

# INDIAN AFFAIRS SAFETY AWARDS AND RECOGNITION PROGRAM HANDBOOK

**25 IAM 3-H, Volume 3**



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## FOREWORD

Due to the extensive content covered by Indian Affairs' (IA) Occupational Safety and Health Program (OSHP) policy, as documented in 25 IAM 3, several handbooks have been created that tie to the original policy, but which cover a very specific procedural aspect of the program. These handbooks refer to the original policy (i.e., 25 IAM 3) but include a volume reference as well (e.g., 25 IAM 3-H, Volume 3).

This handbook documents the procedures required to implement the IA safety awards and recognition portion of the OSHP policy. Although this handbook is intended to primarily assist IA Safety Offices who administer the IA OSHP policy, it may also be informative for IA employees.

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Date

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## Chapter 1: Overview

This handbook documents IA's Safety Awards and Recognition Program (Program). It was written to encourage and facilitate the offices of the Assistant Secretary – Indian Affairs (AS-IA), the Bureau of Indian Affairs (BIA), and the Bureau of Indian Education (BIE) to implement occupational safety and health (OSH) incentive and accident prevention award programs nationally, in their regions and Associate Deputy Directorships (ADD), and at their sites, schools, and facilities.

The Program is designed to support safe employee behavior and to meet IA policy requirements by recognizing safety achievements and rewarding IA employees, groups, and/or offices for their positive contributions to OSH. The intent of the Program is to improve OSH performance and help managers, supervisors, and employees focus on strategic safety measures by highlighting outstanding accomplishments. The Program provides a structured approach to acknowledging achievements and uses *awards* for accomplishments and *incentives* for achieving goals.

The awards and recognition options are tiered and include: the IA Level, Bureau Level, Regional/ADD Level, Site/Office of Justice Services (OJS)/School Level, and the Facility Level. Additionally, the Department of the Interior (DOI) provides opportunities for AS-IA, BIA, and BIE employees to be recognized for their outstanding accomplishments with national level safety awards and recognition per 485 Departmental Manual (DM) 10: Safety Awards Programs, and 370 DM 451: Awards and Recognition Programs. Managers and supervisors are encouraged to participate in award programs offered by the DOI for safety, health, and accident prevention, and employees nominated for awards at the bureau or regional/ADD level should be considered for these national level DOI awards as well.

This document provides the implementation and management details for the Program and covers the formal, informal, and day-to-day award recognition options as well as incentive program procedures.

This handbook does not address issues related to performance management, which is the purview of Human Resources.

## Chapter 2: Safety Awards and Recognition Guidance

This chapter provides guidance for managers, supervisors, and employees on how to recognize and reward outstanding accomplishments related to OSH.

### 2.1 Awards

Awards can be monetary, non-monetary, and time-off based. Awards encourage safe employee behavior and recognize the contributions that employees make in fostering a culture of health and safety in the workplace. Awards make employees feel that their work and accomplishments are valued and show that outstanding safety achievements are recognized. Within IA, awards have several purposes:

- To recognize safety and health accomplishments.
- To let employees know they're being noticed and appreciated for managing risks and working safely.
- To help employees understand what their organization values.
- To promote OSH performance that supports the mission, vision, and strategic goals of the agency.

## 2.2 Incentives

A Safety Incentive Program (SIP) is a reward-based initiative that can be used to recognize employees for reaching OSH benchmarks, exceeding goals, or initiating hazard prevention programs in their workplaces. Incentives can be *structured*, such as providing a signed certificate for meeting a goal, or *casual*, such as recognizing someone's accomplishment at an all-employee meeting.

Incentives can help AS-IA, BIA, and BIE comply with Occupational Safety and Health Administration (OSHA) standards and other requirements. The benefits of SIPs include:

- The safety culture evolves, and the safety management system reaches a higher potential.
- Employees are more engaged in identifying, reporting, and correcting hazards.
- "Near miss" incidents and minor injuries are reported more frequently.
- Safety information sharing is increased.

## 2.3 Specific Award Program Guidance

The Program recognizes and provides awards to IA employees, groups, and/or offices who have made outstanding contributions to the OSH program. Examples of award worthy activities include:

- A unique approach to solving an ongoing safety problem.
- A onetime event that avoids a liability, such as preventing an accident.

There are three levels of employee recognition:

- Formal recognition
- Informal recognition

- Day-to-day recognition

Formal recognition (see section 2.4) honors employees for their contributions to IA OSH and enhances their commitment to IA’s core safety and health values. Informal recognition (see section 2.5) acknowledges employee safety, health, and risk management achievements. Day-to-day recognition (see section 2.6) reinforces core OSH values by casually recognizing employees with public praise, recognizing them at a “toolbox” meeting, or presenting an item of nominal value.

## **2.4 Formal Award Recognition**

Formal awards recognize employees for high performance and are tiered at various levels of the organization. The award tiers are:

1. IA Level
2. Bureau Level
3. Regional/ADD Level
4. Site/OJS/School Level
5. Facility Level
6. Other IA Awards that can be used to recognize safety and health achievements, such as Time-off Awards
7. DOI Awards that IA, BIA, or BIE employees may be eligible for; these are discussed in more detail in 370 DM 451, but include:
  - a. Safety and Health Award of Excellence
  - b. Individual Special Thanks for Achieving Results (“STAR”) Award (branded specifically for safety)

Nominations for OSH awards should be tied to OSH and to the mission of the organization. Nominations selected for awards should also be considered for higher level awards within IA or forwarded to DOI for Departmental award consideration. Winners should be announced in a public forum.

