

\$SAFETY PAYS™

A Workplace Incentive Program

ADMINISTRATIVE GUIDELINES

ADMINISTRATIVE GUIDELINES

INDEX

1. INTRODUCTION	5
2. PROGRAM COMPONENTS	7
3. PROGRAM INSTRUCTIONS	9
<u>Game Preliminaries</u>	
Step 1 Program Supervisor	9
Step 2 Game Chairman	10
Step 3 Display Frame	11
Step 4 Game Announcement	12
Step 5 Rules & Regulations	12
Step 6 Employee Orientation Meeting	13
<u>Game Play</u>	
Step 7 Pre-Game Administration	14
*Game Card Sign-In	14
*Game Log	15
Step 8 Game Cards/Bonus Cards	15
Step 9 Master Game Board & Game Board Marker	16
Step 10 The Daily Draw	17
*Game Balls	17
*Draw Bag	17
*Ball Storage Holder	17
Step 11 Safety Violations	18
Step 12 Bonus Play/Employee Suggestions	19
*Employee Suggestion Forms	20
*Employee Suggestion Log	21
Step 13 When Loss Or Harm Occurs	21
Step 14 Safety Advisories	23
Step 15 Winning The Game	24
<u>Post-Game Procedures</u>	
Step 16 Winner's Circle Notice	26
Step 17 Preparing For The Next Game	26
Step 18 Record-Keeping	27
Step 19 Reorder Information	28
4. PROGRAM IMPLEMENTATION CHECKLIST	29

ADMINISTRATIVE GUIDELINES

INTRODUCTION

The Safety Pays Administrative Guidelines have been designed to assist you in maximizing the enormously beneficial impact Safety Pays can have on your Company's efforts to reduce if not eliminate safety infractions throughout the workplace.

By conscientiously utilizing all of the Program's components, you will immediately see a dramatic change in your employees' willingness to contribute toward this effort. We, therefore, urge all management and supervisory personnel overseeing the Program to thoroughly familiarize themselves with the various orientation materials Safety Pays provides.

Originally, the Administrative Guidelines were the primary tool offered to learn about how Safety Pays works. Later, an Orientation DVD was included with every Program purchased. Today, the **safetypays.com** website offers no less than 15 videos which both explain Safety Pays as well as offering on-line administrative training in order fully achieve maximum motivational impact.

However, the Administrative Guidelines continue to be the Safety Pays user guide. This reference tool is designed like a Teacher's Manual, allowing customers to quickly access answers to any questions that might arise once Safety Pays is up and running. Copies of the Guidelines can be found in either Section 1 of the Program Binder or in the Customer Service section of the safetypays.com website.

PLEASE NOTE: In order to access proprietary Safety Pays information, each customer requires a personal log-in ID as well as password. By logging on, customers are provided full access to a variety of value-added Safety Pays components. Call toll-free at (800) 942-1022 for any needed assistance creating a Log-In ID and/or Password.

These 'Customer Only' materials include a Program Implementation video series, fillable PDF versions of all of the Program Binder's administrative tools as well as a number of different Upgrade suggestions to enhance your workforce's Safety Pays experience.

The Administrative Guidelines are organized according to the sequence in which the Safety Pays program is implemented. Each stage is thoroughly explained with step-by-step instructions. In addition, numerous "*Tips & Suggestions*" are featured which you will find most useful in making Safety Pays work to your company's best advantage.

By closely following these guidelines, we are confident you will find the Safety Pays system both user-friendly and incredibly effective.

ADMINISTRATIVE GUIDELINES

PROGRAM COMPONENTS

- 1. Master Game Board**
- 2. Game Cards (1 pack/250 blue cards)**
- 3. Bonus Cards (1 pack/125 red cards)**
- 4. Game Balls (1 set/75 balls)**
- 5. Game Ball Draw Bag**
- 6. Game Ball Storage Holder (Plastic Zipper Bag)**
- 7. Game Board Marker**
- 8. Program Binder**
 - Section 1 - Administration Guidelines***
 - Section 2 - Rules & Regulations (50 copies)***
 - Section 3 - Game Logs/Sign-In Roster (15 copies)****
 - Section 4 - Safety Violations (25 copies)****
 - Section 5 - Employee Suggestion Logs (15 copies)****
- 9. Display Frame**
- 10. Program Announcement Mini-Poster**
- 11. Rules & Regulations Mini-Poster****
- 12. Winner's Circle Notice Mini-Poster (15 copies)**
- 13. Safety Advisory Mini-Poster (15 copies)**
- 14. Employee Suggestions Forms (2 pads/100ea.)****

* Digital versions available at safetypays.com

** Fillable PDF versions are available at safetypays.com

PROGRAM INSTRUCTIONS

GAME PRELIMINARIES

Before starting Safety Pays, there are a few preliminary steps that ensure the Program will run smoothly as well as generating immediate employee participation and involvement.

Step 1. PROGRAM SUPERVISOR

Safety Pays requires that an individual from the Company's management be assigned the role of Program Supervisor. As explained in the **User Friendly** video found at the safetypays.com website, the actual time required to administer Safety Pays is minimal. Once the program is up and running, these duties should require no more than a few minutes a day.

The Program Supervisor's first step is to acquaint him or herself with Safety Pays via our on-line "How Safety Pays Works" video series. This provides the ABC's of how the game itself works.

However, there's also a special **Program Implementation** video *series* (available only to Safety Pays clients and requiring Customer Log-in) located in the Customer Service section of the safetypays.com website. These videos visually provide content similar to what can found here in the Administrative Guidelines and illustrate how the program components function together.

TIPS & SUGGESTIONS

**It is recommended that the Program Supervisor be a Company manager and/or supervisor with whom most of your employees are familiar and have some level of rapport. He/she should also be an individual who is viewed by the workforce as being honest, fair and impartial.*

**Remember, one of the most important goals of Safety Pays is to encourage an atmosphere of enthusiasm in creating a safer working environment. Therefore, the Program Supervisor should make every effort to infuse the program with positive energy and a spirit of success.*

**If desired, the Program Supervisor functions may be assigned to more than one individual. This is especially appropriate where Company employees work either in shifts or different departments.*

Step 2. GAME CHAIRMAN

Contributing to the Program's sense of objectivity and fair play is the role of Game Chairman. This position is reserved for an employee who is part of your Company's rank and file, meaning he or she will also be a game participant. The Game Chairman's functions include:

- *representing the employees' point-of-view on any Program matters
- *reviewing Safety Violations and representing the employee position on appeal
- *evaluating Employee Suggestions for Bonus Card awards
- *settling any Rules & Regulations disputes

Administrative Guidelines

The Game Chairman provides the workforce a voice through which they may channel any concerns or questions that arise relative to the program. This creates a level of confidence and trust each employee has a path to follow in which he or she can seek advocacy. This helps achieve heightened employee cooperation and commitment to their understanding that an accident-free workplace can only be achieved through effective and consistent enforcement of all safety rules. No exceptions.

