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

CPWR

THE CENTER FOR CONSTRUCTION
RESEARCH AND TRAINING

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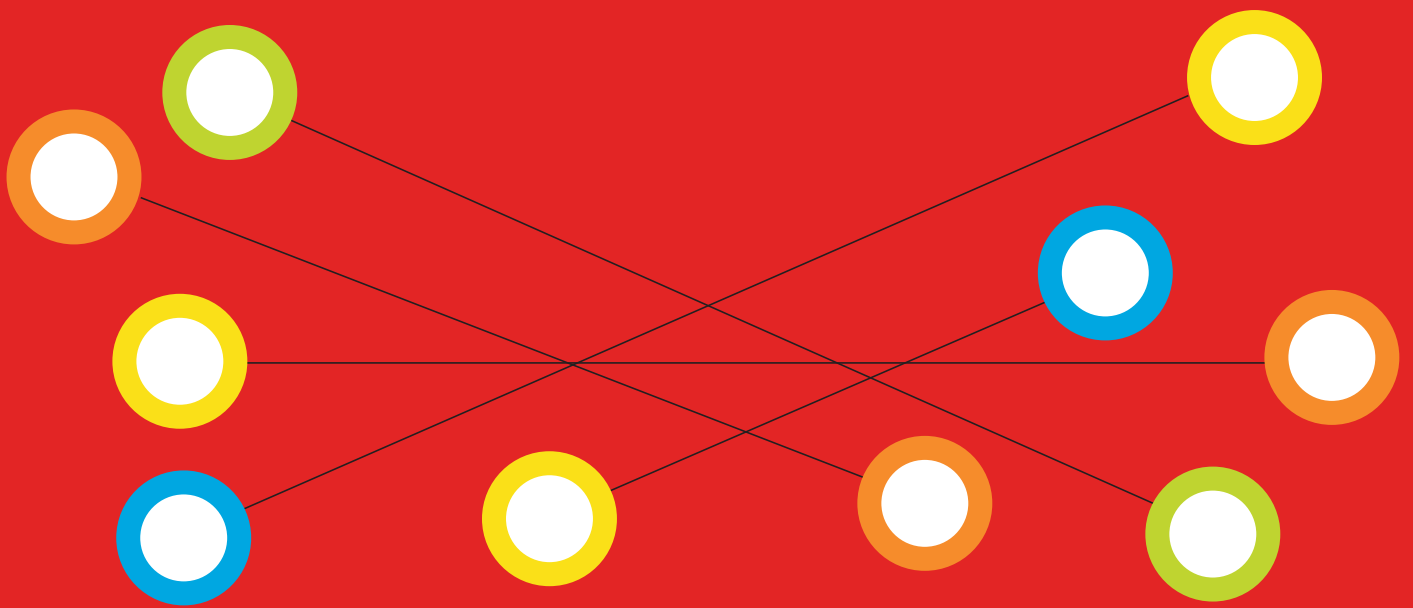
Demonstrating Management Commitment

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
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.	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.	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	Management initiates and actively participates in safety audits. Managers ask employees for advice and feedback regarding hazard Management conducts spontaneous site visits and recognizes employees for identifying hazards, working safely, and keeping co-workers safe. Management participates in safety program development and provides adequate resources to ensure a positive safety climate. Safety programs and policies are reviewed annually to ensure effectiveness and relevance.	Management integrates safety into every meeting and engages in continuous improvement regarding safety conditions and hazard reduction. External audits are used to evaluate the safety performance of top management. Managers are held accountable for safety expectations in annual performance evaluations. Safety trends are analyzed. A formal process for corrective action exists.

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 idea!*

Idea #1 - Develop safety policies, procedures, and guidelines that are aligned with other company priorities and values

Safety is relevant to many company policies and procedures. By incorporating and integrating appropriate safety language into applicable policies and procedures, employees will trust that the company truly values them and their safety. Examples include 1. Review critical operating plans for safety implications, and 2. Bid review requirements for safety supplies.

⚪ — Already Adopted
⚪ — Short-term
⚪ — Mid-term
⚪ — Long-term

Idea #2 - Be visible to employees and use correct safety behaviors

On some jobsites, employees never see senior management. Employees are more likely to appreciate, value, and internalize safety messages when they are occasionally (at least) delivered by higher-level management rather than sent down the "chain of command." Also, when senior management is on the jobsite, it is important that they act as ideal safety role models by wearing proper PPE (e.g., gloves, glasses, boots, hearing protection, etc.) and obeying all safety rules (e.g. walking in designated walkways, refraining from using cell phones while driving, etc.).

