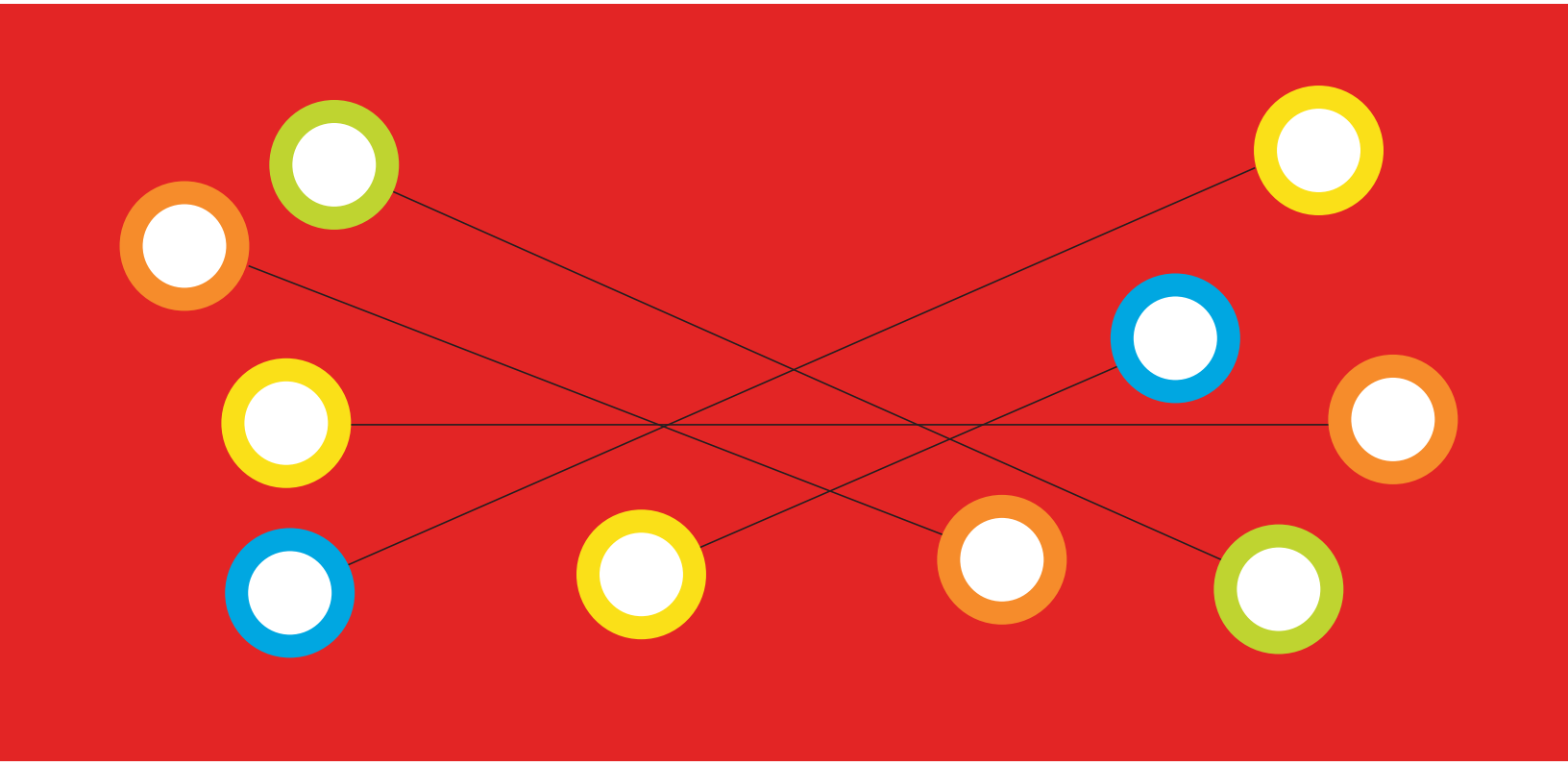
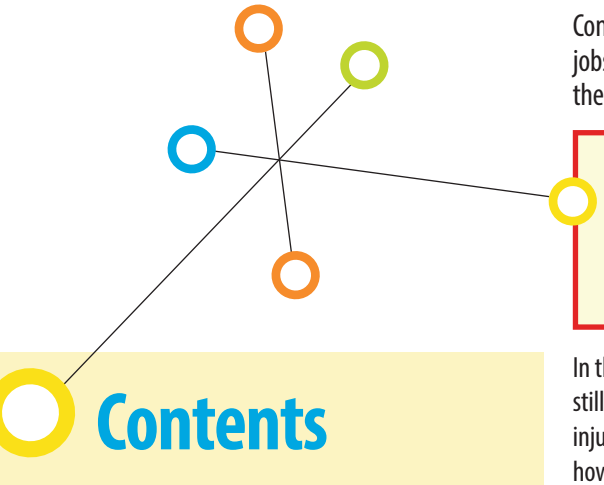
Worksheets and a Rating Tool to Help You Strengthen Jobsite Safety Climate



CPWR
THE CENTER FOR CONSTRUCTION
RESEARCH AND TRAINING

MARCH 2018

Worksheets and a Rating Tool to Help You Strengthen Jobsite Safety Climate



Contents

Demonstrating Management Commitment .. 1

Aligning and Integrating Safety as a Value 3

Ensuring Accountability at All Levels 5

Improving Supervisory Leadership 7

Empowering and Involving Employees..... 9

Improving Communication 11

Training at All Levels 13

Encouraging Owner/Client Involvement 15

Summary of Ideas for Improving 17
Leading Indicators to Strengthen
Jobsite Safety Climate

Safety Climate Assessment Tool (S-CAT) 19

Construction management, in partnership with their employees, is responsible for ensuring that jobsite hazards are eliminated, or at least minimized. These partnerships are most effective when they exist within a positive safety climate.

> The **safety climate** on a construction jobsite refers to management's and workers' shared perceptions about the extent to which safety is rewarded, expected, valued and reinforced. It may be influenced by things such as project scheduling and planning methods and norms of the trades working on-site.

In the area of safety, construction companies still rely too much on the number and types of injuries that have already occurred rather than on how to prevent them in the first place. A leading indicator is a measure that precedes injuries and can be used to plan activities that, when properly implemented, prevent injuries and illnesses and foster a positive jobsite safety climate.

This workbook is designed to help management and safety professionals learn more about eight leading indicators and how to strengthen them to improve jobsite safety climate and safety outcomes for construction businesses. The eight leading indicators are:

#1 Demonstrating management commitment
#2 Aligning and integrating safety as a value
#3 Ensuring accountability at all levels
#4 Improving supervisory leadership
#5 Empowering and involving employees
#6 Improving communication
#7 Training at all levels
#8 Encouraging owner/client involvement

The workbook is divided into two sections.

Section 1 – Leading Indicator Worksheets

Each worksheet gives you the opportunity to assess your company's safety climate maturity level and identify ideas for improving that particular indicator.

To use the worksheets:

Review the 5-level scoring scale to assess if your company's safety climate level for that indicator is: Inattentive; Reactive; Compliant; Proactive; or Exemplary.

Next, review the ideas you can use to improve that indicator. For each idea, select one of the following four options to realistically prioritize which you will commit to adopt and by when. Congratulations, if you've already adopted some of these ideas! Your company is on its way to having an exemplary safety climate.

- Already Adopted
- Short-term (1-2 months)
- Mid-term (6-12 months)
- Long-term (1-2 years)

Section 2 – Safety Climate Assessment Tool (S-CAT)

The S-CAT gives a company the chance to learn about their level of safety climate maturity in more detail. A company can copy and share this paper version with their employees to start a discussion and then ask them to enter their answers anonymously online at www.safetyclimateassessment.org. After completing the free online version of the S-CAT, an individual or company can generate a report that presents their safety climate maturity, overall and across the 8 leading indicators, and compares their data to other construction companies.

WORKSHEET #1

Demonstrating Management Commitment

Management's commitment to keeping employees safe is demonstrated through their words and actions and is critical for establishing and maintaining a positive safety climate. Just saying "safety is #1!" does not automatically translate into a positive safety climate. Which of the following best describes your company?

INATTENTIVE →	REACTIVE →	COMPLIANT →	PROACTIVE →	EXEMPLARY
Management rarely comes to the actual jobsite. When present, they often are poor safety role models because they break company safety policies and procedures. When employees bring concerns to management they are not acted upon and the employees are labeled troublemakers.	Management gets involved only after an injury occurs. They often blame employees for injuries, leading to suspension or even termination. Safety rules are enforced only after an incident or when safety audit results are negative. Their focus is on injuries and violations.	Management conforms to OSHA regulations, never more or less. Safety compliance is based on owner, general contractor, or regulatory directives. Managers sometimes participate in safety audits but corrective actions are focused on employee rather than program deficiencies.	Management initiates and actively participates in safety audits. Managers ask employees for advice and feedback regarding hazard identification and reduction. Management conducts spontaneous site visits and recognizes employees for identifying hazards, working safely, and keeping co-workers safe. Management participates in safety program development and provides adequate resources to ensure a positive safety climate. Safety programs and policies are reviewed annually to ensure effectiveness and relevance.	Management integrates safety into every meeting and engages in continuous improvement regarding safety conditions and hazard reduction. External audits are used to evaluate the safety performance of top management. Managers are held accountable for safety expectations in annual performance evaluations. Safety trends are analyzed. A formal process for corrective action exists.

How to become exemplary

Review the ideas below and check the short-term ○ (1-2 months), mid-term ○ (6-12 months), or long-term ○ (1-2 years) circle to indicate which you will commit to adopt and by when. *Congratulations, if you've already adopted the idea!*

Idea #1 - Develop safety policies, procedures, and guidelines that are aligned with other company priorities and values

Safety is relevant to many company policies and procedures. By incorporating and integrating appropriate safety language into applicable policies and procedures, employees will trust that the company truly values them and their safety. Examples include 1. Review critical operating plans for safety implications, and 2. Bid review requirements for safety supplies.

○ Already Adopted
○ Short-term
○ Mid-term
○ Long-term

Idea #2 - Be visible to employees and use correct safety behaviors

On some jobsites, employees never see senior management. Employees are more likely to appreciate, value, and internalize safety messages when they are occasionally (at least) delivered by higher-level management rather than sent down the "chain of command." Also, when senior management is on the jobsite, it is important that they act as ideal safety role models by wearing proper PPE (e.g., gloves, glasses, boots, hearing protection, etc.) and obeying all safety rules (e.g. walking in designated walkways, refraining from using cell phones while driving, etc.).

○ Already Adopted
○ Short-term
○ Mid-term
○ Long-term

Idea #3 - Allocate adequate resources to effectively implement safety activities

Already Adopted
Short-term
Mid-term
Long-term

While written safety policies and procedures are necessary, it is critical that management provides sufficient resources for effective implementation and maintenance of safety-related activities. Financial resources should be allocated for OSHA 10 and 30 training for everyone in the company and also for purchasing and providing appropriate PPE for everyone on jobsites. Investing in systems for collecting and analyzing information on incidents and near miss data and reporting changes also clearly demonstrates management's commitment to prevention and continuous improvement of the jobsite safety climate.