The following awards recognize employee achievements in safety and health and the degree that those achievements have a positive effect on others in the employee’s work unit and beyond.

### **2.4.1 IA Level Safety and Occupational Health Awards Criteria**

#### **A. The AS-IA’s *Safety and Health Award of Merit***

The AS-IA's *Safety and Health Award of Merit* is presented annually by the AS-IA, and is the highest-level employee safety and health achievement award granted by IA. Nominees should have demonstrated outstanding performance and produced significant results that extend across IA using the following criteria:

- Enhance the Role of Leadership and Management in Promoting a Culture of Safety.
- Enhance Employee Participation, and Engagement in Achieving OSH Commitments.
- Prevent Exposure to Hazards and Mitigate Risk through Recognition and Prevention Programs and Processes.
- Enhance Internal Evaluation and Analysis Processes to Validate the Effectiveness of the OSH Program.
- Improve OSH Training and Awareness throughout IA.
- Implement and Continuously Improve the OSH Program.

All IA, BIA, and BIE employees (including volunteers) are eligible either individually or collectively to be nominated for this award. The recipient(s) of this award is chosen from nominees submitted to the Chief, DSRM through the BIA Regional Directors and BIE ADDs.

#### Nomination and Selection Procedures:

All nominations for the AS-IA *Safety and Health Award of Merit* must be prepared on the DI-451: Recommendation and Approval of Awards form, or by a memorandum containing equivalent information, and be submitted to the Chief, IA Division of Safety and Risk Management (DSRM) by October 1st of each year. The DI-451 form can be found online here: <https://www.doi.gov/media/document/di-451-recommendation-and-approval-awards-pdf>.

Any employee may submit a nomination. The nomination and supporting documents must be prepared and submitted through supervisory channels to the appropriate AS-IA manager/Director, BIA Regional Director, or BIE ADD for review/concurrence before being forwarded to the Chief, DSRM. Once the nominations are received, the Chief will assemble an awards committee to review the submissions and select recipients by January 1st.

#### Forms of Recognition:

- Buffalo Award statue (see Figure 1) measuring 11 inches wide and 8.5 inches high on a 10-inch wide by 4 inch deep by 1-inch-high base. This award is procured by the DSRM, and presented by the AS-IA.

Figure 1: Example of the AS-IA Award



- Award Certificate and Citation (created by DSRM and signed by the AS-IA or the Designated Safety and Health Official (DASHO)) for all recipients (see Example 1 below).

Example 1



- Recognition at a suitable location. The award should be presented by the AS-IA, or by the Deputy Assistant Secretary – Management (DAS-M), DASHO, Regional Director, or ADD on the AS-IA’s behalf.
- The award and the recipients’ accomplishments will also be highlighted in an article published on the IA Safety Connect SharePoint site.

## **B. DSRM's *Safety and Health Achievement Award***

The DSRM's *Safety and Health Achievement Award* is presented annually by the IA DASHO and Chief, DSRM and is the second highest-level employee safety and health achievement award granted by IA.

The award is presented to individuals and groups committed to building a culture which has safety and health as an integral part of every endeavor, and values establishing a safe and healthy environment for all employees, visitors, students, Tribal members, and the public.

All IA, BIA, and BIE employees (including volunteers) are eligible either individually or collectively. The recipient(s) is chosen from nominees submitted to the Chief, DSRM by the BIA Regional Safety Manager(s) (RSM) or the BIE Safety Program Manager(s) (SPM) using the following criteria:

- Planned and implemented the best possible safety and health practices which produced outstanding working conditions for employees, students, teachers, and volunteers.
- Foresaw probable hazards and developed a course of action that eliminated or reduced the hazard to an acceptable level.
- Improved best practices which achieved exemplary OSH program performance.
- Enhanced the role of leadership and management in promoting a culture of safety.
- Increased manager, supervisor, and employee commitment toward safety and accident prevention.
- Enhanced internal evaluation and analysis processes to validate the effectiveness of the safety and health program.
- Encouraged employee initiative in the recognition and control of hazards in the workplace.

### Nomination and Selection Procedures:

All nominations for the DSRM's *Safety and Health Achievement Award* must be prepared on the DI-451: Recommendation and Approval of Awards form, or by a memorandum containing equivalent information, and be submitted to the Chief, DSRM by October 1st of each year. The DI-451 form can be found online here:

<https://www.doi.gov/media/document/di-451-recommendation-and-approval-awards-pdf>.

Any employee may submit a nomination, but the nomination and supporting documents must be prepared and submitted through supervisory channels to the appropriate AS-IA manager/Director, BIA RSM, or the BIE SPM for review/concurrence before being

forwarded to the Chief, DSRM. Once the nominations are received, the Chief will assemble an awards committee to review the submissions and select recipient(s) by January 1st.

Forms of Recognition:

- Buffalo Award statue (see Figure 2 below) measuring 9 inches wide and 10.1 inches high by 5.4 inches deep on a 1-inch-high base. This award is procured and presented by DSRM.

Figure 2: Example of the DSRM Award



- Award Certificate and Citation signed by the Chief, DSRM (see Example 2 below).

Example 2



- Recognition at a suitable location. The award could be presented by the Chief, DSRM or their designee, or the Regional Director/ADD.

- The award and the recipients' accomplishments will also be highlighted in an article published on the IA Safety Connect SharePoint site.

## **2.4.2 Bureau Level Awards Criteria**

### **A. The BIA's *Safety and Health Achievement Award***

The BIA's *Safety and Health Achievement Award* is presented annually by the BIA Director and is the highest-level employee safety and health achievement award granted by BIA.

