, long term follow through, and meaningful incentives.
- These factors can be more crucial than the type of incentives used.

- Once a Municipality decides to start a safety incentive program, it is faced with a bewildering array of questions.
- The goal to promote safety on the job seems clear cut.
- Yet one Municipality may offer to their employees who go for a quarter with no lost –time injuries a steak dinner, another offers cash, and yet another offers gift certificates to Wal-Mart.
- So, with such an array of options to choose from, the question remains: What incentive will work for us.

- Implementing a safety program can help you:
 - Enhance and maintain interest in your safety program
 - Help to build cooperation among employees when you want to launch a safety campaign that focuses on a specific area of concern.
- Safety incentives, however, are not substitutes for a safety program itself.



Would you rather be safe or would you rather be dead?

- Before implementing a safety incentive program, you should make sure that you have all the components of an effective safety program in place.

These may include:

- **A safety policy that clearly states the Municipalities commitment to providing a safe environment for employees as well as visitors and the citizens of your community.**
- **Polices that communicate what the Municipality expects about employees' responsibilities and accountabilities for safety in the work place.**

- **Ongoing management support for activities that promote safety. These may range from safety meetings and training in which management participates to written “atta-boys” and other less formal means of recognizing employees who are working safely.**
- **Work rules that make clear management’s expectations about job performance and other areas of conduct that may affect workplace safety.**

- Effective procedures for applying appropriate corrective action—from training to disciplinary actions—when employees fail to comply with expectations.
- A performance appraisal system that includes the evaluation of each employee's safety record.
- A safety committee that evaluates incidents and accidents and seeks ways to prevent them in the future.
- The designation of individuals who have responsibility for monitoring workplace safety through form inspections and/or audit activities at regular intervals.

- The goal of the incentive program is to increase worker awareness of safety issues and procedures, not to win prizes.
- Therefore, it is important to have a firm foundation upon which to build the incentive program.
- Otherwise, the objective of the incentive program – increasing worker safety while reducing the direct and indirect costs of accidents and injuries—will be lost.

Creating the Program

- **There are numerous approaches you can take to building an effective Safety Incentive Program. Your approach will depend on:**
 - Nature of your operations
 - Size of your operations
 - Number of employees you have
 - Number of work locations, fixed and job sites
 - Whether or not you include all employees (line and clerical)
 - Your budget

There are general guidelines that apply to all Safety Incentive Programs.

- **Decide your Objective**

- Determine why you want to establish a program
- For example, you may want to decrease Workers' Comp. premiums by reducing the number of worker injuries.
- On the other hand, increasing productivity by decreasing the number of lost workdays may be your goal.
- If your municipality is just beginning to implement a formal safety program, your goal may simply be to reinforce general safety principles.

- **Establish a Theme**

- Having a focus reminds participants of the goal you want your employees to achieve.

Creating the Program (cont.)

- Select Appropriate Prizes with Increasing Value

- Prizes need not be expensive, but they should have meaning
- Many companies decide to use various items imprinted with the company's logo.
- If your company wants to run an ongoing program, as distinct, for example, from monthly contest, these promotional items come in a wide range of prices.
- This allows you to set up a point system.
- The point system allows winners in one phase to save points toward earning prizes of higher value.
- Prizes that reinforce the contest theme can be very effective; for example, safety glasses, work shoes, hard hats, etc.

- **Determine the Length of the Program**

- The incentive program should be intermittent and should last for a specified period.
- If carrying out for a prolonged period, experts recommend that you have several contests of shorter duration under the main contest heading.
- This will maintain employee interest and allow managers to stress various safety issues.
- For example, every 3 months and start over.

- **Communicate the Goal**

- The program should be fun, relevant to the work experience of all participating employees, and make recognition for working safely more significant than the value of the prize.
- It should convey the enthusiasm of its designers to the people for whom they have designed it.

● Common Elements

While each safety incentive contest or program is different, all successful programs have fourteen basic elements.

1. Specific goal
2. Specific theme or focus
3. Support of top management
4. Means of recording performance toward reaching the objective
5. A budget
6. Determination of participants and judges
7. Specific rules and time limits
8. Promotion among all employees
9. Special kickoff
10. Design that promotes continued interest
11. Method of telling employees about performance and/or standings
12. Announcement of winners
13. Communication of final standings
14. Management recognition for employees' efforts

Prizes or awards should not be so large that the goal becomes winning the prize rather than improving safety.

Safety Slogans

- Programs that focus on employees creating safety slogans are extremely popular.
- They usually don't require special knowledge about safety.
- Before starting, you should establish selection criteria to guide judging process.
- Will the criteria be originality, applicability to operations at the work location, most dramatic, most appealing?
- Decide who would serve as judges.
- These type of programs can run for as short as a month or up to a year.

The following are samples of successful Safety Incentive programs that some companies have implemented.

- **Most Original**

- Contest runs for a period of 2 months.
- Encourage all employees to submit original safety slogans
- A panel of judges selects 4 winners each month
- First prize selects item from incentive catalog (moderate prices)
- Runners-up also select from an incentive catalog (lower prices)
- Management posts the slogan throughout plant and prints them in company newsletter

Safety Slogans (cont.)

- Quarterly Slogan

- Contest take place in August, September, and October of each year.
- Management asks all employees to submit slogans.
- Company's safety committee selects winning slogan.
- Employee with winning slogan in any of the 3 months receives a check for \$25.
- Employee with best safety slogan for entire 3 month period earns an additional reward of \$50.
- Each month, winner's name and his/her slogan appear on the company's paychecks or in the company newsletter.

