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# ASSP ROC

CIVILITY AT WORK  
IMPACT ON SAFETY

# KIM GAMBLE, CHST ASP



## ANDERSEN CONSTRUCTION

- 2020-PRESENT IDEAL DIRECTOR
- 1994-2020 CORPORATE SAFETY DIRECTOR

## ASSE/ASSP

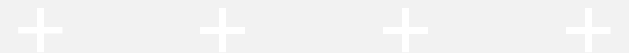
- PAST PRESIDENT COL-WILLAMETTE CHAPTER
- PAST GOSH EXECUTIVE, PROGRAM & AWARDS COMMITTEE CHAIR

## UNION TRUSTS/COMMITTEES

- OREGON LABORERS JATC & TRAINING TRUST
- CONSTRUCTION INDUSTRY DRUG-FREE WORKPLACE
- NW LABORERS EMPLOYERS COOPERATION EDUCATION TRUST

## AWARDS

- ASSP COL-WILLAMETTE CHAPTER SPY – 2002
- DJC WOMEN OF VISION – 2020
- PBJ WOMEN OF INFLUENCE - 2022





**WHO YOU WERE,  
WHO YOU ARE,  
WHO YOU BECOME,  
ARE ALL  
DIFFERENT PEOPLE.**





# 2016 INJURY ACCIDENT



- JOURNEY CARPENTER, 13 YEARS EXPERIENCE
- FELL 11-12 FEET OFF CONCRETE GANG WALL FORMWORK
- PERMANENTLY PARTIALLY DISABLED

- FALL PROTECTION TRAINED 4 TIMES OVER 8-10 YEARS
- PPE WORN:
  - FULL BODY HARNESS
  - POSITIONING CHAIN
  - TWIN-LEG LANYARD
- OTHER PPE AVAILABLE ONSITE
  - SRL
  - TIE-OFF STRAPS
- 6' FALL RULE POLICY IN PLACE
- POLICIES & EXPECTATIONS KNOWN BY IW



- **WORK AT HEIGHT BEGAN FROM AERIAL LIFT**

- **TOXIC ENCOUNTER WITH CO-WORKER DEMANDING USE OF THE LIFT.**

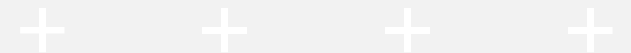
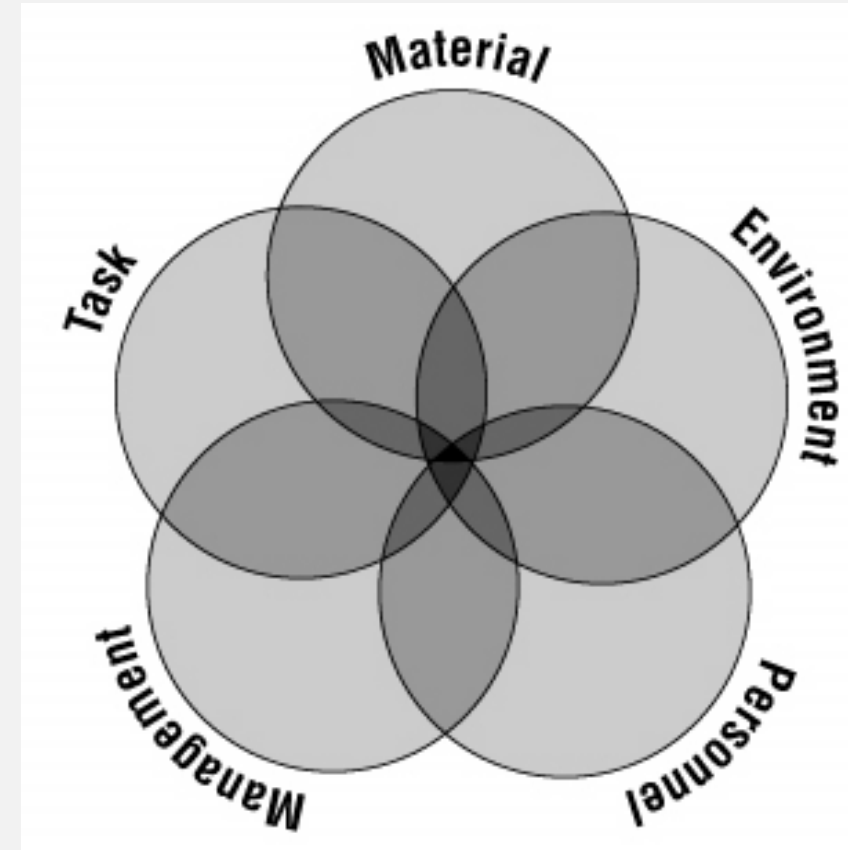
- **IW RELINQUISHED AERIAL LIFT AND CLIMBED WALL WITHOUT FALL ARREST PROTECTION.**

- **SNAPHOOKS CONNECTED TO SIDE-D RINGS**

# TRADITIONAL CONTRIBUTING FACTORS



- FAILURE TO UTILIZE CORRECT FALL ARREST PROTECTION
- PERCEIVED URGENCY
- DISTRACTION
- UNENGAGED SUPERVISOR
- CHANGE IN PLAN

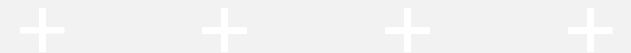


# PSYCHOSOCIAL CONTRIBUTING FACTORS



- **INCIVILITY**
  - The insensitive or disrespectful behavior that lacks regard for others.
- **FUNDAMENTAL ATTRIBUTION ERROR**
  - Blaming workers for their own behaviors without consideration of the impact of others bad behaviors.

