

Safety and Health Leadership

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Safety and Health Leadership

What is Safety Leadership?

- The action of leading people to a common safety goal and the realization that leaders play an essential role in the reduction of injuries and incidents.
- Safety leadership provides the motivation force for the achievement of the desired goal of safety and production.
- The more committed the leaders are to improving safety, the greater the level of commitment by the workers.

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The Purpose

The purpose of this course is to reduce the number of compensable fatalities, injuries and illnesses in the construction industry and associated Washington's Department of Labor and Industries (L&I) Industrial Insurance fund costs.

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Build It Smart

The Building Trades Labor-Management Organization of Washington State.

- Created in 1999 by construction contractors and unions.
- Incorporated as a non-profit organization in 2000.
- Governed by a Board of Directors.

Our Purpose is to lead a change in the construction industry, and leading to improved essential skills, including leadership, while providing a greater emphasis on the prevention of injuries and illnesses, resulting in a stronger industry.

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Funding

SHIP - Washington's Safety and Health Investments Project program

A grant program designed to encourage new approaches to improving workplace safety and health. The program was authorized by the Washington Legislature and is funded by the state's workers' compensation fund.

FMCS - Federal Mediation and Conciliation Service.

The Agency helps build better relationships through joint problem-solving and constructive responses to inevitable conflict. In turn, this improves the ability of organizations to create value for customers, shareholders and employees alike, and substantially benefits the national economy. The Agency concentrates its efforts on assisting employers and employees in coping with the demands of a rapidly changing workplace.

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The problem

The construction industry is the highest risk industry in Washington State in terms of occupational safety and health.

The construction industry is the most costly in terms of insurance fund claims and benefit payments.

- In FY 2007 construction accounted for approximately 23% of total claims and 28% of total benefit payments.
- The average cost for an injury claim was approximately 23.4% higher than other industries.

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Rational for selecting leadership training

Washington's construction industry leaders have identified lack of training in leadership safety and health on the part of mid-level personnel to be a key barrier to better safety and health performance.

- To reduce safety and health risks, there has to be a cultural change which places greater emphasis on safety and health.
- The supervisor is the person who can take immediate and direct action to make sure that the work area is safe for all employees.
- Supervisors are the driver for a cultural change in the construction industry.

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Safety Culture

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Safety Culture

The force within the industry, which shapes the way its members and workers think, behave and approach their work.

It is a representation of the industries style of operation in respect to the safety and health.

“It is the way we do things around here”

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Safety Culture

To create a strong safety culture you have to move to a system where employees are an integral part safety activities.

This involves changing workers:

- Perceptions
- Attitudes
- Beliefs
- Values

Changing the workers perceptions and attitudes will result in changes to beliefs and values.

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Safety Culture

Changing perceptions alone will not change behaviors.

Consistency and follow through will help to change attitudes.

How can we change employees perception of safety?

- Regular safety meetings
- Relevant to one's work or personal responsibility.
- Open communication
- Training
- Coaching
- Posters
- Flyers

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Safety Culture

Attitudes can change when there is consistent communication throughout an organization that reflect the priority of safety.

Attitudes can change when:

- Employees receive feedback for their actions.
- Employees receive recognition for safety suggestions, conducting inspections, ideas.
- The company demonstrates its commitment by allocating the necessary resources.

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Safety Culture

Attitudes can change when:

- The company effectively balances safety and production.
- The company listens to employees' safety concerns and suggestions.
- Positive enforcement of the safety plan dominates negative enforcement, but disciplinary policies are enforced.
- The company tracks positives vs. injuries

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Safety Culture

Beliefs change through our behavior.

When employees take active roles in the safety effort they become part of the success.

Employee involvement can change their beliefs, which can in turn change values.

Employees can become active participants by:

- Performing walk through inspections
- Given a voice in the safety system
- Free to communicate issues
- Evaluating and controlling hazards

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Safety Culture

Changing workers values requires:

- Changing perceptions
- Attitudes
- Beliefs
- Sustained commitment to employee involvement
- The sharing of successes.

The long-term effects will have to be seen before it becomes part of the values of company and the employees.

A company can have a good safety program if it has safe conditions and good enforcement, but will not have a good safety culture without involving the employees.

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Ethical Standards

Many trade organizations have developed Standards of excellence that serve as the guidelines for their membership.

These standards:

- Set forth the manner in which they are to conduct themselves.
- Represent the core values of each trade.

In effect, these standards are a tool used to establish a desired culture in the industry.