Idea #4 - Actively participate in meetings

Already Adopted
Short-term
Mid-term
Long-term

Management should actively participate in meetings where hazards are reviewed and initiate discussion on safety in other meetings. These types of behaviors ensure or provide an opportunity for direct communication between employees and management and help demonstrate to all employees that the company values and understands safety.

Idea #5 - Strive for Zero Hazard as well as Zero Injury jobsites

Already Adopted
Short-term
Mid-term
Long-term

Companies should conduct job hazard analyses using safety audits or other tools. These safety audits provide guidance on where changes to processes and products might be needed to help achieve zero injuries on jobsites. Reward structures should be designed to encourage employees to proactively identify hazards (good catch) and report close calls and injuries.

Idea #6 - Create formalized process for corrective action

Already Adopted
Short-term
Mid-term
Long-term

Management should take all employee safety concerns seriously and promptly address them. When concerns are ignored, or if there is retaliation, employees may be less likely to report hazards in the future. Establishing a formal process for reporting and responding to safety concerns and for conducting blame-free investigations reflects a strong commitment to safety. Management should review all incident reports, determine contributing factors, and communicate their findings to all employees. Consider creating an "action list" to show how issues raised are being addressed and placing the list in a prominent location. This reinforces the message that employee contributions to creating a positive safety climate are valued and helps keep them involved. Keeping track of hazards and injuries over time provides a directed approach to identifying systematic problems in safety operations.

WORKSHEET #2

Aligning and Integrating Safety as a Value

Safety must be 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. Which of the following best describes your company?

INATTENTIVE →	REACTIVE →	COMPLIANT →	PROACTIVE →	EXEMPLARY
Safety is a cost; a necessary evil. Safety is not integrated in policies or procedures; the primary focus is on productivity. There is little or no budget for safety. The belief is that construction is inherently dangerous and nothing can be done to change it. Accidents are human error and are punished.	Safety is inconsistently communicated as a priority. When a project falls behind schedule, production becomes valued more than safety. Safety is not valued or enforced when work is conducted on varying shifts or on weekends because no one is watching or cares. Safety policies are not reviewed routinely for consistency or relevancy.	The OSHA requirements are the safety program. Safety indicators focus solely on injuries, illnesses, and accidents. Safety meetings are conducted only when required.	Safety is included in bids. Subcontractor selection is based on safety performance. Safety is not compromised for productivity. Prevention through Design is often used to reduce hazards. Routine inspections are completed when items are tracked to abatement.	Safety is formally integrated into policies and procedures; communicated clearly and consistently to everyone. All meetings include safety. Safety is never compromised for productivity. Regular communication reinforces the culture of safety as a value. Leading indicators are measured and used to improve the safety climate on jobsites. Prevention through Design is used to reduce injuries and exposures.

How to become exemplary

Review the ideas below and check the short-term (1-2 months), mid-term (6-12 months), or long-term (1-2 years) circle to indicate which you will commit to adopt and by when. Congratulations, if you've already adopted the idea!

Idea #1 - Integrate safety expectations into policies, procedures, and guidelines to ensure they are aligned with other company priorities

While safety may not be relevant to all policies and procedures, incorporating and integrating appropriate safety language into those that are shows employees that the company values safety and more importantly values them. Of course just writing it down does not make it happen. Adequate resources are necessary so safety policies and procedures are implemented properly to show that employee safety really is the primary value.

Already Adopted
Short-term
Mid-term
Long-term

Idea #2 - Bring together people from different groups to discuss project related safety strategies

A positive safety climate thrives when employees in different groups (within or across disciplines or functions) have the opportunity to communicate about project-specific safety issues. For example, architects, engineers, construction workers, subcontractor managers, and even human resource employees have different perspectives on project-related safety and strategies for managing them. By encouraging everyone to discuss safety during project planning and execution, relationships are built, mutual trust is established, and safety becomes integrated and valued by all.

Already Adopted
Short-term
Mid-term
Long-term

Idea #3 - Reinforce safety through on-going training

Already Adopted
Short-term
Mid-term
Long-term

Provide resources to ensure that supervisors and workers receive the training needed to work safely and understand that they are also responsible for a safe jobsite. Supervisor training should focus on the hazard identification, leadership, and communication skills needed to create and sustain a positive jobsite safety climate and emphasize that safety cannot be compromised. Employee training should equip them to proactively identify and report safety hazards. Companies should give employees stop work authority for serious or imminent dangers.

Idea #4 - Ensure safety is discussed at all regularly scheduled meetings

Already Adopted
Short-term
Mid-term
Long-term

Safety should be the focal point at all jobsites' weekly and daily planning meetings. Consider starting the meetings with a "safety minute." Train supervisors to carry out safety-focused discussions with employees throughout the day about potential hazards and any close calls/good catches they may have observed. When hazards are identified they should be promptly addressed and employees should be notified of how the hazard has been or is being mitigated.

Idea #5 - Periodically assess if the company's expressed safety-related values are aligned with other values such as productivity and reducing cost

Already Adopted
Short-term
Mid-term
Long-term

Gathering quantitative (surveys, audits) or qualitative (informal interviews, focus groups) data from workers and supervisors can help detect gaps between what a company says about safety and what employees perceive. The information can reveal where changes may be needed. Data should also be collected after changes are made to determine if the gap has narrowed. Questions used to collect this data can assess the degree to which:

- employees share a proactive vision of safety;
- safety goals are understood;
- accountability is equal and applied evenly at all levels;
- management demonstrates commitment to employee safety and health;
- roles and responsibilities for implementing safety are defined and understood;
- employees are part of the safety process;
- safety is valued equal to or greater than production;
- employees feel empowered to stop work if they identify a hazardous situation;
- principles of Prevention through Design (PtD) are embraced; and
- safety is integrated into planning and part of everything the company does.

WORKSHEET #3

Ensuring Accountability at All Levels

Everyone involved in a construction project should be held accountable for safety, including the contractors' safety personnel and supervisors, and workers. Specific responsibilities for implementing safety need to be clearly defined at all levels appropriate for an individual's role, and communicated and regularly reinforced. Which of the following best describes your company?

INATTENTIVE →	REACTIVE →	COMPLIANT →	PROACTIVE →	EXEMPLARY
Safety-related expectations are not clearly articulated. Only employees are held accountable for safety performance. There are no performance reviews or safety metrics. Bonuses are based on productivity and number of reported injuries, which may discourage reporting. Incident or close call investigations result in punishment. Written safety or health policies don't exist.	Employees are automatically punished (e.g., fined, suspended, or fired) for poor safety performance. Poor project safety performance carries few consequences for supervisors. Safety goals are not established and performance measures are not gathered moving forward nor used to evaluate progress.	Established safety goals are based only on OSHA guidelines. The company collects injury and illness data, but they are not shared with supervisors or workers. Incident investigations are conducted but they are not performed in a "blame-free" manner.	Safety goals go above and beyond OSHA guidelines and are used as a basis for supervisor performance and to ensure continuous improvement. All employees are recognized and sometimes rewarded for identifying hazards, reporting close calls, creating safety solutions, and for superior safety performance. Incident investigations result in positive outcomes and improvement.	Safety commitment and expectations are consistently communicated across the company, and to all business partners. Everyone is recognized and included in safety awards based on leading vs. lagging indicators. Supervisor and worker performance evaluations are based on leading and lagging safety indicators. Safety measures are compared to other companies' performance measures and used for continuous improvement. Safety performance is a primary factor in hiring managers and subcontractors, and for promotions. All types of project employees are responsible for safety. Incident investigations result in positive outcomes and improvement, and lessons are shared.

How to become exemplary

Review the ideas below and check the short-term ○ (1-2 months), mid-term ○ (6-12 months), or long-term ○ (1-2 years) circle to indicate which you will commit to adopt and by when. Congratulations, if you've already adopted the idea!

Idea #1 - Create an incentive structure that promotes and rewards safety processes not just outcomes

○ Already Adopted
○ Short-term
○ Mid-term
○ Long-term

Companies may create a disincentive to report incidents if workers, supervisors, and crews are rewarded for achieving a low recordable injury rate. This sends mixed messages about whether safety is valued compared to productivity and other company requirements. Mixed messages can lead to confusion and damage the trust between employees and management necessary to achieve a positive safety climate. A better approach is to recognize and reward employees for identifying, reporting, and eliminating hazards. An on-line incident reporting system could be developed that employees would use to notify management when an incident or close call is reported. An "action list" could be placed in a prominent location to show how issues are being addressed and who was rewarded for identifying the hazard. This creates a climate that reinforces the idea that employee contributions for implementing safety are valued.

Idea #2 - Develop, distribute, and implement written safety policies

Written safety policies should clearly describe expectations, roles, and responsibilities for establishing and maintaining a positive jobsite safety climate. The policies should be developed through a joint effort of affected staff and be signed by the owner. The policies should be distributed to and reviewed with all employees, incorporated into the company's safety manual, and be reinforced verbally on a daily basis.

- Already Adopted
- Short-term
- Mid-term
- Long-term

Idea #3 - Conduct blame-free incident investigations

Cursory investigations of incidents that seek to blame, rather than learn, hamper the development of a positive safety climate and the free flow of information. Such investigations can generate a climate of fear among employees that often leads to under- or non-reporting of potential hazards, close calls, and injuries. While underreporting may improve a company's safety record, it does not lead to a stronger safety climate and may weaken it. First-line supervisors need training on how to conduct blame-free incident and close call investigations. Companies should try hard to find the root cause of all incidents by examining the possible contributing environmental, organizational, and human factors. Mechanisms must be implemented to share findings throughout the company.

- Already Adopted
- Short-term
- Mid-term
- Long-term

Idea #4 - Incorporate safety leadership into supervisor evaluations

A supervisor's annual performance evaluation should emphasize his/her leadership skills with respect to safety. A competency-based scale (like the one above) could be developed that lays out the expectations for poor to superior performance. The scale would contain leadership behaviors such as the supervisor's ability to empower employees to identify hazards and stop work if necessary, report incidents, and participate in blame-free incident investigations. Competency-based scale evaluation data can be gathered by asking employees directly about on-site safety leadership and by observational methods. Strengths and weaknesses identified in the evaluation should be discussed with supervisors so improvement goals can be developed.

- Already Adopted
- Short-term
- Mid-term
- Long-term

WORKSHEET #4

Improving 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 is important for creating a strong, positive safety climate. Which of the following best describes your company?

