SHIP

Safety & Health Improvement Program

SHIP Start Guide

OHWC
OREGON HEALTHY WORKFORCE CENTER
*NIOSH TOTAL WORKER HEALTH®
CENTER OF EXCELLENCE*

Portland State
UNIVERSITY

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About Us

The Oregon Healthy Workforce Center (OHWC), a NIOSH Center of Excellence in Total Worker Health®, is a collaboration of Oregon Health & Science University's (OHSU) Oregon Institute of Occupational Health Sciences (OIOHS), Portland State University's (PSU) Occupational Health Psychology (OHP) program, the Center for Health Research at Kaiser Permanente (CHR) and the University of Oregon's Labor Education Research Center (LERC). Our theme at the OHWC is Intervention Effectiveness, with a focus on team-based and technology-based interventions for occupational safety and well-being, translating research to practice, and social support and job stress, organizational enhancement, healthier lifestyle choices, safer work practices, and better psychological and physical health. To learn more, visit our center website at: www.ohsu.edu/ohwc. For additional Total Worker Health® tools and toolkits from OHWC, visit: www.YourWorkpath.com

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# Welcome to the Safety & Health Improvement Program (SHIP) Toolkit

Overview of SHIP

SHIP is an evidence-based workplace training program for supervisors and their teams. The training is designed to promote employee health, safety, work-life balance, and team effectiveness. It was implemented and tested in the construction industry and then systematically adapted for use in a variety of industries. The National Institute for Occupational Safety and Health (NIOSH) provided funding to develop this program (Grant: NIOSH U19OH0101).

Organizations implementing SHIP should expect the following positive impacts for their organization and employees:

- Reduced stress and work-life conflict for employees

- Improved employee health and safety

- Increased job performance and team effectiveness

By downloading these materials, you've taken the first step to implementing positive change in your organization! SHIP includes online supervisor training, supervisor behavior tracking, and structured team discussion. This Start Guide will provide an overview of the steps recommended to conduct SHIP, including the different options available for implementing it.
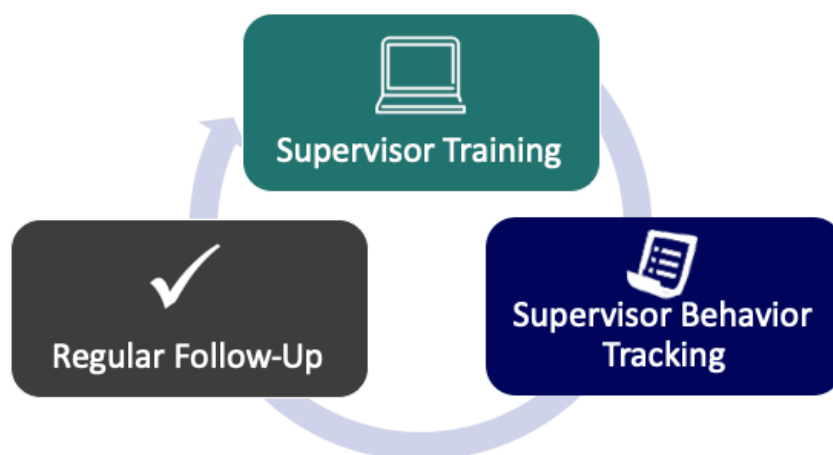
SHIP Implementation Checklist

Whether you have a small business or a large organization, everyone can participate. The SHIP toolkit requires three specific roles – the champion, the supervisor and the employee. Once your organization decides to move forward with implementing SHIP, this checklist will be helpful in your implementation process:

Champion: This person is the facilitator of the program. They are the keeper of the information and a source who understands how the program works. These are some of the things the Champion manages:

☐ Explains the SHIP toolkit to supervisors/managers with the "SHIP Leadership Briefing Slides"

☐ Obtains online supervisor training access from SAIF Corporation

☐ Schedules online training for supervisors/managers either in-person or through email

☐ Prints and distributes the behavior tracking cards for supervisors (select lanyard size or index card size) and the "Manager/Supervisor Training and Behavior Tracking Guide". Explain how these materials are used

☐ Prints, distributes and explain how to use the "Follow-up Guide" and "Follow-up Briefing Slides" PDFs to each supervisor, manager or team lead participating in SHIP

☐ Distribute incentives (if offered) and collect feedback (if applicable)

☐ Check in on team meetings to answer questions and gather feedback from supervisiors/managers and employees on their SHIP experience

Supervisors/Managers/Team Leads: Each supervisor, manager or team lead participating in SHIP will engage in each of the toolkit components, they include:

☐ Complete a 60-minute online supervisor training

☐ Participate and complete 2-weeks of behavior tracking activity to increase contact with team to reinforce safety, health and well-being practices

☐ Lead Follow-up sessions and Check-in discussions with employees using the "Follow-up Guide" and "Follow-up Briefing Slides"

☐ Give feedback to Champion on their experience participating in SHIP

The Role of the SHIP Champion/HR*
Maximizing Success

In SHIP, we refer to a "Champion" or "HR" as any person that are assisting with the implementation of SHIP. Look for the champion throughout this guide.