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Safety Culture

The duty and responsibility must be on everyone to:

- Identifying problems that create unsafe acts and conditions.
- Work together to improve processes and prevent errors.
- Learn
- Accept that there is always something to learn
- Modify its behavior to reflect new knowledge.
- Play an active roll in the reduction of injury and illness.

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Safety is a concern that must become real and personal to the members of our industry in order to drive change.

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Safety and Health Leadership

Leader

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A strong leader can get a higher level of safety compliance and engagement from the employees and reduce accident and injury rates as a result.

To see how you rate as a safety leader, take this quiz from OSHA's Safety & Health Management Systems eTool.

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Leader vs. Manager

- Managers are appointed to a position. The ability of the manager to influence the workers is based on the authority inherent to the position. Task focused
- Leaders are appointed or emerge from a group and are able to influence workers for reasons other than formal authority. People focused

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What is a leader?

A leader is a person who influences people towards completion of a common goal and accomplishes this by example, good management practices and responsibility.

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Effective leadership

- Provides the motivation for the achievement of the common goal.
- Sets the expectation and tone.
- Sets the example
- Essential to creating and or transforming a culture

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Effective leadership

- Involves getting the task to be performed fit the goals of the industry and engages the worker to work toward that goal.
- Creates a positive influence on worker performance and the prevention of injuries and incidents.
- Encourages the employees to perform the work the correct way and maintain a positive relationship with the employees doing the work.
- Communicates with the workers and takes preventative safety action that leads to lower injury rates.

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Successful leaders are able to balance safety and production.

Commitment – Balancing the short term pressures of production with the long term pressures of safety.

Reporting – The encouragement of employees to report safety issues.

Willingness to learn – How willing the leader / organization is to learning from errors.

Being proactive – Picking up on evidence of developing issues versus reacting to issues as they come up.

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Successful leaders are able to balance safety and production.

Flexibility – The ability to adapt to new problems.

Observation – Monitoring the safety system and recognizing how close it is to error.

Communication – The extent which safety concerns are distributed throughout the organization.

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Leadership traits

- Self confidence
- Trustworthiness- Honesty, integrity and credibility.
- Assertiveness – Direct and straightforward.
- Emotional stability - Consistency in the way workers are treated.
- Self aware - Aware of own strengths and weaknesses.
- Ability to acquire knowledge
- Social awareness - Awareness of your and others emotions the ability to sense, understand, and react to others' emotions.
- Desire and enthusiasm

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Leadership styles

Transactional:

Based on a simple exchange

Transformational:

Based on building engagement and participation

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A Transformational Leader

- Provides and communicates the vision
- Instills pride
- Gains respect and trust
- Inspires (acts as a model)
- Sets high but realistic standards and goals

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Best Practices in Leadership

- Vision
- Credible (worthy of belief or confidence)
- Collaborates
- Provides feedback and recognition
- Accountable (links responsibility to consequences)
- Communicates (up, down and side to side)
- Proactive vs. Reactive
- Consistent values

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Priorities vs. Values

Priorities means to arrange in order of importance.

Values means to place a belief or standard in high regard.

As a leader, your priorities may change but values will not.

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Leadership is a process whereby an individual influences a group of individuals to achieve a common goal.

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Responsibilities

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In 1973, the Washington State Legislature passed the Washington Industrial Safety and Health Act or WISHA

WISHA requires employers to provide safe and healthful workplaces for all employees.

WISHA gives L&I - DOSH the responsibility to establish and enforce workplace safety and health rules.

These rules are the Washington Administrative Code (WAC).

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Supervisors

- Supervisors have direct control of many issues on jobsites.
- Supervisors implement orders and assign work.
- Supervisors are responsible for those that work under them – morally, ethically and legally.

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Employer responsibility

WAC 296-800-110

Provide a safe and healthy workplace
free from recognized hazards.

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Employers must:

- Provide and use means to make your workplace safe.
- Prohibit employees from entering, or being in, any workplace that is not safe.
- Construct your workplace so it is safe.
- Prohibit alcohol and narcotics from your workplace.

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Employers must:

- Establish, supervise, and enforce rules that lead to a safe and healthy work environment that are effective in practice.
- Control chemical agents.
- Protect employees from biological agents.
- Employees may discuss and participate in any WISHA safety and health related practice and may refuse to perform dangerous tasks without fear of discrimination.

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Employee responsibilities

WAC 296-800-120

To play an active role in creating a safe and healthy workplace and comply with all applicable safety and health rules.