INATTENTIVE →	REACTIVE →	COMPLIANT →	PROACTIVE →	EXEMPLARY
There is no safety vision or safety leadership. Supervisors and foremen have no supervisory training and have little knowledge or understanding of regulatory requirements. Supervisors and foremen manage and punish using intimidation. The focus is on individual behavior without taking the process into account. Supervisors and foremen play the blame game when an incident occurs instead of trying to find the root cause.	Supervisors and foremen ignore workers' input regarding potential hazards and close calls. Supervisors and foremen focus on individual behavior as a foundation for safety and do not consider underlying factors that can impact safety. The company becomes concerned with safety and the supervisor's or foreman's leadership skills only after an incident or regulatory action occurs.	Supervisors and foremen are trained and are guided by, and follow OSHA regulations, never going above or beyond.	Supervisors and foremen lead by participating in, and initiating, safety program activities that focus on continuous improvement. Supervisors and foremen seek advice from, and use, workers' input to improve safety.	Supervisors and foremen display a personal vision for, and a deep commitment to, creating a strong, positive project safety climate. They inspire and motivate workers to share their commitment. They establish clear safety-related roles and responsibilities, make safety a major component of all meetings, and instill a sense of safety ownership at all levels. Supervisors and foremen are effective communicators, excellent role models for safety, and they coach and teach safety to workers in their crews.

How to become exemplary

Review the ideas below and check the short-term ○ (1-2 months), mid-term ○ (6-12 months), or long-term ○ (1-2 years) circle to indicate which you will commit to adopt and by when. Congratulations, if you've already adopted the idea!

Idea #1 - Train supervisors and foremen on leadership skills

For most people, leadership skills must be learned through education, training, and experience. Below are four aspects of a true leader. While one would not necessarily be trained separately on each of these, the scale can be used to evaluate where supervisors and foremen are currently and prioritize areas for improvement.

1a. Leads by Example – Is a role model for safety – "Walks the Talk"

Workers are constantly observing their supervisor's and foreman's safety-related attitudes and behaviors to learn what the safety-related expectations are on the jobsite. Supervisors and foremen who lead by example consistently demonstrate through their words and actions that safety is valued. Supervisors and foremen who give inconsistent safety messages reinforce worker perceptions that productivity trumps safety, and that it's ok to cut corners, not wear PPE, or not report close calls. Supervisors and foremen who consistently send and demonstrate pro-safety messages get better outcomes.

○ Already Adopted
○ Short-term
○ Mid-term
○ Long-term

1b. Encourages Innovation

Exemplary companies expect their supervisors and foremen to communicate with workers in their crew about work tasks as well as potential hazards. This can be done during daily pre-task planning meetings where workers, who are exposed to the risks, can provide practical solutions. Depending on the complexity of the solution, the company can reward the worker(s).

○ Already Adopted
○ Short-term
○ Mid-term
○ Long-term

1c. Is a Coach

Supervisors and foremen with good coaching skills create safety goals collaboratively with workers and help them achieve goals by removing barriers and providing feedback. Constructive feedback is essential and is a skill that can be learned using these steps. Initially, the supervisor or foreman tells the worker what was observed and why it was risky and the potential outcomes if the activity continues. Next, they would work together to create a goal and a plan for making changes (if needed). Timely feedback should occur frequently. Remember that goals should be in line with the overall expectations of the safety management system and should drive continuous improvement.

- Already Adopted
- Short-term
- Mid-term
- Long-term

1d. Motivates Others

Supervisors and foremen motivate workers by empowering them to participate in their own and each other's safety. They must ensure everyone understands the expectations, obligations, and opportunities including: attending and providing input at daily pre-task planning meetings, taking all required safety training and applying information learned, stopping work and notifying their supervisor or foreman when hazards are identified, and reporting all near misses/close calls. Trust is gained when a supervisor or foreman listens, takes worker input seriously, and involves them in implementing suggestions. When an incident happens, a supervisor and/or the foreman and the workers should conduct a blame-free investigation to find the root-cause. Together they can identify lessons learned, reduce the risk, and prevent future incidents.

- Already Adopted
- Short-term
- Mid-term
- Long-term

Idea #2 - Include leadership skills in performance evaluations

Performance evaluations should emphasize the supervisor's and foreman's safety leadership skills and their contribution toward achieving safety goals. A competency based scale (like the one above) could be developed that lays out the expectations for poor to superior performance. The scale would contain leadership behaviors described above, and evaluation information could be gathered by asking the workers for input and also by observing the supervisor's and foreman's on-site leadership behaviors. Management should discuss the strengths and shortcomings found during the evaluation with the supervisors and foremen, and together establish goals for improvement, including additional leadership training.

- Already Adopted
- Short-term
- Mid-term
- Long-term

WORKSHEET #5

Empowering and Involving Employees

Involving employees in safety-related planning and decision making, and encouraging them to discuss potential hazards will improve employee-management communication, build trust, and promote a positive safety climate that is important to getting the job done. Which of the following best describes your company?

INATTENTIVE →	REACTIVE →	COMPLIANT →	PROACTIVE →	EXEMPLARY
Management isn't interested in and won't involve employees in safety discussions or encourage them to share responsibility for their and their co-workers' safety.	Employees aren't engaged in discussions on how to promote safety and prevent injuries. Management passes down safety messages to employees only when there is an incident or injury. Safety committees meet only after someone is injured and employees may not be represented on the committee.	Management shares information with employees only when it's required by law. Standing safety committees may exist but meetings last only a few minutes, and although employees may voice concerns, management may or may not address them.	Management actively involves employees in identifying hazards and solving safety problems by including them in daily pre-job safety meetings and job hazard analyses. A management-employee safety committee provides suggestions and makes recommendations. Employees participate in all aspects of ensuring a safe employees	Safety meetings and walk-arounds focus on solving specific problems identified by employees and others. Problems are promptly addressed and communicated to employees. Employees can observe changes and are empowered to provide additional feedback.

How to become exemplary

Review the ideas below and check the short-term (1-2 months), mid-term (6-12 months), or long-term (1-2 years) circle to indicate which you will commit to adopt and by when. Congratulations, if you've already adopted the idea!

Idea #1 - Hold site orientations that encourage employees to become involved in safety

Already Adopted
Short-term
Mid-term
Long-term

An exemplary site orientation helps empower employees at the beginning of a project by informing them of potential hazards and creating a safety climate where employees are expected to identify and address hazardous conditions. Employees should be informed of their right – and obligation – to stop work if they see a hazardous situation AND are assured that there will be no reprisal for doing so. Site orientations are also used to inform employees of jobsite safety and health plans, key health and safety procedures and people on site, and how to contact those people. By the end of the orientation, employees should understand their safety and health rights, including their right to consult in safety-related decision making. Companies might consider ongoing coaching and mentoring to reinforce the knowledge gained and positive behaviors attained.

Idea #2 - Conduct daily briefings where everyone on-site participates in pre-task planning and job hazard analysis

Already Adopted
Short-term
Mid-term
Long-term

Daily morning (and sometimes also afternoon) huddles (also called tool box talks, tailgate meetings, or pre-shift safety meetings) provide an excellent opportunity to involve and empower employees on an ongoing basis. Everyone should participate in discussions about the work they are doing, the potential hazards associated with the work, and how hazards can be diminished to avoid injuries and exposures. Employees should be encouraged to ask questions and share their ideas.

Idea #3 - Conduct joint walk-arounds throughout the work day

Already Adopted
Short-term
Mid-term
Long-term

Sometimes things discussed at the daily huddle change as the day progresses. Having a joint management-employee team walk around the site and look for potential problems helps keep everyone in the loop. This activity ensures two-way conversations between management and employees, encourages employee involvement in identifying safety issues and suggestions, and demonstrates that safety is valued.

Idea #4 - Provide and encourage employees to use anonymous suggestion boxes and/or a call-in number

Already Adopted
Short-term
Mid-term
Long-term

Some employees might not be comfortable making safety suggestions directly to their supervisor or foreman but they should still be given the opportunity to do so. Providing anonymous suggestion boxes or a call-in number empowers employees to make suggestions to address concerns when trust may be a problem. Place boxes in multiple locations where secrecy can be maintained, and also periodically remind and encourage employees to use them. As suggestions are received, management should communicate how problems were fixed and recognize and reward good suggestions.

Idea #5 - Obtain employee feedback using periodic surveys and informally talking during the workday

Already Adopted
Short-term
Mid-term
Long-term

Employees feel empowered when they are asked directly for their opinions about ways to improve the jobsite safety climate. This can occur through anonymous surveys or in person. Surveys should be administered by a third party and can be effective for finding differences in safety perceptions between workers and supervisors. Interviewing employees can be very informative, but is obviously not anonymous. Employees should be approached and interviewed in a non-threatening manner by a trusted source. Interviewing employees as they leave the jobsite can be a good way to learn about issues that may be contributing to a negative safety climate.

Idea #6 - Create joint employee-management engagement committees to address specific safety and health concerns

Already Adopted
Short-term
Mid-term
Long-term

Joint labor-management safety and health committees focus on identifying and addressing jobsite safety concerns. Their collaborative nature regarding power and responsibility for safety-related decision-making helps produce mutual trust between management and employees. Small businesses could consider creating ad hoc safety action groups or "safety circles" where employees and management address issues raised at weekly and daily meetings, using suggestion boxes, a call-in number, or surveys. Prompt follow-through on concerns using these groups demonstrates the company takes employees' suggestions seriously, which encourages employees to stay involved and engaged in implementing safety. For many companies it may be helpful to integrate safety into regular project planning meetings.

WORKSHEET #6

Improving Communication

How a company formally and informally communicates about safety through words and actions can have a significant impact on the jobsite safety climate. Effective safety-related communication can create a strong, positive climate, while poor communication can stifle it. Good communication involves both talking and listening. Which of the following best describes your company?

INATTENTIVE →	REACTIVE →	COMPLIANT →	PROACTIVE →	EXEMPLARY
No system exists for employees to speak directly to management, and communication is one-way (no dialogue). Supervisors and foremen do not share concerns raised by the workers in their crews with management.	Management normally responds to employees' complaints when raised, although it may not be prompt. Employees are sporadically provided with informal feedback on hazard reports and incident/injury information. Issues are not tracked, and information is not shared on how employees' concerns were or will be addressed.	Supervisors and foremen pass safety-related information to the workers in their crews as required by management and OSHA.	Workers are encouraged to report safety concerns and issues either to their supervisor, foreman, or directly to management. Workers actively participate in incident reviews. Supervisors and foremen initiate hazard identification and safety discussions with workers.	Workers, supervisors, and management are actively engaged in on-going communication about safety. Workers get timely feedback after action is taken. There are formal systems for gathering feedback and sharing incident information.

How to become exemplary

Review the ideas below and check the short-term (1-2 months), mid-term (6-12 months), or long-term (1-2 years) circle to indicate which you will commit to adopt and by when. Congratulations, if you've already adopted the idea!

Idea #1 - Review company safety materials to ensure a consistent positive safety climate message

There are many communication channels within an organization, both formal and informal. Mixed messages about safety and productivity can severely damage the mutual trust between employees and management that is necessary for a positive safety climate. Management should evaluate all materials and communication processes to ensure safety is consistently highlighted and equal to other company goals and objectives. Supervisors and foremen should be aware that their actions and behaviors can negatively affect communication or negate the message that safety is valued.

