Supervisors - Safety Asset or Safety Liability

Eddie Greer
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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 known problems
- Inappropriate Planning
- Put workers/company at risk
- Supervisor violations
- Inadequate leadership knowledge/training
- Production/Intimidation Focus
SUPERVISORS

WHY ???

4,628

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 effective **LEADERS** it is our obligation and responsibility to use **every available resource** to get our workers home safe and sound each and every day!!
CULTURE

Policies

Procedures

Work Practices

PLAN, PLAN, PLAN

Safety Climate
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
- Showed up for work everyday
- “on the job training” has worked in the past
- 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, discipline, or discipline other employees, or to effectively recommend such action, if in connection with the exercise of such authority 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

Can one person make a difference?
What’s Possible?
Power of an IDEA....

Golden Gate Bridge
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
- 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
- Planning Skills
- 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

<table>
<thead>
<tr>
<th>Knowledge Areas</th>
<th>Skill Areas</th>
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</thead>
<tbody>
<tr>
<td>Work procedures &amp; policies</td>
<td>Recognizing desirable and undesirable work behavior</td>
</tr>
<tr>
<td>Training requirements for job tasks</td>
<td>Work practices</td>
</tr>
<tr>
<td>Procedures for observing work practices</td>
<td>Employees’ performance via observation</td>
</tr>
<tr>
<td>Sources for applicable standards (gov’t,</td>
<td>Accessing training records</td>
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<tr>
<td>company policies, manufacturers)</td>
<td>Evaluation of employees technical skills</td>
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New Employee Orientation

Knowledge Areas
- 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

Skill Areas
- Communicating hazards & EAP
- Having a “stump” speech
- Conducting worksite inspections
- Conducting safety meetings
- Coaching safe behavior
- Comparing safety performance to applicable standards
Evaluate Work Practices to Minimize Work Injuries

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

**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

Skills Areas

- Coaching safe behavior
- Proactively correcting observed at-risk behavior
- Appropriately applying safety & health standards
**Take Appropriate Action for Unsafe Acts & Conditions**

<table>
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<th>Skill Areas</th>
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<tr>
<td>- Stop-work practices</td>
<td>- Recognizing &amp; responding to unsafe acts &amp; conditions</td>
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<tr>
<td>- Escalating issues to higher management</td>
<td>- Intervening</td>
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<tr>
<td>- Modification of tasks to improve safety</td>
<td>- Providing leadership</td>
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<tr>
<td>- Disciplinary action policies &amp; procedures</td>
<td>- Communicating effectively</td>
</tr>
<tr>
<td>- Roles &amp; responsibilities of management &amp; coworkers</td>
<td>- Documenting actions taken</td>
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</table>
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
- 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 applicable standards
- 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
- Conducting incident investigations
- ID corrective actions & root causes
- Document lessons learned
- 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

- 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

Skills Areas
- Writing clearly and effectively
- Use established documentation procedures and forms
- 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
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 – Developing Leaders
- 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
SAFETY TRAINED SUPERVISOR
## 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
Program/Certification Benefits

- Culture
- Productivity/Profits
- Work Quality
- Accountability
- Supervisor Competence
- Leadership
- Injury Frequency and Severity
- Insurance Premiums
- Regulatory (OSHA) Liabilities
- Company Liabilities
Qualifications

- **Education:**
  - 30 hours of safety-related training

- **Experience:**
  - Four (4) years in the industry if not a supervisor
  - Two (2) years industry experience as a supervisor

- **Competence:**
  - Demonstrated through examination
INVESTMENT IN THE FUTURE...
ROI

Does This Process Really Work?
Observed Benefits – URS
2000-2013

- 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
- TRUST created with clients
- 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 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., STS
V.P. EH&S and Security, URS
What are YOU willing
To do to
MAKE a DIFFERENCE?
Charlie Plumb ???

Who is packing *YOUR* parachute?

Whose parachute are *YOU* packing?
QUESTIONS

THANK YOU