



# Foundation for Safety Leadership Program

NSC Labor Division  
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# Practical tools for improving jobsite safety climate & safety leadership

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October 7, 2020

# 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

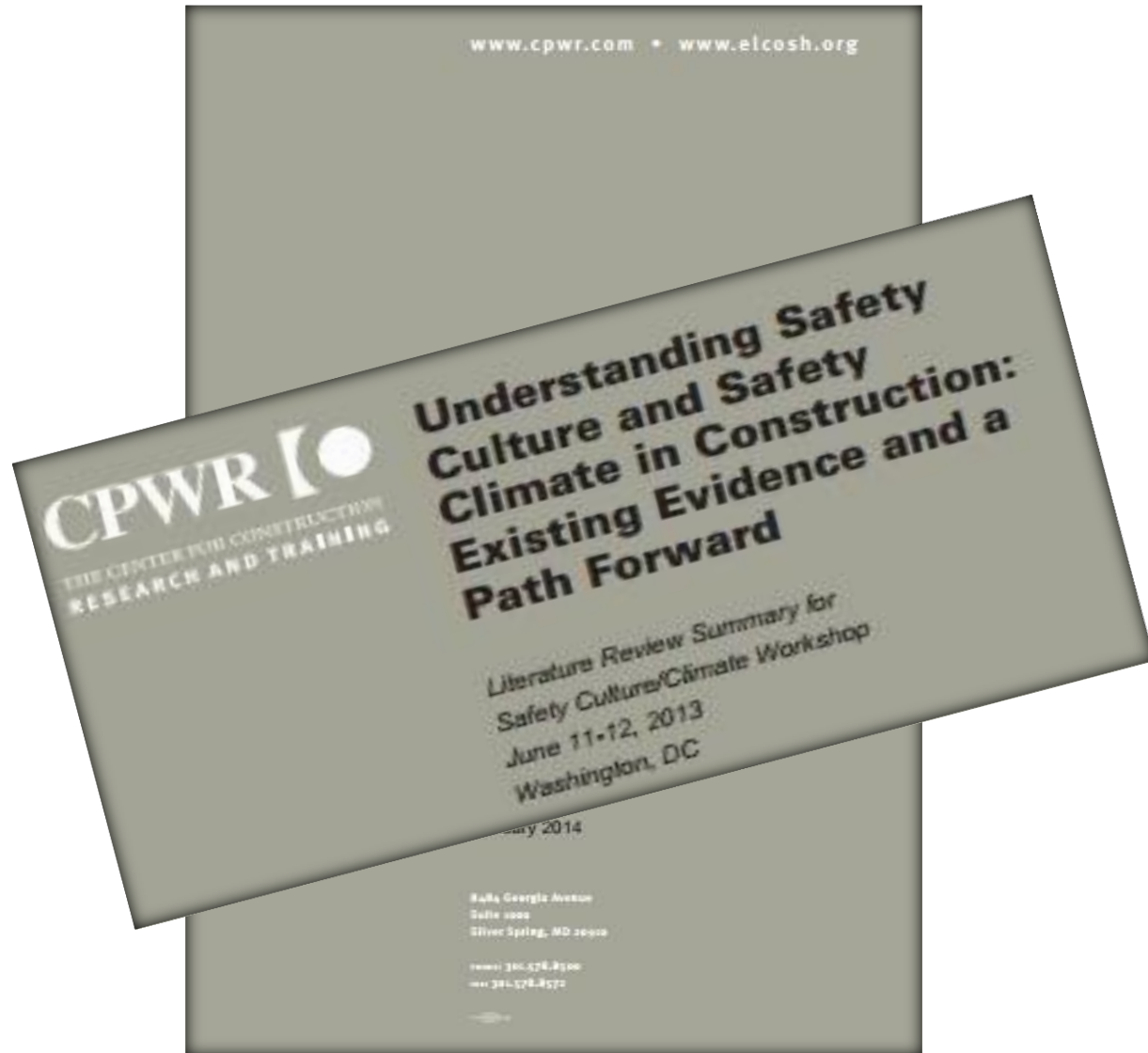


- Non-profit established in 1990 by North America's Building Trades Unions (NABTU)
- Government funding via cooperative agreements with NIOSH, NIEHS, DOE
- Mission: To conduct service, training, and research and to develop resources based on research findings to help improve the safety conditions for America's construction workforce.

# Safety Climate & Safety Culture



# What we learned





**Airline**



**Oil/Gas**

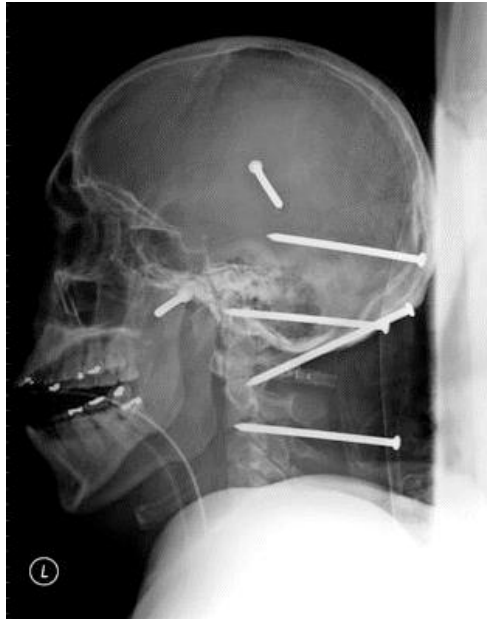


**Nuclear**



**Healthcare**





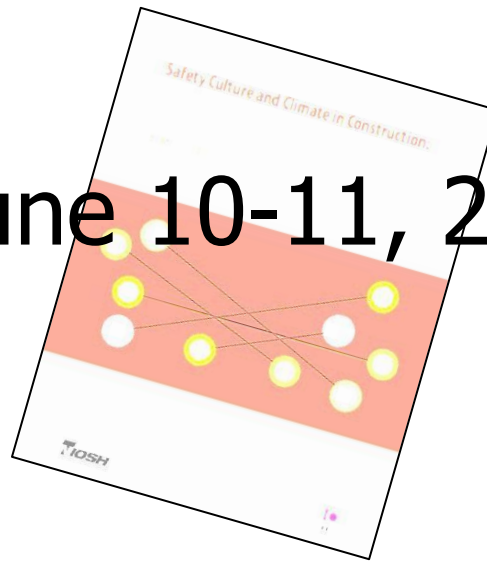
# Definitions? Measurement? Interventions?



