



FOREMAN'S DEVELOPMENT SERIES



The Foreman's Role In Jobsite Safety



The Foreman Development Series is the creation and property of the IBEW 7th District. It is copyrighted material that is entrusted to and to be used only by Instructors who have completed the FDS Train the Trainer Classes.





FOREMAN'S DEVELOPMENT SERIES



Jobsite Safety



Objectives



The purpose of this Module is to explore the Foreman's role in:

- **Creating an Injury Free workplace – Values and Choice**
- **Motivating Safe Behavior**
- **Key Safety Practices**

Safe Workplace

Under OSHA every American worker has the right to a safe place of work.

Per OSHA's General Duty Clause, section 5(a)(1):

“The employer shall furnish to each of his employees a place of employment which is free from recognized hazards that are causing or are likely to cause death or serious physical harm to his employees.”

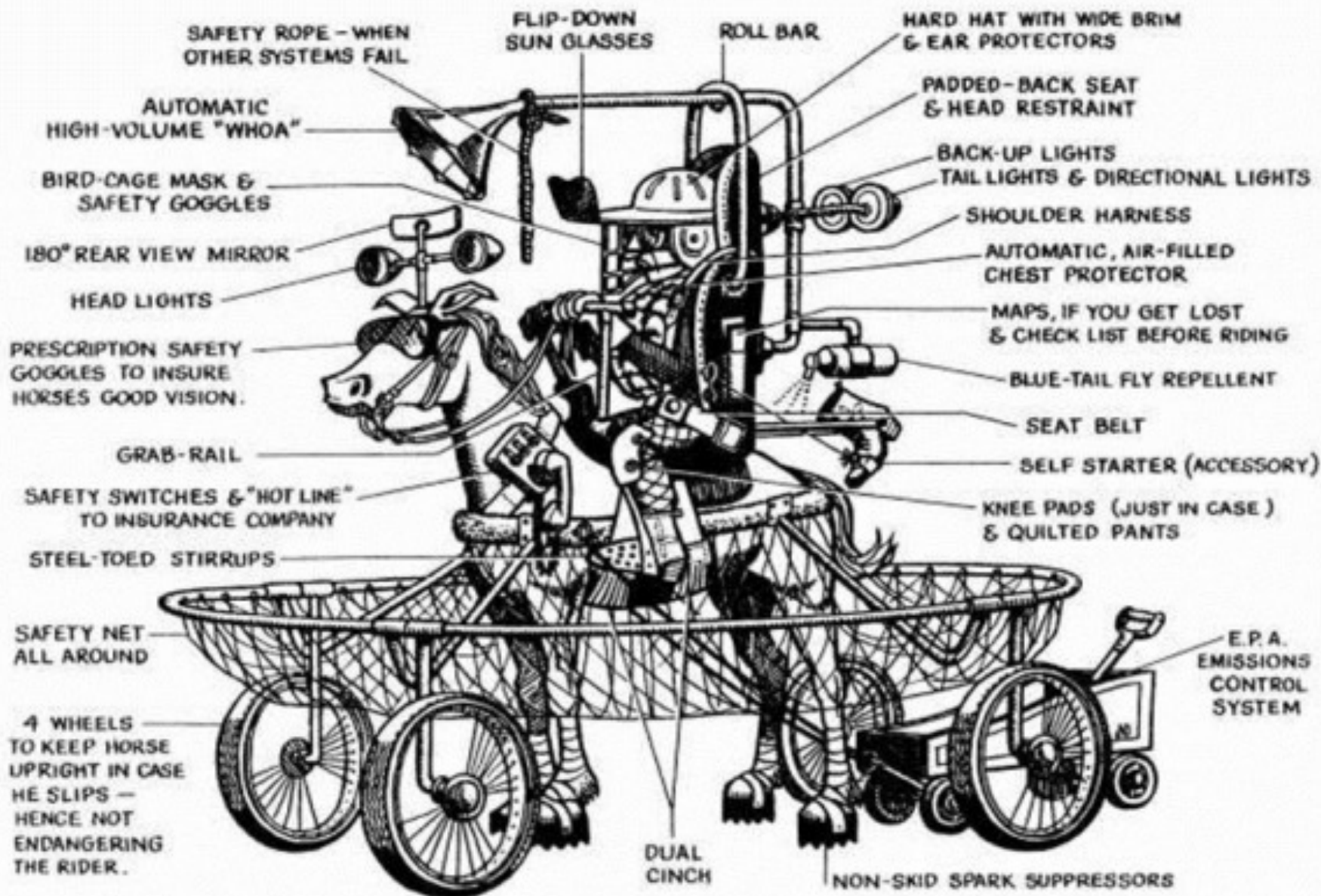


Supervisor's Legal Responsibility



- Besides an ethical and moral duty, you have a legal responsibility for safety supervision.
- Supervisors can now be held criminally liable for the serious injury or death of an employee if they have been negligent in their duties (AB 2249; Penal Code 387).
- State Laws have now increased fines and prison time for serious and / or willful violations.

