



Safety Leadership Training

For Supervisors and Managers

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Introduction:

Much has been written about leadership training, and some good courses exist, the problem has been it has always been targeted at the top senior managers, with very little for supervisory groups. This training will provide all Supervisors/Managers with an in-depth perception of what it takes to be a good Supervisor/Manager, not only for leadership, but someone that is also focused on safety.

The best way to absorb the contents is to do some soul searching after the training and reflect on your own ability whether you are a good Supervisor/Manager, as per the training booklet. If you have trouble with self analysis, ask your family members, like your wife/partner or kids, your friends or even your peers. Do not be offended by what you may get back for an answer, use this information to help you reflect and become better at what you do. After all, as the training shows, to be good at what you do, you must first recognize your own short comings and remedy them.

So what is a Supervisor/Manager?

Someone in charge of a System, Process or Manpower, or a combination of these, for example, a Supervisor/Manager in a fully automated factory is in charge of a system and a process, and has no requirement for managing employees.

Supervisors are in charge of processes and manpower; this requires skill to perform successfully, in knowing fully the process, but most importantly knowing man management.

To become a good Supervisor/Manager, you must first become a good leader; the following training will hopefully guide you on that pathway.

Training Introduction:

What type of Supervisor/Manager are you?

Can you use your Supervisory/Management position to influence employee safe work behaviour's, attitude and morale?

As a Supervisor/Manager can you make a difference to safety and maintain productivity?

As a Supervisor/Manager under the Act are you a PCBU? (WHS Act 2011)

What are Supervisor/Manager responsibilities under the act? (WHS Act 2011)

Contents:

1. What is a PCBU? And what are the responsibilities for Supervisors/Managers under the Act.
2. S.T.A.R.S.
3. Supervisory types and styles
4. Symptoms of a sick work environment
5. Workplace cultures

6. Training employees - Leading by example
7. The Psychology behind getting employees to meet work schedules, and work safely.

What is a PCBU?

A Person Conducting a Business or Undertaking, (PCBU) Under the WHS Act 2011 (The Act) it defines a PCBU as;

“Meaning of person conducting a business or undertaking.”

(1) For this Act, a person conducts a business or undertaking—

- (a) Whether the person conducts the business or undertaking alone or with others; and
- (b) Whether or not the business or undertaking is conducted for profit or gain.

2) A business or undertaking conducted by a person includes a business or undertaking conducted by a partnership or an unincorporated association.

(3) If a business or undertaking is conducted by a partnership (Other than an incorporated partnership), a reference in this Act to a person conducting the business or undertaking is to be read as a reference to each partner in the partnership.

(4) A person does not conduct a business or undertaking to the extent that the person is engaged solely as a worker in, or as an officer of, that business or undertaking.

So what does it all mean? A PCBU is generally the owner, director or someone in control of the business. Managers, depending on their level, will be deemed as officers, but not all managers, again depending on their control of the business, some will be deemed as workers, and supervisors will be deemed as workers.

If under the act you are classified as a PCBU, you are required by law, to do everything reasonably practicable to ensure that workers/employees are safe, work safely and have the resources to do so. To do everything reasonably practical to ensure that workers are safe, also applies to workers/supervisors and managers, under the “Duty of Care”

There are impossible penalties on PCBU's who fail the requirements of the act.

Where does safety start?

As a Supervisor/Manager YOU are responsible for the safety of the employees under your care! (WHS Act 2011) So...

How will this ensure that production is maintained? By providing a safe workplace you achieve many benefits.

1. Employees feel safer doing their jobs
2. Employees morale is strengthened 1+2= 3
3. A More productive and stable work force.

That's all fine, but how do I achieve this?

Answer: By being a good Supervisor/Manager!

Overview of S.T.A.R.S.

The context of being a Supervisor/Manager.



Using the **STARS** methodology do you support or are you engaged in the following....

S = Supervision – Overseeing work activities to ensure employees are safe.

T = Training – Conducting safety education and training.

A = Accountability – Insisting everyone complies with company policies and rules.

R = Resources – Providing physical resources – Tools, Equipment, Materials so that employees can work safely.

S = Support – Creating a psychological environment – schedules, workloads, recognition so employees do not work under undue stress.

Supervisors/Managers can demonstrate leadership by directly providing employees the resources, motivation, priorities and accountability for ensuring their safety and health. Enlightened Supervisors/Managers understand the **value** in creating and fostering a strong safety culture within their departments. Safety is elevated so that it is a **value** as opposed to something that must be done or accomplished in order to be compliant. Integrating safety and health concerns into the everyday supervision of employees, allows for a proactive approach to accident prevention, and demonstrates the importance of working safely.

So what type of Supervisor/Manager are you?