The award recognizes employees within BIA who provide the proactive support necessary for the success of the safety and health program, and find innovative solutions to program issues and hazardous situations.

All BIA employees (including volunteers) are eligible either individually or collectively. Nominees should have demonstrated outstanding performance and produced significant results that meet or exceed the following criteria:

- Enhanced the role of leadership and management in promoting the safety culture within BIA.
- Achieved outstanding employee safety and health working conditions or performance through improved practices and attitudes.
- Enhanced employee engagement in the OSH program and helped to advance the program.
- Enhanced the safety culture within the bureau.
- Engaged in initiatives that prevent exposure to hazards and mitigate risk to reduce employee accidents, injuries, and fatalities BIA-wide.
- Enhanced the internal evaluation program to validate the effectiveness of the BIA's OSH Program.
- Improved OSH training and awareness throughout BIA.

#### Nomination and Selection Procedures:

All nominations for the BIA's *Safety and Health Achievement Award* must be prepared on the DI-451: Recommendation and Approval of Awards form, or by a memorandum containing equivalent information, and be submitted to the Chief, DSRM, by October 1st of each year. The DI-451 form can be found online here:

<https://www.doi.gov/media/document/di-451-recommendation-and-approval-awards-pdf>.

Any employee may submit a nomination, but the nomination and supporting documents must be prepared and submitted through supervisory channels to the appropriate BIA RSM for review/concurrence before being forwarded to the Chief, DSRM. Once the nominations are received, the Chief will assemble an awards committee to review the submissions and select recipient(s) by January 1st.

Forms of Recognition:

- BIA’s *Safety and Health Achievement Award* plaque (see Figure 3 below) measures 8.5 inches wide and 11 inches high. This award is procured by the DSRM and presented by the BIA Director.

Figure 3: Example of an award plaque



- Award certificate and citation created by the DSRM and signed by the BIA Director (see Example 3 below).

Example 3



- Award presentation by the BIA Director or their designee at a suitable location.

- The award and the recipients' accomplishments will also be highlighted in an article published on the IA Safety Connect SharePoint site.

### **B. The BIE's *Safety and Health Achievement Award***

The BIE's *Safety and Health Achievement Award* is presented annually by the BIE Director and is the highest-level employee safety and health achievement award granted by BIE.

All BIE employees (including volunteers) and teachers are eligible either individually or collectively. Nominees should have demonstrated outstanding performance and produced significant results that meet or exceed the following criteria:

- Enhanced the role of leadership and management in promoting the safety culture within BIE sites and schools.
- Engaged in initiatives that reduced employee, teacher, and student accidents, injuries, and fatalities in bureau-operated schools, and in Tribally controlled schools/Navajo schools under BIE control.
- Achieved employee safety and health across the bureau through improved practices and attitudes.
- Advanced BIE OSH program leadership at the ADD level.
- Enhanced employee, teacher, and student engagement in the OSH program and helped to advance the program through improved best practices.
- Enhanced the internal evaluation program to validate the effectiveness of the BIE's OSH Program.
- Improved OSH training and awareness throughout BIE.

#### Nomination and Selection Procedures:

All nominations for the BIE Director's *Safety and Health Achievement Award* must be prepared on the DI-451: Recommendation and Approval of Awards form, or by a memorandum containing equivalent information, and be submitted to the Chief, DSRM by October 1st of each year. The DI-451 form can be found online here: <https://www.doi.gov/media/document/di-451-recommendation-and-approval-awards-pdf>.

Any employee may submit a nomination, but the nomination and supporting documents must be prepared and submitted through supervisory channels to the BIE SPM for review/concurrence before being forwarded to the Chief, DSRM. Once the nominations are received, the Chief will assemble an awards committee to review the submissions and select recipient(s) by January 1st.

Forms of Recognition:

- BIE's *Safety and Health Achievement Award* plaque (see Figure 4 below) measures 8.5 inches wide and 11 inches high. This award is procured by the DSRM and presented by the BIE Director.

Figure 4: Example of an award plaque



- Award certificate and citation created by the DSRM and signed by the BIE Director (see Example 4 below).

Example 4



- Award presentation by the BIE Director or their designee at a suitable location.
- The award and the recipients' accomplishments will also be highlighted in an article published on the IA Safety Connect SharePoint site.

### 2.4.3 Region/ADD Level Awards Criteria

#### A. Regional Director's *Employee Safety and Health Achievement Award*

This is the highest-level award presented for employee safety achievement in the BIA regions and is awarded annually.

All BIA regional employees (including volunteers) are eligible either individually or collectively. The recipient(s) is chosen from nominations submitted to the RSM using the following criteria:

- Advocated for OSH leadership within the regions.
- Prevented accidents that may cause serious injuries or fatalities.
- Participated in accident investigations.
- Enhanced workplace safety and/or employee safety and health awareness through innovative work.
- Promoted hazard identification, and correction.
- Developed risk-reduction methods that lessen employee injuries and resource losses.

#### Nomination and Selection Procedures:

All nominations for the Regional Director's *Employee Safety and Health Achievement Award* must be prepared on the DI-451: Recommendation and Approval of Awards form, or by a memorandum containing equivalent information, and be submitted through supervisory channels to the RSM by October 1st of each year. The DI-451 form can be found online here: <https://www.doi.gov/media/document/di-451-recommendation-and-approval-awards-pdf>.

Any employee may submit a nomination, but the nomination and supporting documents must be prepared and submitted through supervisory channels to the BIA RSM. Once the nominations are received, the RSM will assemble an awards committee to review the submissions and select recipient(s) by January 1st.

