

Online Supplementary Material

Safety Talk and Safety Culture: Discursive Repertoires as Indicators of Workplace Safety and Health Practice and Readiness to Change

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Table S1: Self-rated OSH readiness and Safety Culture Ratings with Owner/manager Descriptions of OSH

Self-Rating	Analytic Rating	Difference	Define OSH: What does OSH mean to you?	Place of OSH in Mission: Where or how does OSH fit with business mission?	Number of Employees	Years in Business
Worker Responsibility-related Drivers and Barriers						
2	2	0	I think it just means that the actual construction workers, the guys on site, really need to focus on, not just their own personal safety, but look out for safety of other individuals that are on site... OSHA is, it's a guideline and you got to meet certain criteria in certain situation and all that. I think OSHA is a little cumbersome too.	Well unfortunately it's not. I mean it is a priority to get our safety plan in place, but just from a business standpoint it's been a little bit more important for us to get the work I guess. But we do have to back our company infrastructure up for that. It's up there. I'd have to say probably item number 2.	3	5
3	3	0	Everything, for the most part it's the difference between being able to exist as a business. All it takes is one oops and it could be the end of you. It just depends, at the same time, it's not only our own protection but the people that work with us. How would I feel if somebody that worked with us lost their hand or even worse you know? An eye, an ear, everything affects them for the rest of their lives. It means a lot even for ourselves.	It's up there, everything, because without having it were not going to be able to run the business. Overall if you're hurt you can't work, you can't work, you can't make money so being as safe as possible is very necessary. It means everything.	6	3
5	3	2	It means safety on our working site. . . . we work fast, but we don't work too fast that we can't be safe in mind. We don't take chances. They don't take chances.	Right next to getting paid	6	15
Owner-manager Responsibility-related Drivers and Barriers						
5	2	3	Just looking out for safety or the safety of the employees onsite. Making sure you're providing a safe workplace for everybody.	I would say we try to follow doing unto others as you would have them do unto you. You wouldn't want to have anyone exposed to safety risks[...] I would say we have a moral obligation to take care of everybody at any site that we are overseein [...] I guess I feel that those things come back to bite ya	6	38
5	2	3	It means that I; for the work that I expect them to perform, they should equally expect that I protect their safety.	It's not written in the mission. I thinks it's one of those unwritten rules. If you have a mission to be successful then you just naturally have a mission to take care of your employees.	6	3

Government and Regulation-related Drivers and Barriers						
5	2	3	Just that, and that... I hate to give you your words right back, but you know it's the industry that helps provide safe workplace environments. I mean it's for people who have jobs.	It depends on the moment... right now I'm bidding on a job and I could care less about occupational health and safety because I don't have the job [...] sitting here talking about it, it's number one [...] it's extremely important. It would fall under financing	7	12
5	3	2	I don't think I have my OSHA 30 card, but a lot of it has to deal with personal protective equipment, practices like fall protection, ladder safety, lockout/tagout, MSDS sheets, that type of thing.	I think it's very important. Once again you have to minimize liability. (1 employee, 5 years in business)	1	5
Shared-Responsibility related Drivers and Barriers						
2	3	1	What does it mean? Basically finding a way to keep your people safe from 8-5 and to make sure that that their job tasks that they perform do not put them in harm's way.	I'm gonna say that it's fairly high because realistically...[if] somebody gets hurt it's gonna be a major blow to production from the business standpoint. [...] one of the things I tell them is that I don't ever want to lose sleep thinking that a fire started because we cut a corner on an electrical issue ...[and] I don't want to come visit you in the hospital because you didn't take your time or you were up on a ladder and you overreached and something happened... I stress it, but we don't have meetings specific meetings for that	3	31
3	3	0	I guess it's a level of caution for each, piece of equipment or the environment that we are in, and you know from simple example of sanding: today's conscience work with paints, with paint before 1978 could be lead based, so we try to take, you know depending especially how much we're sanding, if we're just sanding something little and small, again we probably wouldn't take the precautions, especially if we're outside, but as it gets more involved certainly more masks come on...	I think it's always in high regard, but I think more of it's just understood and it's not discussed... [...] I guess once in a while we'll take shortcuts... You know, so there are definitely times when you do things based upon something that's there at the job for you. I think that's a concern.	1	16
4	5	1	Safety is at the very height of our, and I'm not just saying this because this is a safety interview....I just have a philosophy that, you know, I want folks to come home as healthy as they were, you know, when they came. So, for me personally, safety is paramount, and for the company, which I am majority	Number one	6	5