Photo courtesy Miller and Long Co.

# Safety Culture and Safety Climate in Construction: Bridging the Gap between Research and Practice

June 10-11, 2013



Report available at [www.cpwr.com](http://www.cpwr.com)

# Definitions

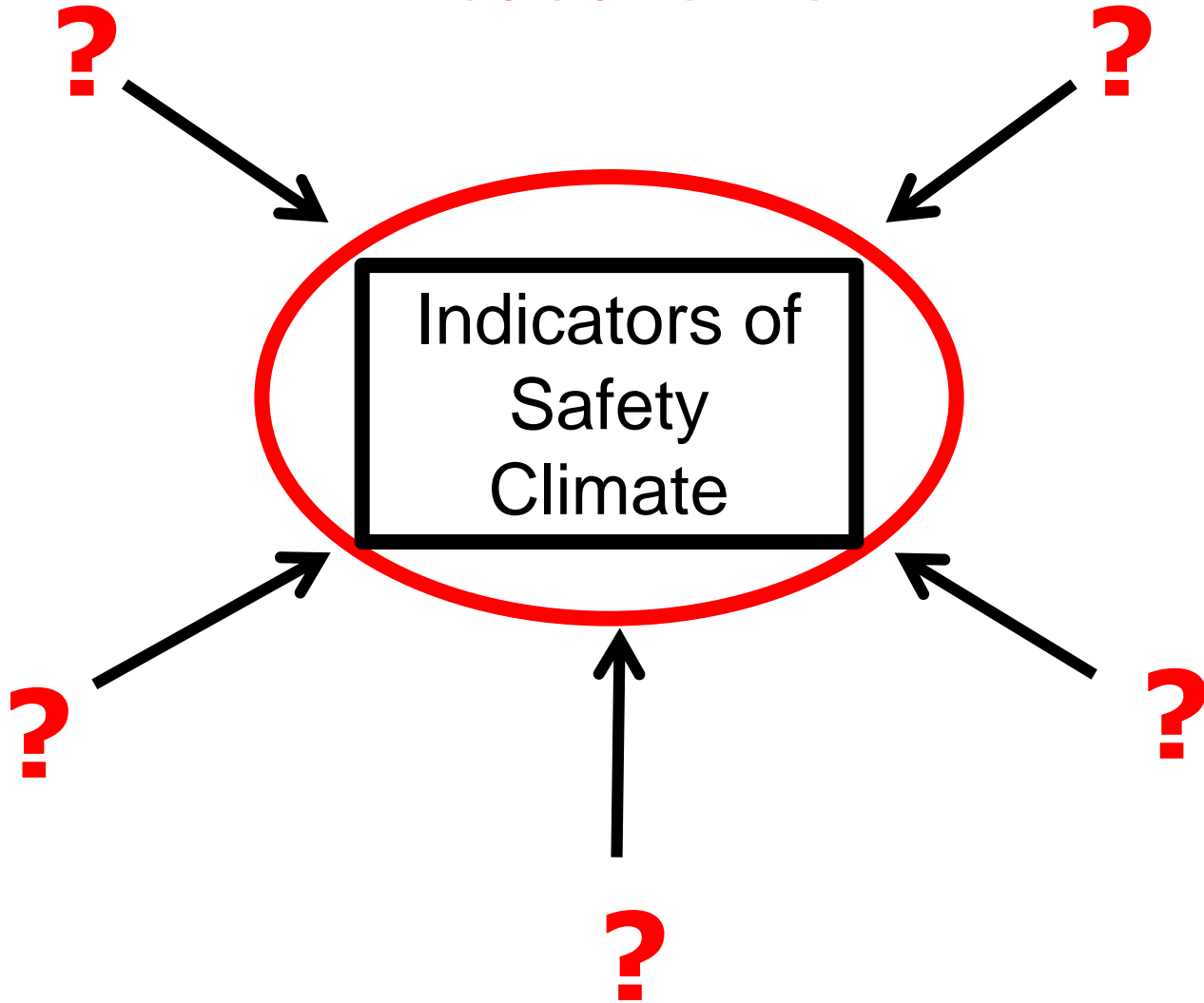
## Safety Culture

- 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



# 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

**Worksheets and a Rating Tool to Help You Strengthen Jobsite Safety Climate**

**CPWR** **THE CENTER FOR CONSTRUCTION RESEARCH AND TRAINING**

**Ideas/  
Interventions**

Strengthening Jobsite Safety Climate by Using and Improving Leading Indicators

**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 management's and workers' shared perceptions of the adequacy of the safety and health programs and the consistency between the organization's espoused 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 behaviors. Which of the following best describes your company?

