

**Dedicated to Safety**



**Dedicated to Excellence**



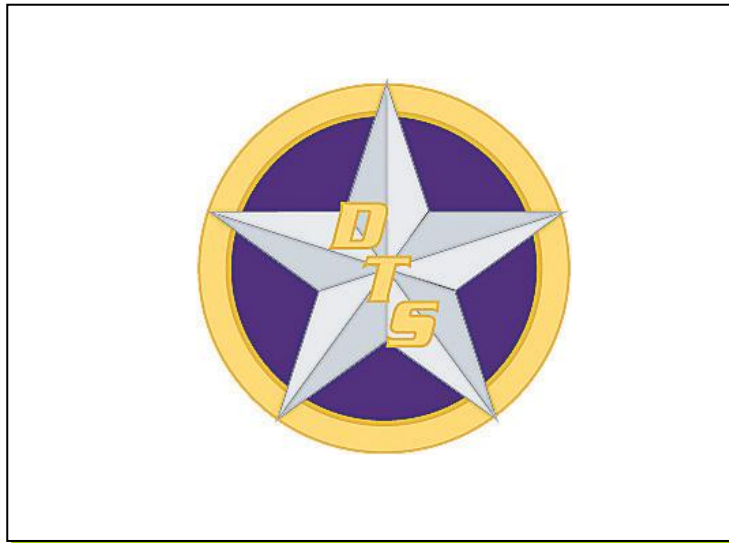
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# Program Overview

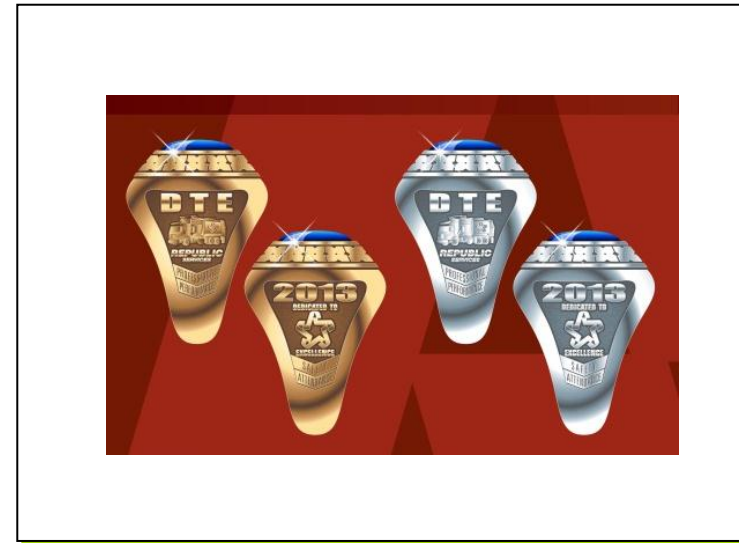
# Overview



Welcome to the Republic Services Dedicated to Safety & Dedicated to Excellence (DTS/DTE) program! During the past eight years Republic Services has seen great success utilizing the DTS/DTE program to help motivate and reward safe behavior and workplace excellence. For 2014, we have eliminated No Lost Time Injuries as a part of DTS criteria and have **enhanced our focus on Customer Service** as a part of DTE.



**Dedicated to Safety**



**Dedicated to Excellence**



# Program Descriptions

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The program recognizes and rewards safety-sensitive employees who have excelled in key areas.



Dedicated to Safety

Program Objectives

Recognize and reward excellence in the area of **safety** and continue to motivate employees to perform job duties in a safe manner.

Award Frequency

- Monthly
- Annually



Dedicated to Excellence

Recognize and reward excellence in all areas of job performance including **customer service**, efficiency, attendance and safety.

- Quarterly
- Annually

# Program Criteria\*



The Dedicated to Excellence award builds on the achievement of the Dedicated to Safety award.

