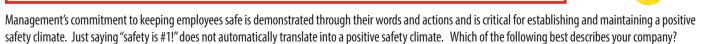
## **Demonstrating Management Commitment**

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.



**INATTENTIVE REACTIVE COMPLIANT PROACTIVE EXEMPLARY** Management rarely comes Management gets involved Management conforms Management initiates and Management integrates to the actual jobsite. When actively participates in only after an injury to OSHA regulations, safety into every meeting present, they often are poor occurs. They often blame never more or less. Safety safety audits. Managers ask and engages in continuous safety role models because employees for injuries, compliance is based on employees for advice and improvement regarding they break company safety leading to suspension or owner, general contractor, feedback regarding hazard safety conditions and hazard policies and procedures. even termination. Safety or regulatory directives. identification and reduction. reduction. External audits Managers sometimes are used to evaluate the When employees bring rules are enforced only after Management conducts spontaneous site visits and concerns to management an incident or when safety participate in safety audits safety performance of top they are not acted upon and audit results are negative. but corrective actions are recognizes employees for management. Managers the employees are labeled Their focus is on injuries focused on employee rather identifying hazards, working are held accountable for troublemakers. and violations. than program deficiencies. safely, and keeping cosafety expectations in annual performance evaluations. workers safe. Management participates in safety Safety trends are analyzed. program development and A formal process for provides adequate resources corrective action exists. to ensure a positive safety climate. Safety programs and policies are reviewed annually to ensure effectiveness and relevance.

## 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.

## 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.).



Long-term

**Already Adopted** 

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Idea #3 - Allocate adequate resources to effectively implement safety activities	Already Adopted
While written safety policies and procedures are necessary, it is critical that management provides sufficient 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.	Short-term
	Mid-term
	Long-term
Idea #4 - Actively participate in meetings	Already Adopted
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.	Short-term
	— Mid-term
	O— Long-term
Idea #5 - Strive for Zero Hazard as well as Zero Injury jobsites	— Already Adopted
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 proactively identify hazards (good catch) and report close calls and injuries.	— Short-term
	Mid-term
	Long-term
Idea #6 - Create formalized process for corrective action	— Already Adopted
Management should take all employee safety concerns seriously and promptly address them. When concerns are ignored, or if there is retaliation, employees may be less likely to report hazards in the future. Establishing a formal process for reporting and responding to safety concerns and for conducting blame-free investigations reflects a strong commitment to safety. Management should review all incident reports, determine contributing factors, and communicate their findings to all employees. Consider creating an "action list" to show how issues raised are being addressed and placing the list in a prominent location. This reinforces the message that employee contributions to creating a positive safety climate are valued and helps keep them involved. Keeping	— Short-term
	Mid-term
	Long-term

operations.

track of hazards and injuries over time provides a directed approach to identifying systematic problems in safety