Safety and Health Improvement Program (SHIP) Leadership Briefing

What is the Safety and Health Improvement Program (SHIP)?

An evidence-based workplace training program for supervisors and a Team Effectiveness Process (TEP)™ for supervisors and their employees and teams

Goal: to promote employee health, safety, work-life balance, and team effectiveness

Positive impacts for the organization and individual include:

- Reduced stress and work-life conflict for employees
- Improved employee health and safety practices
- Increased job performance and team effectiveness

Background

- The National Institute for Occupational Safety and Health (NIOSH) recommends a Total Worker Health® approach for integrating prevention of worker injury and illness with promotion of health and well-being[1]

- SHIP, funded by NIOSH, was validated in the construction industry[2] and systematically adapted for use in a variety of industries. It has been designed so that organizations can download and implement the training without external support.

- Workplace interventions focused on increasing supervisor support for work-life balance and safety communication have proven effective for improving the health and safety of workers[3,4]

How Does Employee Work-Life Conflict Impact the Organization?

Research has found that if an employee experiences conflict between their work and their family/personal life it can lead to a number of work-related outcomes[5] including:

Increased

- Work stress & burnout
- Physical & mental health problems
- Intentions to quit

Decreased

- Family, marital, job, and life satisfaction
- Commitment to the organization
- Job performance

How Do Unsafe Practices Impact the Organization?

Over 3 million nonfatal workplace injuries/illnesses occur annually

Cost to employers[6]:

$1 billion per week in workers compensation alone

Plus –
- Medical expenses
- Legal services
- Training replacement employees
- Accident investigation
- Lost productivity
- Implementation of corrective measures
- Other costs associated with fatal accidents and injuries/illnesses not filed through workers compensation

Supervisors Need to be Supportive of Work-Life Balance

Demonstrating Work-Life Support

- Recognizing the pressures and demands that personal/family responsibilities can have on work

- Communicating genuine concern and understanding about employees' work-life conflicts

- Being knowledgeable about work-life programs, resources and policies in your organization

- Supervisors sharing how they manage their <u>own</u> work-life responsibilities
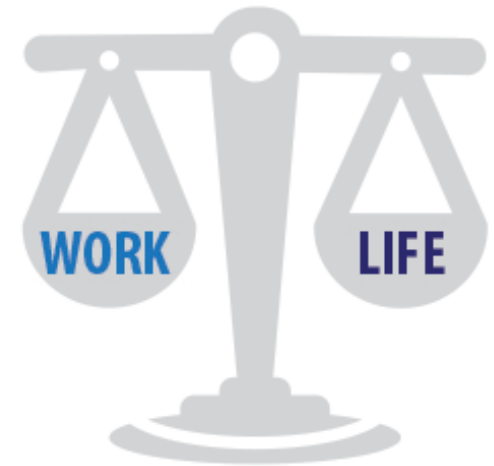
Supervisors Need to be Committed to Safety

Demonstrating Commitment to Safety

- Understand and communicate your organization's safety expectations

- Train workers in safe practices and behaviors

- Encourage workers to speak up

- Ask for suggestions and encourage creative solutions

- Assign duties so they can be completed safely and demonstrate concern for the welfare of team members

- Instruct team members on how to recognize risk

- Teach, model, and reinforce safe and effective work procedures and practices

- Take action when unsafe behaviors or conditions occur

SAFETY FIRST DON'T TAKE SHORTCUTS
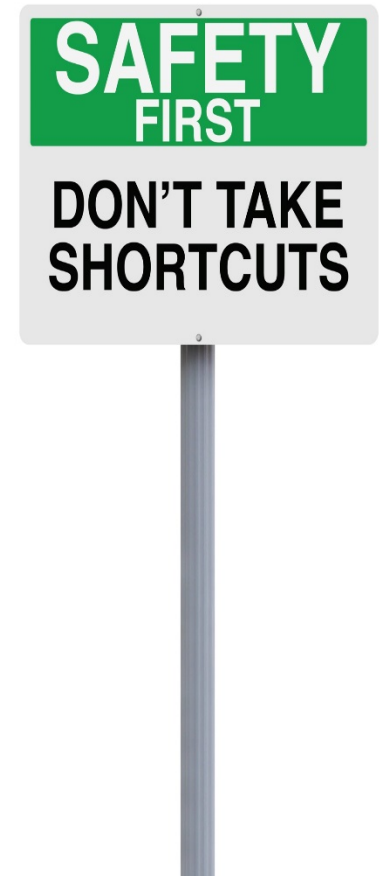
SHIP Components

