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**An Evaluation of Reward and Recognition
Schemes in the area of Occupational Health and
Safety**

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EXECUTIVE SUMMARY

The Business Involvement Team of the Health and Safety Executive (HSE) commissioned the Social and Organisational Factors Section (SOFS) of the Health and Safety Laboratory (HSL) to conduct this research to assess the effectiveness of reward and recognition schemes in the area of Occupational Health and Safety (OHS). It is intended to use the results of this study to determine if reward and recognition schemes in the area of occupational health and safety could be used to promote good practice within organisations.

The aim of the project was to research the existence and effectiveness of reward and recognition schemes in the United Kingdom (UK), which will assist the Health and Safety Executive (HSE) in deciding whether such schemes are likely to provide an effective tool to use either directly or via an intermediary.

Objectives

The objectives of the project were:

1. To identify schemes which recognise good or best practice in organisations;
2. To examine how these schemes work, their scope (number of participants, industry sectors, subject areas, etc.), and the recognition that is achieved;
3. To identify those schemes that have undergone robust evaluation and the findings resulting from those evaluations;
4. To identify the changes in behaviour that occurred due to successful schemes (the outcomes) and the impact they have had on the participants or the topic area;
5. To identify the costs associated with successful schemes and how these are met and administered; and
6. To examine and identify the key features of successful schemes.

Literature Review

The use of reward and recognition schemes is viewed as a tool that can contribute to the performance of 'good practices' and allow organisations to illustrate their social interest and corporate social responsibility (EASHW, 2002). They work to recognise good performance and to encourage others to improve their performance. These schemes therefore are not merely about following guidelines or conforming to legislation, but should be viewed as a holistic process that is intrinsic to the management and culture of an organisation (Macaulay & Cook, 2001).

However, while there is extensive research on reward and recognition schemes for general business issues, less research exists on the effectiveness of reward and recognition schemes as they relate to occupational health and safety (OHS). It is pertinent therefore to enquire if the use of reward and recognition schemes is the best way to promote and generate focus on OHS in the workplace.

Method

Sample

National reward and recognition schemes that covered any aspect of health and safety, occupational health and health promotion were identified and included in the study. The focus was set originally on UK national schemes, but the researchers included a very small sample of regional, industry-specific and individual schemes, to obtain a broad perspective of the schemes in existence. Together with successful schemes in the areas of environmental health, business and staff development, a total of 21 schemes were identified.

Additionally, in order to obtain a greater understanding of the effectiveness of these schemes, two sets of organisations were approached. Those that had participated in such schemes and those that had not. Although this aspect of the research was not included in the original request, the researchers felt that gaining the attitudes of recipients of the schemes, as well as those who choose not to apply, would provide a clearer indication of their usefulness. Researchers identified a small number ($N = 10$) of organisations that had participated in reward schemes in addition to an equal number of those that had not.

Analysis

A thematic analysis was used for the data analysis.

Limitations

The desk-based research yielded only a small number of schemes. Additionally, these schemes only target a certain number of organisations. Therefore these results (and recommendations) should be used only to gain an initial assessment of the schemes that are operating, rather than to generalise about such schemes.

Further, the time constraints of the project did not permit a more detailed study to be undertaken.

Main Findings

Success Rate

Eighty-five percent of organisers ($n = 18$) of the schemes felt that their schemes were successful in terms of realising their objectives.

Support

Support (people involved) was essential to the success of the schemes. However substantial numbers of people (resources) does not equate to 'constructive support.' One scheme, with the involvement of various organisations, was suspended due to their inability to agree on what was best for the scheme.

Evaluation

Evaluation was a not a high priority concept for the schemes. Only 33% ($n = 5$) of OHS schemes claimed to be evaluated, 73% ($n = 11$) of them did not re-evaluate winners to keep awards, and 67% ($n = 10$) would not rescind awards. The non-OHS schemes were slightly more involved in the evaluation process. All of them claimed to have been evaluated, with 50% ($n = 3$) stating that they would re-evaluate previous winners, and 67% ($n = 4$) stating that they would rescind the awards, once they were presented to firms.

Transparency

All of the schemes seemed to be transparent (e.g. fair, open, clear in relation to criteria for success/judging, accessible in the public domain) with entries sought from any firm (depending on the category of the award), and the processes of the schemes available in the public domain.

Staff Involvement

Health and safety personnel tended to drive the awards; neither organisers nor participants of the schemes seemed to encourage actively all staff to get involved. However, as noted by the participants of the schemes, the time constraints involved in the compilation of application forms and generating supporting documentation meant that the staff might not have had time to get involved.

Relevance

Most small firms who were interviewed did not see the relevance of the schemes for their business. They saw the award as an *award*, rather than a method of maintaining health and safety.

Quality Controls

Quality controls for occupational health and safety award schemes centre on continuous improvement/updating of the scheme, user friendliness and transparency. Unfortunately, most of the schemes in existence do not appear to apply the quality controls.

Key Features of Schemes

The analysis highlighted certain features that can contribute to schemes operating successfully or not successfully. These are as follows:

Key Features of Successful Schemes

- The scheme is viewed as a ‘brand’ and companies wish to be associated with the brand
- The scheme is evaluated at set times, for example, every third to fifth year, to guarantee that the scheme is meeting the criteria of the organisers and that the participants are benefiting from involvement in the scheme
- There is a strong focus on health promotion and good practices
- The scheme is transparent
- There is a commitment by the organisers to move the scheme forward, such as involving more companies, and redesigning the scheme
- The organiser use a holistic approach, which seems to generate the best outcomes
- The organiser ensures that there is worker involvement at all levels of the organisation to make certain that the scheme represents the organisation rather than the health and safety component of the organisation. The decision to participate is also not a ‘top-down’ senior management decision without active input from employees
- The organiser collects data from participating organisations to verify that the scheme is assisting with the promotion, development and commitment to occupational health and safety within an organisation

Key Features of Unsuccessful Schemes

- The organiser engages in partnership schemes without first establishing a clear purpose for the scheme and guaranteeing that the necessary resources are in place
- The organiser focuses on one type of organisation, for example, large organisations. As such, small businesses may feel left out of the process, and that the scheme does not cater to their needs
- The organiser charges large fees which some participants may interpret as the organisers are only interested in the monetary aspect of the scheme
- The scheme has limited resources to administer, promote and develop the scheme
- The scheme does not have a strategic direction, which in turn, does not support the development of the scheme

Recommendations

The Health and Safety Executive commissioned the present research to consider the possibility of using such schemes more intensely in the future. The schemes can generate changes in behaviour, but need to be focused, well implemented, evaluated periodically and have the required available support. The researchers recommend the following:

- HSE needs to have a strong commitment to any occupational health and safety reward and recognition scheme in which it wants to be involved.
- Continuous and consistent support needs to be in place for a scheme to be effective and efficient.
- An independent evaluation process must be built into any scheme, in order to update and improve the scheme on a consistent basis. Evaluation is a key component in ensuring that the scheme is working as it should and that participants are benefiting from it.
- The scheme must be transparent. There must be an issue of fairness and an incorporation of clear criteria to evaluate the scheme. All participants must know that they could apply to the scheme without feeling excluded from any part of the process.
- Checks must be built into the process to guarantee that all staff is involved and that the application process does not develop into a top-down, or one person driven process.

1 INTRODUCTION

This report presents the findings of a research project carried out by the Social and Organisational Factors Section (SOFS) of the Health and Safety Laboratory (HSL) for the Business Involvement Team of the Health and Safety Executive (HSE).

The aim of the research project was to explore the existence and effectiveness of reward and recognition schemes in the area of Occupational Health and Safety (OHS) that are in existence in the United Kingdom (UK), and to assist the Health and Safety Executive (HSE) in deciding whether such schemes are likely to provide an effective tool to use either directly or via an intermediary.

The objectives were:

1. To identify schemes which recognise good or best practice in organisations;
2. To examine how these schemes work, their scope (number of participants, industry sectors, subject areas, etc.), and the recognition that is achieved;
3. To identify those schemes that have undergone robust evaluation and the findings resulting from those evaluations;
4. To identify the changes in behaviour that occurred due to successful schemes (the outcomes) and the impact they have had on the participants or the topic area;
5. To identify the costs associated with successful schemes and how these are met and administered; and
6. To examine and identify the key features of successful schemes.

The report contains the following sections. Section two presents the background information, section three outlines the methodology used in analysing the data, sections four to nine provide the results, section ten outlines the discussion, section eleven provides the recommendations and section twelve the conclusions.

2 BACKGROUND

The use of reward and recognition schemes is viewed as a tool that can contribute to the performance of 'good practices' and allow organisations to illustrate their social interest and corporate social responsibility (EASHW, 2002). They work to recognise good performance and to encourage others to improve their performance. These schemes therefore are not merely about following guidelines or conforming to legislation, but should be viewed as a holistic process that is intrinsic to the management and culture of an organisation (Macaulay & Cook, 2001).

The use of recognition schemes has been found to be popular in organisations. A 1998 survey of 81 large companies found that less than one-quarter (24.7%) did not operate any internal schemes, while just under one-tenth (8.6%) operated four or more schemes (IRS, 1999). The respondents stated that their reasons for operating such schemes ranged from supporting the business or Human Resources (HR) objectives, increasing commitment, or that they represented good value. The popularity of such schemes may be justified by the fact that they are seen to provide worthwhile outcomes. For example, recent studies have shown that a positive and statistically significant relationship exists between the length of time that people intend to stay with their current employers and the recognition they receive for working to a high standard, while a less positive relationship exists between monetary rewards and intention to stay (The Business Research Lab, 2005). Moreover, research in this area has recommended the use of reward and recognition schemes to show appreciation to employees for working well and for reinforcing commitment (Harte & Dale, 1995); to encourage higher levels of performance (IRS, 1999; Romero & Kleiner, 2000); to improve an organisation's effectiveness by influencing individual and group behaviour (Lawler & Cohen, 1992); and to act as an aid to recruitment and retention, increasing productivity, improving morale and commitment, and promoting a more positive organisational image (IRS, 1999).

However, while there is extensive research on reward and recognition schemes for general business issues, less research exists on the effectiveness of reward and recognition schemes as they relate to occupational health and safety (OHS). It is pertinent therefore to enquire if the use of reward and recognition schemes is the best way to promote and generate focus on OHS in the workplace. A recent study of organisations ($N=139$), found that two-thirds of those surveyed were in favour of recognising good performance in respect of health and safety (Craig, 2005), with public recognition ranging from awards to citing their achievements on websites. This is comparable to other research that shows that on average 60% of UK organisations use some form of internal recognition scheme (IRS, 1999).

The research that is available in the area of OHS shows that health promotion schemes do seem to work; as participating in these types of schemes saw a 22% reduction in absenteeism, and a 90% reduction of staff turnover in Canadian firms (Dugdill & Springett, 1994). Dugdill and Springett (1994) noted also that Japan had the highest productivity rates in the world and was found also to spend more per capita on health promotion programmes than any other country worldwide. It is important to note however that research has shown that direct employee involvement in organisational change processes that focus on psychosocial health generates better results, than those schemes where the managerial decision was top down or where the employees were consulted but were not directly involved (Westlander, 1989). Moreover, there does not seem to be a strong link between OHS issues and other performance measurement variables within organisations, with Mearns and Håvold (2003) recommending the use of the balanced scorecard to concentrate all key performance indicators. The balanced scorecard as a widely-used performance measurement system includes four groups of performance measures, financial performance, customer relations, internal business processes and learning and growth (Mearns & Håvold, 2003). The challenge in promoting occupational health and safety within organisations is that, it tends to be seen as separate and distinct from

financial performance or productivity or motivation. Nonetheless, research suggests that quality constitutes leadership, education and training, supportive structure, communications and reward and recognition, and is linked directly to productivity, for as quality improves, costs decrease and productivity improves (Yavas, 1994).

While the links between OHS and other performance and productivity indicators are still to be strengthened, other factors have contributed to highlighting the benefits of maintaining good practice in respect of OHS. Over the last decade there has been an increase in the use of outsourcing to reduce cost and to concentrate on the strengths of the business. However, this has resulted in less control by organisations in ensuring that their contractors conform to health and safety standards, and the need to find other ways to promote the health and safety of their work environment and of their products and services (European Commission, 2001). The European Commission notes further that these business changes have encouraged government and organisations to explore other ways to promote health and safety, especially as the promotion of health and safety can function as an effective marketing device for promoting their own products and services. One way of encouraging health and safety and ensuring a preventive and proactive culture is through the use of reward and recognition schemes. These schemes tend to cost relatively little to operate, accounting for less than 0.5% of annual accounts (IRS, 1999) but can have significant effects.

As with most systems that are dynamic, there is not a set protocol for how reward and recognition schemes should operate. But, despite the variety in the types and objectives of recognition schemes, a number of characteristics can be highlighted as key features of such schemes, inclusive of:

- The aim to motivate organisations and/or persons to carry out special preventive efforts.
- To be based on a voluntary initiative from stakeholders.
- To be based on well-documented and stable procedures/criteria.
- The aim to obtain safety levels beyond legal requirements.
- Recognition in the form of being allowed to use a logo/label, documents or acceptance in a database (EASHW, 2002, p. 1).

While it is important to acknowledge that reward and recognition schemes can take various forms, and although there is no single approach that works, this does not mean that any programme will be effective (Wilson, 2001). Additionally, a systematic overview and evaluation of recognition schemes is not available (EASHW, 2002), which restricts the ability to select the best practices from these schemes.

The HSE (Caldwell, 2003, p. 3) notes that awards need to be based on robust criteria such as:

- Evidence of involvement at both director and employee level;
- Sustainable improvements to the working environment;
- Evidence of corporate reporting of health and safety data;
- Improvements in productivity resulting from better health and safety management (the business case);
- An impact on employee working practices; and
- Reduced levels of employee sickness and absenteeism

The present research seeks to explore the usefulness of such schemes and to gain a better understanding of their capabilities.

3 METHODOLOGY

3.1 INITIAL RESEARCH

Desk research was conducted to obtain as comprehensive a list as possible of those occupational health and safety reward and recognition schemes that are in existence in the UK. The focus was set originally on UK national schemes, but the researchers included a very small sample of regional, industry-specific and individual schemes, to obtain a broad perspective of the schemes in existence. As requested by the Health and Safety Executive (HSE) only those schemes in existence since 1975 were included originally in the sample. However, the researchers felt that one long-running and extensive scheme that was recently evaluated and updated, should be included in the research. HSE's approval was sought for the inclusion of this scheme. The schemes were classified then according to the four different types:

- National
- Regional
- Industry specific
- Individual

Additionally, a sample of successful schemes in other areas were identified and included in the sample. These areas included environmental health, business and staff development. As with the OHS schemes, one long running scheme was felt to be essential to the research and again approval was sought from the HSE for its inclusion.

The schemes were identified through:

- Intranet searches of the HSE's website.
- A directory produced by the Continuous Improvement Programme Action Group listing occupational health awards in Great Britain (HSC, November 2003).
- An Internet search of different search engines in the UK (e.g. Google, Yahoo, Alta Vista, Lycos, Ask Jeeves, info.co.uk, MyExcite).
- Informal networks and prior knowledge of the researchers.
- A search of two business databases - KeyNote (www.keynote.co.uk) and Kompass (www.kompass.com).

The key words used in the Intranet, the Internet and database searches were occupational health and safety reward schemes, rewards and recognition occupational health and safety, rewards and recognition safety award programmes, health and safety rewards, occupational health and safety rewards, occupational health, workplace reward, and recognition schemes.

Once the schemes had been identified, contact was initiated by telephone to the organisations running the schemes to arrange for telephone interviews on the nature and administration of the schemes.

Limitations of the desk research

The Internet provides a vast array of information, but the information that is available is information that has been posted for specific reasons. There is no guarantee that the information accessed in this way is fully exhaustive and complete. The researchers however did use all available resources to obtain as comprehensive a list as possible.

3.2 STUDY DESIGN

The aim was to research the existence and effectiveness of occupational health and safety reward and recognition schemes in the UK, to assist the HSE in deciding whether such schemes are likely to provide an effective tool to use either directly or via an intermediary. The nature of the research was to collect data on how the schemes operate, and the views and opinions of the co-ordinators and managers of the schemes. The research aimed also to obtain the views of potential users and non-users of occupational health and safety reward and recognition schemes in the UK. To this end, participating and non-participating organisations were questioned allowing the researchers to obtain a more robust and informative study. It was felt that one-to-one telephone interviews would generate the data required to meet the aims of this study, within the designated time frame. Semi-structured questions were devised for the researchers' use to ensure a consistent approach to data collection. One potential bias in the study design, of which we must be cognisant, concerns the reward scheme respondents. They may have given more favourable responses to the questions since they had a vested interest in the success of their own schemes. It is possible that such a bias could have been addressed with more time to invest in the study.

3.3 THE SAMPLES

National reward and recognition schemes that covered any aspect of health and safety, occupational health and health promotion were identified and included in the study. Together with the successful schemes in other areas a total of 21 schemes were identified. See Appendices 1 to 5 for overviews of the schemes.

