Introduction

Supervisor’s / Managers Safety and Health Responsibilities
Introduction

- Objectives
  - Specific educational objectives of this training is to:
  - Identify the critical role that supervisors have in managing safety and health in construction;
  - Describe responsibilities of the supervisor in preventing injuries and unhealthful exposures to workers;
  - Understand the supervisors legal responsibilities to protect the safety and health of their workers; and
  - Recognize employer requirements to ensure supervisors are properly trained, have appropriate authority and the means and methods available to protect workers from exposure to workplace hazards.
• Supervisor
• What is a supervisor?
  – A supervisor is a manager at the first level of management.
  – The Taft-Hartley Act embellishes this definition by indicating that a supervisor is any individual having authority, in the interest of the employer, to perform certain functions to include directing employees.
  – What are the safety and health responsibilities of supervisors?
  – As an agent for the employer, the supervisor needs to know and follow the employers responsibilities as mandated by OSHA and more.

TIP: On HAZWOPER (hazardous waste operations and emergency response) projects the site safety and health supervisor (or official) is defined as the individual located on a hazardous waste site who is responsible to the employer and has the authority and knowledge necessary to implement the site safety and health plan and verify compliance with applicable safety and health requirements.
Employer Responsibilities

• Safe Workplace
• Provide a workplace
  – Free from serious recognized hazards and comply with standards, rules and regulations issued under the OSHA Act.
  – A serious recognized hazard is one that may pose serious physical harm.
  – Serious physical harm is any type of harm that could cause permanent or prolonged damage to the body or which, while not damaging the body on a prolonged basis, could cause such temporary disability as to require in-patient hospital treatment.
  – OSHA standards, rules and regulations can be found by going to OSHA’s website at www.osha.gov

LINK: www.osha.gov
Employer Responsibilities

- Inspections
- “Examine workplace conditions ...”
  - To make sure they conform to applicable OSHA standards.”
  - Examining workplace conditions should include at a minimum:
    - Evaluate all workplace activities and processes for hazards.
    - Reevaluate workplace activities when there are changes in:
      - Processes
      - Materials
      - Machinery
    - Conduct on-site inspections, identify hazards and take corrective actions.
    - Provide a hazard reporting system for employees to report unsafe and unhealthful conditions.
    - Investigate all accidents and near misses to determine their root causes.
Employer Responsibilities

- Safe Equipment
- Make sure employees ...
  - have and use safe tools and equipment (including appropriate personal protective equipment) and properly maintain this equipment.

Employer Responsibilities

• Communicate Procedures

• Establish or update ...
  – Operating procedures and communicate them so that employees follow safety and health requirements.

TIP: It is also important and an employers responsibility to use color codes, posters, labels or signs to communicate and warn employees of potential hazards.
Employer Responsibilities

• Medical Exams
• Employers must provide
  – Medical examinations when required by OSHA standards.
  – Nearly 25 Federal OSHA standards that require employers to provide medical screening and surveillance.

Employer Responsibilities

• Training
• Provide training when required by OSHA standards.
  – Many standards explicitly require the employer to train employees in the safety and health aspects of their jobs.
  – Other OSHA standards make it the employer’s responsibility to limit certain job assignments to employees who are “certified,” “competent,” or “qualified”—meaning that they have had special previous training, in or out of the workplace.
  – Training for workers can result in fewer injuries and illnesses, better morale, and lower insurance premiums, among other benefits.
  – As a supervisor, do what you can to train and inform your workers (e.g. Daily tailgate and toolbox meetings).

TIP: Many researchers conclude that those who are new on the job have a higher rate of accidents and injuries than more experienced workers.
Employer Responsibilities

• OSHA Poster
• Post, at a prominent location ...
  – Within the workplace, the OSHA poster (or the state-plan equivalent) informing employees of their rights and responsibilities.