- **“Do You Know?”**

- Establish budget of \$6 for each month during time program will run.
- Beginning of each month, post a safety slogan relevant to workplace conditions on bulletin boards at all work locations.
- End of the month, put names of all employees in a box and draw 6 out.
- Safety supervisor approaches each of the 6 that were drawn, and asks him or her what the posted safety slogan is.
- If the employee is able to repeat the slogan, he or she receives a silver dollar.
- If an individual does not know the slogan, management draws another name.
- The process repeats until the entire \$6 is used.

Safety Slogans (cont.)

- **Best Slogan**

- Encourage all employees to submit safety slogans
- A group of judges selects the best one each week
- Prizes change each week; For example, a baseball cap with company logo, dinner and a movie certificates, coffee mug, etc.
- Once the contest ends, judges decide which should receive grand prize. The winner receives award of greater value.
- Each winning weekly slogan and person submitting receive wide publicity throughout the company.
- The grand prizewinner wins pizza and pop or donuts and coffee for his or her department.

● Children's Safety Slogans

- For 6 weeks, encourage your employees' children (up to age 12) to submit safety slogans.
- A panel of judges picks winners each week, with a prize of \$20 – first place, \$10 – second place, and \$5 – third place.
- End of contest, grand prizewinner for best overall slogan, wins \$25 award.
- Photographs of winning children and their slogan appear on bulletin board or company newsletter.

● Safe Employees

- Contest (runs at beginning of month) is for employees with no accidents during preceding month.
- Employee's names go into a drawing.
- Post a different safety slogan in all work locations each month.
- End of the month, draw a name, and telephone the drawn employee's residence
- If the person answering the telephone is able to quote the slogan, he or she wins a prize.

Miscellaneous and Combination Contests

- Safety Suggestion

- Management places suggestion boxes throughout work location
- Employees write out safety suggestions
- Suggestions about unsafe acts, conditions, and health hazards
- Safety Committee reviews submissions at each monthly meeting and votes to select best suggestion
- Recognition takes form of posting winner's name and suggestion along with action taken as result of suggestion.

● Good Housekeeping

- Once monthly, manager and individual form Safety Committee inspect various work locations.
- They inspect and score the locations individually, not as a group.
- Each inspector turns his or her scoring into a designated individual, who averages scoring for each location.
- By comparing current score with the previous months, this person decides location with most improvement.
- The most improved location becomes the winner of good housekeeping award for the month.
- Person scoring uses a sheet listing 10 items to be checked; each department can rate up to 10 points on each item, making a possible of 100 points.
- Winning location receives free lunch or other suitable prize

Language from the Alabama Code authorizing Incentive Programs

Section 11-40-22

- **Mayor authorized to award municipal employees for exemplary performance, etc.**
- Notwithstanding any limitations of law pertaining to the municipality, the mayor of any municipality in Alabama is hereby authorized, subject to budget restraints approved by the governing body, to make cash or non-cash awards not to exceed \$ 1,000 to employees of the municipality in recognition of exemplary performance or for innovations that significantly reduce costs or result in outstanding improvements in services to the public.
- Any employee selected to receive a cash or non-cash award for exemplary performance or for innovations that significantly reduce costs must first be recommended by his or her supervisor and approved by the governing body of the municipality.
- Nothing in this section shall affect any program in existence on September 22, 1997.

What are some of the consequences when safety is overlooked?

➤ **Injuries**



➤ **Reduced workforce**

➤ **Reduced wages for injured**



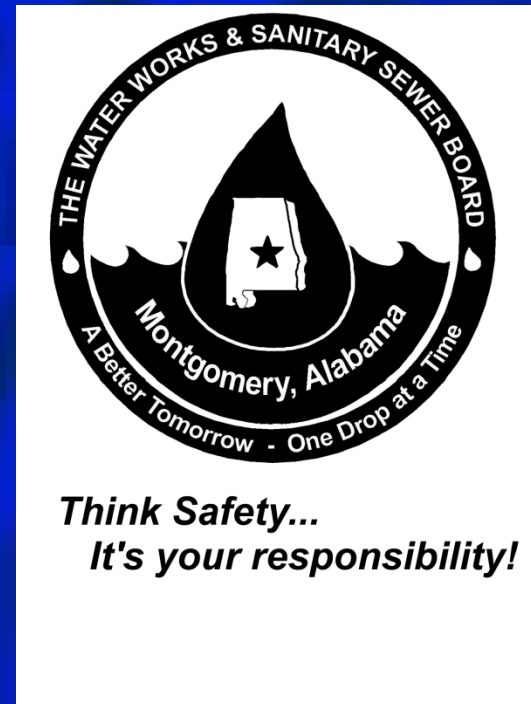
➤ **Higher insurance premiums**

➤ **Diminished morale**



Incentive Programs...cont'd

- Types of awards(cost less than \$15)
 - Gym bags
 - Clothing
 - Umbrellas
 - Thermos
 - Insulated coolers
 - Folding chairs



Guidelines from Geller

- Behaviors required to achieve a reward should be specified
- Everyone who meets the criteria should be rewarded
- It is better for many participants to receive small awards than for one person to receive a large award
- Groups should not be punished for failure by one individual

Incentive Programs-Summary

- Awards are a token of gratitude
- Popular with employees
- Watch for non-reporting of injuries
- Put a positive spin on safety
- Helpful....yes.....cure-all....no

Safety Resources

- People....especially mid-level supervisors
 - Come in 3 categories:
 1. Strong supporters
 2. So-So supporters
 3. CAVE People

NOTICE

**IF YOU'RE NOT
CONFRONTING
UNSAFE BEHAVIOR
YOU'RE REINFORCING IT!**

Final Thoughts

- Work upstream, not downstream...before, not after the accident
- The absence of injury is not the same as the presence of safety
- Safety is a process.....not an event
- Put on the belt of safety culture each day
- Remember who you are working for....the really important relationships...family

Questions and Answers



Thank you for your
Time and Attendance!