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Employee's responsibility:

- Study and follow all safe practices that apply to their work.
- Coordinate and cooperate with all other employees in the workplace to try to eliminate on-the-job injuries and illnesses.
- Apply the principles of accident prevention in their daily work and use proper safety devices and protective equipment as required by their employment or employer.

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Employee's responsibility:

- Take care of all personal protective equipment (PPE) properly.
- Not wear torn or loose clothing while working around machinery.
- Report promptly to their supervisor every industrial injury or occupational illness.
- Not remove, displace, damage, or destroy or carry off any safeguard, notice, or warning provided to make the workplace safe.

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Employee's responsibility:

- Not interfere with use of any safeguard by anyone in the workplace.
- Not interfere with the use of any work practice designed to protect them from injuries.
- Do everything reasonably necessary to protect the life and safety of employees.

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Employers, supervisors and workers have written legal responsibilities.

It is up to all parties involved to recognize these responsibilities and work together to create a jobsite culture where the safety and health of the workers is the top priority.

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Communication

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What is communication?

Communication is an exchange of ideas, feelings and information by speaking, writing, symbols or behavior.

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When does communication happen?

When a person sends or receives information, ideas and feelings with others not only by using spoken or written communication but also nonverbal communication.

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Communication

Effective communication habits lead to healthy personal and work relationships.

Workplace communication involves speaking, listening, observing and the ability to understand verbal and nonverbal meanings in the communication process.

75 to 80 percent of a person's day is spent communicating in some way.

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Communication

It is important to remember that communication with an individual is not a matter of one sender and one receiver, but an exchange.

This means that for real communication to take place, there must be interaction, with each player participating.

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Elements of Communication Process

Sender - The sender is the person who is intended to convey its message

Message - It is the information that sender wants to transmit

Encoding - Putting the meaning in codes including words, voice and body language

Noise or Interference - Things changing the intended meaning.

Physical - External noise, smells, weather, or distracting behavior.

Mental - In the human mind, mental models impact or block the meaning of the message.

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Elements of Communication Process

Linguistic - The different interpretations of words

Technical - Noise in communication channels such as telephone.

Channel - The medium by which the message is transmitted

Receiver - Analyzes and translates it to meaning.

Decoding - Since the message contains codes (verbal and nonverbal), every receiver will interpret and translate it based on background and previous experiences.

Feedback - The response that receiver sends to the sender.

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Effective Communication

- Should be clear and direct
- Be relevant to those receiving the message
- Avoid blame
- Emphasize the personal impact of the action or decision.

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Non-Verbal communication

Non verbal communication is sending messages in ways other than through the use of words.

Non verbal communication can be effected in many ways.

- Environment
- Physical distance between individuals
- Posture
- Gesturing
- Expressions
- Voice quality - the way something is said
- Physical appearance

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Barriers to effective communication

- Not understanding the receiver
- Different patterns that influence how events are interpreted.
- Defensive communication
- Using multiple forms of communication
- Not asking for feedback
- Attitude
- Emotional conversations
- Being aware about how you react to uncomfortable situations
- Body language
- Race
- Gender
- Not listening

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Active listening

- Messages must be received as they are intended.
- An active listener listens with the goal of understanding the speaker and can feed back what the speaker meant.
- Summarize the message.
- Body Language
- Maintain eye contact
- Be patient about your turn to speak
- Nod in agreement
- Mutter
- Ask open ended questions
- Rephrase and summarize

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From developing targeted messages to motivating workers and creating messages that keep us safe with increasing productivity and better work environment...

A leaders success depends on the ability to communicate with others.

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Creating an effective team

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Creating an effective team is largely about building relationships.

Successful leaders build a foundation of trust and credibility with their workers.

This gives rise to the commitment and vision of the industry.

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The manner in which a leader handles issues and demonstrates their level of commitment affects their credibility and level and degree to which they can be trusted.

- Gaining insight
- Setting direction
- Creating focus
- Developing capability
- Building accountability
- Ownership

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Influencing the group

Workers can behave as self correcting groups that can learn from their errors.

How?

- Openness to discuss error without fear of retribution.
- Getting rid of blame and finger pointing.
- Workers must be attuned to safety.

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Influencing the group

Workers can behave as self correcting groups that can learn from their errors.

- Recognize individual and group efforts.
- Create sub goals that direct the actions and focus toward safety.
- Empower the workers to give it their all in the interest of safety.
- Stimulating worker support.
This will require the leadership of the workers themselves and enhance involvement through peer influence.