**INCIVILITY = PSYCHOSOCIAL HAZARD**





# INCIVILITY: DEFINED



- Low intensity deviant behavior with ambiguous intent to harm. (Pearson & Andersson, 1999)
- Behaviors that violate norms of mutual respect. (Carter, 1998)
- Insensitive or disrespectful behavior enacted by a person that displays a lack of regard for others. (Porath & Erez, 2007)



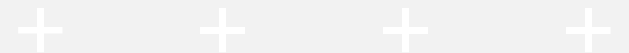
# INCIVILITY CONTINUUM



## Negative Behaviors

- Rude Comments
- Insensitive Actions
- Unintentional Slightings
- Intentionally Ignoring Others
- Complaining
- Gossiping
- Cultural Bias
- Crude Jokes
- Profanity

**Think Pair Share:** What low level negative behaviors have you experienced? Were they hard to recognize or address?



# INCIVILITY EXAMPLES



- WALKING AWAY FROM A CONVERSATION DUE TO LOSS OF INTEREST
- ANSWERING CALLS IN THE MIDDLE OF A MEETING OR TRAINING WITHOUT LEAVING THE ROOM
- OPENLY MOCKING OTHERS
- MAKING SIREN SOUNDS WHEN SAFETY PROFESSIONALS OR OTHER SUPERVISORS COME AROUND
- REMINDING “SUBORDINATES” OF THEIR “ROLE”
- TAKING CREDIT FOR WINS AND OTHERS WORK
- CONDESCENDING COMMENTS/BEHAVIORS
- IGNORING OTHERS / LEAVING THEM OUT OF WORK ACTIVITIES, MEETINGS, ETC.
- GOING AROUND TEAM MEMBERS INSTEAD OF INCLUDING THEM IN WORK ACTIVITIES THAT ARE PART OF THEIR\_JOB
- HIDING/TAKING TOOLS & MATERIALS
- ASSIGNING SPECIFIC DEMOGRAPHICS THE LESS DESIRABLE WORK.
- DISCIPLINE IN PUBLIC



# INCIVILITY CONTINUUM



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- Insensitive Actions
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- Crude Jokes
- Profanity

## Verbal Aggression

- Yelling
- Belittling Comments
- Intimidation
- Threats
- Discriminatory Remarks
- Cursing at Someone
- Humiliation
- Embarrassment
- Public Discipline



# WORKPLACE VIOLENCE ↔ INCIVILITY?



## What is workplace violence?

Workplace violence is violence or the threat of violence against workers. It can occur at or outside the workplace, and ranges from threats and verbal abuse, to physical assaults and homicide. However, it shows itself, workplace violence is a growing concern for employers and employees.

Contrary to popular opinion, sensational multiple homicides still represent a small number of workplace violence incidents. The majority of incidents are assaults, stalking, threats, harassment, and physical or emotional abuse that make no headlines. Many of these incidents are not even reported to company officials or the police.

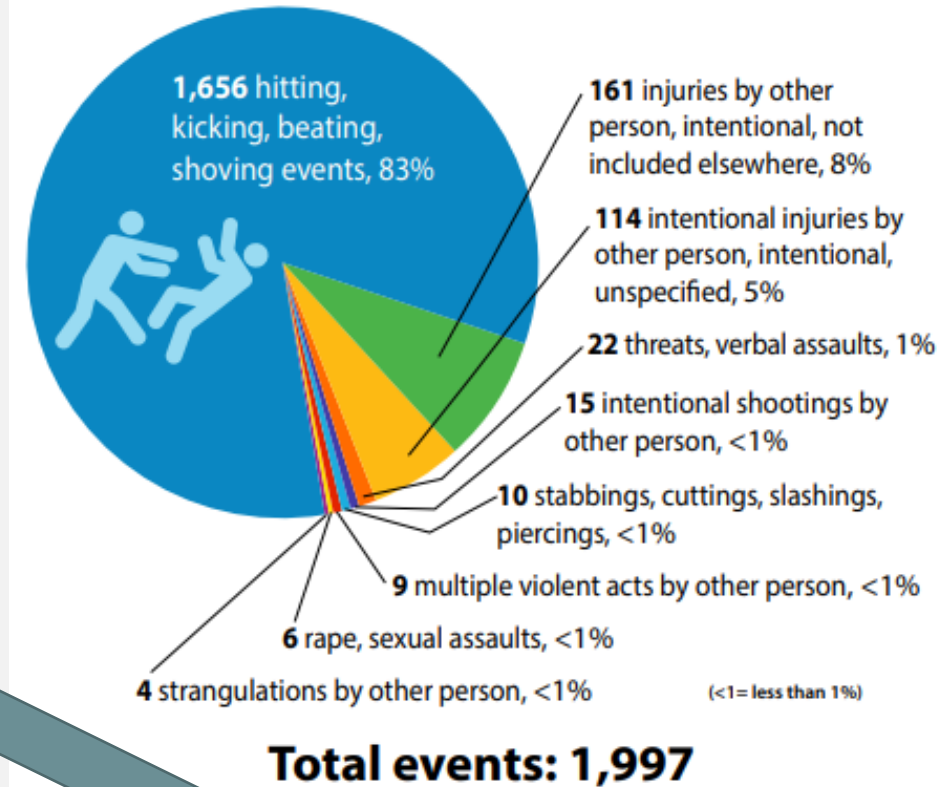
Responding to workplace violence requires attention to more than just an actual physical attack. Any conduct that creates anxiety, fear, and a climate of distrust in the workplace is part of the workplace violence problem. Prevention programs that do not consider harassment in all its forms are unlikely to be effective.

## Oregon OSHA

**Table 3. Accepted disabling claims**

Oregon 2016 - 2018

Due to assaults and violent acts, by event of injury or illness



# INCIVILITY CONTINUUM



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## Physical / Sexual Aggression

- Assault
- Battery
- Throwing Objects
- Violent Outbursts
- Inappropriate Touching
- Harassment
- Lewd Photos
- Blocking People

Uncivil Work Culture (aka Toxic Environment) Where bullying, rudeness, harassment, & other forms of incivility run rampant.