## *Criteria definition*

- No Preventable Accidents
- No Safety Related Warning Letters

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Dedicated to Safety

- No Preventable Accidents
  - No Safety Related Warning Letters
- +
- No Preventable Accidents
  - No Safety Warning Letters
  - No Customer Service Warning Letters
  - No Warning Letters of any type
  - No Unscheduled Time Off
  - No Tardies

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Dedicated to Excellence

*\*Criteria definitions in manual*



# Program Criteria – Examples

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Employee Dedicated to Safety and Dedicated to Excellence will be measured with 6 criteria. See examples below:

- Preventable Accident
  - Employee is involved in any accident (truck or equipment) that is determined to be “preventable” (definition on page 5 of the program manual) by local management.
  
- Safety Warning Letter
  - Employees receiving any safety-related written warnings letters will not be eligible for the incentive.
  
- Customer Service Warning Letter
  - Employees receiving any service-related written warning letters will not be eligible for the incentive.
  
- Warning Letter
  - Employees receiving any written warning letters will not be eligible for the incentive.
  
- Not Perfect Attendance
  - Unapproved Absence: Employee does not receive approval from his/her supervisor at least 3 work days before shift that he/she will not be at work due to vacation.
  
- Tardy
  - Tardy: Employee does not receive approval from his/her supervisor before his/her scheduled shift that he/she will be arriving late due to doctor appointment OR employee arrives for work shift 1 or more minutes late.

# Program Criteria – Benefits



## Dedicated to Safety

- Monthly Points Program = Gifts
- Annual Award = Jacket and patch will be a source of pride everyone can see plus a **safety kit** including items such as: hat, pin, lunchbox, cooler, tools, sunglasses, etc.



## Dedicated to Excellence

- Quarterly Points Program = Gifts
- Annual Award = **Ring** and diamond chip(s) will be a source of pride everyone can see.



# Program Eligibility



Republic Service's safety-sensitive non-exempt employees are eligible for the program. Employees are classified into two groups based on their safety-sensitive\* position.

## Qualified Positions\*



<b>Non-Exempt</b>	<b>Group A</b>	Driver Lead Driver Lead Operator Operator Relief Driver Helper	Lead Mechanic Mechanic Mechanic (CDL) PM Mechanic Welder
	<b>Group B</b>	General Laborer Shop Laborer Sorter Spotter	

\* Employees such as administrative and management personnel do not qualify.



# Program Awards



Each group of safety-sensitive employees are eligible for a different tier of awards.



Qualified Positions\*

Dedicated to Safety

Dedicated to Excellence

<b>Non-Exempt</b>	<b>Group A</b>	<i>Monthly</i> ▪ \$25 value	<i>Quarterly</i> ▪ \$30 value
		<i>Annual</i> ▪ Jacket and Patch ▪ Safety Kit	<i>Annual</i> ▪ Ring and progressive diamond chip
	<b>Group B</b>	<i>Monthly</i> ▪ \$20 value	<i>Quarterly</i> ▪ \$30 value
		<i>Annual</i> ▪ Jacket and Patch ▪ Safety Kit	<i>Annual</i> ▪ None

# Program Awards



The annual awards are designed as progressive awards to reward employees for sustained safety and excellence.



Dedicated to Safety



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# Program Eligibility



Employees must be employed prior to the **1st day of the start of each award** cycle to be eligible to receive program awards. Employees can participate in the program beginning on the 1st of the month following hire.

## Employee Eligibility for Programs based on Hire Date

### *Award Cycle (Month)*

- Employee begins work on December 30, 2013.

Award Cycle	1	2	3	4	5	6	7	8	9	10	11	12
Monthly	1	2	3	4	5	6	7	8	9	10	11	12
Quarterly	1	2	3	4	5	6	7	8	9	10	11	12
Annual	1	2	3	4	5	6	7	8	9	10	11	12

- Employee is eligible for all monthly, quarterly and annual awards.

- Employee begins work on January 26, 2014.

Award Cycle	1	2	3	4	5	6	7	8	9	10	11	12
Monthly	1	2	3	4	5	6	7	8	9	10	11	12
Quarterly	1	2	3	4	5	6	7	8	9	10	11	12
Annual	1	2	3	4	5	6	7	8	9	10	11	12

- Employee is only eligible for monthly awards for months 2-12, quarterly awards for Q2-Q4 and is not eligible for the annual awards.

