

IOWA READY MIX CONCRETE ASSOCIATION

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Empowering Workers to Share Safety Concerns: What Managers Need to Know and Do

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Think for a moment.....

What do you believe to be the main drivers of safety, production or.....?

What are the main reasons people leave or resign from their jobs?

Five Conversations that Negatively Drive Workplace Safety

#1: GET IT DONE

Employees justify unsafe actions or behaviors because of tight schedules or need to finish a task or job.

78% observed co-workers taking short cuts to get the job done and, of that group, 75% said they could not discuss the issues with their co-workers, supervisors or managers.

#2: INADEQUATE TRAINING

Employees are put at risk when co-workers are not properly trained to operate equipment, machines or tools, or perform an assigned task correctly.

61% have seen co-workers create unsafe conditions because they were not properly trained and 18% of them could cite an injury or fatality due to lack of training.

#3: JUST THIS ONCE

Over 50% said they saw co-workers make exceptions to the rules, best practices, or approved procedures to either get the job done, correct problems, or fix mistakes.

Only 25% of those involved indicated they speak up or share their concerns when they see a co-worker do something “just this once”.

#4: THIS IS OVERBOARD

66% observed co-workers disregarding safety rules or policies which they believed required more than what was needed or were “over-kill”.

In this group, 22% of them knew of an injury or death caused by a person disregarding safety rules or policies; only 25% indicated they would speak up in this situation.

#5: TEAM PLAYER

Of those surveyed, 63% said they would violate safety policies for the “Good of the Team, Company or a Customer.”

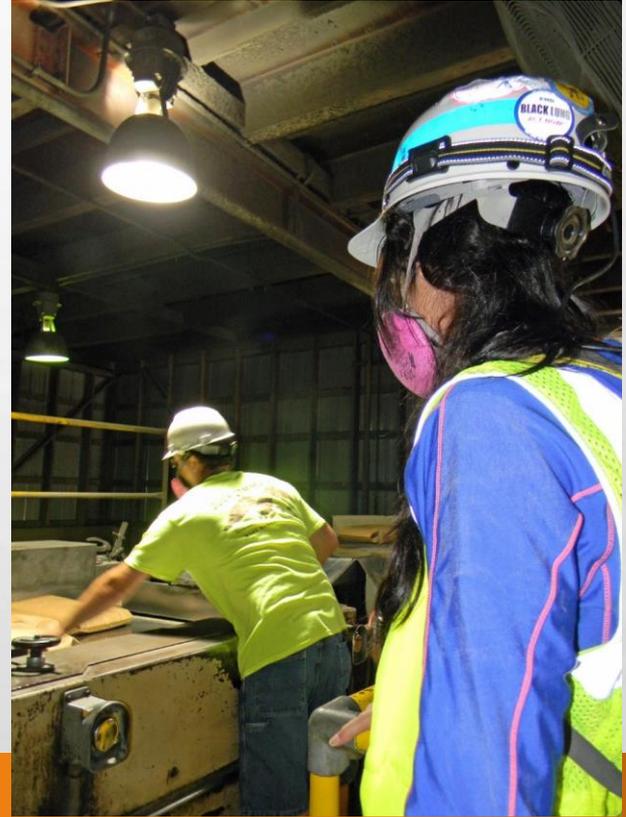
17% said they knew of an injury or fatality caused by this reason; only 28% said they would speak up in situations like this.

Imagine...

- a workplace where everyone truly cares about their co-workers safety
- employees, who see others taking risks, take time to give them corrective feedback
- an employee, about to take a risk, accepts corrective feedback with humility
- a workplace where accidents, injuries or fatalities never happen

Sad but true...

- Everyday, workers observe things they know are unsafe
- These are conditions or behaviors which could be stopped
- But, a majority of employees do not voice their concern



Reality...

39% of employees step up to correct a situation (Ragain)

93% of employees indicated they are at risk for a variety of reasons (Grenny)

75% of workforce believe they cannot discuss risky behaviors (Grenny)

74% of employees do not speak up when they see an incompetent worker performing a task (Grenny)

51% of employees are not comfortable speaking up (Galloway)

When we sometimes see a safety issue or hazard why is it that...

We do we not step up and say something when we know we should?

Why do we sometimes just look the other way?

