This course is an introduction to the elements of an effective safety recognition program. Employees, safety committees, supervisors, safety staff, and managers should all be familiar with how to develop an effective recognition program to help ensure a world-class safety culture.
OSHAcademy Course 117 Study Guide

Introduction to Safety Recognition

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Contact OSHAcademy to arrange for use as a training document.

This study guide is designed to be reviewed off-line as a tool for preparation to successfully complete OSHAcademy Course 117.

Read each module, answer the quiz questions, and submit the quiz questions online through the course webpage. You can print the post-quiz response screen which will contain the correct answers to the questions.

The final exam will consist of questions developed from the course content and module quizzes.

We hope you enjoy the course and if you have any questions, feel free to email or call:

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Course Introduction

Effective recognition is one of the most important characteristics of a world-class safety culture. Everyone is "doing" safety, not because they must, but because they want to. They know that safe behavior is considered professional behavior, and that's what top level managers are looking for.

Recognition by management and co-workers confirms an employee's work is valued by others. The result is that feelings of self-worth and belonging increase which, in turn, improves production and quality of services. All around, effective recognition has benefits to the employer. On the other hand, ineffective or improper recognition can have the opposite effect with serious negative consequences to the employer.

In this course, you'll learn about the basic concepts and principles of effective recognition, and the many ways you can apply effective recognition in the workplace.
Module 1: What is Effective Recognition

There are many different types of safety recognition programs used and promoted these days. Of course, some are more effective than others, but there is certainly no "one-fits-all" program available today. To be successful, management must understand that effective recognition is a key leadership skill that helps to develop positive relationships. You can tell when recognition is effective when there is an increase in the frequency of desired behaviors, better quality, and higher levels of production and services.

A world-class safety culture, characterized by a high level of trust, may not need to develop a formal written safety recognition program. Rather, managers will likely perceive recognition as their opportunity to demonstrate leadership so that ultimately, positive working relationships are established or reinforced. In the best-case scenario where there is the presence of strong safety leadership, a formal program may not be needed because leaders are regularly providing meaningful incentives and recognition informally, one-on-one to their employees.

The characteristics and related benefits of effective recognition include:

- increased quality in terms of production and services to customers
- improved employee job satisfaction and feelings of self-worth
- improved employee morale and loyalty to the company
- increased retention of employees and lower turnover
- improved employee safety performance and fewer accidents
- decreased stress due to poor management-employee relationships
Quiz Instructions

After each section, there is a quiz question. Make sure to read the material in each section to discover the correct answer to these questions. Circle the correct answer. When you are finished go online to take the final exam. This exam is open book, so you can use this study guide.

1. How can you tell when recognition is effective?
   a. OSHA recordable injuries seem to be decreasing
   b. There is an increase in the frequency of desired behaviors
   c. Employees don’t complain as much when being supervised
   d. Management doesn’t have to discipline employees

Recognition and Rewards

Safety recognition and rewards come in many colors, flavors, and varieties. We are all motivated by primarily two types of rewards: extrinsic and intrinsic.

Extrinsic rewards are tangible and external. You can touch, eat, see, smell, or otherwise use them. Here are some examples:

- money - raise, bonus, stocks
- awards - plaques, pins, cups, certificates, jackets
- time off - vacations, sabbaticals, conferences
- social - parties, lunches, ceremonies

Intrinsic rewards are intangible, internal, and originate within us. They are expressed through the positive recognition others give us and the positive thoughts others think about ourselves. Here are some examples:

- improved self-esteem
- increased sense of purpose
- higher credibility
feeling of accomplishment

Now, consider this: Is it the tangible reward, itself, that changes behavior, or is it the underlying recognition - the intangible reward - you receive that matters most? Like many others, you probably think it's the recognition behind the reward that is most important, and we agree. We like to be recognized and appreciated for what we do by people who are important to us. It makes us feel valuable, important, and a part of a team: something bigger than ourselves.