Introduction

The success of the Safety and Health Improvement Program (SHIP) in improving both employee and organizational outcomes depends on the commitment of senior leaders, supervisors/managers, and employees. Encouraging active participation across the organization will result in the greatest impact and success.

As part of the implementation team, you will be in a position to champion SHIP by establishing organizational support and providing support for those going through the training. This document provides a framework for establishing this support and was created to help guide you both prior to, and during the SHIP training.

The SHIP Champion should

- Review the SHIP Implementation Checklist and SHIP materials (Start Guide, Behavior Tracking Guide, and Team Effectiveness Process Guide) to know all the steps of SHIP.
- Engage the interest and support of organizational leaders.
- Determine what SHIP will look like in your organization.
- Introduce, promote, and explain the amount of time needed to complete SHIP for each supervisor and employee participating.
- Provide resources and support supervisors and employees throughout SHIP implementation.

Determine what SHIP will look like in your organization with key stakeholders.

- Who should be trained?
  - The training should be provided to those who are in direct contact with employees and have the ability to influence the way employees conduct their work.
- Who is considered a supervisor/manager?
  - We define a supervisor as one that plans, directs, oversees, and evaluates the work of individual employees and/or a team or workgroup. The title of this position may differ in your organization; for example you may call this position a team lead, a crew lead, a manager, or a supervisor.

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The Role of the SHIP Champion/HR Maximizing Success

- How will supervisors and employees get support during the SHIP implementation?
- Will SHIP be implemented in a certain department or division prior to implementation to the full organization?
  — This can be helpful because roll-out in one department may identify potential barriers to success prior to full implementation.
  — It is also recommended that those in the leadership team go through the training early on to gain key insights into SHIP and its expected outcomes.

Engage the interest, support, and accountability of organizational leaders.

- Utilize the SHIP Briefing Slides to inform leadership and ensure commitment.
- Senior leadership should fully participate in SHIP, including completing the Supervisor Training, Behavior Tracking, and Team Effectiveness Process with Follow-up.

Promote SHIP with supervisors and employees.

- Utilize the SHIP Briefing Slides to inform teams about the benefits of the program and the process, and to encourage their participation and commitment.

Make preparations to ensure supervisors and teams will be able to complete the SHIP components.

Ensure supervisors have the needed resources (time and materials) to go through the SHIP training without feeling burdened.

Think strategically prior to the implementation of SHIP. For example, consider other trainings that have occurred in your organization and what made them successful, and if there are certain key stakeholders who should be involved in the introduction of SHIP.

Encourage a positive organizational climate of problem solving and change.

Remember, SHIP was developed to improve employee and organizational outcomes Improvements can only be made if everyone sees the value of SHIP and if everyone participates in the change process.

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Introduction to SHIP Components and Implementation

1. Administer the 1-Hour Manager/Supervisor Training

The **online training** describes the key role of supervisors in influencing employees' well-being, stress, turnover, engagement, productivity, and safety. The online training includes:

- SHIP Introduction
- Family Supportive Supervisor Behaviors
- Safety Supportive Supervisor Behaviors
- Tracking your Supportive Supervisor Behaviors
- SHIP Follow-up

The online training teaches supervisors strategies to support employee work-life balance, workplace safety from the supervisor perspective, organizational climate for safety and well-being, team building and goal setting.

2. Implement Supervisor Behavior Tracking

Building on lessons learned in the online training, supervisors set goals and **track their own behaviors for two weeks.**

- Behavior tracking is an evidence-based strategy for improving the transfer of skills learned in training to the workplace.
- Different printable templates are available for download at no cost with the SHIP implementation materials. There are also a number of mobile apps (not provided in this start guide) that can be downloaded through an app store onto a mobile device.

CHAMPION

- Be familiar with the behavior tracking options and how to use each. Provide supervisors with different tracking options and help them choose the option that will work best for them. Behavior tracking can be completed with the user's choice of a notecard or lanyard.
- There are a number of mobile apps that can be downloaded on a smartphone to track behaviors and monitor goals over time. These are not provided with this SHIP toolkit but are available through any mobile app store (i.e., Google Play, iTunes Store).
- Check-in with supervisors on their goals and their progress. Supervisors will set goals based on the training topics and will track learned behaviors over the course of two weeks.

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Introduction to SHIP Components and Implementation

3. Regular Follow-Up

The follow-up templates facilitate structured discussion with supervisors and their teams across 2 to 4 meetings. Supervisors and teams will develop strategies 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; and foster a work environment of safety, wellbeing, collaboration and support. The needed time to participate will depend on the option selected. An initial team discussion should take an hour and follow-up discussion can be worked into regular staff meetings. There are 3 ways to follow-up:

- **Option A:** Recommended option to maximize time, effectiveness and ensure continuity. A 30-minute Kick-Off Meeting followed by one 60 minute Follow-Up session and a second 90 minute Follow-Up session.

