DEPARTMENT: Construction Owners Association of Alberta

SUBJECT: Evaluating Supervisor Activities at Regular Intervals – Leading Indicator – Best Practice

1.0 PURPOSE

To communicate to COAA Members a best practice for the implementation of a process for evaluating supervisor safety activities at regular intervals.

1.1 SCOPE

To identify measurement tools that would allow accountability from supervisors in such areas as incident investigations, inspections, orientations and training, the measure should tell you if you are getting these performances. It should not measure only failures (incidents) as an indication of whether you are getting the desired performances.

Obviously no one measure will meet all of the safety criteria we use in our industry.

2.0 STANDARD

In safety work, there are three ways of measuring supervisory safety performance. We can measure activities of the line or we can measure the results of these activities or we can use combination of both. The most used measure seems to be based on results.

2.1 RESULTS MEASUREMENT

SYSTEMS

- 1) Charge incidents to departments
 - A. Charging claim costs to the line
 - B. Including incident costs in the profit and loss statements
- 2) Prorate insurance premiums
- 3) Put safety into the supervisor's appraisal
- 4) Have safety affect the supervisor's income

RESULTS MEASUREMENT

- 1) Number of incidents
 - A. Incidents
 - B. Injuries
 - C. Other
- 2) Costs
- 3) Frequency and severity indicators
- 4) Estimate costs
- 5) Loss ratios
- 6) Costs of damage
- 7) Number of unsafe acts
 - A. Sampling

The above is a partial listing of the things that we might consider measuring for results. One of the best means of doing this is to charge incidents to the supervisor, which they occurred. Any recordable incidents should show up in the supervisors record. Here we are measuring the supervisor in terms of dollars, which is a far better measuring stick than any other that we have today. Putting safety into supervisor appraisal is effective for when line supervisor are appraised on safety records as well as on production records, they generally become for more interested in safety and begin to do something about it.

2.2 ACTIVITIES MEASUREMENT

ACTIVITIES TO BE MEASURED

- 1.) Safety meetings that supervisor holds
- 2.) Tool box meetings
- 3.) Activity reports on safety
- 4.) Inspection results
- 5.) Incident investigations
- 6.) Incident reports
- 7.) Job Hazard analysis

SYSTEMS

- 1.) Regular reports
- 2.) Sampling
- 3.) SCRAPE
- 4.) Performance rating

The above lists some of the items that management might measure the supervisor against to determine what they are doing to prevent incidents from occurring. This is more important than the measurement of results because it measures the line effort in controlling losses before the incidents have happened.

Management can measure line supervisors to see whether they are utilizing such techniques of incidents control as toolbox meetings, JHA's, inspections, orientations and incident investigations. Focus observations, employee safety surveys and safety meetings. When management measures these activities they are setting up a system of accountability for activities.

We also mentioned in the above list systems. Regular reports required from supervisors are a simple system. An example of such a report is shown below.

Supervisor	Department	
DateTI	his Report Covers	to
Inspections Made		
Date of Inspection	_ No. Hazards Corrected	No.Recs. to Mgmt
Date of Inspection	_ No. Hazards Corrected	No.Recs. to Mgmt
Date of Inspection	No. Hazards Corrected	No.Recs. to Mgmt
Meetings Held		
Tool Box Meeting		
Date	No. Employees	Subject
Date	No. Employees	Subject
Date	No. Employees	Subject
Other Meetings (Explain)		
Incident Investigated		
Number of Incidents Investigate	d this period	
Number of Hazards Corrected	-	
Number of Recommendations to	Management	
Comments:	c	

REPORT OF SUPERVISOR'S SAFETY ACTIVITIES

Employee Contac	ets						
New Employee Sa	fety Orientatio	on					
Name	Date		Name	_NameDate			
Name	Date		Name	Da	ate		
Name	Date		Name	Da	ate		
Other Employees							
Name	Date	Subject	Name	Date	Subject		
Use of Safety Ma	terials						
List Materials Us	ed this Period	1					
Incidents Record		r	This Period		Year to Date		
Number First Aid Cases							
Number Doctor Ca	ases						
Number of Lost T	ime Cases						
Man Hours Worke	ed						
Frequency Rate							
Severity Rate							
Comments:							

2.3 CRITICAL ACTIVITIES

In the past, we have tended to use inspection for the purpose of seeking out hazards. We have used incident investigation for the purpose of identifying an unsafe act or an unsafe condition and we have used record keeping to computer frequency and severity rates. Inspections have been used to spot conditions, but seldom to spot acts. Investigations have been used to unearth symptoms more often than causes. Records have been used to tabulate incident types, incident agencies, and injury types more often than incident causes. Let us look at each briefly.

1.) Inspections

The single most important reason for management making inspections is seldom mentioned. It is to measure the supervisor's performance in safety. If this inspection is used as a measurement tool, the line manager will inspect more often to ensure that conditions remain safe and that fewer unsafe acts occur and not wait until the safety specialist comes around to do the inspection job.

It is generally agreed that responsibility for conditions and for people belongs to the line supervisor. Thus so should responsibility for the primary safety inspection. By primary safety inspection we mean the inspection intended to locate hazards. Any inspections performed by staff specialists than should be only for the purpose of auditing the supervisor's effectiveness and are a direct measurement of safety performance and effectiveness.

2.) Investigation

The primary incident investigation function has always been the supervisor's. The tools that we give the supervisor ought to lead to determination of some of the many underlying causes. It is proper that the line supervisor should investigate and be allowed to determine what really happened. If we, as management, are going to measure performance in investigation, then we must routinely rate the supervisor.

3.) Injury Records

Injury records should be designed so that they measure the line manager and to measure the results of the line manager's safety performance, they should be set up so that:

- A. The incident records are kept by supervisor
- B. They give some insight as to how the incidents seem to be happening (agency, body part, event etc.)
- C. They are expressed eventually in terms of dollars by department (by Supervisor)
- D. They conform to any legal and insurance requirements

2.4 INCIDENT INVESTIGATION RATING SHEET

	Circle One					
1.) Was it on time?	Yes-5pts.			No-0 pts.		
2.) Was seriousness indicated?	Yes-5pts.			No-0 pts.		
3.) Does it say where it happened?	Yes-5pts.			No-0 pts.		
4.) Can you tell exactly what the injury is?	Yes-5pts.			No-0 pts.		
	-	Circle One				
5.) How many acts and conditions are listed?	5	4	3	2	1	0
6.) How many causes are identified?		4	3	2	1	0
7.) How many corrections were made or suggested?	5	4	3	2	1	0
8.) How many of the listed corrections would have						
prevented this incident?	5	4	3	2	1	0
9.) How many corrections are permanent in nature?		4	3	2	1	0
10.) In how many of the corrections listed is the						
supervisor now doing something differently?	5	4	3	2	1	0
Total of Circled Points						
Multiply x 2						
Reviewed by		Sc	ore			

MANAGER

3.0 INTERPRETATION AND UPDATING

The President of the Construction Owners Association of Alberta shall ensure interpretation and updating this standard.

4.0 APPROVED BY

Peter Dunfield Safety Chairperson Construction Safety Association of Alberta (COAA)