



## Strengthening leaders' ability to improve jobsite safety climate

### Leadership skills for strengthening jobsite safety climate

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#### Overview

Construction foremen and other frontline leaders may lack the leadership skills to create a strong jobsite safety climate. Many firms send their lead workers to the OSHA 30-hour course, but for years it did not include a leadership training module. This paper describes development of the Foundations for Safety Leadership (FSL), a module to address this gap, as well as survey instruments used to evaluate FSL's effectiveness. Created collaboratively by the research team, industry experts, OSHA trainers, and an instructional design firm, the 2.5-hour FSL teaches frontline supervisors leadership skills they can use to strengthen the jobsite safety climate and reduce adverse safety-related outcomes. In the FSL, students first learn the impact of effective (or ineffective) leadership, the definition of a safety leader, and five key leadership skills; they then deepen their understanding of the material by working through real-world scenarios. The authors report on a two-firm pilot study that assessed feedback from the FSL's target audience and trainers on the materials and the reliability of survey instruments that would allow a more comprehensive evaluation of the FSL.

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#### Read the abstract:

<http://bit.ly/2YnvDui>

#### Read more about the FSL:

<http://bit.ly/2m9WR5z> (CPWR report)

<http://bit.ly/2kd3qnl> (Key Finding)

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#### Key Findings

- The majority of trainees said the FSL training was valuable, especially the discussion questions. They also indicated that they planned to use the FSL skills learned on their jobsites.
- The 17 member Curriculum Development Team concluded that the 5 critical skills front line leaders need to strengthen job site safety climate are: Leading by Example, Engaging and Empowering crew members, Actively Listening and Practicing 3-way Communication, Developing Crew Members by Teaching, Coaching, and giving Constructive Feedback, and Recognizing Crew Members for Going Above and Beyond for Safety.
- The trainers who delivered the training gave it positive feedback overall.
- Both supervisors and trainers rated the role-play scenarios the least valuable of the elements, though that element still received positive scores.
- Data revealed that the survey questions were reliable and thus could be used in the study to evaluate the FSL's effectiveness.
- The most important outcome of the development and pilot testing efforts is that on January 1, 2017, the OSHA Training Institute (OTI) included the FSL as an elective in the OSHA 30-hour course.



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