Practical tools for improving jobsite safety climate & safety leadership

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Today’s topics

• Safety Climate Workbook
• Safety Climate Assessment Tools
• Foundations for Safety Leadership (FSL)
Learning Objectives
At the end of the session participants will be able to:

• List the 8 leading indicators of jobsite safety climate in construction

• Describe the two Safety Climate Assessment Tools and how to access them

• Describe the FSL training, the definition of a safety leader and the critical safety leadership skills needed to be an effective safety leader

• Discuss how leaders can apply the skills on their jobsites
• Non-profit established in 1990 by North America’s Building Trades Unions (NABTU)

• Government funding via cooperative agreements with NIOSH, NIEHS, DOE

• Mission: To conduct service, training, and research and to develop resources based on research findings to help improve the safety conditions for America’s construction workforce.
What we learned
Definitions? Measurement? Interventions?
Safety Culture and Safety Climate in Construction: Bridging the Gap between Research and Practice

June 10-11, 2013

Report available at www.cpwr.com
Definitions

Safety Culture
• Unspoken beliefs, attitudes, and values
• Norms about how safety is done in an organization

Safety Climate
• Employee perceptions of the consistency between espoused and practiced policies and procedures
• Integration of safety climates from different entities
• Local conditions
• Better opportunity for improvement
Measurement

Indicators of Safety Climate

?
# 8 Leading Indicators of Jobsite Safety Climate

1. Demonstrate management commitment
2. Align and integrate safety as a value
3. Ensure accountability at all levels
4. Improve supervisory leadership
5. Empower and involve employees
6. Improve communication
7. Train at all levels
8. Encourage owner/client involvement
Worksheets and a Rating Tool to Help You Strengthen Jobsite Safety Climate

Rubric Scale

Prioritize

Ideas/Interventions

Worksheet #4

Improving Supervisory Leadership

Construction companies in partnership with workers are responsible for ensuring that jobsite hazards are eliminated or at least minimized. These partnerships are most effective when they exist within a positive safety climate.

The safety climate on a specific construction project refers to employees’ and management’s shared perception of the adequacy of the safety and health programs and the consistency between the organization’s safety policies/procedures and the actual conditions at the jobsite. It is the combination of safety climates from multiple organizations including the project owner, construction manager/general contractor, and subcontractors and it may be influenced by local conditions such as project delivery, scheduling, planning methods and existing norms amongst involved trades.

Supervisors have the authority and ability to make changes and correct hazards on the jobsite. Therefore, how they lead, act as role models, and communicate are probably the most important factors in determining the degree to which a strong positive project safety climate is achieved. The organization’s expectations are key to shaping supervisors’ safety-related attitudes and behavior. Which of the following best describes your company?

Rubric

Scale

How to become exemplary

Review the ideas below and check the chart (1-2 months, mid-term 6-12 months, long-term 1-2 years) circle to indicate which you will commit to adopt and when. Congratulations, if you’ve already adopted the idea!

Idea 1 — Supervisors are well trained, not just on hazards, but also on leadership skills

For many people, leadership skills are not innate; they must be learned through education, training, and experience. Below are 4 aspects of a true leader. While you wouldn’t necessarily be trained separately on each of these, you can use this tool to evaluate where you and your supervisors are currently and prioritize areas where you need more work.

1a. Leads by example — It’s a role model for safety “Walks the Talk”

Covers are constantly observing the supervisor’s safety-related attitudes and behavior to learn what the shifting expectations are on the jobsite. Supervisors who lean the skills to lead by example not only to demonstrate through their words and actions that safety is valued. Consistency is key. Supervisors who act as examples with their attitude that safety is never compromised will establish worker’s perceptions that productivity trumps safety, that it’s OK to cut corners, to wear PPE only 80% of the time, ok not to report a close call, or ok to stop work when they aren’t trained. Supervisors who consistently send and demonstrate pro-safety messages can expect more positive outcomes.
Safety Climate Assessment Tool (S-CAT)

Indicator-Specific Safety Management Activities

Rubric Scale For Each Activity
## Demonstrating Management Commitment

1. **Presence and visibility at the job site**
   - Enactment of safety behaviors and safety practices on the jobsite
   - Identification and reduction of job hazards
   - Processes for corrective action following a safety incident
   - Reaction to worker injuries
   - Review and analysis of safety policies, procedures and trends

