

9 Reinforcement and Recognition

Projected Implementation Date: December 2013



This module includes:

- Using formal and informal positive feedback and rewards.
- Recognizing and reinforcing behaviors and actions that contribute to good health and safety performance.

People are more effectively motivated by positive reinforcement than with negative consequences. Positive reinforcement can be formal (reward, symbolic recognition, public recognition, etc.), but is often most effective when leaders see people doing things right.

Using Reinforcement and Recognition

Reinforcement and recognition that is delivered in a positive manner, soon after and on a consistent basis relative to desired behaviors, is most reinforcing. Comments and actions delivered in a negative, delayed and uncertain manner are much less likely to motivate workers to pursue the desired behavior. This does not mean reprimands aren't important. Rules and procedural violations must be assessed by management and addressed in an appropriate, consistent manner.

A simple verbal or written thank you for doing what is right reinforces safe behaviors, improves attitudes and personal value. When positive reinforcement is genuine it also reflects positively on the leader. Positive reinforcement helps create engaged workers (those aligned with the company's values and mission) and not just motivated workers (those who work hard to achieve personal gain through the company). The use of monetary reward should be limited to avoid developing unhealthy entitlements.



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Expectations

- 9.1 Establish a formal process to reinforce and recognize employee safety and health performance, involvement in proactive activities, and reinforcing safe behaviors, etc.
- 9.2 Establish an informal, but ongoing, process that encourages all managers/leaders to conduct one-on-one interactions to build relationships and provide positive reinforcement.
- 9.3 Link reinforcement and recognition to behavior optimization.



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Regulation

Partial or full MSHA and/or OSHA regulatory requirement: Yes No

Metrics

To be determined

Resources

CORESafety resources can be found with the latest updates at:
coresafety.org/resources/module9

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Notes

