

# Professional Development Conference — March 5, 2018

AIHA/ASSE

## Supervisor Safety Leadership

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# Supervisor safety leadership

## Presentation outline

1. Definition of leadership.
2. First things first.
3. Progression of the “typical supervisor” and need to invest.
4. What does it look like?



# Leadership

“translating vision into reality”  
— *Warren Bennis*

“a practical skill encompassing the ability of an individual to ‘lead’ or guide others”  
— *Wikipedia*

“a person who directs the activities of others for the good of all”  
— *The Balance*

“It’s a timeless question, and there is no simple answer”  
— *Harvard Business Review*



## First things first

- Leadership support at the senior management level
- Traits of zero injury companies senior management teams

“The number one downfall in safety is that we assign responsibilities without accountability”

— Don Peterson



# Supervisor safety leadership

The typical  
promotion  
to  
supervisor

The need  
to invest  
into  
supervisors  
(local story)

The 4 main  
leadership  
skillsets



# Sample — Supervisor safety qualification training

Welcome/review goals for this workshop

- **Narrative:** use the first 5 minutes of the workshop to introduce participants to the goals and objectives, utilize an icebreaker to set the stage for a highly interactive workshop, full of engagement activities.

Role of the Supervisor/Manager in the [Client] Safety Process  
Coaching/Motivating/Inspection/Investigation

- **Narrative:** this first engagement activity will allow participants to identify what skills they think a supervisor or manager possesses if they are effective at helping the [Client] organization in one of the four focus areas. Essentially, this exercise will open up the participants' thought process pertaining to the skills of coaching, motivating, inspection, and investigation.

# Sample — Supervisor safety qualification training

## Impact of Injuries/“Remember Charlie” Video

■ **Narrative:** prior to getting too far into this workshop, this section will set the stage as to why helping supervisors reduce incidents in the workplace is important. The leader will use Q&A techniques to help the participants identify the following areas impacted by injuries:

- Insurance cost
- Experience modifier rating
- Claim cost
- Lawsuits
- OSHA
- Humane

The main focus is on the humane aspect of safety. The “Remember Charlie” video is an actual testimonial from Charlie Morecraft, who was burned in a fire at Exxon/Mobil because he didn’t follow the safety rules or procedures. It truly is an impactful video, which will conclude with challenging supervisors to think about truly improving their skills so they can keep their workers from going through this or a similar event. This has proven to be a foolproof way to set up the balance of the workshop.



# Sample — Supervisor safety qualification training

## Investigation Session/Learning Exercises

- **Narrative:** using learning exercise #1 and Q&A, the following take-aways will be covered.
  - Why supervisors are critical to the investigation process
  - Goal for the investigation
  - The incident triangle
  - Promoting near-miss reporting
  - Identifying multiple contributing factors
  - Looking beyond the employee
  - Sources of information for the investigation

## Coaching Session—Maximizing Team Performance

- **Narrative:** the take-aways for this section include the following.
  - What makes a good coach
  - The power of the team (crew)
  - How to check for comprehension after giving instructions
  - Using open-ended questions
  - Leading by example
  - Teamwork exercise (Lunar Exercise)
  - Listening vs. hearing
  - Engaging the workers



# Sample — Supervisor safety qualification training

## Inspection Session

- **Narrative:** this section will need to be developed by [Client]. It is suggested the following take-aways be considered in the development of this section.
  - Inspection requirements on this site
  - Formal vs. informal inspections
  - Critical issues on-site
  - What is driving the Total Cost of Risk?
  - Hazard identification exercise
  - Identifying the energy source
  - Specific review of inspection items found on inspection format

## Motivation Session—ABC

- **Narrative:** using a short PowerPoint presentation, the take-aways for this section include the following.
  - Why would a worker work unsafe?
  - Introduction to ABC theory
  - The power of positive reinforcement
  - Responding to worker suggestions

**Draft/Example**  
[Client]

Supervisor Safety Qualification Training—Outline 60m Lockton

**Investigation Session/Learning Exercises**  
**Narrative:** using learning exercise #1 and Q&A, the following take aways will be covered.

- › Why supervisors are critical to the investigation process
- › Goal for the investigation
- › The incident triangle
- › Promoting near-miss reporting
- › Identifying multiple contributing factors
- › Looking beyond the employee
- › Sources of information for the investigation

45m Lockton

**Coaching Session—Maximizing Team Performance**  
**Narrative:** the take aways for this section include the following.

- › What makes a good coach
- › The power of the team (crew)
- › How to check for comprehension after giving instructions
- › Using open-ended questions
- › Leading by example
- › Teamwork exercise (Lunar Exercise)
- › Listening vs. hearing
- › Engaging the workers

15m [Client]

60m [Client]

**Break**

**Inspection Session**  
**Narrative:** this section will need to be developed by [Client]. It is suggested the following take-aways be considered in the development of this section.