UNINFORMED	REACTIVE	COMPLIANT	PROACTIVE	EXEMPLARY
There is no safety-related vision or leadership. Supervisors have no supervisory training and have little understanding or knowledge of regulatory requirements. Supervisors manage and punish using intimidation and the focus is only on individual behavior without taking the process into account. Supervisors play the blame game when an incident occurs instead of performing root-cause analysis. There is no system of accountability or it is not applied evenly. The focus is on production.	Supervisors ignore crew input regarding potential hazards and close calls. They focus on individual behaviors as a foundation for safety, and do not consider underlying factors that can impact safety conditions. The organization becomes concerned with safety and the supervisor's leadership skills only after an incident occurs or regulatory action is taken.	Supervisors follow OSHA regulations. The organization provides or requires training to meet regulatory guidelines.	Supervisors participate in and initiate safety program activities that are focused on continuous improvement. Supervisors seek advice from and use worker input to improve site safety.	Supervisors are provided with and required to take training in safety communication, motivation, and preplanning. Supervisors are required to attain a Safety Trained Supervisor (STS) credential. As a result, supervisors display a personal vision for, and a deep commitment to, creating a strong, positive project safety climate. They inspire and motivate workers to share that same commitment. They establish clear safety-related roles and responsibilities, make safety a major component of all meetings, and instill a sense of safety ownership at all levels. Supervisors are effective communicators, excellent role models for safety, and are able to coach and teach safety to their crew.

**How to become exemplary**

Review the ideas below and check the short-term (1-2 months), mid-term (6-12 months), or long-term (1-2 years) circle to indicate which you will commit to adopt and by when. *Congratulations, if you've already adopted the ideal!*

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

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

**1a. Leads by Example – is a role model for safety – "Walks the Talk"**

Crews are constantly observing the supervisor's safety-related attitudes and behaviors to learn what the safety-related expectations are on the jobsite. Supervisors who learn the skills to lead by example are able to demonstrate through their words and actions that safety is valued. Consistency is key. Supervisors who are inconsistent with their message that safety is never compromised will reinforce worker's perceptions that productivity trumps safety, and 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 not stop work when they identify a hazard. Supervisors who consistently send and demonstrate pro-safety messages can expect more positive outcomes.

Already Adopted  
 Short-term  
 Mid-term  
 Long-term

**Rubric  
Scale**

**Prioritize**

# Safety Climate Assessment Tool (S-CAT)

Indicator-Specific Safety Management Activities

Rubric Scale For Each Activity

**S-CAT #1**

## Demonstrating Management Commitment

Management demonstrates commitment by engaging in the following activities:

1. Being present and visible on the jobsite.
2. Always using safety behaviors and safety practices on the jobsite.
3. Identifying and reducing job hazards.
4. Having processes for corrective action following a safety incident.
5. Compassionately reacting to employee injuries.
6. Reviewing and analyzing safety policies, procedures and trends.

For each item below, carefully read the descriptions in each box going from inattentive all the way to exemplary. Circle the one that best describes management's commitment to that activity.

	INATTENTIVE	REACTIVE	COMPLIANT	PROACTIVE	EXEMPLARY
<b>1. In my company, management...</b>	Rarely comes to the actual jobsite.	Only comes to the jobsite after an incident has occurred.	Only comes to the jobsite when required, or makes infrequent visits.	Makes regular visits to the jobsite. Interacts mostly with management.	Frequently visits the jobsite; seeks out interactions with employees.
<b>2. When management is present on the jobsite, they...</b>	Typically act as poor safety role models by breaking regulatory and organizational safety policies and procedures.	Are only concerned with adhering to OSHA regulations and organizational policies and procedures after an employee injury has occurred.	Strictly conform to required OSHA regulations and organizational safety policies and procedures, never more or less.	Demonstrate safety behaviors above and beyond what is required.	Consistently model safety behaviors above and beyond what is required and recognize employees who do the same.
<b>3. In my company, management...</b>	Does not participate in safety audits.	Only participates in safety audits in response to an employee injury or adverse safety event.	Participates in safety audits only when required.	Initiates and actively participates in internal safety audits.	Actively participates in internal safety audits and uses the information for management performance evaluation.
<b>4. In my company, management...</b>	Does not want to know about any safety incident, unless it's a fatality. There are no investigations into incidents or close calls.	Resists taking steps to correct or prevent future incidents. Investigations into incidents or close calls result in punitive action toward employees.	Investigates incidents but not in a "blame-free" manner. Initiates corrective actions that comply with owner or regulatory directives.	Includes employees in both a root cause analysis and helping to come up with solutions to prevent future incidents and foster continued improvements.	Relies on a formalized process for conducting a detailed root cause analysis that reviews both processes and behaviors. Findings are discussed with everyone and preventive solutions are implemented.
<b>5. When employees are injured, management...</b>	Immediately blames and punishes the employee (e.g., fired).	Typically blames employees for injuries, threatening them with suspension or even termination.	Only holds employees accountable for injuries according to organizational guidelines.	Demonstrates appropriate organizational support for the employees involved in injuries.	Proactively provides support to injured employees to facilitate return to work. Seeks to learn from employee injuries.
<b>6. In my company...</b>	There is no formal safety management system; safety trends are not analyzed.	The safety management system is reviewed and safety trends are only analyzed in response to employee injury or an adverse safety event.	The safety management system is reviewed and safety trends are analyzed from time to time.	The safety management system is reviewed and safety trends are analyzed annually to ensure effectiveness and relevance.	The safety management system is reviewed and safety trends are analyzed bi-annually to ensure effectiveness and relevance.



# Demonstrating Management Commitment

## 1. Presence and visibility at the job site

2. Enactment of safety behaviors and safety practices on the jobsite
3. Identification and reduction of job hazards
4. Processes for corrective action following a safety incident
5. Reaction to worker injuries
6. Review and analysis of safety policies, procedures and trends

**Inattentive**

**Reactive**

**Compliant**

**Proactive**

**Exemplary**

### 1. In my company, management...

Rarely comes to the actual jobsite.

Only comes to the jobsite after an incident has occurred.

Only comes to the jobsite when required or makes infrequent visits.

Makes regular visits to the jobsite. Interacts mostly with management.

