

Money, Employees, and Lives: How Workplace Behavior Impacts Safety

Monday, October 27th | 1:15 PM

Money, Employees, and Lives: How Workplace Behavior Impacts Safety

presenters:

Elizabeth Henry, Pennsylvania Municipal League

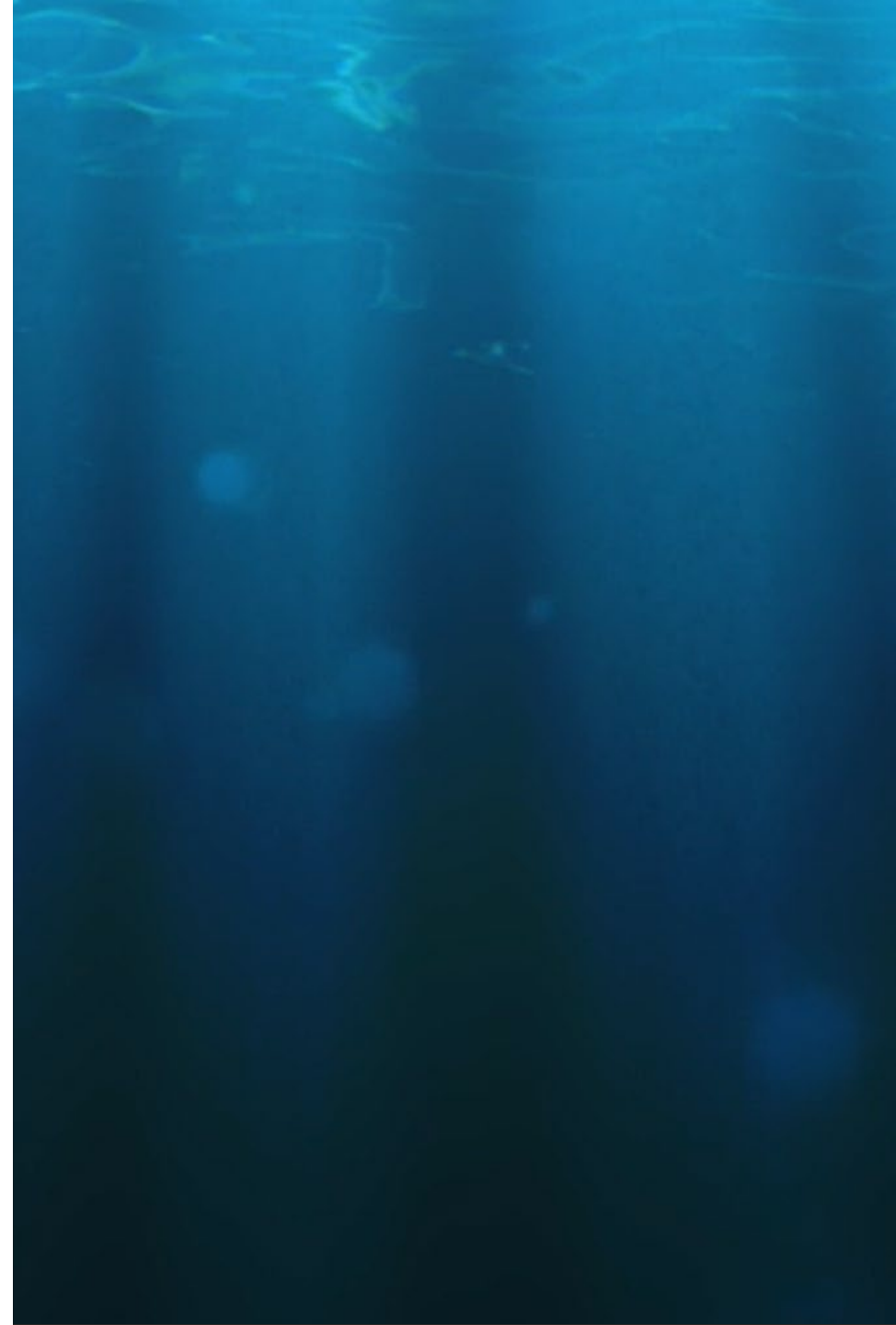
Erica Olguin, New Mexico Municipal League

