Recognize Team Members

Safety leaders have the courage to demonstrate they value safety by working and communicating with all team members to identify and limit hazardous situations even in the presence of other job pressures such as scheduling.

Tia’s Story

To get to the area where she’s working, Tia, an electrical trainee, has to walk by a large hole in the floor where some damaged plywood was cut out and hasn’t been replaced yet. She knows that an open hole is a serious fall hazard but no one is around to ask what to do so she decides to take care of it herself. She’s never done this before so she takes a minute to plan what to do. She looks around and sees a piece of plywood large enough to cover the hole. Then she goes to the gang box and finds a drill and a can of spray paint she’ll use to write the word “hole” on the plywood cover. As Tia brings all the materials over to the hole, she realizes that she should put on fall protection before starting the job. When Tia is finished she’s pretty proud of what she’s done to eliminate the hazard and wonders what her foreman Frank will think.

• If you were in Tia’s situation what would you hope Frank would do?
• What are some ways supervisors can recognize team members for going above and beyond to improve jobsite safety?

Front line safety leaders Recognize Team Members for Going Above and Beyond when they...

• Use positive recognition.
• Tell team members they are doing a good job to thank team members for going above and beyond for safety.
• Are specific about why they are giving praise.
• Praise team members either privately or publicly, depending on the person’s comfort level.

Pledges

As your front line Supervisor and Safety Leader, I will:
Notice when you do something really well or go the extra mile for safety and praise you privately. Ask your permission to praise you in front of the others.

As a Crew Member and Safety Leader, I expect you to:
Always do your best to complete tasks safely. Participate in keeping the job site safe and find ways to go over and above for safety. Let your team members know that you appreciate their efforts to keep the job site safe.
Lead by Example

Safety leaders have the courage to demonstrate they value safety by working and communicating with all team members to identify and limit hazardous situations even in the presence of other job pressures such as scheduling and costs.

John’s Story
The other day at the morning huddle in the trailer, the safety rep described how we should lift and carry the wood beams so we don’t hurt our backs or shoulders. But when we got onto the jobsite and started working, our foreman said it’s true that knowing how to lift properly is good, but our number one priority was to get the job done by the end of the day because we had to be on another jobsite tomorrow.

- Have you ever been in a similar situation?
- How do you think this foreman’s actions might affect jobsite safety? What about the morale of the crew?
- What could this foreman have done to lead by example?

Frontline safety leaders Lead by Example when they...

- Follow all safety procedures and policies.
- Always consider the safety implications of the decisions they make on the jobsite.
- Set clear safety expectations every day for their crew.
- Reinforce the message that everyone owns safety.

PLEDGE
As your front line Supervisor and Safety Leader, I will:

“Walk the talk” by always following safety Procedures and safety policies. Make decisions that demonstrate I value safety and believe it goes hand in hand with productivity and quality of work. Make my supervisors or the contractor aware of any safety issues that come up that they need to take care of.

PLEDGE
As a Crew Member and Safety Leader, I expect you to:

Follow all safe work practices and procedures. Immediately tell me if you see hazardous or unsafe conditions and provide suggestions on how to fix the issue. Immediately report any near miss or injury experienced by you or a co-worker. Participate in keeping the jobsite safe.
Engage and Empower

Safety leaders have the courage to demonstrate they value safety by working and communicating with all team members to identify and limit hazardous situations even in the presence of other job pressures such as scheduling and costs.

Simon’s Story
Simon, the superintendent at Burnett Insulation, was doing his morning job-site walk-around. When he asked the crew how things were going, he noticed that they were mostly silent and weren’t looking him in the eye. He wondered why but then one of the crew members said things were fine. So Simon shrugged off his concern and left. Later that day, one of those workers fell off a ladder and hurt his back. It turned out that the crew was insulating pipes in a tight space and couldn’t set up their ladders correctly, but were afraid to tell Simon because they didn’t want to delay the job.