2. Which of the following is an example of an intrinsic reward?
   - a. Public recognition by management
   - b. Additional time off from work
   - c. A feeling of accomplishment
   - d. Recognition on Facebook

Recognition

When designing safety recognition programs, it's important to remember it's not the tangible "thing" awarded to the recipient that is truly important, it's the form of appreciation shown for the accomplishment achieved that determines the effectiveness of the recognition. The secret to truly effective recognition is to:

- identify the appropriate behavior so the recipient knows specifically why they are being rewarded, and
- show sincere appreciation in the right way so the recipient feels appreciated.

You Get What You Give

The old adage, "you get what you give," certainly applies when it comes to recognizing employees.

- If you’re sincere in your appreciation for a job well done, your heart-felt sincerity will come across in the tone of your voice and through body language. Your sincerity will be felt and will result in a heart-felt expression of appreciation from the recipient. The recipient will know you mean it and will feel appreciated. The recognition will achieve the desired effect with lasting positive results - mission accomplished!
• If you’re not sincere when you express appreciation, the recipient will know it, and you'll not likely receive a sincere appreciative response or improvement in future performance. Hence, the act of recognizing will not have the desired effect: in fact, if the recipient thinks the recognition is not sincere, the recognition may be counterproductive in terms of morale and performance - mission failure!

3. What can you expect to get back from your employees if your recognition is insincere?
   a. Insincerity
   b. Improvement
   c. Creativity
   d. Appreciation

Reactive vs. Proactive Recognition

Safety recognition may be reactive, proactive, or both. The approach depends on the nature of the actions or behaviors that are being recognized.

Reactive Recognition

Unfortunately, some companies recognize in a "reactive" way for behaviors and actions that occur after incidents and accidents. Reactive safety recognition programs are ineffective because they function only to minimize the negative impact of events that have already occurred. What is the most common inappropriate behavior in a reactive safety culture? Failing to report accidents.

That’s right! "Failing to report" is a behavior as much as the act of reporting. Why do employees decide not to report an injury?

Look for a sign in the workplace that says something like, "300 accident-free days!" When you see a sign like this, the company may actually be rewarding its employees for withholding injury reports. Sure, they might have 300 days without a reported accident, but that does not necessarily mean they have been accident-free for 300 days: it may only mean they have gone that long without accidents being reported. In reality, some workplaces may be full of the "walking wounded" because employees don't report an injury or illness. So, why don't employees report accidents?

The problem occurs because employees don't think it's important or they may actually be afraid to report their injuries. Employees don't want spoil their department's safety record, especially
if they are competing with other departments. In some instances, the peer pressure is so great that employees will not report an injury until it's obvious or the pain becomes so severe they miss work and must report it to their supervisor. Consequently, the actual number of injuries in the workplace may decline, but the severity of each injury increases, as do the associated accident costs. In such cases, everybody loses.

4. Why do employees fail to report injuries in a reactive safety culture?
   a. They think it's a waste of time
   b. They could report, but no one would care
   c. They are afraid of the consequences
   d. They don't want to be seen as a "company man"

Proactive Recognition

The most effective type of safety recognition is "proactive" because it rewards behaviors and actions that help to prevent injuries and illness because they occur before incidents and accidents occur. Proactive recognition rewards employee behaviors, such as reporting hazardous conditions, unsafe behaviors, near-miss incidents, and accidents.

Proactive recognition programs help to prevent future accidents. A very important policy in a proactive safety recognition program states that employees will always receive positive recognition for reporting near-misses, incidents, and accidents. They will never be reprimanded. Below are examples of proactive behaviors:

For managers:

- Supervisors personally conduct regular safety inspections; and
- The employer disciplines for unsafe behavior when justified.

For employees:

- Employees comply with company and OSHA safety rules; and
- Employees report near-misses, incidents, and accidents.
For all:

- Everyone makes safety suggestions; and
- Management and employees participate in safety (committees, teams, events, etc).

When managers, supervisors, and employees are recognized for these behaviors, their overall involvement in safety and health increases greatly. They become more aware, interested, and involved in uncovering unsafe work conditions, practices, and safety management system weaknesses. They also know that reporting hazards as soon as they occur reduces direct and indirect safety costs.

