National Safety Council

Foundation for Safety Leadership Program

NSC Labor Division

Join at nsc.org/divisions

CONFIDENTIAL ©2020 National Safety Council

Practical tools for improving jobsite safety climate & safety leadership

Linda M. Goldenhar, PhD
Director, Research and Evaluation
lgoldenhar@cpwr.com

NSC Labor Division Meeting
October 7, 2020

CPWR
THE CENTER FOR CONSTRUCTION
RESEARCH AND TRAINING

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:

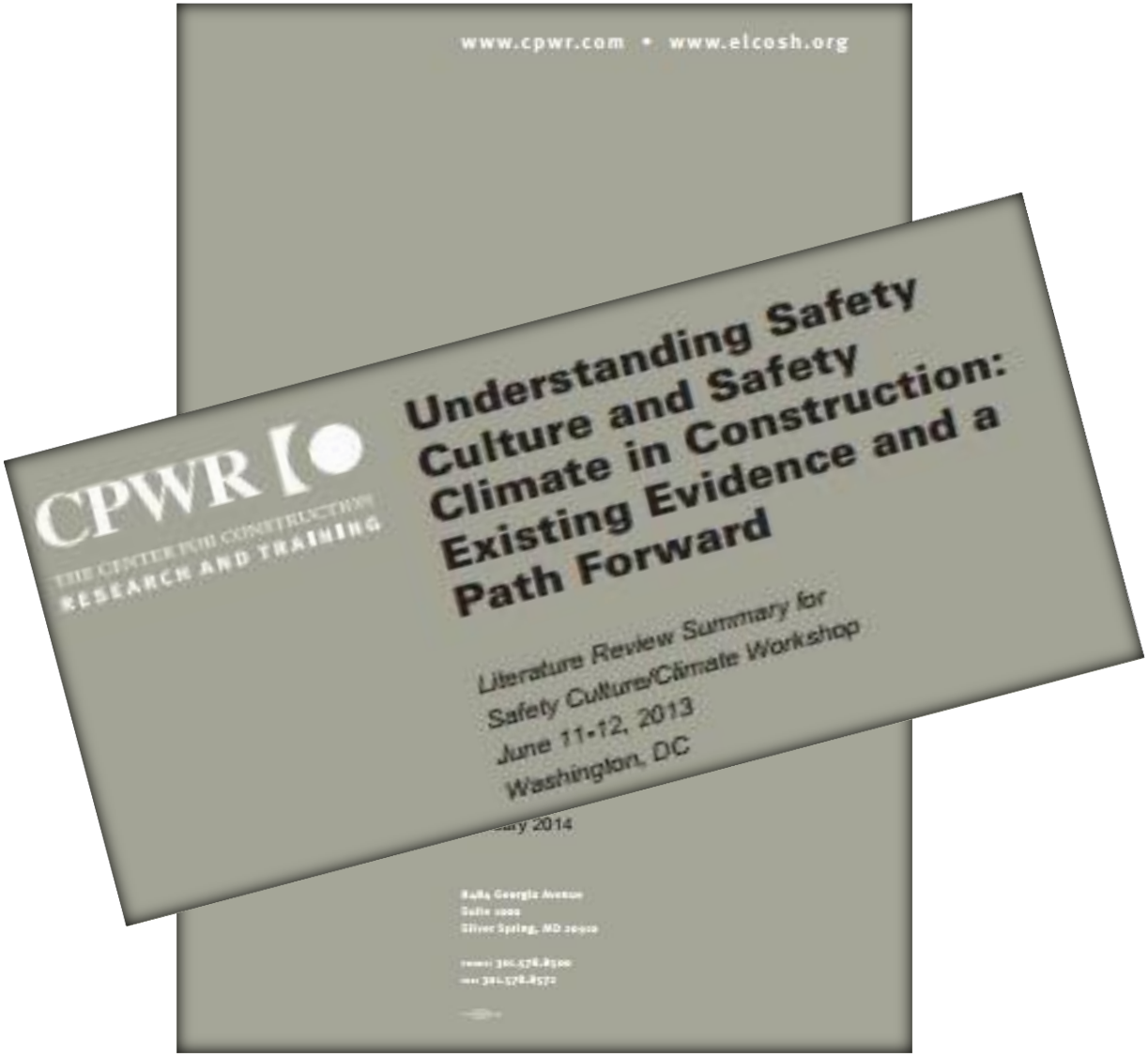
- List the 8 leading indicators of jobsite safety climate in construction
- Describe the two Safety Climate Assessment Tools and how to access them
- Describe the FSL training, the definition of a safety leader and the critical safety leadership skills needed to be an effective safety leader
- Discuss how leaders can apply the skills on their jobsites