#### Forms of Recognition:

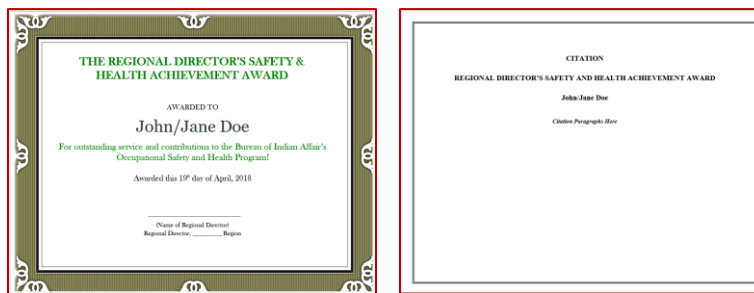
- BIA's *Safety and Health Achievement Award* coin (see Figure 5 below) is procured by the DSRM and presented by the BIA Director.

Figure 5: Example of an award coin



- Award certificate and citation created by the DSRM signed by the Regional Director (see Example 5 below).

### Example 5



- Award presentation by the BIE Director or their designee at a suitable location.
- The award and the recipients' accomplishments will also be highlighted in regional safety correspondence and unit all-employee meetings.

### **B. ADD's *Safety and Health Achievement Award***

This is the highest-level award presented for employee safety achievement in each of the three ADDs and is awarded annually. All BIE ADD employees, teachers, and volunteers are eligible either individually or collectively. The recipient(s) are chosen from nominations submitted to the BIE SPM using the following criteria:

- Enhanced the role of leadership, managers, and supervisors in promoting a culture of safety.
- Prevented accidents in schools or facilities that may cause serious injuries to employees, students, or visitors.
- Prevented exposures that could cause illnesses in schools or facilities.
- Participated in accident investigations.

- Enhanced safety awareness through innovative work.
- Promoted hazard awareness, identification, and correction in schools or facilities.

Nomination and Selection Procedures:

All nominations for the ADD’s *Safety and Health Achievement Award* must be prepared on the DI-451: Recommendation and Approval of Awards form, or by a memorandum containing equivalent information, and be submitted through supervisory channels to the BIE SPM by October 1st of each year. The DI-451 form can be found online here: <https://www.doi.gov/media/document/di-451-recommendation-and-approval-awards-pdf>.

Any employee may submit a nomination, but the nomination and supporting documents must be prepared and submitted through supervisory channels to the BIE SPM. Once the nominations have been received, the BIE SPM will assemble an awards committee to review the submissions and select recipient(s) by January 1st.

Forms of Recognition:

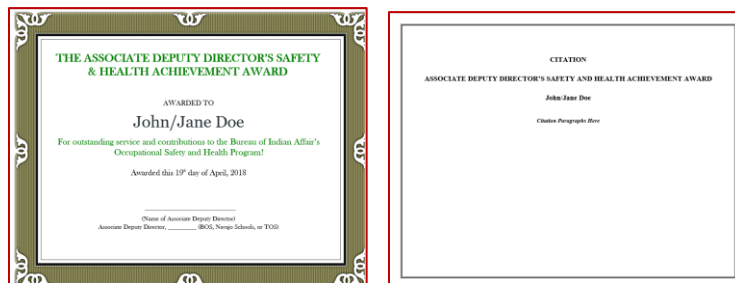
- BIE’s *Safety and Health Achievement Award* coin (see Figure 6 below) is procured by the DSRM and presented by the ADD.

Figure 6: Example an Award Coin



- Award certificate and citation created by the DSRM and signed by the ADD (see Example 6 below).

Example 6



- Award presentation by the ADD or their designee at a suitable location.
- The award and the recipients' accomplishments will also be highlighted in ADD's safety correspondence and unit all-employee meetings.

#### **2.4.4 Site/OJS/School Level Award Criteria**

The IA Safety Awards Program encourages the development of site/OJS/school safety awards. Local programs should be patterned after the regional/ADD and national level programs so that employees nominated for local awards can compete for bureau level and national level achievement awards as well.

All site/justice center/school employees, teachers, and volunteers are eligible either individually or collectively. Local awards should be presented no less than annually by the site/justice center/school manager. Awardees should be selected using the following criteria:

- Implemented and/or continuously improved the OSH Program.
- Enhanced the safety culture within the site, justice service center, or school.
- Improved OSH training and awareness.
- Prevented exposure to hazards and mitigate risk through recognition and prevention programs and processes.
- Increased managerial and employee commitment toward accident prevention.
- Volunteered to serve on safety committees.
- Participated in accident investigations.
- Participated in and/or made presentations at safety meetings.

#### Nomination and Selection Procedures:

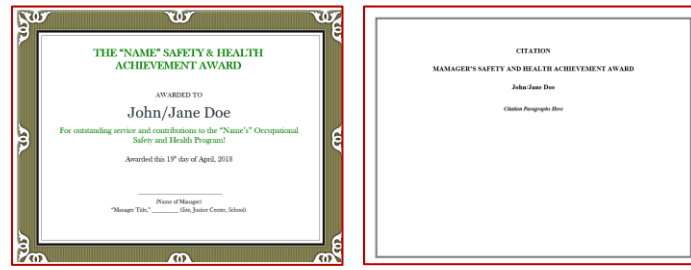
All nominations may be submitted by any manager, supervisor, employee, or volunteer and must be prepared on the DI-451: Recommendation and Approval of Awards form, or by a memorandum containing equivalent information, and be submitted through supervisory channels to the Collateral Duty Safety Officer (CDSO), or the safety committee by October 1<sup>st</sup> of each year, and the recipient(s) will be chosen by January 1<sup>st</sup>.