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<tr>
<th>5. Why is it so important to recognize proactive behaviors?</th>
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<tr>
<td>a. Because employees don't have to get hurt</td>
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<td>b. Doing so decreases employee accountability</td>
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<td>c. It can best keep management off your back</td>
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<td>d. It increases behaviors that prevent accidents</td>
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Proactive Recognition Programs That Work

There are many safety recognition programs which offer incentives: some incentives work and some don't. Here's a short list of proven successful safety recognition programs with incentives that, if administered correctly, can work for the company:

- **Safety Bucks**: Supervisors carry safety bucks, and when they are impressed when they see someone doing something right, they reward them. The employee can take the safety buck to the company cafeteria for lunch, or they can use it at a local participating store to purchase items.

- **Bonus Programs**: When an employee identifies a hazard in the workplace that could cause serious physical harm or a fatality, they are rewarded with a bonus check. In some cases the bonus check is a fixed amount. In other programs the bonus check is a small percentage of the potential direct cost for the accident that might have occurred.

- **Safety Heroes**: After an extended period of time, employees are rewarded with a certificate or bonus check for complying with company safety rules.
• **Reporting hazards, incidents and injuries:** Wait a minute: do I mean that employees should be recognized for reporting injuries? That's right. If employees report injuries immediately, they not only minimize the physical/psychological impact of the injury on themselves, they reduce the direct/indirect accident costs to the company. Both the individual and the company win if the employee reports injuries immediately.

These are just a sample of many ideas available. There are many other ways to recognize employees being used by companies across the country. Your recognition programs will also be more successful if you include safety achievements in employee performance appraisals. Call your local OSHA office to see if they know of companies in your area that have developed successful proactive safety recognition programs: use those companies as benchmarks.

6. Which of the following safety recognition programs is most likely to result in reactive employee safety behaviors?
   a. Safety Bucks Program
   b. Zero Accidents Reward Program
   c. Hazard Reporting Bonus Program
   d. Safety Hero Program

**Operant Conditioning**

Operant conditioning is the process by which a behavior becomes more or less likely to occur depending on its consequences. There are two consequences that can follow a behavior: Reinforcement and punishment.

1. **Reinforcement** increases the behavior or makes it more likely to occur.

2. **Punishment** decreases the behavior or makes it less likely to occur.

Recognition may be a positive or negative consequence, depending on the circumstances. So, let's first look at positive and negative reinforcement, and why positive reinforcement is best in producing a world-class safety culture. Next, we'll look at positive and negative punishment.

**Positive Reinforcement**

Positive reinforcement increases the frequency of desired behaviors through positive recognition and/or reward. Workers think that if they do something well, they will get recognized. Important criteria to remember about positive reinforcement include:
• It will increase desired behavior.
• The desired behaviors may be safe or unsafe.
• Workers perform to receive a positive consequence.
• Workers may perform far beyond minimum standards - discretionary effort.
• If the desired behavior is to work safe, no matter what - it's a success-based strategy.
• If the desired behavior is to work fast, not necessarily safe - it's a failure-based strategy.
• This strategy is more effective if the goal is to achieve a world-class safety culture.

It's important to know that "desired" behaviors may not always be safe behaviors. Unfortunately, this may be true in safety cultures where it's more important to work fast than safe. Working fast, not safe, is management's top priority. This is especially true when the employer is under pressure to finish a project on time. Here are some examples that show how perceived positive reinforcement can increase both safe and unsafe behaviors:

• **Positive reinforcement of a safe behavior**: If you comply with safety rules, the supervisor thanks you.

• **Positive reinforcement of an unsafe behavior**: If you take safety shortcuts to get work done ahead of schedule, your supervisor gives you time off.

