



ZERO INCIDENTS THROUGH COLLABORATION

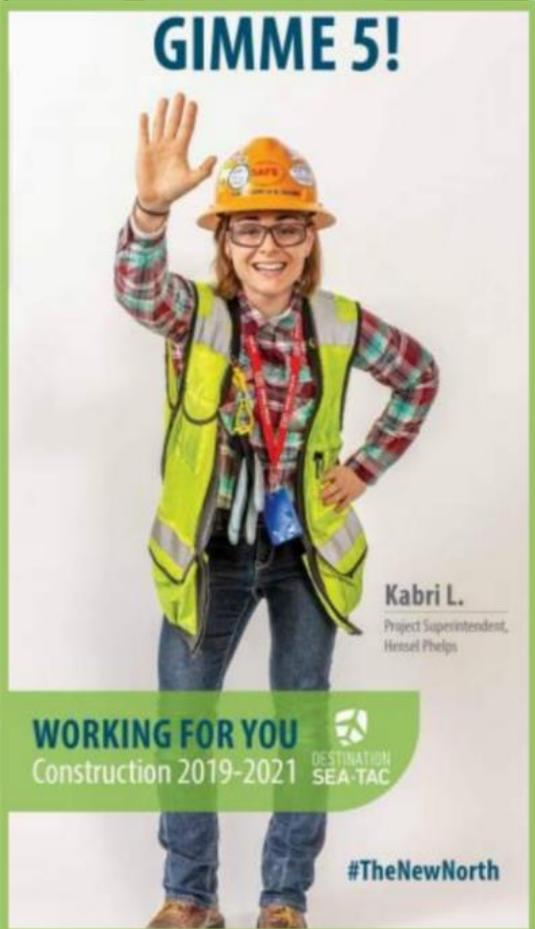


Psychological Safety in Construction

Kabri Lehrman-Schmid
Project Superintendent



HENSEL PHELPS
Plan. Build. Manage.



KABRI LEHRMAN-SCHMID (she/her) PROJECT SUPERINTENDENT



◀◀ REWIND - 2020 Revealed

1. There was an urgent need to respond appropriately to the newly revealed struggles of our teams and teammates.
2. That the people around me were becoming much more inclined to engage about topics that previously have been considered taboo or unnecessary in the workplace.



Google's Project Aristotle

- 4 years
- 50k people surveyed
- 180 teams
- 100+ variables

1

Psychological Safety

The belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes.

Create the essential conditions for:

Production

Innovation

Safety

Industry-Specific Challenges

1. “Old School” Culture
2. Alarming Suicide Rate
3. Ongoing Labor Shortage



Industry-Specific Challenges

1. Harmful Team Dynamics
2. Personal Health Impacts
3. Upgrading Industry Perception





PRESENTEEISM

- distracted workers
- hazard for the worker
- hazard for the crew



Applied to Construction

**Information
Sharing**

Engagement

**Learning
Behaviors**

**Improved
Performance**

Satisfaction



Role Clarity

Peer Support

Orientation

**Positive
Leader
Relationships**

Psychological Safety: the Role of a Leader



Education



Resource Sharing

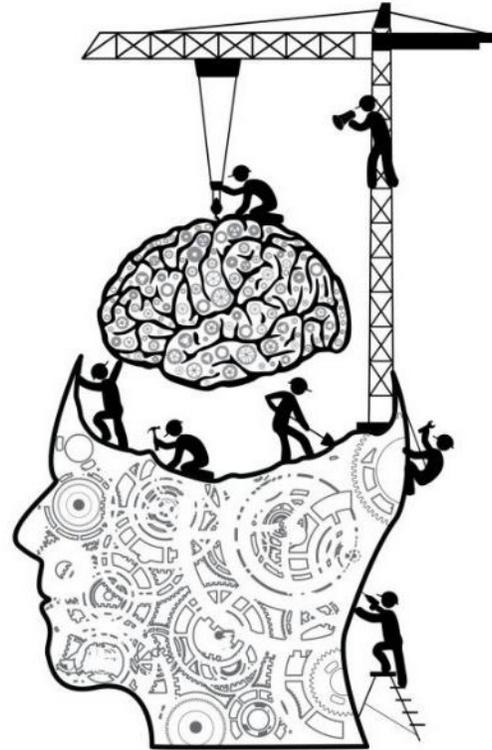


Start New
Conversations

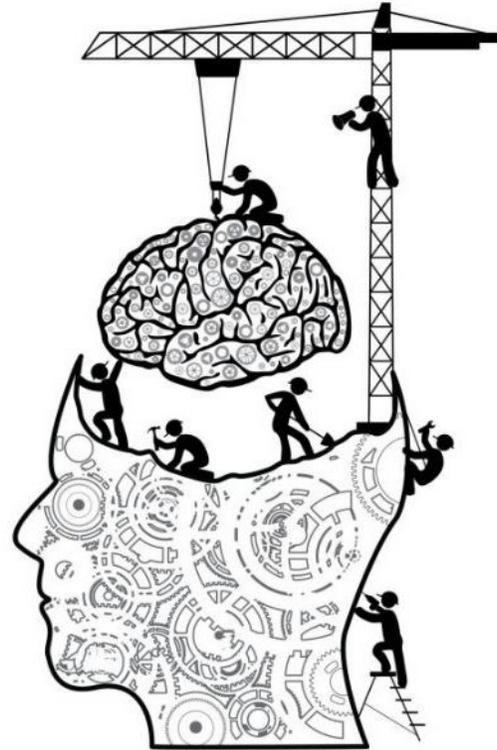
CONSTRUCTION INDUSTRY HAS ONE OF THE HIGHEST RATES OF SUICIDE

x4 National Average

x5 All Other Construction
Fatalities Combined



**CONSTRUCTION
INDUSTRY HAS ONE OF
THE HIGHEST
RATES OF SUICIDE**

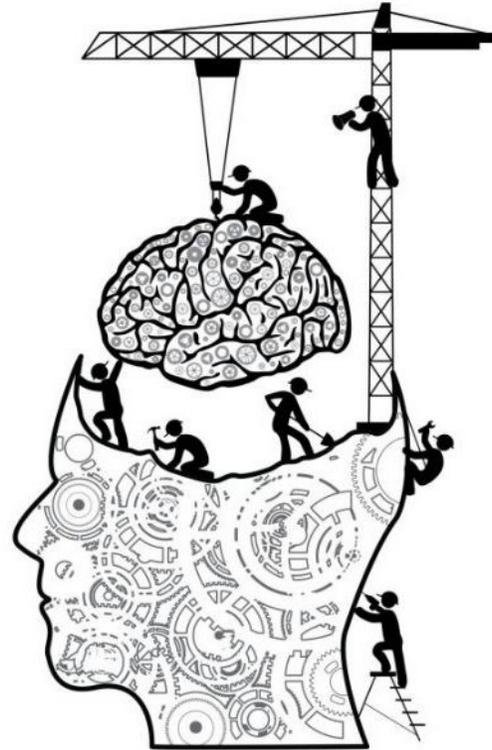


**Male Construction Managers
RANK #5**

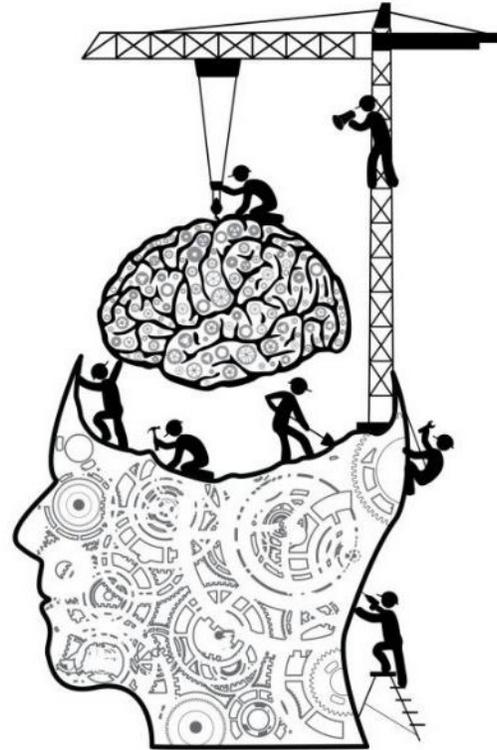
CONSTRUCTION INDUSTRY HAS ONE OF THE HIGHEST RATES OF SUBSTANCE ABUSE

15% Abuse Disorder
vs. 8.6% Gen.Ind.

x7 More Likely to Die of
Opioid Overdose



**CONSTRUCTION
INDUSTRY HAS ONE OF
THE HIGHEST
RATES OF SUBSTANCE
ABUSE**



Construction =
25% Fatal Opioid
Overdoses

Increases Suicide
Attempts by 75%

Regional Statistics



83% of Firearm Deaths



76% of Firearm Deaths

2018 - WA

6 Workers – On Job Injury
125 Workers – Lost to Suicide

Industry Risk Factors

The Work.

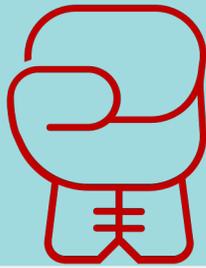
- Production-focused
- Shiftwork
- Seasonal layoffs
- Manual labor
- Hourly pay
- Access to lethal means
- High-risk work

The Consequences.

- Promotion of supervision without leadership training
- Sleep Disruption
- Family Separation/Isolation
- Chronic Pain (→ Opioid Abuse)
- Substance Abuse
- Limited access to healthcare hours
- Skills gap to do other work

The Culture.