# PERSONAL IMPACT

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- Inability to concentrate
- Increased Stress
- Low morale
- Decreased engagement
- Illness
- Depression
- Frustration
- Anger
- Panic & anxiety
- Pain

**Pain, by definition, is a conscious experience. Incivility triggers the same areas of the brain as physical pain!**



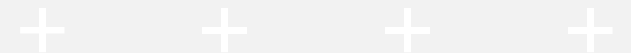
# ORGANIZATIONAL IMPACT



## CREATIVITY SUFFERS TEAM SPIRIT AND MORALE DECLINES EMPLOYEES:

- Decrease time at work
- Decrease quality of work
- Withhold Effort
- Lose time worrying about the encounter(s) & avoiding offenders
- Lessen commitment to their organizations
- Leave their job

### Costs of Incivility





# SAFETY IMPACT



Tower Crane Collapse – Bellevue WA 2006. Structural engineer cited for errors in design. The citation was vacated in court.

5X

More likely to miss information

17%

Worse Performance on Recall

43%

More Math Errors & Struggled with Goal Management



# CONSTRUCTION INDUSTRY



Approx:  
7.5-8 Million  
Workers

**87%**  
White

**58%+** Women  
Sexually Harassed  
**72% Black** –  
Racially Harassed

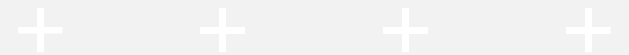
2<sup>nd</sup> Highest Suicide Rate  
By Occupation  
5-6 Times greater than  
construction workplace  
fatality rates!

Approx:  
550,000\*  
Unfilled Positions

**90%**  
Male  
\*94-96% Male  
when Office  
staff excluded

**61 Average  
Retirement Age**  
1 in 5 construction  
workers are over 55

**How to prevent  
suicide?**  
Create a sense of  
belonging,  
connectedness & respect



# SUICIDE PREVENTION TECHNIQUES



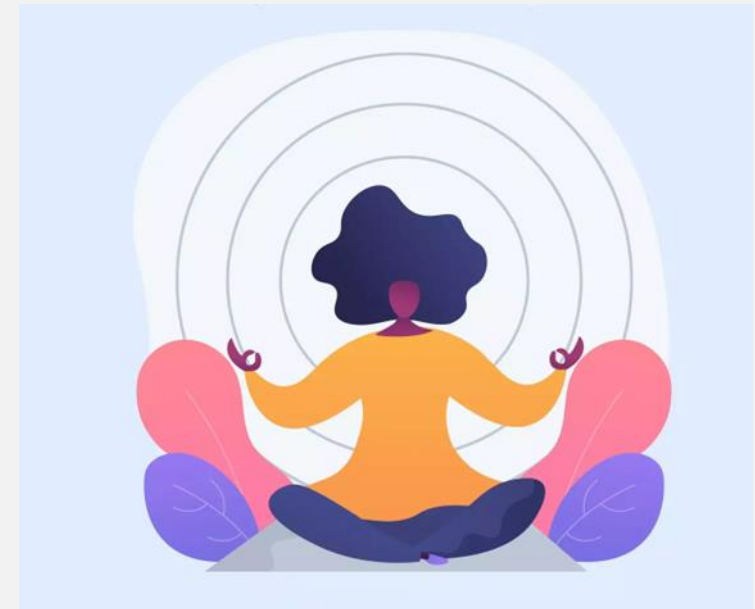
OPEN DISCUSSIONS AROUND  
MENTAL HEALTH

RESOURCES – EMPLOYEE  
ASSISTANCE PROGRAMS

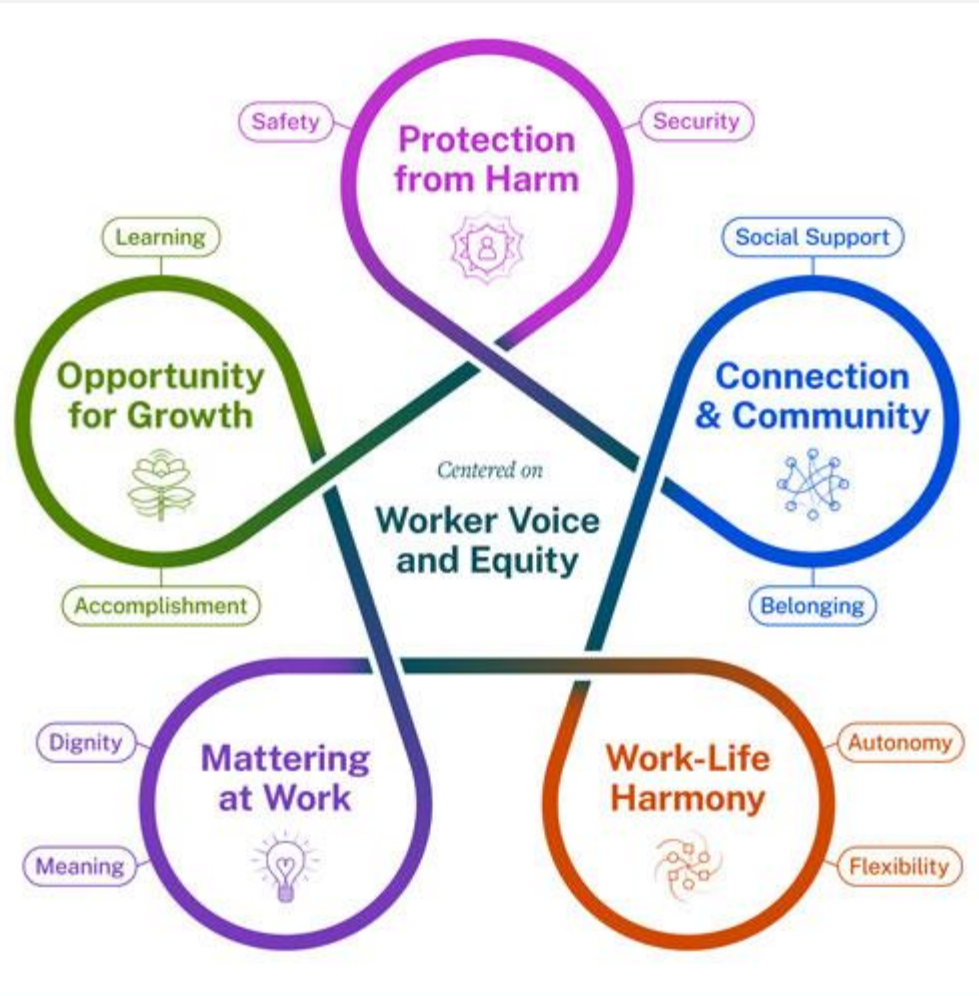
LEADERSHIP ENGAGEMENT

RAISING AWARENESS

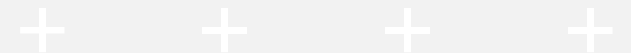
CREATING A ***MENTALLY HEALTHY  
ORGANIZATION!***