In order to obtain a greater understanding of the effectiveness of these schemes, two sets of organisations were approached. Those that had participated in such schemes and those that had not. Although this aspect of the research was not included in the original request, the researchers felt that gaining the attitudes of recipients of the schemes, as well as those who choose not to apply, would provide a clearer indication of their usefulness. Researchers identified a small number ($N=10$) of organisations that had participated in reward schemes in addition to an equal number of those that had not. Small, medium and large organisations were identified using the Internet site Yell.com and cold-called to elicit their views and experience of reward and recognition schemes.

3.4 RESEARCH PROCEDURE

The questionnaires (for both OHS and non-OHS schemes) were developed based on the key characteristics of reward and recognition schemes highlighted in the EASHW (2002) document. It was decided also to include questions to assess those criteria that contribute to the quality of the schemes, such as continuous improvement/updating of the scheme, user-friendliness and transparency (EASHW, 2002).

The questionnaires consisted of twenty-four questions. The questions included basic background information about the reward and recognition scheme, concerning the length of time it had existed, the number of annual applicants and the scheme's geographic entry criteria. These were followed by open questions about the promotion, structure and content of the award scheme, its criteria, impact, and details of how any impact is monitored and/or evaluated. Questions focused also on resource demands, whether or not the scheme had itself been evaluated and the views of the scheme coordinator as to the success of the scheme. Finally demographic details concerning the respondent's role, length of time working on the scheme and tenure were obtained. See Appendices 6 to 7 for copies of the questionnaires.

A set of eleven semi-structured questions was developed for both participant and non-participant organisations. The questions concerned the reasons for applying (or choosing not to apply) for a particular reward/recognition scheme; perceived benefits obtained from participation, resource demands and proposed future involvement in such schemes. Finally demographic details concerning the respondent's role, length of time participating in such schemes and tenure were obtained. See Appendix 8 for a copy of the questionnaire.

3.5 CONDUCTING THE INTERVIEWS

Initially, given that certain sections of the scheme organiser's questionnaire required specific statistical data they were distributed in advance to participants, allowing them time to collate the necessary information. A small number of respondents ($n = 7$) declined to participate in a telephone interview but completed the questionnaire and returned it electronically. For the majority ($n = 14$), questionnaires were completed via a telephone interview. This allowed the researchers the opportunity to explore further any relevant issues that arose within the course of the interview. Prior to commencing the interview the respondent was informed of the study, its objectives and the confidential nature of the interview. The researchers intended tape recording the interviews to ensure that all the information was collected verbatim. The respondents were asked if they objected to the interview being recorded to support the notes being taken. It was reiterated that the interview was confidential and that it was only being recorded to assist in the analysis of their responses. Some of the respondents objected to the use of the tape recorder, and it was therefore not used. The respondents were presented with the questions in the order they appeared on the questionnaire and their responses were recorded either by hand or taped. At the end of the interview (which lasted approximately 40 minutes) the researcher thanked the participants and offered them the opportunity to ask any questions. Finally, confidentiality was reaffirmed and consent obtained for the use of any specific quote or reference. The researcher obtained also any relevant documents such as an evaluation report or scheme details that the participants were willing to release.

Organisations in the UK that were potential participants of reward and recognition schemes were targeted randomly via cold-calling. If participation was agreed, the respondents were informed of the study, its objectives and confidential nature. Respondents were then presented with the questions in the order they appeared on the questionnaire and their responses were noted. Finally, they were given the opportunity to ask any questions and thanked for their cooperation. Prior consent was obtained for the use of any specific quotes or references. The interviews were conducted during October - November 2005.

3.6 ANALYSIS

The taped interview data were transcribed. The researchers analysed the interviews using a thematic analysis approach. The interview schedule was able to provide a deductive framework for the analysis, while an inductive approach was used to allow themes to emerge from the data (Patton, 1990). A process of constant comparison elicited all of the overarching themes. To ensure reliability, both researchers read the transcripts and written responses, and extracted emerging themes. There was a high level of agreement between the two coders with similar themes emerging. The analysis allowed the identification and development of the core issues against which the feedback from respondents could be compared and contrasted. The responses to the closed questions were categorised based upon content and coded accordingly. The data obtained from the participating/non-participating organisations were subjected to content analysis. The demographic data and some of the closed questions, from both sets of questionnaires, were subjected to a descriptive analysis.

4 RESULTS - ORGANISERS OF SCHEMES

4.1 LIMITATIONS TO CONSIDER

The desk-based research yielded only a small number of schemes. Additionally, these schemes only target a certain number of organisations. There were 4.3 million business enterprises in the UK at the beginning of 2004, with 99.3% classified as small, 0.6% as medium and 0.1% as large (DTI, 2005). Further, at the start of 2004, the number of enterprises with no employees was 3.1 million (72.8%) of all enterprises, and therefore may, or may not consider applying for such awards. Comparable to these figures it should be noted that one of the award schemes included in the research, the Queen's Award, which is one of the larger and more focused awards, in 2005 targeted only 142,000 UK companies, as part of a nationwide campaign to promote the award scheme, although any company with two or more employees could apply.¹ Therefore these results should only be used to gain an initial assessment of the schemes that are operating, rather than to generalise about such schemes.

Due to the considerable differences between the data on certain questions, such as the time frames and the number of awards presented, the results that are presented include two different averages, the mean and the median, as well as the standard deviation from the mean.

4.2 THE SAMPLES

The following award schemes were reviewed, and are presented in alphabetical order. There were 21 schemes, inclusive of the two schemes run by the Business in the Community.

- British Quality Foundation (*Non-OHS*)
- British Safety Council Sword of Honour Award
- BUPA Health at Work Award
- Business in the Community (2 schemes: one *Non-OHS*)
- Corporate Standards Health at Work Award
- East Herts Council Health and Safety Award
- Environment, Health and Safety (EHS) Excellence Award Scheme (GlaxoSmithKline)
- European Agency Award
- HABIA Award
- HELA Award
- Investors in People (*Non-OHS*)
- National Business Awards
- Queen's Award for Enterprise (*Non-OHS*)
- ROSPA Occupational Health Award
- Scotland's Health at Work Award (SHAW)
- Stockport Healthy Workplace Award
- VIBES (*Non-OHS*)
- Warwickshire Health at Work Award
- Working Well Together Award
- Zurich Municipal and IOSH Health & Safety Awards

¹ <http://www.gnn.gov.uk/Content/Detail.asp?ReleaseID=158578&NewsAreaID=2>

Fifteen of the schemes were in the area of Occupational Health and Safety and six were business/management related awards.

For the schemes in the area of OHS just under half (46%) were administered by occupational health and safety personnel. The other schemes were managed by either staff such as Award Coordinators (27%) or by management/technical staff such as Policy Advisors (27%). See Figure 1.

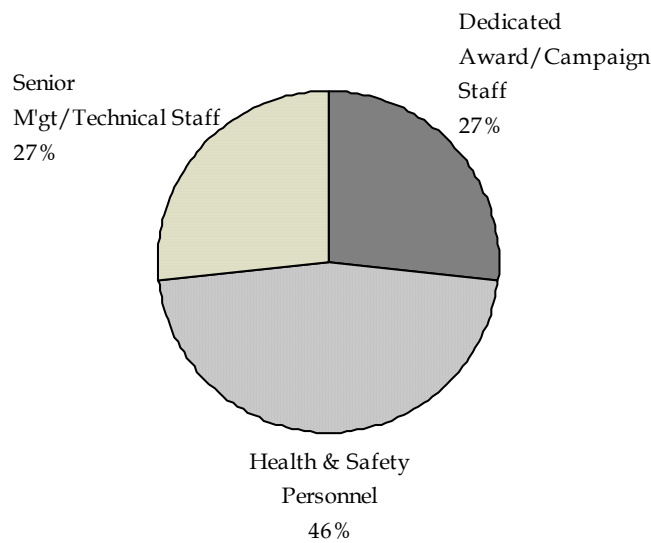


Figure 1: Administration of occupational health and safety award schemes

As a contrast, dedicated award or campaign staff dominated the running of the non OHS schemes (83%), with only one scheme being managed by an ‘Information Executive.’

4.2.1 Overview of OHS Schemes

The awards were in existence from between one to 27 years ($M = 9.47$, $SD = 7.47$, Median = 7; $n = 15$). They had presented between three and 1040 awards ($M = 165.67$, $SD = 351.83$, Median = 30; $n = 15$). See Figures 2 and 3 for an overview of these results. The majority of the organisers (93%, $n = 14$) noted that their awards were limited to organisations within the UK, with only one organiser stating that its scheme was open to other countries. Again, the majority of the organisers (93%, $n = 14$) stated that they did not charge organisations to apply for their awards, with only one organiser noting that it did charge to apply for its award. The number of organisations that applied to the schemes ranged from 6 to 1031 ($M = 107.50$, $SD = 268.71$, Median = 21; $n = 14$), with the award lasting from one to three years ($M = 1.38$, $SD = 0.77$, Median = 1; $n = 13$).

Most of the organisers noted that the award could not be rescinded at any time (67%, $n = 10$), with only 33% ($n = 5$) stating that they would rescind the award. Again, similar results were obtained in gauging if organisations were re-evaluated in order to keep the award, with most

of them stating that organisations were not re-evaluated (73%, $n = 11$), and only 27% ($n = 4$) stating that a re-evaluation system was in place.

About one-third (33%, $n = 5$) noted that their schemes had been subjected to an overall evaluation, with the remainder (67%, $n = 10$) noting that an evaluation of the schemes had not been done. The respondents had worked for periods ranging from 2 years to 25 years ($M = 10.33$, $SD = 7.10$, Median = 8; $n = 15$). They had worked on the project for periods ranging from one year to eight years ($M = 3.93$, $SD = 2.13$, Median = 4; $n = 14$).

4.2.2 Overview of non-OHS Schemes

The awards were in existence from between one and 40 years ($M = 13.50$, $SD = 13.87$, Median = 9.5; $n = 6$). They had presented between 7 and 38,000 awards ($M = 7251$, $SD = 15185.39$, Median = 2750; $n = 6$). See Figures 2 and 3. All of the organisers (6) noted that their awards were limited to organisations within the UK. The majority of the organisers (67%, $n = 4$) stated that they did not charge organisations to apply for their awards, with one-third (33%, $n = 2$) noting that they did charge to apply for their award. The number of organisations that applied to the schemes ranged from 22 to 1000 ($M = 280.4$, $SD = 412.54$, Median = 100; $n = 5$), with the award lasting from one to five years ($M = 2$, $SD = 1.67$, Median = 1; $n = 6$).

Most of the organisers noted that the award could not be rescinded at any time (67%), with only 33% stating that they would rescind the award. However, it was an even split between organisers when asked if organisations were re-evaluated in order to keep the award, with half of them stating that organisations were not re-evaluated (50%, $n = 3$), and 50% stating that they were. All of them (6) noted that their schemes had been evaluated.

The respondents had worked for periods ranging from one year to 16 years ($M = 5.92$, $SD = 6.40$, Median = 2.25; $n = 6$). They had worked on the project for periods ranging from one year to 12 years ($M = 5.08$, $SD = 5.00$, Median = 2.25; $n = 6$).

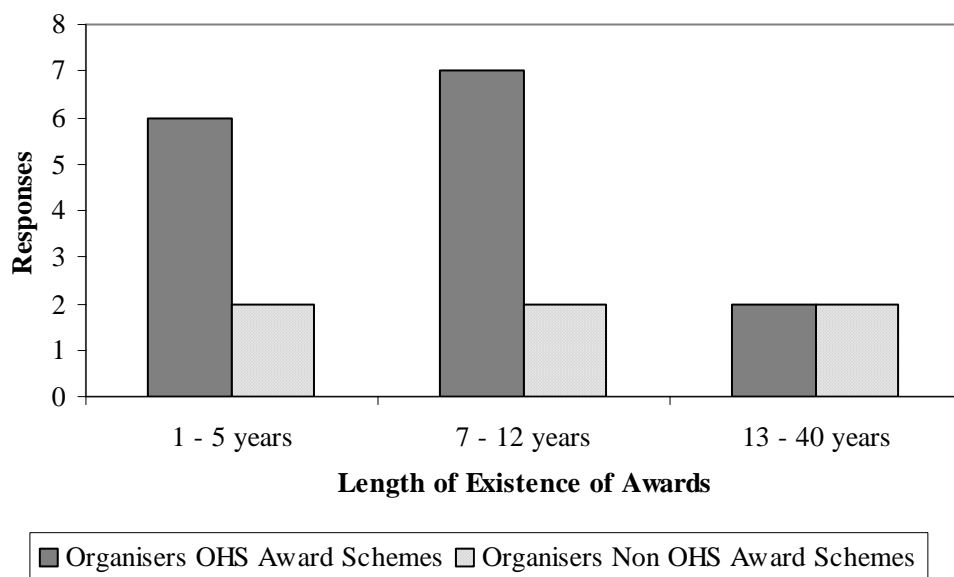


Figure 2: Length of existence of awards (both sets of organisers)

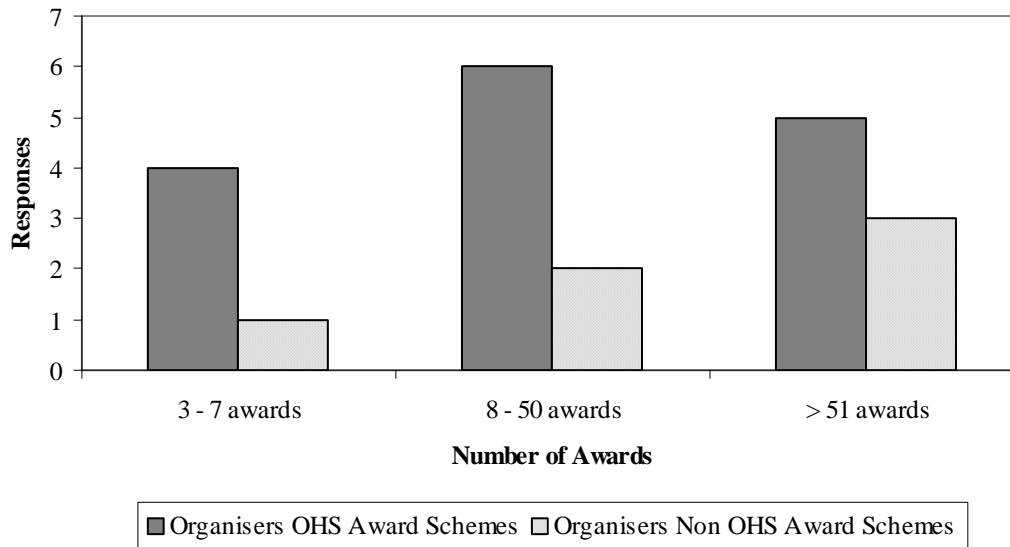


Figure 3: Number of awards by organisers of schemes

4.3 THEMATIC ANALYSIS

The main findings from the reward/recognition scheme organiser's questionnaire were subjected to a thematic analysis that elicited nine key themes, each of which consisted of various sub-themes.

1. Reasons for award (introducing/implementing the scheme)
2. Promotion techniques
3. Scheme Criteria
4. Scheme assessment process
5. Requirements of the process
6. Focus for the process
7. Potential benefits
8. Support/Resources
9. Success rate

The themes and sub-themes derived from the data are discussed below and where relevant quotes are provided by way of illustration and inserted verbatim. See Appendix 9 for a complete listing of all the themes and sub-themes.

4.3.1 Reasons for Award (introducing/implementing the scheme)

The majority of organisers ($n = 13$) from the 20 schemes had a focused approach, stating that the reason for introducing their award was in order to actively promote a healthy workplace or to influence change.

“To promote understanding of health issues at work and to promote good practice.” (P4).²

“Thought that an award would give Local Authorities a reason to encourage Health & Safety Practitioners to ensure they put in place good health and safety management systems.” (P9)

For some, the focus was on the potential business benefits of a healthy workforce, and this in turn drove the schemes’ inception.

“It was a business initiative to address the problem of the lack of inward investment. [Name of place] had a reputation as the Sick Man of Europe and the scheme was an attempt to address this by getting employers to promote healthy workplaces. An attempt to have [name of place] perceived as a forward thinking health conscious country with like minded workforce and thus attract investment.” (P3)

This focused approach was evident also from schemes that addressed other areas such as the environment, staff and business development.

“To promote to employers the necessity of their investing in the skills of the working population.” (P20)

Others ($n = 2$) had only a weak specification.

“Presumably because they have always had an interest in the settings approach. There has always been a team working on workplace health in the Primary Care Trust for numerous years. I presume they ended up doing an award because it seems to be one of the easier ways to get into business.” (P11)

For some of the respondents ($n = 5$) the opportunity for, and the benefits of prestige and recognition were the motivation for starting the reward/recognition scheme.

“Just to give recognition to those who consistently achieve good standards and give them publicity. Their health and safety criteria are often higher than the legal requirement so they have done over and above what is required and should be recognised.” (P7)

4.3.2 Promotion Techniques

A variety of techniques were employed to promote reward and recognition schemes. Almost all of the respondents ($n = 18$) routinely used electronic techniques to promote their particular scheme to potential applicants. This included the use of extranets, intranets, the Internet and e-mail. The same number stated that they routinely employed paper methods of promotion, such as mail shots, flyers, trade journals and newsletters.

