

AHMP Orlando 2013

Supervisors...Solution or Part of the Problem?

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 September 16, 2013

SUPERVISORS... WHY?

- Available Resource
- Skilled Craftsman
- Closest to work environment
- Know their personnel
- May have worked for a poor leader
- Inadequate/NO Training
- Failure to correct know problems
- Inappropriate Planning
- Put workers/company at risk
- Supervisor violations
- Inadequate leadership knowledge/training

SUPERVISORS

WHY ???

4,609

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!!

Policies Procedures
 Practices

What Companies Want?

- Front Line Supervisors...
 - Qualified
 - Experienced
 - Trained
 - Competent
 - Leaders
 - ROI

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, demote, reassign, or discipline other employees, to direct them, to adjust their salaries, or effectively to recommend action, if in connection with the exercise of such authority, the work is not merely routine or clerical in nature, but requires the use of *independent judgment*.

KNOWLEDGE & TRAINING

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 Stand down
- Rescue 33 Miners
- Golden Gate Bridge
- John F. Kennedy
- Incident-Injury Free
- Trained Supervisors




ATTITUDES & EXPECTATIONS

30%



ATTITUDE

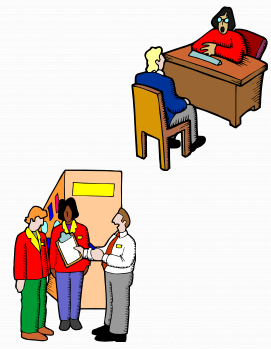


"We hire for ATTITUDE and train for skills"

Don Bell, WestJet Airline

EXPECTATIONS

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



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

SUPERVISOR EXPECTATIONS

Fourteen Expected Skills...



Policies/Procedures

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

Risk Assessment & Pre-Task Hazard Analysis

<p>Knowledge Areas</p> <ul style="list-style-type: none"> • Principles of risk & hazard analysis • Risk assessment procedures • Pre-task hazard analysis • Hazards associated with tasks • Application & Limitations of PPE, tools, equipment 	<p>Skill Areas</p> <ul style="list-style-type: none"> • Communication skills • Conducting pre-task analysis • Recognizing hazards • Mitigating exposures • Inspecting for proper use, care & maintenance of PPE • Creating proper documentation
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Employees are Qualified & have Job-Specific Technical Skills

<p>Knowledge Areas</p> <ul style="list-style-type: none"> • Work procedures & policies • Training requirements for job tasks • Procedures for observing work practices • Sources for applicable standards (gov't, company policies, manufacturers) 	<p>Skill Areas</p> <ul style="list-style-type: none"> • Recognizing desirable and undesirable work behavior • Work practices • Employees' performance via observation • Accessing training records • Evaluation of employees technical skills
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New Employee Orientation

<p>Knowledge Areas</p> <ul style="list-style-type: none"> • Principles of hazard assessment • Components of new hire orientation process • Emergency action plans • Sources of applicable standards • Principles of behavior-based safety process • Characteristics of proactive & reactive safety cultures 	<p>Skill Areas</p> <ul style="list-style-type: none"> • Communicating hazards • Having a "stump" speech • Conducting worksite inspections • Conducting safety meetings • Coaching safe behavior • Comparing safety performance to applicable standards
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Evaluate Work Practices to Minimize Work Injuries

<p>Knowledge Areas</p> <ul style="list-style-type: none"> • Best practices to minimize risk and prevent injury • Types of workplace behavior • Work practices & procedures • Review workplace behavior 	<p>Skill Areas</p> <ul style="list-style-type: none"> • Recognizing desirable and undesirable workplace behavior (proactive, impaired) • Measuring employees' performance through observation • Defusing emotionally charged situations
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Coaching & Correcting

Knowledge Areas

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

Skills Areas

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

Unsafe Acts & Conditions

Knowledge Areas

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

Skill Areas

- Recognizing unsafe acts & conditions
- Responding to unsafe acts & conditions
- Intervening
- Providing leadership
- Communicating effectively
- Modeling & coaching safe behavior

Facilitate a Proactive Safety Culture

Knowledge Areas

- Anticipating and communicating anticipated hazards
- Encourage employee participation
- Characteristics of a positive, proactive safety culture
- Methods for modeling & coaching safe behavior
- Policies related to incident reporting

Skill Areas

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

Hold Employees Accountable for Safety

Knowledge Areas

- 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 applicable standards
- Providing feedback
- Listening to suggestions
- Tasking disciplinary actions

Active Participation in Investigations

Knowledge Areas

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

Skill Areas

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

Emergency Action Plans

Knowledge Areas

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

Skill Areas

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

Coordinate Operations & Work Processes

Knowledge Areas	Skill Areas
<ul style="list-style-type: none">• Roles & responsibilities of other supervisors• Crew coordination techniques• Inspection procedures• Hazards related to work processes	<ul style="list-style-type: none">• Communicate effectively• Use standard terminology• Minimizing risk and exposures• Recognizing hazards and mitigating exposures• Recording shift events

Recordkeeping Procedures

Knowledge Areas	Skills Areas
<ul style="list-style-type: none">• Understand events that need documentation• Safety & health recordkeeping system• Confidentiality requirements	<ul style="list-style-type: none">• Writing clearly and effectively• Use established documentation procedures and forms• Maintain confidentiality

Ethics

Knowledge Areas	Skill Areas
<ul style="list-style-type: none">• Company code of ethics• Proper treatment of employees	<ul style="list-style-type: none">• Resolving issues ethically• Communicating effectively

Front Line Supervisor

ACTIVE PART OF A SUCCESSFUL SAFETY PROCESS

Move Away From Intimidation & Production Focus

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

Available Tool...

SAFETY TRAINED SUPERVISOR

Targeted Toward

Supervisors <ul style="list-style-type: none"> Crew Chiefs Foremen Future Supervisory Candidates
Group Leaders <ul style="list-style-type: none"> Safety Committee Members Departmental Safety Liaisons/Champions
Leadership <ul style="list-style-type: none"> Senior Executives Managers at all levels within the organization

Program/Certification Benefits

Improves <ul style="list-style-type: none"> Safety Culture Productivity/Profits Work Quality Accountability Supervisor Competence Leadership 	Reduces <ul style="list-style-type: none"> Injury Frequency and Severity Insurance Premiums Regulatory (OSHA) Liabilities Company Liabilities
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Qualifications

- Education:**
 - 30 hours of safety-related training
- Experience:**
 - Two years in the industry if not a supervisor
 - One year industry experience as a supervisor
- Competence:**
 - Demonstrated through examination

INVESTMENT IN THE FUTURE...

ROI

Does This Process Really Work?

Observed Benefits – URS 2000-2011

- 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

Observed Benefits – Clark Const.

- Decreasing 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
- Increase morale
- Better client and subcontractor relationships
- Increased\better marketing capabilities

Hensel Phelps Construction Co

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

"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."

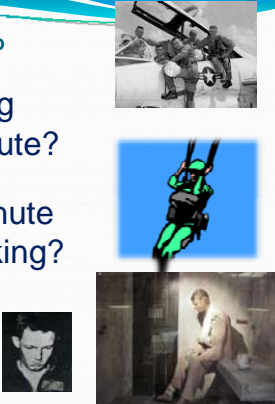
Brad Giles, CSP, P.E., STS
V.P. EH&S and Security, URS

**Are YOU doing all
You can do to
MAKE a DIFFERENCE?**

Charlie Plumb ????

Who is packing **YOUR** parachute?

Whose parachute are **YOU** packing?



QUESTIONS

THANK YOU