

Demonstrating Management Commitment

Construction management, in partnership with their employees, is 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 construction jobsite refers to managements' and employees' shared perceptions about the extent to which safety is rewarded, expected, valued and reinforced. It may be influenced by things such as project scheduling and planning methods and norms of the trades working on-site.

Management's commitment to keeping employees safe is demonstrated through their words and actions and is critical for establishing and maintaining a positive safety climate. Just saying "safety is #1!" does not automatically translate into a positive safety climate. Which of the following best describes your company?

INATTENTIVE	REACTIVE	COMPLIANT	PROACTIVE	EXEMPLARY
<p>Management rarely comes to the actual jobsite. When present, they often are poor safety role models because they break company safety policies and procedures. When employees bring concerns to management they are not acted upon and the employees are labeled troublemakers.</p>	<p>Management gets involved only after an injury occurs. They often blame employees for injuries, leading to suspension or even termination. Safety rules are enforced only after an incident or when safety audit results are negative. Their focus is on injuries and violations.</p>	<p>Management conforms to OSHA regulations, never more or less. Safety compliance is based on owner, general contractor, or regulatory directives. Managers sometimes participate in safety audits but corrective actions are focused on employee rather than on the system.</p>	<p>Management initiates and actively participates in safety audits. Managers ask employees for advice and feedback regarding hazard identification and control.</p>	

Idea #3 - Allocate adequate resources to effectively implement safety activities

resources for effective implementation and maintenance of safety-related activities. Financial resources should be allocated for OSHA 10 and 30 training for everyone in the company and also for purchasing and providing appropriate PPE for everyone on jobsites. Investing in systems for collecting and analyzing information on incidents and near miss data and reporting changes also clearly demonstrates management's commitment to prevention and continuous improvement of the jobsite safety climate.

Idea #4 - Actively participate in meetings

Management should actively participate in meetings where hazards are reviewed and initiate discussion on safety in other meetings. These types of behaviors ensure or provide an opportunity for direct communication between employees and management and help demonstrate to all employees that the company values and understands safety.

Idea #5 - Strive for Zero Hazard as well as Zero Injury jobsites

Companies should conduct job hazard analyses using safety audits or other tools. These safety audits provide guidance on where changes to processes and products might be needed to help achieve zero injuries on jobsites. Reward structures should be designed to encourage employees to report hazards and near misses on jobsites.
