

FSL4Res: Foundations for Safety Leadership for Residential Construction

The Foundations for Safety Leadership for Residential Construction (FSL4Res) training module is designed to introduce construction workers to safety leadership principles and give them the skills to be a safety leader who can help create and sustain safe and productive jobsites. Adapted from the Original FSL module, the FSL4Res was developed by a curriculum development team that included experienced OSHA 10 and 30-hour outreach trainers, construction workers, safety and health professionals from the construction industry, and safety, health, and leadership experts.

The highly interactive module teaches students about the benefits of effective safety leadership and about the critical leadership skills they can use on the jobsite to more effectively communicate and work with their crew members and how doing so leads to a stronger jobsite safety climate.

**To learn more about this training or to trial it with your crew, please contact:
Bradley Evanoff (bevanoff@wustl.edu) or Anna Kinghorn (akinghorn@wustl.edu)**

You may access the original FSL from CPWR: <https://www.cpwr.com/research/training-and-awareness-programs-from-research/foundations-for-safety-leadership/>

LEAD BY EXAMPLE

Be a SAFETY LEADER

Have the courage to demonstrate that you value safety. Work with your crew to identify and eliminate hazardous situations, even in the presence of other job pressures such as scheduling and costs.



What does it mean to **lead by example** on the jobsite?

It's one thing to say you want to lead by example, but how can you actually make it happen?

Putting the skill to action

Below are things you can do every day to lead by example on the jobsite.

Scan this QR code to access the Lead By Example refresher video from the original FSL.



Have a positive attitude about safety. Use optimistic language when discussing safety with your crew. Praise crew members who come to you with safety concerns.

Establish safety as a core value. Demonstrate that safety is one of your core values by considering the safety implications of every decision you and your crew make.

Set high expectations for safety. Regularly let your crew know that you expect them to always use safe work practices.

Share safety vision with your crew. Talk about the importance of safety for you and your crew and be consistent. Emphasize that safe work goes hand-in-hand with productive, quality work and that injuries will impact their work and home life.

Walk the talk. Consistently practice what you preach in terms of safety. Do not adopt a “do as I say, not as I do” attitude.

Reinforce the idea that everyone owns safety. Stress that everyone is responsible for keeping the jobsite safe; not just the foreman or safety person.

Lead up! Persuade company owners and others in supervisory positions to improve jobsite safety and health.

Examples of how Crew Leaders are Leading by Example

“I used to say, ‘you need to do this and that, you need to have this and that on,’ but I wasn’t doing it myself. I was always a firm believer that earplugs hurt my ears. I would wear a bandana and kept it below my ears so no one could tell if I was wearing earplugs or not. Eventually, I stopped that and now I wear them.”

“We have a young supervisor, an acting foreman, and he's not afraid to ask for certain PPE. You know he said, ‘When I worked for another company in the winter months, they provided an attachment to the hardhat that covers your ears.’ He offered that suggestion and we got him some to wear.”

HOW OFTEN DO YOU...?

	ALWAYS	SOMETIMES	NEVER
Maintain a positive attitude about safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consider the safety implications of all your decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Set high expectations for crew members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Walk the talk; always follow safe work practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communicate with your crew that everyone owns safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

ACTION PLAN

Consider your answers to the questions on the left. Which areas do you need to work on? Which areas *will* you work on?

Set a goal and timeline. Choose one or more of the areas to improve on over the next 2-3 months. Use the ideas on the front page of this handout for ways to put each area into practice.

Hold yourself accountable. Track your progress. At the end of 2-3 months, consider whether you have reached your goal. Ask yourself:

- What is working well?
- Did I follow through with my goal? If not, what prevented me from doing so?
- Who can help me or give me the support I need to reach my goal?

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ENGAGE & EMPOWER CREW MEMBERS

Be a **SAFETY LEADER**

Have the courage to demonstrate that you value safety. Work with your crew to identify and eliminate hazardous situations, even in the presence of other job pressures such as scheduling and costs.



What does it mean to **engage & empower crew members** on the jobsite?

Send the message that everyone owns safety.

Putting the skill to action

Below are things you can do every day to engage and empower your crew to own safety.

Scan this QR code to access the Engage & Empower refresher video from the original FSL.



Explain why safety is critical to getting the job done. Don't just say "be safe." Explain to your crew *why* safety is critical to getting the job done.

Engage crew members in safety decision-making. Involve all crew members in safety decision-making by requesting their input so they can see how they, too, own safety.

Conduct daily morning safety huddles and joint worker-management walk-arounds. This lets your crew know that you value safety, that it is an essential aspect of how work gets done, and that they are a critical part of the overall safety effort.