owner, it's the most important thing. [...] I'm safety conscious and I'm making sure that everybody in the organization has that on their... We've just got into a habit of where safety is just the first and foremost thing, versus cash flow, versus jobs, versus completion, versus schedule. Safety is just number one.

Relation of OSH to Business Values and Mission

1	3	2	Money. I am a small contractor and it gets hard. ... 80% of their technicians don't have a clue, but their name recognition is a killer. I have won bids but didn't get the work because they didn't know who I was...	Oh it is daily thing. I may not block out time but it has to be. It only takes a second to screw something up, it is not formal but it is daily.	3	3
3	5	2	It is just the way we operate. There is not a day that goes by that we don't...the leaders of the company, talk to someone about safety and inspect it, and communicate with people because I truly feel our biggest and best resource are people and if we don't keep them and everyone on our site safe then we have overlooked the main issue.	It is first. I have always put safety ahead of everything we do. It is higher than profit, it is higher than anything we do.	7	18
4	4	0	It means everything in terms of the safety of not just people working on the site but the safety of the environment, safety for the clients, safety of third parties – people passing through it and around it, um the animals and plants	Definitely very high in our business because we try to create a safe environment for our people that is always upper most with us. You need to feel that you are happy, safe and secure.	3	10
4	5	1	It means that people are going home safe each day at the end of the day. It means that we are contributing to a safe work environment, and a lot of times, particularly when you are dealing with young employees, they don't understand that everything is connected to everything else. If you are being unsafe that means you are exposing everyone else on that job site. So that's why it's critical that you not only concern yourself with safety, but the safety of others and things around you, making sure that people have a higher sense of awareness of your environment when you're on these jobs. ... an everyday challenge we deal with.	Oh it's the most important. ...people that are not going home at the end of the day? That's a problem. That's a problem for everybody. It's going to be a problem for you because you're going to be out of business. If you don't make a considered effort to instill in your employees that it is important they're not going to take it seriously and they're going to get hurt. ... you may be the best drywall in the world, the best carpenter, I don't care, but if you're unsafe you're not going to work for us. So, that's our number one thing,	6	8
5	1	4	Well I mean you want to keep everybody safe, you don't want to see anybody get hurt. You value everybody's family values and make sure everybody comes to work safely and goes home safely.	It's our number one thing hahaha. We don't want to be hurt, and that's not because of OSHA. OSHA is not there to help us, so it's not a friendly word. I teach every one of my employees I'm there to protect them. They put these regulations in place for their benefit.	7	1

Additional Participant Responses

2	3	1	Occupational safety and health. I am also part of the USW which is United Steel Workers, I worked in the factory to keep my medical and my benefits in order.	It fits from the time we get to the jobsite to the time we leave... I can't afford for anybody to get hurt. These people have families. [If] they get hurt or they get killed and I have got to go deal with this family and their kids. ... You need to be focused... we are working with circular saws, sawzalls, hammer drills	3	22
2	3	1	It means a great deal. I have taken myself personally, 10-hour OSHA class. I am looking for my 30 now [also] we have what's called an ODOT physical that we have to do on a regular basis to maintain the CDL license.	If it was a scale of 1 to 5 and 5 was the highest, I would say at least a four [after] profit.	1	13
2	5	3	It means performing the job without jeopardizing safety and health, making sure that you do a job correctly with safety in mind.	Very close like number one. It is very important it is number one. It is a sit down conversation relative to the next job to keep everybody informed and on the same page of the safety conditions of the job	1	2
2	3	1	Access to capital. That is one of the big things to maintain our cash flow. We are at the end of the rope in supply chains [...also] competition. Since the economy is as it is...we have to go to leaner numbers in terms of margin...and we cannot afford to go that low.	My goal is that the workers feel that they are going to be in a healthy environment and that they will be growing with the company	3	3
3	5	2	Everything. I am so worried about making sure my guys have the right training. OSHA10 hours for apprentices, OSHA 30 hours for supervisors. I try to make it mandatory for safety because with the small contractor if they see any issue with my jobsite I am in trouble, I am done for. It worries me.	One. It is one of my core values.	6	1
3	5	2	It means being able to perform your work in a safe and concise manner without having lost time accidents.	Number one.	3	2
3	5	2	It means a lot. We're safety conscious. It means we're not trying to get out here haphazardly and work without acknowledging there are some things we need to be conscious of and safe about.	Number one. It's at the top of the list. It has to be.	1	20