- Have you ever been in a situation where you didn’t want to report a hazard because it might delay the job?
- What could Simon have done differently during his morning walk-around?
- What are some ways supervisors can engage and empower team members to participate in their own safety?

Frontline safety leaders engage and empower team members when they...

- Involve team members in safety decision-making and explain why safety is critical.
- Conduct daily morning safety huddles and walk-arounds throughout the day to speak with workers about tasks and any safety implications.
- Make it clear that there will be no negative consequences or retaliation for reporting hazards, near misses, or injuries.

PLEDGE
As your front line Supervisor and Safety Leader, I will:
Involve you in decision-making about safety and welcome your input and suggestions. Conduct daily safety huddles so we can talk together about hazards that may come up during the day and how to prevent them. Develop an action list of the issues that are identified and use it to keep track of how those issues have been addressed.

PLEDGE
As a Crew Member and Safety Leader, I expect you to:
Report all safety concerns, injuries or near misses to me. Provide suggestions on how to control actual and possible hazards. Tell me about potential safety issues ahead of time so we can take care of them and prevent injuries.

Recognize Team Members • Lead By Example • Engage and Empower • Develop Team Members • Actively Listen • Three-Way Communication
Develop Team Members

Safety leaders have the courage to demonstrate they value safety by working and communicating with all team members to identify and limit hazardous situations even in the presence of other job pressures such as scheduling and costs.

Fay’s Story
Laborers Terrie and Dave have put together the scaffold the masonry crew will work from when building a large brick pillar. One afternoon, the masons remove one of the scaffold’s guardrails to make it easier for them to lay the brick. When conducting their pre-shift inspection the next morning, the laborers don’t notice the missing guardrail and sign the green tag indicating that the scaffold is 100% compliant. Later, the masonry foreman sees both the green tag and the missing guardrail. He yells at the laborers’ foreman, Fay, saying that her crew signed off on a non-compliant scaffold and that this will not only put them behind schedule, but that he’ll still have to pay his crew while they wait. Fay is tempted to yell at Terrie and Dave for making her look bad, but she knows from experience that would only make them defensive and they’d tune her out. So she tries a different approach.

- Do you agree with Fay about what would probably happen if she yelled at her crew?
- What might be a different approach for Fay to use?
- What are some ways foremen can use situations like this to teach and coach team members’ about safety skills?

Frontline safety leaders develop team members when they...

- **Teach** – Observe team members’ actions and then address any issues by problem solving together.
- **Coach** – Show the team member how to do the activity correctly and then watch to make sure they understand how it’s done.
- **Give Feedback** – Provide constructive feedback on how well the team member is doing and ways to improve.

---

**PLEDGE**

As your front line Supervisor and Safety Leader, I will:

Take time to watch how you’re carrying out a task. Ask questions to understand why you are doing something one way vs. a better or safer way. Work with you to find a safer approach to finishing the task. Treat you with respect while teaching and coaching you.

**PLEDGE**

As a Crew Member and Safety Leader, I expect you to:

Try not to get defensive when I ask why you’re doing something one way rather than a different safer way. Engage with me in problem-solving and coming up with solutions. Ask clarifying questions to make sure we are on the same page.
Actively Listen

Safety leaders have the courage to demonstrate they value safety by working and communicating with all team members to identify and limit hazardous situations even in the presence of other job pressures such as scheduling and costs.

Floyd’s Story
Painters Ed, Tom, and Tina have returned from lunch and are loading as many materials as possible onto the suspended scaffold so they don’t have to come back down again until they’re done painting for the day. Floyd their foreman stops by and asks if they’ve inspected the rigging on the roof to make sure the scaffold is secure. While Ed is telling Floyd that they’d checked it in the morning and were only gone 45 minutes, Floyd gets a text and looks down to see what it says. Tina chimes in, saying that it’s probably 120 degrees on the roof! Floyd looks up from his phone, shrugs, and says one check in the morning is probably okay. Ed tells the crew to hurry and finish loading the materials so maybe they can knock off a little early. Just as they are raising the scaffold, one of the riggings comes loose. Luckily no one was hurt but everything, including buckets of paint, slides off the scaffold onto the ground.