Tracey L. Cline-Pew, Arkansas Municipal League

Abe Amorós, Pennsylvania Municipal League

Presentations:

- **Take Aways,**
- **Introduction & Cost**
Elizabeth Henry, Pennsylvania Municipal League
- **Civility and Workplace Safety**
Erica Olguin, New Mexico Municipal League
- **Psychological Safety's Impact on Workplace Safety**
Tracey L. Cline-Pew, Arkansas Municipal League
- **Making Sense of Civility in an Uncivil Nation**
Abe Amorós, Pennsylvania Municipal League



Takeaways:

Elizabeth Henry, Pennsylvania Municipal League

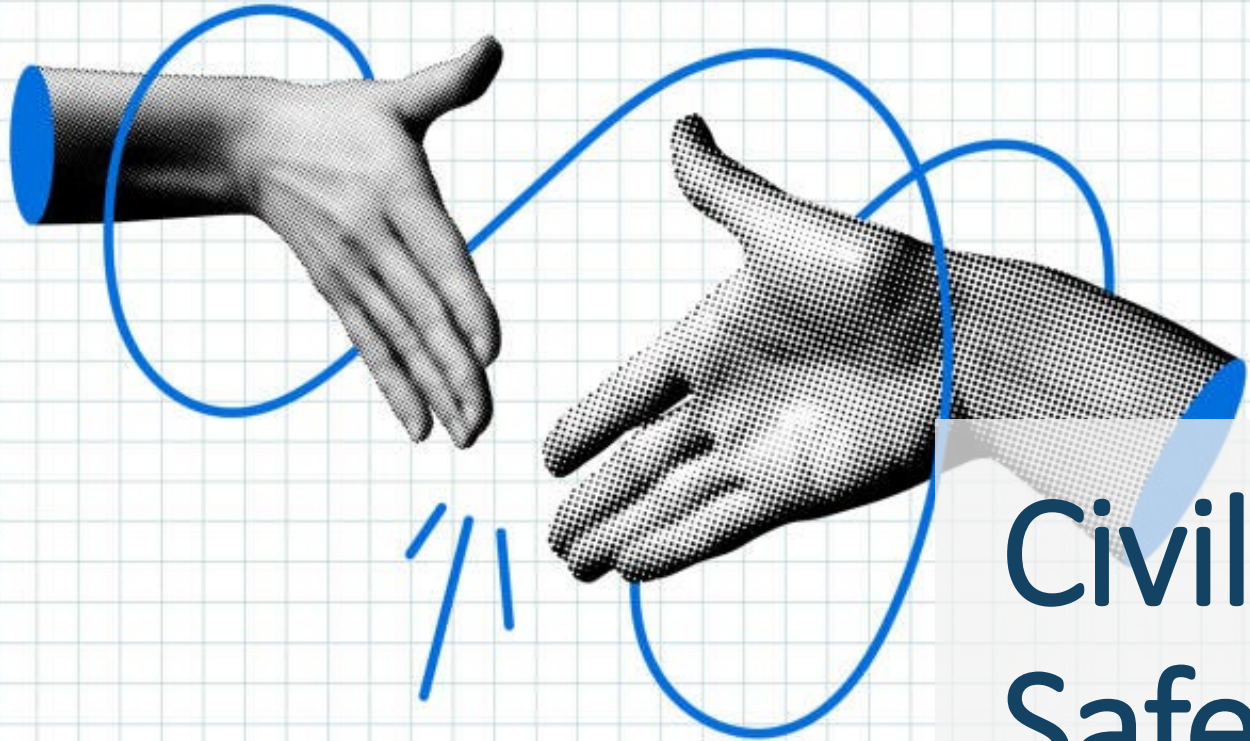
- Facts, figures, and insight into incredible risks of civility to take back to pools, leagues, and members
- Information about health and safety impacts of civility along with loss control approaches
- A picture your pools and members need to see: the importance of psychological safety in the workplace
- Resources from national organizations focused on civility and peacekeeping