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Aligning and Integrating Safety as a Value

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Safety must be integrated into all company activities to ensure it is valued as much as all other business functions. This occurs when management clearly and consistently communicates safety expectations. Truly valuing safety means it is never compromised for productivity. Which of the following best describes your company?

INATTENTIVE	REACTIVE	COMPLIANT	PROACTIVE	EXEMPLARY
Safety is a cost; a necessary evil. Safety is not integrated in policies or procedures; the primary focus is on productivity. There is little or no budget for safety. The belief is that construction is inherently dangerous and nothing can be done to change it. Accidents are human error and are punished.	Safety is inconsistently communicated as a priority. When a project falls behind s0.5 (. Acj(;.5 Nr)-,5 (n)1 45 (c)unica5 or prosy.	0.5 (t)0.5 (ion)TJ0 -1.111falls becom0.5 (ie)0c2I3 ea55 (t)0.5falls be)0.5 (hind)TJ0 -1.5TJ0 -1.111 Td(s0		

Idea #3 - Reinforce safety through on-going training

Provide resources to ensure that supervisors and workers receive the training needed to work safely and

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Ensuring Accountability at All Levels

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Everyone involved in a construction project should be held accountable for safety, including the contractors' safety personnel and supervisors, and workers. Speci c responsibilities for implementing safety need to be clearly de ned at all levels appropriate for an individual's role, and communicated and regularly reinforced. Which of the following best describes your company?

INATTENTIVE	REACTIVE	COMPLIANT	PROACTIVE	EXEMPLARY
Safety-related expectations are not clearly articulated. Only employees are held accountable for safety performance. There are no performance reviews or safety metrics. Bonuses are based on productivity and number of reported injuries, which may discourage reporting. Incident or close call investigations result in punishment. Written safety or health policies don't exist.	Employees are automatically punished performance. Poor project safety performance carries few consequences for supervisors. Safety goals are not established and performance measures are not gathered moving forward nor used to evaluate progress.	Established safety goals are based only on OSHA guidelines. The company collects injury and illness data, but they are not shared with supervisors or workers. Incident investigations are conducted but they are not performed in a "blame-free" manner.	Safety goals go above and beyond OSHA guidelines and are used as a basis for supervisor performance and to ensure continuous improvement. All employees are recognized and sometimes rewarded for identifying hazards, reporting close calls, creating safety solutions, and for superior safety performance. Incident investigations result in	

Idea #2 - Develop, distribute, and implement written safety policies

Written safety policies should clearly describe expectations, roles, and responsibilities for establishing and maintaining a positive jobsite safety climate. The policies should be developed through a joint effort of affected staff and be signed by the owner. The policies should be distributed to and reviewed with all employees, incorporated into the company's safety manual, and be reinforced verbally on a daily basis.

Idea #3 - Conduct blame-free incident investigations

Cursory investigations of incidents that seek to blame, rather than learn, hamper the development of a positive

employees that often leads to under- or non-reporting of potential hazards, close calls, and injuries. While underreporting may improve a company's safety record, it does not lead to a stronger safety climate and may weaken it. First-line supervisors need training on how to conduct blame-free incident and close call investigations.

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Improving Supervisory Leadership

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Supervisors and foremen have the authority and ability to make changes and correct hazards on the jobsite. How they lead, act as role models, and communicate is important for creating a strong, positive safety climate. Which of the following best describes your company?

INATTENTIVE	REACTIVE	COMPLIANT	PROACTIVE	EXEMPLARY
There is no safety vision or safety leadership. Supervisors and foremen have no supervisory training and have little knowledge or understanding of regulatory requirements. Supervisors and foremen manage and punish using intimidation. The focus is on individual behavior without taking the process into account. Supervisors and foremen play the blame game when an incident occurs instead cause.	Supervisors and foremen ignore workers' input regarding potential hazards and close calls. Supervisors and foremen focus on individual behavior as a foundation for safety and do not consider underlying factors that can impact safety. The company becomes concerned with safety and the supervisor's or foreman's leadership skills only after an incident or regulatory action occurs.	Supervisors and foremen are trained and are guided by, and follow OSHA regulations, never going above or beyond.	Supervisors and foremen lead by participating in, and initiating, safety program activities that focus on continuous improvement. Supervisors and foremen seek advice from, and use, workers' input to improve safety.	Supervisors and foremen display a personal vision for, and a deep commitment to, creating a strong, positive project safety climate. They inspire and motivate workers to share their 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 and foremen are effective communicators, excellent role models for safety, and they coach and teach safety to workers in their crews.