Encourage crew members to identify and report safety concerns, injuries, and near misses. Go beyond simply telling your crew to report safety issues. Encourage your crew to not just report safety issues or injuries, but also empower them to act upon unsafe situations and reiterate that there will be no negative consequences or retaliation for doing so.

Create trust so that identified safety issues are taken seriously. Develop an "action list" that shows how issues raised are addressed and post the list in a prominent place to help ensure accountability and build trust.

Examples of how Crew Leaders are Engaging & Empowering Crew Members

“I bounce around the jobsite to make sure my crew is engaged, getting involved, and actually looking for hazards. I like to get their feedback to know everyone is addressing issues the same way. I love getting their feedback. I’ve made a point that what they tell me stays between us. Then I take care of it calmly so no one gets wired up, tempers flying.”

“I try to involve my crew, get their opinions. We’ll have group talks about what’s the safest way to go about a task, complete it safely and correctly... When I ask them to do a task, everyone discusses it and gives their input rather than me just saying, ‘I’m the foreman, you go do what I tell you to do and I don’t want to hear anything else about it.’”

HOW OFTEN DO YOU...?

	ALWAYS	SOMETIMES	NEVER
Explain why safety is critical to getting the job done	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engage crew members in daily safety meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Request input from your crew about safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Encourage your crew to identify and report safety issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Create trust so that safety issues are taken seriously	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

ACTION PLAN

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ACTIVE LISTENING

Be a **SAFETY LEADER**

Have the courage to demonstrate that you value safety. Work with your crew to identify and eliminate hazardous situations, even in the presence of other job pressures such as scheduling and costs.



What does it mean to **actively listen**?

Have you ever tried telling someone something important but you can tell they aren't listening? Active listening is a critical aspect of effective communication.

Putting the skill to action

Below are things you can do every day to actively listen to your crew members on the jobsite.

Scan this QR code to access the Active Listening refresher video from the original FSL.



Treat crew members with respect when they are speaking. Give crew members your undivided attention. Don't check phones, emails, or read other materials during the conversation. Focus on listening to hear what the person is saying rather than listening just to come up with a response.

Pay attention to crew member non-verbal cues. Notice body language and tone of voice. Even if crew members say they know how to do a task safely, ask yourself whether or not they sound and look confident.

Pay attention to your body language. Maintain eye contact and avoid making negative facial expressions (rolling eyes, looking angry) or raising your voice. If you're feeling resentful or insulted, make an extra effort to maintain professional conduct.

Ask clarifying questions. Ensure you understand what your crew member is saying or asking by using clarifying questions.

Example of how a Crew Leader is **Actively Listening**

“Practicing these skills has helped me not only on the jobsite but also at home. For example, as I was learning about the importance of actively listening to my crew members on the jobsite while at work, I realized I hadn’t been actively listening to my 5 year old son at home! Since then, I’ve been trying to do better at both.”

HOW OFTEN DO YOU...?

	ALWAYS	SOMETIMES	NEVER
Treat crew members with respect when communicating with them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Listen to hear what is being said versus to come up with a response	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pay attention to non-verbal cues such as body language and eye contact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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3-WAY COMMUNICATION

Be a **SAFETY LEADER**

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What does it mean to **practice 3-way communication?**

Have you ever asked your crew to do a task and later realized they did it incorrectly and had to redo it, all because they misunderstood your directions? Practicing 3-way communication helps ensure everyone is on the same page.

Putting the skill to action

Below are ways to practice 3-way communication every day on the jobsite.

Scan this QR code to access the 3-Way Communication refresher video from the original FSL.



Get the listener's attention. Make sure you have your crew member's undivided attention before you start speaking. Make eye contact and be sure that neither of you are preoccupied with phones, computers, or other distractions.

Be direct and concise. Be specific when you give directions or assignments. Avoid giving unrelated information that might lead to confusion.

Don't assume your listener understood what you said. Ask crew members to repeat your message to confirm that they understand what you're asking. If you feel uncomfortable asking them to repeat the directions, you can say: "Just to be sure we are on the same page, can you tell me exactly what you are going to do?" This is the key to 3-way communication.

Clarify any misunderstandings. If you hear any misunderstanding from the crew, clarify and get final confirmation that everyone is on the same page.

Examples of how Crew Leaders are practicing 3-way Communication

“I’ll tell them, ‘hey, this is a risky task, this is what I want you to do, and these are the hazards. Take this step to get this done...’ When I’m done, a couple guys usually go cross-eyed, so I tell them again and ask them to tell me exactly what I just said. Sometimes, I’ll have to draw pictures or write it down for them. We’ll go over it a few more times and then it will sink in.”

