



# Supervisors as ES&H Leaders

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# Leader Defined

- A person who rules or guides or inspires others  
[wordnet.princeton.edu/perl/webwn](http://wordnet.princeton.edu/perl/webwn)
- A person that guides, gives direction, and inspires. [en.wikipedia.org/wiki/Leader](http://en.wikipedia.org/wiki/Leader)
- Leaders cast vision and motivate people John C. Maxwell “Developing the Leader Within You” and the “21 Irrefutable Laws of Leadership”

# ● ● ● | Leader Defined


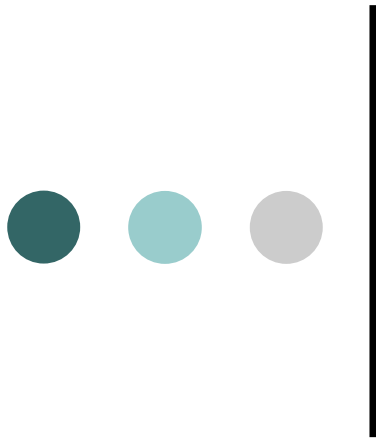
- A person who rules or guides or inspires others
- A person that guides, gives direction, and inspires
- Leaders cast vision and motivate people

**Vision** → **Inspire/Motivate** → **Guide**



Leadership =  
Influence

Ability to get followers



Are you a  
Leader????

*The time is always right to do what is right. Martin Luther King Jr.*



# Supervisor's Role

- Position of authority
- Various titles
- Plan, direct, and control the work
- Lead group consensus decision making processes or facilitate group problem-solving exercises.



# Supervisor's Areas of Influence

- Production
- Quality
- HR
- Safety
- Others?
- Expert in all areas?

*No matter how much work you can do, no matter how engaging your personality may be, you will not advance far in business if you cannot work through others. John Craig*



# Organization's Glue

- Effective managers/Supervisors are an organization's glue. They create and hold together the scores of folks who power high-performing companies.” Tom Peters

*The boss says “I”; the leader “we.”*

*The boss says “Go”; the leader “Let's go.”*





# Supervisor is Key

- Is the key in safety both for the management and the workers
- Plays an important role as a motivator for good safety performance
- Has the power to influence and motivate in a way other leaders in the organization do not have (DeReamer, 1958) because of frequent contact with the workers
- Great importance for promotion of safety

National Safety Management Association



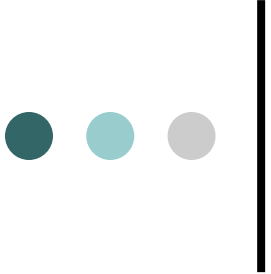
# Supervisors

ARE IMPORTANT!!!




# Exceptional Organizations

- Gallup study
- Organizations that excel
- Great places to work
- Studies show quality, productivity and safety go hand in hand



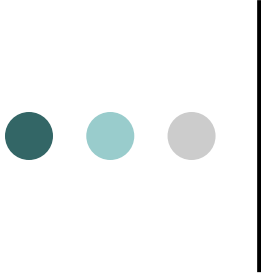
# 12 Elements of Great Managing

1. I know what is expected of me at work
  - Communicate
  - Train
  - Model expected behavior
2. I have the materials and equipment I need to do my work right.
  - PPE
  - Guarding
  - Etc.
3. At work, I have the opportunity to do what I do best every day.



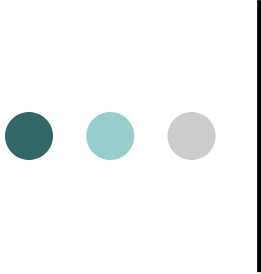
# 12 Elements of Great Managing

4. In the last seven days, I have received recognition or praise for doing good work
  - Feedback
  - Behavioral observations
5. My Supervisor, or someone at work, seems to care about me as a person.
  - Communication, involvement
6. There is someone at work who encourages my development
  - Training, one-on-one, mentoring



# 12 Elements of Great Managing

7. At work, my opinions seem to count.
  - Listening
  - Safety suggestions
8. The mission or purpose of my company makes me feel my job is important.
  - Safety of coworkers enhances overall company purpose
9. My associates or fellow employees are committed to doing quality work.
  - Looking out for each other



# 12 Elements of Great Managing

10. I have a best friend at work
  - Encourage caring and involvement
11. In the last six months, someone at work has talked to me about my progress
  - Feedback, coaching
12. This last year, I have had opportunities at work to learn and grow
  - Safety committee
  - Safety inspections



# Supervisor's Safety Tasks and the 12 Elements

- Orientation/Training
- Tool Box Talks / Safety Meetings
- Identify and eliminate hazards
- Offer safety suggestions
- Inspections/Assessments/Audits
- Correct unsafe behaviors/Coach
- Enforce safety rules/discipline
- Prevent accidents
- Conduct accident investigations
- Walk the Talk
- Special Projects/Initiatives





# You as an ES&H Leader!

- Paint the future
  - Visualize the outcome
- Define and describe the goals
  - Prioritize
- Generate support
- Communicate
- Provide resources/support

*A successful leader has to be innovative. If you're not one step ahead of the crowd, you'll soon be a step behind everyone else. Tom Landry*