Smashing Stigmas Education



CONSTRUCTION SUICIDE PREVENTION PARTNERSHIP

DAILY TOPICS

05.03
**BE PRESENT,
BE FOCUSED**

05.04
**HEALTHY MIND,
HEALTHY BODY**

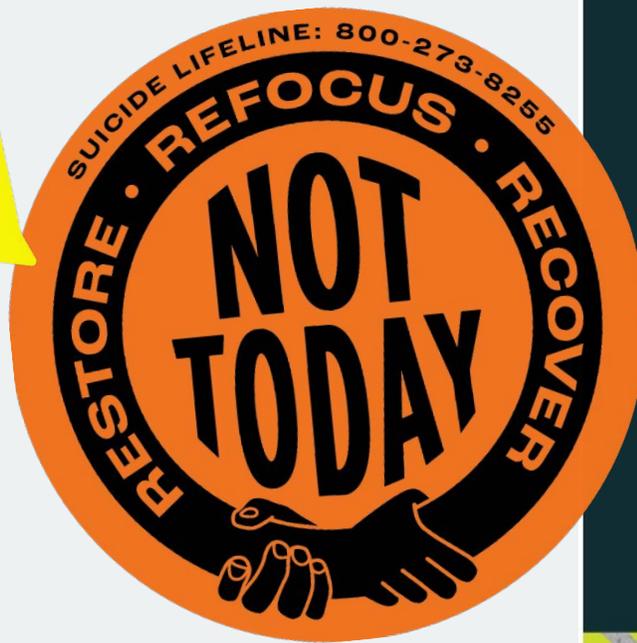
05.05
BE RELENTLESS

05.06
**BE SAFE,
BE WELL RESTED**

05.07
THANK YOU

Be on the lookout for these warning signs:

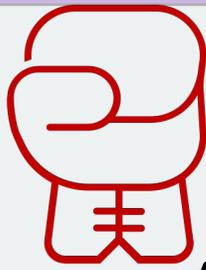
Likely Risk	Immediate Risk	Serious Risk
<ul style="list-style-type: none"> • Previous suicide attempts • History of depression or other mental illness • Alcohol or drug abuse • Family history of suicide or violence • Physical illness • Feeling alone 	<ul style="list-style-type: none"> • Talking about wanting to die or to kill oneself. Communication may be veiled: "I just can't take it anymore," or "What's the use?" • Looking for ways to kill oneself, such as searching online or obtaining a gun • Talking about feeling hopeless or having no reason to live 	<ul style="list-style-type: none"> • Talking about feeling trapped or in unbearable pain • Talking about being a burden to others • Increased use of alcohol or drugs • Acting anxious or agitated; behaving impulsively • Sleeping too little or too much • Withdrawing or feeling isolated • Showing rage or talking about seeking revenge • Extreme mood swings



If you are feeling overwhelmed, depressed, or even suicidal, you are not alone. In fact, construction workers are statistically at a higher risk for mental health issues than virtually every other profession. For urgent assistance, please reach out to the [National Suicide Prevention Lifeline](#) right away.

BUILDING A ZERO SUICIDE INDUSTRY.
ALLIES IN THE FIGHT FOR SUICIDE PREVENTION & MENTAL HEALTH PROMOTION





Smashing Stigmas Resource Sharing

SAFETY WEEK 2019

MENTAL HEALTH AWARENESS

2019

"Hey, are you OK?"

LAST YEAR

LOST

(THAT'S MORE THAN FROM ON-THE-JOB)

Mental Health Fixed With D

check • connect • commit

I'M IN.

HENSEL PHELPS

NATIONAL SUICIDE PREVENTION LIFELINE

1-800-273-TALK

www.suicidpreventionlifeline.org

WHAT CAN YOU DO?

CRISIS TEXT LINE | <https://prevent.construction suicide.com>

Text HELLO to 741741

Free, 24/7, Confidential

CONSTRUCTION SAFETY WEEK 2020

CULTURE of CARE

Addressing Bias + Supporting Mental Health = Psychological Safety

HENSEL PHELPS

Plan. Build. Manage.

CONSTRUCTION SAFETY WEEK 2020

YOU ARE NOT ALONE

STAND UP FOR SUICIDE PREVENTION

CONSTRUCTION INDUSTRY ALLIANCE

FOR SUICIDE PREVENTION

www.preventconstruction suicide.com

1-800-273-TALK (8255)

suicidpreventionlifeline.org

Text HELLO to 741741

CRISIS TEXT LINE

Free 24/7 Confidential

Proudly made by Union Labor

July is National Minority Mental-Health Awareness Month

Mental health conditions do not discriminate based on race, color, gender or identity. Anyone can experience the challenges of mental illness, regardless of their background. However, background and identity can make access to mental health treatment much more difficult.

STRENGTH over SILENCE

Cleveland Browns' offensive tackle Chris Hubbard battles mental health stigmas in his hometown of Columbus, GA.

Your voice is meant to be heard; you are not alone.

- This is a caring workplace where you are encouraged to ask for support.
- The National Alliance on Mental Illness Hotline can be reached Monday through Friday, 7 am-3 pm PST, at 800.950.6264.
- Get help for you and your loved ones with NAMI mental health resources. Find them on line at www.nami.org.
- Help is available 24/7 via the National Suicide-Prevention Hotline at 800.273.8255.

Scan this QR code to learn more about National Minority Mental-Health Awareness Month.

Source: NAMI.org

Learn more about Culture of CARE at AGCW.COM

AGC

LGBTQ+ Mental-Health Awareness

Mental health conditions do not discriminate based on race, color, gender or identity.