Frequently visits the jobsite; seeks out interactions with workers.

### 2. When management is present on the jobsite, they...

Typically act as poor safety role models by breaking regulatory and organizational safety policies and procedures.

Are only concerned with adhering to OSHA regulations and organizational policies and procedures after a

Strictly conform to required OSHA regulations and organizational safety policies and procedures

Demonstrate safety behaviors above and beyond what is required.

Consistently model safety behaviors above and beyond what is required and recognize workers who do the same.

# S-CAT Website

S – Safety Climate  
CAT | Assessment Tool

Search ...

[HOME](#) [WHAT IS SAFETY CLIMATE](#) [WHAT IS THE S-CAT](#) [TAKE THE S-CAT](#) [IMPROVING JOBSITE SAFETY CLIMATE](#)

"...completing the S-CAT at our company has illuminated specific areas for improvement through the use of objective analytics."

- *Dimeo Construction Company*  
Corporate Safety Director

## 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.

[Learn More](#)

### 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.

[Learn More](#)

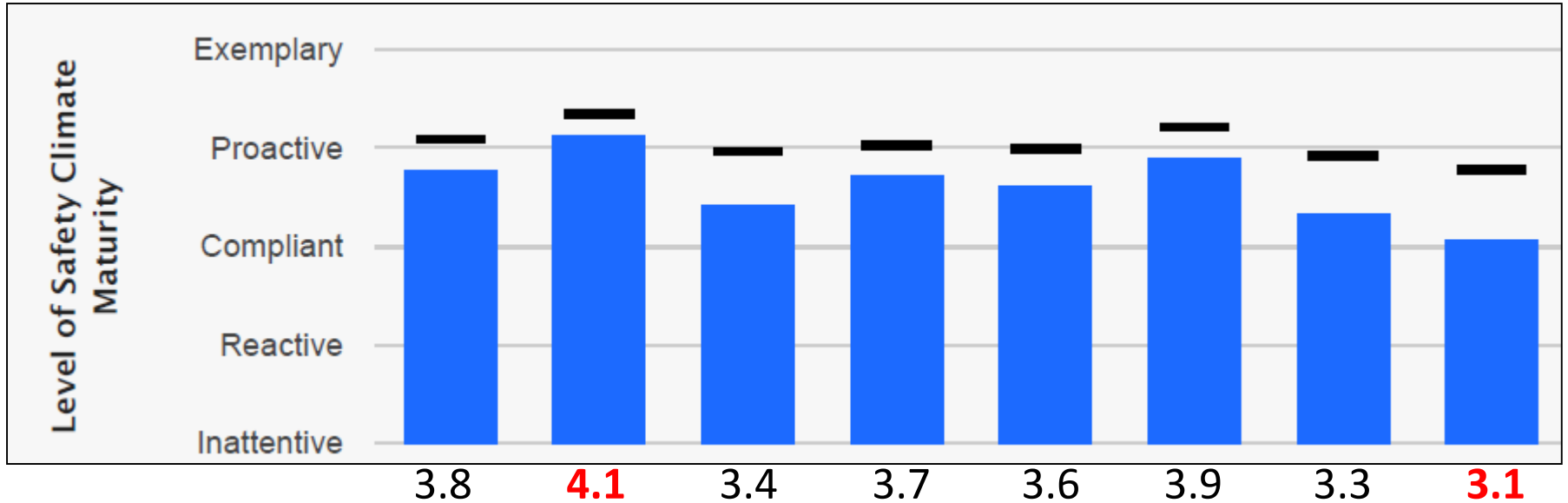
### Improve Jobsite Safety Climate

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.

[Learn More](#)