Introduction & Cost

- 865 fatalities reported in 2024
 - \$2.1 billion daily due to incivility
 - Incivility impairs focus, decision-making, and emotional resilience
 - Political violence vs. civility and peacekeeping
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Civility and Workplace Safety

“How respect and communication protect workers.”

- Erica Olguin, New Mexico Municipal League
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What is Civility?

- Treating others with respect
- Professional communication
- Listening without judgement
- Recognizing contributions

What Happens Without Civility?

Miscommunication = Accidents ...

Disrespect = Lower Teamwork ...

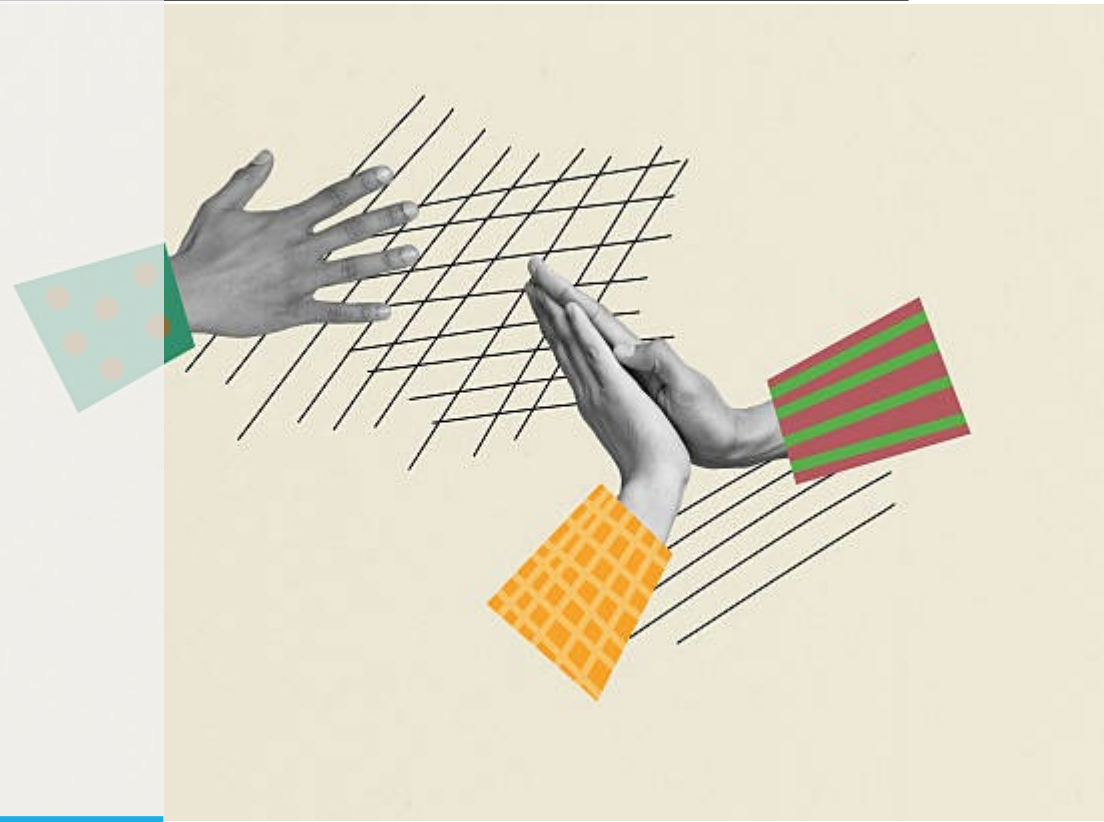
Fear of Speaking Up = Hazards Ignored ...