- Was Floyd actively listening to what Ed and Tina were saying?
- What could he have done differently?
- What are some ways foremen can actively listen when communicating with their crew?

Frontline safety leaders actively listen when they...

- Pay close attention to what their crew members are saying.
- Listen to hear what is being said rather than just to come up with a response.
- Pay close attention to non-verbal cues such as body language and eye contact.
- Ask clarifying questions to make sure they understand the message that is being communicated.

PLEDGE

As your front line Supervisor and Safety Leader, I will:

Treat you with respect by giving you my full attention when we are talking together. I will not check emails or take phone calls.

PLEASE

As a Crew Member and Safety Leader, I expect you to:

Give me your full attention when we are talking together. Listen to hear what I am saying, not to come up with a response. Ask me clarifying questions to make sure we are on the same page.
Three-Way Communication

Safety leaders have the courage to demonstrate they value safety by working and communicating with all team members to identify and limit hazardous situations even in the presence of other job pressures such as scheduling and costs.

Emilio’s Story

Emilio had been working for most of the day outside in 100 degree heat. Around 2:00 he was feeling very hot and sweaty and was starting to get a stomachache, so he poured a jug of water over his head to cool down. His foreman Frank noticed him doing this and suspected heat exhaustion. He called out to Emilio to go rest in the trailer where it’s cool, have something to eat and drink, and stay there until quitting time. Emilio went to the trailer but stayed for only 15 minutes before deciding to go back to work. As soon as he got back outside in the heat he felt dizzy and nauseous, and collapsed. Frank ran over to help Emilio but he also yelled at him for not following his instructions.

- Have you ever been in a situation where you were sure that you and another person had a similar understanding of how to proceed with a task and then they did something differently?
- What could Frank have done differently to make sure Emilio understood his directions?
- How could better communication on the jobsite reduce injuries or the need to redo work?

Frontline safety leaders practice three-way communication when they...

- Give direct and concise instructions.
- Make sure that everyone understands the message or instructions they are giving.
- Confirms that the listener(s) heard and understand the instructions.

PLEDGE

As your front line Supervisor and Safety Leader, I will:

Make sure I have your attention and be direct and concise when I ask you to do something. Ask you to repeat the instructions just so I’m sure we are on the same page. Clarify any misunderstandings.

PLEDGE

As a Crew Member and Safety Leader, I expect you to:

Pay attention when I’m giving you instructions or asking you to do something. Know that the only reason I ask you to repeat the instructions is so we’re on the same page. Ask me questions if you are not sure what I’m asking you to do or how to do it.
Struck-by Incident

A recent report from the Center of Construction Research and training, also known as CPWR, found that 804 construction worker fatalities between 2011-2015 were contributed to struck-by incidents.

Fatalities by struck-by incidents are most prevalent in construction industry.
- More than half (51%) of fatalities involved being struck by an object or equipment caused by falling objects or equipment.
- The majority (57%) of struck-by vehicle deaths occurred in work zones.
- Construction workers 65 years or older experienced the highest rate of struck-by fatalities.
- Out of 804 fatalities 420 were attributed to struck-by object or equipment.