The LGBTQ+ community is diverse and strong, but may be disproportionately at risk for suicidal feelings and other mental health struggles because of the discrimination and prejudice they face other stigmas against.

shocking LGBTQ+ suicide rates

Emotional story about why, and where there is hope

How to Take Care of Yourself

- Know that you are not alone. LGBTQ+ people are everywhere, and many have experienced similar joys and struggles. That is a caring workplace where you are encouraged to ask for support.
- Build a support network in your life who will help you and where you can lean on if you feel depressed or sad.
- Talk to someone. Lean on your support network. Find a therapist or get 24/7 help through the National Suicide Prevention Hotline at 800.273.8255.
- Make a safety plan. Have a step-by-step plan ready for when you feel in crisis.

Get help building a network and making your safety plan here:

Source: <http://www.preventconstruction suicide.com>

Learn more about Culture of CARE at AGCW.COM

AGC

Home of Honey Bucket

FOR CONSTRUCTION

- Site Development
- Clear, Trench Construction
- Excavator Trucks
- High Pressure Jetting
- Repair

FOR TODAY 800-562-4442

ME OWNERS

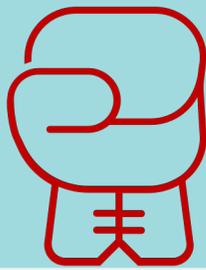
- Sign Pumping
- Sealing
- Rep
- Repair

and Fencing

Excavator Truck Services

Using the reliable truck is the most cost-effective way to solve many site issues and save money for your business.





Smashing Stigmas

Start Conversations



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CULTURE
of **CARE**

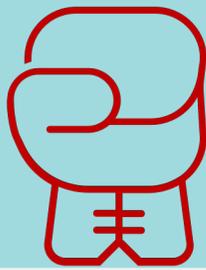
Mental Health Resources – What to Expect

Use of any service provided below is confidential and will not be shared with Hensel Phelps.

Overview of Services:

Hensel Phelps provides access to a number of offerings to support our employee's and their families mental health and overall wellbeing. The table below provides a comparison of Hensel Phelps' offerings and national resources that can be accessed in crisis and for long term health planning. With questions contact your Hensel Phelps benefits representative listed on CORE.

	Crisis	Substance Abuse	Regional Referrals	Use Not Reported to Company	Health Insurance Required	Available 24/7
LAP (EAP)	✓	✓	✓	✓		✓
CIGNA			✓	✓	✓	✓
PinnacleCare			✓	✓	✓	
Hotline	✓	✓	✓	✓		✓
Text Line	✓			✓		✓
Ginger		✓		✓	✓	✓
12-Step		✓	✓	✓		



Smashing Stigmas

Start Conversations

LEARN® SAVES LIVES Suicide Prevention Tips

LOOK FOR SIGNS

EMPATHIZE & LISTEN

ASK DIRECTLY ABOUT SUICIDE

REMOVE THE DANGERS

NEXT STEPS

W FOREFRONT
SUICIDE PREVENTION



THE POWER OF
VULNERABILITY

Takeaway:



Deliberate management decisions build psychological safety:



Education



Resource Sharing



Start New
Conversations

Practical Tactics to Create Psychological Safety on the Jobsite



INDUSTRY RISK FACTORS

The Work.

- Production-focused
- Shiftwork
- Seasonal layoffs
- Manual labor
- Hourly pay
- Access to lethal means
- High-risk work

The Consequences.

- Promotion of supervision without leadership training
- Sleep Disruption
- Family Separation/Isolation
- Chronic Pain (→ Opioid Abuse)
- Substance Abuse
- Limited access to healthcare hours
- Skills gap to do other work

The Culture.

- “Tough guy” culture
- Strong firearm culture
- High-risk culture
- Mental health is stigmatized
- Historically limited diversity