# MENTALLY HEALTHY ORGANIZATION



- A CULTURE OF ACTIVE CARING
- PROTECTION FROM HARM
- WHERE EMPLOYEES FEEL CONNECTEDNESS WITH PEERS
- SENSE OF BELONGING WITHIN THE ORGANIZATION
- WHERE WORKERS VOICES ARE SUPPORTED WITHOUT FEAR OF RETALIATION. (PSYCHOLOGICAL SAFETY)

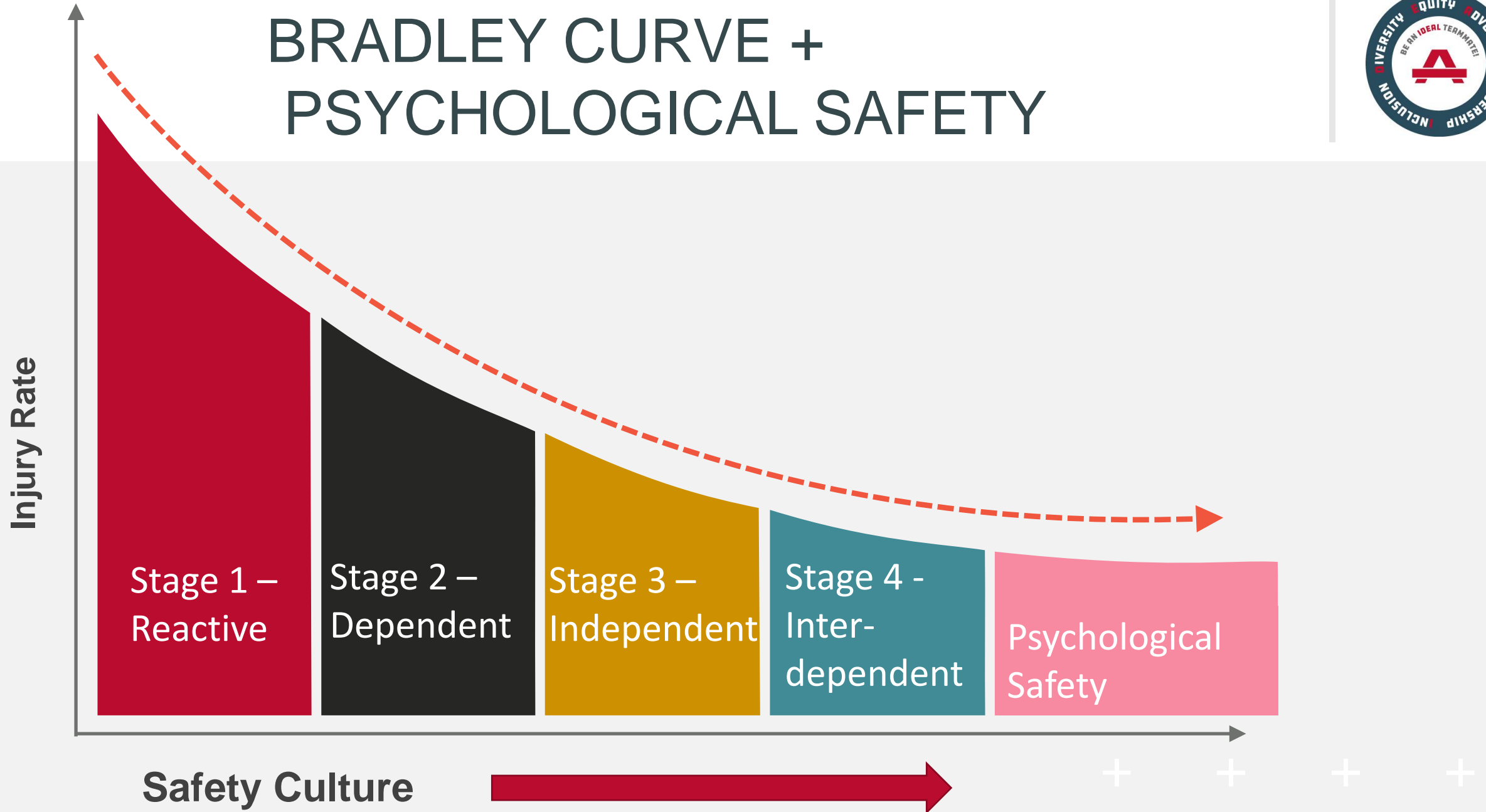




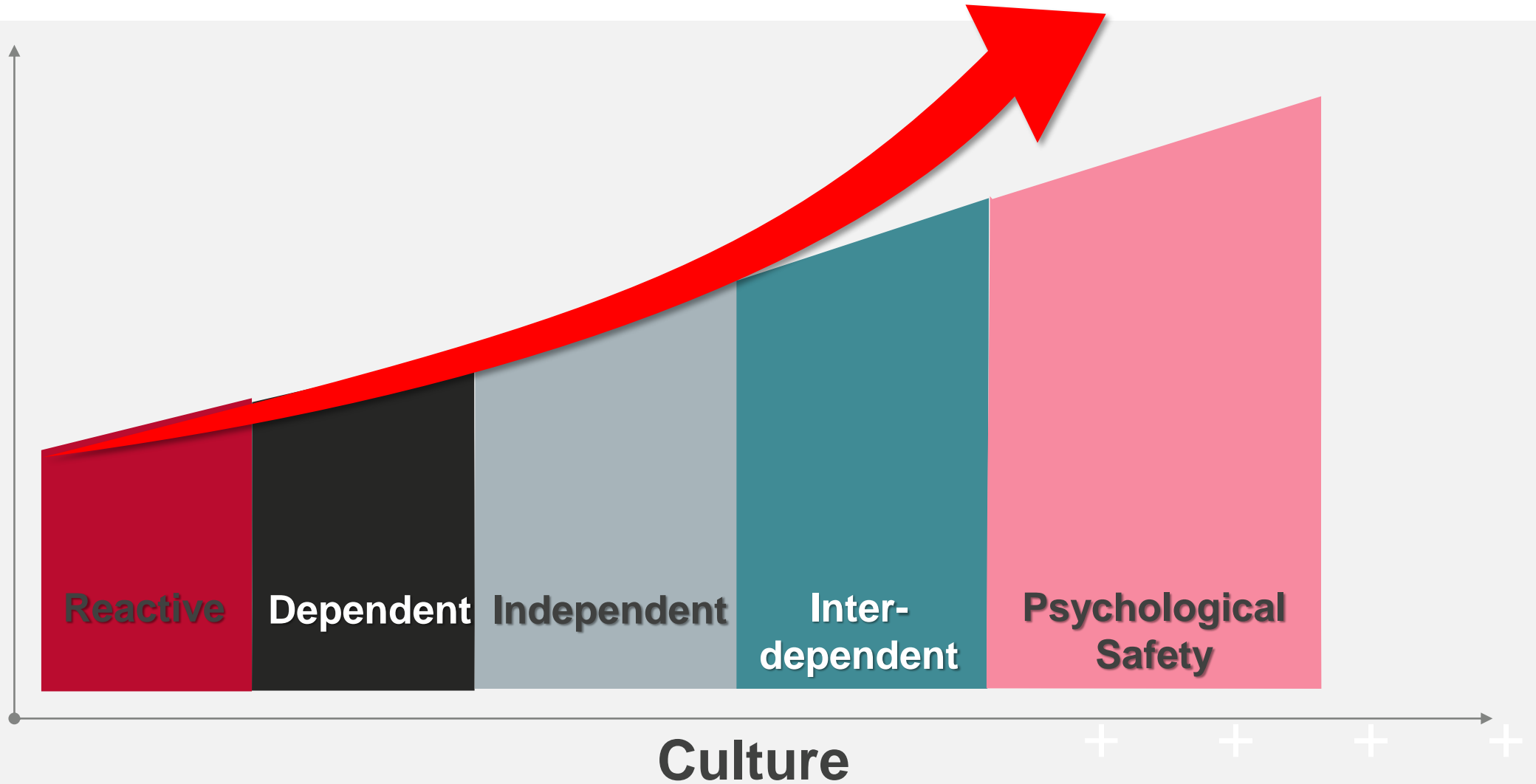
How can safety professionals  
Contribute to or create an  
inclusive, mentally healthy  
organization?



# BRADLEY CURVE + PSYCHOLOGICAL SAFETY



**Quality, Productivity,  
Innovation, Trust,  
Engagement**



# ACCIDENTAL CASE STUDY



Hours Worked:	162,000
Total Injuries:	35
Recordable Injuries:	7
Injuries Caused By Unsafe Behavior:	28
No Unsafe Behavior of Conditions:	7
Recordable Injury Rate:	7.06
Safety Violations:	44

Hours Worked:	117,711
Total Injuries:	6
Recordable Injuries:	0
Injuries Caused By Unsafe Behavior:	5
No Unsafe Behavior of Conditions:	0
Recordable Injury Rate:	0.0
Safety Violations:	11



# TRADITIONAL SAFETY



Severity

Medium	Medium	High	High	Critical
Medium	Medium	Medium	High	High
Low	Medium	Medium	Medium	High
Low	Low	Medium	Medium	Medium
Low	Low	Low	Medium	Medium