For some ($n = 11$), media coverage such as television, radio, local and national press articles were utilised also as a method of promotion. Others ($n = 12$) promoted their scheme via groups. This ranged from networking locally at regional events and the use of steering groups, to specific promotion at large national events and exhibitions. For a few schemes ($n = 3$) personal visits to organisations formed part of their promotion technique.

“It has tended to be more from officers visiting salons, that have suggested that they apply for the award or have recommended them for the award scheme.” (P10)

Whilst the combination of techniques for promoting their schemes varied, no respondent relied upon only one technique.

² The text in italics that is enclosed within quotation marks relates to verbatim comments from the respective respondents

“There are a couple of ways. We have our own targets so we will then target the organisations we are trying to get on board. We will send people directly to those organisations to get them on board. Other than that there is a web site, there are press releases and there is a newsletter and we have regular events where we promote and market the scheme.” (P5)

Interestingly, a few respondents ($n = 3$) acknowledged a need for greater promotion of their scheme.

“Fewer entrants this year than last and I have noticed that there is a decrease in entrants this year than last and yet the following year it will increase again. Cannot explain this as the promotion of the event remains the same. We want to try and promote it more next year to attract more entrants.” (P9)

4.3.3 Scheme Criteria

All the occupational health and safety scheme respondents ($n = 16$) were in agreement that organisations needed to demonstrate a commitment to health and safety. Such a commitment was considered as a necessary criterion for applicants to their scheme.

“Award winning programmes must show how they are grounded in an overall commitment to health and safety whilst being inspirational, innovative and replicable.” (P2)

Additionally, a commitment to health and safety was widely considered ($n = 10$) to be a benefit that organisations may gain from participating in reward/recognition schemes.

“Well one of the things I think is important is not the winning but the actual taking part because everybody who decides that they are going to do something to improve health and safety, gets the knock on benefit of improving health and safety performance. So the real prize is actually in the company, in the accidents that don’t happen as opposed to the prize you win just for show casing.” (P14)

A similar belief was often echoed in other responses.

“To receive an award they must have some initiative or system in place that will improve health and safety management and therefore they are obviously changing to have a safer working environment. Often awards are given when health promotion initiatives such as smoking cessation programmes have been implemented. Any initiative which improves the health and safety of the workforce can only be of benefit to the organisation.” (P 9)

For a few schemes ($n = 4$), the application criteria were relatively simple; in some cases they did not demand anything other than organisations meeting statutory health and safety regulations.

“Well there are about 18 points for health and safety but it is general health and safety requirements that we would be looking for from an enforcement perspective anyway.” (P10)

One respondent cited simplicity as a positive feature of their award criteria.

“The aim is to make the process as simple as possible. The panel will not be looking for glossy presentations.” (P1)

For some schemes ($n = 8$) the inclusion criteria highlighted their openness and availability.

“Any programmes or interventions that a company has implemented in the workplace to improve employee health and well-being are eligible. These might range from smoke-free premises, or health advice/support services in the workplace, to measures to promote healthy

eating or opportunities for physical activity or advice and procedures to raise awareness of specific diseases, to reduce stress or improve mental health. This could also refer to a company's holistic approach to improving the health and well-being of its employees.” (P2)

For others ($n = 6$) the issue of a need for effective risk assessment and management was specifically addressed in the entry criteria.

“All entries needed to demonstrate good management, particularly the effective use of risk assessment and implementation of its findings and be focused on the successful prevention of risk.” (P13)

Many schemes ($n = 13$) demanded that applicants meet fairly complex criteria. This often required specific health and safety policies in existence and/or implemented, audits undertaken and relevant needs identified and addressed.

“Examples also have to demonstrate workplace focus, risks tackled at source through good management and consultation, effective participation of the workforce, a holistic approach to risk, occupational health preventative actions such as health surveillance, training, control measures, real improvements, sustainability across time and possibility of transfer to other workplaces.” (P13)

4.3.4 Scheme Assessment Process

With only one exception, all the reward and recognition schemes employed the use of experts to assess applications. Independent assessors were drawn from both the public and private sectors and invited to judge applications. These experts varied from scheme to scheme ranging from health and safety trained individuals and senior persons in local authorities to HSE's principal inspectors. Trade union representatives, government ministers, and sometimes, key professionals from the relevant industry/sector (e.g. construction) were reported to be involved also.

“The judges are drawn from the recommendations by the chief inspector. They would probably come from say a trade union rep, somebody from one of the major contractors, an intermediary, maybe somebody from the Institute of Occupational Safety and Health (IOSH). So we would try and draw key people in from the industry who can give us their view. The chair has to definitely be the head of the construction sector.” (P14)

Interestingly, the one scheme that failed to utilise a relevant expert assessor was unsuccessful and subsequently suspended in 2002.

“Problem was that there was a lack of budget and a lack of relevant assessors available, often advisors were also the assessor and were not adequately qualified to ensure that the changes made by the organisation were indeed effective. Panel(s) of assessors were taken from the partners and it was felt that with so many partners there was no strategic leadership. It was difficult to get the right staff, there was only one assessor with an OH background.” (P4)

A few respondents ($n = 3$) noted that applicants were assigned a Personal Advisor to provide guidance, with the assessment approached as a continuous developmental process.

The value of such an approach was stressed.

“I think it is quite important at this stage to make it clear that it is not just an award but it is a process, a supporting process as well. So it is not just something that recognises outcomes. It's a process that lasts about a year to a year and a half with an organisation, where we give them support and work with them to get them to a point where they are ready for assessment.

So it is a developmental process, it is not just the award; it is just a small part of the overall process.” (P5)

This approach however was not shared by most of the respondents ($n = 12$) for whom assessment was deemed very much a competitive process between applicants.

“They [assessors] then go through and mark each one and look for the merits in each. They [companies] are all being compared against each other if you like and so it’s simply the best forty of the ones we get in which are then the successful ones.” (P12)

This view was further emphasised in the interview by the same respondent, when asked if entering the scheme benefits companies that do not win the award.

“To be honest with you it doesn’t massively, other than the fact that because they have had a go at it, it is going to help them when they come to do it the following year and we do hear that they have made considerable improvements specifically so that they can be at a higher level to go for this award. But other than that to be honest with you it doesn’t really, it is all sort of about the people who do win.” (P12)

Only one respondent expressed the opinion that despite the scheme being based upon a competitive process all applicants were considered to be health and safety achievers.

“Well as I pointed out everybody is a winner. The fact that you have made improvements and can show that means you have won something. What we have introduced is everybody who enters gets a letter of thanks and a thank you for entering and please keep up the good work because the entry is just not the award but it is about meeting the targets and reducing accidents and ill health.” (P14)

For some of the respondents ($n = 5$) assessment incorporated a site visit to the organisation.

“Then they [assessors] will do site visits so they will go into the workplace and this is not scripted, so they can go anywhere, speak to anybody and look at outcomes to see if staff are aware of the policies and aware of the support that is in place and that these policies are actually working.” (P5)

For most ($n = 13$) the assessment process required organisations to submit different types of documentation or give a short presentation to the judging panel.

“Entrants have to answer ten specified key performance questions relating to their management of occupational health and support the answers to those questions with a folder with relevant documentary evidence to demonstrate corporate excellence.” (P6)

Such documentation however was frequently taken at face value and not subject to rigorous evaluation.

“What they [entrants] send in is a huge amount of information. I mean at the very smallest it is one full lever arch file and sometimes to be honest they send five or six files, so there is a lot of documentation that they send in and it is all basically self certified. They have to sign the applications form to say that all of the information they supply is correct and there is an element of trust to be honest with you about what they are showing us is correct.” (P12)

Once the assessment process had been completed some of the respondents ($n = 8$) stated that they provided feedback to those participants that had failed to achieve an award. Interestingly, it was reward and recognition schemes in areas other than occupational health that seemed to attach the greatest significance to providing feedback. All five of these schemes ensured that organisations were given follow-up information on their application.

“All entrants are given feedback on how to improve and are signposted to organisations that may give advice or aid.” (P17)

Schemes from the occupational health and safety area appeared to attach less significance to feedback with only three schemes stating that it was provided.

4.3.5 Requirements of the Process

For most ($n = 13$) of the respondents communication about health and safety issues within the organisation was considered to be an important requirement of the process. Applicants were required to demonstrate how issues were communicated throughout the organisation, such as.

“Did the authority develop communications? Were new forms of communication explored, were the relevant stakeholders engaged, was feedback received?” (P1)

Communication about health and safety was highlighted also as a benefit to be gained from participation.

“They [entrants] gain benefit and understanding of health and safety legislation and contact points to ask for further guidance and to be able to do it freely without a fear of repercussions from an enforcement action as a consequence of asking a question.” (P10)

For some schemes ($n = 11$) innovation was viewed as an important requirement.

“Studies addressing new ideas of measurement, risk assessment or management issues arising from or strongly linked to improving health in the workplace are eligible.” (P15)

For all the schemes examined ($N = 21$) some level of achievement in relation to health and safety or environmental health/business development was cited as an essential requirement. Awards were presented in order to recognise this achievement.

One of the criterion for one organiser (P1) involved having participants demonstrate achievements in respect of *“Value for money, improved compliance, awareness and knowledge, and improved working relationships.”*

Within some schemes these achievements were measured against set criteria (e.g. accident rates) and one respondent suggested that receiving an award only for the achievement of set criteria was a potential problem.

“To be honest what the businesses said they wanted was to do their initial audit themselves, possibly on line. They don’t really want to enter unless they think they are going to get an award. They want to enter when they think they have achieved something so they get a reward. ... Most of our award winners are all on gold because they have been in it for years so it is getting to be an entirely pointless process.” (P11)

For most of the schemes ($n = 13$) the submission of some form of documentation was a necessary requirement.

“What we [award organisers] do is send a list of documents that we would want to see and then we visit, when we do the visits we go through the documents and also do a site tour. To be honest the site tours are quite minor compared with the documentation review because it is not a health and safety check, it is not an inspection of any sort.” (P11)

This documentation was sometimes verified.

“What we [award organisers] have done is asked them to submit a verification or endorsement by somebody who is outside of the process, for instance if managers are saying

that they have introduced health surveillance or screening or whatever, we would ask that they could provide some documentation to verify that, that actually happened and very often they would ask say maybe somebody like a trade union representative to authenticate what they have done or it might be an outside supplier or a customer.” (P14)

However, as mentioned previously documentation was frequently taken at face value and not subject to rigorous evaluation.

The above requirements were also found to emerge in the responses from reward/recognition schemes in other areas.

“Main application form is designed to assess application according to ten criteria: commitment, employee involvement, accountability/external communication, monitoring and reporting, environmental, economic and social benefit, innovation, replication and future plans.” (P17)

4.3.6 Focus for the Process (involvement of organisations)

Across the schemes examined, there was variation concerning the focus for the process within the applicant organisation. For some schemes ($n = 4$) vague criteria elicited only a weak focus from within the organisation.

“Health and safety comes under remit of Environmental Health Department of local authorities. Due to diverse size of authorities throughout UK it is impossible to say what levels, for example management or workers are involved. It is up to the individual authority whom is involved.” (P1)

For some ($n = 6$) the focus was found to be limited, applications tended to involve only senior management, health and safety personnel and human resources personnel.

“Some of them are health and safety and some HR but usually you get HR and health and safety together. If it is a smaller business and they don’t have a health and safety person then it has been the senior manager.” (P11)

Most schemes however, ($n = 11$) necessitated a strong focus from within the organisation with the criteria demanding a strong organisational commitment from a representative cross section of employees.

“We [award organisers] make sure that there is a working group and representation on that working group. We need to see senior management, health and safety advisors, health and safety occupational advisor, if they have got occupational health. Human resources should be on there. The union should be involved and there should be employees represented on there. So that would be the minimum but then that will change if it is a small or medium enterprise that doesn’t have all those people.” (P5)

4.3.7 Potential Benefits

Question 16 invited scheme organisers to identify how organisations benefited from participating in their scheme. Most of the respondents ($n = 12$) highlighted the sharing of best practice between employees, departments or organisation to be a potential benefit of their reward/recognition scheme.

“There is sharing of best practice with peers both within and outside the organisation. For the last three years the winners have been invited to give speeches at the awards ceremony the following year and this promotes best practice sharing.” (P9)

The opportunity for benchmarking was also cited as a beneficial consequence of participation by some of the respondents ($n = 6$).

“The opportunity to review current policies and practices against a recognised benchmark.” (P20)

For most ($n = 13$) winning their award was considered to benefit directly their organisations in terms of positive publicity and the promotion of a better image.

The level of significance attached to positive publicity was generally high. Indeed, in a few cases the prestige attached to award winners was cited as being the chief benefit to be obtained from participation, and held in greater esteem than any occupational health benefit.

“[They] mainly benefit from the prestige of being given an award, the pride and positive publicity.” (P9)

“Initially obviously it is recognition of good health and safety practices by gaining the award and it is the publicity that they actually get as a result of that, that is the biggest benefit to the company. Often we [awarding body] have an annual presentation and as a result of that, the press usually turn up. Quite a lot of them do tell me that they get very good publicity and therefore increase business as a result of that. The secondary benefit is that they are able to achieve good health and safety practices and therefore avoid enforcement activity.” (P10)

This claim that publicity and positive image directly encouraged greater business investment and thus led to financial gain for the winning organisations was evident in some of the responses ($n = 10$).

“This leads to improved morale and motivation, lower levels of absenteeism and a positive public image that attracts business investment.” (P3)

Organisers of schemes in areas other than occupational health echoed this view.

“Their green credential may potentially increase their market share.” (P17)

For some ($n = 8$) improved employee working practices, such as reduced absenteeism, improved morale and motivation were tangible benefits to be received from participation in their scheme, although only one participant had formal data to support this claim. For the remainder only anecdotal evidence from participants was available.

For a few respondents ($n = 3$) focus was placed on the potential financial and business benefits of a healthy workforce.

“To be used as a mechanism to promote the business benefits of health and safety. To allow awards to be focused on HSC/E’s priorities and promote the message that the management of health and safety is as central to business success as other management disciplines.” (P8)

For some respondents ($n = 6$) schemes were reported to benefit organisations and have a positive impact as a consequence of promoting transparency.

“They [entrants] benefit from the ability to analyse what they are doing well and what needs attention with regard to health and safety issues.” (P8)

“Well I think there is an internal benefit and it helps to develop transparency of their occupational health strategy and also involves internal stakeholders as well.” (P6)

Four respondents discussed how entering their scheme ultimately delivers the apparatus for effective management of health and safety/other issues.

“And of course from the process of entering for the award they [entrants] see from the key performance questions what is actually needed for a ruthless strategy. And hopefully that helps them to improve, the process of entering actually helps them to improve.” (P6)

Some of the respondents ($n = 4$) considered the benefits of their scheme to arise from the way in which it helped organisations to develop their health related policies and practices.

“There is no specific target on time because the whole idea is that this is a process to help organisations to develop so the award is sort of a small part.... Well the first benefit for the organisation is they get free support basically to help them develop their workplace health policies and then we sell all the other added benefits of the improved health, reduced sickness, absence and ill health and that leads then to the increased productivity.” (P5)

Four respondents highlighted the development of corporate social responsibility as a criterion and ultimately a potential benefit of their reward process.

“The new section, platinum, looks at corporate social responsibility, how they are impacting on the community and the economy and so on.” (P5)

Most ($n = 11$) proposed that a corollary of reward/recognition schemes is an improved occupational health environment.

“To receive an award they must have some initiative or system in place that will improve health and safety management and therefore they are obviously changing to have a safer working environment.” (P9)

Occasionally this claim was qualified by the argument that applying to the scheme forced organisations to take account of issues that they would otherwise overlook.

“[They] also benefit from improved safety culture. They use the measurement of performance against health and safety targets to manage out risk and improve the occupational health environment of workforce. Simply applying requires the companies to consider health and safety issues that they may otherwise neglect and take measures of performance in terms of health and safety.” (P8)

Most of those questioned ($n = 12$) elicited the theme of recognition, to illustrate that their scheme was heralded as a vehicle to recognise organisations that achieve good standards and promote good practice.

“Just to give recognition to those who consistently achieve good standards and give them publicity. Their health and safety criteria are often higher than the legal requirement so they have done over and above what is required and should be recognised. They just don’t do the minimum they do that little bit extra.” (P7)

Recognition was also discussed in relation to positive effects in terms of business benefit, staff recruitment and retention.

“Recognition and public esteem, they [entrants] get a window sticker to stick, they can always use it in their advertising and promotional activities and we do press releases of the people that have got the award.” (P7)

“Organisations with this award are perceived as better employers by the workforce.” (P3)

However, overall whilst all the schemes questioned claimed their award had a beneficial impact upon participating organisations, only two respondents, one occupational health and one scheme from other areas, had formal data to support this claim.

“Evaluation in 2002 by the Institute of Management identified benefits and improvements in companies as a consequence of the award scheme.” (P3)

For the other schemes the evidence to support this claim was purely anecdotal.

4.3.8 Support

Reward and recognition schemes have the potential to demand considerable resources in terms of marketing/promotion fees, the cost of hosting the award ceremony and any cash reward or prize presented. In addition there are further resource demands in terms of the salaries and time commitment from the people involved in their daily administration.

A small number of schemes ($n = 2$) were found to have only limited support in terms of the resources available to administer the scheme.