Key	
<span style="color: green;">■</span>	Eligible
<span style="color: red;">■</span>	Not Eligible



# Earning the Awards

Eligible employees must meet the necessary criteria in order to receive an award. Employees will not receive awards for performance prior to program launch. Employee performance will be tracked as of the 1<sup>st</sup> day of the award cycle.



Dedicated to Safety

### Employee Performance

Months

1	2	3	4	5	6	7	8	9	10	11	12
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- Example
  - Employee has a preventable accident in months 1 & 2 of program but has perfect record for remainder of year.
  - Employee is eligible for monthly awards for months 3-12 but not eligible for annual award.



Dedicated to Excellence

Months

1	2	3	4	5	6	7	8	9	10	11	12
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- Example
  - Employee has a written warning letter in months 1 & 2 of program but has perfect record for remainder of year.
  - Employee is eligible for quarterly awards for Q2-Q4 but not eligible for annual award.



# Presenting the Awards

Public notification of an award recipient is essential to give employees the appropriate recognition.

***"It is not just what you give but how you give it."***  
***Don Slager***





## Award Notification/Presentation

- Monthly & quarterly awards must be presented during a group meeting such as a monthly safety meeting.
- Annual awards are to be presented by the GM and OM at an annual **awards banquet**.
- Display names and/or pictures of all award recipients prominently on a Company safety bulletin board.
- Notify families of the awards through newsletters, payroll notice or a letter from the GM.

# Costs and Benefits



While the maximum potential payout per employee for this program is approximately \$44.50 per month, the expected cost per average division will be around \$18,700. In return, divisions will realize **Safety, Customer Service**, efficiency and financial benefits.

*Average Division Characteristics	Number of Awards	Annual Costs	Benefits
<ul style="list-style-type: none"> <li># of Safety Sensitive Employees: 40</li> <li>Frequency: 20.00</li> <li>DTS Estimate – 97% monthly and 70% annually qualify for the award.</li> <li>DTE Estimate – 35% quarterly and 20% annually qualify for the award.</li> </ul>	 <ul style="list-style-type: none"> <li>39 Safety Recognition Awards per month</li> <li>28 Safety Recognition Annual Awards</li> </ul>	<ul style="list-style-type: none"> <li>\$11,700</li> <li>\$1,344</li> </ul>	<ul style="list-style-type: none"> <li>Improved Safety (Reduced Frequency)</li> <li>Improved Customer Service</li> <li>Improved Productivity</li> <li>Improved Employee Morale</li> </ul>
	 <ul style="list-style-type: none"> <li>14 Dedicated to Excellence Awards per quarter</li> <li>8 Dedicated to Excellence Annual Awards</li> </ul>	<ul style="list-style-type: none"> <li>\$1,680</li> <li>\$4,000*</li> </ul>	
	<p><i>Estimated Total Annual Cost per Average Division</i> = \$18,724 + Banquet Costs (\$468 per safety sensitive employee + gross-up)</p>		

\* DTE annual expense based on all employees earning a ring valued at \$500. Maximum payout of \$44.50 based on \$77 cost of the diamond chip.



# Administering Awards

The Division General Manager is responsible for administrating the Dedicated to Safety and Dedicated to Excellence and should use the program tracking form to monitor employee performance.