7. Which of the two operant conditioning strategies results in employees being recognized for working safely?
   a. Discipline
   b. Punishment
   c. Reprimand
   d. Reinforcement

**Negative Reinforcement**

Negative reinforcement, when effective, increases the frequency of desired behaviors by withholding perceived negative consequences. Workers think that if they do something the employer wants, they will avoid negative consequences. If managers want safe behaviors,
negative reinforcement will be less effective because workers are generally only trying to do what is necessary just to "stay out of trouble". Important criteria of negative reinforcement include:

- Workers perform only to avoid the perceived negative consequence - nothing else.
- The desired behavior may be safe or unsafe.
- The intent is to increase desired behaviors by withholding an unwanted consequence.
- Workers perform to minimum standard but not beyond: just enough to stay out of trouble.
- The focus is on compliance, not excellence. - it's a fear-based strategy.
- This strategy is less effective if the goal is to achieve a world-class safety culture.

Once again, the outcome is dependent on the behaviors that the employer wants. Hopefully, the employer prioritizes safety, but that's not always the case. Here are some examples that show how perceived negative reinforcement can increase both safe and unsafe behaviors:

- **Negative reinforcement of a safe behavior**: Comply with our safety rules, or else.

- **Negative reinforcement of an unsafe behavior**: If you take safety shortcuts to get work done ahead of schedule, and your supervisor does not get upset.

8. If you are told you won't be in trouble if you work safe, what form of recognition is it?

   a. Positive reinforcement
   b. Negative reinforcement
   c. Positive punishment
   d. Negative punishment

**Positive and Negative Punishment**

**Positive Punishment**

Positive punishment occurs when a worker's behavior or performance results in a perceived negative consequence that serves to decrease the probability of that behavior in the future.
For instance, a supervisor might yell at a worker who is violating safety rules. If the worker stops violating safety, the supervisor ceases yelling. The supervisor's yelling serves as a positive punishment because the supervisor adds an unpleasant response in the form of yelling.

**Negative Punishment**

Negative punishment occurs when a worker's behavior or performance results in the removal a perceived positive consequence. Removal of the consequence decreases the probability of that behavior in the future. For instance, the supervisor withholds positive recognition if workers do not achieve certain standards of behavior or performance.

**Why Recognition Programs Fail**

Both positive reinforcement and negative punishment occur in safety recognition programs that reward one employee for being first, best, or most improved. At the same time the one winner receives positive reinforcement, everyone else receives negative punishment because they are, in fact, losers. Everyone else may have performed quite well, but since they were not the best, positive recognition is withheld. The result is one winner and many losers.

Recognition programs that reward only the best performer can de-motivate most workers. This form of negative punishment is one of the primarily reasons safety recognition programs do not work. Recognition programs should be criterion-based that recognize everyone who meets the criteria for recognition. The goal is to have many winners who all meet or exceed management expectations.

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<th>9. If a supervisor angrily yells at workers to get production up, what form of recognition is it?</th>
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Module 2: Rules and Ideas

Introduction

Over the years, while driving down the long lonely back roads of Oregon to visit companies as an OR-OSHA Training Specialist, I decided to pass the time by coming up with some rules for effectively recognizing safety performance. To make it more of a challenge, each rule had to start with the letter "S." After a few years I finally developed 18 rules for recognition. (If you can think of more, please send it to me!)

If you apply each of the rules for recognizing co-workers, I think you'll have a dramatic positive impact on your relationship with others, the company's safety culture, and your company's long-term success. Give them a try. Steven Geigle, CET, CSHM, OSHAcademy.

Rules for Recognition

It's important to understand that the primary message throughout these rules is that effective recognition is primarily a function of leadership, not management. Leadership is all about saying, and more importantly doing things that develop positive working relationships that result in employees doing a good job for you because they want to. Otherwise, employees will do only what they must do to stay out of trouble. So, let's look at these Rules for Recognition:

1. **Security:** Security is Maslow's second-most basic psychological need. Employees want to feel secure in their job. To promote feelings of security, be sure to include safety recognition and rewards employees have received in their performance appraisals. If employees know safety is being addressed in their performance appraisals, they will believe management considers safety performance as important. Consequently, employees are more likely to perform up to and beyond established standards.