CPWR THE CENTER FOR CONSTRUCTION RESEARCH AND TRAINING

- 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

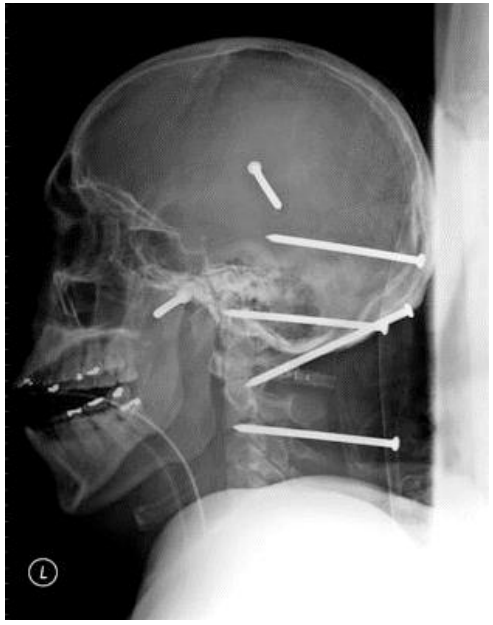


Airline

Oil/Gas

Nuclear

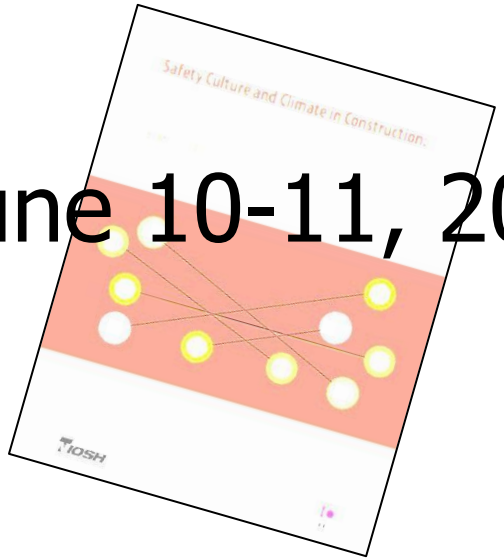
Healthcare



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**

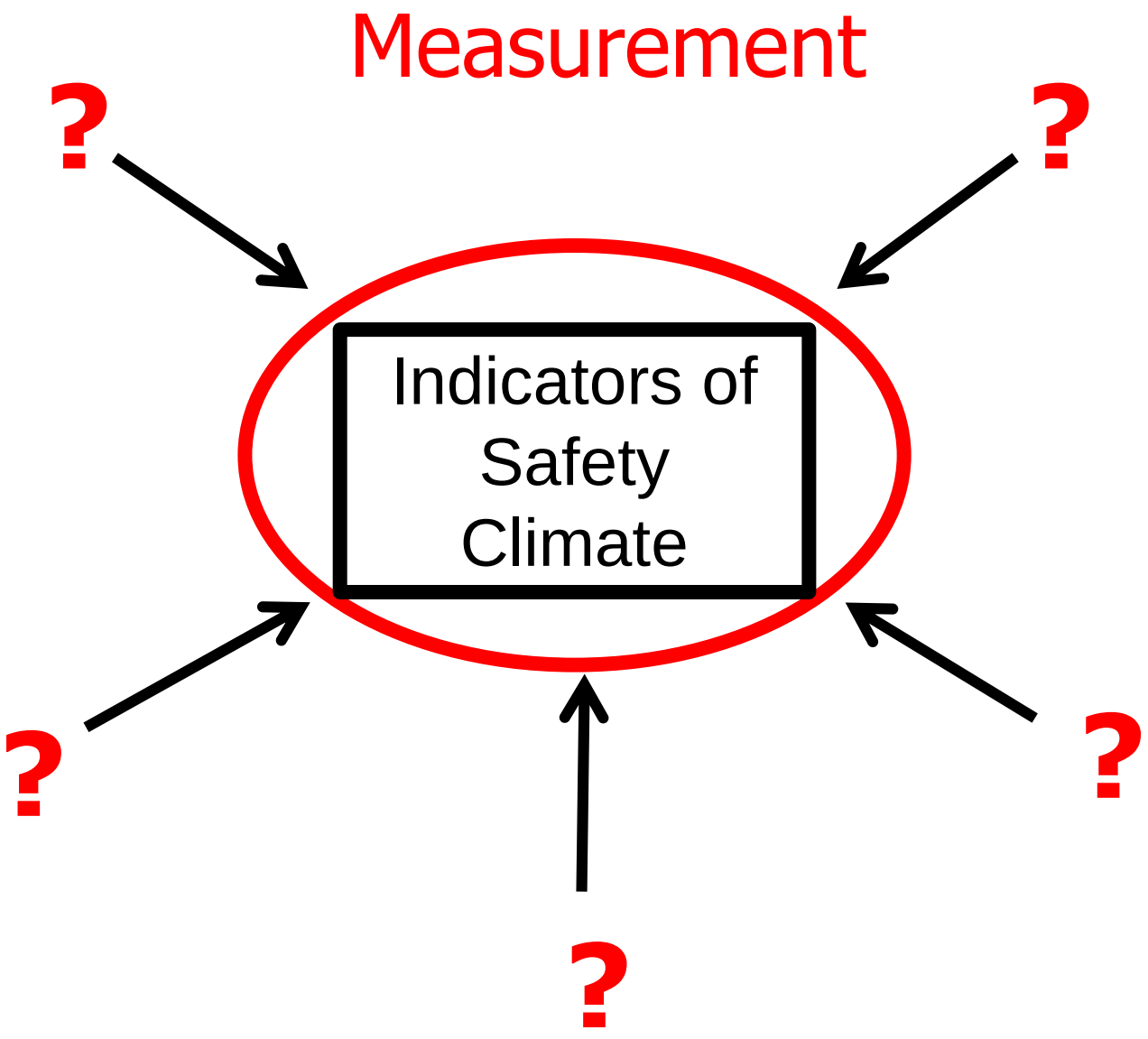
Definitions

Safety Culture

- Unspoken beliefs, attitudes, and values