Reasons why workers may not speak up when they see something unsafe



if you
SEE
something
SAY
something



Exploring why workers don't always speak up:

- Supervisor won't listen
- Can't stop production
- Do not want to get involved
- Fear retaliation by supervisor/coworker
- Told not to worry about it and get back to work
- It is not my job
- Lack of leadership
- Do not feel safe enough to speak up
- It is uncomfortable
- Told 'you are not my boss'
- Do not want to cause trouble
- Avoid or scared of confrontation
- Always done it this way, and have not been caught



NIOSH research helps us understand and mitigate barriers

Results shed more light into this phenomenon and help understand why workers do not always say something when they see something



Organizational Health and Safety Survey

The purpose of this survey is to understand what may have the biggest impact on the health and safety of employees at this mine operation. Please think about your work experiences and behaviors during a typical week when responding.

- Mark your answers directly on the survey by filling in, circling, or checking the box.
- Return your survey answer sheet to us when you are done.

To protect your identity:

- Your supervisors will not see your individual responses.
- These forms will not be made available to any management personnel.
- We will combine the data from everyone into one large group to summarize the results.

Please mark the number below each statement or question that best describes your opinion using the following scale.

Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
1	2	3	4	5	6

Thank you in advance, for your participation!

Public reporting burden of this collection of information is estimated to average 15 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing the collection of information. An agency may not conduct or sponsor a collection of information unless it displays a currently valid OMB control number. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to CBIC/ATSDR, Information Collection Review Office, 1600 Clifton Road NE, MS D-34, Atlanta, Georgia 30333, ATTN: PRLA (920-11580).

Form Approved
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Leading indicators of safety climate identified from other high-hazard industries and measured in the survey

Organizational

- Organizational H&S Support
- Supervisor H&S Support
- Supervisor H&S Communication
- Coworker H&S Communication
- Worker Engagement/ Involvement
- H&S Training Adequacy

Personal

- Adaptability on the job
- Risk tolerance/avoidance
- Thoroughness on the job
- Sense of control on the job
- H&S Motivation
- H&S Knowledge

39 mines across 17 states, 2,683 workers



- Stone, sand, and gravel
(n = 1,418, 53%)
- Industrial minerals
(n = 907, 34%)
- Coal
(n = 358, 13%)

Supervisor practices and actions can account for ~25% of workers' risk-based decisions



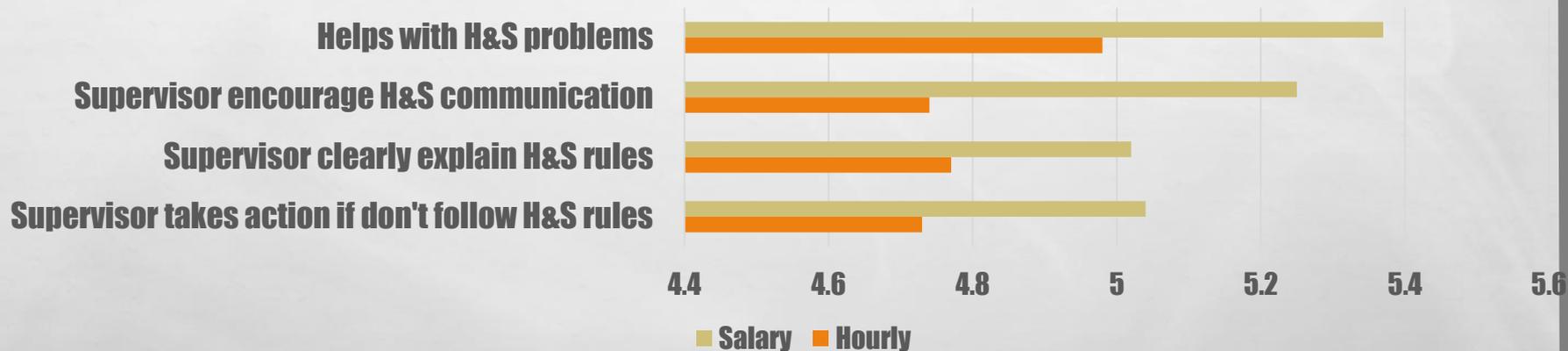
Areas where supervisory roles can be improved upon

- **22%** feel their supervisor does not monitor H&S practices
- **19%** feel their supervisor does not inform them of job hazards
- **15%** of hourly workers felt their supervisors didn't encourage communication about health and safety
- **33%** of hourly workers felt they could not question safety rules or procedures
- **12%** report taking risks regularly

Leadership is critical if we want workers to step up and say something when they see something unsafe

Research indicated hourly workers have lower perceptions of supervisory communication than salaried workers.

Differences in Supervisory Perceptions Between Hourly and Salaried Workers



The organization's support toward H&S accounts for ~13% of workers' risk-based decisions



The more workers feel pressure to produce, the more likely they are to take risks.

- 37% of workers agreed to “I often have impossible production pressures
- The group with under 1 year on the job feels significantly more pressure to produce than those with more time on the job.