**Tracking Form**

Tracking Eligibility Form												Safety Recognition		Dedicated to Excellence		
Name	Month											Monthly DTS (Month #)	Annual DTS (Y/N)	Quarterly DTE (Q#)	Annual DTE (Y/N)	
	1 - Jan	2 - Feb	3 - Mar	4 - Apr	5 - May	6 - Jun	7 - Jul	8 - Aug	9 - Sept	10 - Oct	11 - Nov					12 - Dec
John Doe	-	CSWL	SWL	-	-	-	-	-	-	T	PA	-	1,2,4,5,6,7,8,9,10,12	No	2nd, 3rd	No
General Manager Signature																
Criteria Definition												If an employee does not qualify for...		Then they also will not qualify for...		
<p><b>PA = No Preventable Accidents</b> - Preventable accidents include: any occurrence involving a Company-owned, operated vehicle or equipment which results in property damage and/or personal injury—regardless of who was injured, what property was damaged or to what extent, or where it occurred—in which the driver in question failed to do everything he/she reasonably could have done to prevent the occurrence. This also includes any accident that results in damage to Republic trucks or equipment. (Equipment abuse—for example, engine damage caused by failure to check fluid levels—is covered under the Warning Letters section.)</p>												Quarterly Award	→	Annual Dedicated to Excellence Award		
<p><b>WL = No Warning Letters</b> - Employees receiving any written warning letters will not be eligible for the incentive. This includes any written record regarding performance, attendance, equipment abusers. Verbal warnings are excluded.</p>												Monthly Award	→	Annual Safety Recognition Award		
<p><b>SWL = No Warning Letters</b> - Employees receiving any safety-related written warnings will not be eligible for the incentive. This includes any written record regarding failure to comply with safety standards. For example, failure to wear a hard hat at a disposal site.</p>																
<p><b>CSWL = No Warning Letters</b> - Employees receiving any service-related written warning letters will not be eligible for the incentive. This includes any written record regarding failure to meet service commitments, repeat misses, failure to run routes in correct sequence or repeat customer complaints specifically directed to the employee's performance.</p>																
<p><b>A = Perfect Attendance</b> - Regular attendance is a key component to route consistency and plays a key role in customer experience and how our customers feel about Republic Services. For this reason, to qualify, the employee must have perfect attendance (be at work for the entire time period of the award) excluding previously approved scheduled absences, FMLA leave and allocated sick days.</p>																
<p><b>T = No Tardies</b> - Starting our routes on time each and every day is a key factor in delivering consistent service. Consistency drives safety and impacts customer experience. To qualify, the employee must have no tardies for the entire time period of the award, excluding previously approved time off and FMLA leave. Employees arriving late by any amount of time are considered tardy.</p>																
<p><b>Note:</b> If an employee has more than 1 of the above eligibility criteria violations, input the more severe violation in the cell. For example, a driver is Tardy on the 3rd, receives a Warning Letter on the 10th and has a Preventable Accident on the 17th. Place the Preventable Accident in the cell.</p>																



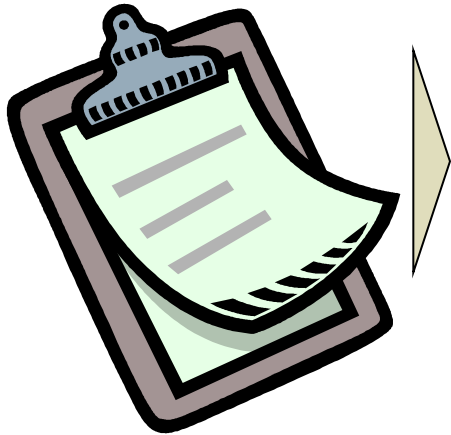
[Tracking Eligibility Form - 2014.xls](#)

# Administering Awards



The Division General Manager must follow the program administration schedule and activities.

## Tracking Form



<b>Program Administration Schedule and Activities</b>	
<b><u>2<sup>nd</sup> Business Day of Each Month</u></b>	Supervisor must complete the tracking form and submit to the Operations Manager.
<b><u>4<sup>th</sup> Business Day of Each Month</u></b>	Operations Manager must summarize and submit tracking forms to the General Manager for review/approval.  <p style="text-align: center;"><u>AND</u></p> GM must verify that the form lists all employees and identifies employees that are qualified for each specific program award. (monthly DTS, quarterly, DTE, etc.)
<b><u>5<sup>th</sup> Business Day of Each Month</u></b>	GM must submit approval to payroll through Republic Services award tracking site <a href="http://www.republicdtsvouchers.com">www.republicdtsvouchers.com</a>
<b>Note: This process must be followed for every individual program.</b>	



# Implementing the Program

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## Implementing the Program: Set-up → Measurement

Step 1.  
Review the manual. Get necessary program materials

- Manual also available on Inside Republic under Safety.
- Contact your Regional Safety Director (RSD) with any questions.

