



RECOGNITION
A KEY LEVER FOR IMPROVING
HSE PERFORMANCE



Editorial



Philippe Noël,
Safety Culture Senior Coordinator
Total
philippe.noel@total.com



Most approaches to improving performance in health, safety and the environment (HSE) focus their efforts on handling incidents, failure to comply with rules and sub-standard behaviors. Recognition is rarely the first idea that comes to managers' minds. Yet positive feedback is a crucial driver for motivating employees and contractors, both individually and collectively, to continuously improve HSE performance. Recognition gives managers a way to demonstrate their leadership and promote positive HSE behaviors.

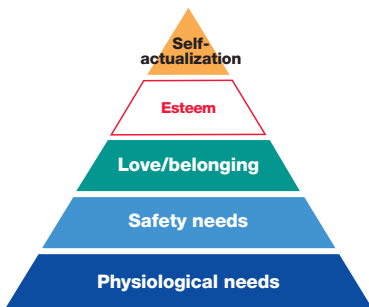
Putting this concept into practice on a daily basis requires an understanding of basic behavioral principles, as well as a few clearly explained guidelines.

This publication has been designed to meet that need, to help managers identify actions that should be encouraged and respond with the appropriate form of recognition.

While this booklet refers specifically to HSE performance, the information it contains can be applied to all types of recognition for continuously improving an entity's overall performance.



Recognition: a human need



Maslow's hierarchy of needs

Researchers have shown that **recognition is a deep-seated need that must be met for an individual to achieve self-actualization.** It grows out of the need for belonging, or in other words, the need to be acknowledged and accepted within a social group.

Basic Needs: Satisfaction

Satisfactory working conditions in an environment free of immediate danger are basic needs for employees in the workplace. Workers expect those needs to be met, at the very least. Failure to fulfill these basic requirements generates dissatisfaction.



Recognition: A Source of Motivation

The sense of a job well done, freedom, significant accomplishment and personal development are all needs that people seek to fulfill in order to become their best selves. These are motivating factors because they require greater individual effort.

In addition, people seek to meet a variety of expectations, such as the ability to do a job (confidence), to achieve results by putting in effort (consequences) and for those results to have value (in relation to the effort made).

This has an influence on behavior.

Behaviors Are Sustained Through Recognition



Directives and explanations are useful, but insufficient.

While issuing a directive to require a certain behavior and explaining the behavior's benefits may be useful, they aren't enough to get people to put an idea into action. Another step is necessary to transform motivation into behavior:

Positive recognition of an action that corresponds to the desired behavior.



> Recognize

an employee who has just displayed a positive behavior or desired quality.



> Give the behavior meaning

by explicitly identifying what was exemplary in the person's action, as well as the connection with the desired outcome.



> Reinforce and lock in the behavior.

This positive feedback will encourage the person to repeat the behavior later on and in other circumstances.

Example:



"That was particularly well thought out. You applied the rule straight down the line — just like I knew you would!"



Afterwards... Greater compliance with rules!

Positive HSE Behaviors to Recognize

HSE performance involves two types of behavior:



Compliance behaviors

COMPLIANCE with rules

- Using personal protective equipment (PPE).
- Applying applicable procedures.



Proactive Behaviors

Through FORMAL initiatives

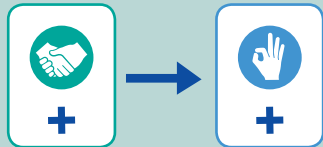
- Reporting hazardous situations.
- Suggesting improvements.

Through INFORMAL initiatives

- Looking out for colleagues.
- Walking new arrivals through the job.
- Sharing vigilance.