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Influencing the group

Workers can behave as self correcting groups that can learn from their errors.

- Workers will look to each other for approval and support.
- Changing behavior first can result in a change in attitude.
- The more knowledge a worker has about the task being performed, the greater the awareness of one's own errors and potentially unsafe conditions.

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Listen

Listen to workers to gain insight as to what may influence their actions.

- Habits
- Obstacles
- Barriers
- Knowledge
- Safety awareness

Plans can then be developed to address issues.

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Motivation

What motivates workers?

WIIFM – What's in it for me?

Workers are motivated by self interest

Needs of workers:

- Achievement: Completing the task successfully.
- Power to influence or control other workers.
- Affiliation: Becoming a part of the group.
- Esteem: Feel good about oneself, recognition, praise.
- Safety and Security: Job security and steady income.

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Training

- The boss's job is to train his/her replacement
- Employer is legally required to train its employees

Training techniques:

- Use motivated interest: How the skill or knowledge will enhance the worker.
- Remind the trainee to intend to remember.
- Organize the task in a meaningful way.
- Give feedback on progress.
- Ask your trainee to reflect on what was learned.
- Trainee defensiveness: "I know what I am doing."

State the training is a supplement to what is already known and to ensure all points are covered.

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Coaching

Supervisor holds the majority of the responsibility for the workers actions.

How do we coach our workers?

- Provide specific feedback about the work being performed.
- Encourage the worker to talk or ask questions.
- Ask questions
- Provide support
- Give constructive advice
- Coach with “could” not “should”.
 - “Should” gives the perception of doing something wrong.
 - “Could” leaves the worker a choice.
- Remove barriers to good performance.
- Model the desired behavior.

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Reward success

Employees ... no, people respond to recognition and praise.

Show how much you value achievement.

- Post pictures
- Share letters / statistics
- Provide coffee or lunch.

Do it privately and publicly, and be sure to recognize both individual and team accomplishments.

Create a process for employees to recognize one another and encourage them to do so.

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Tolerance Levels

Employee tolerance levels must be:

- Consistent
- Fair
- In line with company policy

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Discipline

Behavior modification:

Changing behavior by manipulating rewards and punishments.

Rewarding employees for behaving in ways that support what the organization is trying to accomplish.

The law of effect:

- Behavior that leads to a positive consequence tends to be repeated.
- Behavior that leads to a negative consequence tends not to be repeated.

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Discipline

Do:

- Realize everyone makes mistakes
- Keep your composure, do not punish in anger
- Build on strengths not weaknesses.
- Behavior is caused; work on what caused the behavior.
- Find out all of the facts before acting
- Reprimand in private
- Reject the behavior not the person
- Act as soon as the issue arises
- Be consistent and fair
- Avoid ridicule
- Drop the subject once settled

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Discipline

Don't:

- Take poor behavior personally.
- Threaten; threats can become a dare.
- Argue
- Make deals or bribes; these are tricks that will be caught onto....
- Preach

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Questions to consider:

Is each worker properly trained?

Do they have the materials, resources, and environment to support them in achieving the expected results?

Do they know how to get help?

Do they understand where they fit into the overall process?

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As a leader, your job is to set the outcomes and provide the team with the tools to get to the desired outcome.

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Responding to unsafe acts and conditions

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Unsafe acts and conditions

Observe

- New employees
- Employees with personal issues
- Repeat violators
- Changing jobsite conditions

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Proactive vs. Reactive

- Regularly looking for unsafe conditions and correcting them.
- Observing employees.
- Training and observing the use of new equipment.
- Observing hazards to ensure the most practical and effective controls are provided.

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Setting clear expectations

- How can we expect someone to do the job correctly if they have not been trained?
- Workers need to know exactly how the work is to be performed inline with the goals of the organization / employer.
- What, How, Check back

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Prompt corrections

- Immediately approach the worker(s) about unsafe acts or conditions.
- Focus on the the behaviors or conditions, not the worker(s).

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Suggesting other methods

- "Could" vs. "Should"
- Provide support
- Give positive reinforcement

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If an unsafe act persists

- Re-instruct the worker
- Give a warning
- Discipline

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What is unsafe?

What could
you do to
prevent and
injury?

What could
you do to abate
the issue?

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What is unsafe?

What would you say to the worker(s)?

What could you do to prevent and injury?

What could you do to abate the issue?

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If we embody the moral traits of good leadership,
we can make a difference in our co-workers lives,
ultimately making the jobsite a better place.

Success is no accident!

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