



IRMI[®]

Preconference Workshop 2

FRONT LINE SAFETY

Presented by

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**Vice President, Safety and Health
Fluor Hanford, Inc.**

Workforce

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Mr. Carter is copresenting Preconference Workshop 2, "Managing Construction Workforce Issues," on Monday. He is vice president, Safety and Health, for Fluor Hanford, Inc., in Washington, having recently taken the position after serving as director, Fluor Corporate HSE, at Fluor Corporation. Mr. Carter has worked with Fluor for 18 years and has worked in the safety and health field for the past 25 years. As the director of Safety for Global Construction he was directly associated with a vast number of construction projects worldwide. His efforts were combined with a group of well-seasoned safety and health professionals who provided a variety of direct project support services for Fluor's field safety professionals and project management teams.

Mr. Carter's background in occupational safety and health began in the mining industry and later expanded into construction. He has been involved with several operations and projects that are among some of the most challenging and unique in the world. From 1978 through 1983, Mr. Carter was directly involved in several mining and construction projects associated with the oil shale industry in western Colorado. For the following 10 years he continued to work with various construction projects throughout the United States in the private and government sectors. In 1993, Mr. Carter was given the regional management responsibility of the Americas, overseeing the regional and field safety teams in Fluor's safety and health organization. During this time he concentrated a significant amount of his time and support efforts in South America on numerous construction projects in Brazil, Peru, Chile, and Argentina. Most of these construction projects were associated with major mining operations in the Andes at elevations in excess of 14,000 feet above sea level.

Mr. Carter is a member of the American Society of Safety Engineers. This year will be his sixth year to speak at the IRMI Construction Risk Conference. He was honored with IRMI's prestigious Words of Wisdom (WOW) Award at the 22nd IRMI Construction Risk Conference.

FRONT LINE SAFETY

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When Things Go Wrong, We Ask ...

- ◆ How bad was it?
- ◆ What happened?
- ◆ Why did it happen?
- ◆ Who was responsible?

When Things Go Wrong, Do We Ask ...

- ◆ “Where was safety”?

Suggests that the safety professionals could and should prevent things from going wrong.

Suggests that the safety professionals are to blame when things go right

When Things Go Wrong, Do We Ask ...

◆ “What is wrong with the worker”?

Suggests that the worker could and should prevent things from going wrong.

Suggests that the worker is to blame when things go right

When Things Fail, We Should Ask

◆ “Where was the supervisor”?

Did the supervisor plan the task?

Did the supervisor communicate the task clearly to the worker?

Did the supervisor make certain the task was being executed safely?

To Avoid Repeating the Same Mistake

- ◆ **The supervisor must ...**
 - ✓ **Take ownership for making certain the cause is identified and corrections are made**
 - ✓ **Learn from the incident and make certain all involved learn from it as well**

Questions That Should Be Asked

- ◆ **Who planned this?**
- ◆ **Who directed this to happen?**
- ◆ **Who was watching?**
- ◆ **Who was the supervisor?**
- ◆ **Were the hazards known?**
- ◆ **Who believed this to be acceptable?**

Why Things Go Wrong

- ◆ Poor planning
- ◆ Poor communication
- ◆ Conflicting priorities
- ◆ Risk taking is acceptable
- ◆ Improvisation
- ◆ Poor leadership
- ◆ Enforcement and discipline are weak

Why Things Go Wrong

- ◆ Unsafe behavior is not challenged and changed
- ◆ Unsafe conditions are not corrected
- ◆ Prevention opportunities are missed

Safety - Who Is Responsible?

◆ **Everyone**

Safety Responsibilities

Management

- ◆ Vision and leadership
- ◆ Structure and discipline
- ◆ Enable the safety culture
- ◆ Establish effective accountability
- ◆ Leadership by example

Safety Responsibilities

Supervisors

- ◆ **Effective work planning**
- ◆ **Effective communication**
- ◆ **Prevention through observation and correction**
- ◆ **Enforcement and discipline**
- ◆ **Leadership by example**

Safety Responsibilities

Employees

- ◆ **Abide by the safe work rules**
- ◆ **Report unsafe conditions and events**
- ◆ **Challenge and report unsafe behavior**
- ◆ **Ask questions if the message is unclear**
- ◆ **Follow the safe work plan and instruction**

Safety Responsibilities

Safety and Health Professionals

- ◆ Provide timely and accurate support
- ◆ Anticipate needs
- ◆ Challenge the safe work plan - constructively
- ◆ Mentor, instruct, encourage
- ◆ Supplement management and supervisor safety and health efforts

Safe Work Planning

- ◆ What will this task require?
- ◆ What are the hazards?
- ◆ Who has the skills to do this task?
- ◆ Is training required?
- ◆ What could go wrong?
- ◆ Have we done this before?