# S-CAT Report

## Average Scores



Overall avg. = 3.64

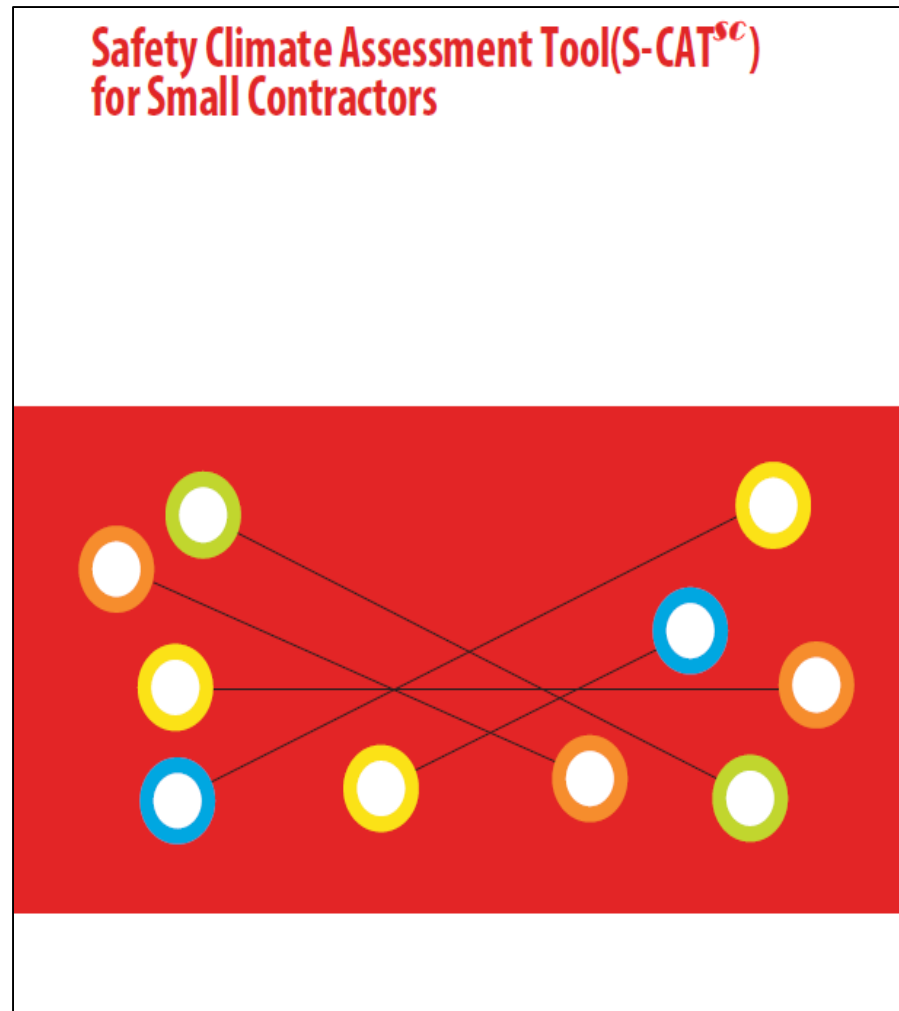
Benchmark avg. = 4.04

# 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<sup>SC</sup>



# 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:

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

Needs Assessment

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





# Foundations for Safety Leadership

## 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



# Foundations for Safety Leadership

## Safety Leader is Defined as...

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.



# Foundations for Safety Leadership

## 5 Leadership Skills

**L**eads by example

**E**ngages and empowers team members

**A**ctively listens and **P**RACTICES three-way Communication

**DE**velops team members through teaching, coaching, & feedback

**R**ecognizes team members for a job well done

# Foundations for Safety Leadership

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## 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

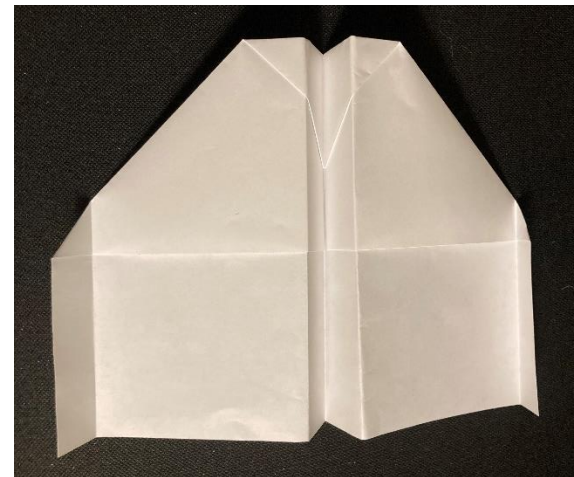


## How to Actively Listen & *Practice 3-way Communication*

**“I need paper airplanes NOW!”**



# Foundations for Safety Leadership



## How to Actively Listen & *Practice 3-way Communication*

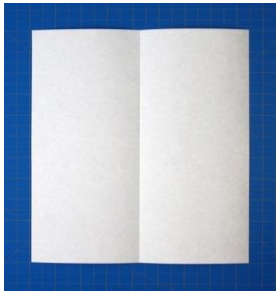


- Make sure you have listener's attention
- Be direct and concise
- Ask team member to repeat message
- Clarify any misunderstandings

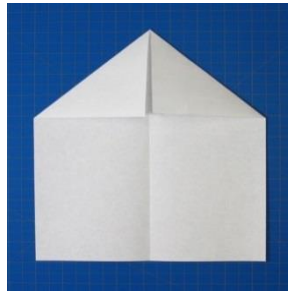
# Foundations for Safety Leadership

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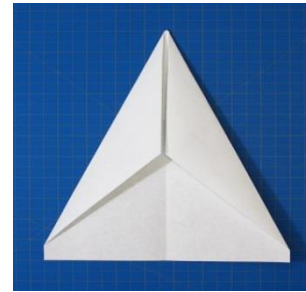
## “I need paper airplanes NOW!”



