

# Student Handout for Additional Scenarios

# The Foundations for Safety Leadership (FSL) course was developed collaboratively by



**Center for Health, Work & Environment**

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# Applying Leadership Skills in Real World Scenarios

## Foundations for Safety Leadership

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Pillars of Safety



Stormy Weather



Oh Solar Mio



Takeaways



## 1. PILLARS OF SAFETY

Fred – *Munk's Masonry, Inc.* Foreman

Fay – *AMB, Inc.* Foreman

Terrie – *AMB, Inc.* Trainee

Tim – *AMB, Inc.* Trainee

### Situation

Now that the Cain Building is finished, AMB, the general contractor, is putting in some decorative outside structures including two large brick pillars on either side of the parking lot entrance. The concrete block structure for one of the pillars is almost done and AMB really wants both of them finished before the grand opening in a month.

It's Friday afternoon and the masons have been working hard to meet that goal, but a guardrail on the scaffold was getting in their way so they decided to remove it and then they also forgot to put it back before they climbed down to clean-up and leave for the weekend.

On Monday morning, when AMB laborers Terrie and Tim conduct their pre-shift scaffold inspection, they don't notice the missing guardrail, so they sign the green tag indicating that the scaffold is 100 percent OSHA compliant.

### Outcome A

Later that morning, after noticing the missing guardrail and the signed green inspection tag, Fred the masonry foreman, looks up and sees that Terrie, Tim, and their foreman Fay are coming towards him.

Fred yells at Fay, saying that her crew signed off on a scaffold with a missing guardrail and now he won't be able to start work which will put them behind schedule and adds that he'll still have to pay his crew while they wait.

Fay apologizes and says it will only take about 30 minutes to fix the problem. Fay turns to Terrie and Tim and yells at them for signing-off on a non-compliant scaffold and for making her look bad in front of the masonry sub-contractor.

### Outcome B

Later that morning, after noticing the missing guardrail and the signed green inspection tag, Fred, the masonry foreman, sees Terrie, Tim, and their foreman Fay walking toward him. Fred yells at Fay saying that her crew signed off on a scaffold with a missing guardrail and now he won't be able to start work which will put them behind schedule and adds that he'll still have to pay his crew while they wait.

Fay apologizes and says it will only take about 30 minutes to fix the problem. Fay's immediate reaction is to yell at Tim and Terrie for making her look bad, but she knows from experience that it will only make them defensive and tune out what she's saying, so she tries a different approach and asks them to follow her.

Once they are away from the pillar, she asks if they know why Fred was so mad. When they don't respond, she realizes they may not actually know what was wrong. Rather than getting angry, she points out the problem and explains that they must always do a thorough top to bottom inspection before letting anyone use a scaffold that AMB builds.

Fay brings up OSHA's e-tool on her tablet, reads aloud the instructions for properly inspecting a scaffold and asks Tim and Terrie to repeat the steps and requirements so she can clarify any misunderstandings. Once Fay is satisfied that they understand all of OSHA's inspection steps, she says she'll go with them and watch as they replace the guardrail, re-inspect the scaffold, and fill out the tag indicating that it's 100 percent compliant and ready for the masons to use.

## 2. STORMY WEATHER

Sam – *AMB, Inc.* Superintendent  
Francis – *Aiden's Carpentry* Foreman  
Evan – *Aiden's Carpentry* Experienced worker  
Filip – *Parson's Sheet Metal* Foreman  
Elaine – *Parson's Sheet Metal* Experienced worker  
Tad – *Parson's Sheet Metal* Trainee

### Situation

At the morning huddle, AMB's superintendent, Sam, tells the sheet metal and carpentry crews that today's biggest task is to prepare the roof for the HVAC systems. After they discuss the steps involved and the potential hazards that may come up, Sam adds that they need to get started because the afternoon weather forecast is calling for severe thunderstorms with a chance of lightening.

Once on the roof, Francis and Evan from Aiden's Carpentry cut two holes for the sheet metal workers to install the HVAC duct work. Since they won't be starting the installation until after lunch, Francis and Evan screw down pieces of plywood over the holes and put out a few safety cones.

### Outcome A

After lunch, as Parson's sheet metal crew is getting ready to start work, Filip, the foreman at Parson's Sheet Metal, notices dark clouds coming in. At the same time Elaine, an experienced sheet metal worker, realizes that she's the only one who has fall protection, which they will need when they remove the plywood that's covering the holes. She calls to the trainee Tad to hold-up for a minute.

