



Develop Team Members

Fay's Story

A bricklayer removed a guardrail on the scaffold to make it easier for him to lay the brick. The next morning, instead of making sure a competent person inspected the scaffold, Fay the laborer foreman asked Terrie, a crew member who had built the scaffold, do a pre-shift inspection. Terrie didn't notice the missing guardrail and signed the green tag indicating that the scaffold was 100% compliant. Later, when the masonry foreman sees the signed tag and the missing guardrail, he yells at Fay, saying that her crew signed off on a non-compliant scaffold and that waiting to get it fixed will put them behind schedule and cost money. Even though Fay wants to yell at Terrie for making her look bad, she knows from experience that will only make Terrie defensive. So she tries a different approach.

- Do you agree with Fay about what would probably happen if she yelled at her crew?
- What do you think Fay's different approach should be?
- What are some ways foremen can use situations like this to teach and coach crew members about safety skills?

Frontline safety leaders Develop Team Members when they...

- Teach – Observe crew members' actions and then address any issues by problem-solving together.
- Coach – Show the crew member how to do the activity correctly and then watch to make sure they understand how it's done.
- Give Feedback – Provide constructive feedback on how well the crew member is doing and ways to improve.

Leadership actions we will practice today and every day:

- **As your frontline supervisor and safety leader, I will:**
 - Only assign work that you have the right training to perform.
 - Take time to watch how you're carrying out a task.
 - Ask questions to understand why you are doing something one way vs. a better or safer way.
 - Work with you to find a safer approach to finishing the task.
 - Treat you with respect while teaching and coaching you.
- **Crew members are also safety leaders and are expected to:**
 - Not get defensive when I ask why you're doing something one way rather than a different safer way.
 - Engage with me in problem-solving and coming up with solutions.
 - Ask clarifying questions to make sure we are on the same page.
 - Speak up if you are assigned work that you feel you have not been trained to perform.

Safety leaders have the courage to demonstrate they value safety by working and communicating with all 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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Scan this QR code to access the FSL Develop Team Members refresher video.



Everyone, from the company owner to the foreman to the new employee should be a safety leader. Effective safety leadership can help prevent jobsite injuries and illnesses.