



NAC Position Paper No. 8, Apr. 1, 2007

## S A F E T Y

### ***Success in achieving Zero Injury requires “Employee Involvement.”***

Through the Position Papers on Safety, The National Academy of Construction (NAC) is recommending American Business investigate the research of the Construction Industry Institute (CII) into how increasing numbers of employers are able to achieve a million work hours and more without an OSHA Recordable injury. The Nine CII Zero Injury safety leadership categories follows: 1. Demonstrated management safety commitment; 2. Staffing for safety; 3. Safe work planning; pre-project and pre-task; 4. Safety education; orientation and specialized training; 5. Employee involvement; behavior safety and safety perception surveys; 6. Evaluation and recognition of safety performance; 7. Contractor selection and management; 8. Accident/incident investigation; including near misses; 9. Drug and alcohol testing.

NAC Safety Papers (SP) No. 1 emphasizes the importance of proactive attitudes about safety; No. 2 reveals that one company by using these CII research findings achieved 4,649,000 continuous work hours without a recordable injury; No. 3 lists the Nine CII (see below) critical Zero Injury Safety Management Categories; No. 4 discusses; “demonstrated management safety commitment;” No. 5 discusses Staffing for Safety; No. 6 covers “Safe Work Planning;” No. 7 covers “Safety Education.

#### SP No. 8, CII Category 5 - Employee Involvement, behavior safety and safety behavior surveys.

Zero injury leadership is empowered by various techniques of involving the employees in participating in the setting of safety objectives and goals thus enabling the employees to have a voice in what needs to be done and how to do it. This involvement necessarily comes after the employees have been given in-depth education on the research proven safety element content of a zero injury safety initiative. There are a number of approaches available to implement Behavior Safety. One technique trains the crafts who volunteer to do safety observations of peers. Data from observations is confidential and feed back is worker to worker. The data is tabulated as anonymous and reported back to the crafts. Another behavior approach follows the DuPont STOP process where supervisors are trained to observe behavior and give counseling feedback to the observed. All observation data is tabulated in an anonymous fashion and reported to all employees weekly/monthly as a measure of “safe behavior.”

A second craft involvement process uses independent persons to perform employee safety perception surveys. These reveal degree of craft buy-in to the zero injury safety initiative. Survey questions should be based on the CII research best practices and structured to determine quantity of technique usage along with quality of usage. These findings must then be shared with those surveyed. Putting the suggested improvements in place prove to the employees the depth of leader commitment.

CII research has proven the cost of the utilizing the 9 CII zero injury categories is returned at a rate of 400 to 500% per annum when compared the OSHA/BLS injury rate average for Construction. Information and details on this increasingly popular safety management concept are available from the following:

Construction Safety Alliance  
550 Stadium Mall Dr., Room 1223  
West Lafayette, IN 47907-2051  
Ph (765) 494-2244  
e-mail: [halpin@ecn.purdue.edu](mailto:halpin@ecn.purdue.edu)

Construction Industry Institute  
3925 W. Braker Lane (R4500)  
Austin, TX 78759-5316  
Ph (512) 232-3004  
[www.construction-institute.org](http://www.construction-institute.org)

See The NAC website at [www.naocon.org](http://www.naocon.org) for copies of the Safety Whitepaper series.

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