The names of awardees should also be submitted to the BIA RSM or BIE SPM by January 1<sup>st</sup> for consideration for the Regional Director's *Employee Safety and Health Achievement Award* or the ADD's *Safety and Health Achievement Award*.

## Forms of Recognition:

- Award certificate and citation created by the DSRM and signed by the manager (see Example 7 below).

### Example 7



- Recognition at a suitable location.
- Recognition at an all-employee meeting, etc.

#### **2.4.5 Facility Level Award Criteria**

The IA Safety Awards Program also encourages the development of less formal facility level safety awards programs. The facility level programs can be patterned after the regional/ADD and national level programs, or they can allow supervisors and managers greater flexibility in making awards.

The decision should also be made whether the internal awards will be given annually, semi-annually, or more often. Employees should be allowed enough time to create a well-developed entry. All facility level employees (and volunteers) should be eligible either individually or collectively. Awardees should be selected based on the following criteria:

- Exhibited a proactive safety attitude.
- Identified workplace hazards, either during inspections or through observation.
- Suggested improvements to programs or accident prevention.
- Volunteered to serve on safety committees.
- Reported “near misses.”
- Participated in and/or made presentations at “toolbox” safety meetings.

- Shared lessons learned.

Nomination and Selection Procedures:

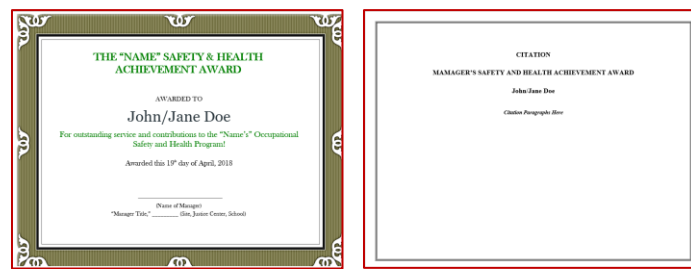
Nominations may be submitted by any manager, supervisor, employee, or volunteer and must be prepared on the DI-451: Recommendation and Approval of Awards form, or by a memorandum containing equivalent information, and be submitted through the supervisory channels to the facility manager, supervisor, CDSO, or the safety committee by October 1<sup>st</sup> of each year, and the recipient(s) will be chosen by January 1st.

The names of awardees should also be submitted to the BIA RSM or BIE SPM by January 1st for consideration for the Regional Director’s *Employee Safety and Health Achievement Award* or the ADD’s *Safety and Health Achievement Award*.

Forms of Recognition:

- Award certificate and citation created by the DSRM and signed by the manager (see Example 8 below).

Example 8



- Recognition at a suitable location.
- Recognition at an all-employee meeting, etc.

**2.4.6 Other IA Awards to Recognize Safety and Health Achievements**

A time-off award is an excused absence granted to an employee without charge to leave or loss of pay, as a means of recognition of safety and health achievements. Time-off awards are granted for an appropriate number of hours commensurate with the employee’s safety and health program contributions. The minimum time-off recognition is one hour; and the maximum time-off award recognition should not exceed 40 hours per event or 80 hours total per year.

## Nomination and Selection Procedures:

Nominees must have demonstrated a significant accomplishment(s) that contributes to the quality, efficiency, or economy of the IA, bureau, regional/ADD, site, OJS, school, or facility safety and health program.

Any employee may propose another employee for a time-off award, but the actual nomination must come from the employee's supervisor, through supervisory channels, to the assigned Human Resources Specialist and be approved by the Director, Office of Human Capital Management (OHCM). Time-off award nominations must be prepared on the DI-451: Recommendation and Approval of Awards form, or by a memorandum containing equivalent information. The DI-451 form can be found online here:  
<https://www.doi.gov/media/document/di-451-recommendation-and-approval-awards-pdf>.

## Forms of Recognition:

The immediate supervisor has the authority to schedule the use of the time-off award so that organizational workload is considered, and productivity is sustained. Therefore, the employee and the immediate supervisor will agree on the use of the time-off award.

### **2.4.7 DOI Level Awards**

#### **A. The Safety and Health Award of Excellence**

The *Safety and Health Award of Excellence* is presented annually by the Secretary of the DOI at the annual Award Convocation. It is the highest-level safety and occupational health award granted by DOI and recognizes individuals, groups, and organizations.

Any DOI employee who has performed an outstanding service for, or made a contribution of unusual value to, the safety and health of employees, visitors, and volunteers may be eligible for the Award.

The nominee(s) must have demonstrated outstanding performance and produced significant results that align with one or more of the DOI's Strategic Safety and Occupational Health Plan goals summarized below (the full text of the Plan is available on DOI's Occupational Safety and Health SharePoint site here:  
<https://doimsp.sharepoint.com/sites/os-osh/SitePages/OSH%20About%20Us.aspx>

**Goal 1:** Enhance the Role of Leadership and Management in Promoting a Culture of Safety.

**Goal 2:** Enhance Employee Inclusion, Participation, and Engagement in Achieving Safety and Health Commitments.

**Goal 3:** Prevent Exposure to Hazards and Mitigate Risk through Recognition and Prevention Programs and Processes.

**Goal 4:** Enhance Internal Evaluation and Analysis Processes to Validate the Effectiveness of the Safety and Health Program.