Number of Fatal Injuries from being struck by object or equipment in construction, selected primary source, sum of 2011-2015

<table>
<thead>
<tr>
<th>Category</th>
<th>Injuries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction, Logging, and mining and machinery</td>
<td>78</td>
</tr>
<tr>
<td>Building Materials – solid elements</td>
<td>74</td>
</tr>
<tr>
<td>Trees, logs, limbs</td>
<td>38</td>
</tr>
<tr>
<td>Trucks</td>
<td>37</td>
</tr>
<tr>
<td>Material and personnel handling machinery</td>
<td>27</td>
</tr>
<tr>
<td>Containers, furniture, and fixtures</td>
<td>19</td>
</tr>
<tr>
<td>Handtools</td>
<td>18</td>
</tr>
<tr>
<td>Vehicle and mobile equipment parts</td>
<td>18</td>
</tr>
<tr>
<td>Machine, tool, and electrical parts</td>
<td>12</td>
</tr>
<tr>
<td>Fasteners, connectors, ropes, ties</td>
<td>9</td>
</tr>
<tr>
<td>Multi-purpose highway vehicles</td>
<td>8</td>
</tr>
<tr>
<td>Trusses, girders, beams</td>
<td>7</td>
</tr>
</tbody>
</table>

Solutions to prevent struck-by injuries
- Back-Up Alarms
- Back-Up Cameras
- Positive Protection
- Barricades
- Toe Boards
- Toe Boards and debris nets
- Hand Tool Lanyards
- Tag Lines
Safety Choices and Complacency

Whether dealing with complacency and making choices, we should all be asking ourselves the following questions before each shift EVERY day:

- What can go wrong?
- How can I prevent injuries?
- Is there a safer way?
- Are we using the right tools & PPE?
- Are co-workers at risk?
- Am I fit for the task?
- Are all safety controls in place?

**Complacency** is defined as “self-satisfaction, especially when accompanied by unawareness of actual dangers or deficiencies.” In short, we stop paying attention. And when it comes to safety, we become at risk for injury, illness and even death. Complacency in the workplace can be a literal killer on the job.

**Choice** is defined as the right, power, or opportunity to choose; options. A carefully selected alternative. We all make choices every day. The question is, are we making the “safe” choice?

**Complacency** occurs when someone has been doing something one way for so long without incident that they assume there can never be an incident. Whatever it is that the employee is doing must be effective because, until now, there have been no issues. It’s the classic “I’ve been doing it this way for 20 years, and nothing has ever happened to me” Syndrome.

**Choices** are made every day. Groceries, gas and restaurants are just a few choices people make daily. Employees choose between working safely and just working “safe enough”. If they haven’t yet bought into your safety culture, it’s because they have currently bought into something else. Don’t assume that because they come to work each day that they’ve chosen to embrace safety as one of their personal values. When it comes to safety, choices can be the difference between having an injury or working Incident and Injury Free.

<table>
<thead>
<tr>
<th>Date</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Location</td>
</tr>
<tr>
<td>Foreman</td>
<td>Foreman</td>
</tr>
</tbody>
</table>
Accidents Don’t Just Happen

It is true that a very small percentage of accidents are very difficult to prevent. But most accidents don’t fall into this category. It is usually the opposite. Most construction accidents are very predictable. Most construction accidents come about because of the Choices that people on the jobsite are making.

Accidents have causes. This sounds obvious when stated like that. Just ask the question to someone, “do you believe all accidents can be prevented”? Most people would say NO. Which implies that at least some accidents have no controlling influence, or in other words can’t be prevented?

The Law of Averages may be suggested as a factor to consider, when perhaps weeks or months have passed since the last injury. The law of averages means that it’s inevitable that an injury is coming.

Well construction accident rates are not controlled by the “law of averages”. Accidents are not bound to happen because of the amount of work performed. The fact is that most accidents are caused by: neglect, oversight, lack of planning or attitude: aka CHOICES

1. Neglect
People CHOOSE to neglect a hazard on the jobsite. Choose to neglect a safety device or rule put into place to promote safe working environments.

2. Oversight
People CHOOSE to disregard or have oversight when it comes to inspections of tools, equipment, rigging, excavations. Choose to NOT manage the hazards on the site.

3. Lack of Planning
People CHOOSE to either not plan the entire work operation or exclude members of the team in the planning.