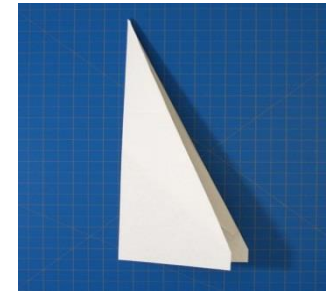
Fold the paper in half, lengthwise



Unfold and fold corners into center line



Fold the top edges to the center



Fold the plane in half

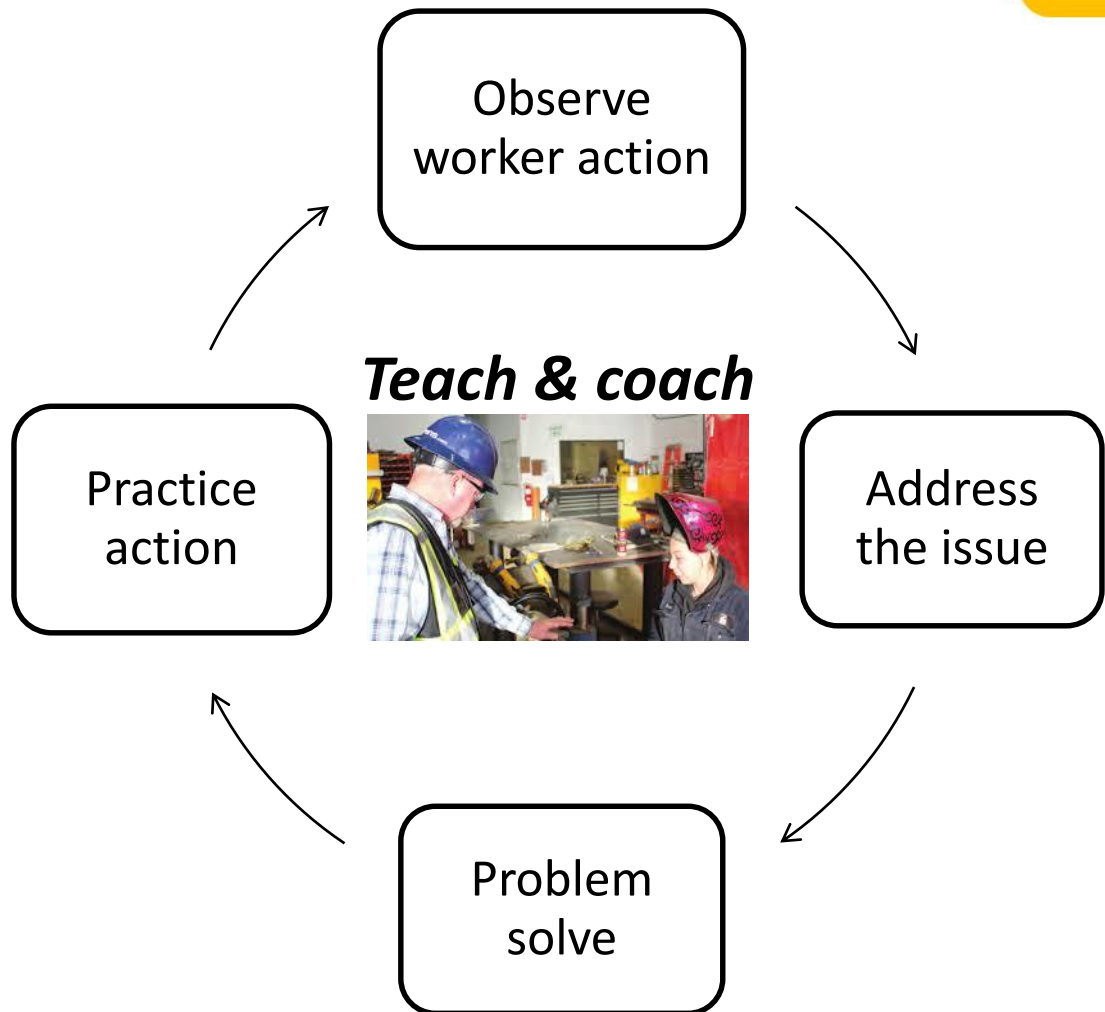
Fold the wings down to meet the bottom edge of the planes body.



# Foundations for Safety Leadership

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## How To Develop Team Members through Teaching, Coaching, and Feedback



# Foundations for Safety Leadership

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**How To  
Develop Team  
Members  
through  
Teaching,  
Coaching, and  
Feedback**

*Use the **FIST** Principle:*

Describe the **FACTS**  
Explain the **IMPACT**  
Provide **SUGGESTIONS**  
Be **TIMELY**

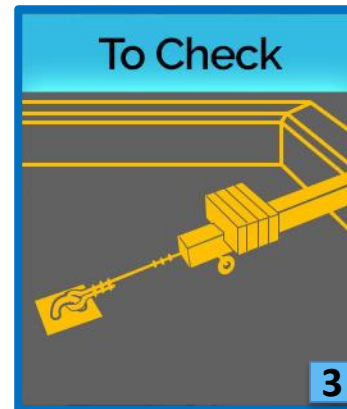
## How to

## 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

# Foundations for Safety Leadership

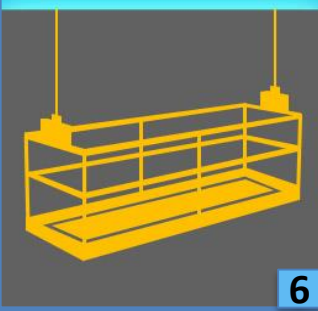


# Foundations for Safety Leadership

## 6. Do We Have To?

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Do We Have To?



Who

Role

<b>Floyd</b>	<i>Painting Perfection</i>	Foreman
<b>Ed</b>	<i>Painting Perfection</i>	Experienced Worker
<b>Tom</b>	<i>Painting Perfection</i>	Trainee/apprentice
<b>Tina</b>	<i>Painting Perfection</i>	Trainee/apprentice