“Mainly only the Awards Coordinator is involved in administering the scheme and he has other roles to fulfil.” (P9)

Some ($n = 7$) reported moderate support, the scheme being administered by two or three people.

“Two people chiefly involved in the administration of the scheme but others are used at peak times to judge.” (P8)

For some others ($n = 7$) there was extensive support available, both in terms of financial support and of the staff available to administer the scheme.

“Costs are entirely met by [name of sponsor], each local [name of sponsor] contributes money into a pot which is then used to run [name of award]. Since 2001 there has also been additional funding from [name of sponsor]. No cash prize. Salaries of sixty front line [name of award] advisors and assessors are met by the local [name of sponsor] that employs them and the seven national team are employed by [name of sponsor].” (P3)

Lack of support was cited as a contributing factor in the failure of one scheme

“Costs were met by partnership..... Only £800 was allocated to scheme and this was not enough to cover administration, advertising etc. Salaries were paid by whichever partner employed the staff but they had other roles and could not find time for award.” (P4)

Furthermore, the failure of this scheme raises the issue that numerous partners need not inevitably constitute strong support and highlights the need for schemes to be focused and driven by strategic leadership.

“Due to lack of funding and the large number of partnerships involved in administering the scheme it was felt that companies were not getting the appropriate advice and support. There was no continuity, different partners would be involved and try to impress their own agenda on the company.” (P4)

A few schemes ($n = 4$) reported that no or only low support was needed for the operation of their scheme.

“Costs are quite minimal because we will be going out anyway but we run it at the same time as the food hygiene award and also the heart beat awards. So there is money in our health promotion budget for that. So the only main cost is the producing of the certificates.” (P7)

Some respondents ($n = 7$) reported the use of sponsorship to meet the various costs incurred by their particular scheme. Sometimes sponsorship was extensive, with all the costs incurred being met by several sponsors.

“Costs are entirely met by sponsors of which there are seventeen including, amongst others, [names of five sponsors].” (P2)

In some cases the income to meet costs was derived from a variety of sources.

“It is funded as part of the overall [name of award] award scheme and it uses some of the income from that. The income from that is derived from entry fees, sponsorship and some other scheme income comes from further merchandise and presentation ceremony tickets and things like that.” (P6)

For one scheme costs were reported as being chiefly met by the participating organisations in the form of entry fees and event tickets.

“It [funding] is done partly by the fee that they pay to enter and then we also have an event, a sort of winners presentation, so we charge obviously a ticket price for people to come along to that, and that helps with it as well.” (P12)

Thus, in addition to an entry fee that which was charged by four of the schemes, participating organisations were occasionally subject to the cost of attending the award ceremony itself. In some instances this cost was a considerable amount. Participant 12 reported a charge of £900 for two people to attend the ceremony.

4.3.9 Success Rate

From those questioned, a few ($n = 4$) believed their scheme to be highly successful and as a corollary as having had a positive impact upon health and safety/environmental/business issues within participating organisations. Successful schemes were regarded as having an optimistic future and were likely to expand.

“[The] scheme has met the targets set by [name of sponsor] and has an impact on 800,000 employees, 38% of [name of region]’s workforce. Due to its success in Spring 2006 it will become part of Healthy Working Lives. The [name of sponsor] wants to bring together all organisations that deal with occupational health, employability and health promotion in the workplace. Whilst the logo and name will change the criteria will remain and indeed will expand to take account of more details e.g. to look at policies on employability, will no longer just cover health promotion in the workplace.” (P3)

Some of the respondents ($n = 5$) considered their scheme to be moderately successful and acknowledged the requirement for some improvement/future modification.

“I would think [the scheme has been] successful and I think the evaluation report, although it gave us a lot of recommendations and things that they think we should do, they summed it up to say that it can be an effective tool for developing workplace health providing we take forward some of these recommendations. So yes, I think it is successful.” (P5)

Others questioned ($n = 8$) had no hesitation in declaring their particular scheme a success. There was however variation in their qualification of this success. For some, this success was evident from improvements in health and safety management and greater consideration of health and safety issues within participating organisations. Thus schemes were declared successful in terms of being a mechanism to help companies effect the necessary changes to have safer and healthier working practices.

“Successful. It has provided excellent PR for HSE and applicants alike. Talking to firms at the regional events has provided anecdotal evidence of improved health and safety management within firms and business benefits.” (P8)

Others viewed the success more in terms of the prestige, recognition and endorsement for the participating organisation.

“It is definitely successful. Mainly the fact that we obviously get a lot of applications each year. I would say the majority of the people who obtain five stars do go for this award and people very much care about getting it. The people that we speak to who have questions that contact us are very anxious to get it and you know a lot of people in the health and safety world think highly of the scheme. It is well sought after and you know we get a good turnout at the event. It is something they [entrants] are very proud of.” (P12)

For a few respondents ($n = 3$) the success of their scheme was not assured and they were faced with an undecided or uncertain future.

“We not only wanted to award people who made applications to our scheme but to encourage the industry to acknowledge and reward people as well. If you look now there are loads of awards in the construction industry. I think our position now is, do we need to keep doing that. Have we won the battle about rewarding people and changing the culture of the industry? So I think we are in the process now of looking at, have we gone as far as we can with the awards and is there any need to promote this now?” (P14)

Indeed for one scheme this lack of success ultimately led to its suspension in 2002.

“Not successful, suspended due to lack of funding and partnership difficulties.” (P4)

Finally for one respondent the success of their scheme was not straightforward and ultimately they could not determine if it was successful or not.

“I would say we don’t really know but looking at the basis of how the awards have gone in the past, you might say we have decided to downsize because we didn’t feel that there was any value in doing the scheme.” (P13)

4.4 QUALITY CONTROL

4.4.1 Rescinding of Awards (both sets of schemes)

Quality control is seen as an integral part of any reward and recognition scheme (see London & Higgot, 1997; Nelson, 2002; Sinclair & Zairi, 1995; Yavas, 1994). The research did not reveal a comprehensive approach to ensuring that steps were formulated to maintain quality among the recipients of awards. Generally, no procedures were in place to formally rescind an award. The response from one scheme organiser suggested that awards tend to be retrospective as opposed to forward thinking.

“I think probably we wouldn’t because the award is actually based on all of the information that they obviously supply at the time. If there were then accidents subsequently, it would affect their following year’s application rather than the application that has been and gone. It is based on everything that we have received, that they have supplied us with that has been going on over the previous few months and it is not based on what they are claiming to do in the future.” (P12)

Only seven respondents stated that it was possible to rescind or withdraw an award. The award could be formally rescinded if standards were found to drop or they were to receive information at a later stage that would have prevented it being awarded initially.

5 THE FOCI OF THE SCHEMES ASSESSED IN THE PRESENT STUDY

OSHA (2005a) recognizes the value of recognition schemes and wishes to promote their use in the workplace. Accordingly, they have outlined certain characteristics that they would like to see incorporated in such schemes. Based on OSHA's (2005b) definition of the characteristics (see below) that constitute a recognition scheme, all of the schemes assessed seem to fulfil the criteria. They do aim to motivate organisations into improving their health and safety within the work environment on well-established procedures and criteria.

- They aim to motivate organisations and/or persons to carry out special preventive efforts.
- They are based on a voluntary initiative from stakeholders.
- They are based on well-documented and stable procedures/criteria.
- They aim to obtain safety levels beyond legal requirements.
- Recognition can be in the form of being allowed to use a logo/label, documents or acceptance in a database.

However, the Health and Safety Commission (2003) noted that good recognition schemes contained a combination of any of the criteria listed in Table 1. An assessment was undertaken therefore of the schemes evaluated as part of the present research. In order to determine the number of them that met the stipulated criteria. Their foci are outlined in Table 1. The schemes are identified in the tables by a numeric value which are as shown below:

1. British Safety Council Sword of Honour Award
2. BUPA Health at Work Award
3. Business in the Community
4. Corporate Standards Health at Work Award
5. East Herts Council Health and Safety Award
6. Environment, Health and Safety (EHS) Excellence
7. European Agency Award
8. HABIA Award
9. HELA Award
10. National Business Awards
11. RoSPA Occupational Health Award
12. Scotland's Health at Work Award
13. Stockport Healthy Workplace Award
14. Warwickshire Health at Work Award
15. Working Well Together Award
16. Zurich Municipal and IOSH Health & Safety Awards

The table outlines that the schemes focus on different aspects in delivering their product. All of the schemes do *take account of the positive, developmental improvement in participating enterprises' OSH performance, as well as using guidelines that are well-structured and easy to use, and is open and transparent.* Most of them as well ($n = 12$) take account of *OSH performance at all levels in the enterprise.* However, only two schemes *involve social partners,* while only three of them *require a systematic follow-up of participants* as do three schemes, *which promote the improvement of training and education of workers in OSH issues.*

Table 1: Organisers use of factors that constitute a good recognition scheme into their own schemes

Criteria	Schemes Evaluated															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Takes account of the positive, developmental improvement in participating enterprises' OSH performance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Takes account of OSH performance at all levels in the enterprise	✓	NA	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	
Requires senior management commitment and involvement in a formalised way	✓		✓	✓		✓	✓	✓			✓	✓				
Requires worker and trade union participation	✓		✓			✓	✓				✓	✓			✓	
Promotes the improvement of training and education of workers in OSH issues					✓	✓							✓			
Requires contractors to be considered as equals to workers in the application of the best practice																
Uses guidelines that are well-structured and easy to use	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Requires a systematic follow-up of participants (not just a one-off recognition)					✓			✓				✓				
Promotes continuous improvement	✓		✓	✓	✓		✓	✓		✓		✓	✓	✓	✓	✓
Links into, or has the potential to link into, other quality initiatives in the participating organisation		✓								✓		✓		✓	✓	
Provides meaningful benefits to participants		✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
Promotes the sharing of best practice and therefore is concerned about the transferability of best practice to other workplaces etc.	✓	✓	✓						✓							✓
Is open and transparent	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Involves social partners								✓				✓				
Plans a regular update of its criteria, as a quality assurance			✓	✓								✓	✓	✓	✓	✓

Half of the schemes ($n = 8$) required participants to have *the commitment and involvement of senior management in a formalised way*, while close to half ($n = 7$) required *worker and trade union participation*. Interestingly, some of the schemes ($n = 7$) required either *worker or trade union participation*, while none of the schemes required *contractors to be considered as equals to workers in the application of the best practice*.

Less than one-third of the schemes ($n = 3$) fulfilled six of the fifteen criteria, while one-quarter ($n = 4$) fulfilled seven criteria and one-third ($n = 5$) fulfilled eight of the criteria. Two schemes met nine of the criteria and one each accomplished ten and twelve of the criteria respectively.

6 AN OVERVIEW OF AN UNSUCCESSFUL SCHEME

One of the findings that emerged from the research was the demise of one scheme that was only in existence for three years before being closed. There were many challenges involved in administering the scheme inclusive of partnership working; low resources - both monetary and staff; the inability to agree on a strategic direction; and a strong focus by each of the partners on their own agenda. The case study presents an overview of the workings and difficulties entailed in promoting and administering the scheme, and the reasons for its failure.

6.1 CASE STUDY

6.1.1 The Award Organiser

There was more than one main partner in the Awards Scheme. These partners were from specific organisational settings, which operated from different philosophies, and consisted of individualistic cultures.

6.1.2 The Scheme

The scheme ran for three years, and had an average of six companies applying annually to the scheme, though none in the last year. The award lasted for two years, and was available at three levels - Bronze, Silver, and Gold. Organisations had to complete three tasks to qualify for the Bronze, six for the Silver and eight for the Gold, e.g. promote healthy eating, fitness. Those organisations that achieved one level were encouraged to progress to the next. During the life of the scheme six organisations were able to obtain Bronze awards.

Aims and objectives:

- To promote understanding of the impact of health on work and of work on health.
- To promote good practice between workplaces.
- To promote the use of quality services to support health at work initiatives.

Recognition:

- A county celebration, local publicity, and the right to use the logo.

6.1.3 The Process

Any organisation with control over its own management practices was eligible to apply. A fee was not charged for entry. Once an organisation applied it worked with an advisor to write a workplace order, which served to identify those health related issues that needed addressing within the organisation. After the workplace order was completed, an audit was conducted and the progress was measured against the priorities identified in the audit. The organisation had to demonstrate involvement by all staff and provide evidence in the form of, e.g. policies, photos of the programme and implementation.

6.1.4 The Benefits

Greater consideration of health related issues in the workplace. Improved working lives for employees of participating workplaces, e.g. reduction in smoking, improved work/station, and improved work/life balance (different workplaces identified different priorities).

6.1.5 The Problem

The scheme was administered by a consort of bodies specific to the region, which while working to improve local services were independent entities with different styles of working. In addition, they could consist of any combination of individuals with distinct political beliefs. These combinations of ideologies may have made it difficult to ensure a consensus was easily reached on most issues.

Focus:

Each body on the organising committee was interested in promoting its own agenda, e.g. smoking cessation by one partner, with the result that the organisations were not getting the appropriate advice and support. This type of self-promotion ensured that there was no continuity or clear focus within the process. Additionally, some of the organisations were interested in addressing stress-related issues but there were no appropriate measures to help with this, and their concerns were not supported. Small organisations found it hard to participate effectively due to the lack of support within the system. Other issues that arose were the bias on physical issues due to the partners imposing their own agenda and a lack of a holistic approach.

Costs:

The various members of the partnership met the costs, but only £800 was allocated to the scheme and this was not enough to cover the administrative costs and for the other costs involved, such as advertising. The salaries for the various staff involved in managing the scheme were paid by whichever partner employed the staff but they had other roles to perform and could not find the time to effectively work on the award.

Resources:

One independent assessor was available for the scheme, and generally there was a lack of relevant assessors available. Often, the advisors were also the assessors and they were not adequately qualified to ensure that the changes made by the organisation were indeed effective. Further, the panel of assessors were taken from the partners and it was felt that with so many partners there was no strategic leadership. It was difficult to get the right staff, and there was only one assessor with an occupational health background.

6.1.6 The Evaluation

The scheme was not evaluated, and a joint decision was made by the partners to abandon the scheme due to the lack of funding and difficulties in partnership working. The scheme was not considered as a successful venture in maintaining the award, but those companies that participated in the scheme did benefit from the experience.

7 RESULTS - PARTICIPATING/NON PARTICIPATING ORGANISATIONS

The results of the questions posed to organisations were subjected to a content analysis and are organised in terms of sections as they appear on the questionnaire. Under each section, the responses to the questions are reported and relevant quotes are inserted verbatim. Where applicable, tables are presented also classifying information presented by the interviewees. Appendix 10 provides the responses of the participants.

7.1 BIOGRAPHICAL DETAILS

Twenty organisations participated in the study, ten were current or previous participants in reward and recognition schemes and the other ten were not. These two groups of ten participating and non-participating organisations each comprised an equal mix of small (1-50 employees), medium (51- 250 employees) and large (250+ employees) enterprises. While they are not meant to be representative samples they do cover a variety of service and business industries, and cover also a wide geographical area, from Aberdeen to Bristol. Tables 2 and 3, and Figures 4 and 5 provide an overview of the respondents and their organisations.