Already Adopted
Short-term
Mid-term
Long-term

Idea #2 - Communicate contents of policies and procedures to all employees

Not all company policies and procedures focus on safety. However, even those that do not should be reviewed to see if there may be a safety component to include. Ensure policies and procedures are written clearly and are available and understood by all employees, including all non-English speaking employees. Take time to review policies and procedures with all employees at hire, at least annually, and also when any organizational changes occur.

Already Adopted
Short-term
Mid-term
Long-term

Idea #3 - Be transparent about how employees' safety concerns will be addressed

As issues arise, be visible and engage employees in reviewing related policies and procedures. Consider developing an online incident reporting system employees can use to notify management when a close call or hazardous condition occurs. Also consider creating an "action list" and post it in a visible place to show how issues raised by employees are being addressed.

Already Adopted
Short-term
Mid-term
Long-term

Idea #4 - Create opportunities to communicate directly with employees about safety

Companies should use both formal and informal methods to facilitate consistent and open communication about safety among project owners, management, and employees. Open dialogue helps employees trust that management values safety, which empowers them to participate in protecting themselves and their co-workers. Project owners should be visible, accessible, and engage in two-way dialogue with employees. It is critical that management be sensitive to non-English speaking employees to ensure they can meaningfully participate in safety discussions. Some mechanisms for creating an open dialogue both on and off the jobsite include:

4a. Joint employee-management engagement committees or safety action groups

These committees distribute power and responsibility for safety-related decision making, which encourages mutual trust between employees and management. Barriers to employee participation should be eliminated.

- Already Adopted
- Short-term
- Mid-term
- Long-term

4b. Daily safety discussions

Daily safety discussions (or huddles) provide an excellent opportunity to involve and empower employees in identifying and addressing hazards in a timely manner. They take approximately 15 minutes and are part of pre-task daily planning where possible hazards and how to prevent them are discussed.

- Already Adopted
- Short-term
- Mid-term
- Long-term

4c. Joint walk-arounds and informal conversations with employees

A joint management-employee team site walk-around helps identify and address new concerns as they emerge during the day. Informal conversations with employees throughout the day are an effective way to reaffirm that safety is valued and promote ongoing two-way conversations between employees and management about potential safety concerns.

- Already Adopted
- Short-term
- Mid-term
- Long-term

WORKSHEET #7

Training at All Levels

The best way to ensure that all employees know and understand how they improve jobsite safety climate is to provide ongoing, effective training for specific roles and responsibilities in the company. Which best describes your company?

INATTENTIVE →	REACTIVE →	COMPLIANT →	PROACTIVE →	EXEMPLARY
Company does not conduct ongoing employee training. It assumes employees are trained properly when they come on-site. Fraudulent training cards may even be accepted.	Only the OSHA 10-hour certificate is required for workers, foremen, and supervisors. Training is aimed almost exclusively at individual employee behavior. Training is only implemented after an incident, and the commitment to training is reduced over time.	Off-the-shelf curriculum is used to meet OSHA and management system training requirements. Most training is provided via monthly or weekly toolbox talks. Trainers meet minimal qualifications. Training records are kept but not reviewed. Employees are provided OSHA 10 training.	Supervisors and foremen are required to obtain an OSHA 30-hour certificate. Management provides adequate resources to ensure high quality training. Knowledge and skills testing is conducted. Safety training is conducted by highly qualified trainers. Employees are encouraged to request needed training.	Training programs are ongoing and qualified trainers use adult learning principles. Supervisor and foreman-specific training and peer-to-peer training are conducted. Company implements a Safety Trained Supervisor (STS) certification program. Employees are integral to identifying training needs. Management is trained on safety skills, as well as OSHA standards.

How to become exemplary

Review the ideas below and check the short-term (1-2 months), mid-term (6-12 months), or long-term (1-2 years) circle to indicate which you will commit to adopt and by when. Congratulations, if you've already adopted the idea!

Supervisors and foremen – Front-line supervisors and foremen are the linchpin for safety on the jobsite. Therefore, how they lead, act as role models, and communicate are important factors in determining strong positive safety climate on a jobsite.

Idea #1 - Safety and Health Training

Supervisors and foremen should be OSHA 30-hour trained at the very least and receive additional specialized training as appropriate for assigned tasks (i.e., Permit Required Confined Space, Excavation and Trenching, Fall Protection, etc.). Ideally, supervisors should obtain a safety-trained supervisor (STS) certification.

- Already Adopted
- Short-term
- Mid-term
- Long-term

Idea #2 - Leadership and Communication Skills

Supervisors and foremen should participate in leadership training/education to learn how to effectively communicate their safety vision and expectations, how to listen effectively, coach workers on how to create a strong jobsite safety climate, and provide both positive and negative constructive feedback. Supervisors and foremen should also receive training in effective safety management to better understand processes and expectations.

- Already Adopted
- Short-term
- Mid-term
- Long-term

Idea #3 - Root Cause Analysis

Train supervisors and foremen on how to conduct root cause analyses to examine environmental, organizational, and human factors that contribute to jobsite incidents and close calls. They should help develop processes to easily share findings from these investigations across the organization.

- Already Adopted
- Short-term
- Mid-term
- Long-term

Idea #4 - Role Modeling

Educate supervisors and foremen on the importance of being good safety role models. For example, they should always use proper personal protective equipment (PPE), insist workers (and managers who come on site) do so as well, and maintain accountability expectations. When addressing worker complaints, supervisors and foremen need to keep in mind that their risk perceptions may be different than the workers.

- Already Adopted
- Short-term
- Mid-term
- Long-term

Workers – Provide ongoing worker training to promote a consistent message that safety is as important as productivity. This message should be reinforced (at least) at daily and/or weekly safety meetings (huddles), daily tool-box talks (tailgate meetings, or pre-shift safety meetings), and by posted visual reminders.

Idea #1 - Safety and Health Training

All workers should be at least OSHA 10-hour trained and preferably have an OSHA 30-hour certificate plus additional specialized training as appropriate for assigned tasks (i.e. Permit Required confined Space, Excavation and Trenching, Fall Protection etc.)

- Already Adopted
- Short-term
- Mid-term
- Long-term

Idea #2 - Empowerment

Training should include methods for empowering workers to actively recognize potential hazards on the jobsite and understand their obligation to stop work when a hazard is identified that is serious or presents an imminent danger.

- Already Adopted
- Short-term
- Mid-term
- Long-term

Idea #3 - Communication Skills

Workers would benefit from learning how to communicate effectively with co-workers, supervisors, and foremen, including how to listen and provide constructive feedback.

- Already Adopted
- Short-term
- Mid-term
- Long-term

Idea #4 - Self-protection Skills

Workers should be able to demonstrate safe work practices, including the ability to use proper PPE. If the worker is unable to do so, they should receive training, and their skills evaluated prior to going onto the jobsite.

- Already Adopted
- Short-term
- Mid-term
- Long-term

Management – Provide management with safety leadership training so they understand the critical role they play in creating and maintaining a positive safety climate. The training should include how best to communicate, provide feedback, and be a good role model for employees, particularly when visiting jobsites. Management should also have a comprehensive understanding of how safety complements quality, production, marketing, and the financial aspects of their organization.

- Already Adopted
- Short-term
- Mid-term
- Long-term

WORKSHEET #8

Encouraging Owner/Client Involvement

Construction management, in partnership with their employees, is responsible for ensuring that jobsite hazards are eliminated, or at least minimized. These partnerships are most effective when they exist within a positive safety climate.

INATTENTIVE →	REACTIVE →	COMPLIANT →	PROACTIVE →	EXEMPLARY
Project owner/client does not require safety pre-qualifications from contractors, and makes selections based on lowest bids. Project owner/client has no understanding of or presence in the safety process.	Contractors with poor safety records may be excluded from bidding, but there are no meetings to discuss why the safety record is poor or how to improve. Data aren't reviewed for trends.	Project owner/client relies exclusively on federal, state, and local safety laws for pre-qualification criteria but use low bid for selecting contractors. Project owner/client depends on conventional methods of insuring the job (e.g., insurance provided by the contractors).	Project owner/client communicates safety expectations to contractors and consistently enforces them on-site. There is a site-specific safety template for each job that all contractors are required to follow. There are regularly scheduled safety meetings with all contractors and owners. Injury and illness trends are used to determine weaknesses. Safety programs are reviewed at least annually.	Contractors are selected based on safety practices/climate rather than low bid. Project owner/client participates in daily planning meetings, are regularly on-site to connect with and learn from employees, and there is a representative on-site to monitor and assist with safety program implementation. Prevention through Design (PtD) is used in the design and planning phases, which includes employees. Project owner/client provides adequate resources to ensure that safety is valued as much as productivity.

How to become exemplary

Review the ideas below and check the short-term (1-2 months), mid-term (6-12 months), or long-term (1-2 years) circle to indicate which you will commit to adopt and by when. Congratulations, if you've already adopted the idea!

Idea #1 – Project owner/client presence on-site demonstrates safety buy-in and provides the foundation for a strong safety climate:

1a. Participate and lead employee orientation

Site orientations help familiarize employees with potential hazards they may face on the jobsite. Orientation also helps establish a foundation for two-way communication between project owners/clients, contractors, and employees about safety issues. When employees see project owners demonstrate that they value safety, they are more confident that participating in safety efforts is important.

○ Already Adopted
○ Short-term
○ Mid-term
○ Long-term

1b. Devote adequate resources to implementing safety programs and enforcing policies

To show a true commitment to protecting employees, project owner/client must make available adequate resources to those managing the safety program. Safety policies and programs are meaningless unless they are effectively implemented, enforced, reviewed, and if necessary, modified.

○ Already Adopted
○ Short-term
○ Mid-term
○ Long-term

1c. Create mechanisms for contractors to voice safety concerns

Create a climate where contractor concerns are heard and those who identify hazards are recognized. It may be important to offer contractors alternative ways to communicate with owners about potential hazards including suggestion boxes placed in multiple locations, surveys, and informal non-threatening interviews.

- Already Adopted
- Short-term
- Mid-term
- Long-term

1d. Join daily planning meetings and safety walk-arounds, and ALWAYS wear appropriate PPE

As often as possible, project owner/client should participate in daily pre-task planning meetings (or huddles) and joint site safety walk-arounds with contractors' management and employees. Asking field personnel for solutions to safety-related issues clearly demonstrates "walking the talk"; that is, as long as feasible suggestions are considered and acted upon. Project owner's participation in safety activities and following safety rules helps employees trust management's espoused safety values. Nothing sours a relationship like "Do as I say, not as I do."

- Already Adopted
- Short-term
- Mid-term
- Long-term

Idea #2 - Incorporate safety throughout the design and planning phases of the project:

2a. Take safety into account when selecting and evaluating contractors

Carefully review contractors' safety program and policies, as well as their safety performance, when pre-qualifying and selecting them for a project. Review bids for reasonable PPE, safety supplies, and training. Data on lagging indicators (e.g., injuries) may reflect underreporting rather than a strong commitment to safety. Responsibilities, expectations, and evaluation metrics based on safety climate indicators (like the ones in this workbook) should be specified in the contract, and selected contractors should be held accountable for meeting those expectations.