As soon as the Program Supervisor has been appointed, the employee who will act as Game Chairman should be chosen. Once selected, it's important that he or she agrees to serve in this capacity prior to proceeding with the Program's implementation. The Program Supervisor then explains the basics of the Program to this individual and outlines their co-leadership roles. We encourage the Game Chairman to review the on-line 'How Safety Pays Works' video series. Doing so empowers the Game Chairman to become a Safety Pays cheerleader from Day One!

TIPS & SUGGESTIONS

**Choose an individual who has the respect and trust of his co-workers. Generally, an employee who has demonstrated strong leadership and is influential among fellow employees is a good choice. Often that person will be an individual who has seniority at the Company or works in a coordinator/crew chief type of capacity.*

**It is recommended that the employee selected have some degree of rapport with the Program Supervisor since they will be making a number of decisions together and at times may be required to compromise differing points-of-view.*

**The Game Chairman must always be consulted on any rules interpretations or issues that arise relative to game play, Safety Violations or bonus incentive awards. His/her judgement and opinions should, at minimum, be given equal weight to any other supervisors in resolving disputes. Doing so only further encourages a greater degree of employee trust and cooperation.*

Once the Program Supervisor and Game Chairman have been designated, select a permanent location for both the Master Game Board and Display Frame prior to announcing and explaining the Program to participating employees.

Step 3. DISPLAY FRAME

The Display Frame is a simple tool included with the Program to facilitate communication between management and its workforce. It is made from the identical framing and Plexiglas materials used in the Master Game Board in order to afford a sense of aesthetic uniformity.

This is important because we strongly recommend that both the Master Game Board and Display Frame be installed side by side. The reason for this is simple. Once the Program is in effect, every employee will make a point each day to stop by and check the Game Board for that day's bingo pick.

Administrative Guidelines

Therefore, logic dictates that the platform utilized for various incentive and safety communication be placed directly adjacent to it. The sequence of posters placed in the Display Frame includes:

1. **Program Announcement:** Prior to the first game
2. **Rules & Regulations:** During the first game
3. **Winner Circle Notice:** At the conclusion of each game and for a period of 5-7 days during the subsequent game.
4. **Safety Advisory:** Displayed directly after the Winner's Circle Notice is removed and updated periodically, as needed, until the game ends.

All of these Program components and their uses will be discussed in detail throughout the Guidelines as well as the PROGRAM COMPONENTS video on-line. At this point in the Program implementation process though, it's important to understand just how significant the use of the Display Frame is to both the effectiveness of the incentives and employee safety awareness.

Step 3A: Select a site where both the Master Game Board and Display Frame may be permanently located.

Step 3B: Install the Master Game Board only. Doing this prior to any other workforce communication about Safety Pays creates immediate employee interest and curiosity. In other words, it's a terrific way to prime the pump and begin generating the kind of enthusiasm and cooperation around which the Program is designed. (NOTE: The Display Frame will be installed upon completion of Step 4.)

TIPS & SUGGESTIONS

**Keep in mind that virtually all of your employees will be stopping by this location at some point during a given workday. Therefore, locate these components in a common area such as the employee lunchroom, next to employee bulletin boards, within the primary work area, etc.*

IMPORTANT NOTE: Although the Master Game Board does not require removal once it's secured in place, the Display Frame will be taken down regularly in order to present the other Program information discussed earlier. Therefore, keep in mind the need for easy access both in terms of Display Frame location and installation.

Step 4. PROGRAM ANNOUNCEMENT

Besides its informational content, the Program Announcement is promotional in nature and further contributes to building interest and enthusiasm among participating employees. Therefore, once the location for the Display Frame has been selected and the Master Game Board is installed, the Program Announcement should be posted as soon thereafter as possible.

Administrative Guidelines

Step 4A: Determine a date and location for the Employee Orientation Meeting. In addition, decide the starting date for the initial game round.

Step 4B: Write-in the information from the previous step and place the Program Announcement inside the Display Frame.

Step 4C: The Display Frame (now containing the Program Announcement) is then posted at its location predetermined in Step 3.

TIPS & SUGGESTIONS

**Allow a few days lead-time between the time of posting and the initial game's starting date to build excitement and providing all absent employees time to be advised of the meeting.*

Step 5. RULES & REGULATIONS

Before the Employee Orientation Meeting is conducted, a careful review of the Rules & Regulations will ensure a cohesive start to the Program.

Step 5A: All management and supervisory personnel should thoroughly familiarize themselves with the Program's Rules & Regulations and understand their specific supervisory responsibilities regarding Safety Violations (discussed in detail, below).

Step 5B: The Program Supervisor and Game Chairman should discuss the Rules & Regulations and decide how any safety violation or rules disputes will be handled.

Step 5C: Immediately after the Employee Orientation Meeting is concluded, the Rules & Regulations mini-poster should be posted in the Display Frame and left up until the initial game round is concluded.

Step 5D: If your Company has an employee bulletin board or lunchroom, keep a copy of the Rules & Regulations permanently posted for employee reference.

Step 5E: Always keep a copy of the Rules & Regulations in the Program Binder for easy-reference should any questions arise.

Step 5F: Provide translations of the rules for non-English speaking employees. (Contact our customer service department or go to the website's on-line store for Spanish translations of all employee materials.)

