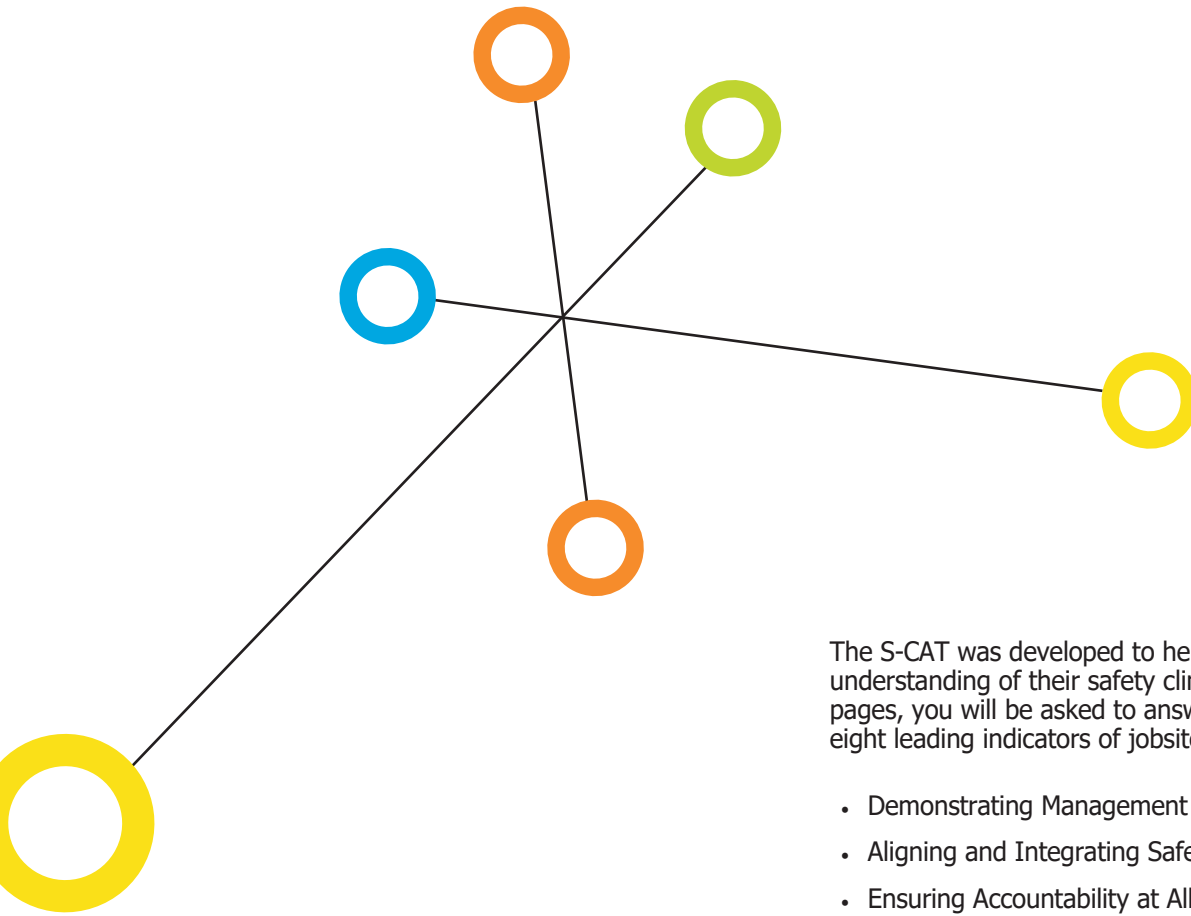
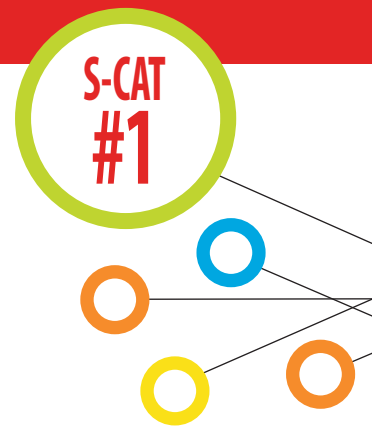