Cowboy after OSHA, *by J. N. Devin (1972)*



Construction Fatalities by Occupation¹



Total Fatalities = 971

• Construction Laborers	308
• Managers / First-line Supervisors	88
• Carpenters	79
• Roofers	88
• Electricians	70
• Equipment Operators	65
• Painters / Paper Hangers	53
• Plumbers / Pipefitters	25
• Iron Workers	16

¹ Bureau of Labor Statistics; 2020

Even the best make *Fatal* mistakes!



A Fact:

- 60% of construction workplace injuries occur within the employee's first year of employment.
- What are the possible reasons?
 - Lack of knowledge
 - Lack of physical ability
 - Prior training that included unsafe practices
 - Wrong perception of what is acceptable behavior

Could this be your apprentice or CW / CE?



Safety Situations



Consider the following:

- Have you ever seen safety compromised?
- Have you ever done it yourself?



What if the worst case scenario happened?

What Are Your Safety Responsibilities?



Group Activity #1

- As a Foreman, when it comes to safety on the jobsite, what things are you now responsible for?

Traditional Safety Programs



- Written procedures
 - Safety meetings and training
 - Safety inspections
 - Special initiatives (posters & newsletters)
 - Safety awards
-
- **Managers view safety as a cost of production.**
 - **Workers view safety as an additional task that must be performed.**

Is There A Better Way?

- Do you remember the time when a \$200 million dollar job was supposed to have 1.75 deaths (and usually did)?

What would it take to have
an **Injury-Free** Job?





Creating an Injury Free Environment (IFE)



What is an Injury Free Environment?



Just a Few Injuries?



One percent (1%) doesn't sound like much, but ...just a few injuries *could* mean:

YOU or the PERSON NEXT TO YOU will get hurt.

Is this acceptable? **NO!**

An injury-free culture doesn't mean "zero injuries"; it means creating an environment where injuries are not acceptable.



Paradigms

The way an individual perceives, understands & interprets the surrounding world.

“If you want small changes, work on your behavior; if you want quantum-leap changes, work on your paradigms.”

– Stephen R. Covey

- Our paradigms shape our view of what is possible.



Common Safety Paradigms



- It will not happen to me.
- Production is more important than safety.
- You can't make everything idiot proof.
- When push comes to shove, safety loses.
- We are already safe enough.
- Management is more concerned with insurance rates & legal liabilities.
- People are careless.

**PARADIGM
SHIFT**



Values vs. Priorities



How do our personal values or priorities affect our attitudes and behavior toward safety?

Values



Value:

- An ideal, principle, or code of conduct.



Examples of a Value:

- Family comes first
- Take responsibility for my actions
- Do it right the first time
- Honesty
- Ethics

Priorities

Priority:

- Status established in order of importance or urgency.
- Something meriting prior attention.
- Having a precedence in date or position.

Examples of a Priority:

- A critical piece of equipment is down & must be fixed today.
- You need to be at work at 7:30 tomorrow for a meeting.
- My child has a dentist's appointment this week.
- A project has to be brought under budget by 10%.

Remember – Priorities can change!



Values vs. Priorities



Values

Don't easily change

Not readily influenced by others or circumstance

Takes a life time to change a value



Priorities

Can and will change frequently

Something that takes precedence over another

Can be easily influenced by others or circumstance



Values vs. Priorities



In order to create an
Injury Free Environment

Safety **MUST** be a **VALUE** – not a
PRIORITY!

Safety is a Process - Not a Program!

Compliance vs. Choice



- Compliance:
 - To follow rules
 - To yield to others
- Think of an example of when your actions were determined by the need to comply.
 - What motivates you to comply?

Compliance vs. Choice

- Choice:
 - The power of choosing
 - The ability to select
 - An option, alternative, preference
 - Self-determination
- How do your values effect your choices?