TIPS & SUGGESTIONS

**Be sure that copies of the Rules & Regulations are distributed to employees who do not attend the Employee Orientation Meeting. In addition, all new employees must be given a copy of the Rules & Regulations when they receive their first Game Card.*

Administrative Guidelines

**Whenever reviewing the Rules & Regulations with an employee, take a helpful approach in answering his questions. Explain that the purpose of these rules is not to be restrictive but instead to create an atmosphere of fairness, thus affording all employees an equal opportunity to win Safety Pays incentive dollars.*

**Underscore that a primary function of the Game Chairman is to act as a "rules judge" ensuring the workforce has a representative voice should any rule interpretations be required.*

**View the Rules & Regulations as a flexible set of parameters. Whenever a "gray" area in rules interpretation comes up, consider what the impact of your specific ruling will have on the workforce as a whole. Always keep in mind that a fundamental purpose behind Safety Pays is to promote employee cooperation and adherence to your company's safety policies. See it their way.*

Step 6. EMPLOYEE ORIENTATION MEETING

Although the Employee Orientation Meeting has a number of practical functions, it is most important in terms of setting a tone of enthusiasm and cooperation. Let your workers know they deserve the kinds of rewards and recognition Safety Pays will be providing. Help them understand that the Program is management's way of expressing appreciation for its employees' contributions toward greater workplace safety.

Step 6A: Start the meeting upbeat and positive. Convey the Company's desire to reward and recognize employee contributions to greater workplace safety.

Step 6B: Explain the Safety Pays Program and how it works in detail. Feel free to allow the workforce to view selected Safety Pays website videos based on available time.

Step 6C: Introduce the Game Chairman and explain his/her role and functions.

Step 6D: Distribute to each employee a copy of the Rules & Regulations (from Section 2 of the Program Binder.)

Step 6E: Answer any and all questions.

Beforehand, be sure to determine which of your Company's employees are to be excluded from participation. Normally, all employees are included with the exception of management and members of the supervisory staff. The Safety Pays customer service website provides ideas for how to reward those in a leadership role otherwise excluded from game play.

TIPS & SUGGESTIONS

**The date of the Employee Orientation Meeting is often set-up to coincide with the starting date of the initial game so that the first bingo draw is made during the course of the meeting itself.*

**Make clear at the Employee Orientation Meeting that Safety Pays is designed with one goal in*

Administrative Guidelines

mind: enhanced safety awareness through safety infraction enforcement.. Keener safety awareness is evidenced by improved adherence to safety policies. Safety Pays motivates this through regular and growing safety jackpot rewards for participating employees. Improved adherence results in fewer incidents – with the ultimate goal of an accident-free workplace.

IMPORTANT NOTE: See Step 7 below. Although normally each employee must sign-in to receive his/her new game card, for the first game this is not required. Instead, the Program Supervisor should simply print each employee's name next to the ID# on the Sign-In sheet for the Game Card that particular employee is being given.

GAME PLAY

*(Please view the **GROUP INCENTIVES** video at safetypays.com for further insights)*

Step 7. GAME LOG/GAME CARD SIGN-IN

Prior to the start of any game, a Game Log/Card Sign-In Roster must be prepared for the upcoming game round. This form can be found in Section 3 of the Program Binder (*or a fillable PDF version is located by logging-on at the Customer Service section of safetypays.com*)

The Game Log/Game Card Sign-In Roster is the most frequently used record-keeping form. Why? Because Safety Pays Rule #1 is 'Report All Injuries'. The Game Card Sign-In Roster has been designed so that this most important rule is reinforced at the beginning of each game round.

GAME CARD SIGN-IN ROSTER: Given the crucial requirement to *Report All Injuries!*, Safety Pays requires each employee to sign-in for his/her bingo Game Card, certifying in writing that he or she has not been experienced a work-related injury during the previous game round.

GAME LOG: During a game, the Game Log keeps track of all necessary data and is used as a reference for determining game winners.

Game Card Sign-In Roster

Step 7A: Prior to beginning any game round, fill in a Game Card Sign-In Roster with as many Game Card ID numbers (located the card's "free space") as there are employees participating in the next game round. Be sure to include Game Cards for new employees.

Step 7B: When the time comes to hand-out new bingo Game Cards, the participating employees must sign his/her name next to the space corresponding to the bingo card ID# they receive. If an employee has been injured at work during the previous game round, the Program Supervisor should print the employee's name rather than the employee signing-in since that employee *did* have an injury thus does not require certification of non-injury.

Step 7C: Repeat Steps 7A & 7B in the Bonus Section of the Game-Card Sign-In Roster for

Administrative Guidelines

all employees who are to be awarded Bonus Cards. (Not applicable for the first game.)

Game Log

Step 7D: When utilizing printed Game Log/Game Roster forms, be sure to use the same double-sided form for each game round. However, the fillable PDF forms are separate re-useable documents which are combined together for game round administration purposes.

Step 7E: At the beginning of each game, the "Starting Date" and "Initial Jackpot" level is recorded. The initial jackpot at the beginning of the first game is \$25.00 (see below). Thereafter, each game's initial jackpot is the same as the previous game's winning jackpot.

Step 7F: As the game progresses, the Program Supervisor is required to update the Game Log with other information. Those responsibilities are explained in later Steps.

TIPS & SUGGESTIONS

As provided in the **TIPS & SUGGESTIONS video at the safetypays.com website, it's recommended to start the first game at an elevated level of \$50 or even \$100. That way, the employees know if there's a safety infraction resulting in loss or harm at the beginning of the game use, a significant reduction will immediately result. Safety Pays is about employee motivation. Starting at a higher jackpot level than the base (\$25) achieves this.*

**Don't wait until the end of a game to prepare the next Game Card Sign-In Roster for the subsequent game. Keep in mind that as soon as a winner is declared, a new game starts immediately after a 24 hour waiting period. So, avoid a last minute rush by having the next game's Sign-In Roster and Game Cards made-up ahead of time.*

Step 8. GAME CARDS & BONUS CARDS

*(Please view the **INDIVIDUAL INCENTIVES** video at safetypays.com for further insights)*

Each Program provides two sets of Bingo Cards. All of the blue cards in the larger set of 250 cards are the regular bingo GAME CARDS each participating employee receives at the start of a Safety Pays game round. The smaller set of 125 red BONUS CARDS is used exclusively for bonus achievement. Such awards can be utilized for an unlimited number of behavior modification goals. For regular game play, employees are given one (1) of the blue game cards. For Bonus play (explained in detail in Step 12), an employee is given a red "bonus" card. (Note: Bonus Cards are usually not used in the first game.)

Once the Game Cards handed out for an upcoming game have been recorded in the Game Card Sign-in Roster, it is generally a good idea to require each employee to write his or her name on the reverse side of the bingo cards. Although this is not necessary given other methods of keeping track of bingo card assignments, it does assist in a lost card being returned to an employee. Moreover, it's another subconscious technique to help employees take ownership of the Program.

