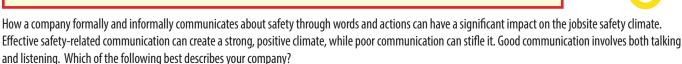
Improving Communication

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.

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 No system exists for Management normally Supervisors and foremen Workers are encouraged Workers, supervisors, and employees to speak directly responds to employees' pass safety-related to report safety concerns management are actively to management, and complaints when raised, information to the workers and issues either to their engaged in on-going communication is one-way although it may not be in their crews as required by supervisor, foreman, or communication about prompt. Employees are (no dialogue). Supervisors management and OSHA. directly to management. safety. Workers get timely sporadically provided feedback after action is and foremen do not share Workers actively participate concerns raised by the with informal feedback in incident reviews. taken. There are formal workers in their crews with on hazard reports and Supervisors and foremen systems for gathering management. incident/injury information. initiate hazard identification feedback and sharing Issues are not tracked. and safety discussions with incident information. and information is not workers. shared on how employees' concerns were or will be addressed.

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 - Review company safety materials to ensure a consistent positive safety climate message **Already Adopted** There are many communication channels within an organization, both formal and informal. Mixed messages Short-term about safety and productivity can severely damage the mutual trust between employees and management that is necessary for a positive safety climate. Management should evaluate all materials and communication processes to ensure safety is consistently highlighted and equal to other company goals and objectives. Supervisors and Long-term foremen should be aware that their actions and behaviors can negatively affect communication or negate the message that safety is valued. Idea #2 - Communicate contents of policies and procedures to all employees **Already Adopted** Not all company policies and procedures focus on safety. However, even those that do not should be reviewed Short-term to see if there may be a safety component to include. Ensure policies and procedures are written clearly and are Mid-term available and understood by all employees, including all non-English speaking employees. Take time to review policies and procedures with all employees at hire, at least annually, and also when any organizational changes Long-term occur. Idea #3 - Be transparent about how employees' safety concerns will be addressed **Already Adopted** As issues arise, be visible and engage employees in reviewing related policies and procedures. Consider developing Short-term an online incident reporting system employees can use to notify management when a close call or hazardous Mid-term condition occurs. Also consider creating an "action list" and post it in a visible place to show how issues raised by employees are being addressed. Long-term

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:

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4a. Joint employee-management engagement committees or safety action groups	— Already Adopted
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.	Short-term
	Mid-term
	Long-term
4b. Daily safety discussions	— Already Adopted
Daily safety discussions (or huddles) provide an excellent opportunity to involve and empower employees in identifying and addressing hazards in a timely manner. They take approximately 15 minutes and are part of pre-task daily planning where possible hazards and how to prevent them are discussed.	Short-term
	— Mid-term
	Long-term
4c. Joint walk-arounds and informal conversations with employees	— Already Adopted
A joint management-employee team site walk-around helps identify and address new concerns as they emerge during the day. Informal conversations with employees throughout the day are an effective way to reaffirm that safety is valued and promote ongoing two-way conversations between employees and management about potential safety concerns.	Short-term
	Mid-term
	Long-term