

Fostering relationships
to strengthen risk
management.



RIMS
OREGON CHAPTER

A DEEP UNDERSTANDING

- Director of Inclusion @ Hoffman Construction
- 32 years in construction
- Civil Engineering for 16 years
- Small Business Owner 7 years
- 2010 Vertical Construction
- Skanska, JE Dunn, Hoffman
- CCA, MCA, ECMCA
- Chair – OAME
- Chair – Constructing Hope
- Chair – AGC Inclusion Council





*Risk decreases when
caring increases!*



Building Takes a Plan and an Ultimate Objective



Respectful Workplace Culture

Personal relationships are key to a safety culture

Take a moment and share some of the forces shaping who you are.

Example

Birth order – understanding who people are makes you want to protect them

Oldest child, Middle child, youngest child, only child

(Take a Pole on birth order)

Who raised you? (Parents, single mother, single father, raised by others)

(Take a Pole on who raised you)

How do you think these factors shape you

Shaping Forces



Biological



Individual



Organizational



Socio-Cultural



Building Takes Quality Materials



Construction is #1

- Construction is #1 (We built this – ALL OF US)
- When you brushed your teeth
- When you drove here
- When you were born in a hospital

Intelligence Manifested.

- Intelligent Manifested – we put knowledge to the test daily
- Adaptability
- Collaboration

Community Builders.

- Stable career pathways
- Strengthening local networks
- Contributing to cultural identity
- Building shared pride that extends from everyday work to industry recognition

The Culture of Stew

- The Ingredients Builds the Community – Beef, Potatoes, Carrots, peas...all keep their identity, and contribute to the overall dish.
- The Sauce is culture – Extracting small samples of flavor from each ingredient and using it to enhance the flavor of others.
- The construction community is like other strong diverse communities, working closely together exchanging goods and services with one another



Building takes
Craftsmanship

Psychological Safety

My personal accountability to establish myself as a trusted and supportive individual.



Core Beliefs.



CORE BELIEFS

GET US THERE SAFE

1

People Come First

A culture of care, concern, and inclusion is the foundation of a safe and high-performing workplace.

2

All Injuries Are Preventable

No level or type of injury is acceptable. Real success requires that we sustain the health and well-being of our people through planning, training, teamwork, and individual vigilance.

3

Learn From Everything

Most work happens successfully. Learning from what makes our work successful and what causes our failures enables even greater results.

4

People Are the Solution

Every worker's perspective is important in understanding how work is done and how it can be done more safely and effectively.

5

All Humans Make Mistakes

Our job is to help people get things right as often as possible and fail safely when they don't.

6

How Leaders Respond Matters

Blame and shame diminish both learning and safety. People in positions of authority need to set the tone for a safe learning environment.

7

Focus On High-Risk Activities

A hyperfocus on the highest potential consequence activities is critical to prevent life-altering injuries, especially when work deviates from the plan.

8

Success Is the Presence of Safety

Safety cannot be measured only by the absence of incidents or injuries. Success requires the presence of proactive physical, organizational, and cultural defenses.

Respectful Communication.

It's not just what you say - *it's how you say it*

Things to consider:

- **Tone** – Words carry weight, but delivery defines impact.
- **Tact** – Consideration and respect build trust.
- **Timing** – The right words at the right time make all the difference.
- **Non-Verbal Cues** – Body language, eye contact, and facial expressions *can vary across individuals and cultures.*




Clear Expectations.

Unclear expectations **create** frustration and failure.

Setting clear expectations:

- **Clarity** – Be specific. Ambiguity leads to mistakes.
- **Consistency** – Standards should be clear and upheld.
- **Accountability** – Everyone needs to know their role.

 In construction, **we don't assume—we rely on clear communication, plans, and specifications.** Without them, confusion, stress, and mistakes become inevitable ultimately compromising safety for everyone.



Supportive and Consultative Leadership.

Leaders create the **culture** they work in.

Consider this:

- **Empowerment** – Good leaders elevate, not control.
- **Listening** – Solutions come from the ground up.
- **Guidance** – Leadership isn't about having all the answers.

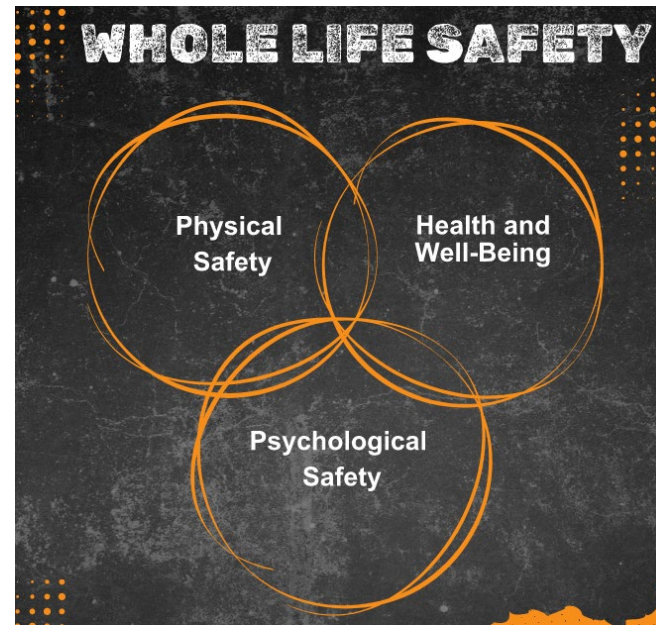
Leadership is about supporting, not micromanaging.