For those employees who have earned Bonus Cards, a similar method of identifying the employee's

Administrative Guidelines

name on the Bonus Card awarded is also suggested. Game Cards and Bonus Cards may be distributed by any means easiest to you. *(Please log-in and see **the PROGRAM ORIENTATION video at the safetypays.com** website to learn additional techniques for bingo card distribution.)*

TIPS & SUGGESTIONS

**Check with the person(s) in charge of IT or Accounting for technological ideas for bingo card identification at your company. However, just relax. The vast majority of Safety Pays customers simply rely on the Game Card Sign-In Roster to identify which Game Card was distributed to which employee. Keep in mind, every bingo card has its own ID#.*

**As mentioned in the Tips and Suggestion's section of Step 7, it's a good idea to have Game Cards made up ahead of time for the next game rather than waiting until the end of a current game. Assuming you've done this, just check to ensure that any new employees have also been added (or terminated employees deleted) before distributing the round of Game Cards.*

Step 9. MASTER GAME BOARD

The Master Game Board is divided into three sections:

- 1. Daily Update:** The upper "Today's" section of the Game Board is designed to display daily updates of current game information.
- 2. Master List:** The middle of the Game Board is comprised of a numerical listing of every possible Bingo Number (1-75) that may be drawn during a game and is maintained with the game's overall picks for employee reference.
- 3. Bonus Cards:** The lower section of the Game Board provides for three employees to be recognized for individual effort or achievement. This includes a built-in game component for valuable employee safety suggestions. Often, though, Safety Pays customers develop their own behavior-based set of bonus goals for the unique needs of their Company's safety program. (See a complete discussion of the use of Bonus Cards under Step 12, below.)

In addition, the Program includes a dry-erase **Game Board Marker** to be used exclusively on the Master Game Board. No other marker should be used on the Master Game Board. Most dry-erase markers will leave streaks and stains on the Plexiglas surface, so, please use the marker provided.

Step 9A: When the Master Game Board is first installed, fill in the "Date" section with the starting date of the first game. Enter \$25.00* in the "Jackpot" section. Thereafter, the jackpot on the first day of any new game will be the same as the previous game's winning jackpot.

Step 9B: For the first game, only a portion of the Bonus section will be filled in since Bonus

Administrative Guidelines

Cards will not be awarded until the second game (explained in detail in Step 12). In the Bonus section, you will note 3 highlighted areas. Write \$100.00 on the second line of the first box, \$75.00 in the second box and \$50.00 in the third. As will be explained in Step 12, the lines above the dollar amounts are for designated Bonus Players.

IMPORTANT NOTE: As previously mentioned, virtually any dry-erase ink left on the Board over an extended period may prove difficult to remove. If this occurs, use any alcohol-based solution such as rubbing alcohol and it should quickly come off.

Step 10. THE DAILY DRAW

Game Balls

Each Program provides a set of 75 colored acrylic game balls, each imprinted with a different number. Each day one ball will be drawn at random.

Game Ball Draw Bag

This canvas drawstring bag serves as a container from which the individual Game Balls are drawn. It is used both for storing unpicked Game Balls and as a "blind" for the Daily Draw.

Game Ball Storage Holder

This plastic zipper bag which lies flat in the front of the Program Binder is used as a storage holder for drawn Game Balls while a game remains in progress.

Step 10A: Before a new game begins, all 75 balls are placed inside the Draw Bag. At a convenient time on the first day of a new game and every workday thereafter, the Program Supervisor asks an employee to draw one game ball from the Draw Bag. If the employee inadvertently draws more than one ball, both must be replaced and the process repeated.

Step 10B: Using the Game Board Marker, update the Master Game Board as follows:

- 1) Record the day's date
- 2) Record the game number from that day's game ball draw
- 3) Increase the Jackpot by \$1.00 (unless you've set a higher daily amount)
- 4) In the middle section, cross out the number picked with an "X"
- 5) At the bottom, write in the number of days since the last accident/injury
- 6) Repeat these steps after each Daily Draw

Step 10C: The Game Ball which was picked is then placed in the Game Ball Storage Holder and kept there until the conclusion of the game.

Step 10D: The number drawn, along with that day's date, is then recorded in the Daily Register section of the current Game Log.

Administrative Guidelines

TIPS & SUGGESTIONS

**It is recommended that the time set aside each day for the Daily Draw is early enough that the majority of employees have a chance to check the Master Game Board before leaving work for the day. Schedule the Daily Draw when participating employees might have a chance to watch, such as during a work-break. A central idea behind Safety Pays is to encourage an atmosphere of excitement and unity. Drawing the number with the employees present helps accomplish this.*

**Try to rotate as many different employees to select each day's game ball draw as possible. The idea is to get everyone involved.*

**For convenience, it is recommended the Game Board Marker be kept in the Draw Bag with the Game Balls. By doing so, it will never be lost and is available for immediate use to update the Master Game Board when that day's Game Ball has been picked.*

IMPORTANT NOTE: The Bingo Draw Bag should always be kept in a secure place, away from any employee access. Doing so avoids the possibility of numbers being removed by an individual attempting to rig the game.

Step 11. SAFETY VIOLATIONS

(Please view the SAFETY VIOLATIONS video at safetypays.com for further insights)

When a fully integrated safety program is in place, most losses are due to a singular failure: the workforce's strict adherence to all of that program's safety protocols. An accident-free workplace is predicated on full workforce compliance with such safety policies/rules. The Safety Pays SAFETY VIOLATION component is specifically designed to impact unsafe individual behavior.

Whenever an employee, whether intentionally or negligently breaches a given safety regulation or 'rule of common sense' he/he should be advised of such inappropriate behavior. Being handed a signed Safety Violation emphasizes to that employee the importance of adhering to all Company safety policies. Furthermore, the consequence of being suspended from Game Play provides an employee the increased motivation to pay closer attention to one's actions.

Safety Pays requires that all safety infractions impact the jackpot with a reduction of no less than \$2.

However, we encourage you to attach larger dollar reductions to more severe safety infractions. In fact, when it comes to 'near-miss' incidents – those where harm or loss was avoided by sheer luck -- many company's treat such incidents no differently than an actual loss, immediately reducing the jackpot to its base of \$25 to reinforce the incident's seriousness. As a middle ground, we recommend assigning no less than a 50% jackpot reduction anytime a near-miss incident occurs.

