

# MCX



## Member Communication Experience

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# Gaining Buy-In from Employees to Avoid At-Risk Behaviors

Key Points

Buy-



to do, and I'll be safe, let's get to work." Some workers may even have the attitude, "I know how to use a shortcut to get my job done." These are all potential indicators of a feeling of complacency.

## Gaining Buy-in from Employees and Avoiding Complacency

### Safety Culture/Safety Program

Without a strong Safety Culture, it is impossible to combat complacency. The National Academy of Construction Safety Culture Executive Insight Series contains many insights to aid in establishing an appropriate safety climate and safety management system, and addresses the role of management in maintaining and assuring a strong Safety Culture exists. The series includes such topics as the role of all leaders at all levels in the organization in demonstrating an unfailing commitment to safety and the belief that "all accidents can be prevented", establishing a non-punitive environment where employees feel they will not be punished if they are involved in a safety incident or a near miss, assuring subcontractor involvement in Safety Culture, and many more significant insights to establishing and maintaining a strong Safety Culture.

### Eliminating Complacency

Workers are attuned to behaviors by senior leaders and watch for behavior when visiting a jobsite. The

Posting signs, placards and video monitors prominently located in lobbies, break areas, dining facilities, other common areas emphasizing the need to combat complacency.

Including in meetings, programs and events, how injuries impact a worker's family. Remind employees that accidents and injuries impact spouses, children, parents and other loved ones, in addition to the worker. Show workers that leaders are not only concerned with the worker and the job, but also the workers' families.

Reminding leaders to be on the lookout for changes in individual worker behavior which could evidence a problem that could lead to complacency (such as outward evidence of sadness or depression, decreased productivity, a lack of caring about their performance or impact to others, mood swings, etc.). Encourage first line supervisors to talk with workers who may be displaying such behaviors to determine what is driving the behavior. Include referral to professional help if necessary. Show that the company cares about its workers.

Emphasizing with workers that while production goals are important, they do not trump safety.

Monitoring worker performance to ensure the work remains meaningful and challenging for the employee. If not, help find new opportunities for the employee. Employees who are "stuck in a rut" may not follow safe practices and may become complacent.

## About the Author

Tony Leketa was elected to the National Academy of Construction in 2016. Tony had a distinguished