The 4 Stages of Psychological Safety

Timothy R. Clark



1. Inclusion Safety



2. Learner Safety

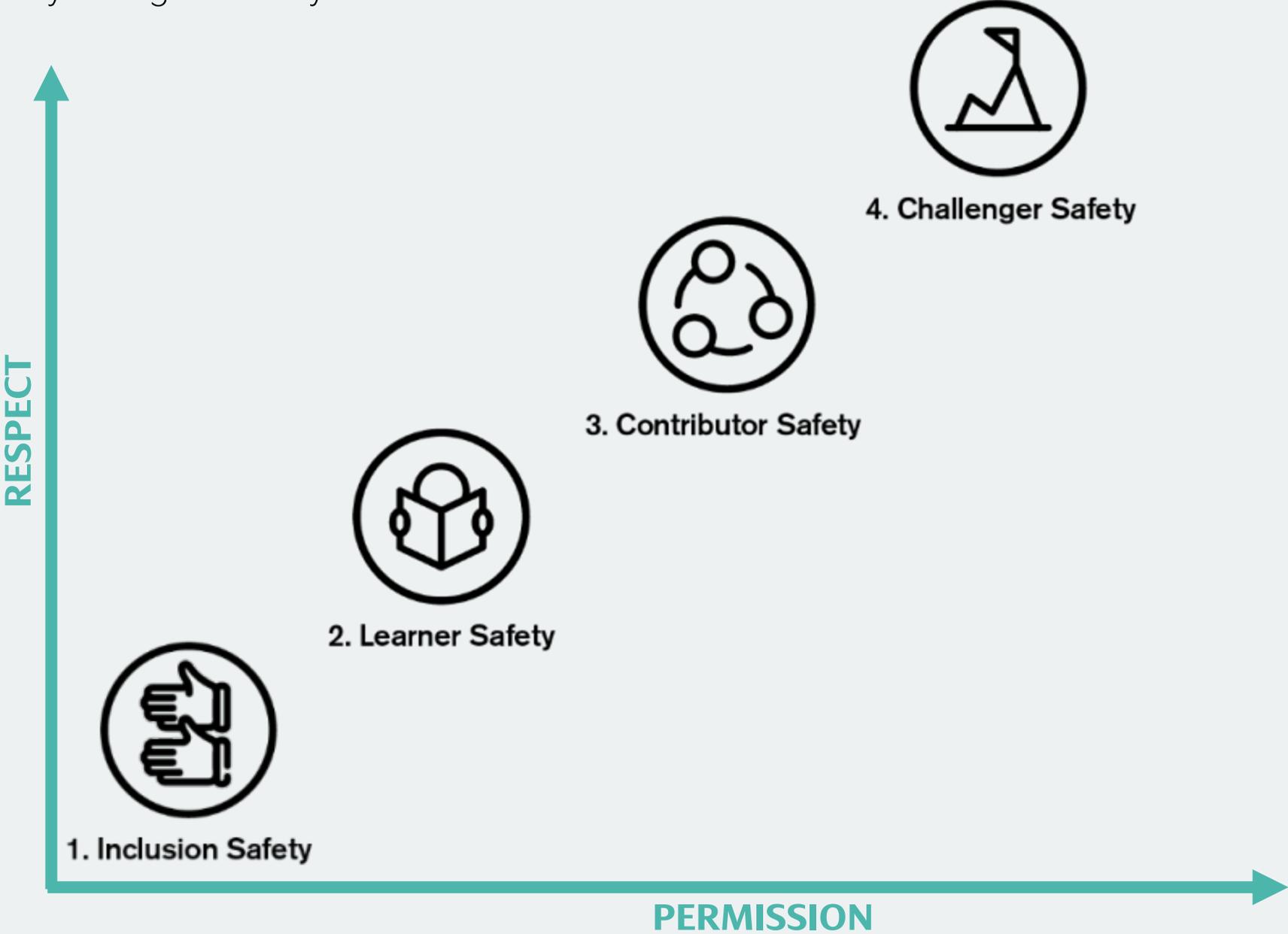


3. Contributor Safety



4. Challenger Safety

The 4 Stages of Psychological Safety
Timothy R. Clark



The 4 Stages of Psychological Safety

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1. Inclusion Safety



2. Learner Safety



3. Contributor Safety



4. Challenger Safety

What systems or processes already exist?

To satisfy the human need to connect and belong, the workplace must value a culture of acceptance.

Raising the Bar for "Belonging"

2022 INCLUSION SUMMIT

REPRESENTATION MATTERS

IF YOU CAN SEE IT, YOU CAN BE IT



MAY
23-25
VIRTUAL | 10-11A
WITH PANEL DISCUSSION

MAY
26
IN-PERSON | 12-4P
LUNCH SERVED

SPONSORSHIP OPPORTUNITIES AVAILABLE

REGISTER NOW!



CULTURE OF CARE



The 4 Stages of Psychological Safety

Timothy R. Clark



1. Inclusion Safety



2. Learner Safety

To satisfy the need to learn and grow, everyone on the crew must feel safe to engage in the learning process.



