

Supervisors – Safety Force Multiplier

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 Advancing the Safety, Health and Environmental Professional Since 1969

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Supervisors...

- Inadequate/NO Training
- Failure to correct known problems
- Inappropriate Planning
- Put workers/company at risk
- Supervisor violations
- Inadequate leadership knowledge/training
- Production/Intimidation Focus

Why?

- Available Resource
- Skilled Craftsman
- Closest to work environment
- Know their personnel
- May have worked for a poor leader
- Responsible for work practices

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SUPERVISORS

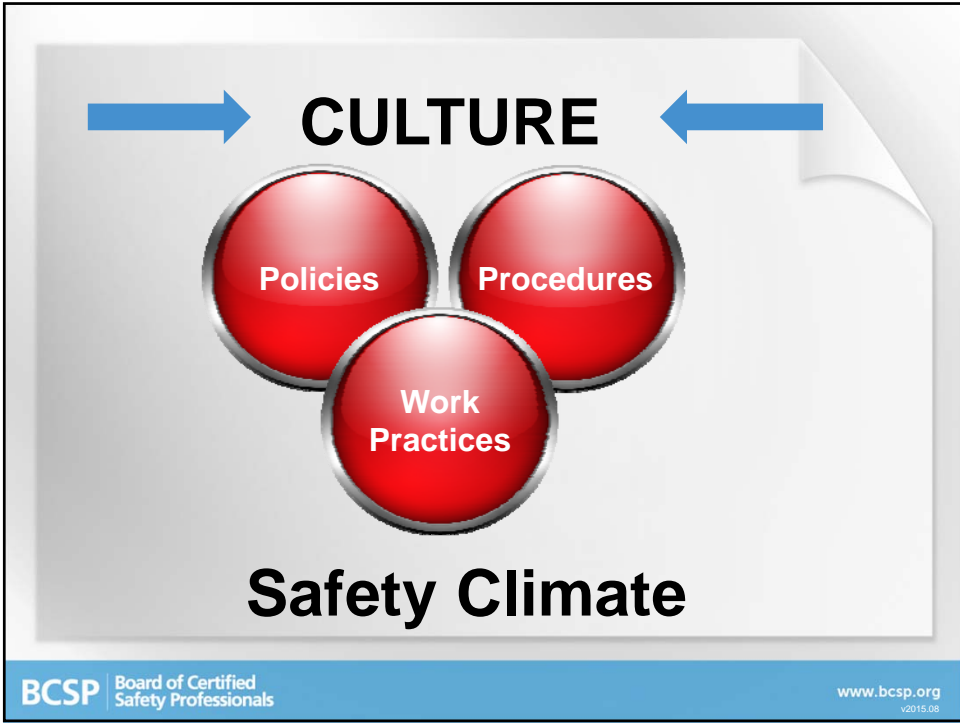
WHY?

4,585

Faces with the numbers!

Why Supervisor Focus...

- Companies with exceptional safety processes and proactive leadership fully understand that **SAFETY** is, has, and will always be a function of **line management**.
- As Safety Professionals it is our obligation and responsibility to use **every available resource** to get our workers home safe and sound each and every day!






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A photograph showing three construction workers on a wooden frame structure, likely a roof or upper level of a building. One worker is on a ladder, another is on a higher beam, and a third is on a lower beam. The background shows a cloudy sky and some greenery.

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What Do Companies Want?

- Front Line Supervisors
 - Qualified
 - Experienced
 - Positive Influence
 - Trained
 - Competent
 - Leaders
 - ROI

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The Problem...

TIME

ENERGY

MONEY

What They Settle For...

- Good worker... SHOULD be a good foreman.
- "On the job training" has worked in the past.
- Showed up for work everyday.
- Knows the craft.
- Attended OSHA Training.
- His Dad has worked for us for 25 years.
- The way we have always done it!
- We **HOPE** that he/she will do well.
- We **HOPE** that no one gets injured or killed.
- We **HOPE....**

“Hope is not a method.”

- General Gordon Sullivan

**Being a supervisor is just
“common sense.”**

**COMMON
KNOWLEDGE**

Supervisor

“Any individual having authority, in the interest of the employer, to hire, transfer, suspend, lay off, recall, promote, discharge, assign, or discipline other employees, or to direct them, or to exercise any such authority, or to effectively recommend any such action, if in connection with the exercise of such authority, the work is not of a merely routine or clerical nature, but requires the use of *independent judgment*.”

- U.S. National Labor Relations Act

Setting the Stage for Possibility

Everything we create or dream comes from our imagination first...where all things are possible.

What's Possible? Power of an IDEA....

- Safety & Health Conference
- Rescue 33 Miners
- Golden Gate Bridge
- Incident-Injury Free
- Trained & Certified Supervisors

ATTITUDES & EXPECTATIONS

30%



ATTITUDE



“We hire for ATTITUDE and train for skills.”