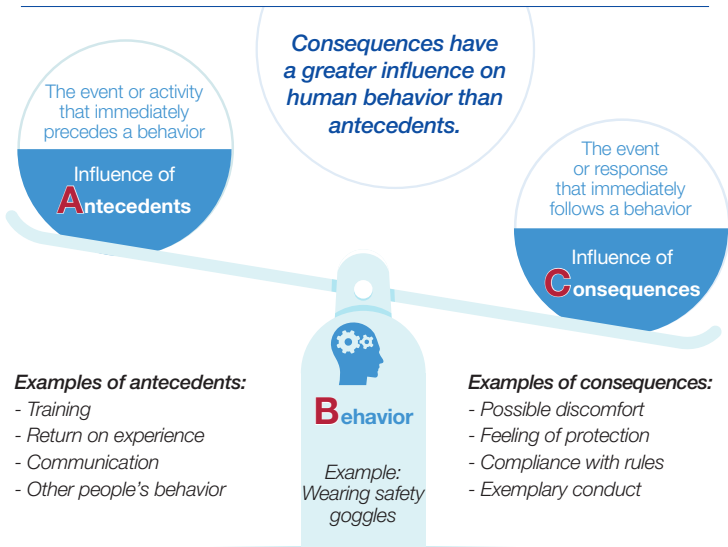
KEEP IN MIND

The more proactive behaviors are developed, the higher the rate of compliance. The opposite is not true.



Example : Employees who help write a rule are more likely to apply it.

Individual Recognition: the ABC Chart



When it comes to consequences, people always focus more on:

- Immediate (**I**) over long-term
- Certain (**C**) over uncertain
- Positive (**+**) feelings over negative



IC + consequences help sustain a behavior

KEEP IN MIND

Positive, immediate and certain recognition of a positive HSE behavior will reinforce that behavior.

Example : "I see you're wearing your safety goggles — good job!"

Four Types of Recognition

THE PERSON



Existential recognition

The person exists, is respected and has the right to speak.

› Ex.: Ask the person to participate in a project or handle a task.

Recognition of job performance

The way a job is carried out, skills, expertise.

› Ex.: "You set the standard," "You're a real pro."

THE JOB



Recognition of individual investment

Efforts made to carry out a job.

› Ex.: Time devoted to the job, perseverance.



Recognition of results

Efficiency, usefulness and final quality.

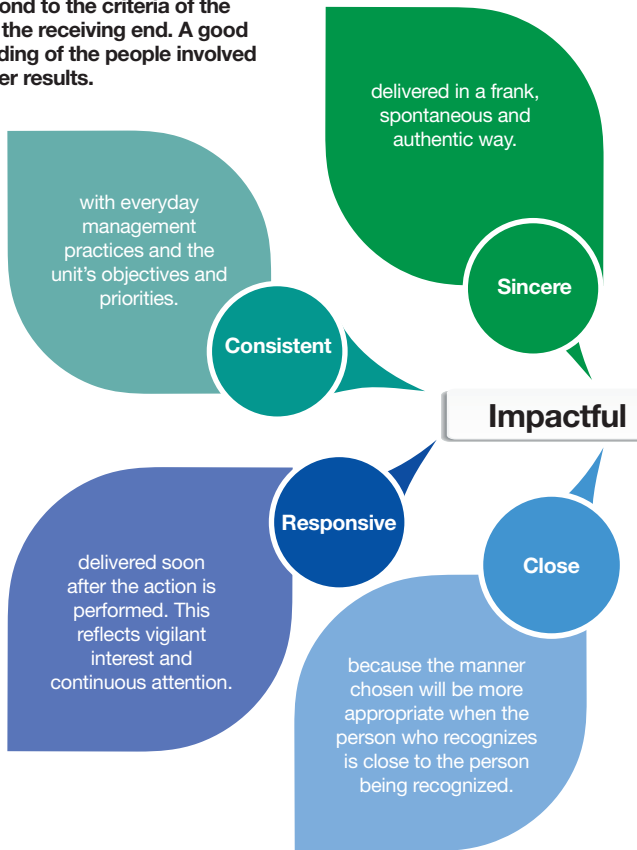
› Ex.: Awards, annual individual review, congratulations for achieving an objective.