### Inattentive vs Reactive vs Compliant vs Proactive vs Exemplary

<table>
<thead>
<tr>
<th>Inattentive</th>
<th>Reactive</th>
<th>Compliant</th>
<th>Proactive</th>
<th>Exemplary</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. In my company, management...</td>
<td>2. When management is present on the jobsite, they...</td>
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<tr>
<td>Rarely comes to the actual jobsite.</td>
<td>Typically act as poor safety role models by breaking regulatory and organizational safety policies and procedures.</td>
<td>Only comes to the jobsite after an incident has occurred.</td>
<td>Only comes to the jobsite when required or makes infrequent visits.</td>
<td>Makes regular visits to the jobsite. Interacts mostly with management.</td>
</tr>
<tr>
<td>Are only concerned with adhering to OSHA regulations and organizational policies and procedures after a</td>
<td></td>
<td></td>
<td>Strictly conform to required OSHA regulations and organizational safety policies and procedures</td>
<td>Demonstrate safety behaviors above and beyond what is required.</td>
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</tbody>
</table>
Safety Climate Assessment Tool (S-CAT)

The Safety Climate Assessment Tool (S-CAT) is a free tool available to any construction contractor or safety and health professional who wants tailored and actionable information to improve the safety of every worker at every job-site. The S-CAT allows a company to obtain information regarding employee safety perceptions. These safety perceptions provide a snapshot view of the company's jobsite safety climate. A strong jobsite safety climate has a positive impact on a company's overall safety culture, just as a strong safety culture positively affects jobsite safety climate.

Feedback is provided on 8 leading indicators of safety climate that have been shown to be predictive of employee injury rates. With just a few clicks, company employees or an individual can answer questions about each indicator and then receive a personalized feedback report with benchmarking and comparative information indicating their current areas of success and ideas for making improvements. Companies can have their employees take the S-CAT periodically to track their progress at improving their jobsite safety climate.

What is Jobsite Safety Climate?
The safety climate on a construction worksite refers to managements' and workers' shared perceptions about the extent to which safety is rewarded, expected, valued and reinforced.

What is the S-CAT?
The S-CAT is a new tool construction companies can use to self-assess their safety climate across eight research-based leading indicators. Results can pinpoint areas of success and areas for future improvement.

Improve Jobsite Safety Climate
After completing the S-CAT and receiving your safety climate report, you may need ideas and tips for moving along the path to achieving an exemplary safety climate.
S-CAT Report

Average Scores

Overall avg. = 3.64
Benchmark avg. = 4.04
User Feedback

“The S-CAT has been an impressive tool for identifying the key elements and strategies that we must focus on to achieve the safest and healthiest 'employer of choice' places to work in Canada”. (VP EHS, Modern Niagara Group)

“Our overall Safety Climate & Culture was questionable. Our "numbers" really did not reflect our approach to Safety. The S-CAT survey results gave us a "blueprint" to safety management improvement. Today we are back on track to employee safety success.” (Safety Manager, Manafort-Precision)
Safety Climate Assessment Tool for Small Contractors - S-CAT$^{sc}$
## S-CAT<sup>SC</sup> Worksheet for Small Contractors

For each of the following statements, please put an X in the column that best describes what your company is currently doing:

<table>
<thead>
<tr>
<th>My Company...</th>
<th>Already does this well</th>
<th>Could do this better</th>
<th>Would need help doing this</th>
<th>Is not able to do this</th>
<th>I don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Has safety policies and procedures and shares them with all employees</td>
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<tr>
<td>2. Includes money in project budgets to implement safety measures (such as purchasing or renting safety tools and equipment, and conducting training)</td>
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<td>3. Frequently visits job sites and interacts with employees about safety</td>
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<td>4. Always obeys safety rules and wears proper personal protective equipment (PPE), such as gloves, hard hats, etc., when on the job</td>
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<td>5. Provides appropriate PPE for all employees on every job site</td>
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<td>6. Recognizes employees for obeying safety rules and wearing proper PPE on the job site</td>
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<td>7. Identifies and takes steps to correct hazardous situations</td>
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<td>8. Collects information about and follows up on injuries and incidents with managers, supervisors, and employees</td>
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<td>9. Helps injured workers so they can return to work</td>
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<tr>
<td>10. Holds regular meetings with employees to discuss safety</td>
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<td>11. Never compromises safety to increase productivity, meet a schedule, or save money</td>
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<tr>
<td>12. Uses incident and near miss information to improve safety</td>
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<tr>
<td>13. Discusses safety with everyone in the company and reinforces expectations daily</td>
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<tr>
<td>14. Rewards managers, supervisors, and foremen for maintaining and improving safety</td>
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</tbody>
</table>

### Needs Assessment

- Safety Management Activities
- Safety
- Management
- Activities
8 Leading Indicators of Jobsite Safety Climate

1. Demonstrate management commitment
2. Align and integrate safety as a value
3. Ensure accountability at all levels
4. **Improve supervisory leadership**
5. Empower and involve employees
6. Improve communication
7. Train at all levels
8. Encourage owner/client involvement
Enhancing Safety Climate through Safety Leadership

Develop an evidence-based leadership training program that introduces trainees, especially those with supervisory responsibilities, to a number of critical leadership skills they can use to improve safety climate and safety outcomes on the job site.
Foundations for Safety Leadership