2. **Selection:** If you're providing tangible rewards as part of your safety recognition program (e.g. money, pizza, mugs, gifts, etc.), it's a good idea to let employees choose from a selection of gifts. Do not assume everyone places the same value on any given tangible reward. The old saying, "one man's trash is another man's treasure," is certainly true. For instance, one employee might value a gift card while another person might consider a card as having little value, but would prefer a day off work. Give employees the ability to choose tangible rewards because they will naturally pick the reward that is most valuable to them.
3. **Selflessness:** You should be motivated to recognize employees for the right reasons. The purpose of the recognition is to highlight the great performance of your employee. Leaders should not be motivated by a self-serving attempt to show others how wonderful you and the organization are. Recognition that's motivated by selfish reasons will be perceived as disingenuous. Recognition is all about the employee, not you.

1. Which of the following "Rules for Recognition" apply when employees are allowed to choose from among a variety of rewards?

   a. Surety
   b. Security
   c. Reception
   d. Selection

4. **Sensitivity:** Be sensitive to the wishes of the person you're recognizing. You don't want to recognize a person in a way that they may not want or appreciate. For instance, a student told me she promptly quit her position as a safety committee chairperson after being publicly recognized in front of everyone for her great work over the previous year. When asked why she quit the position, she said, "I never want to be recognized in front of people like that again!" Before you recognize employees, ask them if they are comfortable with being recognized in public.

5. **Shake hands!** Don't forget to shake the hand of the person you're recognizing. The more senses used to recognize, the better: sight, sound, and touch are all good. All that, plus some pizza would sure work for me. In today's world, you might even consider a "fist bump," or a "high five," especially with younger employees.

6. **Smile!** It's not what you say, it's how you say it! Be sure to smile when you give positive recognition. This simple rule is one of the most important because it sends a positive "relationship" message that complements the "content" of the message you're sending. The employee receiving your recognition will be affected more by the relationship message than the content of the message.
2. **According to the Rules for Recognition, why is it important to smile when telling someone you appreciate their work?**

   a. Smiling is not always perceived as genuine
   b. Smiling complements the content of the message
   c. Smiling says you're not serious about the message content
   d. Employees are more affected by content than feelings

7. **Significant:** Recognition should be thought of by the receiver as significant, and therefore special. The significance of the recognition is determined by the person who receives it, not the person giving the recognition. You know that recognition has been significant in the heart and mind of the receiver when it increases the frequency of desired behavior in the employee and possibly others.

8. **Sincerity:** Be totally sincere when recognizing employees for their performance. People will know you're sincere most likely by the tone of your voice. So when you tell someone you appreciate them, mean it! The more "heart-driven" the recognition, the more likely it will affect the heart as well as the head of the receiver. That is what recognition is all about.

9. **Simplicity:** Keep recognition simple. A simple expression of appreciation may be all that is required to be considered significant to the employee. A simple "great job!" can change a life, especially with young people. I like to encourage others to always be the first person to say "hi" when meeting others each day. Do that for six months and you'll see a real improvement in your work relationships. Keep it simple - make it fun!

3. **When recognizing people, they will know you're sincere most likely _____ .**

   a. if you have a firm handshake
   b. when you don't blink your eyes
   c. by the tone of your voice
   d. if you look down and to the left

10. **Singleness:** It's more effective to single out individuals and recognize their personal achievement. If you recognize a group or team, that's fine, but make sure you mention everyone’s contribution to the achievement of the team’s goal.
11. **Specificity:** Pinpoint the employee's specific achievement. Be careful that your recognition is based on facts, not just feeling. Don't establish recognition schemes that reward employees for just being lucky. Emphasize the positive impact that the employee's performance had on improving safety, production, or services. It is important people know precisely how the employee has impacted the success of the organization.

12. **Speed:** Recognize employees as soon as you can after the behavior or achievement. The old adage, "the sooner the better," certainly applies to effective recognition. I remember a story of a co-worker who received formal recognition to mark 15-years of work with an organization. It was policy to give everyone recognition every five years. He received a form letter and, what appeared to him to be a cheap pen. But, what really irritated him was that he had not received the recognition for six months after the 15-year achievement date. Do you think that the formal recognition policy was effective, or that the recognition, itself, was appreciated? Was the "story" he told me and others positive, and did it make me look forward to a similar award? Remember, the longer you wait to recognize, the less effective will be the recognition.