Co-worker intervention is also critical to promote worker compliance



- 14% of workers do not make suggestions to improve health and safety
- 11% do not regularly report H&S-related incidents, turning an eye to hazardous situations

What can be done to alleviate worker hesitations to say something as it relates to getting in the way of actual or perceived production pressures?

- Supervisor support and communication
- Co-worker communication and intervention

Understanding supervisor support and communication



What does being a supportive supervisor mean to you?

What does good communication with the workforce look like to you?

Case Study Example: Focused on a small sample of these results – 6 sites, 390 workers – to compare leadership practices and crew design.

Group 1 – 5 mine sites – 303 workers

- Work tasks more often performed independently.
- Supervisor interaction more often at the beginning and end of work day.

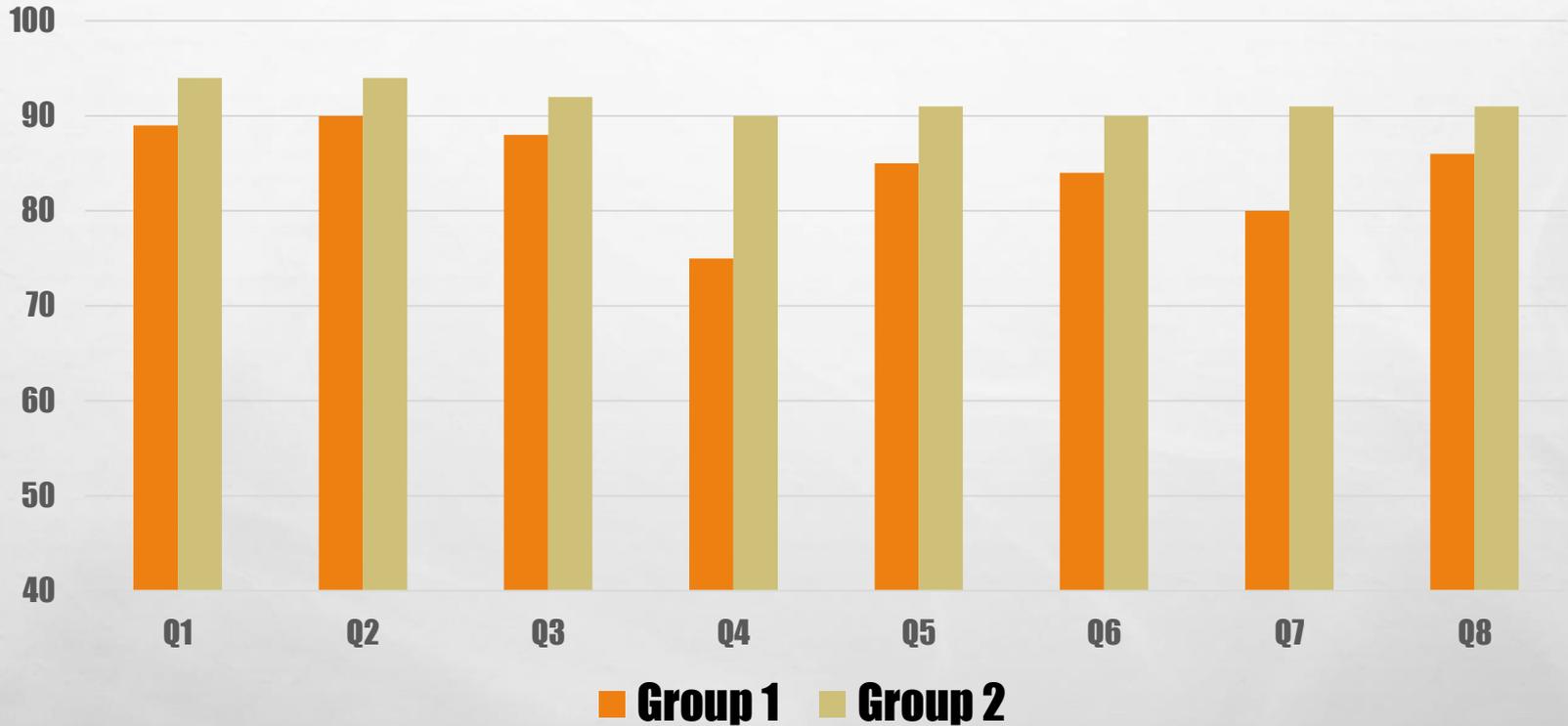


Group 2 – remaining site – 87 workers

- Work tasks more often performed in small work crews.
- Supervisor present throughout work day, leading/performing tasks alongside crew.