- › Inspection requirements on this site
- › Formal vs. informal inspections
- › Critical issues on-site
- › What is driving the Total Cost of Risk?
- › Hazard identification exercise
- › Identifying the energy source
- › Specific review of inspection items found on inspection format

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**Draft/Example**  
[Client]

Supervisor Safety Qualification Training—Learning Exercise #1

1. The main purpose of an incident investigation is to:
  - A. Prevent a re-occurrence
  - B. Blame employees
  - C. Fix broken equipment
  - D. None of the above
2. An incident should be investigated if it:
  - A. Is severe
  - B. Could have been severe
  - C. None of the above
  - D. All of the above
3. Incidents should be investigated:
  - A. Before end of shift
  - B. Within 48 hours
  - C. Within 2 weeks
  - D. Within 1 month
4. How many factors generally contribute to an incident?
  - A. One
  - B. Two
  - C. Four or more
  - D. None of the above
5. Evidence at an incident scene usually doesn't change with time.
  - True
  - False
6. List three factors why the injured employee's supervisor should be involved in the incident investigation process.
  - 1. \_\_\_\_\_
  - 2. \_\_\_\_\_
  - 3. \_\_\_\_\_
7. It is not important to explain to the injured employee the reason for the incident investigation process.
  - True
  - False
8. "Near misses" or "close calls" can lead to more severe incidents or repeats.
  - True
  - False
9. An injured worker and/or witnesses cannot generally contribute to the incident investigation process.
  - True
  - False
10. The incident investigation final report should be completed prior to interviewing witnesses.
  - True
  - False
11. The three main sources of information during an incident investigation consist of:
  - 1. \_\_\_\_\_
  - 2. \_\_\_\_\_
  - 3. \_\_\_\_\_
12. All corrective actions get implemented in a timely manner.
  - A. Strongly agree
  - B. Agree
  - C. Disagree
  - D. Strongly disagree
13. Who is responsible for follow-up of incident investigation corrective actions?
  - \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_

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Supervisor Safety Qualification Training—Lunar Survival Exercise

**Instructions**

You are a member of a space crew originally scheduled to rendezvous with a mothership on the lighted surface of the moon. Due to mechanical difficulties, however, your ship was forced to land at a spot 200 miles from the rendezvous point. During landing, much of the equipment aboard was damaged. Because survival depends on reaching the mothership, the most critical items must be chosen for the 200-mile trip on foot.

Listed below are the 15 items left intact and undamaged after landing. Your task is to rank them according to their importance for your crew in allowing them to reach the rendezvous point. Write the number 1 by the most important item, the number 2 by the second most important item, through the number 15, the least important item.

	A My Ranking	B Team Ranking	C Expert's Ranking	D My Score	E Team Score
Box of matches					
Food concentrate					
50 feet of nylon rope					
Parachute silk					
Portable hearing unit					
(2) 45-caliber pistols					
1 case dehydrated milk					
(2) 100-lb. tanks of oxygen					
Stellar map (of moon's constellations)					
Life raft					
Magnetic compass					
5 gallons of water					
Signal flares					
First-aid kit containing injection needles					
Solar-powered FM receiver-transmitter					
<b>TOTAL SCORE</b>					



Supervisor Safety Qualification Training—Supervisor Safety Contract

As a condition of employment as a Frontline Leader, it is agreed that the following principles will be consistently implemented.

1. I shall reinforce safety as a core value.
2. I shall demonstrate my commitment to safety by setting a good example, following all Environmental, Health and Safety procedures, and by expecting my employees to follow that example.
3. I shall ensure my employees' compliance with safety rules and regulations.
4. I shall not tolerate unsafe behavior for the sake of production and will immediately address and correct behaviors and conditions that deviate from expectations.
5. I shall be the first to complete required safety trainings and I will actively apply those learnings to my areas of responsibility.
6. I shall ensure that safety and health precautions are explained and understood prior to assigning tasks, and will take steps to prevent employees from getting into unsafe situations.
7. I shall regularly observe my employees as they perform their daily tasks in order to ensure they are following established safety procedures.
8. I shall go out of my way to recognize safe behaviors.
9. I shall actively solicit feedback from my employees in order to improve safety in my areas of responsibility.
10. I shall utilize active listening and hearing skills in order to learn employees' safety ideas and suggestions and will act upon them.
11. I shall use my knowledge and resources to solve safety problems.
12. I shall hold my employees responsible and accountable for their assigned Environmental, Health and Safety duties.
13. I shall actively participate in and support the incident investigation process, and all other safety policies and procedures.
14. I believe nothing is worth making if those who make it and those who consume it are not safe.

If at any time I no longer wish to comply with the abovementioned principles, I understand that I must contact my Plant Manager, who will then relieve me of my leadership duties.

\_\_\_\_\_  
[Title] Date

\_\_\_\_\_  
[Title] Date



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