



REWARDS AND RECOGNITION: WHAT HAS WORKED AND WHAT HAS NOT

SAFETY IN ACTION
2018

SESSION #M404

Safety Brief

In case of emergency:

- Contact the security dispatcher at extension 54084 / 54085 or Guest Request Operator, Extension 54444
- 911 will also work, but dial the 54084 number so the hotel can direct responders to your location.

Alarms:

- A fire, tornado, or emergency siren will be followed by an announcement over the speaker.
- In the event of an **Evacuation**, guests are instructed to go to the nearest stairwell and exit the building. Do not use elevators.
- If **Tornado**, proceed to the ground floor ballrooms – Plaza, Orlando, Regency, or Windermere – whichever is closest.

AEDs:

- The Hyatt Regency Orlando hotel security officers are trained in CPR, basic first aid, and AED operation.
- AEDs are located throughout the complex

Rewards and Recognition

Workshop Overview

In this 90 minute workshop, participants will be highly active and engaged. While working in small groups, the participants will review case studies of companies that have used rewards and recognition which were both effective and ineffective.

Participants in groups will predict the outcome of each case study and then provide alternative solutions to those chosen by the company and present to the entire workshop.

Participants will not only learn from each other, but will also share their own involvement in using rewards and recognition for safety related milestones.

Definitions

Rewards:

- Programs set up by a company to reward performance and motivate employees on individual and/or group levels.
- Material acknowledgement (through prizes, money, etc.).

Recognition:

- Focused on acknowledging performance. Giving credit for the positive safety contributions of your co-workers.
- Focused on social appreciation.
- Associated with “special” performance to maximize its motivational impact with overall goal of motivating individuals towards excellence in future safety performance.

Welcome and Introductions

- Name, Company, Your Process role.
- Have you successfully used Rewards and/or Recognition? If so, what were they and why do you think they worked?
- Have Rewards and Recognition not worked out as planned? If not, what were they and why do you think they did not work?



Case Study Preparations

- Divide workshop participants into 4 teams.
- Each team assemble in a different corner of the room.
- Choose a scribe and a spokesperson (all participants may chime in during presentation).
- Read Case Study.
- Prepare 3 Charts:
 - Show both +’s and ▲’s of chosen reward/recognition.
 - Decide if the reward/recognition is appropriate and if it worked (worked means if it was generally accepted as a positive experience by the organization).
 - Brainstorm on alternative reward/recognition opportunities.
- Report out your findings and recommendations when called upon.

Case Study 3 – History

Mass Transit Organization – Government Controlled for one of the largest cities in North America, multiple locations spread out all over the city.

- Roughly 14,000 employees:
 - Approximately 10,000 hourly employees
 - Approximately 4,000 salaried employees (all non union)
- Strong union representation with strained union/management relations.
- No competition from any external providers.
- 3 shift operation, 7 days/week:
 - Lighter schedules in evenings and weekends
- Lost Time Frequency Rate of over 4.0.
- Fairly active and effective union/management joint Health & Safety activities.
- Fatalities not absent, but rare. Injuries and incidents very common and several are serious in nature.
- One of the teams, on average, has a recordable injury every 2.5 days (all injuries, minor and severe)

Case Study 3 – Reward/Recognition

The leader put a sign up in a very high traffic area that simply read “3 Days”.

- As anticipated, employees started asking questions like “What is this?”, “What’s happening in three days?”; “Who’s leaving in three days?”; etc.
- Each time a question was raised, the leaders took the opportunity to talk about their passion and commitment to an injury free workplace and that someone in “their family” was hurt on average every 2.5 days ... the challenge was for everyone to simply go three days without being injured.
- As the hype grew, people started discussing exposure reduction more.
- People were asked to make a commitment – “Can you go 3 days?”
- In a short time, the team met and exceeded the three days goal.
- There was no fanfare, no trinkets, no jackets. Simply people talking to one another about their personal and collective safety.



Case Study 3 – Group Activity



You have 20 minutes.