Probability

- Policies
- Procedures
- Job Hazard Analysis
- Daily Pre-Task Plans
  
- Multiple Safety Plan Submissions

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# LEADERSHIP STAND DOWN



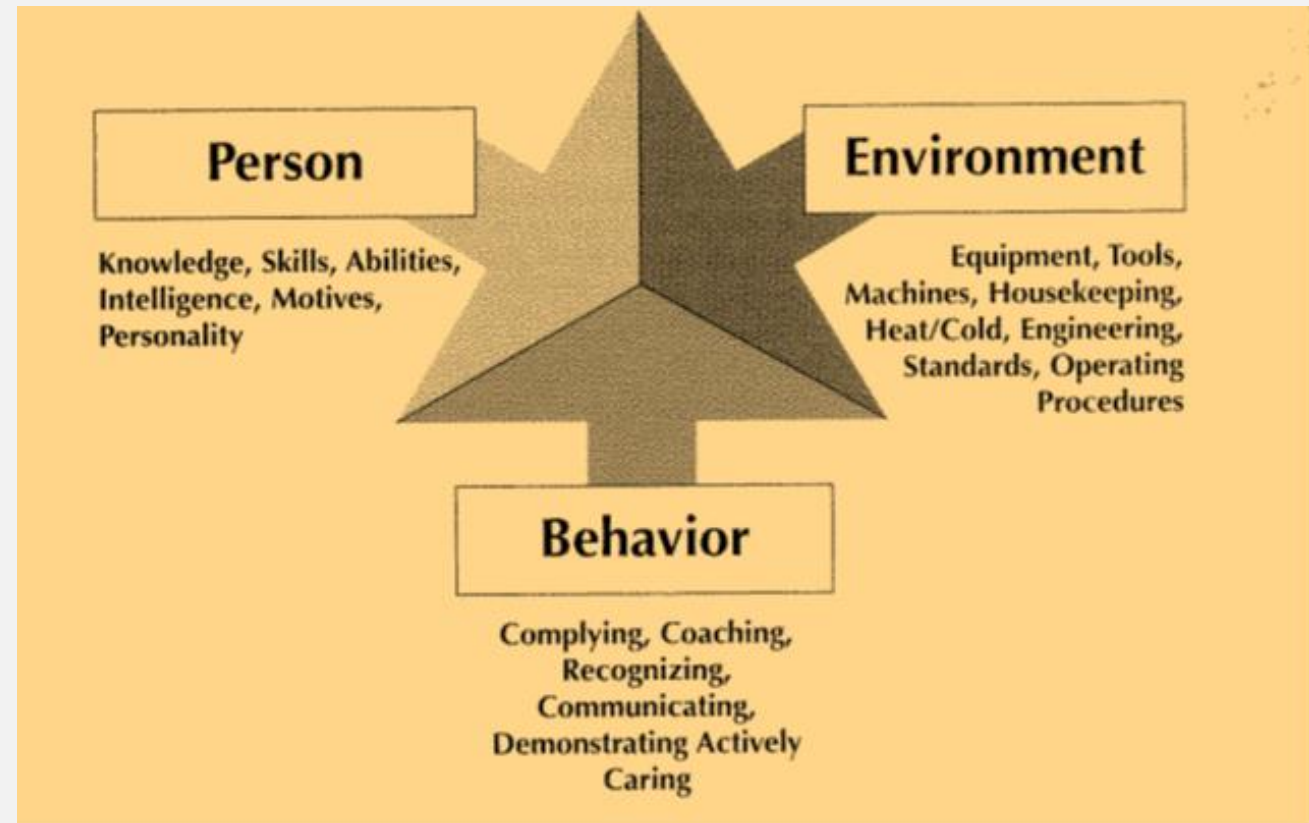
## TOTAL SAFETY CULTURE

- Environment
- People
- Behavior

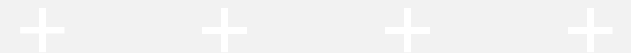
## HIGH FUNCTIONING TEAMS

- Trust
- Role Clarity
- Empowerment

## ACTIVE CARING



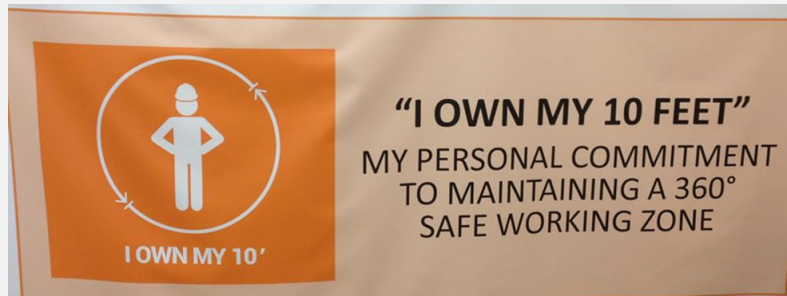