- Norms about how safety is done in an organization

Safety Climate

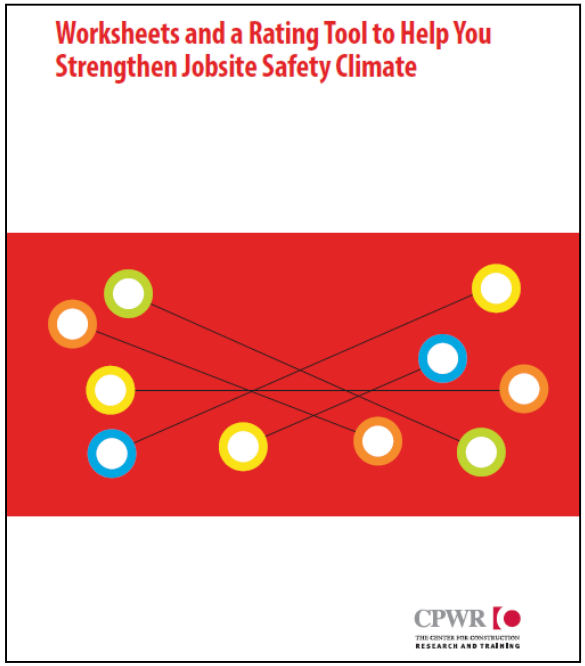
- Employee perceptions of the consistency between espoused and practiced policies and procedures
- Integration of safety climates from different entities
- Local conditions
- Better opportunity for improvement

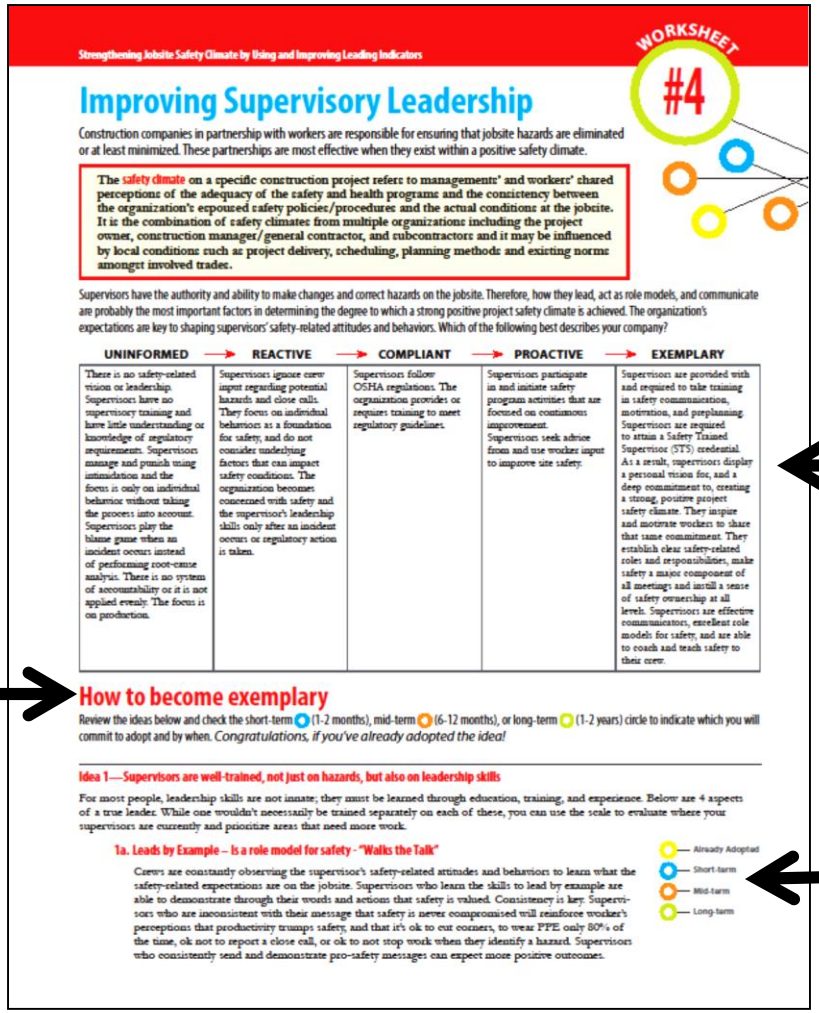

Measurement
?
?
Indicators of Safety Climate
?
?
?