Leadership Skills for Promoting a Strong Jobsite Safety Climate

- Lead by Example
- Engage & Empower
- Actively Listen & 2-Way Communication
- Recognize Team Members
- Develop Team Members
FSL Structure and Content

Section 1 - Foundational material - (50-55 mins)
  • Costs of ineffective leadership
  • Benefits of effective leadership
  • Definition of safety leader
  • How safety leaders improve safety outcomes
  • Critical leadership skills

Section 2 - Application - (85-90 mins)
  • 10 Real world construction scenarios
  • Watch (videos), Reading, Role Plays
A person who has the **courage** to demonstrate that s/he values safety by working and communicating with team members to identify and limit hazardous situations even in the presence of other job pressures such as scheduling and costs.
5 Leadership Skills

Leads by example

Engages and empowers team members

Actively listens and Practices three-way Communication

Develops team members through teaching, coaching, & feedback

Recognizes team members for a job well done
How to Lead by Example

- Have a positive attitude about safety
- Establish safety as a core value
- Set high expectations for safety
- Share safety vision with the team
- “Walk the talk”
- Reinforce the idea that everyone owns safety
- Lead up!
How to Engage and Empower Team Members

- Explain why safety is critical to getting the job done
- Engage team members in safety decision-making
- Conduct daily morning safety huddles and joint worker-management walk-arounds throughout the workday
- Empower team members to
  - Report safety concerns, injuries and near misses
  - Report or fix hazards or unsafe situations
How to Actively Listen & Practice 3-way Communication

- Treat team members with respect when they are speaking
- Pay attention to non-verbal cues such as body language & eye contact
- Listen to hear and understand what is being said vs. just to come up with a response.
- Ask clarifying questions
How to Actively Listen & Practice 3-way Communication

“I need paper airplanes NOW!”
How to Actively Listen & Practice 3-way Communication

• Make sure you have listener’s attention
• Be direct and concise
• Ask team member to repeat message
• Clarify any misunderstandings
“I need paper airplanes NOW!”

Fold the paper in half, lengthwise
Unfold and fold corners into center line
Fold the top edges to the center
Fold the plane in half

Fold the wings down to meet the bottom edge of the plane's body.
How To Develop Team Members through Teaching, Coaching, and Feedback

Teach & coach

- Practice action
- Observe worker action
- Address the issue
- Problem solve
How To Develop Team Members through Teaching, Coaching, and Feedback

Use the FIST Principle:

- Describe the FACTS
- Explain the IMPACT
- Provide SUGGESTIONS
- Be TIMELY
How to
Recognize workers for going above and beyond

• Give recognition separately from other types of feedback
• Regularly give praise in private
• Be specific about why you giving praise
• Give praise publically if the person is comfortable with it
### 6. Do We Have To?

<table>
<thead>
<tr>
<th>Who</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Floyd</td>
<td>Painting Perfection Foreman</td>
</tr>
<tr>
<td>Ed</td>
<td>Painting Perfection Experienced Worker</td>
</tr>
<tr>
<td>Tom</td>
<td>Painting Perfection Trainee/apprentice</td>
</tr>
<tr>
<td>Tina</td>
<td>Painting Perfection Trainee/apprentice</td>
</tr>
</tbody>
</table>

**WATCH**

**READ**

**PLAY**
6. Do We Have To?
Discussion Questions: Situation

1. Keeping in mind the five leadership skills, what do you think Floyd should do?
6. Do We Have To?

Outcome A
Discussion Questions: Outcome A

1. What are your thoughts on how Floyd handled this situation?
2. Which safety leadership skills did or did he not demonstrate?
3. What message is Floyd sending to Ed, Tina and Tom about the value of safety?
6. Do We Have To?
Discussion Questions: **Outcome B**

1. What do you think of the way Floyd handled the situation this time?
2. Which of the leadership skills did he demonstrate?
Takeaways

- It takes COURAGE to be a leader
- It takes COURAGE to speak up
- These skills can easily be inserted into the daily workflow & productivity won’t be negatively effected
- Leaders...
  - Lead by example
  - Engage and empower team member
  - Actively listen and Practice 3-way Communication
  - Develop team members
  - Recognize team members
- Leaders improve Safety Climate & Safety Outcomes
FSL Resources

- Power Point
- Instructor guide & Student handout
- Wallet card and Hard hat sticker
- Self-assessment & Action plan
- Toolbox talks
- Refresher videos and Skill Sheets
- Train-the-Trainer materials
- And more....
- Spanish
Our FSL Journey

CPWR Foundations for Safety Leadership

Bob Kunz
Corporate Safety Director
Thank you!
lgoldenhar@cpwr.com

Workbook

S-CAT
www.safetyclimateassessment.org

S-CAT\textsuperscript{sc}
https://cpwr.az1.qualtrics.com/jfe/form/SV_3x6RhwceVP6A2z3

FSL
http://www.cpwr.com/foundations-safety-leadership-fsl

CPWR
www.cpwr.com
Thank you!

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