Picture: Scott Geller – Psychology of Safety



# WORKER STAND DOWN



- REVOKED AUTHORITY OF TOXIC LEADER
- SKIP LEVEL LUNCHES
- TRACKED CHANGE & OUTCOMES
- ENCOURAGED & REWARDED INNOVATION
- BEHAVIOR BASED OBSERVATIONS BY CRAFTWORKERS
- NAMES ON HARDHATS
- 10' ZONE OF PERSONAL RESPONSIBILITY



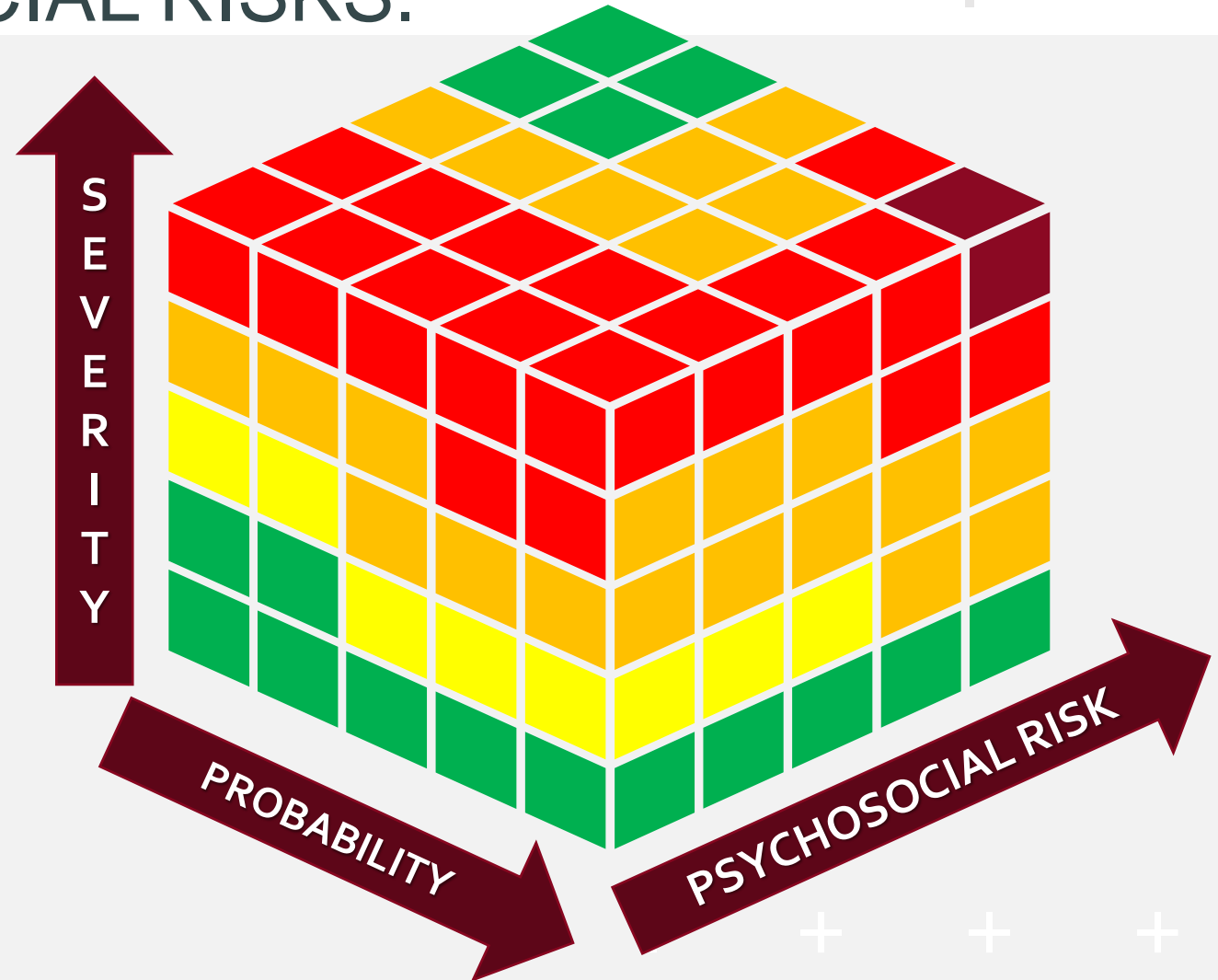
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# ISO 45003 – PSYCHOLOGICAL HEALTH & SAFETY AT WORK: GUIDELINES FOR MANAGING PSYCHOSOCIAL RISKS.



