REWARD & RECOGNITION PROGRAMS

Jennifer Wycisk, VP EH&S
Webcor Builders
Reward & Recognition Programs

Introduction – Jennifer Wycisk

• Architecture / Engineering Firm (1997)
• Graduated College (BS – Business Management, Mktg. Emphasis)
• Turner Construction: National / International Construction Company
• Found Safety...or Safety found me (2004)

• Joined Webcor Builders (2014)
• Married; Mom of 2 children ages 10 & 7
Reward & Recognition Programs

Introduction – Jennifer Wycisk

We may not have it together but together, we have it all!
Reward & Recognition Programs

Introduction – Webcor Builders

• 40+ Years in Business
• California Based Organization
• 2017 – Approx. $2.1 Billion forecasted
• Commercial Construction (data centers, hospitals, office buildings, schools, high rise, etc.)
• Interior Renovations to New Builds
• Vertical Concrete Division (currently 60% of workforce)
• Collaborative group of bright people…and growing!
Reward & Recognition Programs

Objectives

• Discuss Reward & Recognition programs
• Review different perspectives
• Share various approaches and provide examples
• Describe critical elements of successful programs

"People work for money but go the extra mile for recognition, praise and rewards."

Dale Carnegie
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Contribute to Safety Culture

Primary Safety Culture Characteristics

• Safety is held as a value by all employees

• Each employee, regardless of role, feels responsible for safety of their coworkers as well as themselves.

• Each individual is willing and able to “beyond the call of duty” on behalf of safety of others”

• Everyone ‘actively cares’ for themselves and others.

Reminder: Culture is shared beliefs and values across an organization or community.
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*Program Accomplishments*

- Recognized as one of many elements of a safety management system
- Heighten Awareness of Hazards
- Minimize and/or Eliminate Incident or Injury to workforce
- Boost morale for the workplace
- Increase accountability & ownership of safety for self and others
- Encourage employees will “want” to work safe
- Raise employee motivation and engagement in safety
- Improve overall Safety Culture for workplace or organization
PERSPECTIVES ON INCENTIVES
Reward & Recognition Programs

Incentive vs. Recognition

Definitions:

Safety Incentive Program - A safety incentive program provides workers with rewards for achieving certain goals related to the safety at a workplace. ... Safety incentive programs are arranged by organizations as a part of the health safety and management system in the workplace.

Safety Recognition & Celebration Programs are different.
Reward & Recognition Programs

OSHA’s Perspective on Incentive Programs

2012

“Incentive programs that discourage employees from reporting their injuries are problematic...”

“A positive (safety) incentive program encourages or rewards workers for reporting injuries, illnesses, near-misses, or hazards; and/or recognizes, rewards, and thereby encourages worker involvement in the safety and health management system.”
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What OSHA fears
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Perspective of Others on Incentive Programs

• If lagging indicator based some believe injuries will go under reported and is an “ultimate driver of bad behavior” and “those who were following safe work practices feel cheated”.

• Many companies pulled incentive programs due to scrutiny.

• Companies with reward and recognition programs need to be vigilant in measuring to ensure employees are not suppressing claims.

• Study found that companies with a good incentive programs saw incident rates drop 44% whereas companies that did not saw a 41% increase.

*Sources: Lonnie Schock, Intel Corp; Billy Miller, Zurich; University of Kentucky
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Incentive vs. Celebration/Recognition

Incentive Programs can be counter productive. How?

• Most focus on outcome statistics rather than activities.
  • Typically these programs are reactionary
  • Encourages employees not to report injuries
  • Individuals are held accountable for things outside of their control

• Creates feeling of entitlement (“this for that”…).

• Program is usually perceived as unfair.