4. Attitude
People CHOOSE to believe that accidents are going to happen. The Attitude should be to control all hazards and to work safely.

Date

Location

Foreman
Site Emergency Response Plan

Emergencies and disasters can strike anyone, anytime, anywhere. Emergencies create a variety of hazards for team members in the impacted area. You must have a plan so that everyone has the necessary equipment, knows where to go, and knows how to keep themselves safe when an emergency occurs. In addition, OSHA requires all sites to have an emergency action plan.

The first step when developing an emergency response plan is to conduct a risk assessment to identify potential emergency scenarios. An understanding of what can happen will enable jobsites to determine resource requirements and to develop plans and procedures to prepare for those emergencies.

When an emergency occurs, the first priority is always life safety. The second priority is the stabilization of the incident. There are many actions that can be taken to stabilize an incident and minimize potential damage. First aid and CPR by trained employees can save lives. Use of fire extinguishers by trained employees can extinguish a small fire. Containment of a small chemical spill can help prevent environmental damage.

It is vital that each jobsite has plans in place prior to the start of work that address the potential emergency situations specific to the site.

1. What is the evacuation or emergency signal? (3 blasts on air horn or other signal method, owners signal if applicable)
2. Communication with the team (radio, cell phone)
3. Where do we go and what route do we use to get there?
4. Who calls 911 or the owner emergency number?
5. How do we account for everyone at the muster point(s)?
6. No one leaves site or goes back to work until Management gives the word

Below are some examples of site emergency plans that apply to most sites:

1. Hazardous materials emergency response
2. Bomb Threat
3. Fire
4. Natural Disaster (Hurricane, Tornado, Earthquake, Flooding)
5. Fall Protection Rescue
6. Injury Response Plan
7. Active Shooter

No matter how good a plan is on paper, we must ensure that it works. Every site must conduct a drill(s) to ensure the plan will work. After any drill or after any actual emergency, ensure that the plan is reviewed and any changes necessary are made.

Please take the time to review your Site Emergency Response Plan. We owe it to our team members and their loved ones. Reminder: Emergency plans are just as important at home and when you travel. Identify potential emergencies and have a plan to address them.
Stop The Drop

Emergencies and disasters can strike anyone, anytime, anywhere. Emergencies create a variety of hazards for team members in the impacted area. You must have a plan so that everyone has the necessary equipment, knows where to go, and knows how to keep themselves safe when an emergency occurs. In addition, OSHA requires all sites to have an emergency action plan.

Imagine you’re working on the tenth floor of a high rise building close to the edge, when suddenly your one pound hammer slips out of your hand down to the street below. You cringe at the thought of looking down to see where it landed, but you finally get the nerve to look, and you are filled with relief that it only hit the sidewalk. This time you were lucky, but think about how different things would have been if you struck a person or someone’s car.

Incidents like this are totally preventable if we tether our tools. Think of tethering as fall protection for your tools. Rock climbers understand this need and they keep their gear tied onto them and close when they are heights. It makes perfect sense.

With tool lanyards and anchors being made available for most items, there is no reason why we can’t stop tools, hard hats, loose equipment and even phones from dropping to a lower area. Plus, there are many other benefits to tool tethering:

- You’ll be more productive knowing exactly where your tools are
- You won’t have to bend down to pick your tools up
- Not worrying about where to put your tools when there is nowhere to put them down
- Your tools are less likely to go home in someone else’s bag.

So, the next time you are working at heights, ask your supervisor what tethers are available to you and your workforce.

Help make a difference and STOP THE DROP!

Did you know?
A one-pound claw hammer falling 100 Feet will strike with a force of 250 Pounds at its impact.
Using Your Senses

Everyday we use our senses to steer us to and from different places. But what if we aren’t using our senses to evaluate the process going on around us? An incident or injury could occur. All of us were blessed with 5 senses, which we must use to fully evaluate our work areas.