3	3	0	It means the total work environment for an individual that's performing services, that individuals that are employed by me are performing services for me.	It has to be key because... it can create a very disastrous effect on your bottom line if you intentionally risk your employees by not providing the proper equipment, proper information. It can be a very debilitating effect to their family too. You're talking a very, very, very large responsibility	1	22
3	3	0	Years ago it didn't really mean anything to me, but as we do more commercial work, it's pretty serious business. The amount of risk ... is pretty serious. It also scares me because the level of stupidity is phenomenal. One of our biggest fears, is ... when we go on a new site, and we don't know them... no clue of ... how they operate, [and] as the economy gets bad contractors will hire anyone. They don't really care about a lot of the typical stuff.... these people have no training at all, they're just wide open.	You know, it's like anyone, I'd be lying to say it's real high right now, just because we don't have a lot of staff and the staff I have are trained. So somewhere in the middle	6	22
4	5	1	Something that I cannot overlook for the sake of growing my business.	It's paramount. I am not one that overlooks the concerns on a daily basis.	1	23
4	4	0	Occupational safety and health is, it's like dealing with the letter (?) OSHA, they're, there are things that are in the way, but they're in the way for your future health and benefits.	Well safety and health has to be a top one or two because without the jobs you can't work and without being safe you can't work, or healthy you can't work.	7	30
5	1	4	Not enough time...project planning on the architect and owner side is not done thoroughly enough. There is a series of unrealistic expectations that gets set out.... Second part would be cash flow, making sure that finances are flowing properly... making sure the operations match the cash flow and that everything is working smoothly...The last thing is the state of the industry how things have kind of gotten to the true low bid, scratching the bottom of the barrel to get the job.	N/A [dismissed] Not enough time.	7	4
5	2	3	Occupational safety and health? The understanding I get from it is a mix of safety and a mix of health insurance and a mix of, you know, just overall having a safe operation that prevents injuries.	It probably comes in I would say second, third. Because first you gotta have a business before you can even talk about being safe. So first your criteria is getting work, you know, now doing planning stages of that work that's where the safety implantation comes into play, and that's a big part of doing the job	3	4
5	3	2	Keeping people safe, just try to keep them out of harm's way as much as possible. Teach 'em, making sure they know how to operate the saws and proper way to harness up and correct way to set a ladder...you'd be surprised how often somebody gets hurt cuz they don't know how to really operate a piece of equipment.	Pretty close to the top... it's about making money, but at the end of the day if you're hurt and laid up that money don't mean shit to you.... I don't want to have to go home and one of my guys will be hurt bad or	1	30

something because we cut corners or something like that. I'm not interested in anything like that.

5	3	2	It could mean my life. Um, I have to understand on an everyday basis that what I'm working with can kill me, not everybody has to consider that. Therefore, I won't work with people who haven't handled glass because they don't understand that they can kill me.[...]. And we do use scaffolding, so I oftentimes have thought about falling.	I'd say it's near the top only because my business is so dangerous. [...] but the employees know the risks that are involved. The homeowners and the clients do not. ...people underestimate glass all the time.	1	12
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Note: Self-rating is of stage of change item; Analytic rating is of descriptive levels of safety culture (Hudson, 2007); Difference is between self-rated stage of change and analytic rating of safety culture.