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 idea!

Idea #1 - Train supervisors and foremen on leadership skills

For most people, leadership skills must be learned through education, training, and experience. Below are four aspects of a true leader. While one would not necessarily be trained separately on each of these, the scale can be used to evaluate where supervisors and foremen are currently and prioritize areas for improvement.

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

Workers are constantly observing their supervisor's and foreman's safety-related attitudes and

1c. Is a Coach

Supervisors and foremen with good coaching skills create safety goals collaboratively with workers and help them achieve goals by removing barriers and providing feedback. Constructive feedback is essential and is a skill that can be learned using these steps. Initially, the supervisor or foreman tells the worker what was observed and why it was risky and the potential outcomes if the activity continues. Next, they would work together to create a goal and a plan for making changes (if needed). Timely feedback should occur frequently. Remember that goals should be in line with the overall expectations of the safety management system and should drive continuous improvement.

1d. Motivates Others

Supervisors and foremen motivate workers by empowering them to participate in their own and each other's safety. They must ensure everyone understands the expectations, obligations, and opportunities including: attending and providing input at daily pre-task planning meetings, taking all required safety training and applying information learned, stopping work and notifying their supervisor or

a supervisor or foreman listens, takes worker input seriously, and involves them in implementing suggestions. When an incident happens, a supervisor and/or the foreman and the workers should

reduce the risk, and prevent future incidents.

Idea #2 - Include leadership skills in performance evaluations

Performance evaluations should emphasize the supervisor's and foreman's safety leadership skills and their contribution toward achieving safety goals. A competency based scale (like the one above) could be developed that lays out the expectations for poor to superior performance. The scale would contain leadership behaviors described above, and evaluation information could be gathered by asking the workers for input and also by observing the supervisor's and foreman's on-site leadership behaviors. Management should discuss the strengths

.- Include leadership skills in performance evaluations

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Empowering and Involving Employees

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The **safety climate**

Idea #4 - Provide and encourage employees to use anonymous suggestion boxes and/or a call-in number

Some employees might not be comfortable making safety suggestions directly to their supervisor or foreman but they should still be given the opportunity to do so. Providing anonymous suggestion boxes or a call-in number empowers employees to make suggestions to address concerns when trust may be a problem. Place boxes in multiple locations where secrecy can be maintained, and also periodically remind and encourage employees to use

and reward good suggestions.

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Improving Communication

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.

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Idea #4 - Create opportunities to communicate directly with employees about safety

Companies should use both formal and informal methods to facilitate consistent and open communication about safety among project owners, management, and employees. Open dialogue helps employees trust that management values safety, which empowers them to participate in protecting themselves and their co-workers. Project owners should be visible, accessible, and engage in two-way dialogue with employees. It is critical that management be sensitive to non-English speaking employees to ensure they can meaningfully participate in safety discussions. Some mechanisms for creating an open dialogue both on and off the jobsite include:

4a. Joint employee-management engagement committees or safety action groups

These committees distribute power and responsibility for safety-related decision making, which encourages mutual trust between employees and management. Barriers to employee participation should be eliminated.

4b. Daily safety discussions

Daily safety discussions (or huddles) provide an excellent opportunity to involve and empower employees in identifying and addressing hazards in a ti.5 (sso05C6ssing hazar)-0.6ds 0b0ident)0.05C6mh)-0. 0.5 (c)0.5 (ommi12.9v)19 (oa.3

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Idea #4 - Role Modeling

Educate supervisors and foremen on the importance of being good safety role models. For example, they should always use proper personal protective equipment (PPE), insist workers (and managers who come on site) do so as well, and maintain accountability expectations. When addressing worker complaints, supervisors and foremen need to keep in mind that their risk perceptions may be different than the workers.

Workers – Provide ongoing worker training to promote a consistent message that safety is as important as productivity. This message should be reinforced (at least) at daily and/or weekly safety meetings (huddles), daily

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Encouraging Owner/Client Involvement

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Project owners/clients have the authority to develop and issue project policies, shape bid practices, and approve budgets – all of which, if done with a focus on safety, can result in an excellent safety climate and project performance. Which of the following best describes your company?