Link:  http://www.osha.gov/Publications/poster.html
Employer Responsibilities

• Recordkeeping and Reporting
• Keep records of work-related injuries and illnesses. (Note: Employers with 10 or fewer employees and employers in certain low-hazard industries are exempt from this requirement.)
• Report to the nearest OSHA office within 8 hours any fatal accident or one that results in the hospitalization of three or more employees.
Employer Responsibilities

• OSHA Log and Access
• Provide employees, former employees and their representatives access to the Log of Work-Related Injuries and Illnesses (OSHA Form 300).
• Provide access to employee medical records and exposure records to employees or their authorized representatives.
Employer Responsibilities

- OSHA Inspection
- Provide to the OSHA compliance officer ...
  - The names of authorized employee representatives who may be asked to accompany the compliance officer during an inspection.

TIP: It is against the law to discriminate against employees who exercise their rights under the Act.
Employer Responsibilities

- Post Citations
- Post OSHA citations ...
  - At or near the work area involved.
  - Each citation must remain posted until the violation has been corrected, or for three working days, whichever is longer.
  - Post abatement verification documents or tags.

TIP: Correct cited violations by the deadline set in the OSHA citation and submit required abatement verification documentation.
Safety / Health Leadership

• Safety/Health Leadership
• Topics:
  – Methods for developing a positive safety culture.
  – Methods for mitigating hazards.
  – Liabilities as a supervisor/foreman.
  – A review of specific safety hazards in construction.
  – Basics of accident investigation.
  – Resources for health and safety information and assistance.
Safety / Health Leadership

- Construction Fatalities
- Construction fatalities = 751 in 2010!
  - Construction only employs 7% of the workforce.
  - Represents 20% of fatalities.
  - Account for 15% of all workers compensation costs.

Safety Tip: Nearly every single one of these 751 fatalities were preventable.
Safety / Health Leadership

• Supervisors Can Prevent Fatalities
  – Know the site and people!
    • Management personnel set the culture for the site.
    • Supervisors are the one constant factor on a construction site.
    • You are responsible for the health and safety of your site personnel.
    • You must be able to recognize and communicate hazards in order to prevent them.

TIP: For verbal communication: Here are some pointers to help you to be a more effective communicator.
• Speak clearly
• Don’t use jargon
• Talk to people at times that they are most likely to listen
• Don’t be condescending
• Don’t preach
• Reiterate the goals
Safety / Health Leadership

• Big Picture of Leadership
• Supervisors must be Safety Leaders
• 6 competencies of great leaders:
  • Focus on the goal.
  • Ensure a collaborative environment.
  • Build confidence.
  • Demonstrate technical know-how.
  • Set priorities.
  • Manage performance.

TIP: What does a leader look like? “Someone who occupies a position in a group, influences others in accordance with the role and coordinates and directs the group in maintaining itself and the goal.”
Safety / Health Leadership

• Big Picture of Leadership

• Competency #1: Focus on the Goal!
  • Communicate the goal clearly.
  • Help people see how they fit into the goal.
  • Talk, talk, talk about the goal.

TIP: With respect to safety, your goal must be zero incidents, accidents, injuries/illnesses or fatalities.
Safety / Health Leadership

• Big Picture of Leadership
• Competency #2: Ensure a collaborative environment!
  • Let others speak freely without ridicule.
  • Encourage others to collaborate on their ideas.
  • Reward teamwork.
  • Help the team come up with solutions on their own.
  • Don’t let your ego get in the way.
• Big Picture of Leadership

• Competency #3: Build Confidence!
  • Achieve positive results.
  • Communicate key issues and facts.
  • Assign responsibility.
  • Be fair and impartial.
  • Accentuate the positives.
  • Say “Thank-You” for a good job, safely done.
Safety / Health Leadership

• Big Picture of Leadership

• Competency #4: Demonstrate technical know-how!
  • Bring your specific skills to the job-site.
  • Know the project better than anyone.
  • Get help if you don’t understand, especially surrounding a safety or health issue.

TIP: There are many ways to learn about requirements and safe approaches to doing something.
Safety / Health Leadership

• Big Picture of Leadership
• Competency #5: Set priorities!
  • Explain what must happen and what must not.
  • Discuss priority changes with crew.
  • Keep Injury Free as your top priority
Safety / Health Leadership

• Big Picture of Leadership

• Competency #6: Manage performance!
  • Make expectations clear.
    – “This will be an injury free activity” or “project”
  • Give constructive feedback.
  • Resolve performance and safety issues quickly.
  • Recognize superior performance.
Safety / Health Leadership

• What are Your Goals?
  – Goals for construction projects:
    • Zero accidents
    • Bring the project in on time.
    • Bring the project in under budget.
    • Ensure good quality.
    • Make the client happy.