Supervisors/Managers are in the forefront of the business, the attitude and leadership capacity of a Supervisor/Manager can make or break a business, either financially

or through bad leadership where the morale of employees is low and the staff turn over is high, losing valuable time and costs in retraining new staff, and a low level of productivity is present due to the cause.

Supervisors/Managers are categorized into four areas.

1. Controlling
2. Tough but Caring
3. Tough and Controlling
4. Warm fuzzy natured

So what category are you? Self perception is self delusion – No one sees who you really are better than your peers!

These four categories can be further divided into two major groups,

1. Reactive
2. Pro Active

So what type of Supervisor/Manager is best suited for safety, morale and achieving productivity?

The Tough but caring and pro active Supervisor /Manager.

They achieve their goals in a manner that ensures discipline, safety, morale and productivity is maintained at a high level, seek always to improve safety, training and morale of their employees, in return the employees give the Supervisor/Manager, a happier, safer more motivated work force able to reach maximum productivity.

Symptoms indicating personal weakness can be defined as;

- A unique hazardous condition or unsafe/inappropriate behaviour performed by one person.
- May occur at any level of the organization.
- May indicate a "Special" problem that requires a unique solution.
- Attributing error to personal weakness should never be the initial assumption.

Symptoms indicating system weakness can be defined as;

- A number of similar conditions or behaviours common to a number of locations.
- May occur at any level of the organization.
- May contribute to, or produce a specific hazardous condition and unsafe behaviour.
- Indicates a "Common" problem that requires a system solution.
- The scope of the condition or behaviour, indicates the management level at which the cause exists.
- Attributing error to system weaknesses should usually be the initial assumption.

Symptoms indicating weakness in Organizational structure can be defined as;

- Formulated by upper management.
- Inadequate design of vision, mission, strategies and objectives.
- Inadequate design of policies, plans, processes, programs and procedures.
- May exist in any program and in any department.
- The natural result of a non-supportive leadership style.

Symptoms indicating weakness in leadership style can be defined as;

- Non-supporting corporate vision.
- Unreasonable expectations of senior management.
- External forces: stakeholders, materials, industry, community, society and government.
- The natural result of inappropriate values creating a fear based culture.

The fear based culture:

- Where employees are afraid to raise issues concerning their safety, morale and personal productivity, because they are threatened with dismissal, loss of rights or self esteem by a Supervisor/Manager.

In this type of culture, employees are afraid to report safety issues and personal injuries because they may lose their jobs or raise the Incident/Accident rate of the business and lose bonuses or gifts as reward for low LTI's.

The progressive safety culture:

- Where Supervisors/Managers work together with the employees to create and foster a safe, high morale and highly productive environment.
- Where ideas and a continuous improvement to safety is encouraged and rewarded.
- Where employees are NOT afraid to point out safety issues or concerns.

Training Employees - Leading By Example:

Good Supervisors/Managers like any good leader, lead by example. It is pointless if the Supervisor/Manager works in an unsafe manner, to expect the employees to work safely. Therefore it is paramount that a good Supervisor/Manager presents themselves to the employees as someone that follows procedures and safety at all times. The Supervisor/Manager must ensure that they have the knowledge and training in the jobs performed by their employees, even if this only extends to theoretical knowledge of jobs performed, the understanding of the roles is paramount to identifying safe or unsafe work procedures.

Supervisors/Managers must encourage and support safety training, the use of safety equipment and Personal Protective Equipment in the workplace. Supervisors/Managers must enforce and restrict the use of unsafe work practices in their departments, highlighting an unsafe practice to an employee will sharpen the employees awareness that they have done wrong, and if you are a good Supervisor/Manager, the

employee will rectify the mistake for YOU, because they respect you, and generally will not repeat the mistake.

The psychology behind getting employees to meet work schedules and work safely:

Yelling and screaming at employees to hurry up and get things finished, is a recipe for an accident, and only discourages the employees for further effort.

A good line Supervisor/Manager uses psychology to achieve a high level of production. If the Supervisor/Manager is respected by their employees, they are able to ASK their employees for that bit extra in output, and generally the employees will comply. Therefore being a Tough and Caring Supervisor/Manager will pay off, and the employees are rewarded by the words "Thank You" from the Supervisor/Manager.

Reflection:

So, what have we learned? Will employees work safely and productively for a tyrant?

NO of course not, it is up to ourselves to reflect on our own betterment with the advice of the people around us giving us constructive criticism, becoming a better leader is paramount to a healthy, safe and happy workplace.

Conclusion:

Remember, Great leaders are not born, they are made!

How do we make a great leader? By becoming a leader that people will follow you have the added advantage of psychological awareness, this is POWER!

Use it wisely!