SUPERVISION

- The “art” of controlling the performance of persons and to the extent of authority, controlling the conditions of their environment.

THE PROBLEM

- Many construction employers do not educate their site management personnel about how to address the site safety responsibilities of their jobs.
SO WHAT HAPPENS?

• Depends on a number of factors
  ▪ Luck is probably the most important.
  ▪ Supervisor’s attitude and beliefs toward safety.
  ▪ Whether they have effective internal and/or external support for safety.

COULD HAVE BEEN PREVENTED IF:

• The Supervisor had a clear understanding of his role in the management of the people, equipment, and management of the project site.

TYPES OF SITE SUPERVISION

• Site Superintendent
  Responsible for running a project; may or may not have trades or may hire all subcontractors.

• Foreman
  Run a crew for the general contractor or be the main supervisor for a subcontractor
  Often responsible for other subcontractors.
FACE OF THE COMPANY IN THE FIELD

• OSHA considers them “Management Officials”
• Play the most critical role in safe operations
• Principal implementers of the company safety program.
• Can make or break the company’s safety program
• Make decisions every day about whether their employees will take risks with safety or not.

THE SITE SUPERVISOR

• Everything that everyone else does with regard to safety is worthless without the knowledge and commitment of this team member.

• WOW! That’s a lot of power and a lot of responsibility!!!!!!

SO WHAT DO THEY NEED TO KNOW

• But they need to know the following:
  • What is their role in managing physical site safety on the project?
  • What are the true costs of accidents to the company?
  • What is their role in managing employee safety?
  • What is their role in managing subcontractors?
  • Or being managed by General Contractors?
• Supervisors need to understand these roles before they go out there.
BASIC FOUNDATION

KNOWLEDGE
- The Supervisor must have the knowledge necessary to complete the job to the extent of their duties.
- A thorough understanding of the operations and hazards expected and how to control them.
- Company safety policies and procedures.
- OSHA requirements of the job.

AUTHORITY
- Have full authority to require all workers on the job site to comply with work rules, including subcontractors.
- Know that they may use that authority when needed to discipline employees and or subcontractors when they fail to comply.
THE SUPERVISOR’S ROLES

#1 THE COMPETENT PERSON ROLE

• One who is capable of identifying existing & predictable hazards in the surroundings or working conditions which are unsanitary, hazardous, or dangerous to employees, and who has authorization to take prompt corrective measures to eliminate them.

• The Supervisor is generally the best choice as competent person, but not for all situations.

• Competent persons are responsible for creating a safe work environment. The job site may not be altered except under the direct supervision of a competent person.

• Management must assess the supervisors competency and designate the supervisor as a competent person.

#2 THE SAFETY INSPECTOR ROLE

• OSHA requires frequent and regular inspections of the worksite.
  • 1926.20(b)(2)

• Need to know what that means in accordance with company specifications.

• Need to know how to do inspections

• Often use weekly inspection checklists, but:
  • Supervisors should look for safety violation every time they go on the site. This should be early in the morning and after lunch at least.
#3 THE GREAT COMMUNICATOR

- Clear and Proper Communication
- Communicate the Company's safety expectations
- Hold Safety Meetings with employees and or subcontractors.
  - Use as a forum to discuss safety issues relevant to the site.
  - Use to remind workers of rules and safe work procedures
  - Communicate safety issues and concern back to upper management.
- Coach employees and subcontractors when necessary.
- Discipline employees and subcontractors when necessary.

#4 THE DECISION MAKER

- In order to make good decisions regarding safety, supervisors need to understand the true costs of accidents.
- Share the dollar value the accidents that occur throughout the operation so that they understand that taking that risk to save time and money, is not a good decision.

#5 THE POLICE OFFICER

- When necessary, the supervisor needs to discipline both workers and/or subcontractors.
  - Needs to know how to do this properly in accordance with company policy.
  - Needs to feel confident that the company will back him or her up.
  - Needs to make sure that unsatisfactory procedures or conditions should be corrected immediately.
  - When not possible, make sure to follow up till the item is corrected.
#6 THE CLIENT
WORKING WITH SUBCONTRACTORS

RULES OF CONSTRUCTION

- The Prime Contractor cannot be relieved of Overall safety responsibility for the work to be performed under the contract.
  - 1926.16(b)
- Subcontractor of any tier agrees to perform any part assumes the responsibility of safety for that part and shares jointly with the Prime.
  - 1926.16(c)

BOTTOM LINE

- Using subcontractors instead of employees cannot absolve the Company from their responsibility for a safe worksite.
ACCOUNTABILITY

- Pre-job orientation for workers
- Frequent and regular inspections by the subcontractor and your supervisor.
- Requirement for reporting accidents to site management.
- Established procedures for disciplinary action against the subcontractor up to and including termination.

#7 THE ROLE OF INVESTIGATOR

- The Supervisor can be an obstacle to the reporting of accidents because of their attitude.
- The Supervisor completes the first report of the accident and for minor accidents incidents does the investigation.
- Most experience construction supervisors have no idea how to do this. They think it is just a form that they fill out. Generally, the employee caused it.
- This is a critical component of the safety process and requires education.

#8 THE GOVERNMENT LIAISON

- Who is on the site when the VOSH/OSHA inspector arrives?
- Generally, that scares people.
- The Supervisor must know:
  - The Company's procedures for handling
  - The Company's rights
  - What to expect during an inspection.
MULTI-EMPLOYER WORKSITES

- Who gets cited when OSHA arrives?
  - Employer whose employees are exposed to the hazard (the exposing employer).

THEY ARE NOT THE ONLY EMPLOYER:

- These are cited regardless of whether they have employees exposed:
  - The creating employer
  - The controlling employer
  - The correcting employer

CONTROLLING EMPLOYER

1. General supervisory authority
   - Power to correct or require others
   - By contract or in practice
2. Reasonable care to prevent & detect
   - Lesser extent than for own employees
   - Less frequent inspections
   - Less knowledge of trade standards
CONTROLLING EMPLOYER

- Factors to evaluate reasonable care:
  - Periodic inspections, frequent enough
  - Effective system to correct hazards
  - Effective, graduated enforcement

CONTROLLING EMPLOYER

- Types of Controlling Employer:
  - Established by Contract
  - Combination of Contract Rights
    - Dispute resolution, schedules, sequencing
  - Architects / Engineers, as above
  - Control without Explicit Contractual Authority

MULTI-EMPLOYER DEFENSE

- Employer did not create the hazard, nor could correct the hazard
- The Controlling employer was notified of the hazard for corrective action
- The employer informed his employees of the hazard and took measures to protect its employees
#9 THE SAFETY LEADER

- The critical part of leadership is not just knowing where you are going, but getting people to follow you there.

BASIC SAFETY LEADERSHIP

- Know the Company Safety Rules and Policies.
- Always follow those rules personally when on the job site.
- Know the VOSH/OSHA requirements for your routine tasks.
- Always be on the lookout for hazards on your site.

MORE SAFETY LEADERSHIP

- Always correct hazards as soon as they are observed.
- Perform a self-audit of the worksite at the beginning of each shift.
- Always have the appropriate equipment for the job.
- Make sure your employees know and follow the safety rules.
MORE SAFETY LEADERSHIP

- Use the disciplinary policy for safety when appropriate.
- Never use the saying “not my problem” when dealing with safety hazards on a work site.

ANY QUESTIONS?