- Already Adopted
- Short-term
- Mid-term
- Long-term

2b. Use Prevention through Design (PtD) methods

Provide PtD training for in-house and contracted architects and engineers to educate them on strategies they can use to design hazards out of equipment, structures, materials, and processes that may negatively affect employees and end-users. Consider value added engineering of PtD in costs and schedule.

- Already Adopted
- Short-term
- Mid-term
- Long-term

Idea #3 - Make the project owner/client accountable for safety

Project owner/client should participate in regular safety committee meetings that have a rotating chair so that the project owner/client is periodically the safety committee chair. Project owner/client should have an open door policy for contractors to discuss safety issues and ensure that their representatives in the field follow all safety rules.

- Already Adopted
- Short-term
- Mid-term
- Long-term

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

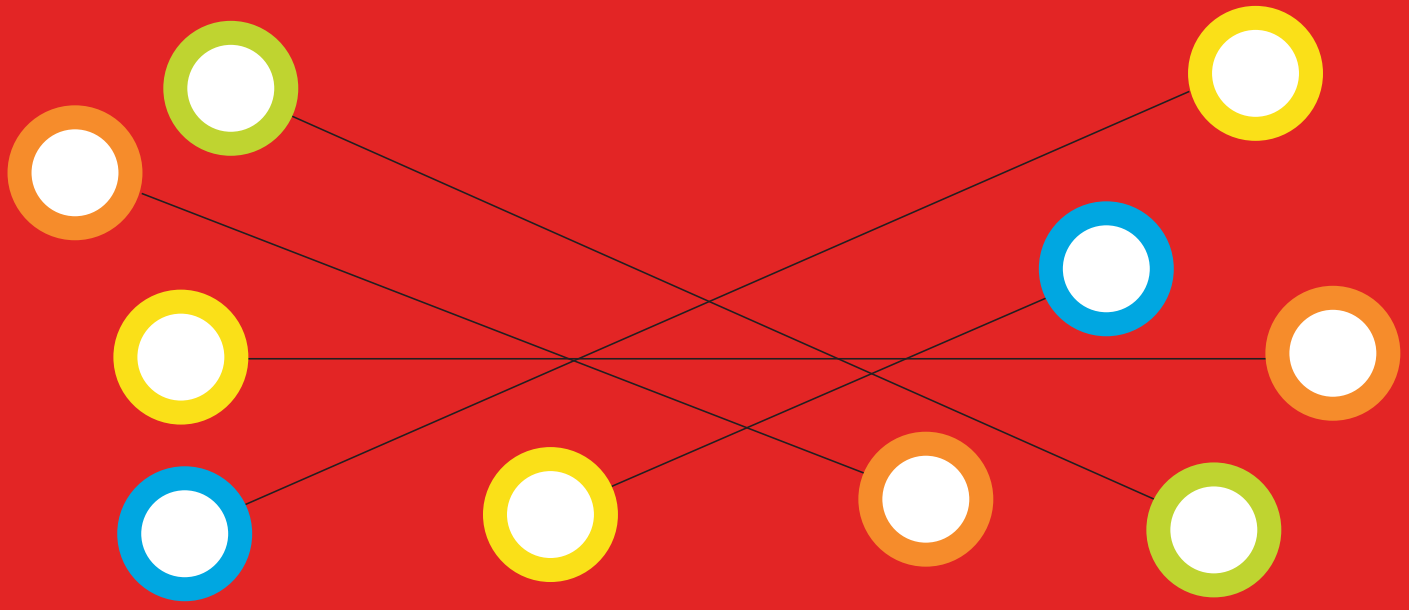
#1 **Demonstrating management commitment** Management's commitment to keeping employees safe is demonstrated through their words and actions and is critical for establishing and maintaining a positive safety climate. Just saying "safety is #1!" does not automatically translate into a positive safety climate.	• Safety expectations are clearly defined in policies, procedures, and guidelines, and communicated across the company • 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 reflect good on-site safety behaviors • Employees receive sufficient safety training and have proper PPE • Management designs reward and incentive structures to encourage employees to actively participate in safety implementation • Safety trends are analyzed • External audits are conducted to evaluate safety performance • There is a formalized process for corrective action
#2 **Aligning and integrating safety as a value** Safety must be 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.	• 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 participation in safety activities • Safety as a top priority is reinforced through training for supervisors and workers • Different groups 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 • Safety performance metrics use leading indicators for evaluations
#3 **Ensuring accountability at all levels** Everyone involved in a construction project should be held accountable for safety, including the contractors' safety personnel and supervisors, and workers. Specific responsibilities for implementing safety need to be clearly defined at all levels appropriate for an individual's role, and communicated and regularly reinforced.	• Safety expectations are communicated consistently across the company and to all business partners • Safety metrics are benchmarked against other companies and internal continuous quality improvement • Incentive structures promote and reward safety processes not (just) outcomes • External audits are conducted to evaluate safety performance, and are based on leading as well as lagging indicators • Safety performance is a primary factor in hiring managers 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 leading vs. lagging indicators
#4 **Improving 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.	• Safety roles and responsibilities are clearly defined at all levels of the organization • People at all levels are held accountable for their safety responsibilities • 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 should provide timely safety feedback on a frequent basis

#5 **Empowering and involving employees** Involving employees in safety-related planning and decision making, and encouraging them to discuss potential hazards will improve employee-management communication, build trust, and promote a positive safety climate that is important to getting the job done.	• Site orientations empower employees to actively participate in safety implementation • There is a joint employee-engaged safety committee • 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 solicited to share perceptions about safety implementation • Employees are encouraged and unafraid to report potential hazards, close calls, and/or injuries • Employees feel empowered with stop-work authority
#6 **Improving communication** How a company formally and informally communicates about safety through words and actions can have a significant impact on the jobsite safety climate. Effective safety-related communication can create a strong, positive climate, while poor communication can stifle it. Good communication involves both talking and listening.	• Policies and procedures are communicated so all employees understand them • Company materials communicate a consistent positive safety climate message • Supervisors 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 and supervisors actively engage in two-way conversation with workers about safety through joint employee management committees, daily safety briefings, and joint walk-arounds • Supervisors and management provide timely feedback on safety reports • Barriers to employee participation in safety should be eliminated
#7 **Training at all levels** The best way to ensure that all employees know and understand how they can improve jobsite safety climate is to provide ongoing, effective training for specific roles and responsibilities in the company.	• Supervisors should at the very least have OSHA 30-hour training • Safety training is provided at all levels of the company, and is ongoing • Company implements an STS program certification • Safety leadership training is available for supervisors and foremen. • Empowerment and peer-to-peer training is provided to employees • Joint safety committee training is given to all participants • All field personnel help to identify training needs and develop materials • Supervisors are educated on the importance of a good safety role model
#8 **Encouraging owner/client involvement** Project owners/clients have the authority to develop and issue project policies, shape bid practices, and approve budgets – all of which, if done with a focus on safety, can result in an excellent safety climate and project performance.	• Project owner/client devotes adequate resources to safety implementation • Project owner/client participates in employee orientation, daily planning meetings, and wear PPE (as appropriate) • Project owner/client regularly comes on site to connect with and learn from employees • There is a project owner/client representative on-site to monitor and assist with safety implementation • Project owner/client uses Prevention through Design (PtD) in design and planning phases, and involves employees in planning • Project owner/client use safety performance as a pre-qualification for bids • Project owner/client solicits feedback from employees using suggestion boxes, and ensures no retaliation for raising safety concerns • Feasible safety suggestions are considered and acted upon • Project owner/client is held accountable for safety

We hope you find these worksheets useful for improving safety climate on your jobsites!
If you have feedback you would like to share, please contact: Dr. Linda M. Goldenhar at lgoldenhar@cpwr.com

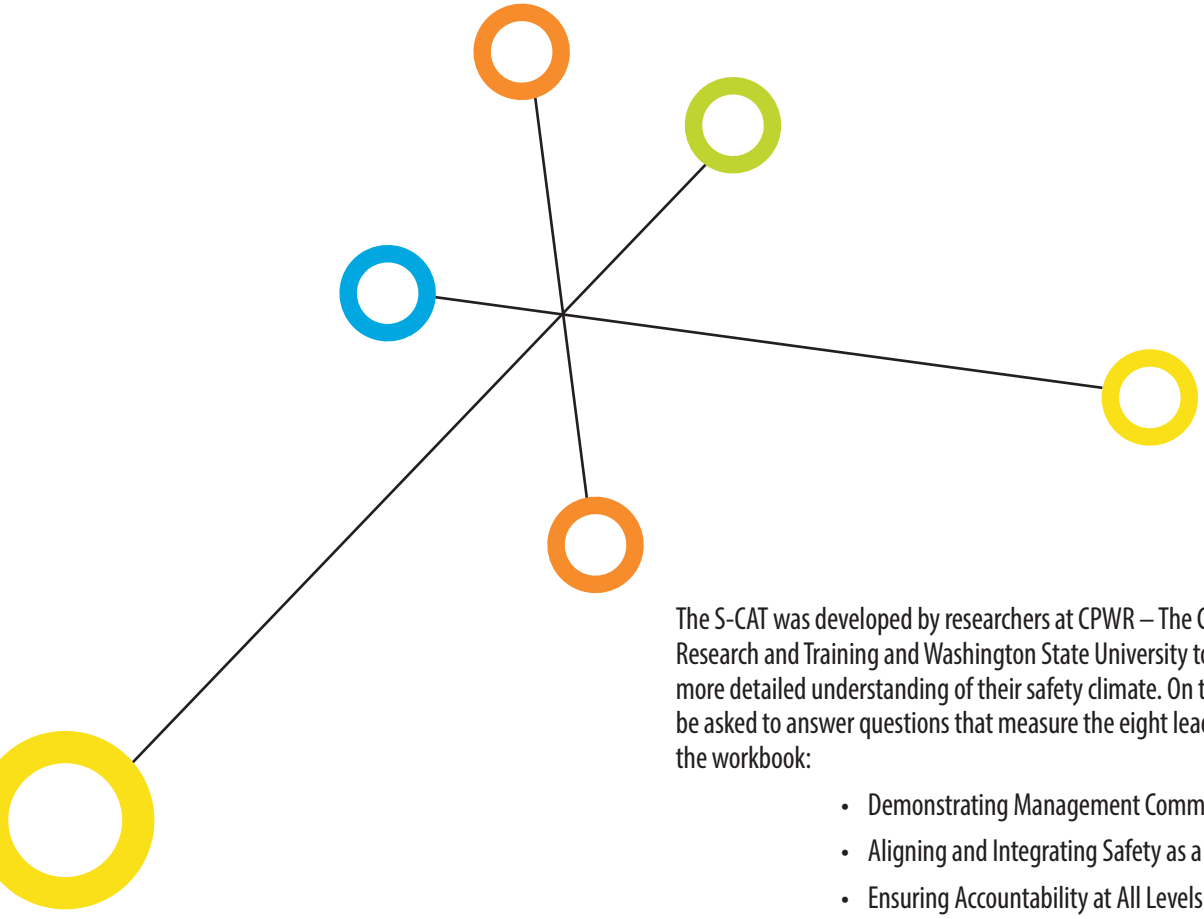
CPWR
THE CENTER FOR CONSTRUCTION
RESEARCH AND TRAINING

Safety Climate Assessment Tool (S-CAT)