**WATCH**



**READ**



**PLAY**

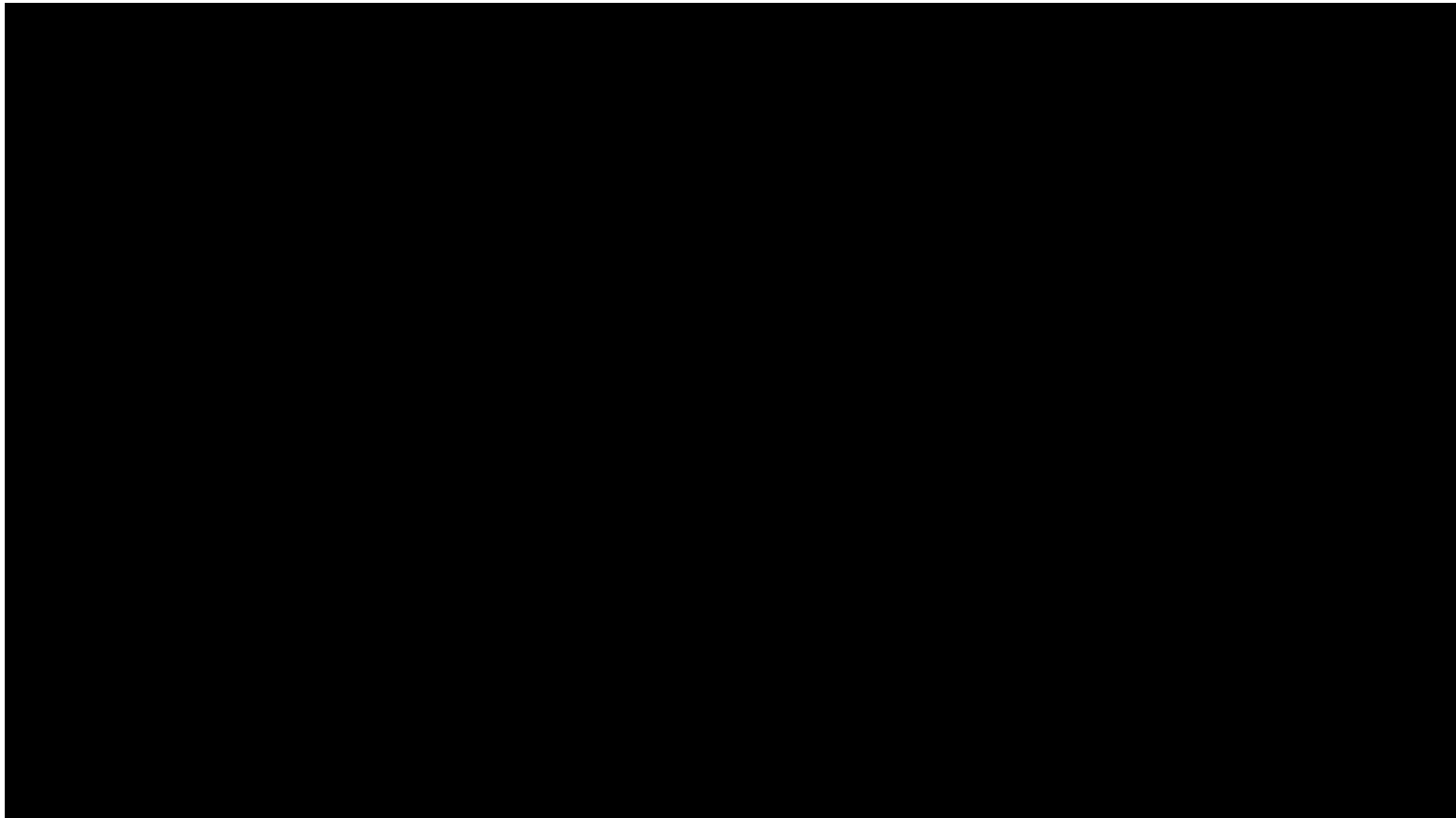


# Foundations for Safety Leadership



## 6. Do We Have To?

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*Situation*

# Foundations for Safety Leadership



## 6. Do We Have To?

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### Discussion Questions: **Situation**



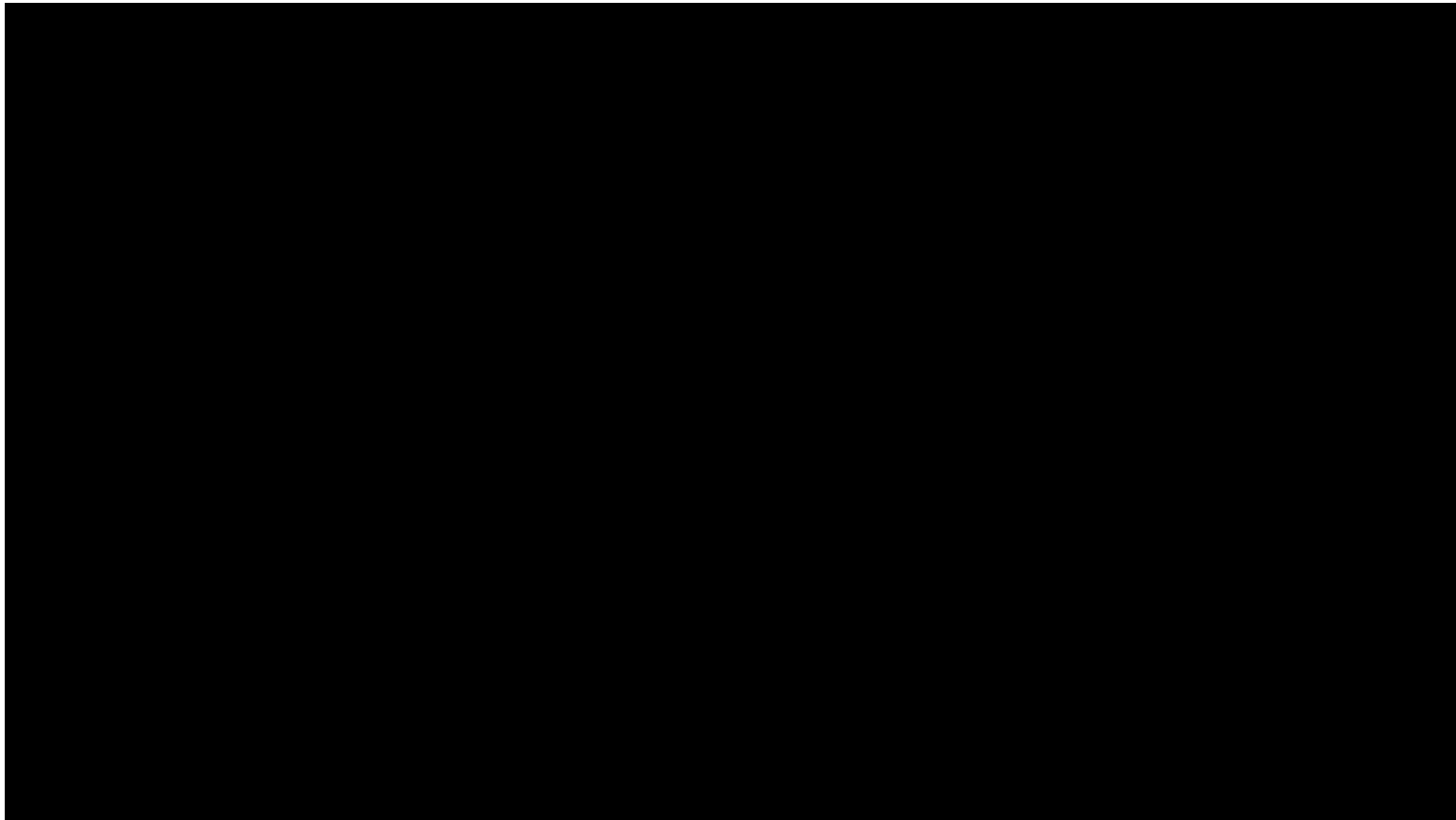
1. Keeping in mind the five leadership skills, what do you think Floyd should do?