Safety and Effective Supervision

- ◆ **Safety is a true test of a supervisor's ability to supervise**
- ◆ **Plan safety into the task**
- ◆ **Communication**
- ◆ **Meet the schedule, budget, and quality requirements without incident**
- ◆ **Effective observation**
- ◆ **Effective intervention and correction**

Selecting a Supervisor

How do you choose?

- ◆ **Seniority?**
- ◆ **Craft skill / experience?**
- ◆ **Demonstrated leadership?**
- ◆ **Expressed desire to supervise?**
- ◆ **Safe work reputation?**

Supervisor Training - Safety

What it takes to be a successful supervisor

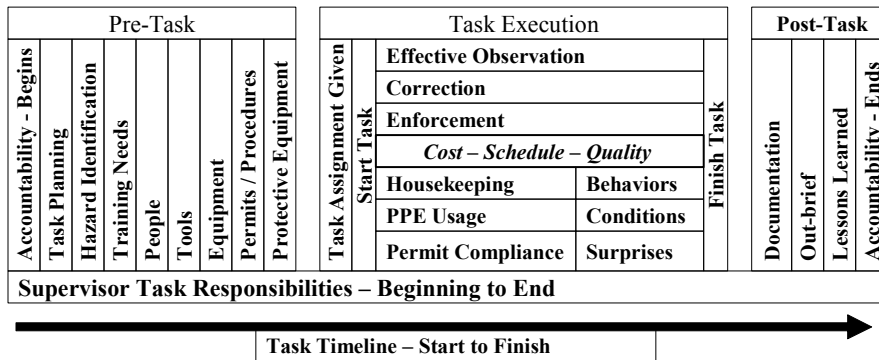
- ◆ **Effective planning and hazard recognition**
- ◆ **Available support resources – health and safety**
- ◆ **Communication**
- ◆ **Accountability**
- ◆ **Performance expectations**

Supervisor Training - Safety

What it takes to be a successful supervisor

- ◆ **Effective observation techniques**
- ◆ **Correction and discipline**
- ◆ **Leadership by example**
- ◆ **Liability awareness – company and client**
- ◆ **Zero incident performance – task by task**

Accountability – Beginning to End



Supervisor Influence - Safety

What does a supervisor influence?

- ◆ Task planning and preparation
- ◆ Behavior
- ◆ Work area conditions
- ◆ The level of “Acceptability”
- ◆ The priority of safety and health

Supervisor's Need Support Too

What support does a supervisor require?

- ◆ **Clearly established safety expectations and goals**
- ◆ **Support resources (safety team / management)**
- ◆ **Training**
- ◆ **Clear direction and consistent standards**
- ◆ **Recognition**

Ask Yourself These Questions

- ◆ **Can a supervisor stop work due to a safety issue without fear of negative consequence?**

Ask Yourself These Questions

- ◆ **Do you know which of your supervisor's have performed incident or accident free for the past year?**

Ask Yourself These Questions

- ◆ **Do you provide the proper guidance, resources, and encouragement for your supervisors in a way that effectively influences how they plan and execute their assignments?**
- ◆ **Do they make sound safety related decisions because of your influence?**

Ask Yourself These Questions

- ◆ **Do your supervisor's know how critically important they are to the success of the entire safety process where they work?**

Ask Yourself These Questions

- ◆ **Do your supervisor's know and believe that poor safety performance by them is unacceptable by you?**

Frontline Safety

- ◆ **If a supervisor does not plan the work to be done safely, who will?**
- ◆ **If a supervisor does not adequately communicate the hazards of the task and the safe work requirements, who will?**

Frontline Safety

- ◆ **If a supervisor does not effectively observe the work and enforce the safety requirements, who will?**
- ◆ **The example set by the supervisor clearly establishes the difference between acceptable and unacceptable behavior and results.**

Frontline Safety

- ◆ Our supervisors' have the last and best opportunity to send a worker into a task trained, equipped, and prepared to execute the work incident and injury free.
- ◆ If they don't do it, who will?