INATTENTIVE	REACTIVE	COMPLIANT	PROACTIVE	EXEMPLARY
Project owner/client does not require safety contractors, and makes selections based on lowest bids. Project owner/client has no understanding of or presence in the safety process.	Contractors with poor safety records may be excluded from bidding, but there are no meetings to discuss why the safety record is poor or how to improve. Data aren't reviewed for trends.	Project owner/client relies exclusively on federal, state, and local safety laws for use low bid for selecting contractors. Project owner/client depends on conventional methods of insuring the job (e.g., insurance provided by the contractors).	Project owner/client communicates safety expectations to contractors and consistently enforces them on-site. There is a site- each job that all contractors are required to follow. There are regularly scheduled safety meetings with all contractors and owners. Injury and illness trends are used to determine weaknesses. Safety programs are reviewed at least annually.	Contractors are selected based on safety practices/climate rather than low bid. Project owner/client participates in daily planning meetings, are regularly on-site to connect with and learn from employees, and there is a representative on-site to monitor and assist with safety program implementation. Prevention through Design (PtD) is used in the design and planning phases, which includes employees. Project owner/client provides adequate resources to ensure that safety is valued as much as productivity.

How to become exemplary

Review the ideas below and check the short-term ⭕

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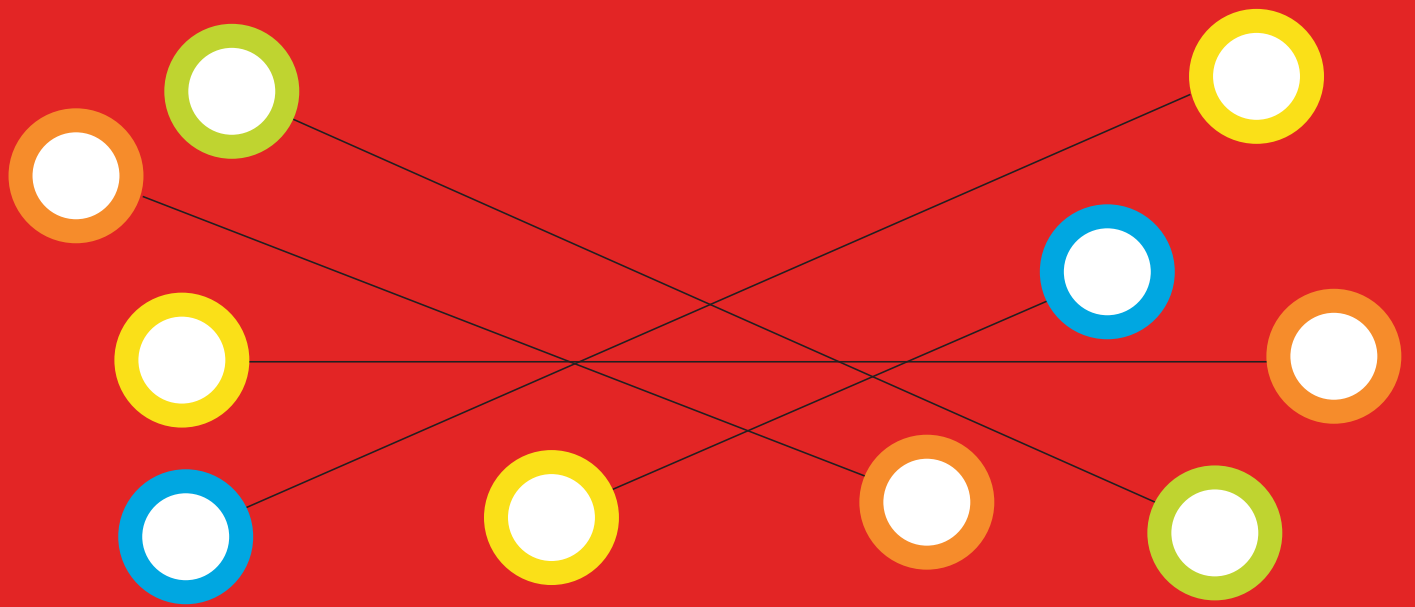
Safety Climate Assessment Tool (S-CAT)
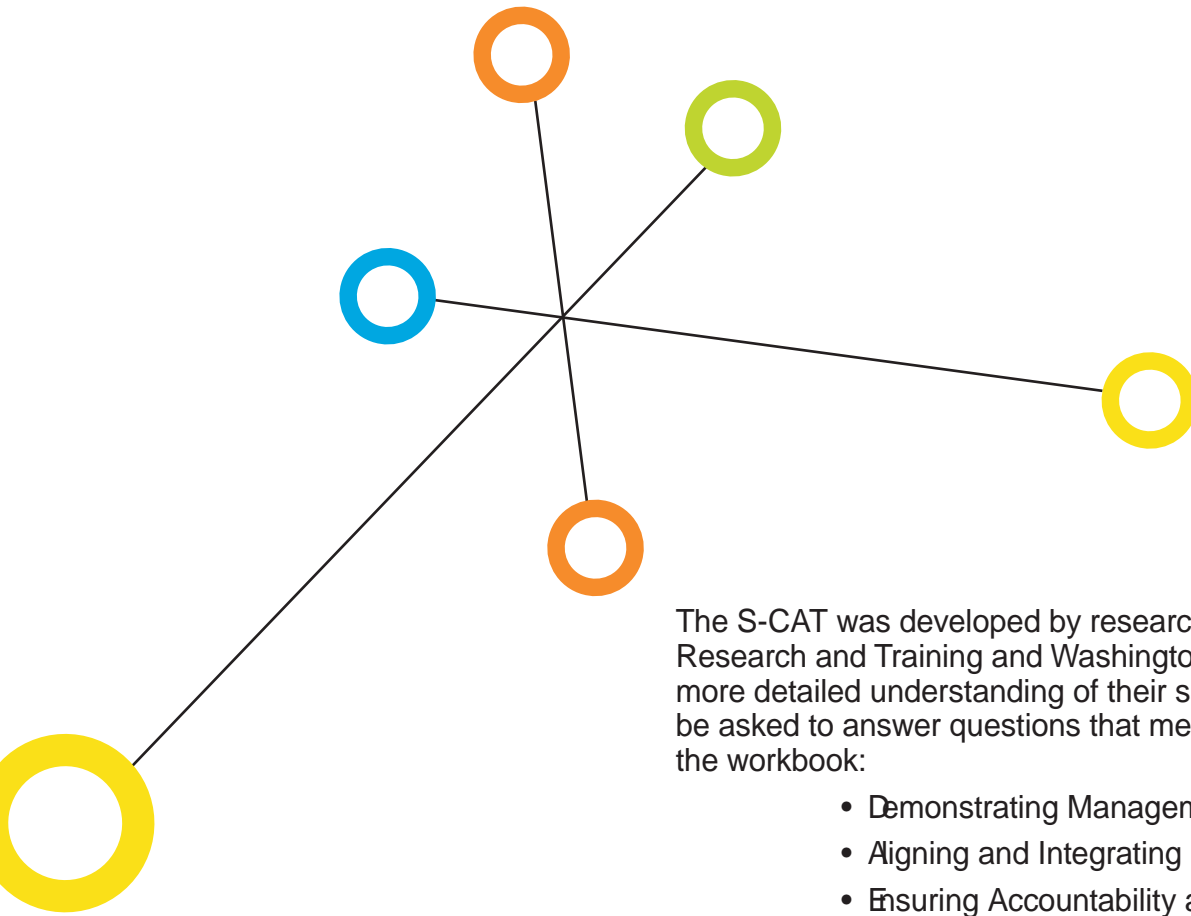
The S-CAT was developed by researchers at CPWR – The Center for C
Research and Training and Washington State University to help a comp
more detailed understanding of their safety climate. On the next few pa
be asked to answer questions that measure the eight leading indicators
the workbook:

- Demonstrating Management Commitment
- Aligning and Integrating Safety as a Value
- Ensuring Accountability at All Levels
- Improving Supervisory Leadership
- Empowering and Involving Employees
- Improving Communication
- Training at All Levels
- Encouraging Owner/Client Involvement

A company can copy and share this paper version with their employees
a discussion and then ask them to enter their answers anonymously on
www.safetyclimateassess After completing the free online version of the
S-CAT, an individual or company can generate a report that presents th
climate maturity, overall and across the 8 leading indicators, and compa
to other construction companies.

Aligning and Integrating Safety as a Value

Organizations align and integrate safety as a value by engaging in the following activities:

1. Safety is viewed by all as a core value.
2. S

Ensuring Accountability at All Levels

Improving Supervisory Leadership

Exemplary supervisory leadership is demonstrated within an organization by engaging in the following activities:

1. Having a safety vision and being committed to safety.
2. P

Empowering and Involving Employees

Organizations empower and involve employees by engaging in the following activities:

1. Empo

Improving Communication

Organizations can communicate better by engaging in the following activities:

1. Establishing and maintaining an open line of communication between employees and all levels of management.
2. Disseminating safety trends to employees and managers.
3. Promoting organization-wide safety awareness via activities such as newsletters, alerts, and toolbox talks, etc.

