

## Supervisor Safety Leadership

Superintendents, foreman and leads have a direct and important role in ensuring that all work is performed in a safe manner. **Effectiveness in carrying out these responsibilities should be considered as part of the supervisor's duties.** Examples of this may include the following functions:

**Lead by Example:** Leadership should always walk the talk. **Remember, team members will emulate your practices.** If you enforce hardhats and safety glasses, but you yourself do not wear them, what message does that send to your crew? We are all human and make mistakes, however if we work carelessly and do not follow safety rules in place, it will be harder for you to influence others.

**Approachable:** Your body language says a lot about your safety leadership. If you are constantly on your phone, door closed and arms crossed when approached by crew members, what message is that sending your crew? When speaking with team members always look them in the eye and listen, be approachable and communicate.

**Positive Reinforcement:** Leadership should always provide positive feedback for good safety behaviors and ideas. This will encourage others to perform and improve safety practices.  
**Example: Foreman recognizes worker is wearing safety glasses or gloves for very first time just saying, "thank you" is a way to recognize and reinforce future behavior.**

**Recognition:** Leadership should always encourage best practices and ideas. Some of the best safety ideas come from employees. Employees who find a unique or creative way to solve a safety issue or fix/correct a hazard should be recognized in front of the team. **Example: John walked through jobsite and noticed fall hazard. He flagged off area, notified team members and fixed hazard. Recognizing him in front of his team members at the next crew meeting will encourage future behavior.**

**Addressing Unsafe Behaviors:** If you see a team member who is not working safely make sure to address the behavior immediately. Unsafe behaviors that are overlooked will show that safety is not important to you. The most effective way to address unsafe safety behaviors and set the standard on your jobsite is to address unsafe behaviors immediately.

**Safety Meetings:** Superintendents, foreman/supervisor should conduct safety meeting on a site-specific safety-related topic. Supervisors should have all attendees sign a sheet that list the date and topic. Focus should be given to the most frequent and severe injuries at your workplace.  
**Example: At the beginning of the work week, bring your team together for a quick 5-minute talk to discuss prevention of cuts, overexertion's, slips or trips etc. It is also a great time to discuss project updates, production goals and quality issues.**

**Addressing Safety at Leadership Meetings:** Leadership will ensure that each time a meeting is held to discuss operation or quality issues; safety is integrated into the discussion. (i.e. positive recognition for good performance) **Example: Monthly project meeting will include main points from safety committee minutes.**

**Jobsite Safety Inspections:** Leadership Team/Team Member should inspect and communicate safety inspections at least weekly.

**Safety Observation/One-on-One Coaching:** Leadership should observe and look for opportunities to coach best practices in the workplace. Coaching is a very powerful way to communicate, gain trust and influence team members. **Example: Coach new team member on body positioning while using a nail gun.**

Supervisors should conduct one-on-one contact sessions with team member to discuss safety issues such as the proper use of equipment, required personal protective equipment, etc. **Example: Make effort daily to coach and work with team members throughout the day.**

**Safety Data Sheet Assessment:** Supervisors should conduct an inspection to verify that the SDS/MSDS book in their department is in its proper place and up to date with the current SDS/MSDS sheets of potentially hazardous substances in their department; verify that all the appropriate personnel are aware of this information; and notify managers of incoming chemicals that can be placed in the master inventory. **Example: New chemical is brought onto site; safety data sheet is acquired and team members are informed of new chemical and SDS at next team meeting.**

**Responses to Incidents:** Supervisor should respond to all safety related incidents including, but not limited to, accidents and near misses. The Incident Packet must be completed, detailing what happened, the cause and the corrective action taken within 24 hours of the incident's occurrence. Supervisors should follow up as necessary to ensure that corrective actions are taken (i.e. retraining, discipline) and documented. **Example: Employee safety training following a cut from a skill saw.**

**Safety Committee Meeting:** Supervisor or assigned personnel should represent department at company safety committee meetings. The goal is to provide input for potential hazards, develop internal safety materials, and proactive strategies to prevent future incidents. **Example: Safety committee develops safety topics that are shared at crew meetings.**

**New Hire Orientation:** Supervisor will complete a **New Hire Orientation Checklist** on all new hires and ensure they receive **position-related safety training** and have an understanding of their job requirements. **Example: New team member will receive documented site specific safety training on the first day.**

**Job Hazard Analysis:** Supervisor will ensure that all job hazard analysis have been completed communicated and signed by crews. Supervisors should solicit input on Job Hazard Analysis from team to identify all potential jobsite hazards. **Example: Supervisor gathers crew around in morning and completes JHA along with crew feedback. Supervisor then communicates plan to team and has team sign off on the plan.**

**Discipline:** Supervisors will follow company disciplinary procedures for unsafe behaviors. **Example: Supervisor notices employee working on roof without fall protection and writes up employee for not following fall protection plan as discussed at morning crew meeting.**

**Return to Work:** Supervisors will provide light duty/return to work opportunities for injured employees with work restrictions to prevent time loss. **Example: Develop list of light duty jobs that can be used on jobsite. Some examples would be safety monitor, confined space hole watch, safety inspector, etc.**