



# SUPERVISORS: THE HIDDEN SAFETY HEROES

Establishing A Supervisor/Manager Leadership Program

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## TODAY'S DISCUSSION

- ▶ Management's Expectations
- ▶ Supervisors'/Managers' Responsibilities
- ▶ Promotion Misconceptions
- ▶ Three Essential Elements Of A Supervisor Development Program
- ▶ Conclusion

## MANAGEMENT'S EXPECTATIONS

- ▶ Stay aware of the big picture
- ▶ Create a safe and productive environment for your employees
- ▶ Make decisions on your own
- ▶ Implement new programs and methods
- ▶ Inform your people about company policies and procedures
- ▶ Coach effectively

## SUPERVISORS'/MANAGERS' RESPONSIBILITIES

- ▶ Setting goals - Productivity, Quality, Safety
- ▶ Demonstrating effective behaviors
- ▶ Decision-making
- ▶ Managing Change
- ▶ Time Management
- ▶ Communication Skills
- ▶ Employee Development
- ▶ Motivation
- ▶ Delegation
- ▶ Training

## PROMOTION MISCONCEPTIONS

- ▶ Dependable
- ▶ Hard Worker
- ▶ Good Attitude
- ▶ Productive
- ▶ Takes Initiative
- ▶ Well Liked by Most
- ▶ Responsible

## THREE KEY ELEMENTS OF A SUPERVISOR LEADERSHIP DEVELOPMENT PROGRAM

- ▶ Regulatory Requirements
- ▶ Communication Skills
- ▶ Establishing the Safety Culture

## REGULATORY REQUIREMENTS

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- ▶ The creation of OSHA provided workers the right to a safe and healthful workplace.
- ▶ Section 5(a)(1) of the OSH Act states: "Each employer shall furnish to each of his employees employment and a place of employment which are free from recognized hazards that are causing or are likely to cause death or serious physical harm to his employees."

## REGULATORY PROGRAM REQUIREMENTS

- ▶ Hazard Communication
- ▶ Lock Tag
- ▶ Bloodborne Pathogens
- ▶ Emergency Action Plans
- ▶ Hazard Assessments, (PPE)
- ▶ Powered Industrial Vehicles
- ▶ Recordkeeping
- ▶ Training, Initially & Annually



## COMMUNICATION SKILLS

## WHAT IS COMMUNICATION?

Communication is the art of transmitting information, ideas, and attitudes from one person to another. It is the process of meaningful interaction among human beings.

- ▶ Personal process
- ▶ Occurs between people
- ▶ Involves change in behavior
- ▶ Means to influence others
- ▶ Expression of thoughts and emotions through words and actions
- ▶ Tools for controlling and motivating people
- ▶ It is a social and emotional process

## TYPES OF COMMUNICATION

- ▶ Downward Communication
  - ▶ Directive – Supervisor to Subordinates
- ▶ Upwards Communication
  - ▶ Non Directive – to give feedback, seek approval
- ▶ Horizontal Communication
  - ▶ Peer to Peer – for information sharing

## NOT ALWAYS WHAT IS SAID...

- ▶ 7% Words
  - ▶ Words are only labels and the listeners put their own interpretation on speakers words
- ▶ 38% Paralinguistic
  - ▶ The WAY in which something is said – the accent, tone, and voice modulation is important to the listener
- ▶ 55% Body Language
  - ▶ What a speaker looks like while delivering a message affects the listener's understanding most

## HEARING VS. LISTENING

- ▶ Hearing – Physical process, natural, passive
- ▶ Listening – Physical as well as a mental process, active, learned process, a SKILL
- ▶ Listening is hard work. You must choose to participate in the process of listening.

## THE 5 UNIVERSAL TRUTHS OF HUMAN INTERACTION

- ▶ People feel the need to be respected
- ▶ People would rather be asked than told
- ▶ People have a desire to know why
- ▶ People prefer to have options
- ▶ People want to have a second chance

## THINGS TO NEVER SAY

- ▶ Come here
- ▶ You wouldn't understand
- ▶ Because those are the rules
- ▶ What do you want me to do about it
- ▶ Calm down
- ▶ I'm not going to say this again...
- ▶ Why don't you be reasonable



## EMPATHY

- ▶ Most Powerful word: Empathy
  - ▶ To see through the eye of the other
  - ▶ Empathy Absorbs Tension
- ▶ Dis-interested is okay / Un-interested is not

## INTERRUPT WITH EMPATHY

- ▶ Sword of insertion: Whoa.., or Wait a second...
- ▶ And then follow with EMPATHY: “Let me be sure I heard what you just said...”
- ▶ Paraphrase back to them what you heard

## BENEFITS

- ▶ You prove that you were listening
- ▶ You have taken control because you are talking
- ▶ You are making sure you heard it right (right now)
- ▶ They have the opportunity to correct you
- ▶ The other becomes a better listener
- ▶ Paraphrasing has a clarifying effect for the people around, especially in public
- ▶ It helps to etch facts in your head for a later report

## TOOLS TO USE FOR DIFFICULT PEOPLE

### 5-step method

- ▶ Ask (Ethical Approach)
  - ▶ Establishing credentials, credibility, & character
- ▶ Set Context (Reasonable Approach)
  - ▶ Tell them the why
- ▶ Present Options (Personal Appeal)
  - ▶ Friendly voice and helpful, be specific, what's in it for me...
- ▶ Confirm (Practical Appeal)
- ▶ Act (Confirmation of appropriate action)

## HOW DO I GET BETTER?

- ▶ Practice
- ▶ Be aware of body language
  - ▶ Appropriate distance
  - ▶ Appearance
  - ▶ Maintain eye contact