THE RESULTS

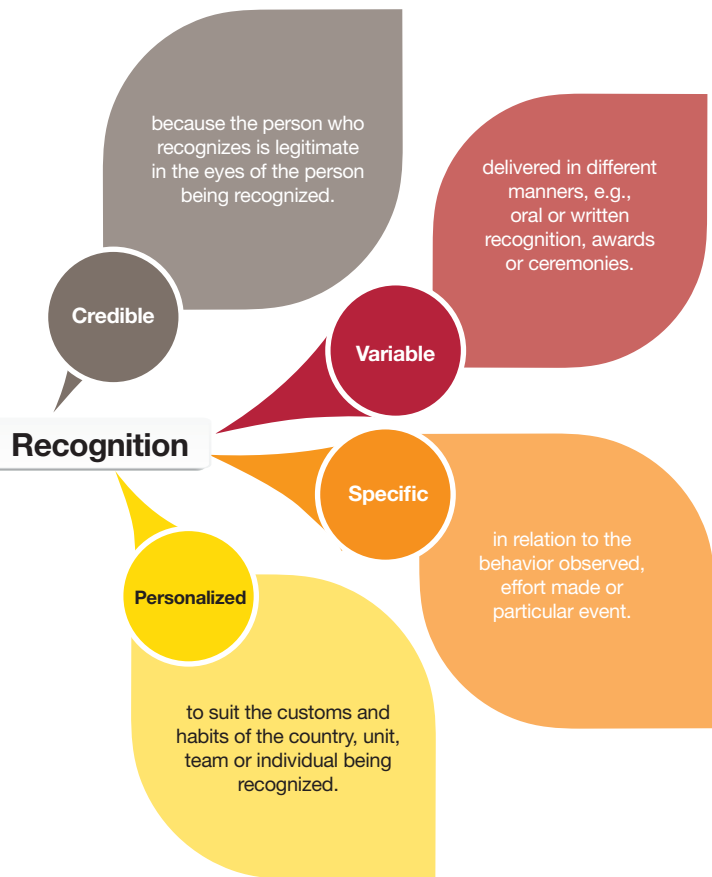


Key Criteria for

To be effective, recognition needs to correspond to the criteria of the person on the receiving end. A good understanding of the people involved yields better results.



Effective HSE Recognition



Expressing Recognition



Management
Expressed
by the manager



Corporate
Expressed by the
company or its
representative

**The more a behavior
or action is recognized
at different levels,
the more the people
involved feel valued.**



Peers
Expressed by colleagues,
who are the best placed
to assess quality



External
Expressed by external
partners and/or the community
*Ex.: customers, external
experts*

References

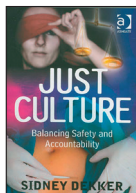


« *La reconnaissance au travail : une pratique riche de sens* »

by J.P BRUN & N. DUGAS

« *Just Culture, Balancing Safety and Accountability* »

by S. DEKKER



« *10 questions sur la reconnaissance au travail* »

by the French agency for improving working conditions (Agence de l'Amélioration des Conditions de travail or Anact)

Video on

« *HSE recognition at Total* »

<http://toolbox-hse-ftp.total.com/Safetyplus/Total%20Safety%20VF.mp4>



« *Quelle est l'importance et l'enjeu de la reconnaissance au travail ?* »,

YouTube video (in French) featuring Christophe Laval, President and CEO of Vision Performance Humain Reconnaissance (VPHR).

Brochure published by the HSE Division |

Concept/Writing: Philippe Noël | Design and Production: **because**. www.because.fr

Photo credits: Michel Labelle, Alexandre Surre, iStock © TOTAL | First issue: march 2018

total.com



Supplying affordable energy to a growing population, addressing climate change and meeting new customer expectations are the three main challenges Total must meet as an energy major.

That is what guides what we do. With operations in more than 130 countries, we are a top-tier international oil and gas company. We are also a world-class natural gas operator and a global solar leader through our affiliate SunPower. Our activities span oil and gas production, refining, petrochemicals and marketing.

Demonstrating their commitment to better energy, our 100,000 employees help supply our customers worldwide with safer, cleaner, more efficient and more innovative products that are accessible to as many people as possible. Our ambition is to become the responsible energy major.



HSE Division
TOTAL S.A.
Headquarters:
2, place Jean Millier – La Défense 6
92078 Paris-La Défense Cedex – France
Tel. +33 (0)1 47 44 45 46
Share capital: 6 340 193 800 €
542 051 180 RCS Nanterre