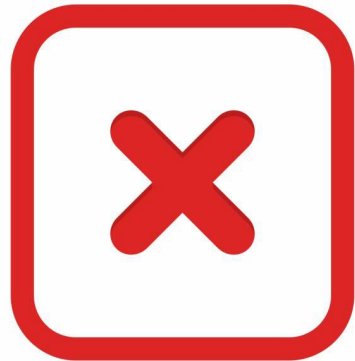
Conflict = Distractions and Mistakes.



Civility Builds a Safer Workplace

- Encourages open reporting of hazards
- Improves teamwork in high-risk tasks
- Strengthens trust during emergencies
- Supports mental well-being = focus and alertness





Real World Examples:

Civil: Workers feel safe to stop unsafe work = 's **Accident Prevention**

Uncivil: Employee ignored + hazard left unreported = 's **Injury Occurs**

Real World Examples:

1. Ignoring Safety Warnings

***Lesson:** When workplace culture discourages speaking up, hazards remain uncorrected, and lives are put at risk.*

3. Horseplay and Disrespect

***Lesson:** What some view as playful or harmless “banter” can quickly turn into deadly behavior. Respecting boundaries and procedures is a matter of life and death.*

2. Bullying Leads to Silence

***Lesson:** Incivility and bullying discourages people from speaking up ... Silence can cost lives.*

4. Disregard for Teamwork

***Lesson:** Disrespectful attitudes can normalize unsafe shortcuts, putting everyone in danger.*



& Safety Culture

- **OSHA** ... encourages “Employee Involvement”
- **CIVILITY** ... foundation for a “Strong Safety Culture”
- **RESPECT** ... employees “Speak Up Without Fear”



Civility in Action

- Use Respectful Language
- Acknowledge Concerns Quickly
- Collaborate on Solutions
- Model Good Behavior as Leaders

Benefits of Civility & Safety

- Fewer Accidents
- Stronger Morale
- Higher Productivity
- Better Retention



■ Erica Olguin, New Mexico Municipal League





Psychological Safety's Impact on Workplace Safety

- Tracey L. Cline-Pew, SPHR, SHRM-SCP
Arkansas Municipal League

Organizations promote workplace safety by:



- Establishing comprehensive policies and programs
- Conducting regular risk assessments and safety trainings
- Providing appropriate Personal Protective Equipment (PPE)
- Fostering a culture of open communication where employees are encouraged to report hazards and participate in safety planning.

You can't create a psychologically safe workplace without **emotional intelligence**

Know your audience.

Know when to speak.

NEVER confront anyone when you are angry.

Be mindful of your own insecurity.

Know yourself – triggers, bias, fears.

Be empathetic.

Adjust your words and actions in accordance with the situation and emotional well-being of others.



Psychological Safety is the shared belief within a group that one can take interpersonal risks – like speaking up with ideas, questions, concerns, or mistakes without fear of punishment, humiliation, or negative social consequences. It creates an environment where team members feel comfortable, valued and supported to be authentic and contribute fully.

The Outcome of Creating a Culture of Psychological Safety?

Open communication, innovation, higher team performance, safer workplaces, and lower costs!

APA Report: the benefits of psychological safety include:

- Up to 76% more employee engagement
- 50% more productivity
- 27% less turnover
- 74% less employee stress
- Employees are 67% more likely to apply newly learned skills





Sadly, the same report showed that 63% of workers don't feel comfortable sharing opinions or being themselves in the workplace.

50% of workers reported that their managers failed to create psychological safety in the workplace.





The **National Safety Council** found a strong link between psychological and physical safety. In-person workers who felt psychologically unsafe had an injury rate of 36.5%, compared to 20.2% for those who felt safe.