## ESSENTIALS OF COMMUNICATION

- ▶ Think before you speak
- ▶ Use normal language understood by all
- ▶ Speak clearly and audibly
- ▶ In case of interruption, recap main points
- ▶ ALWAYS pay attention to the speaker while listening
- ▶ Repeat back to the speaker what was said to assure understanding - paraphrase

# ESTABLISHING THE SAFETY CULTURE

## GUIDING PRINCIPLES

- ▶ **Prevention starts at the top**
  - ▶ Accident prevention must start at the top of the organization, requires teamwork and participation of all employees.
- ▶ **Commitment at all levels**
  - ▶ Accident prevention requires the commitment and best efforts of all levels; from the top official to the front-line employee.
- ▶ **Individual empowerment**
  - ▶ Every individual must be empowered to act in the best interest of safety.

## REQUIREMENTS FOR AN ORGANIZED ACCIDENT PREVENTION PROCESS

- ▶ Establish goals and policies
  - ▶ Goal: Achieve zero injuries
  - ▶ Policy: Safety must be an integral part of all activities and must not be compromised
- ▶ Provide means to achieve goals
  - ▶ Resources, Time, Empowerment
- ▶ Establish and communicate responsibilities
  - ▶ All safety responsibilities and use of accident prevention tools must be covered
  - ▶ Many are applicable on multiple levels

## REQUIREMENTS CONTINUED

- ▶ Develop knowledge and skill requirements
  - ▶ Train every level in how to carry out their safety responsibilities and use of accident prevention tools
- ▶ Create favorable safety motivation
  - ▶ Develop at all levels through training, reasoning, incentives and most important personal example
- ▶ Provide accountability

## ACCIDENT PREVENTION TOOLS

- ▶ Job Safety Analysis
- ▶ Rules and procedures
- ▶ Training
  - ▶ 65%+ of workplace fatalities occur to workers with less than 1-year of experience.
- ▶ Observations
- ▶ Inspections
- ▶ Accident investigation

## RISK ANALYSIS

- ▶ Identify hazards and potential accidents
- ▶ Develop preventive measures
  - ▶ Start with high risk processes and jobs
  - ▶ Accident frequency data / potential severity
- ▶ Develop a risk analysis
  - ▶ Analyze prior accidents
  - ▶ On-site observation
  - ▶ Group discussion

## RISK ANALYSIS

- ▶ Use risk analysis as training guide
  - ▶ Initial and pre-job safety training
  - ▶ Planned safety contacts
  - ▶ Planned safety observations

## SAFETY TRAINING

- ▶ Know hazards and safety procedures
  - ▶ Laws are created to address safety and health hazards.
  - ▶ Compliance with the law is integrally tied to safety and health progress in an organization.
- ▶ New employee orientation
  - ▶ Company policy on accident prevention
  - ▶ Employee's responsibilities for working safely
  - ▶ General hazards
  - ▶ General safety rules

## SAFETY TRAINING

- ▶ Pre-shift safety instructions
  - ▶ Job specific hazards
  - ▶ Critical safety rules/procedures
  - ▶ Potential accidents
  - ▶ Likely unsafe practices
  - ▶ Required protective equipment
  
- ▶ Planned safety contacts
  - ▶ Continuing education
  - ▶ Increase awareness
  - ▶ Correct unsafe practices

## PLANNED SAFETY OBSERVATIONS

- ▶ Correct unsafe practices on the spot
- ▶ Conduct systematic and regular observations
  - ▶ All levels of supervision
- ▶ Jobs and employees that require increased observations
- ▶ Benefits of planned observations
  - ▶ Check the effectiveness of training



## PLANNED SAFETY INSPECTIONS

- ▶ Correct unsafe condition on the spot
- ▶ Conduct systematic and regular inspections
- ▶ Develop safety inspection analyses
  - ▶ Define what conditions to look for
  - ▶ Define how often to inspection for each level
- ▶ Use safety inspection checklists
  - ▶ Less likely items will be overlooked
  - ▶ Provides a basis for reporting inspection findings

## ACCIDENT INVESTIGATION, REPORTING, AND FOLLOW-UP

- ▶ Establish actions to prevent recurrence
- ▶ Report all accidents, including “near miss”
- ▶ Analyze causes and recommend actions
- ▶ Control planned corrective actions
- ▶ Conduct accident data analysis

## MOTIVATING EMPLOYEES TO WORK SAFELY

- ▶ Lead by example
- ▶ Develop a foundation for cooperation
- ▶ Decrease disincentives
  - ▶ Must be consistent, firm and fair
  - ▶ Educate employees so they know what to expect
- ▶ Overcoming the “its always been done that way” mentality

## EVALUATING SAFETY PERFORMANCE

- ▶ Data analysis and statistics
  - ▶ Measure effectiveness
- ▶ Accident prevention tools
- ▶ Internal audits
  - ▶ Evaluate accident prevention effectiveness

## MANAGING AN EFFECTIVE ACCIDENT PREVENTION PROCESS

- ▶ Get involved and lead by example
- ▶ Promote accident prevention tools and objectives
- ▶ Clearly communicate responsibilities
- ▶ Have a written plan
- ▶ Make time to use accident prevention tools effectively

## CONCLUSION



### Management Must:

- ▶ Establish policies and expectations
- ▶ Provide formal supervisor leadership training prior to assignment

### Supervisors/Managers:

- ▶ Obtain & deploy regulatory requirements
- ▶ Develop & practice effective communication skills
- ▶ Establish the safety culture through accountability & empowering employees