TIP: Goals are not easy to achieve on construction sites, because of:
• Conflicting priorities
• Constant change of personnel
• Moving targets
• Budget surprises
• Scope shift
Yet, never sacrifice safety to achieve other goals. You are a leader and it is your job in part to send your employees home safely every day.
Safety / Health Leadership

• Leading a Team
• Six steps to leading a team:
  – Coordinate
  – Communicate
  – Direct
  – Listen
  – Challenge
  – Mentor
Safety / Health Leadership

• Leading a Team

• Step #1: Coordinate
  • Write down what must be done.
  • Develop a plan to accomplish it.
  • Consider all of the choices.
  • Consider what help you need.
  • Consider what problems you will encounter.
  • Document clear goals.
Safety / Health Leadership

• Leading a Team
• Step #2: Communicate
  • Talk about your plan with your key people.
  • Revise the plan.
  • Discuss the plan with the whole team.
  • Include timelines.
  • Incorporate feedback.
  • Make sure team understands goals.

TIP: What you say non-verbally is much more important than what you say verbally. 93% of communication is said to be non-verbal. So know what you are saying with your body language, watch for other people’s body language and be open with your non-verbal communication, just like your verbal communication.
Safety / Health Leadership

- Leading a Team
- Step #3: Direct
  - Guide the team towards the goal.
  - Encourage people to act creatively.
  - Do not micromanage.
  - Hire good people and trust them to do a good job.
  - Ask for progress reports so you can redirect people onto the goal.
• Leading a Team

• Step #4: Listen
  – Ask for feedback from the team and then listen.
  – Encourage your people to talk.
  – Change your plan accordingly.
  – Refocus your team on the goal and then listen to how they will reach it.
Safety / Health Leadership

• Leading a Team
• Step #5: Challenge
  • Don’t accept mediocrity.
  • Challenge ideas gently with the idea of making them better.
  • Challenge an idea only if it helps progress toward the goal.
  • Support by asking probing not annoying questions.
Safety / Health Leadership

• Leading a Team
• Step #6: Mentor
  • Help others achieve their personal goals.
  • Share information.
  • Develop people while achieving the projects goals.

  • THE MARK OF A GOOD LEADER IS THE TRAIL OF PEOPLE THEY MENTORED!

TIP  Mentoring leaves your mark on the team, long after the project is over.
Safety / Health Leadership

• Motivation
• 9 practical ways to motivate / inspire a team:
  • 1. Be a leader.
  • 2. Be assertive.
  • 3. Be decisive.
  • 4. Participate in safety events.
  • 5. Follow procedures.
  • 6. Be supportive.
  • 7. Be available.
  • 8. Be enthusiastic.
  • 9. Be a coach.
Safety / Health Leadership

- Positive Safety Culture
- An integral part of entire site.

  - A positive safety culture is an integral part of the entire site. It is not just an attitude, it is a way of performing work tasks.

  - A positive safety culture is the result of:
    - Management and employee attitude.
    - Policies and procedures.
    - Supervisory responsibility and accountability.
    - Safety planning.
Safety / Health Leadership

• Change Your Safety Culture
• 5 Steps to a positive safety culture.
  • Awareness of safety issues.
  • Recognition of positive safety behaviors.
  • Corrective action and changes.
  • Education.
  • Accountability for safety.