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

Ideas/ Interventions

Prioritize

Safety Climate Assessment Tool (S-CAT)

Indicator-Specific Safety Management Activities

Rubric Scale For Each Activity

Safety Climate Assessment Tool (S-CAT)

Demonstrating Management Commitment

S-CAT #1

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.

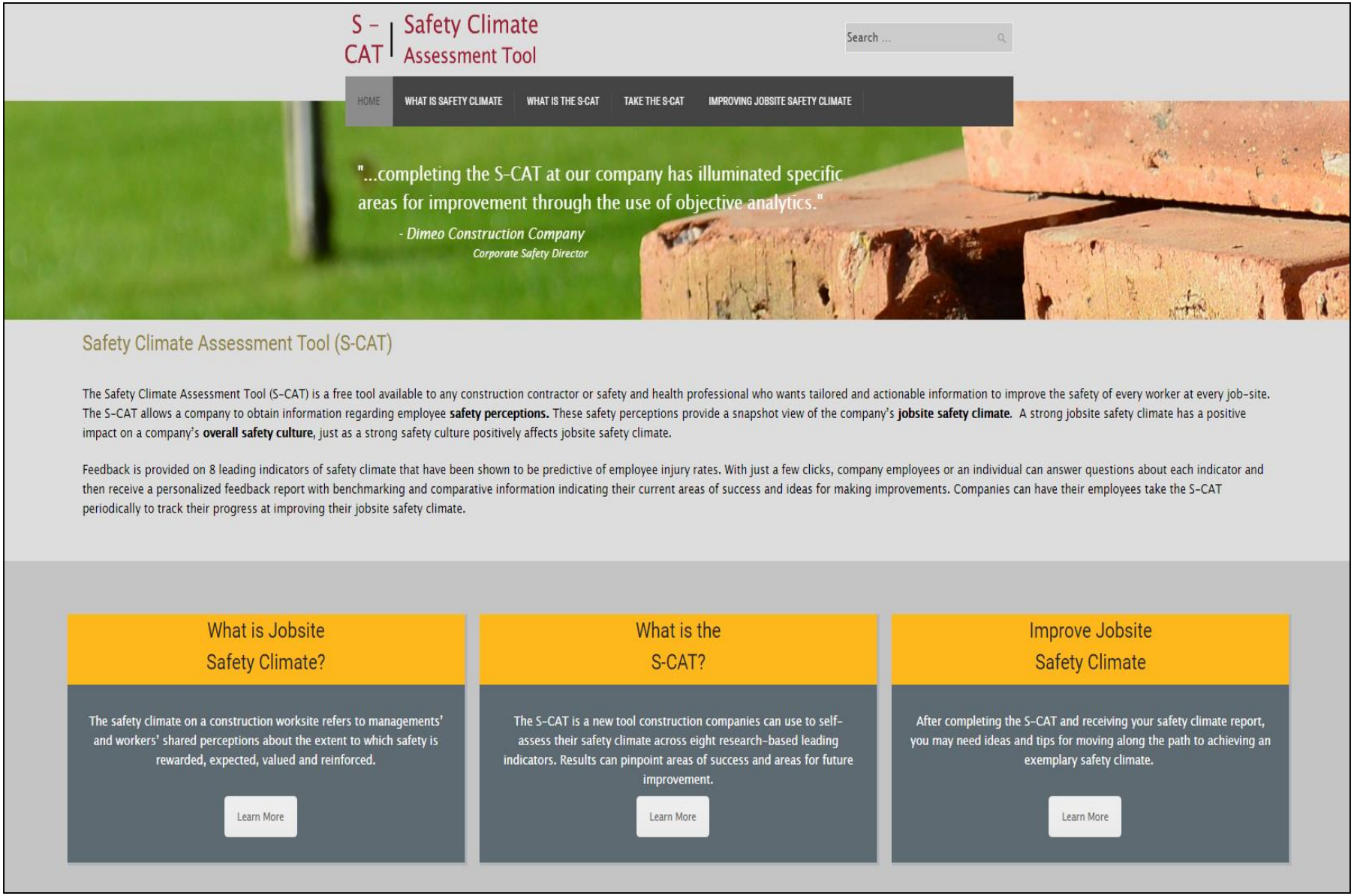
	INATTENTIVE →	REACTIVE →	COMPLIANT →	PROACTIVE →	EXEMPLARY
1. In my company, management…					
	Rarely comes to the actual jobsite.	Only comes to the jobsite after an incident has occurred.	Only comes to the jobsite when required, or makes infrequent visits.	Makes regular visits to the jobsite. Interacts mostly with management.	Frequently visits the jobsite; seeks out interactions with employees.
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 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.
3. In my company, management…					
	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.
4. In my company, management…					
	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.
5. When employees are injured, management…					
	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.
6. In my company…					
	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