“I’ll ask my guys if they understand what I’m saying after I explain something. And I emphasize and tell them, ‘I’m not going to get on you if you do not understand what I’m saying.’ I’ll take another step or see what else I need to do to make sure that they understand me. I want them to understand and not be lost or misled about what we’re doing.”

HOW OFTEN DO YOU...?

	ALWAYS	SOMETIMES	NEVER
Make sure you have your listener’s attention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ensure you are giving directions clearly and concisely	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ask your crew members to repeat back what you	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Confirm whether your listener understood what you told them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clarify misunderstandings when your message is misinterpreted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

ACTION PLAN

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DEVELOP CREW MEMBERS

Be a **SAFETY LEADER**

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What does it mean to **develop crew members**?

It means spending time teaching and coaching them on how to do tasks safely and correctly. It also means giving them feedback to let them know how they're doing and if they need to make any changes.

Putting the skill to action

Below are ways you can develop your crew members every day on the jobsite.

Scan this QR code to access the Develop Crew Members refresher video from the original FSL.



Observe crew members. Be attentive to whether your crew members are performing tasks safely and properly.

Teach by problem solving together. Respectfully ask questions to understand why a crew member is not using proper or safe procedures. Once you know, you can problem-solve together to find a better or safer approach to completing the task.

Coach by showing. Show crew members how to perform tasks correctly and safety, then watch to be sure they have learned how to do it.

Provide constructive feedback. Use the *FIST* principle when giving feedback:

Describe the Facts: What is the situation or task for which you are providing feedback? When and where did it occur? What were the circumstances?

Explain the Impact: What are the potential consequences that may result, good or bad?

Offer Suggestions: Work together to problem-solve and find a solution.

Be Timely: It is most effective to give feedback shortly after the situation occurs. Don't wait to provide positive or negative feedback.

Examples of how Crew Leaders are Developing Crew Members

“A lot of the guys think you just want to boss them around or force them to do something they don’t want to do. But when you solve a problem with them, come up with a solution together for doing a task, suddenly that changes. Gets everyone on the same page while getting the work done correctly.”

“If I see a team member that’s scratching his head like he doesn’t know what to do, I’ll go up to him and ask; ‘What’s going on here? Can I help you figure out a good way to do this?’ Then I’ll show him how to do whatever it is and watch to make sure he understood what I showed him so that he can do it on his own.”

HOW OFTEN DO YOU...?

	ALWAYS	SOMETIMES	NEVER
Take time to observe crew members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Respectfully teach and coach crew members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Problem-solve together with crew members to come up with solutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Show your crew how to do a task safely and correctly, and watch to make sure they can do it	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use the FIST principle to give constructive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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RECOGNIZE CREW MEMBERS

Be a **SAFETY LEADER**

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What does it mean to **recognize crew members?**

It can be as simple as saying “good job,” giving a handshake, or saying “thank you” for going above and beyond for safety.

Putting the skill to action

Below are things you can do every day to recognize your crew on the jobsite.

Scan this QR code to access the Recognize Crew Members refresher video from the original FSL.



Give recognition separately from other types of feedback. It’s important to separate this type of “way to go” or praise feedback from other types of feedback that involves evaluating performance. Get to know your crew members as individuals so you can use praise and acknowledgement effectively.

Be specific and timely. Make sure crew members know why you are praising them and try to give it shortly after the situation occurs.

Private thanks. Don’t hold back from privately acknowledging crew members for going above and beyond when it comes to safety, but make sure they know you’re being sincere.

Public thanks. If the crew member is comfortable receiving praise publicly, it can be a great way to show others how highly you value safety. However, if the person isn’t comfortable with public praise, they may be more embarrassed than pleased.

Examples of how Crew Leaders are Recognizing Crew Members

“If they do a good job, I try to be sure to recognize them and not just in private but in front of the other guys. You can make note of this person that they’re working safely, doing the task correctly, using the proper PPE, inspecting all their equipment and try to make an example out of them. This is what we want everybody to do.”

“When I can’t find or don’t see any safety violations, and housekeeping is kept up, I’ll praise the whole crew. I tell them how great everything looks. By keeping all their areas clean, keeping their PPE on, it gets more work done and keeps us out of trouble with safety. It keeps them going home safely every night.”

HOW OFTEN DO YOU...?

	ALWAYS	SOMETIMES	NEVER
Use positive recognition to encourage on-going jobsite safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Say “good job” or “thank you” to crew members who go above and beyond to create a safe jobsite	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Praise crew members privately for going above and beyond	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Praise crew members publicly (if they are comfortable with it)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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