

Summary of Ideas for Improving Leading Indicators to Strengthen Jobsite Safety Climate

(Click [here](#) for resources to help you implement the ideas or go to <http://tinyurl.com/S-CAT-sc>.)

	<p>DEMONSTRATES MANAGEMENT COMMITMENT TO SAFETY Management’s commitment to keeping employees safe is demonstrated through their words and actions. Just saying “Safety is #1!” does not automatically translate into a positive safety climate.</p>	<ul style="list-style-type: none"> • Safety expectations are clearly communicated to all employees and spelled out in company policies, procedures, and guidelines • Adequate resources are available to effectively implement safety activities • Safety is a top agenda item at all meetings • Management participates in all safety-related meetings • Management is visible to employees and follow good on-site safety practices • Employees receive sufficient safety training and have all required personal protective equipment (PPE) • Management designs reward and incentive structures to encourage employees to actively follow safe work practices • Accidents and incidents are tracked and analyzed • There is a formalized process for corrective action when a safety issue is discovered
	<p>PROMOTES AND INCORPORATES SAFETY AS A VALUE Safety is integrated into all company activities to ensure it is valued as much as all other business functions. This occurs when management clearly and consistently communicates safety expectations. Truly valuing safety means it is never compromised for productivity.</p>	<ul style="list-style-type: none"> • Regular company-wide safety communications reinforce the culture of safety as a value (e.g., newsletters, alerts, leadership messages, safety topics, etc.) • Employees at all levels are recognized for participating in safety activities • Safety as a top priority is reinforced through training for supervisors, foremen, and workers • Management and all employees are able to discuss project-related safety strategies • Safety is an agenda item for all production and planning meetings • Safety is aligned with productivity as a top priority
	<p>ENSURES ACCOUNTABILITY AT ALL LEVELS Everyone involved in a construction project is held accountable for safety, including the contractors’ safety personnel and supervisors, and workers. Specific responsibilities for implementing safety needs to be clearly defined at all levels appropriate for an individual’s role, and communicated and regularly reinforced.</p>	<ul style="list-style-type: none"> • People at all levels are held accountable for their safety responsibilities • Safety expectations are communicated consistently across the company and to all business partners • Incentive structures promote and reward safety processes as well as outcomes • Safety performance is a primary factor in hiring managers, supervisors, foremen and subcontractors, and for promotions • All members of project team are responsible for safety activities • Everyone is recognized and included in safety awards, which are based on preventing as well as not experiencing incidents • Safety roles and responsibilities are clearly defined at all levels of the organization
	<p>SUPPORTS EFFECTIVE SUPERVISORY LEADERSHIP Supervisors and foremen have the authority and ability to make changes and correct hazards on the jobsite. How they lead, act as role models, and communicate are important for creating a strong, positive safety climate.</p>	<ul style="list-style-type: none"> • Supervisors send pro-safety messages and create safety goals • Supervisors lead by example and are safety role models • Senior leaders are visible on safety issues • Supervisors are safety role models and have a deep commitment to safety • Supervisors are provided with and required to take training in safety communication, motivation, preplanning • Supervisors coach and teach safety to their crew • Supervisors provide timely safety feedback on a frequent basis

<p>#5</p> <p>EMPOWERS AND INVOLVES EMPLOYEES</p> <p>Employees are involved in safety-related planning and decision making, and encouraged to discuss potential hazards with management to build trust, and promote a positive safety climate.</p>	<ul style="list-style-type: none">• Site orientations empower employees to actively participate in safety implementation• There is a safety committee that includes employees• Employees are involved in job hazard analyses• Joint walk-arounds are regularly conducted and focus on addressing specific problems raised by employees and others• Employees are frequently asked to share their ideas and concerns about safety• Employees are encouraged and unafraid to report potential hazards, close calls, and/or injuries• Employees are given stop-work authority
<p>#6</p> <p>COMMUNICATES EFFECTIVELY</p> <p>The company formally and informally communicates about safety through words and actions. The company talks about safety with employees and listens to them.</p>	<ul style="list-style-type: none">• Policies and procedures are communicated so all employees understand them• Company materials communicate a consistent positive safety climate message• Supervisors and foremen initiate hazard identification and safety discussions• There is a formal system for sharing close call and incident information• There is a formal transparent process for how employee safety concerns are addressed• Management, supervisors and foremen actively engage in two-way conversations with workers about safety through joint employee-management committees, daily safety briefings, and joint walk-arounds• Management provides timely feedback on safety reports• Barriers to employee participation in safety are identified and eliminated
<p>#7</p> <p>PROVIDES TRAINING AT ALL LEVELS</p> <p>Employees receive training on how they can improve jobsite safety and specific roles and responsibilities in the company.</p>	<ul style="list-style-type: none">• Supervisors have at least OSHA 30-hour training• Safety training is provided at all levels of the company and is ongoing• Safety leadership training is available for supervisors and foremen• Empowerment and peer-to-peer training is provided to employees• All field personnel help to identify training needs and develop materials• Supervisors are educated on the importance of a good safety role model
<p>#8</p> <p>ENCOURAGES OWNER/CLIENT INVOLVEMENT</p> <p>Project owners/clients focus on safety in their project policies, bid practices, and budgets.</p>	<ul style="list-style-type: none">• Project owner/client participates in planning meetings and wears PPE when on the jobsite• Project owner/client visits to the jobsite includes a review of progress and safety concerns, and safety concerns are considered and acted upon• Project owner/client uses safety performance as a pre-qualification for bids• Project owner/client is held accountable for safety

[Click here](#) for resources to help you implement the idea.

[Click here](#) to access all of CPWR's Safety Culture/Climate materials. If you have questions or feedback you would like to share, please contact Dr. Linda M. Goldenhar at lgoldenhar@cpwr.com or Eileen Betit at ebetit@cpwr.com.