1. Supervisor computer-based training

2. Supervisor behavior tracking

3. Team Effectiveness Process (TEP)™

4. Regularly scheduled check-ins & follow-up

1. Supervisor Training

Computer-based training on supportive supervisor behaviors

- 1-hour online learning platform

- Short quizzes are incorporated before and after each module

- 3 topics of training will give insight on the types of supportive behaviors that are essential to affecting employee outcomes

  — Leadership to improve organizational support for work-life balance, and safety

  — Family, personal, and safety supportive behaviors

  — Team building and developing goals for change

2. Supervisor Behavior Tracking

Tracking supportive behaviors

- Supervisors establish goals based on the training

- Tracking form to be competed daily for two weeks
  - —Notecard and lanyard tracking templates are provided

- Evidence-based strategy for training success
  - —Supervisors are motivated to achieve self-set goals
  - —Behavior change is promoted through exposure to feedback about gap between actual and desired behaviors
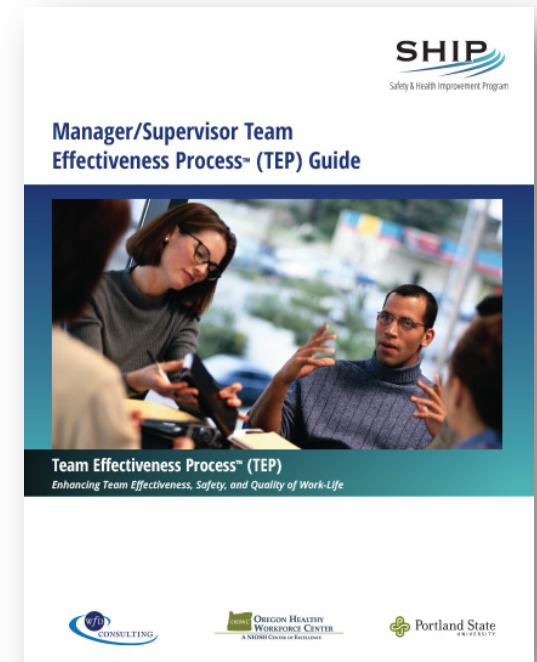

SHIP
Safety & Health Improvement Program

Manager/Supervisor Training and Behavior Tracking Guide
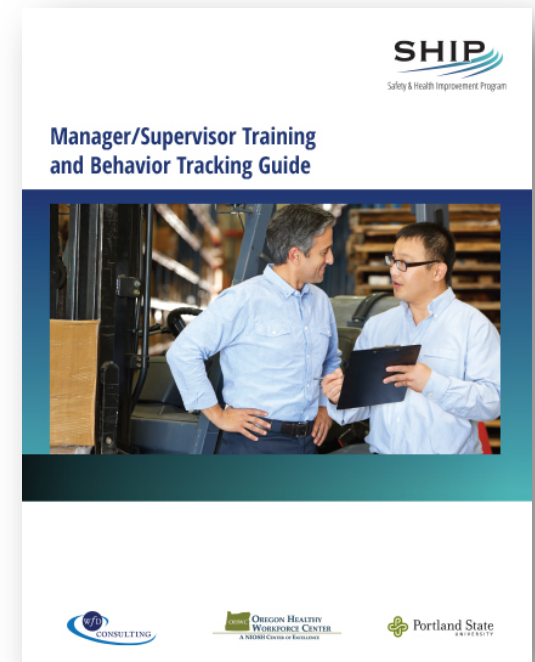
3. Team Effectiveness Process (TEP)™

A structured discussion with supervisors and their teams

Teams will work together to:

- Agree on how to improve work practices and processes to address inefficiencies, sources of stress, and work-life conflict

- Improve teamwork, morale, communication, and effectiveness in day-to-day work

- Foster a work environment of safety, wellbeing, collaboration and support for work-life effectiveness

SHIP
Safety & Health Improvement Program

Manager/Supervisor Team Effectiveness Process™ (TEP) Guide

Team Effectiveness Process™ (TEP)
Enhancing Team Effectiveness, Safety, and Quality of Work-Life

wjh CONSULTING   OREGON HEALTHY WORKFORCE CENTER A NIOSH Center of Excellence   Portland State UNIVERSITY