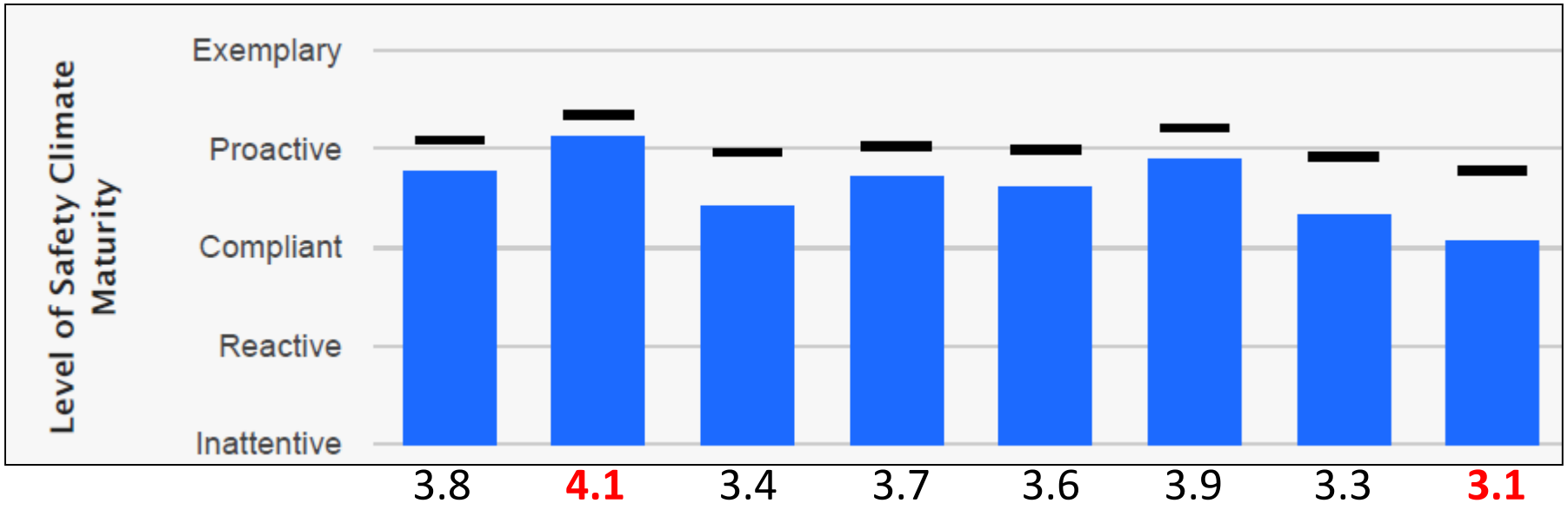
	Inattentive	Reactive	Compliant	Proactive	Exemplary
1. In my company, management…					
	Rarely comes to the actual jobsite.	Only comes to the jobsite after an incident has occurred.	Only comes to the jobsite when required or makes infrequent visits.	Makes regular visits to the jobsite. Interacts mostly 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-CAT Report