Compliance vs. Choice



Compliance

Required by law or regulation

Comply due to consequences

Behavior can be easily influenced

Blame for consequences can be misdirected

Driven by someone else's priorities

Choice

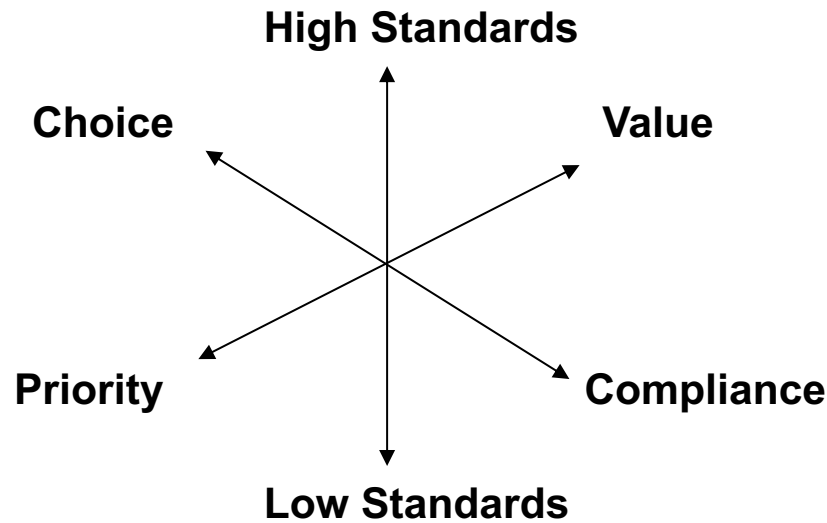
Individual has the power to choose

Responsible for consequences
("I wanted to do it.")

Not easily influenced once made

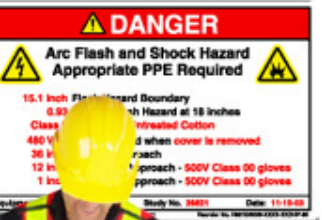
Driven by our set of values

High Standards vs. Low Standards



We must choose to be safe for ourselves, our families & our coworkers because we believe it is the right thing to do – not because someone told us to do it!

Necessary Elements to Create and Maintain an IFE



- Supportive Leadership
- Personal Commitment to Safety
- Free & Open Lines of Communication



Moving from Thought to Action



Safety is an attitude and a mindset.

- It must be considered a Core value.
- IFE attitudes can enhance existing safety programs.



How can we apply the idea of an Injury Free Environment and what we have discussed on our jobsite?



Safe Behaviors

Group Activity #2

As the Foreman, how can you motivate Safe Behaviors with your crew?

- Think of examples using **Choice** instead of Compliance
- Or - make a list of both types of examples



YOU - Setting the Example



- Personally committed to the Safety of your people.
- Knowledgeable and consistent in your approach.
- Someone people can come to with their safety concerns.
- Don't make exceptions and don't play favorites.
 - 100% Safe behaviors.
- Your actions say a lot more than your words.
 - Follow the rules yourself!
 - Employees will watch you to see if you can “Walk the Talk”.

Correcting Bad Habits



- Give reminders and expect 100% Safe behavior.
- Positive Reinforcement is the most effective method.
 - Praise the employee for Safe Behavior.
 - Catch your people doing something Right.
- Enforcement is Required.
 - Use disciplinary action if needed.
 - Up to and Including...Termination.

Effective Coaching Techniques



- Be direct and to the point.
- Present in a positive way.
- **NEVER** be confrontational.
- Stress the **impact** of safe or unsafe behavior.
- **Recognize** employees for safe behaviors.

Motivational Process – Practical Applications

Compliance:

New Employees – use compliance training to explain expectations.

- Explain **BOTH** benefits of safe work practices **AND** consequences for non-compliance.

Seasoned Employees – motivate them to move beyond compliance.

- These employees should desire to follow safe work practices– **Because of their Safety “Values”**.



Motivational Process – Practical Applications



- **Choice based on Values:**
 - Encourage employees to act safely as part of their VALUE system.
 - Explain how unsafe behaviors may conflict with their goals.
 - Promote the idea that individuals who internalize safety can achieve goals such as maintaining self-sufficiency, their health and future income.
 - Coach and counsel employees on Safe Behaviors.

So Why do Accidents Happen?



Primary Causes

- Unsafe Acts
- Unsafe Conditions

Secondary Causes

- Lack of Knowledge or Commitment
- Lack of Policies or Procedures

Your Key Safety Practices



- Implement your company's safety program on the jobsite.
- Use and document daily or weekly **Tool Box Talks.**
- Do a **Job Hazard Analysis.**
- Use and document **Pre-task planning.**



What is a Job Hazard Analysis?



- Do a **Job Hazard Analysis** and create a site-specific safety plan.
- This will establish clear work procedures and practices.
- Ensure that all employees who will be involved are properly trained.
- Re-examine these hazards and look for new ones.

Is This the Right Approach?



Pre-Task Plans



- Analyze the task.
- Identify what tools and materials are needed.
- Determine how many workers are needed to perform the task safely in the allotted time.
- Determine if the task has impact potential or may endanger anyone.

Pre-Task Plan Scenario



The upper floors are ready for the overhead conduit rough-in. The space from floor to floor is 16'. The Tinner and Plumber have already run their ductwork and pipe racks and the framer wants to install his firewall framing and rock above the ceilings so the fire stopping can be completed.