Step 2.  
Budget for awards

- Budget for costs for Dedicated to Safety and Dedicated to Excellence.
- Note - If Division currently has a holiday party, the party should be replaced with an awards ceremony/party. Additionally, this awards banquet should include all departments.

Step 3.  
Discuss the program with your employees and promote the program throughout the year

- Discuss the program early and promote the program frequently.
- Post Employee Information Poster by time clock or other high traffic area.
- Use your monthly safety meeting to introduce and explain how employees can be recognized and rewarded as part of the Dedicated to Safety and Dedicated to Excellence program.

Step 4.  
Measure performance

- The GM must ensure that the Tracking Eligibility Form is properly completed prior to submittal to payroll. Additionally, the GM should hold people accountable for completing reviews according to the schedule.

# Ordering the Awards



General Managers can purchase the program awards from the following approved vendors.

Vouchers, patch, jacket, Kits



## CONTACT

**All Star Incentive Marketing**  
**Account Rep: Rachel Madore**  
**Title: Customer Service**  
**Phone: 508-347-8819**  
**Email: [rachel@incentiveusa.com](mailto:rachel@incentiveusa.com)**

Ring and diamond chips



## CONTACT

**MTM Recognition**  
**Account Rep: Laura Dombroski**  
**Title: Customer Care Coordinator**  
**Phone: 866-674-0499**  
**Email: [laura.dombroski@mtmrecognition.com](mailto:laura.dombroski@mtmrecognition.com)**

# Summary



The Dedicated to Safety and Dedicated to Excellence program will help create an excellent work environment and an impressive workforce.



**Dedicated to Safety**



**Dedicated to Excellence**

## ***Safety Excellence***

Recognition and rewards for accident-free employees.

## ***Customer Service Excellence***

Awards are earned by employees who perform above and beyond peers.

## ***Belonging***

Employees who *Think, Choose, & Live* Safety and Excellence will be part of an elite group at Republic.

## ***Loyalty***

The program is a long-term solution and has a progressive tiered award system to motivate employees to achieve short-term and long-term excellence.



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# Questions?

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# Annual Timeline



Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec
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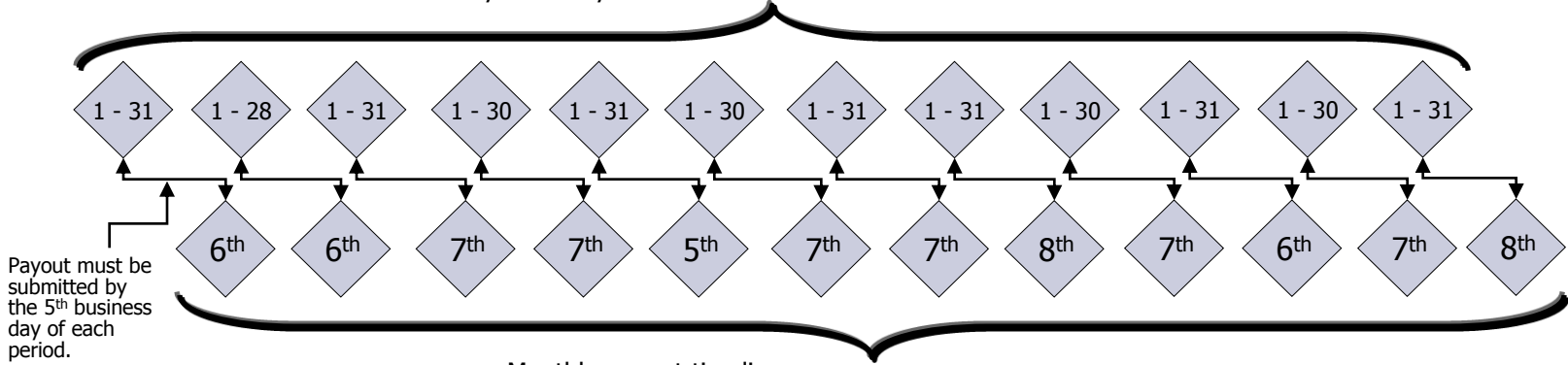
Start