● ● ● | You cannot sell  
anything until you,  
*yourself* are sold





# Business Communication

- Identify the outcome
- Establish expectations
- Educate and communicate
- Find the motivation
- Demonstrate
- Hold accountable



# First Comes the Dream/Vision

- Vision is dreaming with your eyes wide open.  
*Willie Jolley*
- Visualize the outcome
  - Incident free work environment
  - Eliminate negative environmental impacts
- Set a goal
  - Zero Lost Time Incidents
  - Zero Spills or Pollution
  - What's next?
- Prioritize your actions
  - Pareto Principle 80/20

***It's not a priority - it's a value to live by***



# Establish Expectations

- **SMART Goals**
- **S**pecific
- **M**easurable and **M**otivational
- **A**chievable or **A**ttainable
- **R**elevant
- **T**imely and **T**rackable

# Performance Measures

## Leading vs Lagging Indicators

- Incident statistics
- Incident investigations
- Audits
- ES&H meetings
- ES&H training



# Educate and Communicate

- Speak 'their' language
- Minimize the technical jargon
- Varied approaches





# Incident Report

**Medical Costs:** \$

**Lost Work Time:**(Hourly wage) x (lost hours) = \$

**Investigation Time:** (Supervisor hourly wage) x (time) = \$

**Associates Lost Time:**(Hourly wage) x (lost hours) = \$

**Damaged Product:** \$

**Damaged Equipment:** \$

**Clean up/ Contractor Costs** \$

**Lost Production Time:** (product/minute) x (minute)= \$

**Total Incident Costs:** \$ \_\_\_\_\_



# SALES TO COVER COSTS\*

Accident Costs	1% Profit	2% Profit	3% Profit
\$ 1,000	\$ 100,000	\$ 50,000	\$ 33,000
\$ 5,000	500,000	250,000	167,000
\$ 10,000	1,000,000	500,000	333,000
\$ 25,000	2,500,000	1,250,000	833,000
\$100,000	10,000,000	5,000,000	3,333,000

**It is necessary to sell an additional \$250,000 in products or services to pay the cost of \$5,000 annual losses**

# How to Report Costs!



**= 1 ACCIDENT**



# Reporting Costs



= Our annual cost of accidents

**Projects**  
**Sales**  
**Backlog**

# Calculate ROI

- Determine investment
- History of incident
- Predicted future of incidents
- Cost of incidents over time period
- Calculate ROI



# Generate Support – Find the Motivator

***What motivates your employees?***

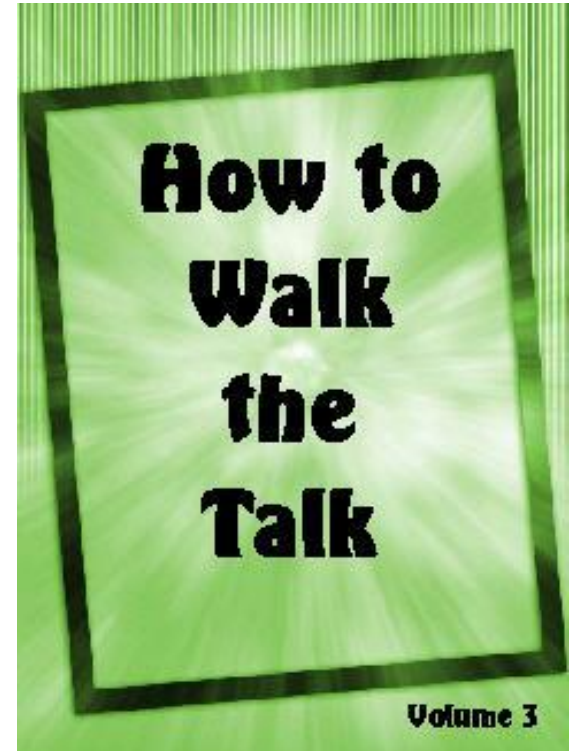


***Shouldn't you find out before they run away?***

- What's the motivator
  - Money or fear of losing money
  - Health or self preservation
  - Recognition, glory, pride
- WIIFM? (What's in it for me?)
- Team player
  - Operations
  - Quality

# ● ● ● | Demonstrate - *Walk the Talk*

- Top down
- No Exceptions
  - top, subs
- Encourage participation
- Accept criticism
- Act on suggestions





# Hold Accountable

- Enforce the ES&H Program
  - Managers, Supervisors, crew leaders, peers
- Performance Measures
  - Supervisors, managers, employees
  - Leading vs Lagging Indicators
- Discipline Program
  - Consistent with rest of your policies



# Skill Development

- Communication/Listening
  - Undivided attention
  - Demonstrate attention
  - Provide feedback
  - Defer judgment, don't interrupt
  - Respond appropriately
- Training
  - Presentation skills
  - Simplify
    - What does the person need to be able to do when they leave this training?





# Common Sense

- ...is a myth
- Based on assumption everyone has same training, life experience and uses same thought process to reach same conclusion
- Decisions based on personal perception of risk and reward
- Build a safe work culture through reinforcing safety behaviors

Safety and Health Magazine, Oct. 2008



## In closing...

The Supervisors/managers that are best at getting the most from people are those who give the most to them. They work hard to do the right thing for their people, and they end up doing well. That is the heart of great managing/supervising.

“The Elements of Great Managing”

*“People don’t care how much you know until they know how much you care.” Fred Smith*