TIP: Even in a positive safety culture, unsafe behavior will occur.
• Unsafe behavior must have consequences
• Must be fair and evenly distributed
• Must be appropriate based on the seriousness of the hazard
• Must be progressive in nature
Hazards Recognition / Mitigation

• First Step

• Hazards Recognition
  – You are the first line of defense for recognizing hazards! Why?
    • On-site everyday.
    • You know the sequence of the work.
    • You are responsible for prevention of accidents.
    • Accidents prevent the goals of the project from being met.
Hazards Recognition / Mitigation

• Basics of Hazard Identification
• Five major categories of hazards:
  • Physical Safety
  • Physical Health
  • Chemical
  • Biological
  • Ergonomic
Hazards Recognition / Mitigation

- Physical Safety Hazards
- Physical “safety” hazards are the majority of construction hazards:
  - Hazardous energies
  - Electrical Hazards
  - Struck-by
  - Caught in or between
  - Falls

TIP: Physical safety hazards also includes tools, equipment, materials, machinery, etc.
Hazards Recognition / Mitigation

• Physical Health Hazards
  – Cold Stress
  – Heat Stress
  – Vibration
  – Ionizing Radiation
  – Lasers
  – Noise
  – Ultraviolet
Hazards Recognition / Mitigation

• Chemical Hazards
  – Chemical Hazards are present in the following forms:
    • Dusts
    • Mists
    • Fumes
    • Gases
    • Vapors
    • Liquids
Hazards Recognition / Mitigation

• Biological hazards
• Critters and issues...
  • Toxic plants
  • Insects
  • Microbes
  • Reptiles
  • Mammals
• Field sanitation.
Ergonomic Hazards

Musculoskeletal Disorders (MSDs)

What is Ergonomics? “the study of work”:

- Derived from the Greek words “ergon” (work) and “nomos” (rule or law).
- Science of “Human and machine interaction”.
- Often referred to as “Human Factors Engineering”.
- According to OSHA, MSDs represent 62% of all workers' compensation claims and result in $15-20 billion in lost work time and workers' compensation costs every year.

TIP: Common examples of ergonomic risk factors are found in jobs requiring repetitive, forceful, or prolonged exertions of the hands; frequent or heavy lifting, pushing, pulling, or carrying of heavy objects; and prolonged awkward postures. Vibration and cold may add risk to these work conditions.
• Five major categories of hazards:
  • Physical Safety
  • Physical Health
  • Chemical
  • Biological
  • Ergonomic
Hazards Recognition / Mitigation

- Ergonomic Injuries
- Common injuries.
  - Back disorders
  - Strains and sprains
  - Carpal tunnel syndrome
  - Tendonitis/Tenosynovitis
  - DeQuervain’s disease
  - Raynaud’s Syndrome (white finger)
  - Epicondylitis (tennis elbow)
  - Rotator Cuff injury
  - Cervical disc syndrome

TIP: The number of back injuries in U.S. construction was 50% higher than the average for all other U.S. industries in 1999 (CPWR, 2002).
- Backaches and pain in the shoulders, neck, arms, and hands were the most common symptoms reported by construction workers in one study (Cook et al, 1996).
- Material handling incidents account for 32% of workers’ compensation claims in construction, and 25% of the cost of all claims. The average cost per claim is $9,240 (CNA, 2000). Learn more about ergonomics at OSHA’s ergonomics webpage http://www.osha.gov/SLTC/ergonomics/
Hazards Recognition / Mitigation

• Methods for Identifying Hazards
• Key is to “start early”.
  • Identify hazards in the bidding process, and allocate money.
  • Hold pre-bid meetings with upper managers, safety personnel, engineers.
  • Discuss potential hazards with subcontractors.
  • Conduct start up tailgate meetings with the crew.
    – Discuss hazards with all employees on-site
    – Empower workers to spot hazards
    – Ensure employees have appropriate training to do the job
    – Develop relationships with subs and enlist their help in finding hazards
Hazards Recognition / Mitigation

**Day to Day Operations**

**You should...**

- Discuss potential hazards in safety meetings.
- Reward personnel who bring hazards to your attention.
- Use an incentive program for workers.
- Do walk-throughs every day.
- Have consequences for employees or subs who do not comply.

**TIP:**

- Do a walk-through everyday!
- Look for new operations.
- Look for new employees.
- Look for new subcontractors.
- Review every task.
- Talk to your employees about the hazards they see.
- Document issues.
- Resolve issues from yesterday’s walk.
- Get help from a safety professional for a second set of eyes.
Hazards Recognition / Mitigation

• Correct / Control Hazards
• Correct / control hazards!
  • Once identified, take responsibility for hazards.
  • Talk about ideas for fixing hazards with the crew.
  • Follow up to ensure hazard has been fixed.
  • Share lessons learned with other superintendents.

