

Student Handout

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The Foundations for Safety Leadership for DOE (FSL4DOE) course was developed collaboratively by



Center for Health, Work & Environment
colorado school of public health



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FOUNDATIONAL MATERIAL

Foundations for Safety Leadership 4 DOE

Goal

Introduce you to 5 critical safety leadership skills you can use to improve safety climate and safety outcomes on the job site.

Foundations for Safety Leadership 4 DOE

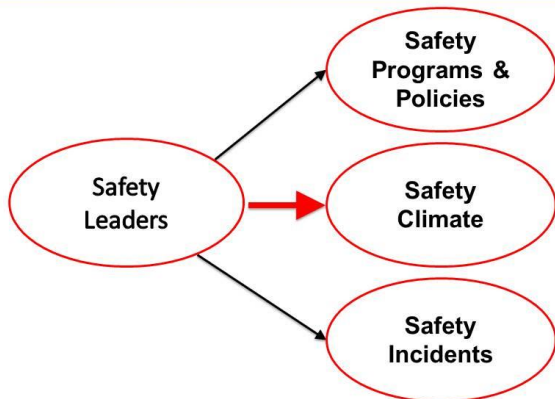
Learning Objectives

By the end of this module students will be able to:

1. Explain why safety leadership is important
2. Describe 5 skills of safety leaders
3. Discuss how to apply safety leadership skills on the job site

Who are Safety Leaders?





**Safety Leaders Strengthen
Jobsite Safety Climate**

How well a company's policies, procedures, and practices are actually implemented on the job site.

Direct Costs



Indirect Costs



Benefits of Effective Safety Leadership

Safety Leadership Skills

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Safety leader is defined as...

A person who has the **courage** to demonstrate that s/he values safety by working and communicating with team members to identify and limit hazardous situations even in the presence of other job pressures such as scheduling and costs.

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5 LEADERSHIP Skills

- L**eads by example
- E**ngages and empowers team members
- A**ctively listens and practices three-way communication
- D**evelops team members through teaching, coaching, & feedback
- R**ecognizes team members for a job well done

LEADER

Leads by Example

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How to Lead by Example

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- Have a positive attitude about safety
- Establish safety as a core value
- Set high expectations for safety
- Share safety vision with the team
- “Walk the talk”
- Reinforce the idea that *everyone owns safety*
- Lead up!

LEADER

Engages and Empowers Team Members

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How to

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Engage and Empower Team Members

- Explain why safety is critical to getting the job done
- Engage team members in safety decision-making
- Conduct daily morning safety huddles and joint worker-management walk-arounds throughout the workday
- Empower team members to
 - Report safety concerns, injuries and near misses
 - Report or fix hazards or unsafe situations



LEADER

Actively Listens and Practices 3-Way Communication

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Actively listen

How to Actively listen and Practice 3-way Communication

- Treat team members with respect when they are speaking
- Pay attention to non-verbal cues such as body language and eye contact
- Listen to **hear** what is being said vs. to come up with a response.
- Ask clarifying questions

