

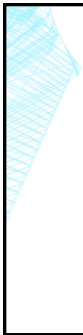
CONSTRUCTION SUPERVISORS
 What They Need to Know

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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 through 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 can not 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 can not 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

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#9 THE SAFETY LEADER

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



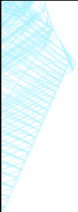
BASIC SAFETY LEADERSHIP

- 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?
