



Model Corporate Safety Incentive Plan

PURPOSE

OSHA states that a company must structure result-based incentive programs in a way as to not encourage employees to under-report injuries. CCS held a Roundtable in January 2017 with a panel including legal, safety and IOSHA representation. During the question and answer period, it was suggested that CCS create a model incentive program to help guide CCS members in proper incentive practices.

The following model corporate safety incentive plan is for educational purposes only and each CCS member, and any other company that may view this plan, must consult with the proper experts to ensure that components of this plan fit specific needs. This document is meant to be a guidance document to assist in developing a corporate plan.

I. MANAGEMENT SUPPORT AND PRIORITY

a. Management statement to all employees

- i. Example: "XYZ's policy is that every employee is entitled to a safe and healthful employment. XYZ pledges to provide all workplaces with the proper equipment, materials, oversight, and training necessary to perform a job safely. In the event of a safety incident, management strongly encourages employees to report each incident so that XYZ can learn from it and take the proper steps to ensure anyone injured has received the proper medical treatment. XYZ's corporate safety incentive program is to encourage positive employee morale and following proper safety protocol.

- b. Management should not dissuade reporting of incidents and injuries through disciplinary measures unless the incident or injury has been caused by repeat failures.

II. EMPLOYEE INVOLVEMENT

- a. Open to all XYZ's employees
- b. Voluntary participation
- c. Employee input on incentive goals

III. GOAL SETTING

- a. Utilize a safety committee to set incentive goals
 - i. Incentive goals should be updated at least annually or as goals are met.
- b. Obtain feedback from a cross-section of employees
- c. Management approval, buy-in and communication of goals is necessary once safety committee has set goals
- d. Goals should be focused on participation in the process of achieving zero incidents and injuries which would include measurement of leading indicators
- e. Goals should be SMART – Specific, Measurable, Achievable, Relevant, Timebound



IV. IDENTIFYING WHAT TO MEASURE

- a. Hazard identification – Hazards identified and corrected may be turned in on cards by employees. May identify a winner weekly, bi-weekly or monthly depending on the number of submissions.
- b. Near Miss reporting
- c. Jobsite or work area safety audits – Per project based on the percentage of safe observations, or correlate to corrective actions fixed by the assigned date.
- d. Behavior-based observations
- e. Attending safety meetings – Employees who attend all required safety meetings and trainings for the year get recognized at a yearly meeting.
- f. Attending extra training – Employees request and attend additional safety training courses to obtain additional certificates.
- g. Reporting incidents in a timely manner
- h. Scores on safety tests – 100% on all safety tests for the year get recognized at yearly meeting.
- i. Peer recognition – Recognized by supervisors or other contractors on the site for safe work practices.
- j. Developing safety slogans – Annual contest where all employees can submit a safety slogan, winners are selected and recognized at yearly meeting. Also slogans are put on shirts or banners to be posted at all jobsites.
- k. Fleet safety programs

V. CONSISTENCY AND TIMELINESS

- a. Reporting must be easy for employees to do
- b. Rewards must be consistent in terms of amounts and when they are provided
- c. Refrain from administratively burdensome processes; however, time must be devoted to the tracking and rewards

VI. RECOGNITION

- a. Crew based recognition
- b. Branch by branch competitions
- c. Specific challenges/focus areas – fall protection, frayed cords, PPE, etc.
- d. Client recognition of employee or crew
- e. Website and social media outlets
- f. CCS Awards banquet

VII. REWARDS

- a. Generally, companies should consult with a tax professional regarding rewards (awards) given to employees. In some cases, the company and/or employee can be held to tax obligations by the IRS depending on how the rewards are provided and their value.
- b. Types
 - i. Recognition
 - ii. Points that lead towards being able to purchase items
 - iii. Lunches
 - iv. Plaques, trophies