Average Scores



Overall avg. = 3.64

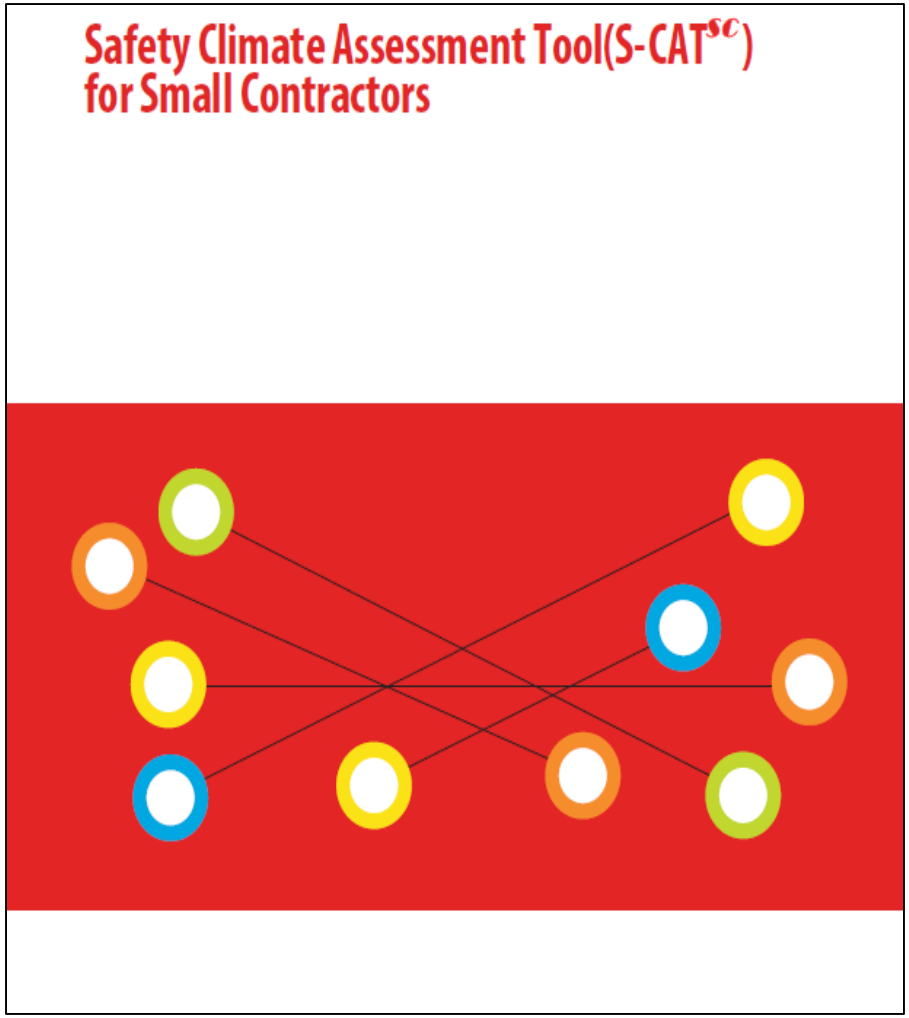
Benchmark avg. = 4.04

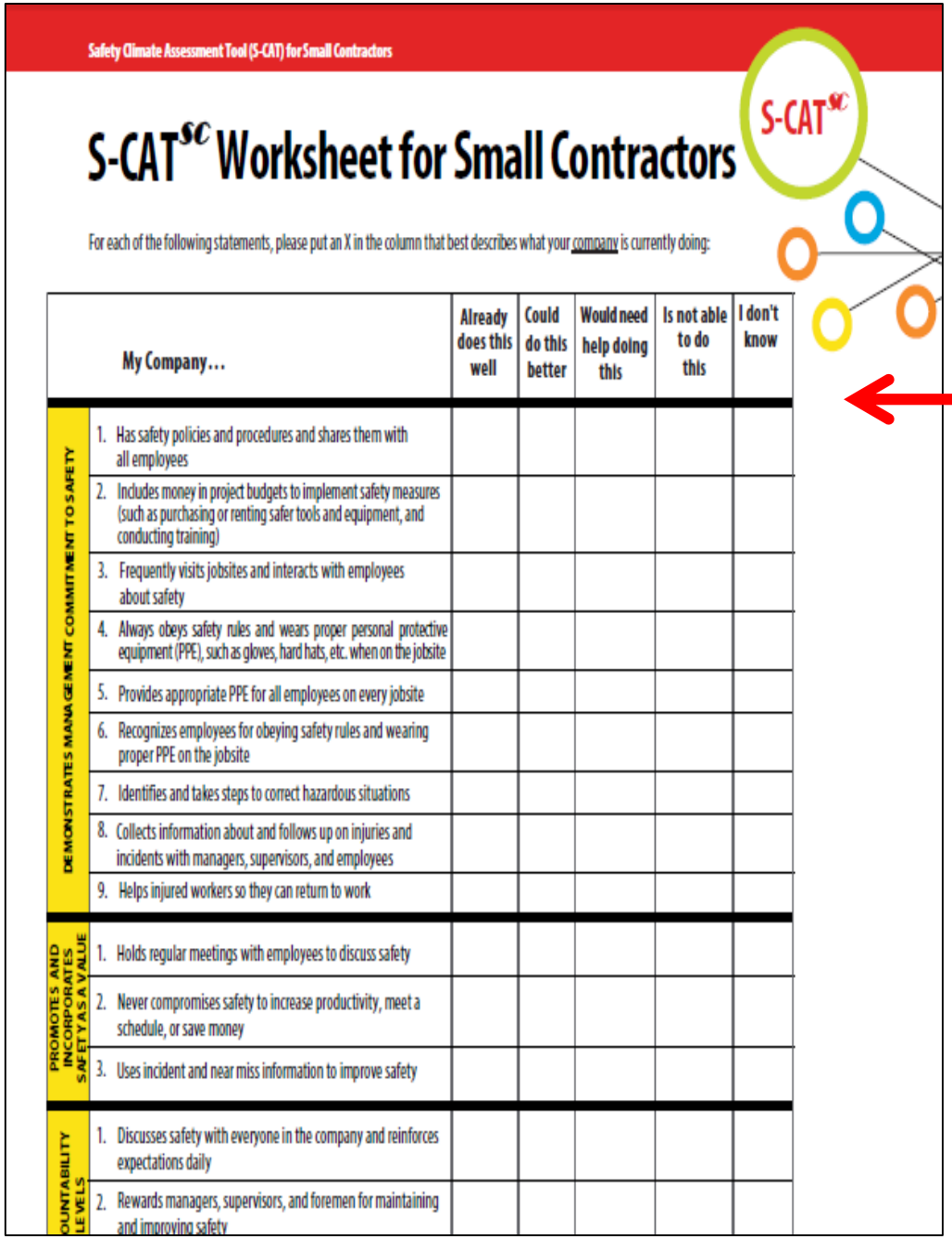
User Feedback

"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}





Safety Climate Assessment Tool (S-CAT) for Small Contractors

S-CAT^{SC} 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
DEMONSTRATES MANAGEMENT COMMITMENT TO SAFETY	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					
PROMOTES AND INCORPORATES SAFETY AS A VALUE	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					
OUNTABILITY LEVELS	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

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

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.

5 Leadership Skills

Leads by example

