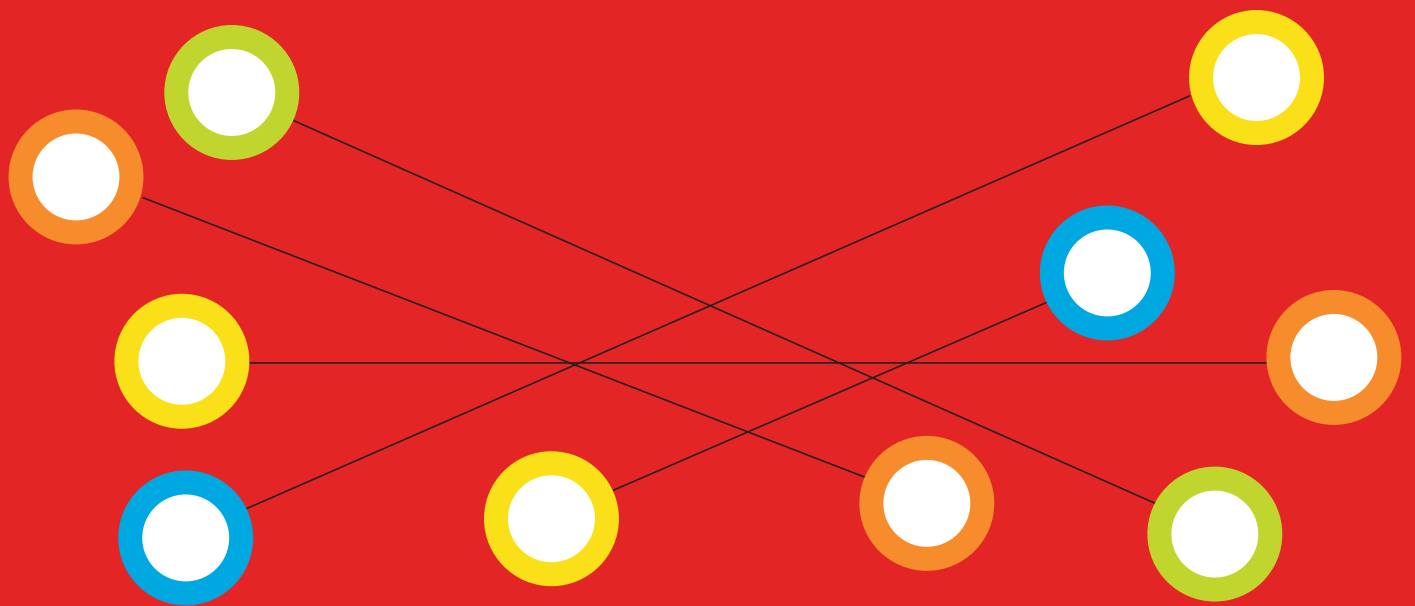


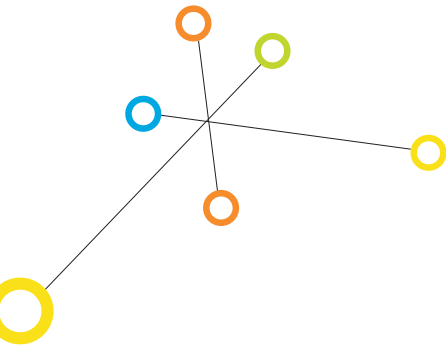
# Safety Climate Assessment Tool(S-CAT<sup>sc</sup>) for Small Contractors



# Safety Climate Assessment Tool (S-CAT<sup>SC</sup>) for Small Contractors

**A construction jobsite's safety climate = an employer's and workers' shared views about how safety is valued and reinforced.**

The Safety Climate Assessment Tool for Small Contractors (S-CAT<sup>SC</sup>) is designed to help small construction company employers and their employees assess and improve their jobsite safety climate. The S-CAT<sup>SC</sup> uses the following eight leading indicators to assess a company's safety climate:



## LEADING SAFETY CLIMATE INDICATORS

1. Demonstrates Management Commitment to Safety
2. Promotes and Incorporates Safety as a Value
3. Ensures Accountability at All Levels
4. Supports Effective Supervisory Leadership
5. Empowers and Involves Employees
6. Communicates Effectively
7. Provides Training at All Levels
8. Encourages Owner/Client Involvement