Step 11A: Whenever an employee commits a safety infraction documented through observation or investigation, the offending employee is given a Safety Violation.

Step 11B: A properly completed Safety Violation includes the employee's name, the

Administrative Guidelines

violation date, the location of the offense, and a short description of what was observed. Also, include the specific actions required to correct the problem.

Step 11C: When completed, the Safety Violation is then recorded in the current Game Log documenting that employee's elimination from the current game round.

Step 11D: Without exception, the Safety Violation should be given to the employee as soon as possible with a copy retained in the Program Binder (or the PDF version downloaded from safetypays.com in a dedicated computer folder).

Step 11E: Should the employee dispute the basis for the Safety Violation or wish to explain extenuating circumstances for the breach, he or she may discuss it with the Game Chairman. If the explanation merits leniency, the Safety Violation may then be rescinded. In either case, the copy should be maintained for future reference.

TIPS & SUGGESTIONS:

** Use discretion in handing out Safety Violations. If it's a minor infraction, consider giving the employee a verbal warning instead. Naturally, a repetition of such an infraction should be confronted with a Safety Violation.*

** Remember, the purpose behind handing out a Safety Violation is to educate the employee as to the nature of the infraction as well as providing said employee the incentive not to repeat the behavior in the future. Try to approach the exchange in a non-threatening, non-punitive way, allowing the focus to remain primarily on elevated safety awareness. Be firm, but friendly.*

IMPORTANT NOTE: Whenever an infraction is observed, **never** wait to inform the employee of the observed breach. Put him on immediate verbal notice of his actions regardless of whether a Safety Violation is intended to be given later.

Step 12. BONUS PLAY/EMPLOYEE SUGGESTIONS

Encouraging employees to make suggestions is an integral part of the Safety Pays program. An employee who has been individually motivated to watch for and communicate potential safety hazards is that much less likely to commit a safety infraction. Therefore, providing a "bonus" for individual *behavior-based* initiatives is an essential incentive ingredient towards the ultimate goal of achieving full workforce safety compliance not to mention an accident-free environment.

The Program accomplishes this by awarding an additional Bonus Card each time an employee contributes a worthwhile safety suggestions. Bonus Cards are tremendously meaningful to employees. Having an extra bingo card to play along with his or her regular Game Card doubles that employee's chances of winning the next game. Once Safety Pays is underway, earning Bonus Cards for extra chances to win becomes an integral part of the game's culture if not a driving force.

To further motivate your workers to contribute quality suggestions each game round, the Program

Administrative Guidelines

provides recognition for those three employees judged by the Program Supervisor and the Game Chairman to have made the best suggestions. In such a case, they will not only receive a Bonus Card to play in the next game round, but an added dollar bonus value.

As described earlier in Step 9, win the game round with a Bonus Card that's worth extra dollar values and receive not only the jackpot amount, but also the bonus dollars assigned to the Bonus card. In addition, the selected employees with the best suggestions receive the special honor and status of Master Game Board recognition by having their names written in the Bonus section.

Employee Suggestion Forms

Step 12A: Two pads of Employee Suggestion Forms are included with each Program. These forms should be kept available to your workforce at all times. (For employees who have computer access, our fillable PDF format of these forms can be downloaded from the safetypays.com website and passed along to such employees electronically for completion.)

Step 12B: Whenever an employee wants to inform management of a detected safety hazard or suggest any safety-related improvement, he/she must fill-out one of these forms in order to become eligible for a Bonus Card in the next game.

Step 12C: The completed Employee Suggestion Form must include the employee's name, date of the suggestion, a brief summary of the problem & the employee's suggested solution.

Step 12D: Completed forms may be returned either directly to the Program Supervisor or collected by any means which assures that the completed forms are recorded on a timely basis (company suggestion box, handing to direct supervisor, employee help-desk, etc.).

IMPORTANT NOTES:

***When explaining Employee Suggestion procedures during the Employee Orientation Meeting, be sure to advise your employees they are encouraged to verbally communicate safety concerns directly to their immediate supervisor, particularly if it involves any previously undetected hazard which may present an imminent danger.**

***To expand this portion of the program, inform the employees any suggestion (not just safety) that contributes to the company's betterment will qualify.**

(NOTE: We do not recommend expanding bonus card suggestions beyond safety until Safety Pays has been in use for 6-12 months. But it's a great way to reignite employee ideas and help them refocus with a renewed motivation to communicate with management when they see something – and being acknowledged/rewarded for it. Safety success requires creative reinforcement in order to maintained long-term workforce attention and awareness.)

Employee Suggestion Log

Administrative Guidelines

The Employee Suggestion Log is an easy-to-use form to keep track of employee suggestions as they are turned in. (A fillable PDF can be found in the Customer Service section at safetypays.com.) During the course of a game, each employee's written suggestion is recorded in this Log. Thus when a game round has concluded, an organized and comprehensive list of the suggestions has been created which is easy to review for selection of the best three employee suggestions.

Step 12E: Use a separate Suggestion Log for each game that is played.

Step 12F: As each completed Employee Suggestion Form is turned in, immediately record the employee's name, date of the suggestion, and a brief summary of the suggestion as indicated in the Employee Suggestion Log.

Step 12G: At the conclusion of the game, the Program Supervisor and Game Chairman review all of the suggestions and determine which of those suggestions merit a Bonus Card.

Step 12H: Of those suggestions which warrant Bonus Cards, the best three are ranked first, second and third. These employees will be eligible for the bonus dollars listed on the Master Game Board during the next game.

Step 12I: Before the start of the next game, award Bonus Cards to the employees who provided the best suggestions along with all those who made suggestions. In addition, post the names of the employees with the best 3 suggestions according to their ranking ("1st, "2nd" & "3rd") on the Master Game Board along with the bonus dollars available to each.

TIPS & SUGGESTIONS:

**When rating suggestions at the end of a game, be somewhat liberal in awarding Bonus Cards. The point of this particular incentive is to encourage individual employee initiative and cooperation. Any suggestion that shows even minimal effort should be worthy of a Bonus Card.*

**Because the Game Chairman is evaluating the best suggestions, he/she should not be eligible for normal bonus play. Nevertheless, we recommend his/her being awarded the top bonus dollar amount (\$100) after serving for one year as a reward. Another way is to automatically award him/her a Bonus Card each game round (just without extra \$ values) for serving in this capacity.*

**Whenever the suggestion contains an employee's concern regarding an imminent danger or previous undetected hazardous condition, a senior company supervisor should immediately investigate and follow-up with any necessary corrections.*

13. WHEN LOSS OR HARM OCCURS

Whenever a loss (property/equipment damage) or harm (an employee injury) occurs, a thorough accident investigation must determine causation as well as the necessary steps to prevent a reoccurrence. The Program attempts to impact both safety awareness and behavior through the reduction of incentive reward values *but only under those circumstances where the loss or harm was*

Administrative Guidelines

the result of a safety infraction.