CPWR
THE CENTER FOR CONSTRUCTION
RESEARCH AND TRAINING

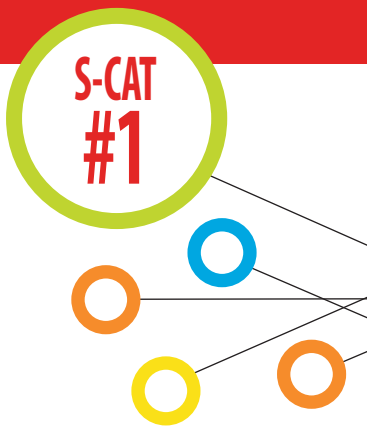
Safety Climate Assessment Tool (S-CAT)



The S-CAT was developed by researchers at CPWR – The Center for Construction Research and Training and Washington State University to help a company gain a more detailed understanding of their safety climate. On the next few pages, you will be asked to answer questions that measure the eight leading indicators covered in the workbook:

- Demonstrating Management Commitment
- Aligning and Integrating Safety as a Value
- Ensuring Accountability at All Levels
- Improving Supervisory Leadership
- Empowering and Involving Employees
- Improving Communication
- Training at All Levels
- Encouraging Owner/Client Involvement

A company can copy and share this paper version with their employees to start a discussion and then ask them to enter their answers anonymously online at www.safetyclimateassessment.org. After completing the free online version of the S-CAT, an individual or company can generate a report that presents their safety climate maturity, overall and across the 8 leading indicators, and compares their data to other construction companies.



Demonstrating Management Commitment

Management demonstrates commitment by engaging in the following activities:

1. Being present and visible on the jobsite.
2. Always using safety behaviors and safety practices on the jobsite.
3. Identifying and reducing job hazards.
4. Having processes for corrective action following a safety incident.
5. Compassionately reacting to employee injuries.
6. Reviewing and analyzing safety policies, procedures and trends.

For each item below, carefully read the descriptions in each box going from inattentive all the way to exemplary. Circle the one that best describes management's commitment to that activity.

INATTENTIVE →	REACTIVE →	COMPLIANT →	PROACTIVE →	EXEMPLARY	
1. In my company, management…					
Rarely comes to the actual jobsite.	Only comes to the jobsite after an incident has occurred.	Only comes to the jobsite when required, or makes infrequent visits.	Makes regular visits to the jobsite. Interacts mostly with management.	Frequently visits the jobsite; seeks out interactions with employees.	NA
2. When management is present on the jobsite, they…					
Typically act as poor safety role models by breaking regulatory and organizational safety policies and procedures.	Are only concerned with adhering to OSHA regulations and organizational policies and procedures after an employee injury has occurred.	Strictly conform to required OSHA regulations and organizational safety policies and procedures, never more or less.	Demonstrate safety behaviors above and beyond what is required.	Consistently model safety behaviors above and beyond what is required and recognize employees who do the same.	NA
3. In my company, management…					
Does not participate in safety audits.	Only participates in safety audits in response to an employee injury or adverse safety event.	Participates in safety audits only when required.	Initiates and actively participates in internal safety audits.	Actively participates in internal safety audits and uses the information for management performance evaluation.	NA
4. In my company, management…					
Does not want to know about any safety incident, unless it's a fatality. There are no investigations into incidents or close calls.	Resists taking steps to correct or prevent future incidents. Investigations into incidents or close calls result in punitive action toward employees.	Investigates incidents but not in a "blame-free" manner. Initiates corrective actions that comply with owner or regulatory directives.	Includes employees in both a root cause analysis and helping to come up with solutions to prevent future incidents and foster continued improvements.	Relies on a formalized process for conducting a detailed root cause analysis that reviews both processes and behaviors. Findings are discussed with everyone and preventive solutions are implemented.	NA
5. When employees are injured, management…					
Immediately blames and punishes the employee (e.g., fired).	Typically blames employees for injuries, threatening them with suspension or even termination.	Only holds employees accountable for injuries according to organizational guidelines.	Demonstrates appropriate organizational support for the employees involved in injuries.	Proactively provides support to injured employees to facilitate return to work. Seeks to learn from employee injuries.	NA
6. In my company…					
There is no formal safety management system; safety trends are not analyzed.	The safety management system is reviewed and safety trends are only analyzed in response to employee injury or an adverse safety event.	The safety management system is reviewed and safety trends are analyzed from time to time.	The safety management system is reviewed and safety trends are analyzed annually to ensure effectiveness and relevance.	The safety management system is reviewed and safety trends are analyzed bi-annually to ensure effectiveness and relevance.	NA

Aligning and Integrating Safety as a Value

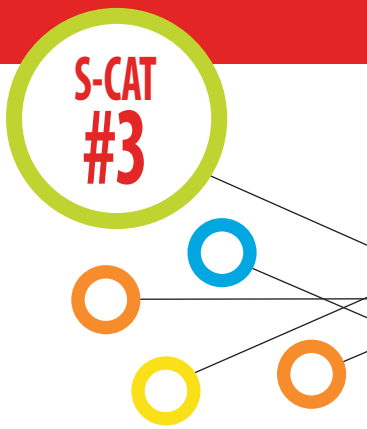
S-CAT #2

Organizations align and integrate safety as a value by engaging in the following activities:

1. Safety is viewed by all as a core value.
2. Safety is discussed at all regularly scheduled meetings.
3. Safety is aligned with other values such as productivity and cost reduction.
4. Safety is integrated into organizational policies and procedures.
5. Leading safety indicators are used to improve jobsite safety climate.
6. There is support and resources allocated for implementing safety programs and activities.

For each item below, carefully read the descriptions in each box going from inattentive all the way to exemplary. Circle the one that best describes how well safety is aligned and integrated as a value in your company.

INATTENTIVE →	REACTIVE →	COMPLIANT →	PROACTIVE →	EXEMPLARY	
1. In my company, most believe:					
Construction is inherently dangerous and nothing can be done to change it.	Safety is costly and a burden; a necessary evil.	Safety is only important in that it is an OSHA requirement.	Safety is very important to employees and management alike.	Safety is a value of utmost importance and placed before all else.	NA
2. In my company, safety is discussed …					
Never.	Only when an adverse safety event has occurred.	Only when required.	At the end of most of our meetings.	At the beginning of every meeting because it is a top priority.	NA
3. In my company…					
The primary focus is on productivity and reducing costs. Employees are rewarded for taking shortcuts to meet production goals.	When a project falls behind schedule, production becomes valued more than safety.	As long as minimum safety requirements are being met, production and cost reduction are the main priorities of a project.	For the most part, safety is not compromised for the sake of productivity. Projects are completed as safely as possible.	Safety is never compromised for productivity, schedule, or cost. Safety truly comes first.	NA
4. In my company…					
Safety is not integrated within organizational policies/procedures.	Safety is not valued or enforced when management, OSHA, or safety professionals are not present.	Safety is only integrated to the point of meeting minimum OSHA requirements.	Safety language is formally integrated into most policies and procedures.	Safety is formally and informally integrated into all policies and procedures.	NA
5. In my company…					
There is no focus on leading or lagging safety indicators.	Safety indicators are only examined in response to an adverse safety event.	Safety indicators focus solely on lagging indicators (e.g., RIR, EMR).	Occasional attempts are made to measure and use leading indicators to improve jobsite safety climate.	Leading indicators are regularly assessed and acted upon (i.e., changes made) to improve the jobsite safety climate.	NA
6. In my company, management…					
Does not invest in safety program development or provide adequate resources to conduct work safely.	Only invests in safety program development and devotes minimal resources to safety activities after an accident or an adverse event has occurred.	Participates in safety program development and allocates resources to the extent that it is required by regulatory authorities or the owner.	Provides adequate resources to ensure a safe working environment. Develops a safety program that is shared with all employees.	Provides ongoing financial support for ongoing development of safety policies, programs, and processes. Invests in systems to continually improve the jobsite safety climate.	NA



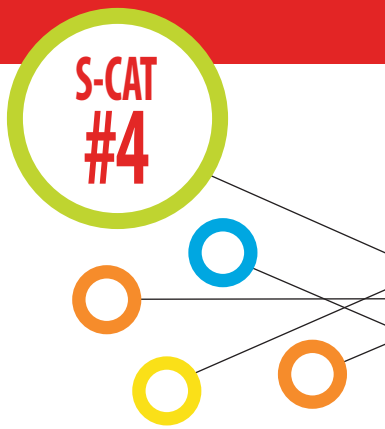
Ensuring Accountability at All Levels

Organizations ensure safety accountability at all levels by engaging in the following activities:

1. Having a system of safety accountability for all members on the jobsite, including employees, supervisors, and managers.
2. Establishing policies describing safety expectations, roles, and responsibilities for creating and maintaining a positive jobsite safety climate.
3. Creating an incentive structure that promotes and rewards safety processes not just outcomes.

For each item below, carefully read the descriptions in each box going from inattentive all the way to exemplary. Circle the one that best describes how well management and employees in your company are held accountable for safety.

INATTENTIVE →	REACTIVE →	COMPLIANT →	PROACTIVE →	EXEMPLARY	
1. In my company…					
Employee safety performance is not evaluated at all. If they mess up they are fired.	Employees are punished for not practicing safe behaviors, but they are not rewarded for proactively identifying hazards.	Safety metrics for employee performance evaluation are given lip service and sometimes informally used to evaluate employee performance.	Safety metrics are formally integrated into employee performance appraisal processes to evaluate and reward employees for maintaining and improving a positive jobsite safety climate.	Safety metrics are formally integrated into employee performance appraisal processes to evaluate and reward employees for maintaining and improving a positive jobsite safety climate. Data are used to identify targeted training opportunities.	NA
2. In my company…					
There are no safety-related metrics included in managers' or supervisors' performance evaluations.	The only safety metric used in managers' and supervisors' evaluations is the number of employee injuries, and often that is ignored.	Managers and supervisors are held accountable for meeting the minimum required safety standards but poor project safety performance carries few real consequences.	Managers and supervisors are primarily held accountable for lagging safety indicators (e.g., Recordable Injury Rate), but some leading indicators (e.g., safety climate metrics) have been included.	Managers and supervisors are held accountable for leading (e.g., safety climate metrics) and lagging safety indicators. Proactive safety leadership is a critical component of their evaluation and promotion.	NA
3. In my company, safety expectations, roles, and responsibilities…					
Are not identified or articulated to individuals working at the jobsite.	Are only clarified after an adverse safety event.	Are only set to meet OSHA requirements.	Are frequently, clearly, and consistently communicated to employees.	Are discussed with employees across the entire company, with sub-contractors and owners; they are reinforced on a daily basis.	NA
4. In my company…					
There is no incentive structure.	Employees are informed that an event may impact whether or not they will receive a safety reward.	Employees are told to work safely, and safety rewards are based on not getting hurt.	Employees are proactively recognized and rewarded for identifying hazards, reporting near misses & close calls, creating safety solutions, and for superior safety performance.	Safety metrics (based on leading and lagging indicators) are benchmarked against other companies and used for internal continuous improvement. Everyone is recognized and rewarded for safety performance.	NA



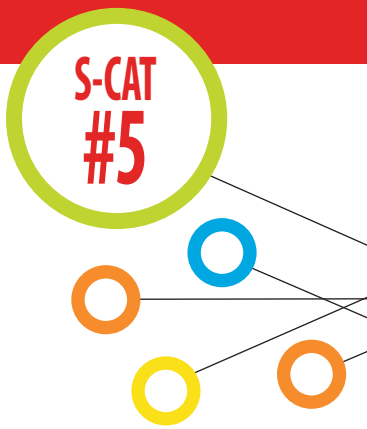
Improving Supervisory Leadership

Exemplary supervisory leadership is demonstrated within an organization by engaging in the following activities:

1. Having a safety vision and being committed to safety.
2. Providing training to support supervisor safety leadership development.
3. Those with supervisory responsibilities lead by example, coach, and motivate their crew.