Engages and empowers team members

Actively listens and **P**ractices 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

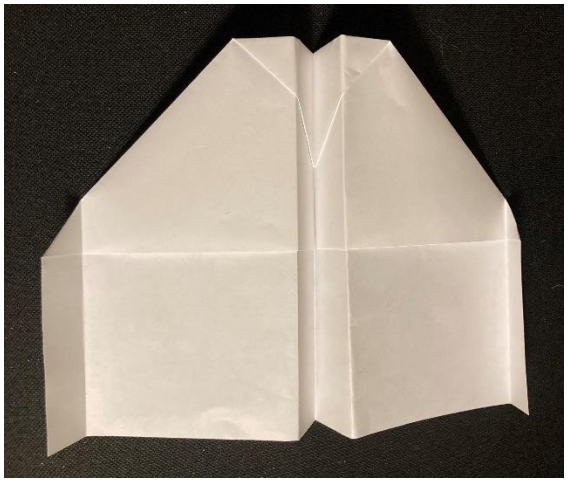
- Treat team members with respect when they are speaking
- Pay attention to non-verbal cues such as body language & eye contact
- Listen to *hear* and *understand* what is **being said** vs. just to come up with a response.
- Ask clarifying questions

How to

Actively Listen &

Practice 3-way Communication

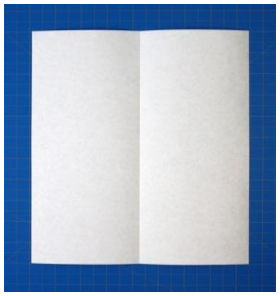
“I need paper airplanes NOW!”



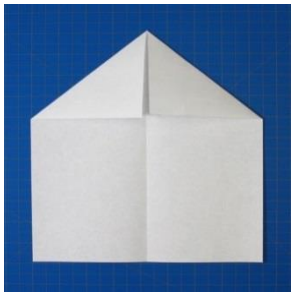
How to
Actively Listen &
Practice 3-way Communication

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

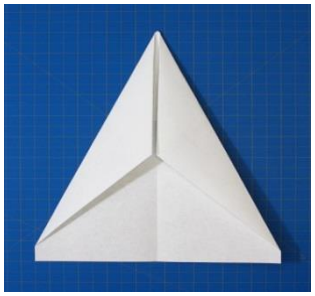
"I need paper airplanes NOW!"