What Safety Pays is designed to do is enhance safety awareness by changing the employee thought process from having to do something to *wanting to do it*. Our metrics for success is simple; how successfully the workforce follows all safety protocols. The better the workforce maintains strict adherence to all safety policies, the greater the Safety Pays reward. So, **an employee injury in and of itself has no impact on the game's jackpot**. However, when an injury or property loss *is* due to a failure to follow safety policies and/or procedures, the Program Supervisor does the following:

Step 13A: The jackpot for the current game round is reduced to a base of \$25.00 **effective as of the time that the injury occurred**. Some companies may have opted to adjust their game's dollar baseline to a higher threshold (eg. \$50), in which case the jackpot would be reduced to whatever base level has been assigned. The point the workforce needs to understand is that there is always a reward that will be forthcoming at the end of each Safety Pays game round no matter what. Keep in mind, these two simple rules of thumb:

- *The only thing that ends a Safety Pays game round is a winner.*
- *The only thing that reduces the Safety Pays jackpot is a safety infraction.*

After 25 years, we're convinced a motivational formula will fail unless it has the balance of both rewards and consequences. It is our belief that effective behavior modification requires both. Most parents will readily agree that teaching and reinforcing good behavior requires the ability to compliment or criticize based on the seriousness of the behavior being addressed. Increasing safety awareness through safety infraction avoidance is no different. Safety Pays achieves this balance through modulating the game's jackpot value based on a successful safety record. Work safely; enjoy higher jackpot rewards. A given Safety Pays jackpot's value is a direct result of a workforce's ability to follow the rules of safety. Continue to work within those safety policies and the jackpot increases. It's only when there is a failure of safety policy/rule compliance that that the Safety Pays jackpot is reduced.

Step 13B: The Program Supervisor must change the jackpot section of the Master Game Board back to its base of \$25.00 (or whatever base you decide to use) as soon as the safety infraction is confirmed that results in serious property damage or an employee injury. In addition, the infraction should be noted in the current Game Log, including the date, employee's name, and a brief description of safety violation.

Step 13C: Any employee who is determined to have caused or contributed to a safety infraction resulting in such loss or harm is prohibited from continued participation in the current game and may not re-enter until the next game. Committing safety infractions results in immediate employee game play disqualification.

Step 13D: Whenever an incident resulting in loss or harm occurs, there are invariably underlying causes that can be identified. Management should always communicate

Administrative Guidelines

whatever safety information is gathered from the circumstances of the injury to assist in preventing a recurrence. Among their many uses, Safety Advisories (Step 14) are provided for this purpose.

IMPORTANT NOTE: Some companies elect to revise the program's Jackpot trigger to target other issues of specific concern. To make rules changes, print the rule change on company letterhead and post it in the display frame at the start of a game round.

14. SAFETY ADVISORIES

As just mentioned, making your workforce aware of any safety information can contribute significantly to the reduction of safety infractions and especially the resulting loss or harm that may occur. Incentives are certainly a key to enhanced safety awareness, but even a highly motivated employee can still be hurt if he hasn't been advised about what to watch out for. Moreover, even if a safety rule has been promulgated, *it's important to constantly reinforce those policies*, especially when an infraction has resulted in an incident resulting in loss or harm.

In order to assist in this necessary flow of safety information between management and its employees, the Program includes the use of a uniquely designed communication tool called a Safety Advisory. Utilization of Safety Advisory postings assists in the continuing effort a Company needs to make in providing its employees any and all useful safety information. Information posted in Safety Advisories may include:

***new safety rules & procedures**
***employee safety suggestions**

***previously undetected hazards**
***injury investigation insights**

Any and all information that might raise the safety awareness level of your employees should be communicated in a Safety Advisory.

Step 14A: Whenever the company has any information that will enhance workplace safety or reduce the occurrence of future incidents, a Safety Advisory poster should be placed in the Display Frame. Simply type in whatever information is appropriate, then print it out on the poster itself. The Safety Advisory's dimensions are 8 ½ by 11, so should easily work with any printer.

Normally, Safety Advisories also include any valuable employee safety suggestion (include the name of the employee making the contribution). Co-workers who see this posting will subliminally want to receive that same recognition and increase the effort to contribute in the same way. Just keep in mind that Safety Advisories may be used for virtually any safety information that management deems appropriate to pass on to its workforce. Here are some examples:

Examples:

1. At the suggestion of Susan Brooks, all kitchen workers are being provided steel

Administrative Guidelines

fiber cutting gloves which must be worn whenever handling a knife. (March 5th)

2. At the suggestion of Peter Lopez, a new buddy system procedure will be followed any time containers weighing over 50 pounds are to be lifted. (March 7th)

3. SAFETY RULES UPDATE: A Company employee was recently injured when he slipped on a wet surface in the processing area. All workers entering that section of the plant MUST wear rubber soled work boots. (March 15th)

Step 14C: After the Safety Advisory has been posted it can and should be updated with any new safety awareness information that comes up prior to the conclusion of the on-going game. (See examples above.)

Step 14D: For purposes of accurate documentation, include the posting date at the end of a given section of information in a Safety Advisory. In the example above, the first advisory is dated 3/5 -- the time it was originally posted during a given game round. Thereafter, as each new piece of updated information was included, it was given its own posting date.

Step 14E: Once a game is concluded, the Safety Advisory is taken down and replaced with the Winner's Circle Notice (explained in detail in Step 15). The Safety Advisory should not be discarded but maintained as a record of management/employee safety communication in the back of the Program Binder (or PDF copies in a dedicated computer file). Doing so will provide an easy reference for safety manual revisions, OSHA inspections and/or employee safety infractions related to posted Safety Advisory updates.

IMPORTANT NOTE: At the Employee Orientation Meeting, the Program Supervisor should clearly explain to the Company's employees that it is their responsibility to read and be aware of any and all information provided in a Safety Advisory. Furthermore, once a new safety policy, rule or guideline has been posted in a Safety Advisory, an employee is subject to receiving a Safety Violation warning notice for failing to comply with all of its contents.