**Goal 5:** Improve Occupational Safety and Health Training and Awareness throughout the Department.

**Goal 6:** Implement and Continuously Improve the Occupational Safety and Health Program.

Nomination and Selection Procedures:

Supervisors may submit nominations using the DI-451: Recommendation and Approval of Awards form to the Chief, DSRM at least a month prior to the DOI Awards Coordinator's suspense date. The DI-451 form can be found online here:

<https://www.doi.gov/media/document/di-451-recommendation-and-approval-awards-pdf>.

The Chief, DSRM will review the nominations and forward them to the IA Awards Coordinator. The IA Awards Coordinator will then send the award nominations to the DOI Awards Coordinator, who will forward the nominations from all of the bureaus to the Director, Office of Occupational Safety and Health (OOSH). The OOSH Director will work with the DOI Safety and Health Council to select the final award recipient(s) by the DOI Awards Coordinator's due date.

Once selected, the awardees will be forwarded to the Departmental Awards Committee for further vetting, clearance, and notification of award selection. The DOI Awards Coordinators will also request photographs and brief award narratives for inclusion in the ceremony awards program brochures.

Individual Awards:

The *Safety and Health Award of Excellence* for individuals recognizes management's high regard for employees who have made unusual and significant contributions toward the advancement of safety and health within the bureaus and specifically their workplaces. This includes:

- Employees whose primary work is not in safety and health, but whose superior accomplishments have advanced the cause of safety and health.
- Employees with full-time or collateral duties involving safety and health responsibilities who have achieved outstanding results in furthering safety and health are eligible for this award.
- Managers and supervisors who have implemented safety and health programs in an outstanding manner by developing appropriate written and oral policies, plans, and programs.

The criteria for individual awards include:

- Created a health and safety culture inclusive of all senior leaders, managers, employees, and activities.
- Improved the ability to identify and abate hazards.
- Implemented effective safety and health resourcing strategies.
- Facilitated accountability and improvement through evaluation and monitoring.
- Increased awareness and communication within the health and safety program.

Group Awards:

The *Safety and Health Award of Excellence* for groups is the highest-level group safety and health award granted by DOI. This award recognizes groups that have performed an outstanding service for or made a valuable contribution to the agency wide safety and health program.

All bureau committees, groups, teams, and/or collective work units are eligible for the award as a collection of individuals. The group's endeavors must have contributed to the establishment of a safe and healthy environment by building a culture that moves the agency toward the goal of zero loss of human and material resources.

The criteria for group awards include:

- Created a health and safety culture inclusive of senior leaders, managers, employees, and activities that strives for prevention of accidents that cause injuries or fatalities.
- Improved the ability to abate unsafe conditions and practices.
- Implemented innovative work practices that enhance the organization's safety and health program awareness.
- Facilitated accountability and improvement through evaluation and monitoring.
- Developed risk-reduction methods and promote managerial action to lessen human and material resource loss.
- Advocated for the identification and control of safety, health, and environmental hazards.

### Organizational Awards:

The *Safety and Health Award of Excellence* for organizations is presented for outstanding safety and health program achievement and recognizes safety and health contributions of unusual value to the employees and volunteers.

Any organizational unit within the bureaus is eligible to receive the award (e.g., bureau or office committees, groups, teams, or collective work units). The organization's endeavors must have contributed to the establishment of a safe and healthy environment by building a culture that will move toward the goal of zero loss of human or material resources.

The criteria for organizational awards include:

- Created a health and safety culture that strives for prevention of accidents that cause injuries or fatalities.
- Improved the organization's ability to identify and abate unsafe conditions and practices.
- Implemented innovative work practices that enhance the organization's safety and health program awareness and show measurable improvements.
- Facilitated program improvement through evaluation and monitoring.
- Developed risk-reduction methods and promoting organizational action through managers and supervisors to lessen human and material resource loss.
- Advocated for the identification and control of safety, health, and environmental hazards.

### **B. STAR Award**

A STAR award (370 DM 451.4) is a monetary award that recognizes either a one-time noteworthy accomplishment, or exceptional accomplishments over a period of months. STAR awards can recognize an individual, group, or organization within DOI, AS-IA, BIA, or BIE. Examples of situations for which it would be appropriate to give an employee a STAR award are those in which an employee(s):

- Produced exceptionally high-quality OSH program work under tight deadlines.
- Performed added or emergency assignments in addition to their regular duties.
- Exercised extraordinary initiative or creativity in addressing a critical safety need or difficult problem.
- Achieved organizational results.

- Ensured safety in the workplace.

An employee may be recommended for a STAR award by another employee, supervisor, or manager who knows of an achievement they believe deserves recognition.

A recommendation for a STAR award must be prepared on the DI-451: Recommendation and Approval of Awards form, or by a memorandum containing equivalent information, and be submitted to the proposed recipient's supervisor for concurrence. The DI-451 form can be found online here: <https://www.doi.gov/media/document/di-451-recommendation-and-approval-awards-pdf>.

Once the recipient's supervisor concurs, the supervisor transmits the DI-451 to the approving official for the amount recommended. If an award recognizes team achievements and members are to receive different award amounts, the justification needs to describe each individual team member's contribution.

An employee or supervisor from another bureau within the DOI may wish to recognize an AS-IA, BIA, or BIE employee with a monetary award. In this case, the outside bureau will prepare the award documentation and contact the award recipient's servicing personnel office for guidance on how to process the award.

STAR awards must be submitted for approval within six months of the employee's accomplishments and include the estimated benefit from Attachment 1: Scale of Award Benefits.

## **2.5 Approval Authority for Monetary Awards**

*Bureau Directors:* may approve group awards up to \$10,000 if no group member receives more than \$5,000. They may also approve individual awards up to \$5,000.

