



Employee Recognition & Leading Indicators

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Traditional Incentives

- Incentives are tied to OSHA rates. If the rates are below pre identified level, then bonus is distributed. If rate is above the target incentive is withheld.
- Incentives are for encouraging participation in safety activities such as attending safety meeting



GAO Review of Accuracy of Injury and Illness Data

.....some stakeholders said these programs can discourage workers from reporting injuries and illnesses; more than three-quarters of health practitioners said they believed workers sometimes avoid reporting work-related injuries and illnesses as a result. Stakeholders also said that in addition to missing the chance to win prizes for themselves, workers who report injuries and illnesses may risk ruining their coworkers' chances of winning such prizes.



Revised VPP Policy Memorandum # 5

- Dr. David Michaels, June 29, 2011

..... A positive 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.



ANSI Z-10

These (injury and illness) rates, however, should rarely be the sole or primary tool to evaluate performance of an OHSMS [Occupational Health & Safety Management System], for several reasons. Primarily, these rates measure the very injuries, illnesses and material losses that a management system is trying to prevent. When injury indicators are the only measure, there may be significant pressure for organizations to “**manage the numbers**” rather than improve or manage the process.



Injury & Illness Rates as Measurement

- Measures are taken seriously
- Zero or reduction in injuries cause employees to conceal injuries
- Reporting has consequences, “ I will get in trouble”
- “There will be an investigation committee”
- “Are you sure it happened at work?”
- Management may think “ Zero injury” really works
- No near misses, no hazards and no injuries reporting will result in disaster
- Opportunities to make system improvements are missed



Incentives

For DART & TCIR rates

- Individual or group goods, merchandise, or cash will create more harm than good.
- Discourage reporting
- Might work at management level; they can explore systems to achieve them

Even for worthwhile activities incentives will undermine the values & integrity

Best motivation is; work itself, recognition and achievements



Cal/VPP Policy & Procedure D-64,

Attachment B, Guideline for Employee Recognition

- Recognition must be for positive activities that increase employees' participation and will contribute to the site's safety improvement(e.g. coaching/mentoring coworkers, providing training, reporting near miss, project leadership, and suggestions)
- Recognition should be based on annual comprehensive evaluation of all VPP elements and /or perception survey.
- Recognition must be simple to understand and communicated to all employees.
- Recognition can be monetary and/or psychological
- Recognition must be for more than “condition of employment” participation (e.g. wearing required PPE, locating MSDS)
- Recognition must be for activities that are effective at getting desirable results, not following safety rules & policies.
- **Rewards/recognition cannot be granted for achieving injury and illness rate reduction.**
- Employees or work units cannot be denied reward/recognition as direct result of an accident or incident.



Leading Indicator

According to Dan Peterson:

“A leading indicator is predictive. It measures what people are doing today that might prevent illness or injury tomorrow, in contrast to a trailing indicator which measures the result of lapses in the safety program.”



Identification of Leading Indicators

- A gap analysis of safety management systems will reveal weaknesses and leading indicators.
- Leading indicators are usually connected to VPP elements such as:
 - *Leadership & management commitment*
 - *Safety training*
 - *Workplace inspection*
 - *Near miss events*
 - *Employee involvement*
 - *Contractors' safety program*



Choosing Leading Indicators

- Needs management staff & hourly employees agreement
- Make them simple to understand
- Set a form of measurable metrics such as number of events per month or percentages
- Identify action plans to achieve them
- Communicate priorities & increase employee involvement
- Develop tools such as checklists, scorecards, dashboards



Follow ups on Leading Indicators

For each leading indicator:

- ✓ Quality check the associated activities
- ✓ Review them frequently & make adjustment as needed
- ✓ Communicate the results periodically to all levels of organization
- ✓ Inappropriate indicators can be detrimental



Leading Indicators Examples

- Management staff
- Safety training
- Workplace safety inspections
- Suggestions & communication system
- Near miss events
- Employee involvement
- Contractors' Safety Program



Management Staff

- Safety Meetings held by managers
- Managers attendance of review meetings
- Trainings performed & attended
- Incidents reported and root causes analysis
- Inspections conducted with corrective Actions
- Hazards identified & corrective actions status



Safety Training

- Qualified management & hourly employees performed trainings as scheduled
- Employee attendance & overdue training
- Delivery methods audits
- Test result & knowledge gained
- Changes in training budget



Workplace Safety Inspections

- Inspections planned and completed on time
- True hazards are identified during inspections
- Performed on time by trained employees
- Repeat/increased hazards
- Corrective action completed on time
- Open corrective actions



Suggestions & Communication Systems

Safety Suggestions

- Reported
- Average response time
- Reviewed
- implemented

Effectiveness of communication systems

- Senior management communicating safety to the general workforce
- Senior managers visited the workplace



Near Miss Events

- Employees' knowledge & understanding
- Number of reported & analyzed
- Developed corrective actions
- Implemented corrective actions



Contractors

- Contractors meet the approval criteria
- Area inspections completed as scheduled
- Findings deficiencies during observations
- Corrective actions closed out
- Tailgate meeting conducted & attendance
- Safe practices observed
- Incidents or near misses has root causes associated with contractor activities



Employee Involvement

- Safety meetings conducted & attended by employees
- Training & inspections
- Job safety analysis performed
- Suggestions & near misses reported
- Workers participated in key activities
- Special projects



Cal/VPP Star Program

Management commitment

Each applicant must be able to demonstrate a documented top-level management commitment to worker safety and health consisting of the following:

- Authority and responsibility for employee safety and health is integrated into management system and overall planning
- Established policies and results-oriented objectives are communicated to all employees, managers, supervisors, and safety and health staff
- **Leading indicators and proactive measures that will ensure continuous improvement of the site's safety program have been identified.**
- **An employee recognition program that recognizes positive activities that contribute to the improvement of the site's safety program, such as training coworkers, reporting near misses, participating in hazard assessments, and submitting safety suggestions.**

Note: Employee recognition cannot be based on or affiliated with lagging indicators, such as a reduction in injuries or injury rates.

- Authorities and responsibilities are clearly defined and implemented
- Adequate resources are devoted to achieve objectives
- Top management is visibly involved in worker safety and health
- Planning for safety and health must be part of the overall, long-term management planning.



Summary

- Improving employee involvement will drive safety performance and will give results
- Work on the culture “The way we do things around here”
- Improvement at front line supervisors