Tip: General considerations when correcting hazards are:
• Once the hazard has been identified, you must fix hazards as soon as possible, otherwise you lose credibility
• Fix the most serious hazards first
• Enlist help from the people closest to the hazard
• If it can not be fixed immediately, control – prevent exposure, tell the crew and subs how it is being fixed and when.
Hazards Recognition / Mitigation

• Correct / Control Hazards
• When correcting hazards:
  • Once identified, you must fix hazards as soon as possible, otherwise you lose credibility.
  • Fix the most serious hazards first.
  • Enlist help from the people closest to the hazard.
  • If it can not be fixed immediately, control – prevent exposure, tell the crew and subs how it is being fixed and when.

Tip: There are general methods to correcting all hazards:
• Hazard elimination or substitution
• Engineering controls
• Administrative controls
• Work rules
• PPE
• Learn more at: http://www.osha.gov/SLTC/etools/safetyhealth/comp3.html
Accident Investigation

- Supervisor Responsibility
- Thousands of accidents occur ...
  - Throughout the United States every day.
  - The failure of people, equipment, supplies, or surroundings to behave or react as expected causes most of them.
  - Accident investigations determine how and why these failures occur.
  - By using the information gained through an investigation, a similar, or perhaps more disastrous, accident may be prevented.
  - It is important to conduct accident investigations with prevention in mind.

TIP: “What is an accident?” An accident is an event that is unplanned, undesired and results in personal injury, property damage or an impact to the environment. It is an event that interrupts the completion of an activity.
- Are not isolated events
- Have a triggering mechanism
- May have several causes
- Follow a sequence of events
- And can always be prevented
Accident Investigation

• Why Investigate Accidents?
  – To learn from past mistakes.
    • Determine causal factors.
    • Evaluate and implement corrective actions.
    • Change procedures.
    • Change attitudes.
    • Communicate lessons learned.

Tip: Types of accidents can include:
• Slips, trips, falls
• Being struck by or caught in machinery or equipment
• Lifting, pushing, or pulling
• Body motion
• Contact with hazardous materials
• Repetitive motion
• Motor vehicle accidents
Accident Investigation

- General Procedures

- Supervisor and Superintendent...
  - Is responsible for ensuring that an investigation is conducted.
  - Why?
    - Have control of the job and personnel.
    - Will be held accountable for overall success of the activity and project.
    - Superintendent has the power to control staffing, manpower, budget and time.
Accident Investigation

- General Procedures
- Identification of “causal factors and root causes”.
  - The objective of any accident investigation is to identify causal factors.
  - Causal factors are “all” events, situations, and conditions that result in accidents or incidents in the workplace.

TIP: Determine immediate causes: Circumstances that directly cause the accidents. Presented in the form of:
Unsafe Acts – people.
Unsafe Conditions – surroundings.
Accident Investigation

- Investigation Personnel
- Who should conduct investigations?
- Most accidents/incidents can be investigated by a single individual.
- For serious or costly accidents/incidents a team approach should be considered.
  - Team may include other employees, upper management, subcontractors, safety personnel, or outside authorities.
Accident Investigation

- Questions
- Questions to ask yourself:
  - WHO?
  - WHAT?
  - WHERE?
  - WHEN?
  - HOW?
  - WHY? WHY? WHY?
  - Once you get an answer to the question why? Ask it again. For example, why did the accident occur, well there was oil on the floor and the employee slipped.
  - Ask again, why was their oil on the floor? The answer might be because the forklift has a leak.
  - Ask again why does the forklift have a leak, answer might be because of poor maintenance.
  - Keep asking why until you uncover all of the causal and root factors leading to the accident.

Investigation tips:
- Visit the accident scene.
- Collect the facts.
- Interview injured employees.
- Interview witnesses.
- Note conditions of affected area.
- Document all sources of information.
- Look for basic causes!!!
Accident Investigation

- Tips!
- Identify...
  - All employees involved in accident, all eye witnesses, people on the scene leading up to accident, people on scene immediately after accident.
  - These are all people that will need to be interviewed to identify the basic causes.
  - Document and report your accident investigation findings.
  - And finally, implement hazard control to prevent an accident from recurring.