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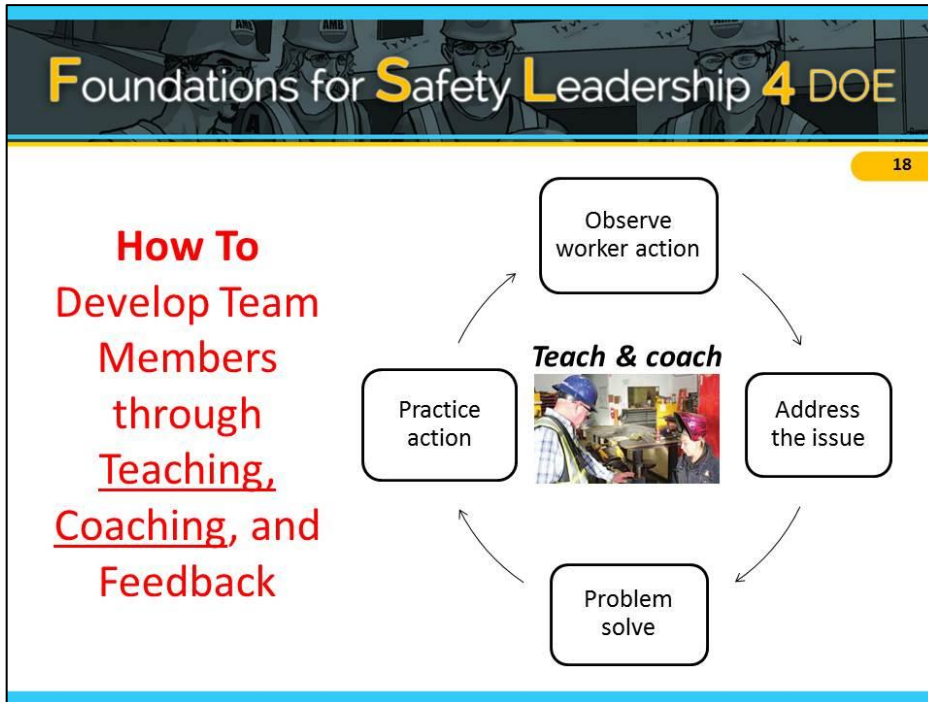
How to
Actively Listen and
Practice 3-way Communication
(cont'd)

Practice 3-way
communication

- Make sure you have listener's attention
- Be direct and concise
- Ask team member to repeat message
- Clarify any misunderstandings

LEADER

DEvelops Team Members through Teaching, Coaching, and Feedback



**How To
Develop Team
Members
through
Teaching,
Coaching, and
Feedback
(cont'd)**

Use the **FIST** Principle:

Describe the **F**ACTS
Explain the **I**MPACT
Provide **S**UGGESTIONS
Be **T**IMELY

LEADER

Recognizes Team Members for a Job Well Done

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How to Recognize Team Members for a Job Well Done

- Give recognition separately from other types of feedback
- Regularly give praise in private
- Be specific about why you are praising the person
- Give praise publically if the person is comfortable with it

Applying Leadership Skills in Real World Scenarios



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Scenario Activities

- Analyze whether characters used the safety leadership skills
- Discuss what could have been done better

Scenario Structure

- Situation
- Outcome A
- Outcome B
- First letter of character's name based on job position:
 - Stan is a Superintendent
 - Frank is a Foreman
 - Emilio is an Experienced worker
 - Tia is a Trainee/apprentice

Construction site where all the scenarios take place

Job site

- A DOE owned plant where enriched uranium was produced
- Arkansas
- 12-14 month project
- Began in January, scenarios start in July

Cleanup Contractor

- American Master Builders (AMB) Inc.
- 50% AMB employees
- 50% specialty subs
- 30-50 workers on site at any one time
- Union and non-union

Leadership Skills and Action Checklist

Skills	Actions
Leads by Example	<ul style="list-style-type: none"> • Establishes safety expectations as a core value • Shares safety vision with team members • Demonstrates a positive attitude about safety • Walks the Talk • Leads up
Engages and Empowers Team Members	<p>Engages, encourages, and empowers team members to identify and act upon unsafe situations by...</p> <ul style="list-style-type: none"> • Reporting hazards and safety concerns • Providing solutions • Reporting near misses • Stopping work if necessary
Actively Listens and Practices 3-way Communication	<ul style="list-style-type: none"> • Actively listens to hear what team members are saying • Practices 3-way communication by having person repeat the message they heard
DEvelops Team Members Through Teaching, Coaching, and Feedback	<ul style="list-style-type: none"> • Respectfully teaches and coaches workers • Watches the learner fix the hazardous situation or perform the task to make sure it's done correctly • Focuses on potential consequences rather than on the team member • Uses the FIST principle: Facts, Impact, Suggestions, Timely
Recognizes Team Members for a Job Well Done	<ul style="list-style-type: none"> • Privately and/or publicly acknowledges team members for going above and beyond when it comes to safety

1. COVER UP!

Stan – *Volt Electric* Superintendent
Frank – *Volt Electric* Lead Foreman
Tia – *Volt Electric* Trainee/apprentice

Situation

To perform her tasks, Tia, a trainee with Volt Electric, has to walk by a large hole in the floor where some damaged concrete needs to be replaced. Stan, Volt's superintendent, knows it's a serious fall hazard that needs to be addressed immediately. The GC has been slow to respond to safety requests, so he asks his lead foreman, Frank, to take care of it.