Visual Display of Differences Between Groups 1 and 2



Group 2 had significantly higher responses to all of the supervisory-focused items and consequently, a higher percentage of agreement

Item	Group 1 Agreement (%)	Group 2 Agreement (%)
My supervisor helps me do my job as safely as possible	89%	94%
My supervisor helps me if I have a health/safety problem at work	90%	94%
My supervisor reminds me to follow H&S rules	88%	92%
My supervisor closely monitors my H&S work practices	75%	90%
My supervisor takes action if I don't follow H&S work practices	85%	91%
My supervisor clearly explains H&S rules to me	84%	90%
My supervisor regularly informs me of work hazards specific to my job	80%	91%
My supervisor encourages communication about H&S problems	86%	91%

Case study results indicate that proximity to – or just more communication - with one’s supervisor can...



- enhance workers’ perceptions of their supervisor’s support
- afford workers additional opportunities to bring up concerns and discuss site-specific hazards with their supervisors

Getting People to Speak Up

Creating an environment where employees speak up when they observe unsafe behaviors or conditions is basic to building a strong safety culture

See Something-Do Something; Stop the Work or See Something-Say Something all sound simple and easy to do, but in practice are quite difficult

How do we get employees to actually do it?

Simply telling employees it is “ok” to speak up is not enough

Where to Begin

Companies usually just tell employees to speak up. Two critical problems with this:

Rarely (if at all) do they provide training on how to have difficult conversations with their supervisors or co-workers

It is highly unlikely that companies educate their employees on how to receive constructive feedback on safety behaviors from coworkers and do it without becoming defensive or angry.



Supporting research from Caterpillar Company shows that safety expectations are not clearly communicated to employees in a positive way

96% of employees agree their company actively encourages them to work safely

51% of employees say hazards are overlooked to get the job done

24% said they were asked to do something they felt was unsafe



Crucial Conversations - Kerry Patterson, Joseph Grenny, Ron McMillan and Al Switzler

Crucial Conversation Defined

Discussion between two or more people

- Stakes are high
- Opinions vary
- Emotions run high

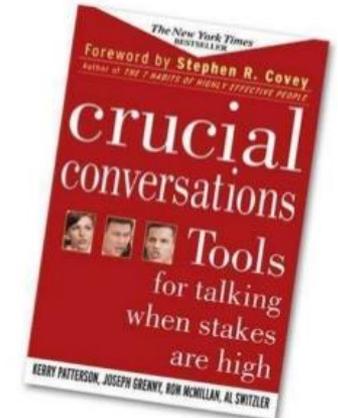
Crucial Conversation

Tools for talking when stakes are high

Copyright 2004 by Randy Glasbergen.
www.glasbergen.com



"This is the nicest conversation we've had in weeks.
Let's not spoil it by talking."



Crucial Conversations

We must learn:

- How to prepare for high-stakes situations
- How to transform anger and hurt feelings in construction conversations
- How to make it safe for employees to talk about almost anything
- How to be persuasive
- How gaining new skills, techniques and tools help enable crucial conversations

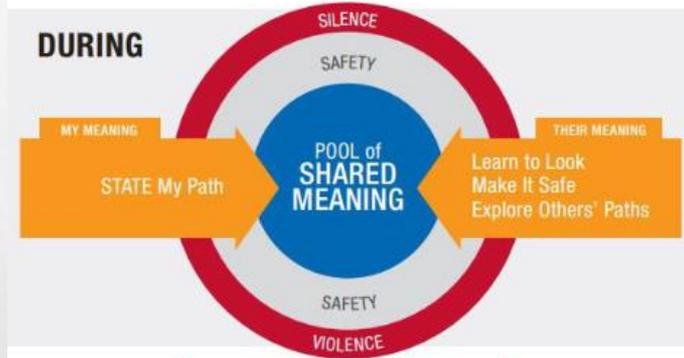
CRUCIAL CONVERSATIONS MODEL

BEFORE

WORK ON ME FIRST

Get Unstuck
Start with Heart
Master My Stories

DURING



AFTER

MOVE TO ACTION

Who does What by When
Follow up

A man with white hair, wearing a dark suit, white shirt, and blue patterned tie, is speaking at a podium. He is holding a microphone in his left hand and gesturing with his right hand. The background is dark. A URL is overlaid on the image.

<https://youtu.be/hW7LGxCLauo>

Involving coworkers in vertical and horizontal efforts on site



- What assessments are done with employees regularly?
- What are ways you aim to improve communication and measurement?
- What are the mechanisms in place for employee participation?
- What we can we do beyond training / workplace programs?

Giving credit...

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