4. Regular Check-ins & Follow-up

Regular follow-up is essential to ensure lasting success

- Supervisors continue to monitor their behaviors

  — The *Definitions of Support and Examples of Supportive Behaviors* will help supervisors remember the behaviors that should be practiced

- TEP follow-up discussions occur as part of regular team meetings

  — *TEP Follow-up Process Discussion Guide* assists supervisors in planning and leading TEP follow-up discussions

    - Includes a *TEP Action Plan Template* and a *TEP Impacts Template* to help track the success of the program within teams and the organization

Expected Results

Evidence-based results from implementation of SHIP components:

Improved

- Physical health
  - — Including lowered blood pressure & BMI (body mass index)
- Quantity and quality of sleep
- Time spent exercising and energy
- Commitment to the organization
- Family/non-work supportive behaviors from supervisors
- Team effectiveness

Decreased

- Interruptions at work
- Time spent on low value tasks
- Intentions to quit their jobs

SHIP's Success

These essential elements are key to the success of the SHIP in improving both employee and organizational outcomes.

The SHIP training takes commitment

- Senior leaders should promote and champion SHIP with teams, managers, supervisors, and employees

The SHIP training is based on communication and feedback

- Senior leaders and supervisors should follow through on the feedback received as part of the training on systematic issues and barriers

The SHIP training takes time

- Employees must be provided the necessary time and materials to go through the training

Options for Implementation

Different behavior tracking options are available

- A 3x5 notecard template

- A lanyard size template

- There are also a number of mobile applications that can assist with tracking behaviors (not provided)

Options for Implementation

Three options are available for conducting TEP

1. Utilize the assessments, templates, tools, and discussion guides included in this download
   - Use this option if your organization is focusing more on improving supervisor support and less on team effectiveness

2. Engage WFD Consulting to coach internal facilitators to lead a more extensive TEP process and to conduct TEP sessions with their teams
   - Use this option to achieve greater impact on team effectiveness, work-life and safety. It also includes access to online assessment and reports.

3. Engage WFD Consulting to conduct TEP sessions in your organization and create a customized approach that will drive results to meet your organizational needs
   - This option may be most beneficial if your organization is seeking to improve team efficiency and performance. It also includes access to online assessment and reports.

SHIP Components & Implementation Options

		Option 1	Option 2	Option 3
	⭐ Expected training engagement* ⭕ Time commitment	⭐ ⭕⭕	⭐⭐ ⭕⭕⭕	⭐⭐⭐ ⭕⭕⭕
1. Supervisor Training	Purchase license for computer-based training	✔	✔	✔
2. Supervisor Behavior Tracking Templates		✔	✔	✔
3. Team Effectiveness Process	Assessments, tools, & templates	✔	✔	✔
	Engage WFD Consulting to train internal facilitators *Includes all necessary assessments and reports		✔	
	Engage WFD Consulting to facilitate sessions *Includes all necessary assessments and reports			✔
4. Follow Up Discussion Guide & Templates		✔	✔	✔

*Higher training engagement should improve the transfer of knowledge and skills to the workplace.

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References

[1] Retrieved from http://www.cdc.gov/niosh/twh/

[2] Hammer, L. B., Truxillo, D. M., Bodner, T., Rineer, J., Pytlovany, A. C., & Richman, A. (in press). Effects of a workplace intervention targeting psychosocial risk factors on safety and health outcomes [Special issue]. *Biomed Research International.*

[3] Hammer, L. B., & Zimmerman, K. L. (2011). Quality of work life. In S. Zedeck (Ed.) American Psychological Association *Handbook of Industrial Organizational Psychology,* 399-431. Washington, DC: American Psychological Association.

[4] Zohar, D., & Luria, G. (2003). The use of supervisory practices as leverage to improve safety behavior: A cross-level intervention model, *Journal of Safety Research, 34*, 567-577.

[5] Armstad, F. T., Meier, L. L., Fasel, U., Elfering, A., & Semmer, N. K. (2011). A meta-analysis of work-family confict and various outcomes with a special emphasis on cross-domain versus matching domain relations. *Journal of Occupational Health Psychology, 16*, 151-169.

[6] Retrieved from http://www.bls.gov/news.release/archives/osh_12042014.pdf