- Don Bell, WestJet Airline

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Expectations

- Incestuous issue
 - Production
 - Intimidation
- Company
- Person being promoted
 - Training
 - Education
- Employees

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Expected Roles:

- Knowledge of Job Duties and Experience
- Mentor to Employees
- Trainer
- Motivator
 - Intrinsic
 - Extrinsic
- Disciplinarian
- Evaluator
- Leader

Trust & Relationships – Leader

- Consistency
- Integrity
- Communication
- Good Intentions
- Delegation & Input

Expectations

Fourteen Expected Skills

Policies/Procedures

- Regulatory Requirements
- Company Policies
- Company Procedures
- Company Work Practices
- Benefits

Risk Assessment & Pre-Task Hazard Analysis

Knowledge Areas

- Principles of risk & hazard analysis
- Risk assessment procedures
- Pre-task hazard analysis
- Hazards associated with tasks
- Application, availability, limitations, care of PPE, tools, equipment

Skill Areas

- Communication skills
- Conducting pre-task analysis
- Recognizing hazards
- Mitigating exposures
- Inspecting for proper use, care & maintenance of PPE
- Creating proper documentation

Employees are Qualified & Have Job-Specific Technical Skills

Knowledge Areas

- Work procedures & policies
- Training requirements for job tasks
- Proper work practices
- Sources for applicable standards (gov't, company policies, manufacturers)

Skill Areas

- Recognizing desirable and undesirable work behavior
- Work practices
- Employees' performance via observation
- Accessing training records
- Evaluation of employees technical skills

New Employee Orientation

Knowledge Areas

- Principles of hazard assessment
- Components of new hire orientation process
- Emergency action plans
- Characteristics of proactive & reactive safety cultures

Skill Areas

- Communicating hazards & EAP
- Having a “stump” speech
- Conducting worksite inspections
- Conducting safety meetings
- Coaching safe behavior

Evaluate Work Practices to Minimize Work Injuries

Knowledge Areas

- Best practices to minimize risk and prevent injury
- Types of workplace behavior
- Work practices & procedures

Skill Areas

- Recognizing desirable and undesirable workplace behavior (proactive, impaired)
- Measuring employees' performance through observation
- Defusing emotionally charged situations

Coaching & Correcting

Knowledge Areas

- Methods for implementing S&H rules and regulations
- Methods for coaching
- Methods for correcting observed deficiencies

Skill Areas

- Coaching safe behavior
- Proactively correcting observed at-risk behavior
- Appropriately applying safety & health standards

Take Appropriate Action for Unsafe Acts & Conditions

Knowledge Areas

- Stop-work practices
- Escalating issues to higher management
- Modification of tasks to improve safety
- Disciplinary action policies & procedures
- Roles & responsibilities of management & coworkers

Skill Areas

- Recognizing & responding to unsafe acts & conditions
- Intervening
- Providing leadership through positive influence.
- Communicating effectively
- Documenting actions taken

Facilitate a Proactive Safety Culture

Knowledge Areas

- Stop-work practices
- Escalating issues to higher management
- Modification of tasks to improve safety
- Disciplinary action policies & procedures
- Roles & responsibilities of management & coworkers

Skill Areas

- Recognizing and rewarding safe work practices
- Correcting observed at-risk behavior
- Conducting safety meetings
- Modeling safe behavior
- Applying standards appropriately

Evaluate & Hold Employees Accountable for Safety

Knowledge Areas

- Performance systems
- Evaluate for safety performance and behavior
- Understand essential behavior (job requirements & attitude)
- Encourage proactive workplace behavior
- Methods for holding employees accountable for safe work

Skill Areas

- Making objective observations
- Comparing safety performance to work practices
- Providing feedback
- Listening to suggestions
- Tasking disciplinary actions

Active Participation in Investigations

Knowledge Areas

- Work practices/procedures
- Identify corrective actions
- Communicate lessons learned
- Principles of incident investigation and root cause analysis
- Communication requirements
- Development and uses of lessons learned

Skill Areas

- Communicating the EAP
- Participating in drills
- Conducting applicable training
- After-action reports with lessons learned

Emergency Action Plans

Knowledge Areas

- Principles and components of EAP
- Training requirements and exercises
- Crisis management techniques
- First response protocols

Skill Areas

- Conducting incident investigations
- ID corrective actions & root causes
- Document lessons learned
- Addressing employees' concerns
- Communicating effectively

Coordinate Operations & Work Processes

Knowledge Areas

- Roles & responsibilities of other supervisors
- Crew coordination techniques
- Inspection procedures
- Hazards related to work processes

Skill Areas

- Communicate effectively
- Use standard terminology
- Minimizing risk and exposures
- Recognizing hazards and mitigating exposures
- Recording shift events

Recordkeeping Procedures

Knowledge Areas

- Understand events that need documentation
- Safety & health recordkeeping system
- Confidentiality requirements

Skill Areas

- Writing clearly and effectively
- Use established documentation procedures and forms
- Deal with facts
- Maintain confidentiality

Ethics

Knowledge Areas

- Company code of ethics
- Proper treatment of employees

Skill Areas

- Resolving issues ethically
- Communicating effectively

Companies that strive for and sustain *safety excellence* understand that front line supervisors are an *active & critical* part of a successful safety process.