# Foundations for Safety Leadership



## 6. Do We Have To?

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*Outcome A*

# Foundations for Safety Leadership

## 6. Do We Have To?

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### Discussion Questions: Outcome A

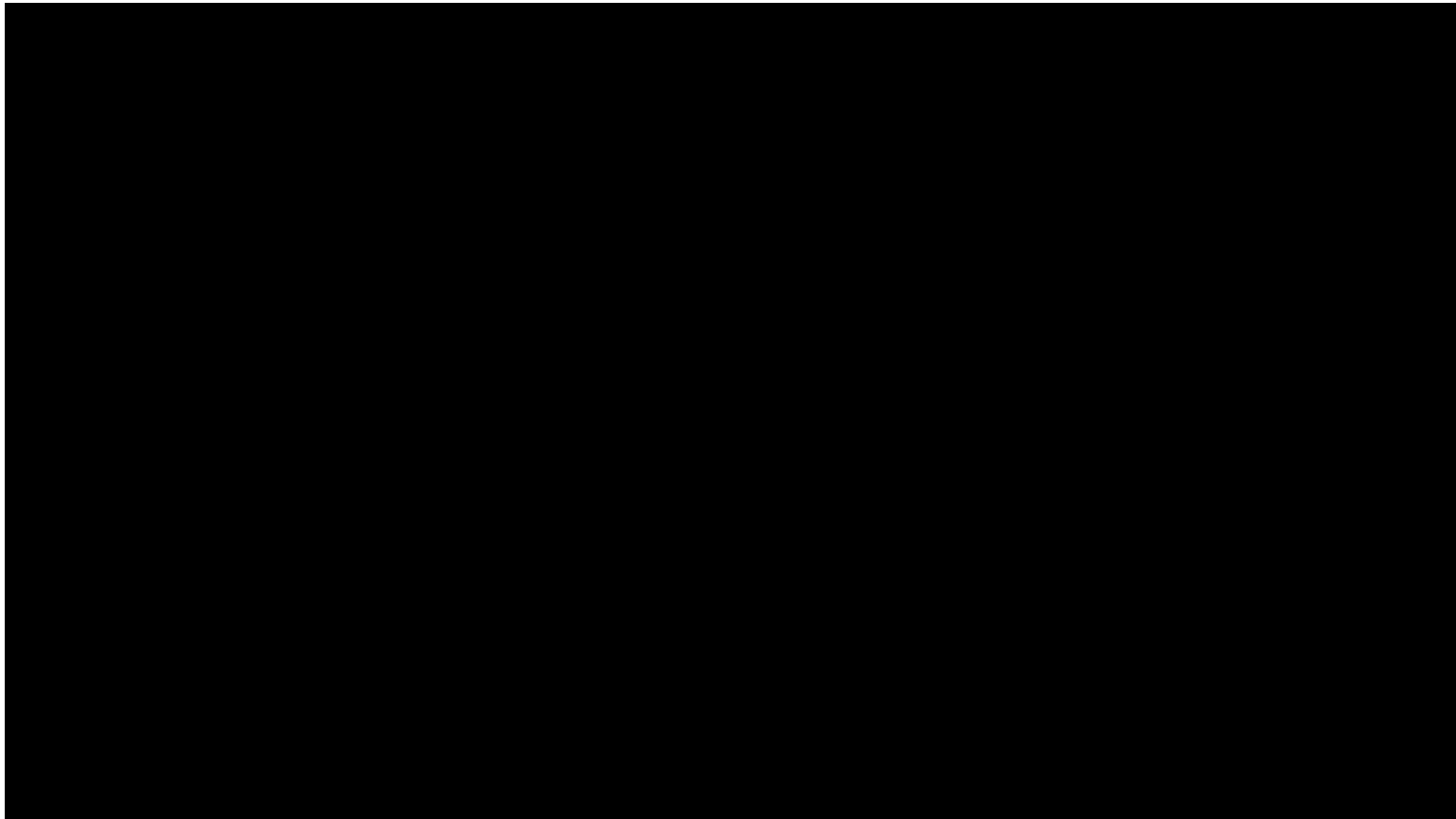
1. What are your thoughts on how Floyd handled this situation?
2. Which safety leadership skills did or did he not demonstrate?
3. What message is Floyd sending to Ed, Tina and Tom about the value of safety?

# Foundations for Safety Leadership



## 6. Do We Have To?

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*Outcome B*

# Foundations for Safety Leadership

## 6. Do We Have To?

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### 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?



# Foundations for Safety Leadership

## 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**



# Foundations for Safety Leadership

## 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



Video



# Thank you!

[lgoldenhar@cpwr.com](mailto:lgoldenhar@cpwr.com)

## **Workbook**

<https://www.cpwr.com/safety-culture/strengthening-jobsite-safety-climate>

## **S-CAT**

[www.safetyclimateassessment.org](http://www.safetyclimateassessment.org)

## **S-CAT<sup>sc</sup>**

[https://cpwr.az1.qualtrics.com/jfe/form/SV\\_3x6RhwceVP6A2z3](https://cpwr.az1.qualtrics.com/jfe/form/SV_3x6RhwceVP6A2z3)

## **FSL**

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

## **CPWR**

[www.cpwr.com](http://www.cpwr.com)



**Thank you!**

Join at [nsc.org/divisions](https://nsc.org/divisions)