15. WINNING THE GAME

Each game ends when a winner is declared. An employee may only win when he or she has scored a BINGO with the Game Card assigned for that specific game round. A BINGO occurs whenever a Game Card has five numbers in a row, either vertically, horizontally or diagonally. Note that the "Free Space" may count as a number.

Step 15A: When an employee declares him or herself a winner, he/she must immediately notify the Program Supervisor and provide his or her winning Game Card, including signing the back of the card in the name slot.

Step 15B: When the Program Supervisor has received the "winning" Game Card, it must be immediately cross-checked with the following Game Log/Roster information:

Administrative Guidelines

- the card's identification number against the ID# recorded next to the employee's signature in the current Game Card Sign-In sheet
- verify the card's winning numbers against those recorded in the Game Log
- confirm in the Game Log that the winning employee has not received a Safety Violation during the course of the game round

Step 15C: Once the BINGO has been confirmed, the Program Supervisor should immediately notify the workforce by circling the jackpot amount on the Master Game Board and writing the word, "Winner!" directly above it.

Step 15D: Although the next game will start the following workday, a 24 hour waiting period is required prior to final announcement of the winner and jackpot payment. This waiting period allows any absent employees the opportunity to check their Game Cards before that game is declared closed to further play.

Some companies extend the waiting period 48-72 hours to allow employees who are away longer than a day to check their bingo cards. This especially applies to floating 4 day work shift rotations. The information on the Master Game Board must not be erased during the waiting period, even if it means postponing the Daily Draw for the next game round.

Step 15E: Once the waiting period has elapsed, the game is declared officially closed. If there is more than one winner, the jackpot is divided equally.

Step 15F: The Program Supervisor should have a check prepared (or payroll advised) for the game winner's pay-out.

Step 15G: If an individual eligible for bonus dollars wins the game with his or her Bonus Card, that person will be entitled to the entire amount of the bonus as well as his/her proportionate share of the jackpot (assuming there is more than one jackpot winner).

TIPS & SUGGESTIONS:

**Make the jackpot presentation something of an event. Pay out the winning employee in front of the others gathered to watch a Daily Draw. Doing so raises the consciousness-level of your employees that the success they achieve in adhering to a company's safety program has a genuine reward attached. Making the pay-out an event also provides the opportunity to praise the efforts of the entire workforce for their contributions toward a safer working environment.*

**We recommend that all regular employees, including those on vacation or off-work for a short period of time be allowed to participate in an on-going game round while away. But, it remains the employee's responsibility to ask a co-worker to keep track of his/her card(s) when away from work.*

Administrative Guidelines

If a winner is declared and the waiting period has elapsed, the game round is closed.

Important Note: If an employee who might have won earlier in the game round fails to turn in his/her Game Card to the Program Supervisor for confirmation until the waiting period, *that person must share the jackpot with the declared winner.* SAFETY REQUIRES PAYING ATTENTION. Any employee who turns in a winning card after the waiting period has elapsed and game round closed, will NOT be entitled to a share of any jackpot awards regardless of the reason for the delay.

Important Note: In the event a safety infraction resulting in loss or harm occurs on the same day but after the game's final Daily Draw, the winning jackpot is not voided. Instead the jackpot for the subsequent game should be reduced to its base level \$25.00 (or whatever base you establish for your company's Safety Pays game).

Important Note: Whenever the waiting period is extended more than a day, the first day of the new game should have enough number draws and jackpot dollar increases to make up for the days during which the game was on hold. The employees must know that every work day that goes by without a safety infraction will result in increased jackpot values.

POST-GAME PROCEDURES

Having taken the necessary steps to effectively implement and administer the Program in Steps 1-15, this final section focuses on enhancing the value of the incentives being awarded as well as providing a few organizational reminders to get ready for subsequent games.

16. WINNER'S CIRCLE NOTICE

Announcing the game winner(s) using the Winner's Circle Notice accomplishes 3 *vital purposes*. First, it provides individual recognition for the winning employee. Although winning a jackpot is strictly a matter of luck, the employee whose name appears on a Winner's Circle Notice will inevitably feel the pride of success. Money is important, but what motivates an employee to improve performance of any kind is a combination of rewards and recognition.

That leads to the second purpose of the Winner Circle; a way to broadcast success in order to motivate others to follow suit. When an employee's name is posted as a winner, his/her co-workers (whether consciously or subconsciously) will want to see their own names up in front of their peers – not to mention winning the money, of course!

Finally, the Winner's serves as a daily reminder that safety does pay. Employees who see the Winner's Circle Notice are being reinforced subliminally that the payoff for increased workplace safety is real, thereby reinforcing the positive safety behavior desired.

Step 16A: When a winner has been verified and the required waiting period has elapsed (as described in Step 15), the Program Supervisor completes a Winner's Circle Notice indicating

Administrative Guidelines

both the winning employee's name and the total jackpot amount won, including bonus dollars if applicable.

Step 16B: The completed Winner's Circle Notice is then placed inside the Display Frame and posted.

TIPS & SUGGESTIONS:

**As mentioned in the Tips & Suggestions section of the previous step, it is strongly suggested that each game's winner(s) be recognized when the Company's employees have gathered for one of the first Daily Draws of the new game.*

**In addition to those recommendations made in Step 15, it's also suggested the Winner's Circle Notice posting be done at the same time the winning employee's check is being awarded while the rest of your workforce observes.*

STEP 17. PREPARING FOR THE NEXT GAME

Although some of these steps have already been covered, there are certain specific preparations which must be completed prior to the start of the next game.

Step 17A: All of the picked Game Balls which have been kept inside the plastic Ball Storage Holder must be removed and placed back inside the Draw Bag.

Step 17B: After the waiting period has expired, the Master Game Board must be wiped clean with the exception of the Jackpot amount in the top section as well as the date slot plus the Bonus Card dollar amounts at the bottom. Also, the "Accident/Injury Free Days" tally at the bottom of the Master Game Board continues into the new game.

Step 17C: As discussed in Step 7, a new Game Log/Game Card Sign-In Roster is readied making sure that all identification numbers on Bingo Cards to be distributed for the next game have been recorded. In addition, as discussed in Step 8, the individual Game Cards have been identified with each employee's name to assure accurate distribution when the employee signs-in next to the ID# which has been recorded for that card.