## ◆ PSYCHOSOCIAL HAZARDS

- ◆ How Work is Organized
- ◆ Social Factors at Work
- ◆ Aspects of Work Environment





# PSYCHOSOCIAL HAZARDS



## How Work is Organized

- Roles & Expectations
- Job Control & Autonomy
- Job Demands
- Organizational Change Management
- Remote & Isolated Work
- Workload & Work Pace
- Working Hours & Schedule
- Job Security & Precarious Work

## Social Factors

- Interpersonal Relationships
- Leadership
- Organizational - Workgroup Culture
- Recognition & Reward
- Career Development
- Support
- Supervision
- **CIVILITY & RESPECT**
- Work/Life Balance
- Violence @ Work
- Harassment
- Bullying & Victimization

## Work Environment, Equipment & Tasks

### Examples:

- Inadequate equipment available
- Poor workplace conditions such as housekeeping & lighting
- Lack of necessary tools, resources
- Extreme conditions
- Unstable environments

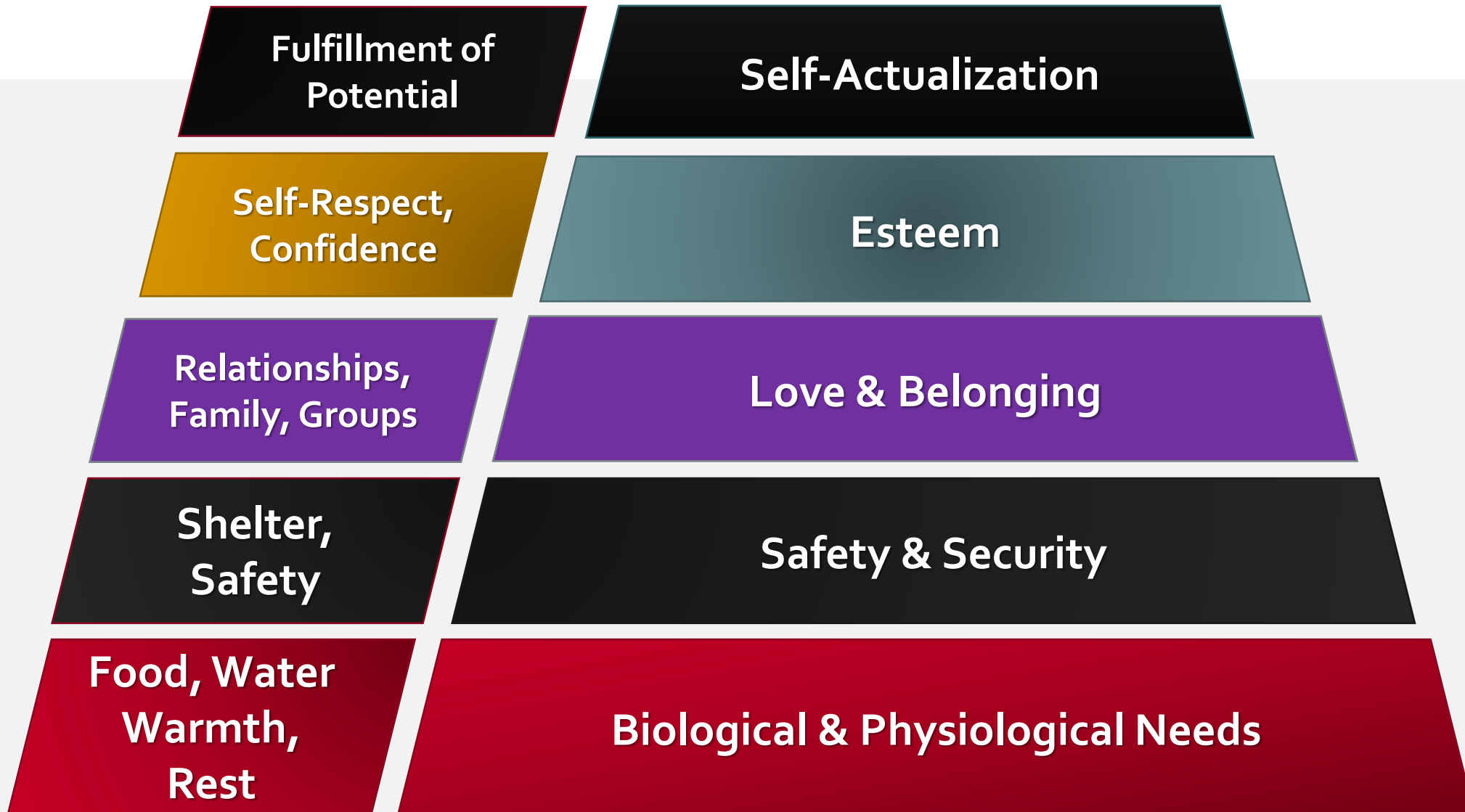
# ISO 45003 - SOCIAL FACTORS



Interpersonal Relationships	Leadership	Organizational - Workgroup Culture	Recognition & Reward
Career Development	Support	Supervision	Civility & Respect
Work/Life Balance	Violence @ Work	Harassment	Bullying & Victimization