**Move Away From
Intimidation &
Production
Focus**

4,505

We Do Make a Difference!

Why not use every available resource?

One would think that companies would take advantage of the **one** thing where they have *complete control...*

Selection & upgrade of their most valuable asset:
“Human Capital”

Options...

Status Quo

Training

Certification of Supervisors

Why Training?

- We need them to know what they are doing
- We want them to be successful
- We need them to be competent
- ROI
- We owe it to them
- We owe it to the employees
- We owe it to the company
- We owe it to the industry

Why Certification?

- Third-Party Validation/Accreditation of:
 - Education and Training
 - Experience
 - Demonstrated competence with a body of knowledge by examination
 - Accountability and responsibility

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Targeted Toward

Supervisors

- Crew Chiefs
- Foremen
- Future Supervisory Candidates

Group Leaders

- Safety Committee Members
- Departmental Safety Liaisons/Champions

Leadership

- Senior Executives
- Managers at all levels within the organization

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Certification Benefits

Improves

- Safety Culture
- Productivity/Profits
- Work Quality
- Accountability
- Supervisor Competence
- Leadership

Reduces

- Injury Frequency and Severity
- Insurance Premiums
- Regulatory (OSHA) Liabilities
- Company Liabilities

Qualifications

- Training:
 - 30 hours of safety-related training
- Experience:
 - 2 years supervisory experience or 4 years work experience related to the STS industry exam for which candidate is applying (work experience must be a minimum part time [18 hrs/week] to qualify)
- Competence:
 - Demonstrated through examination



The Certification Process

- Determine Eligibility
- Apply Online
- Purchase the Examination
- Pass the Examination
- Maintain the Certification
 - ❖ Annual renewal fee
 - ❖ Recertification

Investment in the Future...

Return on Investment (ROI)

Does This Process Really Work?

AECOM 2000-2014

- **88% reduction** in recordable injuries & illnesses
- **88% reduction** in worker's compensation costs
- Increased **competence** in supervisory safety decisions
- Improved **quality** of safety inspections & audits
- Demonstrated commitment to employee professional development
- Enhanced **technical confidence** level
- Improved **productivity** and **profitability** on projects
- Continued **professional development**
- Demonstrated **commitment** to Zero Injuries vision
- **Project Managers** achieving STS Certification
- **Executives & Engineers** achieving STS Certification
- 400 Projects: 85% Zero Recordables & 95% Zero Lost Time

Clark Construction

- Decreased incident rates
- Increased involvement in all safety efforts
- Decreased worker's compensation and general liability
- Increased overall safety program and OSHA compliance
- Increased professionalism and safety ownership
- Increased morale
- Better client and subcontractor relationships
- Improved marketing capabilities

Hensel Phelps Construction

- Better training and preparation of supervision
- Met and sustained challenge of zero accidents
- STSC supervisors able to take on additional project safety responsibilities
- Contributed to support of safety culture and zero accident values
- Overall better organization

PCL Construction Enterprises

- Complete and company-wide buy-in to zero-incident philosophy
- Enhanced supervisory involvement in all aspects of the PCL safety process
- Supervisors exhibit high confidence in their leadership of safety.
- Improved diligence and hazard identification skills
- Lost time rates 2% and recordable incident rates are 15% of construction industry.
- Clients have stated they have more confidence in our ability to manage safety.

THE POWER of Certification

"As an STS, I have the opportunity to add to my organization's safety culture by applying general industry safety practices in both the office and the field."

Lisa Reynolds, P.E., STS
Supervisor
DC Water



"Since obtaining my STS certification I am better able to identify safety hazards

when creating a work plan for my employees."

Keith Watts, STS
Foreman
DC Water



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“The utilization of the Safety Trained Supervisor (STS) program has provided a path for greater training and retention of safety knowledge, confidence to make safety decisions and actively manage the safety related functions in our daily work execution for our supervision. The STS training, certification and validation process is the single best activity we have implemented for all levels of our supervision and management.”

- Brad Giles, CSP, P.E., STSC
V.P. EH&S and Security, AECOM

**What Are You Willing
To Do To
Make a Difference?**

WHAT IF?

Charlie Plumb????

Who is packing *your* parachute?

Whose parachute are *you* packing?



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Questions?

Thank you!

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