- Should this work be done off of ladders or scissor lifts?
- What tools and materials will be required?
- What are the hazards? Is fall protection required?





CREW PRE-TASK PLAN

Date:	Project Name:
Job #	Foreman:

Task Description:	
3 RD FLOOR BRANCH CONDUIT HOME RUNS	
Team Production Goal:	
List Steps To Complete Task (In Order)	Assigned To:
LAYOUT RACK & J BOX LOCATIONS ON FLOOR	
TRANSFER INFO TO BAR JOIST	
MOUNT RACKS TO BARJOIST	
SHRINK WRAP RACKS - (REMOVE AFTER MONOCOAT APPL)	
INSTALL BRANCH CONDUIT HOME RUNS FROM ELECTRIC ROOM TO J BOX LOCATIONS	
INSTALL J BOXES TO END OF CONDUIT RUN	

Tools	Safety	Material
SCISSOR LIFTS (2)	HARNESSES FALL ARREST BARRICADES CAUTION TAPE LASER CAUTION SIGNS & EYEWARE - PARTICLE MASK	STRUT, HARDWARE, STRAPS J BOXES, EMT, FITTINGS SHRINK WRAP, JETLINE
VISE		
BANDSAW		
BENDERS		
LASER		
WATER SPRAY BOTTLES		
BUCKET		
	Hazards	Other Information:
	FALL HAZARD FLOOR OPENINGS PINCH POINTS TEMP WIRING SHOCK MONOCOAT - EYE & RESPIRATORY HAR.	MONOCOAT HANDLING/ REMOVAL TRAINING LASER OPERATION & SAFETY HARD HATE & SAFETY GLASSES AT ALL TIMES SCISSOR LIFT CERTIFICATION

Team Member's Names	Initial	Team Member's Names	Initial
BOB			
JOHN			
TIM			
JOE			



Pre-Task Plan Activity #4



Using the blank Pre-Task Plan and one of the Safety scenarios provided:

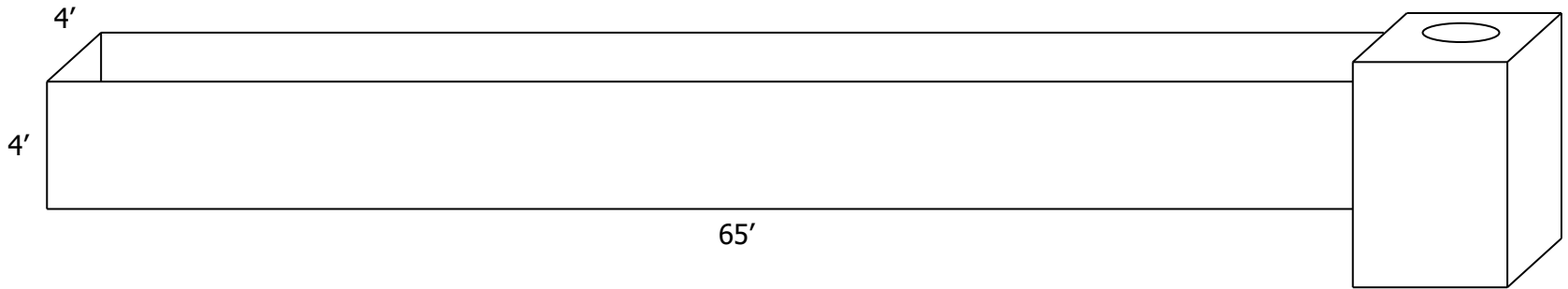
Analyze the work and develop a Pre-Task Plan to execute that work.





Scenario 1

Please pick a person from your group to read the Scenario out loud.





Scenario 2

Please pick a person from your group to read the Scenario out loud.





Scenario 3

Please pick a person from your group to read the Scenario out loud.





Scenario 4

Please pick a person from your group to read the Scenario out loud.





Scenario 4

Please pick a person from your group to read the Scenario out loud.





Scenario 5

Please pick a person from your group to read the Scenario out loud.





Scenario 5

Please pick a person from your group to read the Scenario out loud.





Scenario 6

Please pick a person from your group to read the Scenario out loud.





Scenario 6

Please pick a person from your group to read the Scenario out loud.





Scenario 7

Please pick a person from your group to read the Scenario out loud.



The faulty motor is being controlled by a VFD. There is an external Disconnect Switch located adjacent to the VFD.



What issues should you be concerned with?

Summary



- An Injury Free Environment is the goal.
- Safety must be a value and a choice.
- The Benefits of this will be saving lives, reducing costs and improving productivity.
- Be a leader, set the example, enforce the rules –without exception.
- Train, communicate and motivate.
- Take the time on your job to do it right!

...and the people in our care will make it home from work again tonight – healthy and alive!!