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## SMARTER RECRUITING

In this month's HR Technology lead story, learn how new recruiting solutions are helping companies redefine the hiring process.

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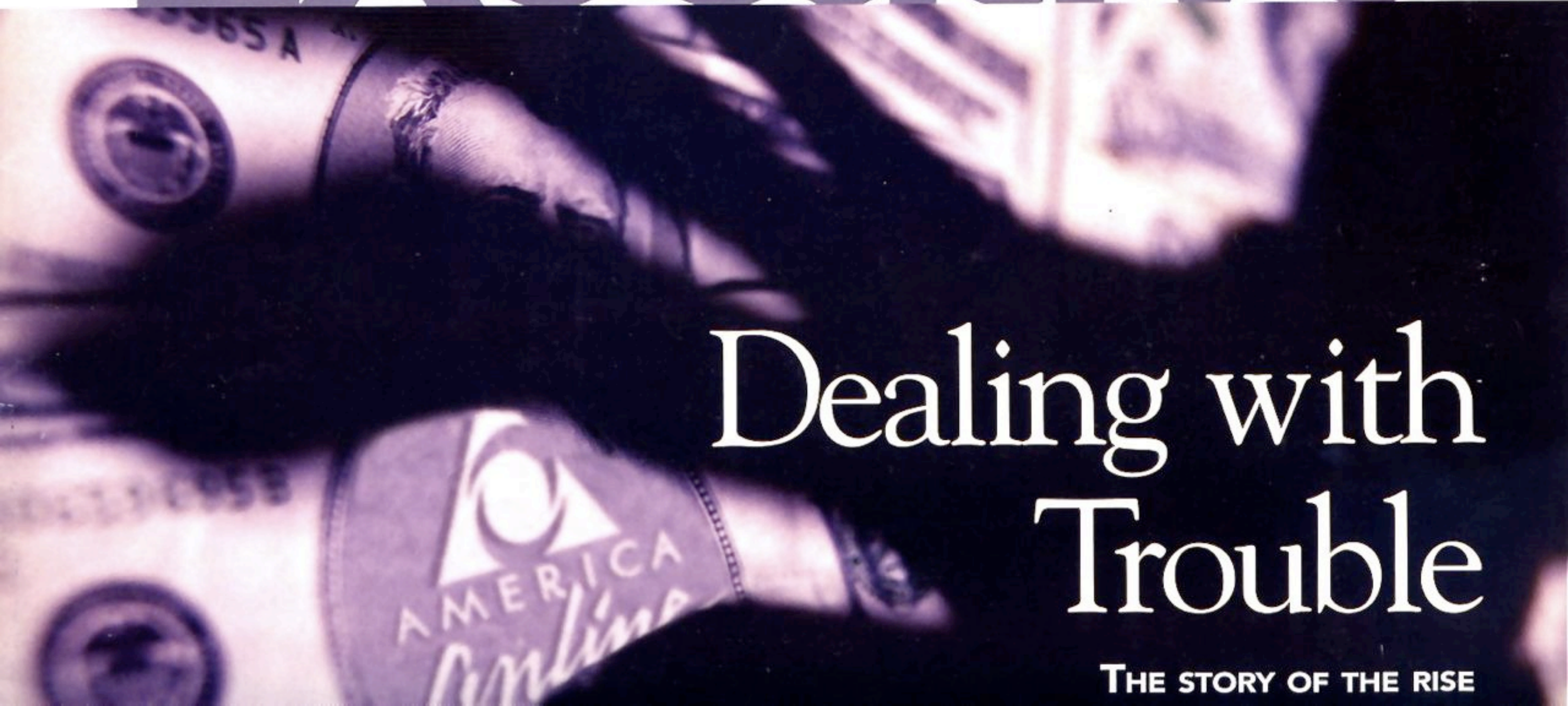
## CONFLICTED CONSULTANTS?

As hidden fees and schemes cloud the retirement-planning industry, HR needs to tighten its scrutiny over investment consultants.

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Dealing with  
Trouble

THE STORY OF THE RISE



# Playing It Safe

*Incentive programs that promote workplace safety come in many flavors and colors. Increasingly, they're seen as part of overall risk management programs for keeping employees healthy, productive—and to keep workers' comp costs down.*

BY RUSS ALLEN

**T**hanks to human nature, the carrot-and-stick approach is alive and well. Offer a reward and you almost always get a response. Today, the work world uses incentives to successfully enhance everything from productivity to quality, from cost-saving innovations to attendance.

Fortunately, the tried-and-true incentive strategy holds for safety as well. And the examples of incentives put in place to promote workplace safety among employees are as varied as the imaginations of the managers who create them.

An up-to-date approach to incenting workers' safety helps to keep down workers' comp costs, confirms Anne Kirby, vice president of product development for Boston-based CRA Managed Care Inc. Her company becomes involved in workers' comp cases on behalf of its clients once an injury has occurred.

"Managing these situations to reduce costs, we come to see that the more proactive employers realize that the best management is preventive," says Kirby.

She notes that safety-incentive efforts are often reflective of the risk management and human resources functions coming together at a company. And the initiatives typically aren't designed by commercial vendors or consultants, but through the creativity of in-house managers.

## Bingo, Barbecues, Bucks

Incentives can be simple, emotional ones ranging from brief, organized breaks for stretching and stress relief, to commendations or company picnic awards for injury-free work groups. Or, they can mean true prizes for employees.

Jim Matthews, a casualty, actuarial



in place among companies with which they have worked. For example: One wholesale food distributor with a large transport division uses safety incentives to supplement its overall safety program. The division does primarily long-haul trucking but also handles day deliveries, and is large enough to have a full-time safety manager for the division. This allows it to put a great deal of emphasis and prestige into the program, which has established policies, procedures and manuals. The company makes sure its safety program, which involves regular meetings with drivers, is highly visible.

All company trailers for the food distributor have an 800 number on the back, encouraging motorists to report safety violations by the trucker. The

vided by the company's insurance carrier may be as much as \$500.

A number of companies also use various versions of Safety Bingo, in which each employee receives a bingo card, and on every injury-free day the safety manager calls out a number, giving employees a chance to win prizes. Alternatively, each work group may get a bingo card and can participate on injury-free days or weeks.

"One large commercial printer that I worked with used Safety Bingo to get different work groups competing against one another in safety," notes Matthews. "They created the positive reinforcement of peer pressure with the game."

Incentives can also mean "constructive penalties." One company makes

a chance to reinforce again.

In still another whose workforce portion of employees at client sites—without using company vehicles during the period following the accident.

## Uniformed S

Often, large companies and resources for incentive programs illustrate doing something, says Darla Wa OccuSystems Inc with CRA to f