Outcome A

Frank tells Tia she needs to cover the hole in the floor. Tia nods and decides she'll take care of it in 15 minutes when she's done securing the electrical wire to the stud. She knows Frank hates it when one person holds up someone else's work.

Meanwhile, two carpenters don't see the hole until the last minute when a nearby worker yells, "Stop!" which gives them just enough time to avoid it.

Frank gets word of this, goes back over to Tia, and yells at her for not covering the hole immediately. He adds that if the worker had stepped into the hole, she would have been seriously injured, or maybe worse, and points out that this isn't the first time she's ignored his instructions. Tia, feeling humiliated, apologizes and explains that she didn't realize he wanted her to drop everything.

Outcome B

Frank tells Tia she needs to cover the hole in the floor immediately because it's a serious fall hazard. He tells her to stop what she's doing, get a piece of plywood, secure it over the hole, and spray paint the word "hole" on it. He reminds her to tie off so she won't become a victim while fixing the problem.

When he's finished, he asks her to repeat his instructions to make sure they're on the same page. Tia repeats Frank's instructions word for word and Frank gives her the thumbs-up.

When she's done covering the hole, Tia thinks how glad she is Frank asked her to confirm what he wanted her to do and by when he wanted it done because there have been times when she hasn't understood exactly what other foremen she's worked with were asking her to do.

A few minutes later, when Frank comes by to thank Tia for removing the fall hazard, two carpenters walk across the piece of plywood she just put down.

2. IT'S TOO HOT, TOO HOT, TOO HOT BABY...

Franco – *AMB, Inc.* Foreman
Emilio – *AMB, Inc.* Experienced worker

Situation

Late one afternoon, Franco, a foreman for AMB, notices Emilio, an experienced carpenter, pouring a jug of water over his head. Franco suspects heat exhaustion.

He shouts to Emilio that he'll be right down to walk him to the trailer where it's cool, so he can rest, get something to eat and drink, and stay inside, out of the sun, until quitting time.

Emilio responds that he's fine, except for a slight head and stomach ache. But agrees to go to the trailer.

Outcome A

After guzzling a sports drink and eating some peanuts, Emilio notices it's 2:00 and thinks if he gets back to work soon, he can finish what he was doing before the day ends. So, he leaves the trailer to go back to work.

The sweltering heat hits him as he leaves and soon he is overcome with nausea. He gets a leg cramp, his knee buckles, and he drops to the ground. Franco sees this and runs over to see if he's ok.

Emilio's wave of nausea subsides and he tells Franco not to worry, it was "just a little cramp." Franco tells Emilio his instructions were very clear to sit out the rest of the day and that he should have listened to him.

Outcome B

Franco asks Emilio to tell him exactly what he's going to do once he gets into the trailer. Emilio repeats Franco's instructions, but leaves out the part about stopping work for the day.

Franco corrects him and emphasizes that he expects him to stay and rest in the trailer until quitting time. Emilio frowns, saying it will only take him a few minutes to finish what he was doing.

Franco tells Emilio that the only job he has left to do today is to get better for tomorrow and that another crew member will be able to finish up for him. Emilio knows that Franco is doing this because he's concerned, so he explains what's left to do, and heads to the trailer.