- **Option B:** Recommended option for teams that can't take more than one hour per session. A 30-minute Kick-Off Meeting followed by two 60 minute Follow-Up sessions and a final 30 minute Follow-Up session.

- **Option C:** Recommended option for teams that have less time available and want to conduct one longer follow-up session or between two. A 30-minute Kick-Off Meeting followed by a 120 minute/2-hours Follow-Up session.

Some issues may arise that are outside of the team's control and thus organizational leaders should recognize these sessions as strategic management tools that can impact the individual, group, and organizational levels. We encourage supervisors to utilize the process with the understanding that senior leadership will be informed of issues, trends, creative solutions, best practices and results. Senior leadership is expected to respond to this information in order to truly leverage Follow-Ups for success.

CHAMPION

- Lead the follow-up process with leadership. Ensuring the buy-in and commitment of senior leadership is critical to the success and to addressing systemic issues and organizational barriers.

- Work with supervsiors and managers to set up follow-up sessions/ meetings within their teams. Determine which follow-up option works best and time commitments requrired. Ensure teams know the process before beginning.

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Introduction to SHIP Components and Implementation

3. Regular Follow-up Continued

Regular follow-up is a critical component for long-term effectiveness. Use the Manager/Supervisor Facilitation Guide for that includes a Follow-up Guide (available to download at no cost) during regularly scheduled team meetings 30, 60, 90 days after, and beyond.

CHAMPION

The role of SHIP Champion/HR in Follow-up is to:

Periodically check-in with supervisors/managers and their teams.

- Remind supervisors to review Definitions of Support and Examples of Supportive Behaviors Guide and to conduct follow-up meetings and discussions with their team/work group.

Encourage accountability of senior leadership. Senior leadership should:

- Track trends and actions.
- Address organizational issues that are out of the control of individual teams/work groups.
- Promote a positive organizational climate of problem solving and change.
- Increase communication and feedback across the organization.

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Definitions of Two Types of Support and Behavioral Examples

Family and Personal Support

Family and personal support behaviors are the things you do for your employees and/or team members that help them meet their family and personal demands and that enable them to have a fulfilling life both at work and outside of work. There are four types of family and personal support that you can provide to your employees.

Creative management

Definition: How you organize work so that employees can meet both work and non-work demands.

Examples: Implementing cross-training in a work group to enable employees to meet demands both on and off the job, and to help create back-up systems to cover when workers miss work. Reallocating job duties to help the team work together better which enables more time to focus on important work and non-work responsibilities and away from less important tasks.

Emotional support

Definition: What you do to let employees know that you understand their family and personal demands.

Examples: Expressing empathy, understanding, or offering help when an employee shares a family or personal challenge. Taking the time to listen to an employee's challenges at home. Listening to an employee's concerns and expressing your support and understanding. Increasing face-to-face contact with employees. Asking how employees are doing. Communicating genuine concern about employees' work/life challenges.

Daily job and personal problem solving

Definition: How you help your employees make practical arrangements to meet their family and personal demands, for ongoing and/or unexpected emergency events.

Examples: Adjusting or facilitating work assignments to support employees' family or personal needs. Helping solve daily schedule and work-life conflicts.

Model healthy work-life behaviors

Definition: What you do to show your employees that you care about your own family and personal priorities.

Examples: Sharing a family or personal priority of your own with an employee. Making efforts to arrange your own work/life so you can meet family and personal priorities. Discussing taking time out to attend child school activities. Talking about your own family. Leaving work at reasonable hours; showing that you, too, have a non-work life.

Safety Support

Safety supportive behaviors are the things you do that help your employees focus on safety in their work. There are four types of safety support that you can provide to your employees.

Safety communication

Definition: How you communicate the importance of safety over productivity with employees. Increasing discussions to ensure employees know how to engage in safe work behaviors.

Examples: Encouraging employees to maintain a safe work environment and discussing safety practices with them. Start off meetings discussing safety and encouraging your employees to use proper equipment. Maintaining open and honest dialog about safety with employees. Encouraging employees to discuss safety issues with you. Stress the importance of being safe over the importance of productivity goals.

Providing resources

Definition: What you do to make sure employees have the safety equipment or materials they need to complete their work safely.

Examples: Asking your employees about the adequacy of their safety equipment, tools or resources. Providing additional help with work tasks when needed. Asking an employee if he/she needs to replace any safety equipment that is no longer working well.

Safety Support continued

Feedback/reinforcement and coaching

Definition: Pointing out and recognizing when an employee is behaving safely or redirecting an employee when he/she is not acting in a safe manner.

Examples: Providing feedback and recognition when an employee is behaving safely. Recognizing when one uses his/her safety equipment correctly. Demonstrating genuine concern for employees' safety and health.

Safety role modeling

Definition: What you do that shows your employees that you care about safety priorities. You make efforts to put safety first. Be a safety role model for your employees.

Examples: Talking with your employees about safety as being a priority of your own. Wearing appropriate equipment when visiting a jobsite. Discussing with your team why safety is important to you.

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