- Read Case Study.
- Prepare 3 Charts:
 - Show both +’s and ▲’s of chosen reward/recognition.
 - Decide if the reward/recognition is appropriate and if it worked (worked means if it was generally accepted as a positive experience by the organization).
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Case Study 3 – Results:

This recognition event, although not your typical recognition event, was well received by most and established some safety credibility with the leaders. The following positive comments were given by employees and leaders:

- Leadership was able to express their individual concern for safety on a one-on-one basis with their employees.
- Safety awareness was heightened as nobody really realized the frequency of which injuries were happening.
- A safety “buzz” began to grow throughout the site.
- Employees safety awareness became higher and more commitments were made.
- Exposure received more attention as a way to reduce injuries.
- Longer periods of time between injuries occurred more frequently.



Case Study 4 – History

Paper Mill operation started in 1956, one of 21 sites within the company.

- Roughly 2,000 employees:
 - Approximately 1,700 hourly employees
 - Approximately 300 salaried employees (all non union)
- Strong union representation with fairly good union/management relations.
- Heavy manufacturing operations, extreme risk on paper machines and in maintenance.
- 4 shift operation, 7 days/week:
 - Shift workers were on a seven day rotating shift basis
- Recordable rate of 16 with Lost Workday Case rate of 6.
- Weak union/management joint Health & Safety department.
- Recordable and lost time injuries not uncommon.
- This location has never received the company safety reward for low lost time injuries.

Case Study 4 – Reward/Recognition

- This location had never received an award from the company for safety performance of any kind.
- Previous safety manager was terminated and a new safety manager hired.
- Safety manager reported through to the HR Director.
- HR/Safety and Plant Manager decided to purchase a new automobile and have a drawing if the location could make 1,000,000 man-hours without a lost time injury.
- During a continuous 12 month span the mill reached the milestone.
- The last week of the month in which the milestone was achieved, the drawing for the automobile was held and one person received the prize.



Case Study 4 – Group Activity



- Read Case Study.
- Prepare 3 Charts:
 - Show both +’s and ▲’s of chosen reward/recognition.
 - Decide if the reward/recognition is appropriate and if it worked (worked means if it was generally accepted as a positive experience by the organization).
 - Brainstorm on alternative reward/recognition opportunities.
- Report out your findings and recommendations when called upon.

You have 20 minutes.

Case Study 4 – Results:

This recognition event, although not your typical recognition event, was not very well received. The following are some of the comments heard from the employees:

- In reality, the mill did not reach the milestone of 1M man-hours worked without a lost time injury. There was lots of playing with the numbers to get to the 1M hour mark.
- Employees felt management changed the “back to work policy” taking some employees back to work without being fully fit for the duty in an effort to keep the string of hours going. Walking wounded were back in the workforce in an effort to not break the string.
- Employees felt that management was focused on the numbers and not at all caring about employee safety.
- Several injuries and near misses did not get reported to keep the string going.
- Employee morale suffered as a result of the numbers focus on safety.
- There was only 1 winner and 1,700 losers who also contributed to the milestone event.

Tips for Effective Rewards/Recognition

- All employees must be eligible for the recognition.
- The recognition must supply the employer and employee with specific information about what behaviors or actions are being rewarded and recognized.
- Anyone who then performs at the level or standard stated in the criteria receives the reward.
- The recognition should occur as close to the performance of the actions as possible, so the recognition reinforces behavior the employer wants to encourage.
- You don't want to design a process in which managers select the people to receive recognition. Employee of the Month processes rarely are effective.
- There is always room for employee recognition activities that generally build positive morale in the workplace.

Avoid these Traps of Rewards/Recognition

- Avoid processes that single out a few employees who are mysteriously selected for the recognition.
- Sap the morale of the many who contributed to the accomplishment but did not walk away with a grand prize.
- Sought votes or other personalized, subjective criteria to determine a winner or winners.
- People like recognition that is random and that provides an element of surprise. If you thank a group every time they make a goal with a lunch or gift, then gradually the lunch or gift becomes a “given” or an entitlement and is no longer rewarding.



Thank You

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