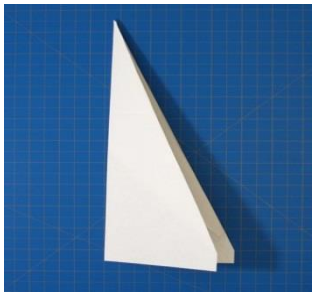
Fold the paper in half, lengthwise



Unfold and fold corners into center line

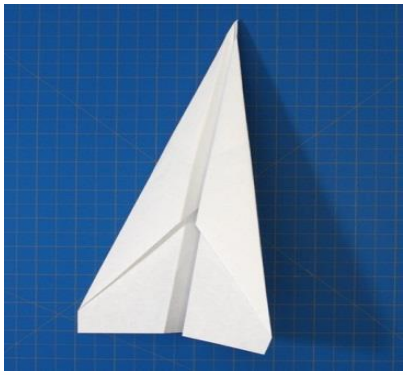


Fold the top edges to the center

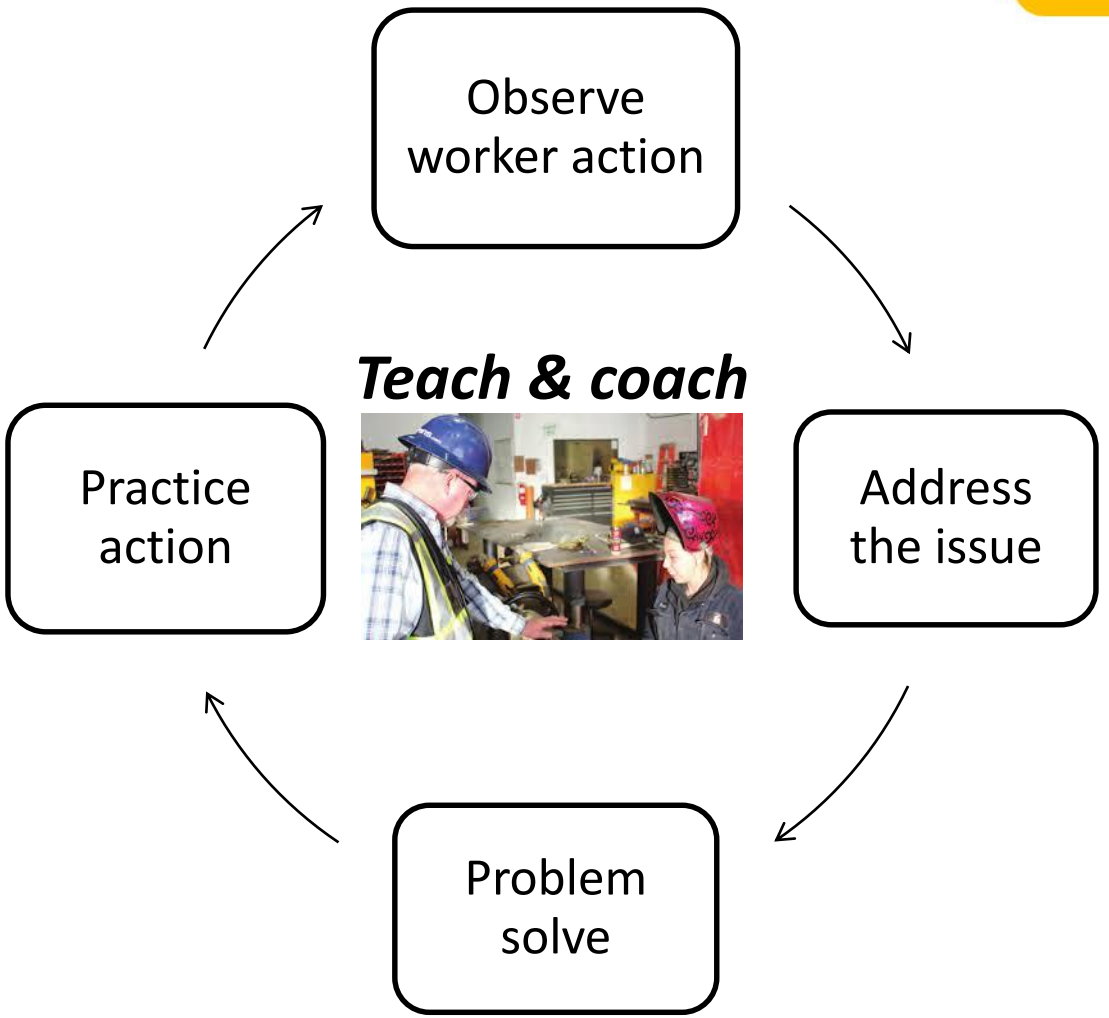


Fold the plane in half

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



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



How To

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

*Use the **FIST** Principle:*

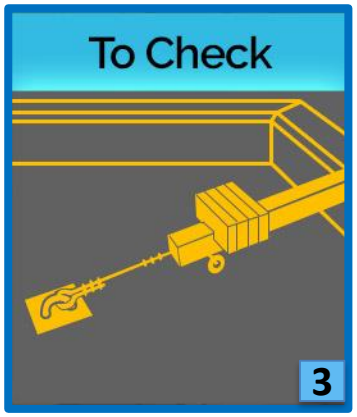
Describe the	**FACTS**
Explain the	**IMPACT**
Provide	**SUGGESTIONS**
Be	**TIMELY**

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



6. Do We Have To?

Who	Role	
Floyd	*Painting Perfection*	Foreman
Ed	*Painting Perfection*	Experienced Worker
Tom	*Painting Perfection*	Trainee/apprentice
Tina	*Painting Perfection*	Trainee/apprentice

WATCH **READ** **PLAY**

6. Do We Have To?

Situation

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?

Outcome B

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

Video

Bob Kunz

Corporate Safety Director

CONSTRUCTION HR & TRAINING PROFESSIONALS CONFERENCE

10 YEARS

DIMEO

Thank you!

lgoldenhar@cpwr.com

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

S-CAT
www.safetyclimateassessment.org

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

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

CPWR
www.cpwr.com

National Safety Council

Thank you!

Join at nsc.org/divisions

CONFIDENTIAL ©2020 National Safety Council