As she's telling Tad that everyone needs to be wearing fall protection before they can start their work, Filip interrupts her saying that it's going to start raining really soon and they can't waste any time going to get getting fall protection. And besides, he says, there's really no risk of falling since they're not working at the edge of the building and the hole won't be open for that long before they install the duct work.

As Elaine starts to explain that the holes in the roof present a fall risk no matter how long they are open, she notices that Filip is glaring at her, so she stops talking. Tad is pleased because it means he won't have to trudge down to the trailer to get the fall protection equipment.

### Outcome B

After lunch, as Parson's Sheet Metal crew is getting ready to start work, Filip, the foreman, notices dark clouds coming in. At the same time Elaine, an experienced sheet metal worker, realizes that she's the only one who has fall protection, which they will need when they remove the plywood that's covering the holes. She calls to the trainee Tad to hold-up for a minute.

As she's telling Tad that everyone needs to be wearing fall protection before they can start their work, Filip starts to interrupt her but stops.

While he would really like to get started before the storm, he realizes the situation gives him an opportunity to recognize Elaine for taking ownership of safety and for demonstrating good safety behavior in front of Tad. So he lets Elaine continue explaining why it's important they all should be wearing fall protection.

After she's done, Filip thanks her for being a good role model and asks Tad to go down and get the fall protection equipment. He adds that if the stormy weather starts, they'll just have to wait it out and maybe even finish-up tomorrow.



### 3. OH SOLAR MIO

Ferris – *Alan's Operators* Foreman  
Ethan – *Alan's Operators* Experienced worker  
Emily – *Alan's Operators* Experienced worker

#### Situation

It's 7 am. Operating engineers Ethan, Emily, their foremen Ferris, and a few ironworkers are in The Cain Building parking lot checking out the flatbed trailer that's loaded with mounting structures needed to build solar carports.

Earlier that week, Ferris had developed a lift plan that took into account the size and weight of the materials, the ground conditions, and the crane's load and lift capacity.

However, late yesterday afternoon the GC needed the larger crane at a different job site and the only one that was available to rent was smaller with less capacity.

In the past, Ferris has had the GC's superintendent make the go/no-go decision, particularly when a change could delay the schedule. Unfortunately, AMB's superintendent isn't at the jobsite yet, so Ferris must decide whether or not to do the lift using the smaller crane.

As Ferris considers what to do, one of the iron workers starts pressuring him to begin hoisting the steel mounts immediately, reminding him that the carport installation is behind schedule and the GC is already ticked-off.

The ironworker's pushing and the fact that they are behind schedule lead Ferris to put his concerns aside and go ahead with the lift.

#### Outcome A

Ferris asks Ethan and Emily to get the slings and attach them to the first structure. Emily is worried about the size of the crane and tells Ferris that she's concerned the crane may be too small to do the lift safely. Ferris responds defensively, saying that he's sure it will be okay to do the lift.

Ethan and Emily look at each other before they reluctantly get the slings. As Ferris lifts the load and extends the boom, he feels the bed of the crane begin to shift and the outrigger starts to lift off the ground. Luckily, he is able to retract the boom just in time to prevent a possible disaster.

#### Outcome B

Ferris asks Ethan and Emily to get the slings and attach them to the first structure. Emily is worried about the size of the crane and tells Ferris that she's concerned the crane may be too small to do the lift safely.

Ferris hears what Emily is saying and in the back of his mind he recognizes that she's right. He also realizes that if ignores her comment, then all his talk about expecting his crew to openly voice jobsite safety concerns is meaningless, and that his role as a safety leader will be greatly weakened.

So, instead of going ahead with the lift, Ferris brings everyone together and tells them that even though the GC may not be happy about it, he is taking Emily's concern seriously and is going to postpone the lift.

He goes on to say that he'll let AMB's superintendent know what's going on as soon as he gets to the jobsite and work with him to find a larger crane they can use, hopefully by the end of the day.

Before he starts discussing alternative job assignments, Ferris turns to Emily and, in front of everyone, thanks her for having the courage to speak up and question his decision about the smaller crane, adding that he appreciates it when she and others on the jobsite take their role as a safety leader seriously.