13. **Spirit:** Have some spirited fun when you recognize. Don't be afraid to show how happy you are about the performance of your employee. I remember another story about a boy scout leader who told the boys that if they grew the troop to 65 scouts, he would put on a grass skirt and do a hula dance. Well, they did it, and danced the hula at the next meeting. Needless to say, it was a lot of fun. I'm not saying you should go out and do a hula dance, but just realize a spirited presentation like that can be quite effective.

14. **Spontaneity:** Don't be afraid to be spontaneous when recognizing someone. You don't have to necessarily schedule or plan a formal awards ceremony. We encourage supervisors to recognize employees "on the spot" when they see an employee doing something that impresses them. Unplanned recognition is more likely to be perceived as heart-driven than policy-driven: Thus, more effective.
15. **Stability:** Keep your recognition program stable and predictable. Don't change the rules of the game, or the criteria for recognition too often. And, if you do make a change, make it a small one. You may intend to improve the program, but the change you make may actually function to make the program less effective. If you make many changes in a program, and the program is a disaster, you won't know which one of the changes is causing the result. Bottom line, employees need to know that the performance criteria, and the form of recognition, won't disappear or change before they've worked so hard to achieve the criteria.

5. **If you find that your recognition program is not working as intended, what should you do?**
   - Find a good consultant to fix it
   - Blame it on poor employee attitudes
   - Throw the program out and start over from scratch
   - Make a small change to the program and test it

16. **Standards:** Develop clear, criterion-based standards of individual and group performance. I know it's a common practice, but do not reward your employees for being first, best, most improved, or lucky. Doing that generally creates one winner and many losers and of course, the losers don't like it. You know what I'm talking about, because it's probably happened to you. In a worst-case scenario, the organization creates standards that are perceived by employees as being a function of internal politics, or political correctness, rather than personal achievement. Recognition based on internal politics is absolutely worthless. Remember, personal criterion-based recognition works best. Bottom line: Everyone who meets or exceeds the criteria for recognition, gets recognized. You have the potential to create many winners, and that's what you want.

17. **Subtlety:** Be subtle when recognizing. You don't have to make recognition a big public display. Recognition in private has been shown to be generally more effective than public recognition. Believe it or not, most people do not like to be paraded in front of their peers to be recognized.

18. **Surety:** Employees need to be sure that if they achieve your criteria for recognition, you will keep your promise and recognize them. Unfortunately, the number one reason employees do not trust management is that supervisors and managers lack integrity:
they do not do what they said they were going to do. If you follow through with promised recognition, your employees will be more likely to achieve the desired level of performance: you can be sure of that.

19. **Staying-Power:** If you have or are developing a recognition program, make sure that you build staying power behind it. Any type of recognition that is received by some but not by others, later, can make your intent of recognition seem insincere. (Thanks to Patrick Bucksot for this rule.)

Well, we hope that helps you understand how to effectively recognize others. If you can think of another rule, let us know. The only requirement is the rule must be summarized with a word that starts with the letter "S". Good luck!

### 6. What is the best strategy to ensure your recognition is most effective?

- a. Recognition is criterion-based to create many winners
- b. Recognition is merit-based to create one winner
- c. Recognition is universal so everyone wins
- d. Recognition is withheld because that's what they get paid to do

**The Safety "Butterfly Effect"

The "butterfly effect" says that any small change in a complex system can have large effects elsewhere. For example: Every time a supervisor gives an employee positive recognition for a safe behavior, it reinforces that behavior and makes it more likely to occur in the future.

That small interaction between the supervisor and employee may also send a positive message about safety that has a ripple effect throughout the entire organization. You can't really predict exactly what might result, but it could result in an increase in that same and other safe behaviors, both in the workplace and at home.