Actions for Leaders

- Model Vulnerability
- Encourage All Voices
- Reframe Failure as a Learning Opportunity
- Respond with Deliberate Calm and Curiosity
- Promote Inclusive Communication



Actions for all Employees

- Practice active and empathetic listening
- Address issues directly and respectfully
- Assume positive intent
- Ask questions and offer help
- Promote a sense of belonging

Do you create a psychological safe place for others?

1. Learner Safety

- *Do you make others feel safe to ask questions, to experiment and try new things, to ask for help, and to learn from mistakes?*

3. Collaborator Safety

- *Do you encourage others to collaborate with anyone anytime?*
 - *Do you foster open dialogue and constructive debate between you and other employees?*
-

2. Challenger Safety

- *Do you allow others to challenge the status quo with immunity from repercussion?*
- *Do you allow people to speak up and to respectfully disagree?*

4. Inclusion Safety

- *Do you value, listen to, and treat others fairly?*
- *Do you remind others they are a valuable member of the team?*
- *Do you make an effort not to embarrass, punish, marginalize, or reject others?*

Psychological
safety phrases
that managers
can use to
create a safer
environment -

- Your input is valued.
- Mistakes are opportunities to learn.
- I appreciate your contributions to the team.
- Help me to understand.
- I'm here to support you.
- Can we explore different perspectives?
- What are your concerns?
- How do you think we could do this better?
- What tools and resources do you need?

Tools & Resources for Creating a Psychologically Safe Team

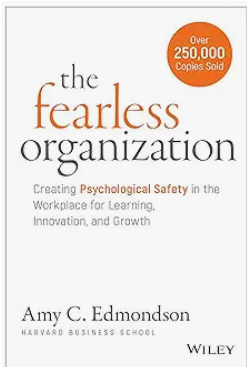


Psychologicallysafeteam.com offers free assessments

- Psychologically Safe Team Assessment
- Psychologically Safe Leader Assessment



Blue EQ offers comprehensive training, assessments, and certifications for leadership in emotional intelligence and psychological safety. www.blueeq.com



The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation and Growth
by Amy C. Edmondson

Provides a free four-section discussion guide to help teams process key concepts of psychological safety.

Tracey L. Cline-Pew, Arkansas Municipal League





Making Sense of Civility in an Uncivil Nation

- Abe Amorós, Pennsylvania Municipal League

- **Taking accountability – problem solving**
- **It's more than just “being polite”**
- **It's taking proactive measures to communicate better with coworkers**



“Civility is claiming and caring for one’s identity, needs, and beliefs without degrading someone else in the process.”

Cassandra Dahnke and Tomas Spath – Founders, Institute for Civility

identity
needs
beliefs



Institute
for **Civility**

Resources



Institute
for **Civility**

- Abe Amorós, Pennsylvania Municipal League



Q&A



More Questions?
Ideas or Suggestions?

We are here to Help!

National League of Cities Civility & Collaboration Group
risc.nlc.org/civility-collaboration-group/

Claire Buchwald

Senior Manager, Education & Training
NLC-RISC
cbuchwald@nlcmutual.com
202-626-3089

Erica D. Olguin, MBA, MCSH, MCRM

Loss Control Director
New Mexico Municipal League
e.olguin@nmsif.org
505-490-7098

Tracey L. Cline-Pew, SPHR, SHRM-SCP

Chief Human Resources Officer
Arkansas Municipal League
tpew@arml.org
501-978-6111

Abe Amoros

Deputy Executive Director – Operations & Chief Diversity Officer
Pennsylvania Municipal League
aamoros@pml.org
717-236-9469 ext. 235

Scott Smith, MPA, CSP

Senior Safety and Risk Improvement Advisor
Iowa League of Cities
scottsmith@iowaleague.org
515-330-9397

Elizabeth Henry

Trusts Member Services Manager
PennPRIME Insurance Trusts • Pennsylvania Municipal League
ehenry@pml.org
717-236-9469 ext. 250