3. TO CHECK OR NOT TO CHECK...

Finn – *AMB Inc.* General Foreman
Enzo – *AMB Inc.* Cement Masons
Erika – *AMB Inc.* Cement Masons
Scott – *TJ's Roofing* Site superintendent

Situation

It's 7 a.m. in early August. Five *AMB Inc.* cement masons and the foreman, Finn, are in their daily safety huddle. Finn goes over the day's tasks of grinding seams and patching "She-Bolt" holes from a suspended scaffold and talks about possible safety issues. When he finishes, he asks if anyone has anything else to discuss before starting work.

The workers look at each other, and Erika speaks up, saying she's concerned about tiebacks for the suspended scaffold. She'd heard *TJ's Roofing* is undoing them and the lifelines because they think they'll get their work done faster.

Outcome A

Finn thanks Erika for letting him know and says Ok, if there's nothing else, let's get to work. On the job, Erika inspects the suspended scaffold tiebacks and notices that one isn't secure. So she fixes it before starting work.

Outcome B

Finn is surprised and asks if anyone else heard this – or seen it happen. The workers nod and Enzo says yesterday he saw someone on a suspended scaffold that didn't have the tiebacks secured.

Finn gets angry and says to the crew that if the tiebacks aren't attached, and something compromises the scaffold, the rigging devices can move which will put us all out of work while ambulances take care of the mess.

He thanks both Erica and Enzo for paying attention to hazards and for speaking up, and says he's going to talk to the sub's supervisor immediately before any of them go on the site.

Finn, Erika, and Enzo leave and run into Scott, *TJ's* site supervisor. As Finn tells Scott about his crew's concerns, Scott gets defensive, exclaiming that he and his crew always put safety first! Although he also admits he's getting pressure from the owner because there's another job starting next week.

In a raised voice, Finn says to Scott that he's putting workers' lives at risk, and that he won't stand for it. He tells Scott that until he calls his crew together and tells them directly that they should never disconnect any suspended scaffold tieback or lifeline, he won't allow his workers to go on site which will not only delay *TJ's* work on this project, but also the one starting next week.

Scott glares at Finn but then gathers his workers and to say tells them never to untie any suspended scaffold tiebacks and or lifelines. He goes on to say that if they find any unsecured connections they must let him know so he can make sure the problem is immediately fixed.

4. GIMME SOME SPACE...

Simon – *Burnett* Superintendent
Freddy – *Burnett Insulation* Foreman
Eli – *Burnett Insulation* Experienced worker
Ted – *Burnett Insulation* Trainee/apprentice

Situation

Simon, the superintendent for Burnett Insulation, checks on his crew, asks them how it's going and if they need anything to complete their work. No one comments at first, until the trainee/apprentice, Ted, says that everything is fine. Simon notices the other workers aren't looking at him.

Outcome A

Simon disregards the lack of eye contact and turns to leave, saying ok, and asks them to let him know if they need anything.

Outcome B

Rather than taking Ted's word for it, Simon asks the crew to walk him through their plans for the day, including any safety issues that might come up.

Fred, Burnett's foreman, says they're supposed to insulate the copper pipes in the ceiling. But, because the pipes are in a tight space close to electrical wires, they can't set-up their ladder correctly and will have work in awkward positions.

Simon thanks the crew for identifying the problems ahead of time, rather than starting work and getting in a bind. He agrees that the last thing they want to do is damage the wiring and delay the project. And he's sure no one wants any more back strains.

Simon's positive response encourages Eli to chime in, saying that they found a few places they could get in opposite the pipes, but they can't figure out how to reach most of the other spots.

Simon asks them to think about other types of equipment that might work better than a ladder. The crew suggests a scissor lift, an articulating boom, or a one-man vertical lift. Simon comments they are all great ideas but the best one is a one-man lift because it will fit the space, they can take all their materials with them and they won't have to bend and twist to get the work done.

He tells them that there's one on the first floor and asks Ted to get it. He then turns to Fred and asks him to write up a short paragraph on their plan and put it in the JHA binder in case they're in the same situation again.