For each item below, carefully read the descriptions in each box going from inattentive all the way to exemplary. Circle the one that best describes the level of supervisory safety leadership in your company.

INATTENTIVE →	REACTIVE →	COMPLIANT →	PROACTIVE →	EXEMPLARY	
1. In my company…					
Supervisors don't have a safety-related vision to share with their crew. Their commitment is primarily to production.	Supervisors don't have a safety-related vision. When an adverse event occurs they tell employees they must work safely.	Supervisory safety vision consists only of meeting regulatory requirements and avoiding adverse safety events.	Supervisors talk with their crew about their vision for creating a strong, positive project safety climate. They display that commitment by "walking the talk."	Supervisors share with their crew their vision for, and display a deep commitment to, creating a strong, positive project safety climate. They inspire and motivate employees to share that same commitment.	NA
2. In my company…					
Supervisors have no supervisory training and have little understanding or knowledge of regulatory requirements.	After an incident occurs or some regulatory action is taken, there is talk among higher level management about the importance of supervisory leadership.	Supervisors take OSHA 30-hour training and thus are familiar with OSHA regulations but they have little or no leadership training.	Supervisors are trained not only on regulatory guidelines, but have a minimal level of leadership training.	Supervisors are provided with and required to take leadership training that includes topics such as: how to communicate with and motivate team members; how to conduct pre-planning meetings; and how to inspire crew members to also be safety leaders.	NA
3. In my company, supervisors…					
Manage and punish using intimidation, and focus only on individual behavior without taking what may have been a faulty process into account.	Start caring for their crew and acting as safety leaders only after an incident occurs or regulatory action is taken. The behavior displayed is short-lived.	"Talk the safety talk" but often do not follow their own advice and expectations.	Initiate and actively participate in safety program activities that are focused on continuous improvement.	Instill a sense of safety ownership at all levels. Serve as effective safety communicators, excellent role models for safety, and are able to coach and teach. Infuse safety into every meeting.	NA



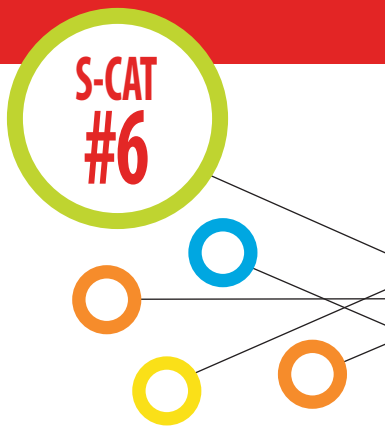
Empowering and Involving Employees

Organizations empower and involve employees by engaging in the following activities:

1. Empowering employees to invest in safety for themselves and fellow co-employees.
2. Seeking employee input on hazard reduction and safety improvement.
3. Relying on joint employee-management committees to address specific safety and health concerns.

For each item below, carefully read the descriptions in each box going from inattentive all the way to exemplary. Circle the one that best describes the degree to which employees in your company participate and are empowered to improve safety.

	INATTENTIVE →	REACTIVE →	COMPLIANT →	PROACTIVE →	EXEMPLARY	
1. In my company…						
	Employees feel no sense of responsibility for their co-employees' or their own safety.	Employees aren't engaged in promoting safety until after an accident occurs.	Employees are engaged in promoting safety to the extent that is required.	Employees participate in all aspects of ensuring a safe jobsite, beginning at the planning and design stages.	Employees are empowered and rewarded for going above and beyond to ensure a safe jobsite. Employees always feel responsible for their and their co-employees' safety.	NA
2. In my company…						
	Employee feedback regarding safety conditions and hazard reduction is not sought. They just want employees to "get the job done."	Employees are asked for safety advice and feedback after an injury or adverse safety event has occurred.	Employee feedback regarding safety is sought only when initiated by employees or during mandatory safety meetings.	Management actively involves employees in identifying hazards and solving safety problems by including them in daily pre-job safety and crew task/ hazard analysis.	Management actively seeks employee input on safety. Safety and even non-safety meetings and walk-arounds focus on solving specific problems identified by employees and others.	NA
3. In my company…						
	There are no safety committees.	Safety committees are created only after an incident occurs and do not remain active very long.	Standing safety committees may exist but they don't carry much weight; meetings may last only a few minutes.	There is an active management-employee safety committee that provides suggestions and makes recommendations.	The management-employee safety committee actively solicits suggestions from all employees on the jobsite and ensures that recommendations are seen through to completion.	NA



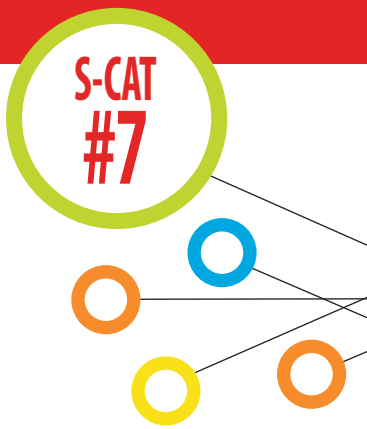
Improving Communication

Organizations can communicate better by engaging in the following activities:

1. Establishing and maintaining an open line of communication between employees and all levels of management.
2. Disseminating safety trends to employees and managers.
3. Promoting organization-wide safety awareness via activities such as newsletters, alerts, and toolbox talks, etc.

For each item below, carefully read the descriptions in each box going from inattentive all the way to exemplary. Circle the one that best describes how well management and employees communicate with each other.

	INATTENTIVE →	REACTIVE →	COMPLIANT →	PROACTIVE →	EXEMPLARY	
1. In my company…						
	Management isn't interested in and therefore doesn't involve employees in safety discussions. No system exists for employees to voice concerns directly to management. Supervisors don't share crew's concerns with management.	Employees feel comfortable voicing concerns to a supervisor, but not directly to management. Management passes safety messages down to employees only when there is an incident, injury, or negative event.	Employees with concerns that involve a direct OSHA violation can raise the issue with their supervisor. Management shares safety information with supervisors and employees to the extent it is required (e.g., posting OSHA placards).	Safety communication is a two-way street. Employees are encouraged to raise safety concerns at any time to supervisors or to management.	Employees are continually encouraged and rewarded for raising safety concerns and suggesting improvements. Concerns are promptly addressed and resulting changes are communicated back to employees.	NA
2. In my company…						
	Injury and illness data are not collected unless there's a fatality that must be reported to OSHA and other entities.	Injury and illness data are collected, but they are only reviewed after an adverse safety event has occurred. Issues are not formally tracked nor are resolutions communicated across the organization.	Injury and illness data are collected for the purpose of being compliant with OSHA requirements. Supervisors pass safety information on to their crew only when required by management.	Injury/incident data are regularly and formally collected and shared with managers and supervisors; supervisors are encouraged but not required to share information with their employees.	There are formal systems for gathering injury/incident data and for regularly sharing the information and follow-up improvement actions with managers, supervisors, and employees.	NA
3. In my company…						
	There are no safety-related communication efforts.	Safety-related communication efforts occur only in response to an adverse safety event. And even that doesn't always happen.	Safety-related communication efforts meet OSHA requirements.	Safety-related communication efforts are made when there's a new standard or policy that needs to be followed.	Safety-related communication efforts are formalized both vertically and horizontally throughout the company and on jobsites.	NA



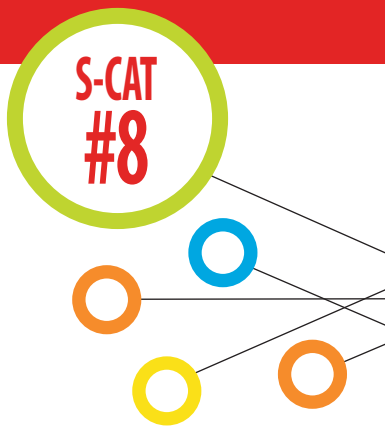
Training at All Levels

Organizations demonstrate commitment to training by engaging in the following activities:

1. Providing formal safety trainings for employees, supervisors, and managers.
2. Requiring OSHA certification for employees and supervisors; as well as additional certification for supervisors.
3. Training curriculum is tailored to the specific roles and responsibilities at each level of the organization.
4. Formal and informal training needs assessments are conducted and used.
5. Training knowledge and certificates are verified for all employees and contractors.
6. Safety training and curriculum are delivered by qualified content experts.

For each item below, carefully read the descriptions in each box going from inattentive all the way to exemplary. Circle the one that best describes the degree to which safety training is provided to individuals at all levels of the company.