Table 2: Business of respondents who applied/did not apply to schemes

Type of business	Applied for reward schemes	
	No	Yes
Building Maintenance	0	1
Call Centre	1	0
Catering	0	2
Chemical equipment	1	0
Construction	1	4
Drilling	1	1
Financial	1	0
Health and Safety Training Company	0	1
Manufacturing	1	0
Port Authority	1	0
Printing	0	1
Recruitment	1	0
Sawmill	1	0
Telecommunications	1	0
Total	10	10

Table 3: Location of respondents who applied/did not apply to schemes

Location	Applied for reward schemes	
	No	Yes
Aberdeen	3	2
Bellshill	1	0
Bristol	0	1
Clydeport	1	0
Cornwall	0	1
Cumbria	1	0
Dunfermline	1	0
Edinburgh	1	0
Hampshire	1	0
Humberside	0	1
Leeds	0	1
Lincolnshire	0	1
Manchester	1	0
Preston	0	1
Sheffield	0	2
Total	10	10

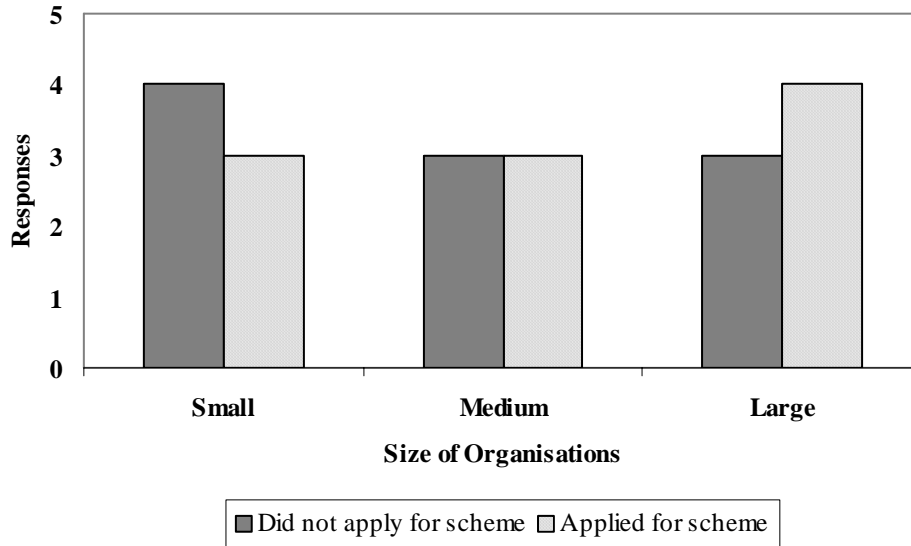


Figure 4: Scheme application by size of organisations

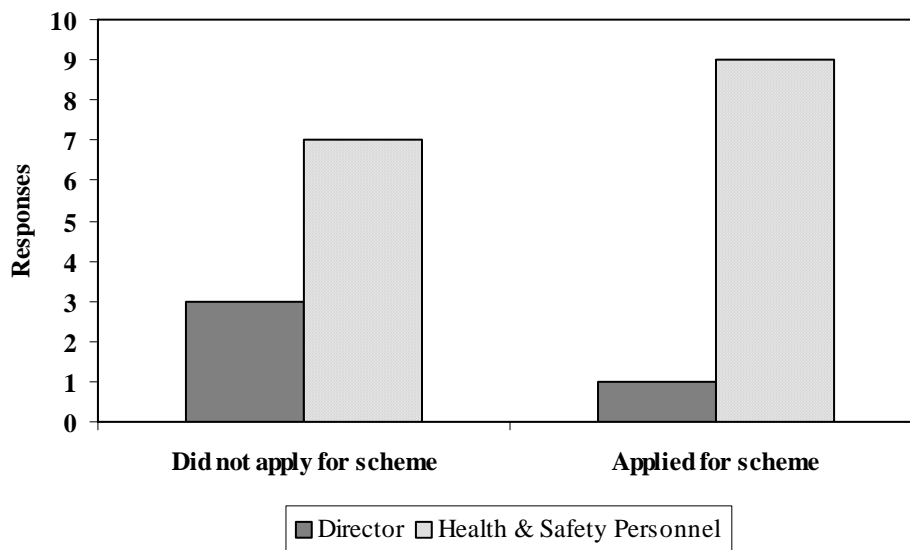


Figure 5: Respondents by position in organisation

Those respondents, whose companies had not applied for reward schemes, had worked for their organisations from less than one year to 12 years.

Those respondents whose companies had applied for reward schemes worked from less than one year to 22 years. They had worked on the project from less than one year to 14 years.

7.2 NON-PARTICIPANTS OF AWARD SCHEMES

7.2.1 Reasons for not applying for reward schemes

These participants gave various reasons for not applying for award schemes. These included:

- Size of business (small)
- Award schemes not relevant to the business
- Too much time needed to get involved in process
 - Time better spent elsewhere
- Cannot see the benefits of applying for such reward schemes
- Already compliant with health and safety regulations

Some of their quotes from the interviews are:

“No. The company enters a number of award schemes throughout the year, particularly for environmental issues e.g. VIBES. I spend too much time on awards and due to the frequent audits, and other work, I don’t have the time available to spend on entering any more schemes.”

Health and Safety issues are addressed adequately without the need for awards.” (NP2, medium-sized drilling company)³

“No, never. Not aware of any such schemes however I am quite interested to hear about them and if I knew they existed perhaps I would participate. However, I feel that my employees and I are completely up to date with risk assessment and management, COSHH, working at heights etc and not sure that an award scheme would make any difference to this.” (NP7, small sawmill)

“No, I am aware of such schemes but feel that they are not relevant to firms such as [Name of Company]. They are perhaps of more relevance to more dangerous industries such as construction and manufacturing. Our firm is an Investor In People firm and we believe that the interests of our workforce, including their health and safety are covered effectively. We already have all the appropriate measures in place and applying for such an award would not be of any benefit to us.” (NP9, medium-sized recruitment company)

The ten respondents that had not applied for any scheme cited several reasons for this. Four suggested that award schemes were irrelevant to their particular type or size of business. Two of these claimed that awards were geared more towards dangerous industries such as construction and one respondent claimed to be bombarded with information from scheme organisers that was not pertinent to his sector (Shipping). Seven respondents perceived participation in reward/recognition schemes to be costly in terms of the time and effort demanded. This was summed up succinctly by one of the respondents:

“No, no intentions to in future either. Not a priority to apply for awards, we are a new company, 14 months old and far too many things to do rather than submit applications for awards.” (NP4, small financial company)

For seven respondents the belief that health and safety issues were already adequately addressed within their organisation was cited as a reason to ignore reward schemes. Following on from this point, six respondents failed to see or questioned the benefit to be gained from such schemes.

One participant acknowledged the potential marketing benefit of such schemes in terms of recognition that the company achieves good health and safety standards. However, he claimed that awards fail to have any direct impact upon an organisation’s health and safety standards and practices.

“They are far too costly and time consuming to enter. A firm can still put out health and safety initiatives at the sharp end without having to apply for these awards. I do recognise that there is a benefit in terms of recognition for the company, that it is providing good standards of health and safety and this is valuable for marketing. However, this does not make the company any safer than it could be without an award.” (NP8, medium-sized Construction Company)

7.3 PARTICIPANTS OF AWARD SCHEMES

From the ten organisations that were found to have participated in reward and recognition schemes several schemes were mentioned. Organisations reported applying for schemes administered by the British Safety Council, RoSPA, Construction Industry Awards, Working

³ NP = Non participating organisation

Well Together and Scotland's Health at Work. The respondents were involved in reward and recognition schemes from one year or less ($n = 4$) to more than 10 years ($n = 1$). See Table 4.

Table 4: Years participating in reward and recognition schemes

Years Participating	Number of respondents
1 Year or less	4
1 - 5 Years	4
5 - 10 Years	1
10 + Years	1

7.3.1 Why did you select this particular scheme?

The ten participating organisations were asked to consider their reasons for choosing a particular award scheme. Networking was identified as the reason for some of the applications, four of the participants having applied for a particular scheme because it was widely known and respected within their industry. Five were already members of organisations such as the British Safety Council and RoSPA and were targeted directly by these.

The British Safety Council's ($n = 4$) and the RoSPA's ($n = 5$) schemes appeared to be the most popular choice for the participants. Some of the other schemes that were mentioned include the SHAW award ($n = 1$) and the Working Well Together award ($n = 2$).

The key reasons for participating:

- Other companies in same area were involved in reward schemes
- Effective marketing tool
- Commitment to health and safety
- Apply every year

As one participant noted:

“BSC organisation was used on training purposes and the company received lots of literature about the awards. We were therefore very aware of the scheme and it followed on that we should apply.” (SP6, medium-sized catering firm)⁴

Four participating organisations were encouraged to apply because they considered such schemes to offer good publicity and be an effective marketing tool. Following on from this three respondents claimed to have been actively encouraged by their firms Marketing/Personnel and Managing Directors to apply for the award. Directors were found to like awards not only for marketing but also as a means of instilling pride and boosting workforce morale.

“The Personnel Manager strongly supported the firm's application as he felt it would be of benefit to the firm in terms of positive publicity and good for morale.” (SP8, medium-sized printing company)

⁴ SP = Scheme Participant

Four respondents claimed that reward schemes helped to promote health and safety issues and were a means of demonstrating employee compliance with health safety policies and that the company was committed to best practice.

7.3.2 Driving Application Process

The process was driven mainly by health and safety personnel ($N = 10$). Only one company stated that its entire staff was involved in the process. Two stated that although the Health and Safety Manager drove the application it involved other staff such as Site Manager and a Trade Union representative.

7.3.3 Benefits Organisations Derive from being Involved in the Scheme

The benefits were varied and ranged from “improving on working practices” to the pragmatic effect of being a “good marketing tool.” Some of the most listed benefits were:

- Effective marketing tool
- Gives staff a sense of pride in the organisation
- Promotes good health and safety practices
- Generates good publicity for the firm

Unfortunately, none of the companies had any tangible data to support the perceived benefits.

Quite a few companies could not see that the awards were able to generate any tangible benefits, and these included:

- Did not lead to a reduction in accident rates or improving working practices
- Could not seem the benefits of winning the award

Some of the comments included:

“I take the awards into training sessions for new staff, but use them in a reverse way. I tell employees that these awards ultimately mean nothing. People cannot be complacent and constantly need to be aware of health and safety issues. Just because there is an award because there have been no accidents it does not mean there will not be any unless people are vigilant and follow protocols.” (SP3, large construction company)

“The awards are a good idea in that they give staff a sense of pride in the organisation and make them aware of health and safety issues, but I am not sure that there are actual benefits in terms of safety performance. If the company already has a well-formed safety management system in place there are no tangible benefits to be derived from these awards. In my previous role at [name of company] I moved away from award schemes such as the RoSPA scheme as it was perceived as merely a tick in the box, a badge on the wall exercise, nobody seemed to verify the entrants and therefore I questioned the value of the award for health and safety purposes.” (SP5, medium-sized catering company)

“Such awards are used particularly within the construction industry and benefits the organisation when it tenders for business, it can demonstrate to clients that the firm is health and safety conscious. The managers feel that the award demonstrates that they do a good job; it goes into the monthly reports and is therefore evident to their employees. It gives the employees a sense of pride and security. However, in my personal views as the Health and Safety Manager, I feel that the awards provide no tangible health and safety benefits. An awful lot of work is involved in the application process and this is deflating of what health and safety professionals should be doing with their time and resources. They [awards] could be of benefit

to smaller, perhaps manufacturing, organisations with about 300 employees allowing information to be communicated more effectively and for health and safety awareness to be raised. I do not feel there is any benefit to large diverse organisations. I consider it only to be committed companies that enter for such awards anyway. It is highly likely there are people centred and very focused organisations that care for the safety of their staff anyway regardless of entering such schemes. The attention should be more focused upon the firms that do not care and they will never enter such schemes!" (SP7, large building maintenance company)

"Benefit from effective marketing tool, name is bandied around industry as a good firm to work for and to commission. Also feel that it promotes the sharing of best practice, both within and without the organisation. This leads to the improvement of safety within the construction industry." (SP3, large construction company)

For three respondents the benefit lay in providing recognition of what the company has achieved in relation to health and safety management. Also, this was ultimately considered by four respondents to give employees a sense of pride and security in their organisation.

As one respondent stated succinctly an award is considered as:

"A 'feather in the cap' for the entire workforce." (SP9, small construction company)

Paradoxically, despite having acknowledged that reward/recognition schemes can provide benefits, seven of the respondents subsequently proceeded to either question or actually state that there are no tangible benefits to be obtained in terms of health and safety management.

One participant reported that in her previous employment she had moved away from reward schemes.

"It was perceived as merely a tick in the box, a badge on the wall exercise; nobody seemed to verify the entrants and therefore I questioned the value of the award for health and safety purposes." (SP5, medium-sized catering company)

A further respondent held a strong opinion about the purpose of awards.

"The schemes are not proactive, only reactive, only interested in past performance. Don't consider award schemes to have any impact on the Health and Safety culture of my firm as I believe that health and safety issues are adequately addressed anyway. I feel forced into applying every year by marketing dept who like 'badges' and 'certificates' and given the choice I would not enter." (SP2, large construction company)

For two respondents the time involved in submitting applications was a distinct disadvantage.

"An awful lot of work is involved in the application process and this is deflative of what health and safety professionals should be doing with their time and resources." (SP7, large building maintenance company)

This respondent furthermore postulated that it tended to be only committed companies that enter for such awards anyway.

"It is highly likely there are people centred and very focused organisations that care for the safety of their staff anyway regardless of entering such schemes. The attention should be more focused upon the firms that do not care and they will never enter such schemes!" (SP7, large building maintenance company)

7.3.4 Cost Involved in Preparing and Submitting an Application

The participants did not provide comprehensive costs with respect to the application process. They stated that the costs were significant and that some of the schemes had high entry fees or high award ceremony fees. Fees quoted ranged from £200 to £500. They noted that the time spent on an application could range from one day to five days.

Generally respondents were unable to quantify exactly how much it had cost them to prepare and submit their application. Six of those questioned reported having to pay an entry fee in order to apply. When estimates of costs incurred were given, this ranged from £200 - £500. A general consensus was that the schemes were more demanding in terms of time rather than financial commitment. Respondents were not able to be specific about the time that it took to prepare an application but in general applications took several days to prepare with two respondents claiming the scheme demanded several weeks of effort.

“Not a lot, probably a few weeks spent on and off compiling the application, with regards to resources the award requires more time than money.” (SP9, small construction company)

One individual expressed concern about the cost of attending the award ceremony which was £200 a head. He believed this discourages smaller firms from entering or attending the ceremony if they have not won and denies them the opportunity to learn from best practice.

7.3.5 Amount of People Involved in Application Process

While the health and safety personnel drove the process ($N = 10$), the management were involved in some of the cases ($n = 4$), and in one case a union representative was involved. Three companies noted that staff was involved indirectly. Only one respondent claimed to have actively involved the entire workforce and this was in order to meet the criteria of the scheme.

7.3.6 Yearly Application to the Scheme

Most of the companies noted their willingness to continue participating in the schemes ($n = 8$), while the remaining two companies did not wish to continue the process.

Of the organisations questioned seven had applied annually for reward and recognition schemes and propose to continue such practices. One stated that their particular scheme involved continuous development and they proposed to continue with this programme. Another respondent claimed its company's application had been a one off instance, and they did not intend to reapply. Finally, one participant claimed to have been effectively blackballed from schemes because they had refused to sponsor an award, stating that:

“This is not acceptable for a small firm, they do not have the resources for this unlike the large firms which have the time and money to sponsor awards and ‘put on shows’ to achieve them. I don’t know about the fairness and impartiality of awards given to firms who are also sponsors.” (SP10, small construction company)

7.3.7 Applications to Other Occupational Health and Safety Reward and Recognition Schemes

All of the companies applied to a limited number of awards and were not interested in applying for any others. Some of them felt that applying for one award satisfied their specific needs.

8 KEY FEATURES OF SUCCESSFUL SCHEMES

The present analysis has highlighted certain features that can contribute to schemes operating successfully and achieving their objectives. These are as follows:

- The scheme is viewed as a 'brand' and companies wish to be associated with the brand
- The scheme is evaluated at set times, for example, every third to fifth year, to guarantee that the scheme is meeting the criteria of the organisers and that the participants are benefiting from involvement in the scheme
- There is a strong focus on health promotion and good practices
- The scheme is transparent
- There is a commitment by the organisers to move the scheme forward, such as involving more companies, and redesigning the scheme
- The organiser use a holistic approach, which seems to generate the best outcomes
- The organiser ensures that there is worker involvement at all levels of the organisation to make certain that the scheme represents the organisation rather than the health and safety component of the organisation. The decision to participate is also not a 'top-down' senior management decision without active input from employees
- The organiser collects data from participating organisations to verify that the scheme is assisting with the promotion, development and commitment to occupational health and safety within an organisation

9 KEY FEATURES OF UNSUCCESSFUL SCHEMES

The present analysis has highlighted certain features that can contribute to schemes operating unsuccessfully and not achieving their objectives. These are as follows:

- The organiser engages in partnership schemes without first establishing a clear purpose for the scheme and guaranteeing that the necessary resources are in place
 - Partnership schemes can work if clear delineations are established from the onset (see Knell, 1999)
- The organiser focuses on one type of organisation, for example, large organisations. As such, small businesses may feel left out of process, and that the scheme does not cater to their needs
- The organiser charges large fees which some participants may interpret as the organisers are only interested in the monetary aspect of the scheme
- The scheme has limited resources to administer, promote and develop the scheme
- The scheme does not have a strategic direction, which in turn, does not support the development of the scheme

10 DISCUSSION

The present research aimed to assess the effectiveness of occupational health and safety reward and recognition schemes in the UK. These types of schemes were considered together with a few reward and recognition schemes in the areas of environmental health, business and staff development.

The first interesting finding was that 85% of organisers thought that their schemes were successful. This was despite the fact that only one organiser had any data with tangible evidence of outcomes to support the changes made within organisations as a result of being involved in the schemes. The organisers tended to rely on anecdotal data, and did not seem to be strongly concerned about ensuring that organisations gained tangible and long-lasting benefits from being involved in their schemes. While the main objective of the organisers was to promote their schemes, ultimately an award scheme should be about the process of change, rather than attaining an award. As Dugdill and Springett (1994, p. 344) note, "Health promotion is about the management of change and there is no substitute for good management practice in enhancing health." Unfortunately, the overall impression that emerged from the analysis of the data was that *health promotion* was not *the main priority* of these schemes.

Another notion that came through the interviews was that there seems to be a distinction between occupational health and safety schemes at the workplace and individual behaviour. The schemes seem to have more of a focus of what the organisation can get out of the schemes and how it benefits the organisation, through marketing opportunities, rather than ensuring that the health changes were impacting on individual behaviour. There seems to be little input from employees and the consideration of the benefits that employees can gain from these schemes. Dugdill and Springett (1994) noted that employees who are subject to greater levels of health promoting behaviour are more likely to view health as a positive concept, feel more in control of their lives and thereby reduce their stress levels. Additionally, the results from the present research show that the process in most organisations and from most of the organisers was centred on one, two or very few people. There was little evidence of the comprehensive involvement of staff within organisations. Further, the administrators of the schemes were involved in administering the schemes and could not invest more time in thinking about the usefulness of the process or its effectiveness.