TIP: Accident investigation is not fault finding, it is fact finding.
Accident Investigation

• Investigate All Accidents:
• To learn from past mistakes
  – Determine causal factors
  – Evaluate and implement corrective actions
  – Change procedures
  – Change attitudes
  – Communicate lessons learned

Liabilities of Supervisors

• Having Responsibility Carries Liability

• Superintendents/Foremen responsible for:
  • Expectations of the corporation.
  • Regulatory liability.
  • Personal liability.
Liabilities of Supervisors

- Corporate Expectations
- Expectations of the corporation include:
  - Follow corporate health and safety policies.
  - Protect the assets of the corporation.
  - Notify managers of hazardous situations.
  - Act with integrity and honesty.
Liabilities of Supervisors

• Regulatory Liability
• In the form of:
  • OSHA
  • EPA
  • States
  • City ordinances

TIP: There is also a special situation in construction. Under OSHA there is a standard called the multi-employer worksite doctrine, which states that on jobsites where there is more than one employer, any or all parties on the site can be given an OSHA citation, if they:
• Control the site
• Created the hazard
• Corrected the hazard
• Or have employees exposed to the hazard
Liabilities of Supervisors

• Personal Liability

• Civil suit.
  • Have been cases where the family of a fatality victim have sued the managers.
  • This has begun to increase as more families have won suits.
Liabilities of Supervisors

• Protect Yourself
• Protect yourself from liability!
  • Follow all company policies.
  • Control all potentially serious and non serious hazards immediately. Prevent your employees from exposure.
  • Notify managers of hazardous situations.
  • Ensure employees are trained properly.
  • Stamp out short cuts and risky behaviors.
  • Create a positive safety culture.

TIP: Additional tips to protect yourself:
• Maintain proper records
• Get help from experts when you need it
• Always correct unsafe conditions
• Encourage management to audit your site
• Know what is occurring on your site
Conclusion

• Knowledge of Safety and Health Issues
• You must understand...
  • Regulations.
  • Industry practices.
  • Company policies.
  • Common ways to mitigate hazards.
  • Where to go for help.
Conclusion

• Safety Responsibility
  – You are in a position of leadership.
    • You are responsible for your site and those on your site.
    • Take your responsibility seriously, you can’t delegate it.
    • Clearly communicate issues
    • Communicate how hazards will be fixed
    • Be positive
    • Get feedback
    • And enlist the help of the crew
Conclusion

• Identify and Mitigate Hazards
  – You must be actively identifying and mitigating hazards!
    • Do a walk-through every day.
    • Check every new task.
    • Get others to help you find hazards.
    • Know the site better than anyone.
    • Correct hazards quickly
    • Many hazards can be corrected without a lot of money
    • Tell your crew how and when hazards will be fixed and how to avoid any and all hazards.
Conclusion

- Accidents and Culture
- When you have an accident, conduct a good investigation and take the necessary steps to prevent it from happening again.

- Lead a positive safety culture
  - You are the foundation that your site is built on
  - How you behave is how your crew and subs will behave
  - You are responsible for your site, take it seriously!
Summary and Conclusion

• Employer Responsibilities
• Summary of most important:
  – Provide a workplace free from serious recognized hazards and comply with standards, rules and regulations issued under the OSHA Act.
  – Examine workplace conditions to make sure they conform to applicable OSHA standards.
  – Make sure employees have and use safe tools and equipment and properly maintain this equipment.
  – Use color codes, posters, labels or signs to warn employees of potential hazards.
  – Establish or update operating procedures and communicate them so that employees follow safety and health requirements.
Summary and Conclusion

• Employer Responsibilities

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  – Keep records of work-related injuries and illnesses.
  – Provide employees, former employees and their representatives access to the Log of Work-Related Injuries and Illnesses (OSHA Form 300).

**TIP:** Employers with 10 or fewer employees and employers in certain low-hazard industries are exempt from this OSHA Log requirement.
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