

Demonstrating Management Commitment

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.



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.).



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

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

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

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

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.