1. Seeing
   viewed by many as the most important sense, is commonly affected/injured when safety glasses or goggles are not used to protect the eyes.

2. Smelling
   most commonly is used to detect gas leaks due to the incorporation of Mercaptan, which creates a strong odor.

3. Taste
   can be used to sense gasses such as aldehydes or heavy metals.

4. Hearing
   One of the least protected senses, is one of the most common recordable injuries on any job site.
   Example:
   Hearing a floor board crack as you walk over it.

5. Touch
   Utilizes the largest organ of the human body, skin.

We all can use our senses to make our worksite safer!
Following The Plan

“A good plan is like a road map: it shows the final destination and usually the best way to get there.”

J. Stanley Judd, American Author

Change is inevitable. We know this. We accept this. However, we must create a solid foundation on which to effectively manage change. This is our plan. Following the plan allows us to stay on track and complete tasks in the safest, most efficient way identified. When changes occur, we must stop and re-evaluate the plan – ultimately, following a new plan.

In 2015, the Infrastructure group experienced 43% of red diamonds and 33% of recordables as a result of not following the plan. If the plan had been followed, these events would have been prevented. It’s a seemingly easy step – following a plan – but a lack of planning or not following a plan often presents us with disastrous outcomes. Take the time to stop and think “Head before Hands”.

01. Where might your plan fall short with today’s operations?

02. How can you ensure your crew understands the plan and meets your expectations for following the plan?

03. How might your plan affect someone else’s ability to complete their tasks safely?

Taking a moment to think before acting will help to ensure employee safety.
Over Confidence

“Before you attempt to beat the odds, be sure you could survive the odds beating you.”

Larry Kersten, American Sociologist and Author

It’s good you take pride in your job. You’re confident and know you can do the tasks quickly and effectively. But, every task comes with hazards and we must not grow complacent. No matter how long you’ve been on the job or how skilled you may be, it’s important to take safety precautions and consider how you – or someone you’re working with – could be injured.

Whether you’ve been on the job 20 days or 20 years, stop and think “Head before Hands”.

01. What are some tasks that you feel overly confident in completing?

02. What’s your plan for taking a step back and evaluating the task and your actions?

03. If you see someone who appears overly confident in their abilities, how can you approach them and re-evaluate the plan?

04. What steps can you take to keep yourself “in check”, so you avoid complacency?

“Before you attempt to beat the odds, be sure you could survive the odds beating you.”

Larry Kersten, American Sociologist and Author

Taking a moment to think before acting will help to ensure employee safety.
We all live in a world where change happens constantly – the weather changes, perception changes, work tasks change. With each change comes an opportunity. You have the choice on how to react to the changes, along with a responsibility to react in the safest, most appropriate manner.

With thousands of changes happening around us every day, it’s important to remain vigilant. Stop and think “Head before Hands”.

01. What changes might you encounter during your shift?

02. How can you update your plans and communicate those updates effectively?

03. Who is responsible for communicating changes? What role do you play?

“Everything changes but change.”

Israel Zangwill, Author, 1864-1926

Taking a moment to think before acting will help to ensure employee safety.
Head Before Hands

“Decision-making is such a seamless brain process that we’re usually unaware of it – until our choice results in unexpected consequences.”

Society for Neuroscience, October 2009

Decisions. We make thousands of them each day – what to eat, whether or not to exercise, where to walk, how to complete a task. Sometimes the consequences of our decisions are severe; other times, avoidable.

In 2015, 40% of Infrastructure recordables occurred to employees’ hands. In many cases, the injury could have been prevented had the employee paused for a moment to consider their hand position and placement. Stop and think “Head before Hands”.

01. What crush points will you encounter today? How can you prevent an injury?

02. What tools will you use today that could create a crush point? How can you prevent an injury?

03. What tasks will you complete today with others in the area? How can you make them aware of your body positioning?

Taking a moment to think before acting will help to ensure employee safety.