One element that emerged from the interviews of the participants of these schemes was that the process was being driven by a select few in the organisations, and that while *an award* scheme was selected, it does not seem that the *best and most suitable* scheme for the organisation was selected. Cacioppe (1999, p. 328) states, "it is important that the reward and recognition systems fit with the organisational mission, vision, values, goals and competitive atmosphere of the organisation." From the analysis of the interviews it does not seem that the selection of schemes by organisations was a deeply thought out process. Their focus was on being "recognised" for their efforts rather than for ensuring that these schemes were a natural extension of their health and safety practices. However, it is important to acknowledge that non-financial and informal reward systems are gaining in importance among employees and may be more important in motivating employees than compensation or promotions (Nelson, 2002).

The worth of reward and recognition schemes to participating organisations, if administered effectively, is to influence rather than demand a required set of behaviour from employees (Romero & Kleiner, 2000). Romero and Kleiner (2000) further noted that recognition schemes promote the positive aspects of work and maintain better performance within the work environment. Another benefit of reward and recognition schemes to organisations is their

ability to focus attention on the priorities of the organisation, which can include, for example, customer satisfaction (Macaulay & Cook, 2001). In the present study, some of the participants noted that participation in the occupational health and safety reward and recognition scheme allowed them to network, to gain an effective marketing tool, to generate good publicity for the firm and to show their commitment to health and safety. A few of the participants stated also that achieving the award allowed them to better promote themselves to clients that the firm is health and safety conscious. The contracting firm therefore has a benchmark, in the award, by which to measure firms with which it wishes to do business. The worth to organisers of these schemes that were assessed in the present research involved their ability to actively promote a healthy workplace and to influence change, as well as the benefits and recognition that arose from starting the scheme.

The evaluation process was less of a concern for the organisers of OHS schemes than for organisers of non-OHS schemes. While only 33% ($n = 5$) of OHS organisers stated that their schemes were evaluated, all of the non-OHS organisers had evaluated their schemes. However, the researchers of the present study had the impression that in most cases the evaluation process was superficial and did not engage in an in-depth assessment of how the schemes were administered or the impact/outcomes of the scheme for participating organisations. This finding was comparable to previous research that has assessed workplace reward and recognition schemes in the UK (see Parr, 2004). Dugdill and Springett (1994) stated that process, comprehensiveness and participation have been found to be essential in evaluation designs. However, the evaluation procedures used by the organisers of the schemes did not seem to include these issues. Interestingly, researchers have found it difficult to find examples of evaluations of reward and recognition programmes in the working environment (Dugdill & Springett, 1994). Despite this lack of information, the evaluation process is stressed when implementing a programme to ensure that the programme is meeting its objectives (Cacioppe, 1999; Dugdill & Springett, 1994).

Most of the organisers of the schemes seem to have good support systems in place. Over one-third had extensive support available to them (33%, $n = 7$), with a similar percentage having moderate support. The scheme with very little or no support was the scheme that was suspended. The availability of support is therefore a key factor in ensuring that reward schemes are able to achieve their objectives, and function as viable entities and enterprises.

However, despite some organisers having good support, others did not. One fact that emerged from the interviews was the lack of resources and support that were available to ensure a more effective and efficient scheme. If HSE would like to commit to such schemes in the future it would need to ensure that available resources and support are in place to increase the likelihood of successful/effective operations. Other research has shown also that HSE's partnerships tend to work better when the appropriate resources are in place (e.g. Marlow & Weyman, 2004). Assessments of the current award schemes in which HSE is involved highlighted that at present, these schemes are not sufficiently concentrated on HSC/E's vision or priorities, or that they promote the message that the management of health and safety is as central to business success as other management disciplines (Caldwell, 2003; Dempsey, 2004). Further, Dempsey (2004) states that it is difficult to achieve national publicity for those organisations that achieve these rewards.

While the present research has shown that there are good elements in the system of rewarding for changes in behaviour, there are some researchers who note that reward and recognition systems do not work. Scholtes (1995), for example, states that while reward and recognition systems are meant to motivate people, motivation is an internal trait that cannot be manipulated by rewards or recognition. He proposes instead that organisations focus on removing those obstacles that cause employees to be less productive (and for the present research, less safe and

healthy) and to focus on improving systems and processes within the organisation. While his view may be seen as cynical, our interviews with those organisations that did partake of the schemes found that they were not totally convinced that they worked as they were meant to work, or that they changed behaviour or influenced processes. While these are perceptions and attitudes, they do raise relevant and pertinent issues about the effectiveness of the schemes. Further, Braithwaite (2002) proposes that in terms of ensuring compliance to a business regulatory framework, punishments may be a more useful tool than rewards. Additionally, he suggests that rewards should be used only in conjunction with other regulatory processes as rewards may actually increase the danger of risks being uncontrolled, or controlled only to the point of achieving the reward. London and Higgot (1997) highlight that reward and recognition schemes often fail due to the ways in which they are executed. They suggest the use of a very visible and stringent quality-controlled process to ensure the implementation of an effective scheme. However, it is important to note that while reward and recognition schemes can promote health and safety in the workplace, they should not be regarded as the most effective or efficient way as researchers have noted that occupational health and safety cannot be measured without the inclusion of other factors in the working environment (Mearns & Håvold, 2003). Macaulay and Cook (2001) state additionally that reward and recognition systems need to be entrenched in the culture and the management systems of organisations.

11 RECOMMENDATIONS

The Health and Safety Executive commissioned this research to consider the possibility of using such schemes more intensely in the future. The schemes can generate changes in behaviour, but need to be focused, well implemented, evaluated periodically and have the required available support. The researchers recommend the following:

- HSE needs to have a strong commitment to any occupational health and safety reward and recognition scheme in which it wants to be involved.
- Continuous and consistent support needs to be in place for the scheme to be effective and efficient.
- An independent evaluation process must be built into any scheme, in order to update and improve the scheme. Evaluation is a key component in ensuring that the scheme is working as it should and that participants are benefiting from it.
- The scheme must be transparent. There must be an element of fairness built into the system, and that there are clear criteria to evaluate the scheme. All participants must know that they could apply to the scheme without feeling excluded from any part of the process.
- Checks must be built into the process to guarantee that all staff is involved and that the application process does not develop into a top-down, or one person driven process.

12 CONCLUSIONS

The present research has sought to assess occupational health and safety reward and recognition schemes. However, it appears that there is very little evidence to make any judgement regarding the “effectiveness” or otherwise of reward and recognition schemes. While some of the schemes have stated that they were evaluated they were unwilling to provide detailed information on the evaluation process or allow the researchers the documentation. Additionally, the sample size of reward and recognition schemes in the area of occupational health and safety is limited, and restricts the generalisations that can be made. The goals of the schemes are clearly an issue, and they appear to focus on giving ‘gongs’ rather than providing a process in which organisations can engage to reinforce and promote good practice. The main findings from the present research are consistent with those of Parr (2004) who conducted research on six workplace award schemes within the UK, and found that the schemes were operating with a lack of resources, that there was a lack of monitoring and evaluation and a lack of evidence of effectiveness. As with the present research the “benefits” from these schemes were purely anecdotal.

It is important to recognise that the HSC/E operate in an area that is responsible for regulating health and safety within companies. In this respect, Braithwaite (2002, p.12) has highlighted that “Rewards are less useful in regulation than they are in markets,” due to the need to ensure that companies comply with the required regulations. However, he states further (p.12) “in general, punishments are more useful to regulators than monetary rewards, informal rewards (praise, letters of recognition) are rather consistently useful in securing compliance.” Reward and recognition schemes could be a useful, collaborative and focused way to encourage companies to change their behaviour and focus on health and safety issues. HSE must be cognizant however that health and safety is the priority and any reward and recognition scheme must be effective in achieving and maintaining the required changes in behaviour.

13 APPENDICES

APPENDIX 1: OVERVIEW OF NATIONAL OCCUPATIONAL HEALTH AND SAFETY AWARD SCHEMES

Agency	Title of Award	Start Date	Period of Award	Number of Awards	Countries /Regions	How Awarded	Aims	Website
British Safety Council (BSC)	Sword of Honour Award	1979	Annually	40 given every year (Worldwide) To date: 1040 awarded	UK	<p>Organisations that have done the BSC five star health and safety audit and obtained the highest level (5 stars) can apply. Company must demonstrate its competence in managing health and safety risks. Must have a proven culture of aiming for best practice that is promoted throughout entire organisation, Directors to shop floor.</p> <p>Application form must cover key areas of their H&S management system, including safety culture and behaviour, management control systems and information on accidents and near misses in past 3 years. Judged by independent awards panel.</p> <p>Winners receive certificate and use of a special Sword of Honour winner's logo and a sword. Prestigious celebratory luncheon annually at Goldsmiths hall in London. Extensive media coverage.</p>	<p>Recognises organisations that show a commitment to corporate H & S.</p> <p>Aims to encourage and reward organisations that work to best practice.</p>	http://www.britishsafetycouncil.co.uk

Appendix 1 continues

Appendix 1: Overview of National Occupational Health and Safety Award Schemes (continued)

Agency	Title of Award	Start Date	Period of Award	Number of Awards	Countries /Regions	How Awarded	Aims	Website
Business in the Community (Sponsored by Unum Provident and supported by the Department of Health and HSE)	Awards for Excellence: Unum Provident Healthy Workplaces Award	2005	Annually	7 To date: 7 awarded	UK	<p>Independent assessors judge entries that need to show testimonials and quantitative evidence.</p> <p>3 stages to award decision - <u>Assessment, Moderation and Judging.</u></p> <p>Short listed entrants make a presentation describing the scale and the significance of the impact of their programme or activity and emphasising those aspects that are particularly inspirational, innovative and replicable.</p> <p>Gala dinner at Albert hall, extensive press coverage, award winners Big Tick logo.</p>	<p>Awards aim to recognise companies for integrating responsible business practice into their mainstream operations resulting in a positive impact in the marketplace, the workplace, the environment and the community.</p> <p>In particular this category of the award aims to raise the profile of and celebrate achievements in programmes at work that focus on improving the health and well-being of employees.</p>	http://www.bitc.org.uk/awards

Appendix 1 continues

Appendix 1: Overview of National Occupational Health and Safety Award Schemes (continued)

Agency	Title of Award	Start Date	Period of Award	Number of Awards	Countries /Regions	How Awarded	Aims	Website
European Agency for Safety and Health at Work	European Good Practice Awards	2000	Annually	Approx. 25 To date: >100 awarded	European Union	<p>Entries should show good management, particularly the effective use of risk assessment and implementation of its findings and be focused on successful prevention of risks to workers. Independent panel of judges.</p> <p>Awards provide winners with European recognition for their role in improving working conditions and awarded examples will be presented in an Agency booklet to be distributed across Europe.</p>	To demonstrate the benefits of following good safety and health practices.	http://uk.osha.eu.int/good_practice/award04.stm
GlaxoSmithKline	Environment, Health and Safety (EHS) Excellence Awards Programme	2002	Annually	3 categories. No limit to number of recipients. To date: > 40 awarded	Global	Rewards innovation, effective over the long term that can be shared. Nominations of projects may come from any part of the organisation. A panel of experts recommends award winners from a list of finalist projects. Each winning site is recognised with a specially designed trophy and the opportunity to make a donation to a charitable organisation selected by the winning team.	Promotes improvements in use of human, environmental and economic resources.	http://www.gsk.com/financial/reps03/EHS03/GSKeHS-32.htm

Appendix 1 continues

Appendix 1: Overview of National Occupational Health and Safety Award Schemes (continued)

Agency	Title of Award	Start Date	Period of Award	Number of Awards	Countries /Regions	How Awarded	Aims	Website
Health and Safety Executive Local Authority Enforcement Liaison Committee (HELA)	HELA Award for Innovation	1999	Annually	1 To date: 21 awarded	UK	Entrants must identify a health and safety need, establish a clear action plan, develop communications, monitor and evaluate the programme and show evidence of demonstrable achievement. Award winners announced at annual conference. Publicity in EH journals and press coverage, entry on LAU website and used to share good practice between local authorities.	To recognise initiative, promulgate good practice and encourages local authorities to compete with each other in promoting good health and safety practice.	http://www.hse.gov.uk/lau
National Business and HSE	National Business Awards (HSE Health and Safety Award)	2004	Annually	3 regional awards 1 national winner	UK	Judges look for evidence that H & S is an integral part of organisation. Entrants must provide evidence of regular measurement that leads to performance improvement, the reward of best practice and tangible business results from its H & S activity. Key principles are innovation, business success and ethics. Regional award dinners and national event at Grosvenor House hotel. Inscribed silver clock and a certificate, extensive media coverage.	To reward organisations that demonstrate that health and safety is an integral part of its management processes.	http://www.thenationalbusinessawards.com/index.htm

Appendix 1 continues

Appendix 1: Overview of National Occupational Health and Safety Award Schemes (continued)

Agency	Title of Award	Start Date	Period of Award	Number of Awards	Countries /Regions	How Awarded	Aims	Website
RoSPA	Astor Trophy	2000	Annually	1 To date: 5 awarded	UK	Judged on OH management using HS(G) 65 model. Publicity in local press, trade journals, website, right to use badge/logo. Presentation of Trophy at the RoSPA Awards banquet.	Recognises achievement in occupational health management. To publicise the need for recognition of the importance of occupational health issues.	http://www.ros pa.com
Scotland's Health at Work (SHAW)	Scotland's Health at Work Award	1996	Ongoing	3 (Bronze, Silver, Gold) To date: 1020 awarded	Scotland	Various criteria at different levels. Any workplace can enter and have to demonstrate steps taken to improve the health of the workforce. Certificates and plaques awarded, roll of honour on SHAW website; recognition in quarterly newsletter, local media interest at award ceremony, the right to use logo.	Aims to benefit employers and employees by creating a healthier, more motivated workforce.	http://www.shaw.uk.com/

Appendix 1 continues

Appendix 1: Overview of National Occupational Health and Safety Award Schemes (continued)

Agency	Title of Award	Start Date	Period of Award	Number of Awards	Countries /Regions	How Awarded	Aims	Website
Welsh Assembly Government	Corporate Standard Health at Work award	1996	Annually (Winners reassessed every 3 years)	3 Bronze, Silver, Gold To date: 160 awarded	Wales	<p>Companies must show continuous best practice and improvement. An organisation needs to demonstrate a successful balance of corporate and individual goals, meet Health and Safety requirements, and actively promote health in an open, flexible culture and reward achievement.</p> <p>2 main criteria: Assessed on organisational support for workplace health promotion, communication, monitoring, assessment and review and employee involvement.</p> <p>Specific health topics: e.g. Smoking, Stress</p> <p>Award ceremony attended by Welsh Health and Social Services Minister, press coverage in quarterly newspaper and entry on WAG Health Promotion website.</p>	<p>To reward organisations that demonstrate a commitment to improving the health and well being of its employees.</p> <p>Aims to promote reduced absenteeism, a lower staff turnover and an improved working environment.</p>	<p>http://www.healthwales.org.uk/</p>

APPENDIX 2: OVERVIEW OF REGIONAL OCCUPATIONAL HEALTH AND SAFETY AWARD

Agency	Title of Award	Start Date	Period of Award	Number of Awards	Countries /Regions	How Awarded	Aims	Website
East Herts Council	Health and Safety Award	2005	Annually	1 Award (no limit to number of recipients) To date: 16 awarded	East Herts.	<p>Must meet 4 criteria:</p> <p><u>H & S inspections:</u> Satisfactory standards must have been achieved on the previous inspection.</p> <p><u>H & S Risk Assessment:</u> Applicant must operate documented assessment scheme.</p> <p><u>Training:</u> 50% of workforce must have completed the Basic health and safety course as administered by the chartered institute of Environmental Health.</p> <p><u>Safety Audit:</u> Business must carry out and document monthly H & S audits of all their work environments.</p> <p>Window sticker for advertising, certificate awarded at ceremony local press coverage.</p>	To give recognition and publicity to those businesses that consistently achieve good standards of H & S and to improve staff morale.	http://www.eastherts.gov.uk/Business%20Guide%20to%20Local%20Practice/Awards

Appendix 2 continues

Appendix 2: Overview of Regional Occupational Health and Safety Award (continued)

Agency	Title of Award	Start Date	Period of Award	Number of Awards	Countries /Regions	How Awarded	Aims	Website
Stockport Council and Stockport Healthcare NHS Trust	Stockport Healthy Workplace Scheme (SHWS)	1990	Annually	8 or 9 per year To date: 40 - 50 awarded	Stockport	Assessments based on 12 criteria that cover a range of topics from health and safety to health promotion. Employer receives a report that gives guidance and support for further action.. Award available at 3 levels.	Aims to reward local employers who achieve more than the legal minimum in health and safety and welfare	http://www.stockport.gov.uk/content/council/democ/council/awardsandpublications/award sandevents/healthyworkplacescheme?a=5441
Warwickshire County Council, Warwickshire NHS, Warwickshire District and Borough Councils, Coventry and Warwickshire Chambers	Warwickshire Health at Work award	2000	On-going	3 - Bronze, Silver, Gold To date: 6 awarded	Warwickshire	Progress is made against priorities identified through audit. Upon achieving a level workplace is encouraged to progress to the next level. Awards given at county celebration, local publicity, the right to use logo.	To promote understanding of the impact of health on work and of work on health. To promote good practices between workplaces. To promote use of quality services to support health at work initiatives.	http://www.warwickshire.gov.uk