*Assistant Secretaries, the Solicitor, and the Inspector General:* have approval authority for individual awards from \$5,001 to \$10,000. All awards more than \$10,000 must be submitted by bureau Directors/heads through the AS-IA to the DOI Director of Human Resources, and the DOI Assistant Secretary for Policy, Management and Budget for concurrence. Once approved, the recommendation for the award must be sent to the Office of Personnel Management (OPM) for approval and further processing.

## **2.6 Informal Award Recognition**

Informal awards may be given to recognize performance that is worthy of recognition but does not merit a formal award. OPM recognizes that informal awards are an effective way of achieving many of the goals of a formal awards program but provide more frequent, timely, and informal recognition of employees, groups, or organizational contributions. The item(s) awarded can be a certificate, citation, or any other item not exceeding \$100 in value.

Regions/ADDs, sites, OJS sites, schools, and facilities are encouraged to develop informal awards programs that recognize positive behavior on a more frequent basis. Informal awards focus on management's appreciation of employee efforts. These types of awards recognize employee efforts while requiring very little or no funding to implement and maintain. Informal awards, delivered correctly and consistently, improve both performance and morale.

Informal awards should:

- Recognize employees who positively affect the OSH program.
- Recognize employees when their OSH performance exceeds expectations.
- Describe exactly what was done well.
- Describe how IA, BIA, BIE, or the site, school, or facility benefited.
- Be provided to the awardee as soon as possible.

Additionally, informal awards should:

- Be changed periodically to retain their effect (the same reward given multiple times will lose its impact).
- Have a positive effect on performance.
- Be something employees find rewarding (not every employee appreciates the same thing).

To find out what employees find rewarding:

- Pay attention to how employees spend their free time or what they find interesting.
- Determine whether the employee enjoys being recognized in a crowd or would they be more likely to appreciate a one-on-one "thank you".
- Listen and learn about workplace concerns, such as the need for additional training. These items could be used as rewards.
- *Ask employees what they would appreciate.*

Rewards may be just as different as each employee's personality. When choosing how to show appreciation, it may help to consider the following informal award examples:

- Thank the employee in a meeting or newsletter.
- Hang a banner celebrating the employee's achievement.

- The manager of the organization could take the employee out for a coffee.
- A bulletin board in a breakroom or an online SharePoint site could be used for employees to leave notes of thanks and shout-outs to each other.
- The employee could be sent a “thank you” email, detailing how their support made a difference.
- Letter of appreciation with copies to the employee’s file.
- Publicity – mentioning the employee’s achievements in a newsletter.
- Opportunity for advanced training/attendance at seminars or conferences.
- Regular recognition lunches.
- Implementing an Employee Appreciation Day with banners, lunch, and speakers in honor of employee(s).
- Employee photo boards or “Hall of Fame”.
- Certificate of accomplishment.
- Employee of the month program.

## **2.7 Day-to-Day Recognition**

Day-to-day recognition, or micro-recognition, is more frequent and ongoing than either formal or informal awards. Day-to-day recognition supports the mission and makes employees feel valued without requiring a lot of time and resources.

Day-to-day employee recognition recognizes accomplishments that support the safety and health mission of the office, site, school, or facility and reinforces core OSH values that are not tied to a specific goal or project. Day-to-day recognition programs help managers and supervisors recognize employees for spontaneous behaviors that go above and beyond their normal roles and responsibilities and are genuine expressions of appreciation.

When a supervisor, manager, or coworker spots an employee going above and beyond, they can recognize the individual by sending a note, with public praise, posting on a bulletin board or SharePoint site, recognition at a “toolbox” meeting, or presenting an item of nominal value such as a challenge coin (see Figure 7 below).

Figure 7: Example of a Safety Challenge Coin



Every office, site, school, and facility are unique and has its own culture, so what may work best for one, may not work as well for another. However, there are some general considerations:

Timely: For the biggest impact, be sure to give recognition as soon as possible.

Frequent: Employees should be recognized often throughout the year. Usually a simple, personal thank you is all that is needed to recognize a job well done.

Purpose: Recognitions should be for actions or accomplishments that align with the office, site, school, or facility's core values, mission, and goals. Point out the specifics of what the employee did when saying thanks.

Presentation: Supervisors and managers should be encouraged to recognize employees immediately, giving specific and meaningful praise. The small amount of time it takes for leaders to show their appreciation can yield long-lasting impressions on employees.

Location: Day-to-day recognition should be presented in a public setting, such as an office or group meeting whenever possible. This provides positive reinforcement for both the employee being recognized and others around them. This also shows everyone the behaviors that are valued in the organization.

### **Chapter 3: Safety Incentive Program (SIP) Procedures**

Incentive programs reward employees who go above and beyond their regular work requirements and achieve safety and health goals established by the organization. When employees are aware of the priorities for a region or ADD and know the benchmarks are incentivized, they tend to focus on doing that work well.

Incentive policies can be used to address immediate needs such as increasing compliance with specific OSHA standards. To be the most impactful, managers and supervisors should reward accomplishments as soon as possible after employees achieve goals.

SIPs are most effective at the local level where taking training, abating hazards, and wearing personal protective equipment (PPE) can be incentivized. Incentives should only be applied to

positive, achievable, short-term goals. Incentives are less effective for long-term or difficult goals.

Employees should be included in the formulation of SIP policy. Their input helps determine incentives that are rewarding and motivating and ensures that procedures are clear and easy to understand.

Safety incentives can be either structured or casual. Structured incentives might be a letter of appreciation for completing a fixed number of safety training programs. Structured incentives require clear communication of the procedures and goals. Casual incentives would include giving a challenge coin for correcting a workplace hazard. Casual incentives are less formal and may be given spontaneously.