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# MASLOW'S HIERARCHY



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# GOOGLE PROJECT ARISTOTLE – OUTCOMES BY SIGNIFICANCE



01

## Psychological Safety

A belief that it is safe for risk taking,

02

## Dependability

Members reliably complete quality work on time.

03

## Structure & Clarity

Understanding of job expectations.

04

## Meaning

Sense of purpose in the work.

05

## Impact

Seeing that one's work is contributing to the organization's goals.



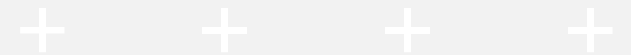
# Psychological Safety

“a belief that **one will not be punished or humiliated for speaking up** with ideas, questions, concerns, or mistakes, and that **the team is safe** for interpersonal risk-taking”

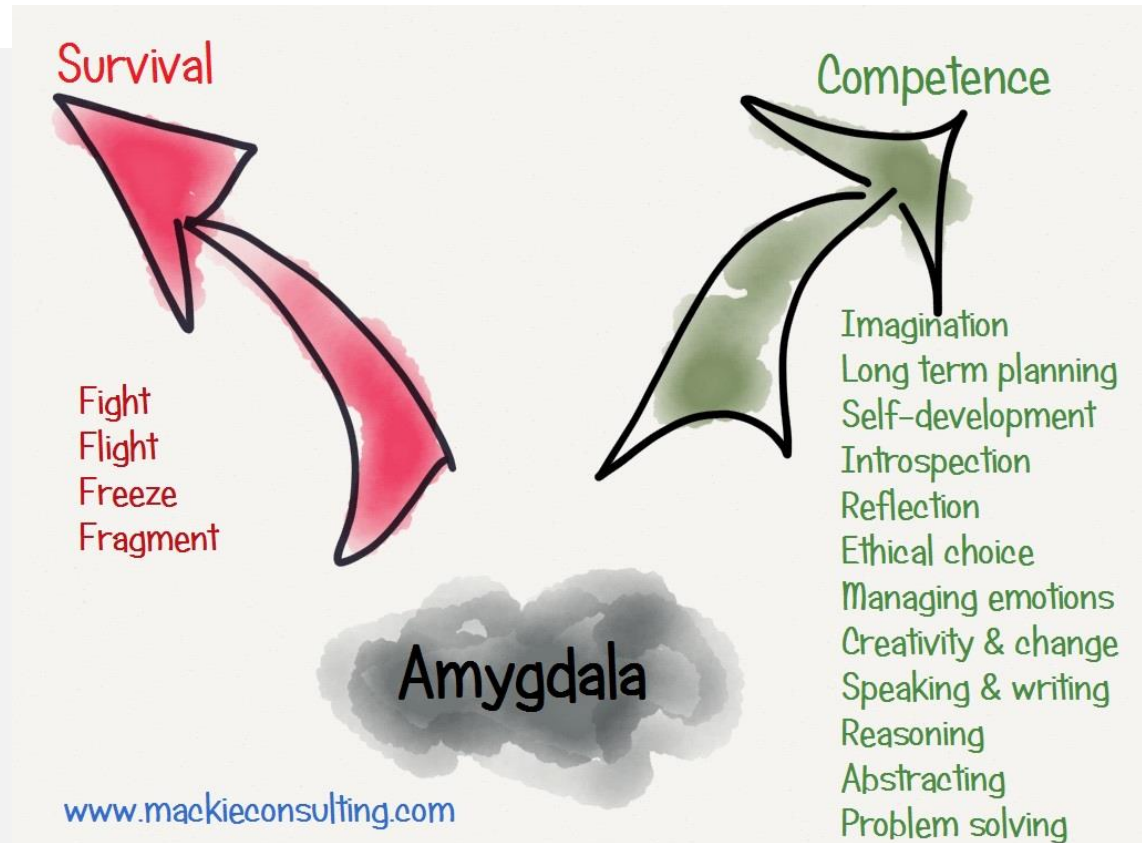
-Amy Edmondson



# 4 QUADRANTS (STAGES) OF PSYCHOLOGICAL SAFETY



# EFFECTS OF PSY- SAFETY ON TEAMS



- INCREASE IN INNOVATIONS
- INCREASING LIKELIHOOD OF SUCCESSFUL INNOVATIONS
- TRUST
- ENGAGEMENT
- LEARN FROM MISTAKES
- INCREASED SAFETY
- DECREASES IN UNACCEPTABLE BEHAVIORS SUCH AS HARASSMENT, BULLYING, DISCRIMINATION ETC.

# WHAT CAN YOU DO TOMORROW?



- ACKNOWLEDGE OTHERS
- CULTIVATE TRUST
- DEMONSTRATE RESPECT
- ENSURE EVERYONE'S VOICES ARE HEARD
- RECOGNIZE PEOPLE'S CONTRIBUTIONS
- COACH TO WHAT YOU EXPECT
- LEAD INCLUSION & MENTAL HEALTH TOOLBOX TALKS
- LEAD SAFETY WITH EMPATHY
- USE PSY SAFETY IN INCIDENT INVESTIGATION
- WISE/BISE/HSP & EMERGING S.P.
- START YOUR OWN LEARNING JOURNEY

