



NAC Position Paper No. 9, June 1, 2007

## S A F E T Y

### ***Success in achieving Zero Injury requires “Evaluation and Recognition of Safety Performance.”***

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 research based 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) (see [www.naocon.org](http://www.naocon.org)) 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;” No. 8 covers “Employee Involvement.”

#### SP No. 9 – CII Category 6. Evaluation and recognition of safety performance.

Performance evaluations of all employees should include one on one discussion of their individual safety performance. Ninety percent of the time leader discussions with employees are opportunities to praise individual safe behavior and also critically important (10%) opportunities to conduct safety coaching of employees in need of improved individual performance. These discussions should be held at least annually.

Further it is also of paramount importance that once zero injury performance is achieved group appreciation and recognition events should be held at least on a monthly interval. Other safety milestone commemorating gifts and awards are in order however the value of these recognition items should not exceed a nominal dollar value. The “not to exceed dollar gift value” should be below a value high enough to tempt employees not to report injuries in order to receive the award items. Gifts for long term “individual” injury-free performance are not advocated although “spot” awards for an individual’s unique safe acts of caution have been proven to be productive.

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 to the costs of OSHA/BLS injury rate average performance for Construction. Information and details on the increasingly popular “Zero Injury Safety Leadership 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.

---

*The National Academy of Construction (NAC) is an organization of leaders from industry, construction, the military and academia formed as a knowledge base of American competence in the construction of capital facilities.*

*NAC position papers are created from the experience base of NAC membership and are offered to American business and government leaders as answers to challenges facing American enterprise. NAC position papers are issued after review and consent by a majority of the current members.*