Today

1 Start of DTS / DTE Program

DTS Program

Monthly award cycle

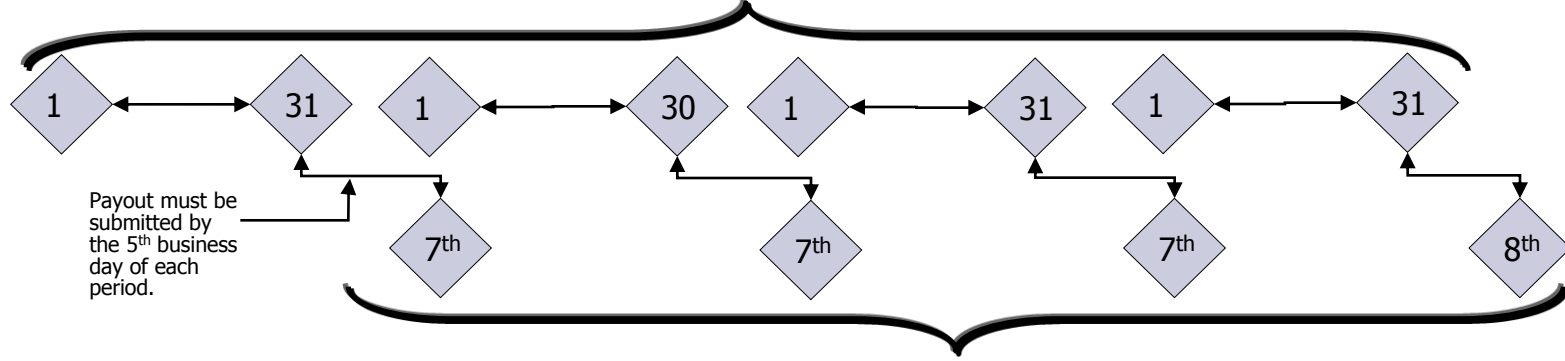


Payout must be submitted by the 5<sup>th</sup> business day of each period.

Monthly payout timeline

DTE Program

Quarterly award cycle



Payout must be submitted by the 5<sup>th</sup> business day of each period.

Quarterly payout timeline



# Frequently Asked Questions

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- Q: How will employees' pay be impacted by these awards?
- A: Employees' pay will be grossed up. Taxes will be covered by the Division.
  
- Q: Is this program being funded by Corporate or the Division? How much should each Division budget for this program?
- A: The program is Division funded and costs approximately \$18,700<sup>1</sup> + Banquet Costs
  
- Q: Why is the program using award certificates instead of cash?
- A: The components of the DTS/DTE program are designed not only to reward the employee that truly excels at his/her job, but also his/her family. This will be accomplished by awarding employees monthly and quarterly with points to be used toward gifts that can be used however they choose.

<sup>1</sup> Division cost based on example Division outlined on page 14 (40 full time safety-sensitive employees).

# Glossary of Terms

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## No Preventable Accidents

Preventable accidents include: any occurrence involving a Company-owned, operated vehicle or equipment which results in property damage and/or personal injury—regardless of who was injured, what property was damaged or to what extent, or where it occurred—in which the driver in question failed to do everything he/she reasonably could have done to prevent the occurrence. This also includes any accident that results in damage to Republic trucks or equipment. (Equipment abuse—for example, engine damage caused by failure to check fluid levels—is covered under the Warning Letters section.)

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## Perfect Attendance

Regular attendance is a key component of route consistency and plays a key role in customer experience and how our customers feel about Republic Services. For this reason, to qualify, the employee must have perfect attendance (be at work for the entire time period of the award) excluding previously approved scheduled absences, FMLA leave and allocated sick days.

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