APPENDIX 3: OVERVIEW OF INDUSTRY SPECIFIC OCCUPATIONAL HEALTH AND SAFETY AWARD

Agency	Title of Award	Start Date	Period of Award	Number of Awards	Countries /Regions	How Awarded	Aims	Website
Hairdressing and Beauty Industry Association/Local authorities	Health and Safety Salon Award	2002	Annually	1 award per salon, if eligible To date: approx. 60 awarded	UK, (Doncaster, Wrexham, Derwentside)	Annual inspection. Certificate and good publicity for winning salons.	Improve H & S standards in salons; reinforce the message that good safety standards make good business sense.	http://www.habia.org
Working Well Together	Working Well Together 4C Awards	1999	Annually	1 To date: approx. 30 awarded	UK	4 Cs are: <u>Commitment, Co-operation, Communication and Competence.</u> Entrants need to describe the improvement of a project/initiative or system - How it was implemented, challenges faced and how overcome. Who was involved, outcomes and impact achieved. Entry must be supported by independent testimonials. Celebratory award dinner, use of logo, publicity in construction press and WWT campaign newspaper, website.	To encourage, acknowledge and reward those who achieve improvements in health and safety in the construction and allied industries.	http://www.wwt.uk.com

APPENDIX 4: OVERVIEW OF INDIVIDUAL OCCUPATIONAL HEALTH AND SAFETY AWARD

Agency	Title of Award	Start Date	Period of Award	Number of Awards	Countries /Regions	How Awarded	Aims	Website
BUPA	Health At Work Award	1979	Annually	1 To date: 6 awarded	UK	<p>Submissions should be in writing up to a maximum of 5,000 words on A4 paper with support materials (charts and pictures as appropriate). A one-page executive summary of the submission confirming its compliance with the award requirements must be included. The BUPA Foundation governors nominate a distinguished judging panel for each award.</p> <p>All winning candidates will be invited to attend the BUPA Foundation awards dinner at Lincoln's Inn in London for the formal presentation.</p> <p>The prize is £10,000 for each award. Half is paid direct to the individual or team members and half will be used to further the award winner's study in the field of medical research.</p>	<p>To recognise excellence in the field of occupational medicine.</p> <p>To encourage new ideas of measurement, risk assessment or management issues arising from, or strongly linked to, improving health in the workplace.</p>	http://www.bupafoundation.com/asp/awards/

Appendix 4 continues

Appendix 4: Overview of Individual Occupational Health and Safety Award (continued)

Agency	Title of Award	Start Date	Period of Award	Number of Awards	Countries /Regions	How Awarded	Aims	Website
Institute of Occupational Health and Safety	Zurich Municipal Health and Safety Awards	1979	Annually	3 per year 1: Zurich Municipal Supreme Safety Award. 2: Zurich Municipal Safety Trophy. 3: Certificate of Merit. To date: approx. 84 awarded	UK	Entrants must be public services group members. No restriction to form of entry but often training, innovative safety device or PPE or hazard reduction proposals. Evidence must accompany entry. Judged by adjudicating panel from Zurich Municipal and IOSH. 1: £1,500 cheque for organisation, inscribed silver cup, plaque and a certificate. 2: £750 cheque, goblet and certificate. 3: £250 cheque, certificate of merit.	To recognise the need for innovative and creative thinking in embracing risk awareness and implementing risk management measures to ensure safety in the workplace. To recognise special achievements in public sector health and safety.	http://www.iosh.co.uk/

APPENDIX 5: OVERVIEW OF NON-OCCUPATIONAL HEALTH AND SAFETY AWARDS

Agency	Title of Award	Start Date	Period of Award	Number of Awards	Countries /Regions	How Awarded	Aims	Website
British Quality Foundation	The UK Business Excellence Award	1994	Annually	2-3 per year To date: 31 awarded	UK	Applicants produce a 75 page document describing how they address the 9 criteria of the Excellence Model: Leadership Policy and strategy People Partnerships and resources Processes Customer results People results Society results Key performance	- Assist organisations to improve - Identify role models to demonstrate what can be achieved - Recognise those who have shown exceptional ability and performance in the management of their organisation.	http://www.quality-foundation.co.uk/rec_ukbusinessawards.htm
Business in the Community	Awards for Excellence 2006	1998	Annually	To date: 502 awarded	UK	Brief synopsis of up to 500 words describing the programme and summarising its positive impact and key success points. For each category 2 people from relevant background independently assess applications. Top 6 or 7 are awarded a BIG TICK and go through to shortlist. Asked to present for 15 minutes on their programme. Judges select overall Winner.	To recognise companies that integrate responsible business practice into their mainstream operations resulting in a positive impact in the marketplace, the workplace, the environment and the community.	http://www.bitc.org.uk/awards/

Appendix 5 continues

Appendix 5: Overview of Non-Occupational Health and Safety Awards (continued)

Agency	Title of Award	Start Date	Period of Award	Number of Awards	Countries /Regions	How Awarded	Aims	Website
Her Majesty The Queen	The Queen's Awards for Enterprise	1976	Annually	To date: 4918 awarded	UK	<p>Applications are first judged by three separate Panel of Judges, for the three Business categories of 'International Trade', 'Innovation', and 'Sustainable Development'. In each case the assessment procedure is extremely thorough.</p> <p>Short-listed applications are then forwarded to the Prime Minister's Advisory Committee for further scrutiny.</p> <p>The Awards are given solely on merit and competition is fierce. There are no set numbers of Awards presented each year.</p>	<p>To recognise and reward outstanding achievement by UK companies. Presented in three separate categories: International Trade - recognising companies that have demonstrated growth in overseas earnings. Innovation - recognising companies that have demonstrated commercial success through innovative products or services. Sustainable Development - recognising companies that have integrated environmental, social, economic and management aspects of sustainable development into their business.</p>	<p>http://www.queensawards.org.uk/business/business.html</p>

Appendix 5 continues

Appendix 5: Overview of Non-Occupational Health and Safety Awards (continued)

Agency	Title of Award	Start Date	Period of Award	Number of Awards	Countries /Regions	How Awarded	Aims	Website
Investors in People UK	Investor in People	1993	On-going	To date: 38,000 awarded	UK	Achieving the <i>Standard</i> which was developed in 1990 by the National Training Task Force	Achieving a standard that sets out a level of good practice for training and development of people to achieve business goals.	http://www.investorsinpeople.co.uk/IIP/Web/default.htm
Scottish Environment Protection Agency	The Vision in Business for the Environment of Scotland (VIBES) Awards	2000	Annually	4 per year To date: 48 awarded	Scotland	Entrants assessed against the following criteria: <u>Commitment</u> of organisation committed to good environmental practice and sustainable development <u>Action & Achievement</u> Have actions to improve environmental performance and sustainable development been taken and what has been achieved as a result? Site visits will be used to select winners from short-listed candidates. A judging panel will select the national category winners and present their awards at a ceremony.	To encourage the efficient use of resources To enhance the competitiveness of organisations To improve environmental performance To support the wider goals of sustainable development including social benefits through community and staff involvement.	http://www.vibes.org.uk/

APPENDIX 6: QUESTIONNAIRE - ORGANISERS OF OHS SCHEMES

Rewards and Recognition Schemes in Occupational Health and Safety Questionnaire (Organisers of Schemes)

Introduction: State who you are, why you are calling and the purpose of the research.

Background Information

- 1) How long has your award been in existence?
- 2) How many awards have you presented since the scheme began?
- 3) Is your award limited to companies/individuals in your region/UK?
- 4) What was your organisation's reason(s) for starting the recognition scheme?
- 5) Do you charge companies to apply for the award?
- 6) How is the scheme advertised and or promoted to companies?
(*prompt* - media, flyers, word of mouth, Internet)

Overview of the Scheme

- 7) What are the procedures, guidelines and criteria that are used in the scheme?
- 8) What is the evaluation process once companies have submitted their entry forms and supporting documents?
(*prompt* - verification of documents, visiting companies)
- 9) How long is the evaluation process?
(*prompt* - in total, per company)
- 10) Who is involved in the evaluation process?
- 11) How many companies apply annually to the scheme?
(*prompt* - increase in number, decrease in number)

Impact on Companies

- 12) How long does the award last?
- 13) Can the award be rescinded at any time?
- 14) Are companies re-evaluated in order to keep the award?
- 15) Which departments and or people within companies are involved in the application process?

(*prompt* - senior management, health and safety officers, personnel, employees, trade unions)

- 16) How do companies benefit from participating in your recognition scheme?
(*prompt* - financial gains, more business from publicity
improved productivity from better health and safety management
improved performance
reduced absenteeism
reduced sick leave
improved motivation
improvement in employee working practices
sharing of best practice between employees/departments
improved the knowledge and training of employees in OH& S issues)
Are data available to support any of the above?
- 17) How does entering the scheme benefit companies that do not win the award?
- 18) What impact has participating in your scheme had on companies?

Evaluation of Scheme

- 19) Have you evaluated your scheme since it started?
(*prompt* - who evaluated, was it an internal or external evaluation)

If *no*, do you plan to evaluate the scheme?

If *yes*, when was it evaluated and is this a regular occurrence?

If *yes*, what changes have you made since your evaluation(s)?
(*prompt* - expansion, contraction, linking with other partners)
- 20) How do you meet the cost to run this scheme?
Prompt to list all contributors to the scheme.
If sponsor on own, is a set amount set aside to meet these costs?
How many people are involved in administering this scheme?
How are the salaries met?
If a cash award is made, how is it met?
- 21) How would you rate your scheme? Successful/not successful
Why?

Demographics

- 22) Would you tell me your position in the organisation?
- 23) How long have you worked for this organisation?
- 24) How long have you worked on this project?

Thank you for taking the time to answer our questions. Your assistance is greatly appreciated.

APPENDIX 7: QUESTIONNAIRE - ORGANISERS OF NON OHS SCHEMES

Rewards and Recognition Schemes (Organisers of Schemes)

Introduction: State who you are, why you are calling and the purpose of the research.

Background Information

- 1) How long has your award been in existence?
- 2) How many awards have you presented since the scheme began?
- 3) Is your award limited to companies/individuals in your region/UK?
- 4) What was your organisation's reason(s) for starting the recognition scheme?
- 5) Do you charge companies to apply for the award?
- 6) How is the scheme advertised and or promoted to companies?
(*prompt* - media, flyers, word of mouth, Internet)

Overview of the Scheme

- 7) What are the procedures, guidelines and criteria that are used in the scheme?
- 8) What is the evaluation process once companies have submitted their entry forms and supporting documents?
(*prompt* - verification of documents, visiting companies)
- 9) How long is the evaluation process?
(*prompt* - in total, per company)
- 10) Who is involved in the evaluation process?
- 11) How many companies apply annually to the scheme?
(*prompt* - increase in number, decrease in number)

Impact on Companies

- 12) How long does the award last?
- 13) Can the award be rescinded at any time?
- 14) Are companies re-evaluated in order to keep the award?
- 15) Which departments and or people within companies are involved in the application process?
(*prompt* - senior management, health and safety officers, personnel, employees, trade unions)

- 16) How do companies benefit from participating in your recognition scheme?
(*prompt* - financial gains, more business from publicity
improved productivity
improved performance
reduced absenteeism
reduced sick leave
improved motivation
improvement in employee working practices
sharing of best practice between employees/departments
improved the knowledge and training of employees)

Are data available to support any of the above?

- 17) How does entering the scheme benefit companies that do not win the award?
- 18) What impact has participating in your scheme had on companies?

Evaluation of Scheme

- 19) Have you evaluated your scheme since it started?
(*prompt* - who evaluated, was it an internal or external evaluation)
- If no, do you plan to evaluate the scheme?
- If yes, when was it evaluated and is this a regular occurrence?
- If yes, what changes have you made since your evaluation(s)?
(*prompt* - expansion, contraction, linking with other partners)
- 20) How do you meet the cost to run this scheme?
Prompt to list all contributors to the scheme.
If sponsor on own, is a set amount set aside to meet these costs?
How many people are involved in administering this scheme?
How are the salaries met?
If a cash award is made, how is it met?
- 21) How would you rate your scheme? Successful/not successful
Why?

Demographics

- 22) Would you tell me your position in the organisation?
- 23) How long have you worked for this organisation?
- 24) How long have you worked on this project?

Thank you for taking the time to answer our questions. Your assistance is greatly appreciated.

APPENDIX 8: QUESTIONNAIRE - PARTICIPANTS AND NON-PARTICIPANTS OF OHS SCHEMES

Rewards and Recognition Schemes in Occupational Health and Safety Questionnaire (Participants in Schemes)

Introduction: State who you are, why you are calling and the purpose of the research.

- 1) Have you applied for any rewards and recognition schemes in occupational health and safety?
If no, why?
- 2) Why did you select this particular scheme?
(*prompt* - considered any others)
- 3) Who in your organisation drove the application process?
(*prompt* - senior management, employees, health and safety officers, trade unions)
- 4) How did your organisation benefit from being involved in the scheme?
(*prompt* - financial gains, more business from publicity
improved productivity from better health and safety management
improved performance
reduced absenteeism
reduced sick leave
improved motivation
improvement in employee working practices
sharing of best practice between employees/departments
improved the knowledge and training of employees in OH& S issues)

Are data available to support any of the above?

If no benefit, why?

- 5) How much did it cost to prepare and submit the application?
- 6) How many people were involved in the application process?
- 7) Do you apply on a yearly basis to this scheme?
- 8) Are there any other occupational health and safety reward and recognition schemes to which you apply?

Demographics

- 9) Would you tell me your position in the organisation?
- 10) How long have you worked for this organisation?
- 11) How long have you worked on this project?

Thank you for taking the time to answer our questions. Your assistance is greatly appreciated.

APPENDIX 9: THEMES AND SUB-THEMES FROM THE INTERVIEWS

Themes and Sub-Themes that Emerged from the Interviews

- 1. Reasons for award (introducing/implementing the scheme)**
 - 1.1 No reason given
 - 1.2 Seemed like a good idea/weak specification
 - 1.3 Prestige
 - 1.4 Focused approach - promotion of healthy workplace/influencing change
- 2. Promotion techniques**
 - 2.1 Electronic - Internet, Extranet, Intranet, email
 - 2.2 Paper - mail shots, newsletters, flyers
 - 2.3 Media coverage - TV, radio, press
 - 2.4 Groups - Work, local, specific, networking
 - 2.5 Personal visits to organisations
 - 2.6 Focus on larger businesses
 - 2.7 Focus on smaller businesses
- 3. Scheme Criteria**
 - 3.1 Simplicity
 - 3.2 Openness and availability
 - 3.3 Commitment to health and safety
 - 3.3.1 Managing risks
 - 3.4 Fairly complex - e.g. specific policies in place; work groups in existence; verified by an independent assessor; audits; identify specific needs (health related work issues)
- 4. Scheme Assessment process**
 - 4.1 Expert assessment - health and safety trained persons, senior person in local authorities
 - 4.2 Non-expert assessment - individuals in organisation
 - 4.3 Personal advisor
 - 4.4 Site visit(s)
 - 4.5 Completion of documents/give presentation
 - 4.6 Feedback provided
 - 4.7 Competitive nature of schemes
- 5. Requirements of the process**
 - 5.1 Communication
 - 5.2 Innovation
 - 5.3 Achievement - e.g. completion of training programmes
 - 5.4 Documentation
- 6. Focus for the process**
 - 6.1 Weak focus (health and safety personnel only - singular focus)
 - 6.2 Mediocre focus (Senior management, health and safety personnel, HR personnel)
 - 6.3 Strong focus (all staff, strong organisational commitment to process)

7. Potential benefits

- 7.1 Sharing of best practice between employees/department/organisations (replicable)
 - 7.1.1 Benchmarking
- 7.2 Publicity/better image
 - 7.2.1 More business from publicity (financial gain/business investment)
 - 7.2.2 Need for improved marketing strategies
- 7.3 Improvement in employee working practices (e.g. reduced absenteeism, improved morale and motivation etc)
 - 7.3.1 Improved financial, more business investment
- 7.4 Positive impact/transparency
- 7.5 Involvement of management
 - 7.5.1 Effective
 - 7.5.2 Ineffective
- 7.6 Developmental process
- 7.7 Development of corporate social responsibility/ethics
- 7.8 Improved occupational health environment
- 7.9 Recognition (attract staff/investment)

8. Support/Resources

- 8.1 Limited support (1 person)
- 8.2 Mediocre support (2 -3 persons)
- 8.3 Extensive support (4 or more persons)
- 8.4 Lack of support/drain on resources
- 8.5 Low input needed/no support needed
- 8.6 Sponsorship

9. Success rate

- 9.1 Highly successful (expansion of scheme)
- 9.2 Moderately successful
- 9.3 Successful
- 9.4 Not successful (undecided, uncertain future)
- 9.5 Cannot determine if successful or not

