Assumptions/hypotheses

- Construction organizations cannot create a strong safety culture without alignment with all project delivery systems & organizational objectives

- Leadership alignment across roles is critical to strategic change

- Assessing maturity level (culture/climate) may be helpful to organizational change but not sufficient in itself

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- Full Mechanical since 1953
  - Plumbing, Pipefitting, Sheet Metal
  - Fabrication & Installation
- 2nd Generation Family Ownership
- 150 to 250 employees
- Signatory contractor
  - SMWIA & UA
  - SMACNA & MCAA/PMCA

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Organizational Context

- Strategic Safety Leadership Committee
  - Formed Q4, 2005
  - Engaged PM's, Supts
- History with NIOSH/CPWR Grants
  - UO/Hecker, UI/Rosecrance
- Collaboration with Colorado State Univ
  - MCAA/PMCA & UA Local
  - Zohar
  - Interventions
    - 2007/08 – Communication Campaign
    - 2009 – Task Planning & Safety Mtg
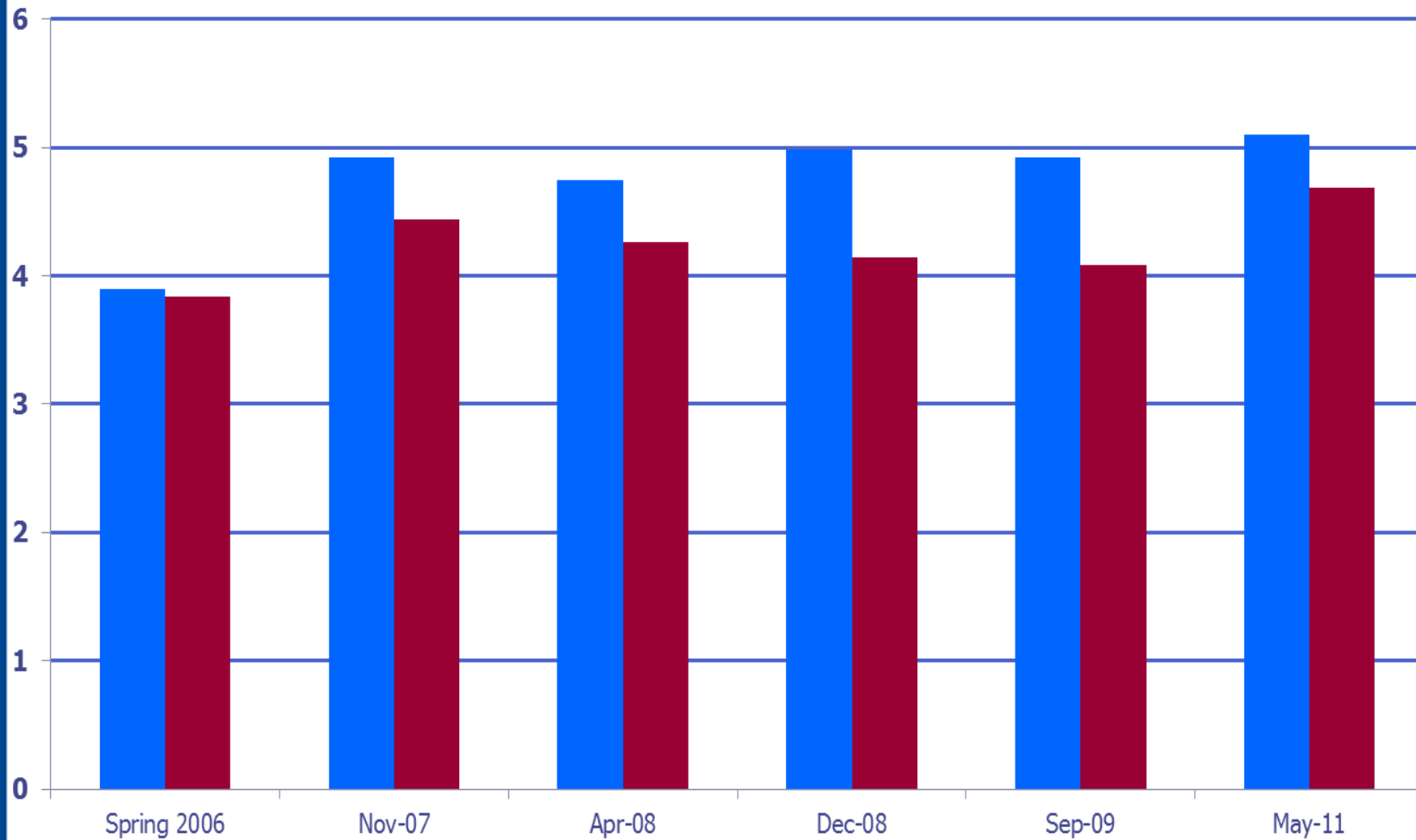   - 2013 – Active Safety Leadership/Leadership & Culture

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SSLC Strategic Plans & Climate Survey Support

Area of Focus	2006	2007/08	2009	2010	2011	2012/13
Leadership Development — Soft Skills, OSHA 30	X	X	X	X	X	X
Processes/Procedures — Foreman's Manual, Turnover, Kickoff, Closeout	X	X	X	X	X	
Planning — Pre-job, AHA's, Task Planning	X	X	X	X		
Training — Database, Orientations, Campaigns			X	X	X	X
Subcontractors — Managing, Prequalification, Coaching				X	X	X

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Safety Climate: Supervisory & Top Management
5/06 n=151, 11/07 n=186, 4/08 n=125, 12/08 n= 171, 9/09 n=95, 5/11 n=118

Individual Leadership Communication Behaviors

■ Nov-07 ■ Apr-08 ■ Dec-08 ■ Sep-09 ■ May-11

	Feedback	Positive Recognition	Daily Verbal Exchanges	Supervisor Support	Error Communication
Nov-07	4.92	4.8	4.38	4.8	3.96
Apr-08	4.92	4.86	4.32	4.8	3.96
Dec-08	4.98	4.92	4.32	4.86	4.32
Sep-09	4.98	4.86	4.5	5.04	4.14
May-11	5.16	5.04	4.38	4.98	4.08

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