On the other hand, if a supervisor yells at employees for "complaining," a very negative message is sent. It says employees are, in some way, not "OK." And, just as the butterfly effect occurs with positive recognition, negative messages can have a profound negative impact on production, services, and morale.

However, I think the worst possible form of recognition occurs when employees are totally ignored no matter how great their performance is. That sends the message that they don't exist. Let's talk a little more about the negative impact of ignoring others.
7. According to the "butterfly effect," what will happen when a supervisor recognizes an employee for a safe behavior?

   a. The interaction is an isolated instance
   b. The interaction will only affect the local environment
   c. The interaction may cause relationships to fly apart
   d. The interaction may have effects throughout the organization

A Word About Ignoring

The act of ignoring is the absence of recognition, either positive or negative. Unfortunately, ignoring employee performance is quite common in the workplace. Simply ignoring employees for the good work they do, may have dramatic negative impact on safety, production, and morale. What's the excuse managers will give for ignoring excellent performance? They might respond with, "Well, why should he have to recognize them - that's what they get paid to do.

Ignoring others, regardless of the reason, sends a very negative message that they are invisible, non-existent, and unimportant. Ignoring others who are trying to communicate is the worst response possible. It doesn't matter why you are ignoring them; they will think the worst, they won't like it, and they'll probably be upset with you.

Caveat: If a supervisor ignores an unsafe behavior, he or she has transformed the related mandatory safety rule into a discretionary guideline. When that happens, the employer is not justified in disciplining, and OSHA may cite the employer for failure to enforce safety rules.

If you want to have better working relationships with co-workers, always be the first to say "hi" when you meet them for the day. Always be first. It sends a positive message.

8. What is the likely reaction when an employee is unintentionally ignored by a co-worker?

   a. They won't care about it or the co-worker
   b. They will forgive the co-worker
   c. They will try to get your attention
   d. They won't like it, and they will be upset

Ideas

We need to finish the course on a positive note. Look at the list of ideas below. It's not complete, but it's a good start. Remember, all types of recognition are not equally effective for everyone because, as you know, "one man's trash is another man's treasure."
The effectiveness of any particular type of recognition depends on the person receiving the recognition, not the type of recognition, itself. The list is adapted from the article, *40 Ways to Say Thank You at Work*, by Susan M. Heathfield in *the balance*:

- **Spoken words** - Just say thanks.
- **Money** - Pay raise; bonus; gift certificates; or cash awards.
- **Positive attention** - stop by talk informally; give positive performance feedback; give public praise; take an employee out to lunch.
- **Encourage personal development** - send people to training and conferences; ask employees to present at a meeting; develop a plan for the employee's career advancement.
- **Treats** - pizza; cookies; gelato; popcorn; etc. - have employees give you ideas.
- **The work itself** - provide cross-training; provide job enrichment; increase self-management; ask the employee to represent the department; give employee opportunity to develop goals and direction; ask employee to participate in decision-making.
- **Drawings** - keep them on the light side; especially if only one employee wins. (Drawings are an example of recognition based on luck, so we don't recommend them if they result in serious awards.)
- **Gifts** - let them choose - merchandise; gift certificates; catalog gifts.
- **Symbols and Honors** - plaques; certificates; larger work area; better equipment; other status symbols.
- **Benefits** - life insurance; retirement; medical; profit sharing; partnership; stocks; parking space; memberships.
9. Which of the following types of recognition is most effective?
   a. It depends on the person receiving the recognition
   b. All types are equally effective
   c. Positive attention like public recognition
   d. Benefits and perks like profit sharing or parking spaces
Additional Resources

- [Recommended Practices for Safety and Health Programs](https://www.osha.gov), OSHA
- [OSHA eTools](https://www.osha.gov), OSHA
- [Field Operation Manuel, OSHA](https://www.osha.gov)
- [OSHA 2254, Training Requirements in OSHA Standards and Training Guidelines](https://www.osha.gov), OSHA
- [OSHA Safety Pays](https://www.osha.gov), OSHA
- [Foundation for a Safe Workplace](https://www.osha.gov), Oregon OSHA