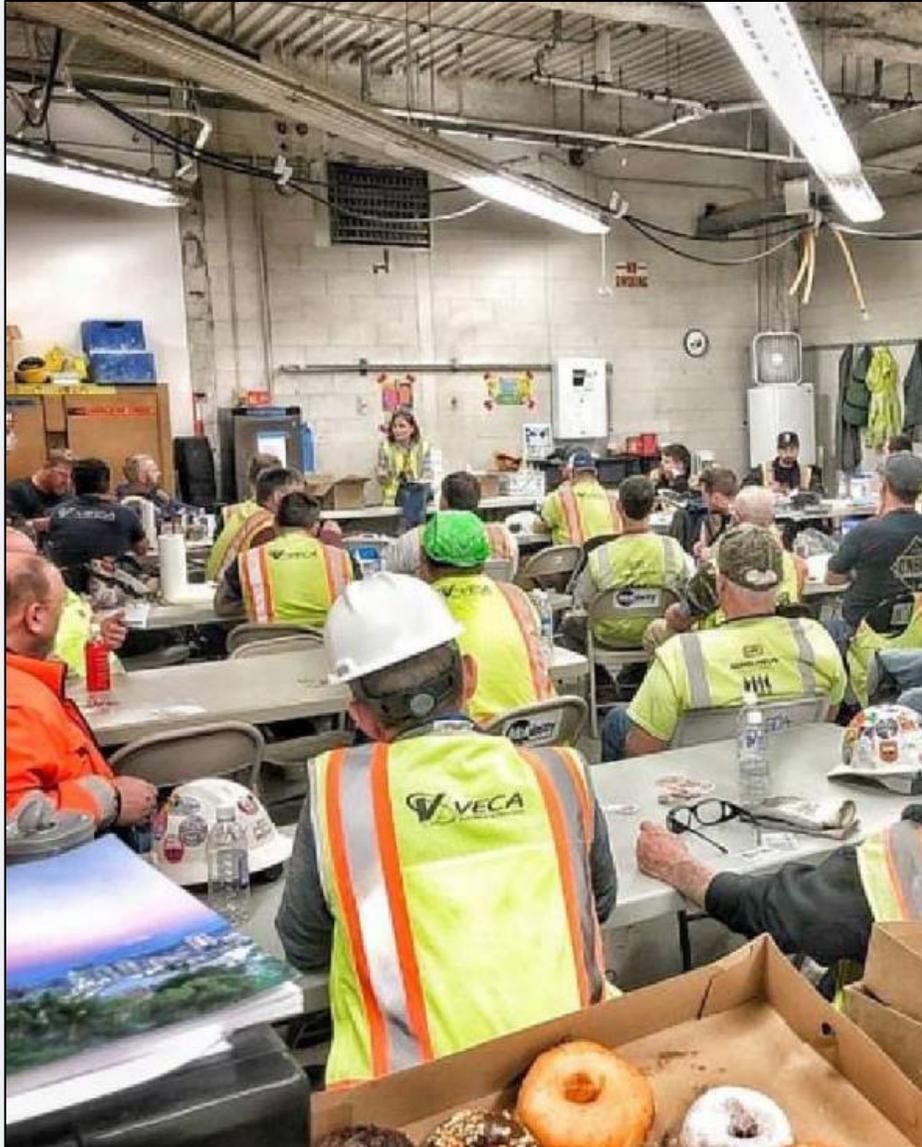
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What systems or processes already exist?

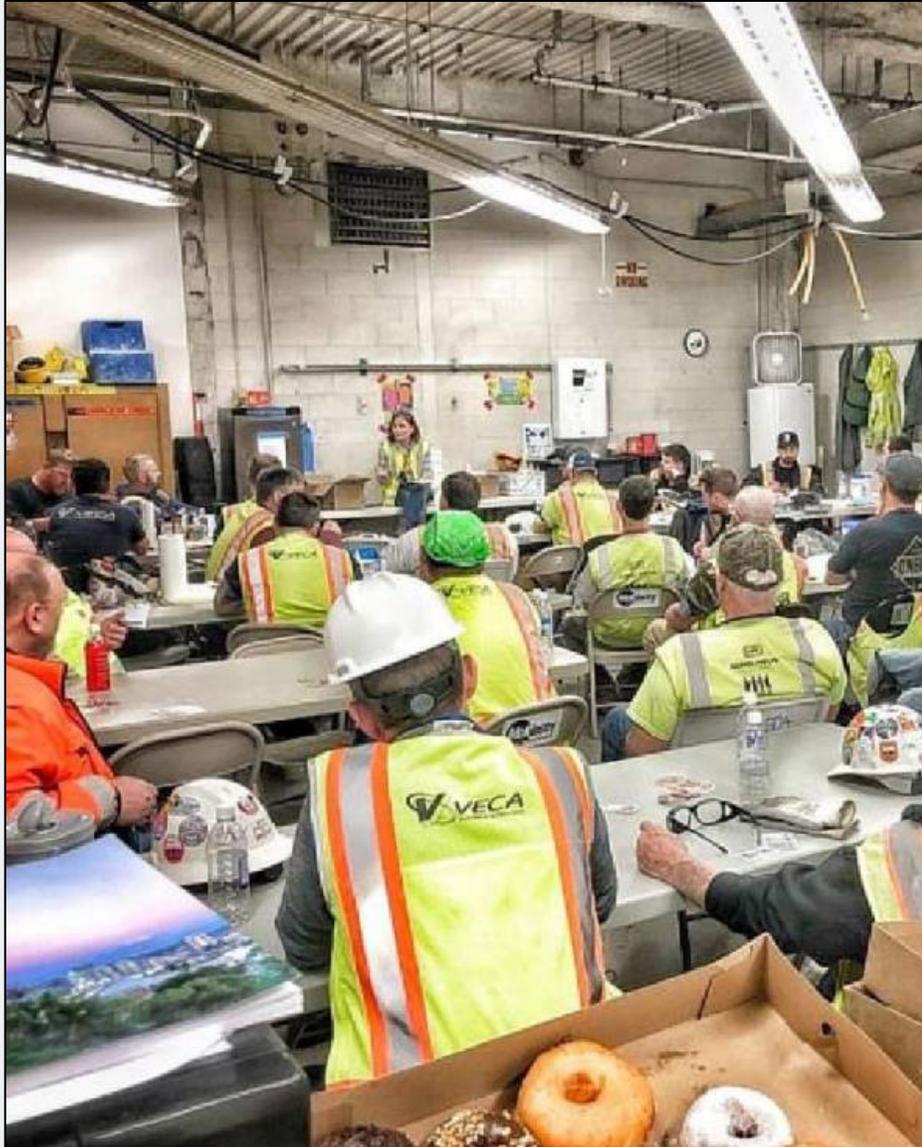
Leverage Our Culture of Learning



Pride of Work
Apprenticeship
Family & Community



Leverage Our Culture of Learning



What makes a good toolbox talk?