5. THE RIGHT TOOL FOR THE RIGHT JOB

Felicia – *AMB* Foreman & Co-Owner
Eric – *AMB* Experienced worker
Tyler – *AMB* Trainee/apprentice

Situation

Felicia, foreman and co-owner of *AMB Inc.* sees Eric, an experienced carpenter, using an open-ended wrench to tighten bolts on a ledger board above the delivery door opening where they will install a security monitor. As company owner, she knows she plays a key role in reducing jobsite risks. So, she decides to ask Eric why he's not using a tool that would be less likely to slip, like a ratchet or box wrench.

Eric agrees with Felicia that either one of those tools would be safer, but says the wrench was close by and he just wants to finish up and move on. Felicia raises her voice slightly, saying that at *AMB* safety is our number one value and that Eric needs to find and use the right tool to finish the job.

Eric goes to the gang box, doesn't see a ratchet or box wrench, and decides to continue using the open-ended wrench.

Outcome A

Tyler, a trainee at *AMB*, overhears Felicia speaking with Eric and mutters to himself that Eric always talks about working safely, but it looks like he doesn't really mean it.

Outcome B

Tyler sees that Eric is still using the wrench but he isn't comfortable challenging him. He then remembers seeing a ratchet on the ground. So he goes to get it.

He hands the ratchet to Eric and asks if it's what he was looking for. Eric thanks him. Tyler grins, says it was no problem and that he'd hate to see Eric bust up his pretty face with that open-ended wrench. Felicia happens to see their interaction.

Later, Felicia thanks Tyler for his extra effort and asks if it would be ok if she mentions it at the next safety huddle. Tyler says he'd prefer to not be singled out, but is glad to know that she appreciates what he did and thinks Eric does too, although he might not say so!

Felicia agrees she won't mention it, but says that she will speak with Eric and tell him that now on she expects him to take his role as a safety leader seriously which includes leading by example.

6. FRITZ TAKES A SHORTCUT

Fritz – *Mighty Mechanical* Foreman
Elliot – *Mighty Mechanical* Experienced worker

Situation

The crane operator gave Fritz, *Mighty Mechanical*'s foreman the wire rope slings and shackles they will need to lift 2 HVAC units to the roof and Fritz gave them to Elliot an experienced worker.

While inspecting the equipment, Elliot notices that one sling is severely kinked and a shackle is damaged. So he tells Fritz they should ask the crane operator for replacements.

Fritz knows that getting replacements would take hours and earlier he caught hell from the GC about the tight timeline. So he tells Elliot to go with what they have.

Elliot tells Fritz that he is not comfortable with the decision to proceed with the current rigging equipment because it will create a really unsafe situation. Fritz reminds him that as his foreman Elliot just needs to do what he says.

As one of the units is lifted, the kinked sling abruptly stretches, one end of the unit drops 6 inches, and the damaged shackle breaks open causing the unit to fall to the ground severely damaging it and nearly crushing a worker.

Outcome A

Later, Fritz tells Elliot not to mention the damaged rigging equipment to anyone. Elliot is angry about Fritz's request, but he wants to keep his job.

Outcome B

Later, Fritz tells Elliot he was right to question his decision and says he did it because the GC has been pressuring him. But if that worker had been crushed because of his bad decision he couldn't have lived with himself.

Fritz calls for a safety stand-down. He repeats to the crew what he told Elliot adding that from now on he's going to hold a daily safety huddle to discuss the day's tasks and how to eliminate hazards that may come-up.

He says he has learned the hard way to listen to his crew's safety concerns and expects everyone to report unsafe situations. Fritz ends by saying that he doesn't want to lose any of them due to poor decisions, pride or ego ... some of the bad behaviors he displayed today.

TAKEAWAYS

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Takeaways

- It takes **COURAGE** to be a leader
- It takes **COURAGE** to speak up
- These skills can easily be inserted into the daily workflow and productivity will not be effected.
- Leaders...
 - Lead by example
 - Engage and empower team member
 - Actively listen and Practice 3-way communication
 - Develop team members by teaching, coaching, and knowing how to give constructive feedback
 - Recognize team members
- Leaders improve **SAFETY CLIMATE AND SAFETY OUTCOMES**