For each item below, carefully read the descriptions in each box going from inattentive all the way to exemplary. Circle the

Training at All Levels

Organizations demonstrate commitment to training by engaging in the following activities:

1. Providing formal safety trainings for employees, supervisors, and managers.
2. Requiring OSHA certification for employees and supervisors; as well as additional certification for supervisors.
3. Training curriculum is tailored to the specific roles and responsibilities at each level of the organization.
4. Formal and informal training needs assessments are conducted and used.
5. Training knowledge and certificates are verified for all employees and contractors.
6. Safety training and curriculum are delivered by qualified content experts.

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 the degree to which safety training is provided to individuals at all levels of the company.

INATTENTIVE	REACTIVE	COMPLIANT	PROACTIVE	EXEMPLARY	
1. My company…					
Does not provide formal safety training. Assumes employees are trained properly when they come on-site.	Only provides formal safety training in response to adverse safety events; commitment to training diminishes over time.	Only provides formal safety training as often as required by OSHA. Majority of training is provided via toolbox talks.	Provides frequent formal safety training for employees, supervisors and managers.	Ongoing safety training is viewed as being critical for continuous improvement. Provides frequent formal safety training to all employees and even owners/clients.	NA
2. In my company…					
No certification required for employees or supervisors.	Employees and supervisors can voluntarily pursue the OSHA 10-hour certificate.	Employees and supervisors are required to be have only the OSHA 10-hour certificate.	Employees are required to obtain the OSHA 10-hour certificate. Supervisors are required to obtain the OSHA 30-hour certificate.	In addition to the OSHA 30-hour certificate, supervisors are strongly encouraged and provided with resources to obtain other certificates (e.g. Safety Trained Supervisor, STS).	NA
3. In my company…					
Training, if implemented at all, is very general.	The training that exists is aimed exclusively at individual employee behavior and is developed in response to an adverse event.	An off-the-shelf curriculum is used to meet OSHA and management system			

Encouraging Owner/Client Involvement

Owners/clients demonstrate jobsite safety involvement by engaging in the following activities:

1. Being visible on the jobsite.
2. Holding contractors accountable for safety.
3. Prioritizing safety when selecting contractors.
4. Utilizing Prevention through Design (PtD) to prevent or reduce jobsite hazards.
5. Aligning owner incentives with safety.
6. Holding project owners accountable for safety.

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 the degree to which owners/clients participate in and are held accountable for safety.

INATTENTIVE	REACTIVE	COMPLIANT	PROACTIVE	EXEMPLARY	
1. At my jobsite, the owner/client…					
Does not have an understanding of, or presence in, the safety process.	Only comes to the jobsite for safety related concerns after an incident has occurred.	Is visible only to the degree required by regulatory guidelines.	Makes an effort to conduct regular safety walk-throughs as the project progresses.	Regularly seeks opportunities to connect with and learn from employees (e.g., participate in employee orientation, attend daily planning P H H W L Q J V	NA
2. At my jobsite, the owner/client…					
Does not hold contractors accountable for on-site safety.	Raises safety concerns with contractors only after an adverse safety event occurs.	Holds general contractor accountable for regulatory safety requirements.	Comm3.250.5(c)0.5(ount)0.5(able)-4.55(s not)0.5(s2Tw T* [(c)0.5s13.7(a NAaf68905,00.5<0011>-4.5C011>-4.005,00.5<50.511acable	[(c)0.5s13.7(a	

About Your Organization

For us to most e ectively provide you with feedback, we hope you will answer the following questions.

Pick the category below that best describes the work your company primarily does. (please check only one)

○ I'm not in the construction industry

○ Single-family Housing Construction

○ Residential Construction

○ Operative Builders

○ Industrial Buildings and Warehouses

○ Nonresidential Construction

○ Highway and Street Construction

○ Bridge, Tunnel, and Elevated Highway

○ Water, Sewer, and Utility Lines

○ Heavy Construction

○ Plumbing, Heating, Air-conditioning

○ Painting and Paper Hanging

○ Electrical Work

○ Masonry and Other Stonework

○ Terrazzo, Tile, Marble, Mosaic Work

○ Carpentry Work

○ Floor Laying and Floor Work

○ Roo ng, Siding, and Sheet Metal Work

○ Concrete Work

○ Water Well Drilling

○ Structural Steel Erection

○ Glass and Glazing bh.104 q 1 0 0 1 333.9122 202.4294 cm