Pages 2-5 of this S-CAT<sup>SC</sup> workbook include the questions related to the eight leading indicators. Pages 6-7 have a "Summary of Ideas" that you can use to make improvements, including a link to resources currently available to help implement them. *Please note, new tools and resources will be added as they are developed.*

Completed S-CAT<sup>SC</sup> worksheets shared with CPWR-The Center for Construction Research and Training (CPWR) are being compiled to identify activities where small construction contractors and their employees feel they need help, and to develop materials and resources that contractors can use to help with those activities and strengthen their company's safety climate. Information shared by employers will be kept completely confidential, and only used in aggregate without any company or personal identifiers associated with the entries.

**You can use the S-CAT<sup>SC</sup> worksheet in this workbook to assess how your company is doing or complete it anonymously online at <https://tinyurl.com/S-CAT-sc-2018>.** If you complete the free online version of the S-CAT<sup>SC</sup>, a report will automatically be generated that includes your responses and an assessment of how you are doing on each of the eight leading indicators.

**You can also use the S-CAT<sup>SC</sup> worksheet with your employees to see how your responses and your employees' responses align. Understanding where perceptions differ can help a company prioritize what needs to be done to strengthen its safety climate.** If you share the completed worksheets with CPWR, you will receive a report summarizing your company's responses in comparison to the overall results for other contractors and their employees in the database. There are two ways to use the S-CAT<sup>SC</sup> with your employees:

1. **On paper:** Provide each employee with a copy of the worksheet in this workbook. Please emphasize to your employees that they should not put their name on the worksheet because all information collected needs to be anonymous. In addition, please provide a confidential and secure location for employees to turn-in their completed worksheets. Once you gather all the completed worksheets, you can review them to see how your response and your employees' responses align, and use the "Summary of Ideas" and the resources available at <http://tinyurl.com/S-CAT-sc> to help you implement the ideas and strengthen your company's safety climate. **If you would like to receive a company report, please mail copies of the completed worksheets to:**

CPWR-The Center for Construction Research and Training  
 Attention: Eileen Betit  
 8484 Georgia Avenue, Suite 1000  
 Silver Spring, MD 20910

2. **On-line:** Contact CPWR at [cpwr-r2p@cpwr.com](mailto:cpwr-r2p@cpwr.com) and ask for a company-specific URL to share with your employees. You and your employees will use this link (URL) to fill out and submit the worksheet online. The URL will be identified with your company so that a company-specific report can be generated; however, no personal identifiers will be collected and all individual responses will be completely anonymous. The link (URL) will only be used by your company and will be active for the time period you specify. After that date, CPWR staff will send you your company report.

**You are encouraged to share your results with CPWR so that materials and resources are developed that are responsive to your needs and those of other small construction contractors.** The aggregate data compiled will not include any company or personal identifiers.

# S-CAT<sup>sc</sup> Worksheet for Small Contractors

For each of the following statements, please put an X in the column that best describes what your company is currently doing:

My Company...		Already does this well	Could do this better	Would need help doing this	Is not able to do this	I don't know
DEMONSTRATES MANAGEMENT COMMITMENT TO SAFETY	1. Has safety policies and procedures and shares them with all employees					
	2. Includes money in project budgets to implement safety measures (such as purchasing or renting safer tools and equipment, and conducting training)					
	3. Frequently visits jobsites and interacts with employees about safety					
	4. Always obeys safety rules and wears all required personal protective equipment (PPE) when on the jobsite					
	5. Provides appropriate PPE for all employees on every jobsite					
	6. Recognizes employees for obeying safety rules and wearing proper PPE on the jobsite					
	7. Identifies and takes steps to correct hazardous situations					
	8. Collects information about and follows up on injuries and incidents with managers, supervisors, and employees					
	9. Helps injured workers so they can return to work					
PROMOTES AND INCORPORATES SAFETY AS A VALUE	1. Holds regular meetings with employees to discuss safety					
	2. Never compromises safety to increase productivity, meet a schedule, or save money					
	3. Uses incident and near miss information to improve safety					
ENSURES ACCOUNTABILITY AT ALL LEVELS	1. Discusses safety with everyone in the company and reinforces expectations daily					
	2. Rewards managers, supervisors, and foremen for maintaining and improving safety					
	3. Holds everyone, including managers, supervisors, foremen and employees, accountable for safety					
	4. Gives supervisors and foremen the authority to make changes to correct hazards on the jobsite					