# Safety Climate Assessment Tool (S-CAT)



The S-CAT was developed to help companies gain a more detailed understanding of their safety climate maturity. On the next few pages, you will be asked to answer questions that measure these eight leading indicators of jobsite safety climate:

- 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



# 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

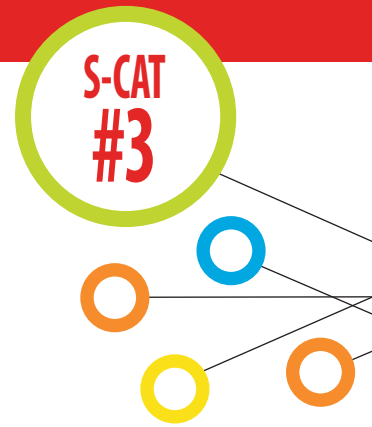
Organizations align and integrate safety as a value by engaging in the following activities:

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

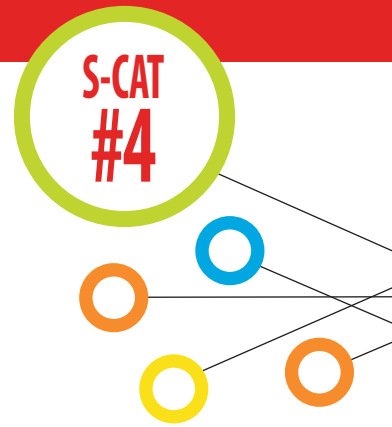
Organizations ensure safety accountability at all levels by engaging in the following activities:

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

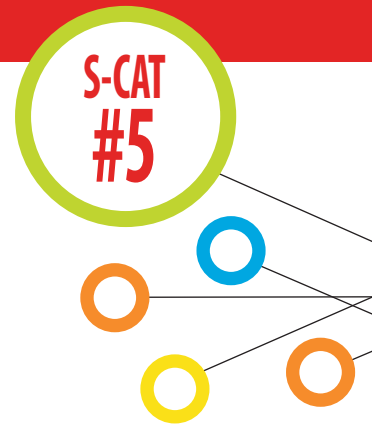
Exemplary supervisory leadership is demonstrated within an organization by engaging in the following activities:

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

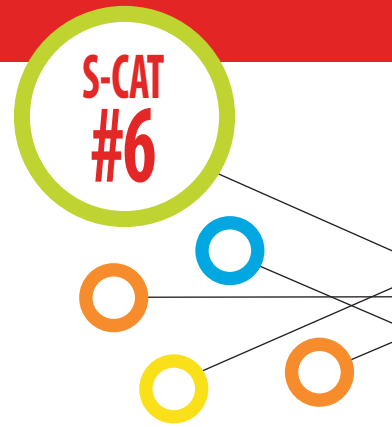
Organizations empower and involve employees by engaging in the following activities:

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

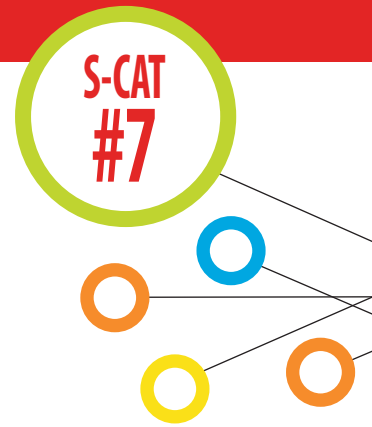
Organizations can communicate better by engaging in the following activities:

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:

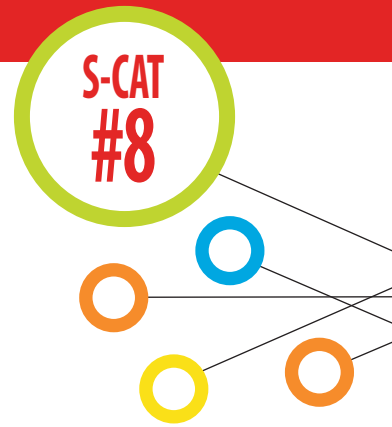
1. Providing formal safety trainings for employees, supervisors, and managers.
2. Requiring OSHA certification for employees and supervisors; as well as additional certification for supervisors.
3. Training curriculum is tailored to the specific roles and responsibilities at each level of the organization.
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 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 |