• Celebrations or Recognitions are different than Incentives.
Reward & Recognition Programs
Incentive vs. Celebration/Recognition

Positive Recognition Benefits
• Rewards observed/desired safe behaviors and performance
• Effective as spontaneous as well as milestone recognition
• Encourages employees to maintain recognized behaviors
• Employees feel appreciated
• Engages management with field personnel
• Assists in sustaining a positive functioning culture
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Types of Rewards / Incentives

- Gift Cards
- Bonuses
- Time Off / Vacation Days
- Organization branded items
- Lunch (Pizza party)
- Parties & Fun Activities
- Tools / Equipment
- Cool PPE
- Lunch Vouchers
- Apparel
- Prizes
- Special Assignments
- Sports Tickets
- Movie Tickets
- Etc.
Some Examples / Ideas
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Personal Recognition

Spontaneous and Sincere acknowledgements can be more effective than Incentives

• Letter home or phone call from Executive Leadership
• Thank you or Pat on the back from Supervisor
  • Thank employee by name
  • State what the employee did
  • Explain how you felt about it
  • State how the employees behavior added value to the company/site

RE: Paul Reeves, Foreman—Xanadu Project

Mr. Sheridiane,

Early last year I had the opportunity to meet Paul Reeves, your project foreman, at our Xanadu site in New Jersey. He was overseeing several crews lifting panels. We spent considerable time reviewing rigging, how it should be inspected and maintained. Paul provided some insight that became an opportunity to Turner.

That simple conversation started an effort across the Northeast to take a look at rigging in an effort to reduce or eliminate risk from our lifting operations. In 2008 we inspected over 41,000 pieces of gear. The results were a new, lasting focus at Turner on the value of great rigging to eliminate this “weak link” from our hoisting operations.

I just wanted to recognize Paul and the effect of a simple conversation with a professional rigger.

Sincerely,

T. J. Lyons, CSP
Regional Safety Director—NE
Turner Construction
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Personal Recognition

Dave: “So what Jenn, do you have a hat in your vest or something?”

And...Just a simple phone call.
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Work Location Specific Reward & Recognition

Safety Stars Program

• Caught doing it right (behaviors, reporting, participation in safety talks or inspections, etc.)
• Thank the employee for their impact to the safety program
• Provide them with a hard hat sticker (shaped like a star)
• Prizes from the project good bag or store with increments of 5 starts
• Recognized at all hands with a certificate
• Name engraved on a project plaque
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*Peer to Peer Recognition Award*

- Worker Peer Recognition Program
- Recognized *not* from same crew / trade
- Explain Why
- Recipient selects next recipient
- Set other parameters for fairness
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Milestone or Celebration Recognition

• Typically longer stretches of time (quarterly is common)
• Best practice is to have teams set safety goals to be measured
  • Conducting X number of inspections
  • Project safe count is >85% for the quarter
  • Participating in X safety trainings
  • Commit to giving positive feedback to another employee
  • Maintain or reduce lost time rate by X
• Safety Celebrations
  • Off Site Event for team
  • Safety BBQ
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*What should we Recognize or Incentivize?*

**Best Practice: Focus on Leading Indicators**

• Reporting unsafe conditions, near misses & incidents
• Participating in additional safety training
• Consistent and thorough task planning
• Speaking Up during a safety meeting
• Sharing innovative ways of improving safety
• Stopping an Unsafe Activity (own work or others)
• Assisting co-work to avoid at risk situation
Reward & Recognition Programs
Critical Elements of a Program

• All employees understand Objective / Goals
• All employees are eligible
• Consistent actions delivered
• Immediate and milestone recognitions
• Training for employees delivering actions
  • How to Approach
• Track and Measure
  • Rewards / Recognitions given
  • Program effectiveness
• Rewards & Recognition should be meaningful
Problem #4: The incentives people earn aren’t always desirable.

Company Recognition Day! Enjoy your complimentary turkey!

How do you cook one of these things?

I don’t know, I’m a vegetarian!
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*Program Development & Implementation*

- Involve employees in designing the program
- Identify clear goals and criteria
  - Ideal behaviors or acts we should award
  - Types of awards or recognition actions
- Define Roles & Responsibilities of the Recognition Team
  - Administrator
  - Field / Plant Recognition
  - Award Recipient
- Track and Measure
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In Summary

• Safety Recognition & Celebration Programs vs. Incentive
• If Incentive Program is preferred, take measures to ensure under reporting doesn’t occur
• Do recognize based on leading indicators
• Don’t recognize for conditions of employment, because their your friend, because they just work hard, etc.
• Involve employees in developing the program
• Train the recognition team & assign roles/responsibilities
• Measure the program
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Questions & Answers