- Answers “why are we talking about this topic?”
- Provides necessary vocabulary
- Establishes rules or expectations or measurement
- Encourages conversation (asks questions, uses stories)
- Shares available resources

What about the delivery?

- Builds connection with the audience
- The goal of all trainings is for people to leave feeling different for attending

The 4 Stages of Psychological Safety

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1. Inclusion Safety



2. Learner Safety



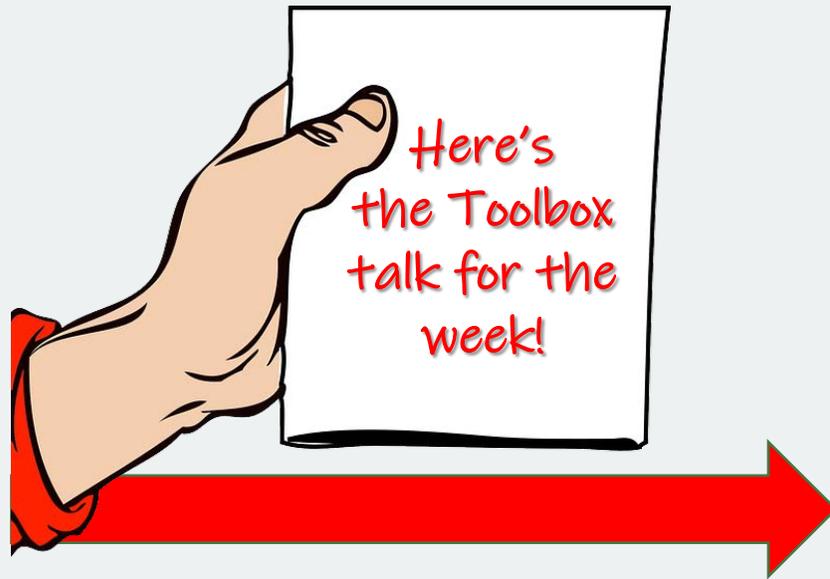
3. Contributor Safety

Satisfying the basic human need to contribute and make a difference in their role.



4. Challenger Safety

Building Leaders



Permission for the individuals to work with independence and their own judgement

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CULTURE of CARE

Psychological Safety

Psychological safety is a belief that one will not be punished or humiliated for speaking up with ideas, questions, safety concerns, or admitting mistakes. Employees that are scared to speak up or raise concerns are not as productive or happy at work. Presenteeism is when employees are not fully functioning in the workplace because of an illness, injury, distraction, fear or other condition. Even though the employee may show up to work, they do not fully perform their duties and are more likely to make mistakes or get hurt. Productivity is decreased.

EXAMPLE:



A new laborer has a significant near miss but does not tell their foreman because they are worried about being fired or shamed because they made a mistake and did not fully understand the Activity Hazard Analysis. This results of this are no lessons are learned, no one voices their concerns or lack of understanding, there is no discussion, and people simply go along with what the plan was that almost caused a serious accident.

A TEAM'S PURPOSE:

The whole purpose of a solid team is to bounce ideas off each other, strengthen action plans, solve issues, and provide support. By creating an environment where people feel safe to speak up, employees can bring their whole self to the role or task without the fear of reflection. This:

- 1 Allows input to improve processes
- 2 Freely voice safety concerns or lack of understanding of task
- 3 Creates a supportive environment where people are able to make the safest decisions
- 4 Supports feelings of contribution and supports high productivity behaviors
- 5 Learning is the foundation of how people work

KEYS TO SUCCESS:

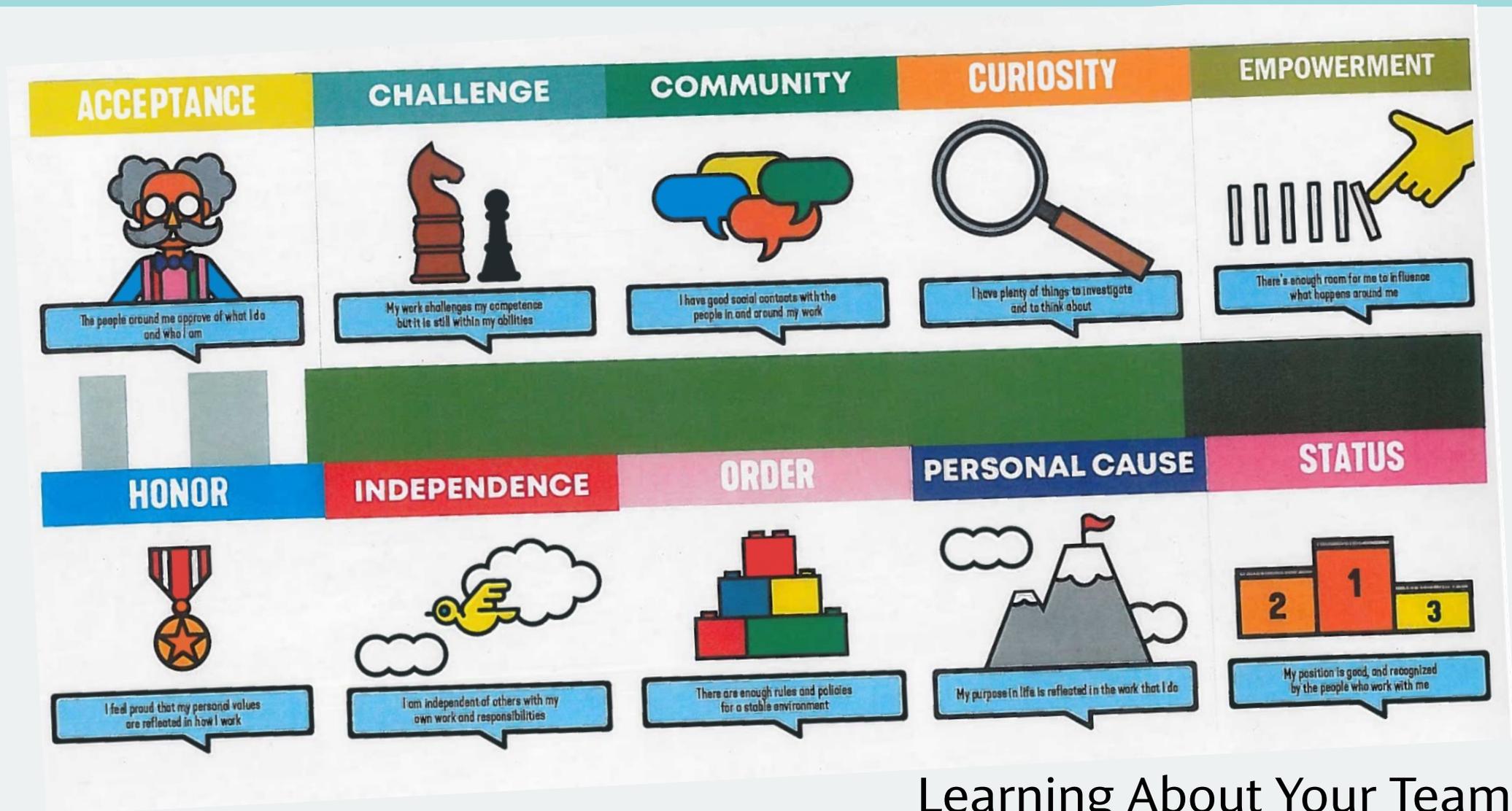
In order to build this kind of culture, key elements need to be in place:

- 1 Build trust
- 2 Lead by example
- 3 Ask for input and listen
- 4 Create a safe environment
- 5 Be open to new ideas
- 6 Encourage different speakers in tailgate meetings
- 7 Identify and remove biases
- 8 Treat apprentices with respect



Safety does not always apply to the physical wellbeing of workers. Safety in the workplace affects everything from someone's mental health to their productivity and to their overall happiness. Building a workplace that values psychological safety is necessary in

Building Leaders



Learning About Your Team

The 4 Stages of Psychological Safety

Timothy R. Clark



1. Inclusion Safety



2. Learner Safety



3. Contributor Safety



4. Challenger Safety

The highest level of psychological safety satisfies the basic human need to make things better.

Satisfying the basic human need to contribute and make a difference in their role.

To satisfy the need to learn and grow, everyone on the crew must feel safe to engage in the learning process.

To satisfy the human need to connect and belong, the workplace must value a culture of acceptance.

Next Steps



CONNECTED. SUPPORTED. SAFE.

DAILY TOPICS

05.02 REMAIN CONNECTED

05.03 BE SUPPORTED

05.04 STAY SAFE

05.05 CONTINUE LEARNING

05.06 THANK YOU

#CONSTRUCTIONSAFETYWEEK



SAFETY WEEK PLANNING RESOURCES

Bring Safety Week to life at your company. Here you can access and download all of the tools and resources you'll need to get started on planning your week, including tips, best practices and all of the Safety Week branded materials you'll need to support your events and communication.



FEATURED DOWNLOAD

MENTAL WELLNESS FIELD GUIDE

Mental awareness is critically important for workers to stay safe. It is important that workers know there are resources available to support their mental health and help them be present and focused on the job every day.

DOWNLOAD FIELD GUIDE



DAILY TOPICS, VIDEOS AND TOOLBOX TALKS

Download daily topic Toolbox Talks. Supporting daily topic videos and mental health resources will be available soon.

DOWNLOAD



SAFETY WEEK ESSENTIALS

General materials such as the logo, seal, email signature, letterhead, PowerPoint templates, a Planning Playbook and virtual background that are updated for use in promotion and support of Safety Week 2022.

DOWNLOAD



JOB SITE BANNERS

Download editable Construction Safety Week job site signage. Banner dimensions are 6ft. X 3ft.

DOWNLOAD



Thank you

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