APPENDIX 10: RESPONSES FROM PARTICIPANTS/NON-PARTICIPANTS OF SCHEMES

Non participants

Question 1

Reason(s) applied/not applied for scheme
No. Never applied, it is a small business (40 Employees), and I do not feel that award schemes are relevant to either the size of the business or its function-Contact Centre.
No. Company enters a number of award schemes throughout the year, particularly for environmental issues e.g. VIBES. Given the amount of time spent on awards and due to frequent audits etc there is not the time available to spend on entering any more schemes. Health and Safety issues are addressed adequately without the need for awards.
No. (<i>Name of Company</i>) have received accreditation from British Safety Council, RoSPA for Health and Safety issues. Despite receiving flyers, e-mails etc from these organisations about their award schemes, as yet we have not applied.
This is mainly due to the amount of time it would take to prepare an application. The company has gone through significant restructuring in recent years with frequent takeovers and there is enough to do without additional work. Considers accreditation to be sufficient.
No, no intentions to in future either. Not priority to apply for awards, new company, 14 months old and far too many things to do rather than submit applications for awards.
No, never and no intention to. Used to be a member of BSC and was aware of The Sword of Honour but I cannot justify the time and effort involved in entry. I also feel that the BSC bombarded him with information that was not relevant to my industry (Ports). Mainly sent information about e.g. construction, engineering and this is not pertinent. I wonder if awards really can make the work place safer and feels this cannot be quantified. I regularly use the Internet for updating health and safety information and for sourcing information on standards. I am also a member of the Port Skills and Safety Group. They help with safety audits and hold regular safety meetings at different ports that are attended by 80 safety professionals. This is considered to be a very good network for channelling information, making contacts, sharing best practice and obtaining help and guidance from relevant areas.
No, never. Not aware of any such schemes that would be relevant to my organisation. It is only a small company, 23 employees and do not have the time or need to participate in an award.
No, never. Not aware of any such schemes however I am quite interested to hear about them and if I knew they existed perhaps I would participate. However, I feel that my employees and I are completely up to date with risk assessment and management, COSHH, working at heights etc and not sure that an award scheme would make any difference to this.
No, I am aware of such schemes but (<i>Name of Company</i>) has not applied for them since I have been H & S Manager (12 years). I am aware of the RoSPA and BSC awards but feel that they are simply paper exercises that do not actually feed back in a constructive way to the workers. They are far too costly and time consuming to enter. A firm can still put out health and safety initiatives at the sharp end without having to apply for these awards. I do recognise that there is a benefit in terms of recognition for the company, that it is providing good standards of health and safety and this is valuable for marketing. However, this does not make the company any safer than it could be without an award. I am also aware of the Working Well Together award and feel that this is a far more rigorous award; they actually check the company is doing what it says it is. I have not applied for this award however as I have attended the SHADs and training workshops and roadshows organised by HSE/WWT and consider the firm to be doing what is necessary. We follow the good advice but do not have to waste time applying for an award to

demonstrate this.
No, I am aware of such schemes but feel that they are not relevant to firms such as (<i>Name of Company</i>). They are perhaps of more relevance to more dangerous industries such as construction and manufacturing. Our firm is an Investor In People firm and we believe that the interests of our workforce, including their health and safety are covered effectively. We already have all the appropriate measures in place and applying for such an award would not be of any benefit to us.
No, aware that award schemes such as RoSPA are out there but have never felt that entering could benefit the health and safety of the organisation. I ensure that all staff are aware of health and safety issues and procedures. I can communicate company and site policy, ensuring safety compliance within work teams through our own audit and assessment. We undertake regular risk assessments and train and induct teams, including sub-contractors in safe working practices, emergency systems and policy. Given that we do all that is required and more I do not see the benefit of applying for an award.

Participants

Question 1

Reason(s) apply for award or not
Yes. Bronze winner of SHAW.
Yes. 12 years concurrent winners of BSC and RoSPA awards for Health and Safety.
Yes. Winners of BSC award for last 24 years, RoSPA awards: bronze, silver and gold for last 10 years, Quality in Construction News award winner in 2003 and Contract Journal silver helmet winners in 2003 and 2004.
Yes. 2002 and 2003 winners of Working Well Together award and runners up in 2004.
Yes. BSC award winners since 1995.
Yes. BSC award scheme applicant.
Yes. RoSPA award winners, also Behavioural safety and best practice award winners and previous winners of BSC awards.
Yes. RoSPA gold award winners, for last 2 years.
Yes. RoSPA gold award winners this year and finalists in Contract Journal Specialist Contractors Award this year.
Yes, applied for and won the Working Well Together Small business and Commitment awards and also applied and short-listed for the Construction Journal Silver Helmet Award in 2003.

Question 2

Reason(s) applied/not applied for scheme
(Name of Company) contacted SHAW to apply. Considers that every other oil company/drilling company is a member of SHAW. Heard about it through networking.
Already members of BSC and RoSPA and were sent details about entry. Appears to be most well known schemes and marketing dept of (Name of Company) strenuously support continued application every year as we feel the scheme is an effective marketing tool.
Already winners of BSC and RoSPA and were sent details about entry and apply every year. Well known schemes and an excellent marketing tool. Feel that awards are good for marketing and for recognition of the site teams, giving the teams pride in their management of health and safety issues.
We continue to apply for BSC and RoSPA because we have done it for so long that directors would ask questions if I don't. I consider these awards as less beneficial and relevant compared to the Construction specific awards, which I consider to be highly relevant and important. I believe that to a large extent the BSC and RoSPA schemes are more commercially minded and cynically states that health and safety professionals view them as moneymaking schemes. There are too many awards, each requiring an entry fee, are presented each year for them to be meaningful. With BSC says all you have to do is send your cheque and a submission form, no interview or presentation required. For RoSPA the process of application is slightly more rigorous but I believe the judging criteria to be poor, however with 1000s of companies applying at £350-£500 a time, the awards are only interested in making money.
For the Construction awards I consider the judging criteria to be far more rigorous. Firms have to demonstrate their policies with evidence, 15-minute presentations and interviews. Awards are based on safety culture, not just accident rates. Only 1 award is given from only 6 or 7 finalists and therefore firm and employees can take immense pride in knowing they must have done a good job to even be a finalist.
My firm is committed to health and safety and I felt it was a good scheme, which promotes health and safety issues throughout the construction industry.
Not certain, only worked for company for 1 month but we are members of BSC and it is an excellent marketing tool and good for staff morale and pride.
BSC organisation was used on training purposes and company received lots of literature about the awards. I am therefore very aware of the scheme and it followed on that we should apply.
We are members of BSC and RoSPA and therefore very aware of the awards. The Company directors and managers like awards and use them as demonstration of employee compliance with health and safety policies and that the company is committed to best practice.
Members of RoSPA and therefore very aware of the awards. The Personnel Manager strongly supported the firm's application as he felt it would be of benefit to the firm in terms of positive publicity and good for morale.
These awards were the ones we were most aware of. Within the construction and supporting industry they are the most widely known and respected. The firm was not targeted specifically to enter but the awards are well publicised in trade publications and at trade events and roadshows.
These awards were both well-known and respected in the construction industry and unlike RoSPA awards seemed to do a very thorough investigation, an in-depth look at what the firm actually did. The firms that enter really have to prove they do what they say they do, it is not just ticking boxes on a form.

Question 3

Who in the organisation drove the application process
Process driven by Health and Safety Manager and 4 medics on each of the 2 rigs that the company operates.
Process driven by Health and Safety Manager only.
Process driven by Health and Safety Manager only but involves all staff. Site manager and director provide the information and data and all employees are involved in the daily management of health and safety issues, preventing accidents etc. For the Construction awards the Construction Manager and Director have to attend and give the presentation and were interviewed, rather than the Health and Safety Manager. I believe this to be important as it demonstrates that the information provided must be legitimate, and the health and safety procedures are being utilised. If not, when questioned the Construction manager/director would not be able to present an authentic account.
Process driven by Director responsible for health and safety within the organisation.
Process driven Health and Safety Advisor.
Process driven Health and Safety Coordinator.
Process driven by Health and Safety Manager and 2 or 3 other safety professionals in the company.
Process driven Health and Safety Manager who prepared the presentation but also involved the health and safety director and union representative.
Process driven by Health and Safety Director and Contracts Manager.
Process driven Health and Safety Manager.

Question 4

How did your organisation benefit from being involved in the scheme?
Benefit from effective marketing tool, name is bandied around industry as a good firm to work for and to commission. I also feel that it promotes the sharing of best practice, both within and without the organisation. This leads to the improvement of safety within the construction industry.
I also take the awards into training sessions for new staff, but use them in a reverse way. I tell employees that these awards ultimately mean nothing. People cannot be complacent and constantly need to be aware of health and safety issues. Just because there is an award because there have been no accidents it does not mean there will not be any unless people are vigilant and follow protocols.
No formal data.
I feel that the awards are a good idea in that they give staff a sense of pride in the organisation and make them aware of health and safety issues, but I also question the actual benefits in terms of safety performance and am not sure there are any.
I believe that if the company already has a well-formed safety management system in place there are no tangible benefits to be derived from these awards. In my previous role at National Grid we moved away from award schemes such as the RoSPA scheme as it was perceived as merely a tick in the box, badge on the wall exercise, nobody seemed to verify the entrants and therefore questioned the value of the award for health and safety purposes.

I feel the firm benefited from the award, as it is an extremely prestigious logo to have on the paperwork and is a 'feather in the cap' for the entire workforce. The main benefit is the recognition for what the company has achieved in relation to health and safety management. However, with regard to actually improving health and safety directly the award has had no impact.

The organisation was already, and continues to be, very conscious of health and safety issues; we spend a lot of time and money on improving health and safety on the site and protecting the safety of our employees. Entering for and achieving an award that recognises this has had no direct impact upon the firm's commitment to protecting their employees.

I feel the firm benefited tremendously. Won £3000, which for a small firm is a huge sum. Birmingham health and safety authority donated this money and they have continued to be involved and give advice and support to (*Name of Company*). Prize money was spent on further health and safety relevant issues and ultimately led to the firm developing a course for the safe use of portable power tools. HSE are currently interested in this course and it has just become a City & Guilds accredited course. This development is considered to have been directly borne from winning the WWT award.

The Health and Safety Manager considers the only benefit is a marketing benefit.

The schemes are not proactive, only reactive, only interested in past performance. I do not consider award schemes to have any impact on the Health and Safety culture of my firm as I believe that health and safety issues are adequately addressed anyway. I feel forced into applying every year by marketing dept who 'like badges and certificates' and given the choice I would not enter.

I like to think that the whole work force benefits from greater motivation, participating in a healthier working environment and being made aware of healthy choices and practices e.g. smoking policies, healthy eating. For core staff there is not a problem with absenteeism anyway, but there is for contracted staff who are migrant workers and difficult to control. There has been a drop in the number of accidents in past year but I cannot state that this is exclusively due to SHAW, also take other initiatives as an organisation such as encouraging accident reporting and safe working practice and involved in Watch Your Step.

No data, anecdotal.

Very definite marketing and recognition benefit. As a direct result of winning the award the firm was featured four times in Construction News, opened roadshows for the construction industry and featured on HSE's website. This not only has a direct marketing benefit but it increases the firm's prestige within the industry and promotes sharing of best practice. The award gives credence, it enables our employees to go onto site and say this is why we won an award, if you do this also it will safeguard against injury. It helped to get the word out that no matter how big or small the firm is, if you practice good health and safety management you can make a difference to everyone on site. Not just your own employees but also all the other contractors that we work with. The employees have more awareness as to what is and is not safe, they pay attention, know to look out for hazards and understand that it is not just their direct work they need to pay attention to but also what the other contractors on a site are doing.

Having said the above, it has to be stated that with regard to the actual management of health and safety issues and the protection of my employees the award has had no direct benefit. Our firm is extremely vigilant with regard to health and safety matters and the award was just recognition of this, not reason for this. Claims the large construction firms 'put on shows' to achieve awards, know what to say, but their applications are not always consistent with the reality of what actually happens on their sites.

Positive propaganda for the workforce, insurance company and prospective and current clients and recognition of what the firm does well.

No benefit as regards health and safety directly from participating, but the award looks for continued improvement year upon year and therefore focuses the mind of employees upon health and safety issues. However it has to be said that this could be, and is, achieved without an award. The fact we have an award does not make the organisation any safer than it would be without one, the award just recognises the achievements made and allows us to take pride in this.

Such awards are used particularly within the construction industry and benefits the organisation when they tender for business, they can demonstrate to clients that the firm is health and safety conscious. The managers feel that the award demonstrates that they do a good job; it goes into the monthly reports and is therefore evident to their employees.

It gives the employees a sense of pride and security.

However, in my personal view as the Health and Safety Manager I feel that the awards provide no tangible health and safety benefits. An awful lot of work is involved in the application process and this is deflating of what health and safety professionals should be doing with their time and resources. These awards could be of benefit to smaller, perhaps manufacturing, organisations with about 300 employees allowing information to be communicated more effectively and for health and safety awareness to be raised. I do not feel there is any benefit to large diverse organisations. I consider it only to be committed companies that enter for such awards anyway. It is highly likely they are people centred and very focused organisations who care for the safety of their staff anyway regardless of entering such schemes. The attention should be more focused upon the firms that do not care and they will never enter such schemes!!

Yes, I feel the organisation benefited as it helped them to focus on health and safety issues. We were subject to audit and review because of the award entry and thus had to address outstanding issues. Otherwise I feel there was no benefit.

We did not win an award and therefore did not benefit from marketing etc.

Accident rates, employee-working practices etc did not show any evidence of change, they were good before and remained static and I believe they would have done so anyway. Very time consuming process and I do not think it was worth it. The benefits were not enough to warrant. We are self auditing and audited by own Insurance auditors and do not feel we needed another audit system.

Question 5

How much did it cost to prepare and submit the application?
Difficult to say, fairly large entry fee and about 3 full days of health and safety managers and directors time.
Entry fee and many days/weeks of health and safety coordinators time.
Entry fee and several days of health and safety advisors time.
Estimates that including entry fees it costs £500 to prepare and submit.
For BSC 1 day of health and safety managers time and £300 fee. For RoSPA 2 days of health and safety managers time and £500 fee. For Construction awards 5 days of health and safety manager and the Construction Director and Managers time but no fee.
Large entry fee and considerable amount of health and safety professional's time.
No additional resource to achieve bronze, utilised staff already employed and application was part of their working remit. Have spent money to send all staff on a 3 day Behavioural Course addressing stress at work in order to achieve Silver Award.
Not a great deal, hard to say but a considerable amount of time.
Not a lot, a few hundred pounds, although is concerned about the cost of attending the award ceremony that was £200 a head. I believe this discourages smaller firms from entering or attending the ceremony if they have not won and denies them the opportunity to learn from best practice.
Not a lot, probably a few weeks spent on and off compiling the application, with regards to resources the award requires more time than money.

Question 6

How many people were involved in the application process?	Number of Responses
Health and Safety Advisor drove process but management also involved.	1
Health and Safety Advisor drove process but MD was involved in putting together profile for the entry.	1
Health and Safety Director and Managing Director.	2
Health and Safety Manager and 2 or 3 other health and safety professionals.	1
Health and Safety Manager and 8 medics but SHAW criteria necessitate all employees to be active participants.	1
Health and Safety manager and director and union representative.	1
Health and Safety Manager and indirectly all staff.	1
Health and Safety Manager directly, all staff indirectly.	2

Question 7

Do you apply on a yearly basis to this scheme?	Number of Responses
Continuous development plans to continue with programme.	1
No, it was a one off application.	1
No. We will not participate again. The firm has effectively been blackballed by the large construction firms. I have been told by others in the industry that larger construction firms had told WWT and the Construction news that it was not fair that (<i>name of company</i>) did not provide any sponsorship to the award. The large firms complained and threatened to pull out their sponsorship of the awards. This year we were told we had been shortlisted for a Construction News award, received a letter and invitation telling us of this, but following complaints by larger firms, we were telephoned and told this was a mistake and we were not finalists. We had also been approached by WWT and advised that it would be extremely beneficial to us if we sponsor an award to the sum of £2000. the Health and Safety Manager stated this was not acceptable for a small firm, as we do not have the resources for this unlike the large firms which have the time and money to sponsor awards and “put on shows” to achieve them. I question the fairness and impartiality of awards given to firms who are also sponsors.	1
This was the first year but yes; we intend to continue applying on a yearly basis.	1
Yes for BSC and RoSPA. No for other awards. The reasons being that these awards require a health and safety initiative to be implemented. I feel that the firm has to consolidate these initiatives for a few years before we can submit a new application. Firm is currently investigating behavioural measures for health and safety but we will not apply for applying sake, only when we feel that the firm has achieved something notable.	1
Yes have done recently and will continue to do so.	1
Yes.	4

Question 8

Are there other OHS reward and recognitions schemes to which you apply?	Number of Responses
All mentioned above.	1
No	1
No and not aware of any others.	2
No, apply for enough.	1
No, I am aware of the BSC scheme and the firm undertook the BSC 5 star audit 5 years ago but have not participated in the awards, one is enough.	1
No.	3
No. Members of BSC but do not apply to awards, feels one is enough for such a small firm and WWT is most relevant.	1

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