Step 17D: As discussed in Step 12 (see 12G-12I), when a winner has been declared, the Program Supervisor & Game Chairman should immediately evaluate the Employee Suggestions and designate who will be awarded Bonus Cards. In addition, they will rank the employees with the best 3 suggestions and post their names according to rank on the Master Game Board. Bonus Cards are then logged in the new Game Card Sign-In Roster and distributed with the next game's Game Cards.

IMPORTANT NOTE: For any easy approach to game preparation, use the Program Implementation Checklist on Pages 29 & 30 as a quick step-by-step reference.

Administrative Guidelines

18. RECORD-KEEPING

The final administrative task to be completed at the conclusion of a game is the maintenance of that game's records for future reference. This is important for a number of reasons including:

- * Documentation of compliance with OSHA regulations
- * Documentation of safety rules/policy changes
- * Documentation of employee safety infractions
- * Documentation of financial incentives paid-out and to whom

By maintaining the information gathered from each game, you will, over time, discover you've developed a wealth of reference data. Catalogued Safety Advisories will furnish the most recent updates for safety manual and employee handbook revisions. In addition, they supply a written record of all new rules and policies that have been communicated over time to your workforce.

The Employee Suggestion Log is terrific source material for new procedures, methods and approaches to workplace safety. Also, these Logs may be extremely valuable during salary/wage reviews in that they provide a clear indication as to which of your employees are making a consistent effort to bring quality contributions to management. On the other hand, if you're having difficulties with a particular employee, maintaining copies of Safety Violations for infractions will assist in establishing the necessary grounds for dismissal.

No doubt you will find many other valuable uses for these materials. For example, if an employee who is no longer employed files a questionable post-termination claim alleging he/she was injured while working – all unbeknownst to you -- the Game Card Sign-In Roster, provides evidence the employee certified, in writing, that he or she was, in fact, uninjured. Regardless of the particular reason or need, keeping good records of Safety Pays documentation can prove to be of enormous value.

We therefore recommend that on the Safety Pays program's anniversary date, or at the end of a given calendar year, removal of all of the completed Safety Pays forms, notices & mini-posters that have been used and maintained in the Program Binder and thereafter file/store for future reference.

19. REORDERING GAME MATERIALS

From time to time, additional materials like more bingo cards or mini-posters may be needed. We provide a full menu of Safety Pays components at our On-Line Store at safetypays.com. Or feel free to give us a call at **(800) 942-1022**. We're happy to assist you with all your Safety Pays needs!

PROGRAM IMPLEMENTATION CHECKLIST

Once you are thoroughly familiar with the explanations and instructions within the Administrative Guidelines, utilize this checklist as an easy-to-use reference tool for purposes of

Administrative Guidelines

Program implementation and administration.

1. _____ Appoint the **Program Supervisor**.
2. _____ Select the employee **Game Chairman**.
3. _____ Designate a location for the **Master Game Board** and **Display Frame** and install.
4. _____ Post the completed **Game Announcement** in the **Display Frame**.
5. _____ All management and supervisory personnel review the **Rules & Regulations**.
6. _____ Record first set of **Game Card ID#s** on a **Game Card Sign-In Roster**.
7. _____ Write-in each employee's name or affix pre-printed label on each **Game Card** used.
8. _____ The **Program Supervisor** conducts **Employee Orientation Meeting**.
 - _____ Explain purposes of Program and how it works.
 - _____ Provide each employee his/her first **Game Card** to correspond with name/card ID# as described under 6. above.
 - _____ Hand out **Rules & Regulations** to each employee and review.
 - _____ Introduce **Game Chairman** and explain his/her role.
 - _____ Answer all questions.
9. _____ Post **Rules & Regulations mini-poster**.
10. _____ Prepare the **Game Log** indicating the game's starting date and initial jackpot.
11. _____ Conduct first **Daily Draw** and update **Master Game Board** increasing the jackpot by \$1.00. Place **Game Ball** drawn in **Ball Storage Holder**. Record date and ball number in **Game Log**. Repeat these steps every workday until a winner is confirmed.
12. _____ Record all **Safety Violations** in the **Game Log**.
13. _____ Record all **Employee Suggestions Forms** submitted in the **Employee Suggestion Log**.
14. _____ Note serious safety infractions in the **Game Log** and reduce the jackpot on **Master Game Board** to its base jackpot level (usually \$25).
15. _____ Write-up, post and update **Safety Advisories** in **Display Frame**.
16. _____ Prepare the next game's **Game Card Sign-In Roster**, recording a new set of **Game**

Administrative Guidelines

Card ID#'s and properly labeling each card with each employee's name.

17. _____ When an employee announces a **BINGO**, check the employee's **Game Card ID#** against the number listed next to his name in the **Game Sign-In Roster**.
18. _____ In addition, when an employee announces a **BINGO** check the winning **Game Card** numbers against those recorded in the **Game Log**.
19. _____ When a winner is confirmed, write-in "Winner" on the **Master Game Board** and circle the jackpot.
20. _____ After **24 hour Waiting Period** has expired, officially declare the game round closed and pay the winner the final jackpot amount plus bonus money, if applicable. Complete a **Winner's Circle Notice** and post it in the **Display Frame**.
21. _____ The **Program Supervisor** reviews the **Suggestion Log** with **Game Chairman** and together they choose **Bonus Card** designees. Rank employees with the best three suggestions. Complete the **Bonus Card** section of the next game's **Game Sign-In**.
22. _____ Hand out new **Game Cards** to each employee after he/she has signed in next to that card's ID# on the **Game Card Sign-In Roster**. (Important Note: If an employee has been injured at work during the previous game round, the **Program Supervisor** should print the employee's name rather than the employee signing his/her name.)
22. _____ Remove "picked" bingo balls from **Storage Holder** and place back inside **Draw Bag**.
23. _____ Distribute the next game's **Game Cards** to employees including those who are to receive **Bonus Cards** including all employees making suggestions during the last game.
24. _____ Remove all previously written material off the **Master Game Board** leaving the last game's final jackpot as the starting jackpot for the new game. Also leave the Bonus Card dollar amounts and accident/injury free days tally in the lower section.
25. _____ On **Master Game Board** write-in the names of the employees who made the best three suggestions in the previous game.
26. _____ Move all log forms used in the previous game to the back of their individual sections within the **Program Binder**.
27. _____ Start the next game!

Administrative Guidelines