# S-CAT<sup>SC</sup> Worksheet for Small Contractors

	My Company...	Already does this well	Could do this better	Would need help doing this	Is not able to do this	I don't know
SUPPORTS EFFECTIVE SUPERVISORY LEADERSHIP	1. Clearly defines supervisor and foreman safety roles and responsibilities					
	2. Provides supervisors and foremen with leadership training so they are able to communicate and motivate employees about safety					
	3. Rewards supervisors and foremen for leading by example and promoting safe work practices					
EMPOWERS AND INVOLVES EMPLOYEES	1. Encourages employees to report all incidents and near misses					
	2. Actively solicits employee input on how to solve safety problems and make jobs safer					
	3. Rewards employees for improving safety					
COMMUNICATES EFFECTIVELY	1. Provides employees with feedback on their suggestions for improving safety					
	2. Makes sure safety policies and procedures are understood by all employees					
	3. Communicates a positive safety message					
PROVIDES TRAINING AT ALL LEVELS	1. Provides ongoing safety training for all employees, temporary workers, supervisors, foremen, and managers					
	2. Makes sure every employee is OSHA 10-hour trained					
	3. Makes sure every employee is OSHA 30-hour trained					
	4. Encourages all employees to identify training needs					
	5. Regularly assesses safety knowledge and skills					
ENCOURAGES OWNER/CLIENT INVOLVEMENT	1. Involves the project owner in safety meetings					
	2. Works with the project owner to identify safe work practices					
	3. Encourages the project owner to help promote safe work practices					



# S-CAT<sup>sc</sup> Worksheet for Small Contractors

## About Your Company

For us to most effectively provide feedback and develop appropriate resources, please answer the following demographic questions.

**1. Which of the following best describes your current position? (please check only one)**

- ☐ Company Owner
- ☐ Project Manager
- ☐ Supervisor
- ☐ Project Superintendent
- ☐ Safety Manager/Director
- ☐ Foreman/Lead Worker
- ☐ Journeyman/Mechanic
- ☐ Apprentice/Trainee
- ☐ Other (please specify) \_\_\_\_\_

**2. Which best describes your company? (please check only one)**

- ☐ General Contractor
- ☐ Sub-Contractor (for example, roofing, electrical, etc.)
- ☐ Other (please specify) \_\_\_\_\_

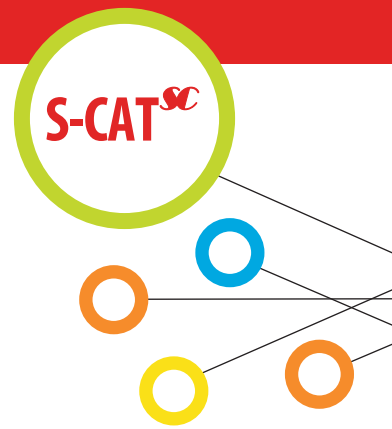
**3. Is your company a... (please check only one)**

- ☐ Union Company
- ☐ Merit or Non-Union Company
- ☐ Combination

**4. Pick the category below that best describes the work your company primarily does. (please check only one)**

- ☐ Heavy and Civil Engineering
- ☐ Highway, Street and Bridge
- ☐ Nonresidential
- ☐ Residential
- ☐ Other (please specify) \_\_\_\_\_

# S-CAT<sup>SC</sup> Worksheet for Small Contractors



5. If you are a specialty trade contractor, pick the category below that best describes the work your company primarily does. (please check only one)

- ☐ Electrical and Other Wire Installation
- ☐ Finish Carpentry
- ☐ Flooring
- ☐ Framing
- ☐ Glass and Glazing
- ☐ Masonry
- ☐ Painting and Wall Covering
- ☐ Plumbing, Heating, and Air-Conditioning
- ☐ Poured Concrete Foundation and Structure
- ☐ Roofing
- ☐ Siding
- ☐ Structural Steel and Precast Concrete
- ☐ Terrazzo and Tile
- ☐ Other (please specify) \_\_\_\_\_