INATTENTIVE →	REACTIVE →	COMPLIANT →	PROACTIVE →	EXEMPLARY	
1. My company…					
Does not provide formal safety training. Assumes employees are trained properly when they come on-site.	Only provides formal safety training in response to adverse safety events; commitment to training diminishes over time.	Only provides formal safety training as often as required by OSHA. Majority of training is provided via toolbox talks.	Provides frequent formal safety training for employees, supervisors and managers.	Ongoing safety training is viewed as being critical for continuous improvement. Provides frequent formal safety training to all employees and even owners/clients.	NA
2. In my company…					
No certification is required for employees or supervisors.	Employees and supervisors can voluntarily pursue the OSHA 10-hour certificate.	Employees and supervisors are required to be have only the OSHA 10-hour certificate	Employees are required to obtain the OSHA 10-hour certificate. Supervisors are required to obtain the OSHA 30-hour certificate.	In addition to the OSHA 30-hour certificate, supervisors are strongly encouraged and provided with resources to obtain other certification (e.g., Safety Trained Supervisor (STS)).	NA
3. In my company…					
Training, if implemented at all, is very general.	The training that exists is aimed exclusively at individual employee behavior and is developed in response to an adverse event.	An off-the-shelf curriculum is used to meet OSHA and management system training requirements.	Supervisors and managers get training on safety leadership skills, as well as OSHA standards.	Supervisor-led training as well as peer training is implemented. Training has heavy emphasis on leadership skills.	NA
4. In my company…					
Neither training nor training needs assessments are conducted.	Training needs assessments focus on recent adverse safety events only (e.g., a ladder injury will result in training on ladder safety).	Training needs are based on OSHA standards.	Training needs are typically identified by supervisors but may also be initiated by employees.	Employees are integral to identifying training needs and developing materials.	NA
5. In my company…					
There is no training verification process. Fraudulent training cards may even be accepted.	Training cards or certificates are only investigated after an incident has occurred.	Training is verified only to the extent required by OSHA.	Training for all employees, including sub-contractors, is verified regularly.	Training for all employees, including all sub-contractors, is verified before work is conducted on every project. Knowledge and skill competence are regularly assessed.	NA
6. In my company…					
Trainers have no formal qualifications.	Because of jobsite experience alone, senior level employees (e.g., foremen) are asked to conduct safety training.	A formal safety curriculum is developed and administered by trainers who meet minimal OSHA qualifications.	Safety curriculum is developed by highly qualified trainers.	Safety curriculum is developed and administered by highly qualified and experienced content experts with knowledge of adult learning principles.	NA



Encouraging Owner/Client Involvement

Owners/clients demonstrate jobsite safety involvement by engaging in the following activities:

1. Being visible on the jobsite.
2. Holding contractors accountable for safety.
3. Prioritizing safety when selecting contractors.
4. Utilizing Prevention through Design (PtD) to prevent or reduce jobsite hazards.
5. Aligning owner incentives with safety.
6. Holding project owners accountable for safety.

For each item below, carefully read the descriptions in each box going from inattentive all the way to exemplary. Circle the one that best describes the degree to which owners/clients participate in and are held accountable for safety.

INATTENTIVE →	REACTIVE →	COMPLIANT →	PROACTIVE →	EXEMPLARY	
1. At my jobsite, the owner/client…					
Does not have an understanding of, or presence in, the safety process.	Only comes to the jobsite for safety related concerns after an incident has occurred.	Is visible only to the degree required by regulatory guidelines.	Makes an effort to conduct regular safety walk-throughs as the project progresses.	Regularly seeks opportunities to connect with and learn from employees (e.g., participate in employee orientation, attend daily planning meetings).	NA
2. At my jobsite, the owner/client…					
Does not hold contractors accountable for on-site safety.	Raises safety concerns with contractors only after an adverse safety event occurs.	Holds general contractor accountable for regulatory safety requirements.	Communicates safety expectations to general contractors and subcontractors, and consistently enforces them on-site. There are regularly scheduled safety meetings with all contractors and owners.	Provides a representative on-site to monitor and assist with safety program implementation. Provides site-specific safety templates for each job that all general and subcontractors are required to follow.	NA
3. At my jobsite, the owner/client…					
Does not require safety pre-qualifications from general contractors or sub-contractors; selections are based on the lowest bids.	Only considers contractor safety and health comes when an adverse safety event occurs.	Relies on federal, state, and, local safety laws for pre-qualification criteria. Bids include a budget for OSHA fines.	Selects contractors based on prior safety and health performance, as well as bid.	Selects general and sub-contractors based on safety program, practices, and climate rather than low bid. Contractors with poor safety records are excluded from bidding.	NA
4. At my jobsite, the owner/client…					
Is not familiar with PtD.	PtD is discussed as an option only after adverse safety events occur.	PtD is given lip service since it is promoted by safety and health experts and some large contractors.	PtD is discussed during planning stages and implemented in some aspects of building.	PtD is seamlessly integrated from project inception to conclusion.	NA
5. At my jobsite, the owner/client…					
Cares most and sometimes only about low-cost bids and on-time project completion.	Acknowledges that safety matters, but only if it doesn't interfere with production.	Agrees that safety matters and supports it to the degree OSHA requires.	Believes safety is equivalent to productivity and communicates that to all contractors, sub-contractors, supervisors, and employees.	Views him or herself as ultimately responsible for safety. Often uses an Owner Controlled Insurance Program because it requires supporting stringent safety and loss control procedures.	NA
6. At my jobsite, the owner/client…					
Views safety as solely the general contractor's responsibility.	Only "gets involved" in safety matters when there is a high visibility injury or fatality.	Requires that contractors meet the safety requirements outlined in OSHA regulations.	Consults with the GC and conducts safety walk-throughs with management and employees to monitor on-site safety.	Considers themselves ultimately responsible for the safety of all on-site personnel.	NA

About Your Organization

For us to most effectively provide you with feedback, we hope you will answer the following questions.

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

- ○ Company Owner
- ○ Project Manager
- ○ Supervisor
- ○ Project Superintendent
- ○ Safety Manager/Director
- ○ Foreman
- ○ Worker
- ○ Other_____

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

- ○ General Contractor
- ○ Sub-Contractor Other _____

Is your company a…(please check only one)

- ○ Union Company
- ○ Merit or Non-Union Company
- ○ Combination

How many hours would you say your company worked last year? (please check only one)

- ○ Fewer than 150,000 hours
- ○ Between 151,000 – 400,000 hours
- ○ More than 400,000 hours
- ○ I don't know

Preliminary research shows that the S-CAT leading indicators predict RIR. To be able to continue testing and improving the S-CAT, we are asking you to share your company's most recent RIR with us.
REMINDER – All of your S-CAT responses, including the RIR are completely confidential and will not be shared with anyone.

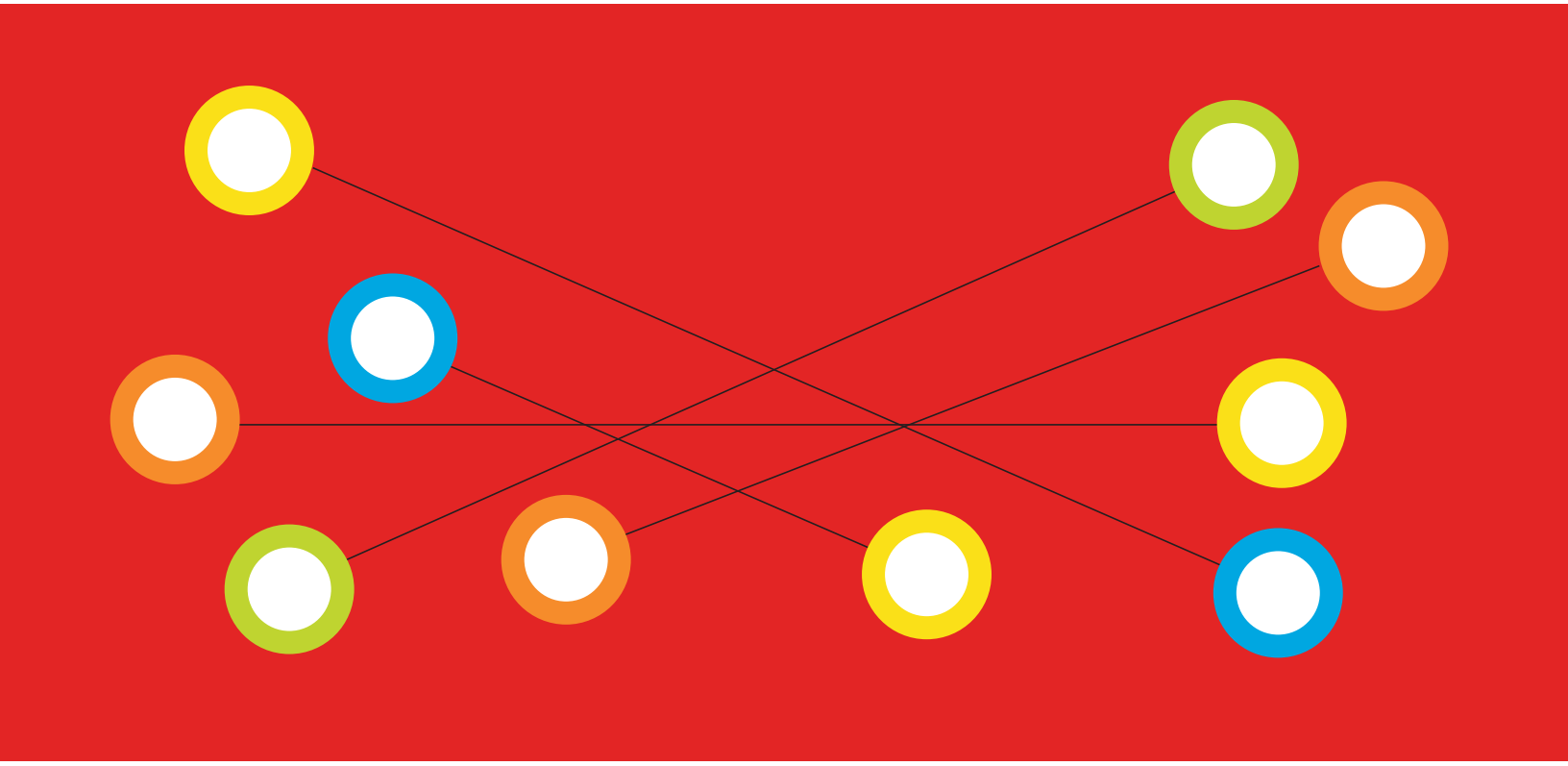
Our RIR is _____ (***PLEASE DO NOT GUESS***)

- ○ I do not know our RIR or I prefer not to answer

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

- ○ I'm not in the construction industry
- ○ Single-family Housing Construction
- ○ Residential Construction
- ○ Operative Builders
- ○ Industrial Buildings and Warehouses
- ○ Nonresidential Construction
- ○ Highway and Street Construction
- ○ Bridge, Tunnel, and Elevated Highway
- ○ Water, Sewer, and Utility Lines
- ○ Heavy Construction
- ○ Plumbing, Heating, Air-conditioning
- ○ Painting and Paper Hanging
- ○ Electrical Work
- ○ Masonry and Other Stonework
- ○ Terrazzo, Tile, Marble, Mosaic Work
- ○ Carpentry Work
- ○ Floor Laying and Floor Work
- ○ Roofing, Siding, and Sheet Metal Work
- ○ Concrete Work
- ○ Water Well Drilling
- ○ Structural Steel Erection
- ○ Glass and Glazing Work
- ○ Excavation Work
- ○ Wrecking and Demolition Work
- ○ Installing Building Equipment

If you've been given a special company code for completing the S-CAT, please enter it here: _____



CPWR
THE CENTER FOR CONSTRUCTION
RESEARCH AND TRAINING

Visit http://www.cpwr.com/safety-culture to read the full Safety Culture/Climate workshop report. These worksheets and the rating tool were developed under a cooperative agreement (#U60-OH009762) to CPWR – The Center for Construction Research and Training from the National Institute for Occupational Safety and Health (NIOSH). Its contents are the sole responsibility of the authors and do not necessarily represent the official view of NIOSH.

©2016, CPWR-The Center for Construction Research and Training

March 2018