### **3.1 Structured SIPs**

Structured SIPs are designed to recognize employees who reach set milestones that align with OSH goals or strategic plan requirements.

Initiating a SIP at the Bureau, region/ADD, or the site, school, or facility should include:

Setting high standards for safety incentives: Because safety should already be a part of daily work requirements, an incentive program works most effectively when it rewards behaviors that exceed expectations.

Creating incentives that target the most-needed areas: Analyze the workplace culture and determine what safety initiatives or measures need the most focus. Look for ways to incentivize employee performance that exceeds requirements.

Consider making goals team related: Team goals allow employees to work together to surpass OSH benchmarks.

A safety incentive program should complement the safety program: In addition to a policy that should already be in place, incentives should set (or benchmark) higher standards for employee safety performance in the workplace.

Incentives cannot be monetary based: Incentives can be as simple as a lunch, group potluck picnic, or they can be certificates, plaques, or other items of non-intrinsic value.

Offer recognition: Employees benefit from praise; individuals and groups can be recognized at office meetings, potlucks, or luncheons.

Reward employees on a regular basis: When starting a SIP, it's important to give rewards regularly over a pre-determined period. Breaking measures into monthly or quarterly initiatives can help maintain interest in the program.

Make reporting a priority: Make it clear to employees that the top priority is still to identify safety hazards and report any accidents that occur at the workplace.

Incentive programs can be effective for securing short term compliance or meeting an established goal. However, incentives do not create a commitment; they create a temporary change as to what employees do. Long-term, structured SIPs can be fatiguing to employees and become ineffective.

### **3.2 Casual SIPs**

Casual safety incentives are inherently simple and help to motivate employees and improve productivity. They should be spontaneous and given at unexpected intervals. Casual SIPs recognize employees for going above and beyond when it comes to safety and health in the workplace, and rewards can be as simple as a pat on the back and a sincere thank-you to presenting a letter of appreciation at an all-employee meeting.

New PPE such as gloves or safety glasses can be provided with a specific commendation, such as: “This is for correcting a hazard and preventing a possible injury.” A small reward can be more effective than a simple “thank you.” It is important to select incentives that will be desirable to employees. The better employees perceive the incentive, the more positive results the site, school, or facility will see.

While there are times when praising employees in public is appropriate, there are other times when it may be more beneficial to do so in private. This should be left up to the manager or supervisor to know what will be most effective.

Another approach to casual safety incentives that removes possible management bias is to ask employees to nominate their peers for these rewards. Recognition coming from fellow employees is one of the sincerest forms of praise. The nominating procedure should be kept simple, and the recognition given in public.

## Acronyms

ADD	Associate Deputy Director
AS-IA	Assistant Secretary - Indian Affairs
BIA	Bureau of Indian Affairs
BIE	Bureau of Indian Education
CDSO	Collateral Duty Safety Officer
DAS-M	Deputy Assistant Secretary - Management
DASHO	Designated Safety and Health Official
DM	Department Manual
DOI	Department of the Interior
DSRM	Division of Safety and Risk Management
HCM	Human Capital Management
HRO	Human Resources Office
IA	Indian Affairs
IAM	Indian Affairs Manual
OFPSM	Office of Facilities, Property, and Safety Management
OHCM	Office of Human Capital Management
OOSH	Office of Occupational Safety and Health
OPM	Office of Personnel Management
OSH	Occupational Safety and Health
OSHA	Occupational Safety and Health Administration
PPE	Personal Protective Equipment
Program	Indian Affairs Safety and Health Award and Recognition Program
RD	Regional Director
RSM	[BIA] Regional Safety Manager
SIP	Safety Incentive Program
SPM	[BIE] Safety Program Manager
SRMP	Safety and Risk Management Program
STAR	Special Thanks for Achieving Results

## Attachment 1: Scale of Award Benefits

<b>Value of Benefit</b>	<b>EXTENT OF APPLICATION</b>		
	<b>Local</b>	<b>Bureau</b>	<b>DOI-Wide</b>
	<p>Examples:</p> <ul style="list-style-type: none"> <li>• OSH activities positively affect one or more sites, schools, or facilities.</li> <li>• A change in policies, procedures, or operations positively affects OSH.</li> </ul>	<p>Examples:</p> <ul style="list-style-type: none"> <li>• OSH activities that positively affect an entire network, region, or central office organization.</li> <li>• Ideas that optimize use of technology or automation to streamline OSH operations.</li> </ul>	<p>Examples:</p> <ul style="list-style-type: none"> <li>• The positive effects of OSH initiatives extend beyond one region or bureau.</li> <li>• The operation has impact DOI-wide or beyond.</li> </ul>
<p><b>Moderate.</b> Change or contribution to an operating principle, practice, procedure, or program of limited impact or use.</p>	Up to \$500	Up to \$1,500	Up to \$3,000
<p><b>Substantial.</b> Significant or important change, contribution to, or modification of an operating principle, practice, procedure, program, or service to the public.</p>	Up to \$1,500	Up to \$3,000	Up to \$5,000
<p><b>Exceptional.</b> Complete revision or initiation of a major policy, practice, or procedure that has significant impact on DOI's mission. Major improvement in the quality of a critical product, activity, program, or service to the public.</p>	Up to \$3,000	Up to \$5000	<p style="text-align: center;">Up to \$10,000</p> <p><u>Note:</u> Awards of more than \$10,000 require OPM approval. Awards more than \$25,000 require Presidential approval after Office of Personnel Management (OPM) review.</p>