6. How many hours did your company work OR how many full-time construction workers did your company employ last year? (please check only one)

- ☐ Fewer than 21,000 hours or 10 or fewer employees
- ☐ Between 21,000 – 52,000 hours or 11-25 employees
- ☐ Between 52,001 – 104,000 hours or 26-50 employees
- ☐ I don't know

**IF YOU ARE A COMPANY OWNER, PLEASE ANSWER THE FOLLOWING QUESTION.**

7. Preliminary research shows that the eight leading safety climate indicators predict recordable injury rates (RIR). To be able to continue testing and improving the S-CAT<sup>SC</sup>, we are asking you to share your company's most recent RIR with us. REMINDER – All of your responses, including the RIR are completely confidential and will not be shared with anyone. You can calculate your company's RIR by using the following formula or using the calculator available at <https://safetymanagementgroup.com/resources/incident-rate-calculator/>.

The formula is: (# of injuries and illnesses for the year x 200,000)/hours worked

Example: (2 injuries x 200,000) = 400,000/50,000 hours worked = 8 RIR


Our RIR is \_\_\_\_\_ (PLEASE DO NOT GUESS)

☐ I do not know our RIR or I prefer not to answer

## 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><b>DEMONSTRATES MANAGEMENT COMMITMENT TO SAFETY</b></p> <p>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"> <li>• Safety expectations are clearly communicated to all employees and spelled out in company policies, procedures, and guidelines</li> <li>• Adequate resources are available to effectively implement safety activities</li> <li>• Safety is a top agenda item at all meetings</li> <li>• Management participates in all safety-related meetings</li> <li>• Management is visible to employees and follow good on-site safety practices</li> <li>• Employees receive sufficient safety training and have all required personal protective equipment (PPE)</li> <li>• Management designs reward and incentive structures to encourage employees to actively follow safe work practices</li> <li>• Accidents and incidents are tracked and analyzed</li> <li>• There is a formalized process for corrective action when a safety issue is discovered</li> </ul>
	<p><b>PROMOTES AND INCORPORATES SAFETY AS A VALUE</b></p> <p>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"> <li>• Regular company-wide safety communications reinforce the culture of safety as a value (e.g., newsletters, alerts, leadership messages, safety topics, etc.)</li> <li>• Employees at all levels are recognized for participating in safety activities</li> <li>• Safety as a top priority is reinforced through training for supervisors, foremen, and workers</li> <li>• Management and all employees are able to discuss project-related safety strategies</li> <li>• Safety is an agenda item for all production and planning meetings</li> <li>• Safety is aligned with productivity as a top priority</li> </ul>
	<p><b>ENSURES ACCOUNTABILITY AT ALL LEVELS</b></p> <p>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"> <li>• People at all levels are held accountable for their safety responsibilities</li> <li>• Safety expectations are communicated consistently across the company and to all business partners</li> <li>• Incentive structures promote and reward safety processes as well as outcomes</li> <li>• Safety performance is a primary factor in hiring managers, supervisors, foremen and subcontractors, and for promotions</li> <li>• All members of project team are responsible for safety activities</li> <li>• Everyone is recognized and included in safety awards, which are based on preventing as well as not experiencing incidents</li> <li>• Safety roles and responsibilities are clearly defined at all levels of the organization</li> </ul>
	<p><b>SUPPORTS EFFECTIVE SUPERVISORY LEADERSHIP</b></p> <p>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"> <li>• Supervisors send pro-safety messages and create safety goals</li> <li>• Supervisors lead by example and are safety role models</li> <li>• Senior leaders are visible on safety issues</li> <li>• Supervisors are safety role models and have a deep commitment to safety</li> <li>• Supervisors are provided with and required to take training in safety communication, motivation, preplanning</li> <li>• Supervisors coach and teach safety to their crew</li> <li>• Supervisors provide timely safety feedback on a frequent basis</li> </ul>

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

[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](mailto:lgoldenhar@cpwr.com) or Eileen Betit at [ebetit@cpwr.com](mailto:ebetit@cpwr.com).