Building takes Maintenance

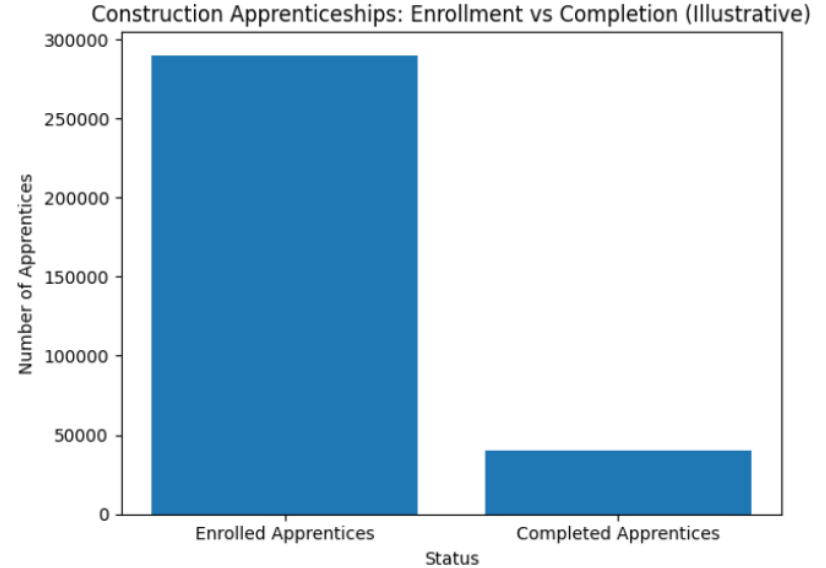
Whole Life Safety

- We made it work)
 - Physical Safety
 - Health & Well-Being
 - Psychological Safety



Apprentice liaison

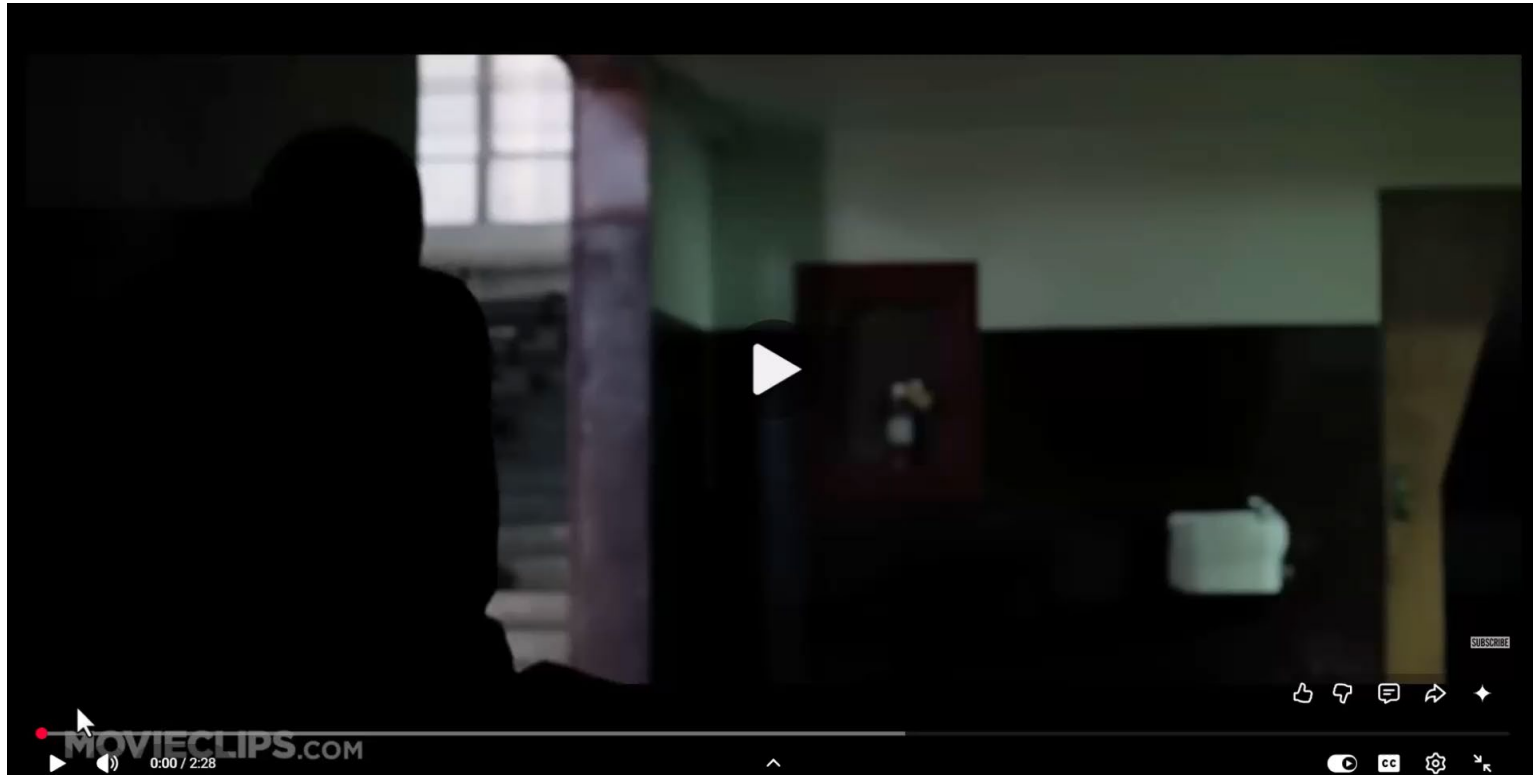
- Apprentice liaison – lets stop failing our future
 - Monthly meetings
 - Project update
 - Mentor check-in
 - Other trade options
 - Cohort



Fewer than 1 in 5 construction apprentices ever complete their program.

Source: U.S. DOL / [Apprenticeship.gov](https://www.apprenticeship.gov)
(FY2024)

Pride in who we are





**Thank
you.**