

# First Line Supervisors: Providing Leadership for Safety Excellence



***NPSafe***

*Safe Acts & Attitudes Foster Excellence*

## How to Interact with the Instructor

We encourage you to ask questions and share your comments with the instructors throughout this TELNPS course.

If you were physically in the classroom with the instructor, you would raise your hand to let him know you had a question or comment. Then you would wait for the instructor to recognize you and ask for your question. We are all familiar with that “protocol” for asking questions or making comments.

With TELNPS courses there is also a “protocol” to follow to ensure you can easily ask questions and others can participate as well. It may seem a little strange at first asking a question of a TV monitor. Remember, it is the instructor you are interacting with and not the monitor. As you ask more questions and participate in more TELNPS courses, you will soon be focusing only on the content of your question and not the equipment you are using to ask it.

As part of the TEL station equipment at your location, there are several push to talk microphones. Depending on the number of students at your location, you may have one directly in front of you or you may be sharing one with other students at your table.

*When you have a question, press the push to talk button and say,  
“Excuse me [instructor’s first name], this is [your first name]  
at [your location]. I have a question (or I have a comment).”  
Then release the push to talk button. This is important.  
Until you release the button, you will not be able to hear the instructor.*

The instructor will acknowledge you and then ask for your question or comment. Stating your name and location not only helps the instructor, but also helps other students who are participating at different locations to get to know their classmates.

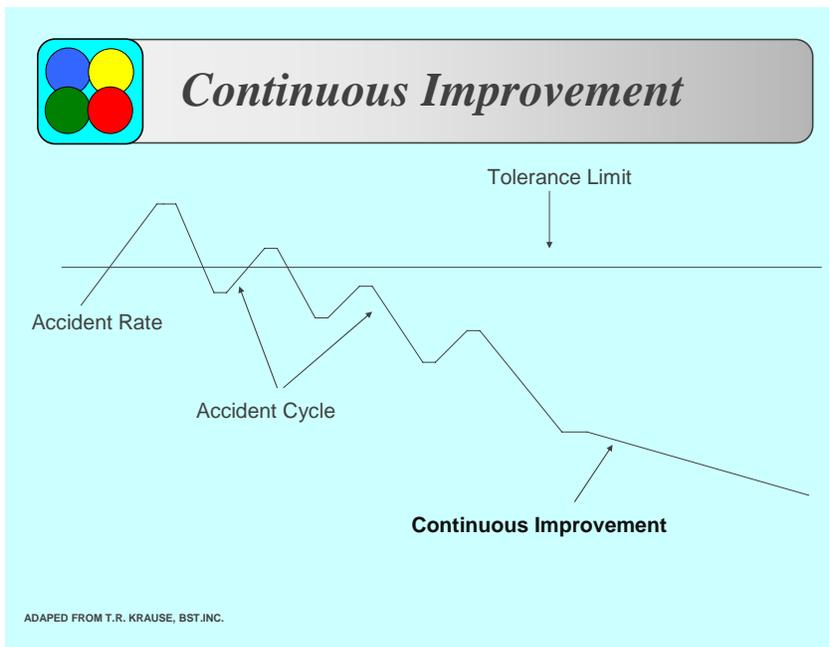
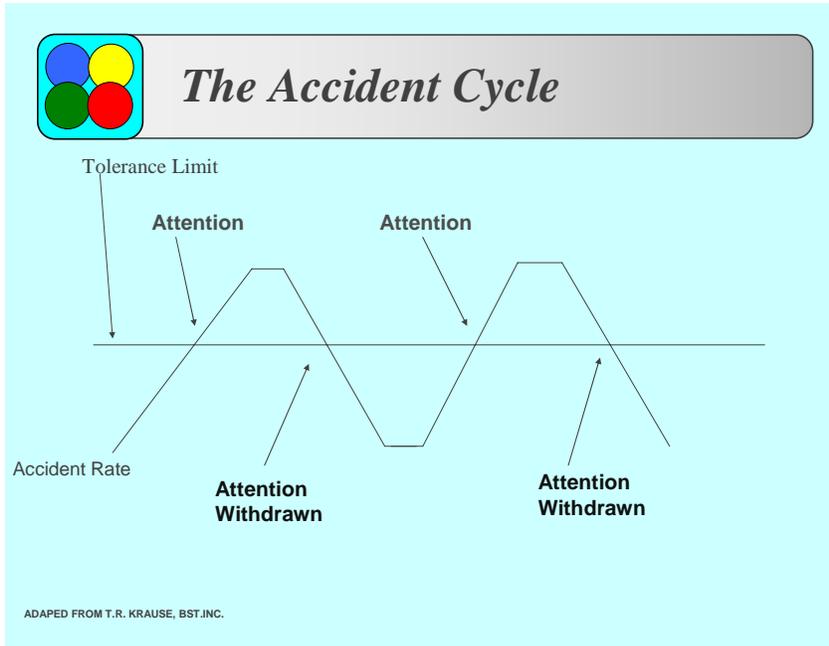
## Course Objectives

At the conclusion of this workshop, you should be able to:

1. Describe the accident cycle and explain how focusing on continuous improvement leads to fewer accidents.
2. Give examples of the direct, indirect and emotional costs associated with an accident.
3. Identify the two causal factors that contribute to the majority of accidents.
4. Outline the accident pyramid levels and state the chances of an at risk behavior resulting in an incident at each level.
5. List six of the most common at risk behaviors that cause accidents and give an example of each.
6. Explain how positive triggers and consequences can affect an employee's decision to engage in at risk behaviors.
7. Describe actions that a supervisor can take to create positive triggers and consequences that encourage employees to choose safe behaviors.
8. List the hallmarks of a strong safety culture and describe how a strong safety culture can foster continuous improvement in the accident rate.
9. State the vision, beliefs and goals of the NPSafe program.
10. List the roles and responsibilities that NPS supervisors have in implementing the NPSafe program.
11. List the four key elements of an effective occupational safety and health program.
12. List the resources and tools that are available to supervisors in implementing an effective occupational safety and health program in their work area.
13. Complete a Supervisor's Safety Excellence Action Plan.

**The Accident Cycle**

**Notes**



**The Costs of Accidents****Notes****Costs**

- Direct
- Indirect
- Human and emotional costs

**Direct Costs**

- Medical costs
- Workers' compensation benefits
- Property damage

**Indirect Costs**

- Personnel costs for those processing the workers' compensation claims
- Overtime for those who have to make up for being short staffed

**Human and Emotional Costs**

- A Sense of Loss
- Grief
- Helplessness
- Fear
- Guilt
- Blame
- Feeling That Things Have Changed

**Causal Factors of Accidents****Notes****Two Causal Factors**

- Physical Hazards
- Human Performance

**Physical Hazards**

- Environment  
Harsh weather; animals; natural features such as cliffs, rivers, etc.
- Machinery
- Moving objects

**Human Performance**

- Actions by a person or a group of people
- Estimates exist that indicate 90 - 95% of all incidents have Human Performance as a causal factor.
- This does NOT mean that the person is at fault 90-95% of the time!
- An employee choosing to engage in an at risk behavior is a matter of human performance

**The Accident Pyramid****Notes****What Encourages Employees to Choose At Risk Behaviors**

- Mission pressures
- Pressure from coworkers
- Social norms
- Incentive programs and awards
- Pay systems

**At Risk Behaviors May Be...**

- Faster
- Easier
- More comfortable

**Man! That Was Close!**

Take a few minutes and list near miss incidents and/or accidents resulting in minor injuries that you or others at your site are aware of that have happened in the last 12-18 months.

**Common At Risk Behaviors****Notes**

Some of the most common at risk behaviors that employees choose can be grouped into the following categories:

- Working in the line of fire
- Using the wrong tool for the job
- Eyes not on path
- Working where you can't see your hands
- Using extreme body positions
- Lifting improperly

<b>Examples of Common At Risk Behaviors</b>	
Working in the line of fire	Law enforcement ranger helping a visitor to jump start car. The cars are facing each other and the ranger is standing between the front of his cruiser and the visitor's car when he hooks up the cables and instructs visitor to try to start the car.
Using the wrong tool for the job	Using a screwdriver for a pry bar.
Eyes not on path	Interpretive ranger talking to a group of visitors while walking backwards down a trail.
Working where you can't see your hands	Reaching underneath an air compressor to make an adjustment.
Using extreme body positions	Painter standing on ladder and stretching to paint that last bit of trim with one hand while holding on to the roof to balance with the other hand.
Lifting improperly	Admin personnel lifting storage boxes by bending their back rather than bending legs.

**Common At Risk Behaviors (cont.)**

**Notes**

<b>What Have You Seen?</b>	
<p>Take a moment and list specific actions that you have seen employees choose or situations you feel realistically represent examples of the most common at risk behaviors.</p>	
Working in the line of fire	
Using the wrong tool for the job	
Eyes not on path	
Working where you can't see your hands	
Using extreme body positions	
Lifting improperly	

**Triggers, Behaviors and Outcomes****Notes**

<b>Triggers</b>	<b>Behaviors</b>	<b>Outcomes</b>
The things or events the precede the behavior and act upon the employee to encourage the employee to choose a behavior or discourage the employee from choosing the behavior	The action the employee chooses to do	The things or events that follow the employee's choice to choose the behavior or the choice to not choose the behavior

**Triggers That Encourage Employees to Choose At Risk Behaviors**

- Mission Pressures
- Peer Pressure and Social Norms
- Incentive Programs or Awards
- Pay Systems
- Faster
- Easier
- More comfortable

**Outcomes**

- "Good for me?" or "Bad for me?"
- Now or later
- Sure or unsure

**Triggers, Behaviors and Outcomes (cont.)**

**Whew! What’s That Smell?**

The maintenance shop received a phone call telling them that the visitors are complaining and making a stink about smelling a terrible odor next to the lodge.

A crew is nearby working on another project. They respond and quickly identify that the problem is an underground septic line that has broke and is leaking sewage.

Fortunately, the other project they were working on required a backhoe and they have all the equipment and materials to excavate the pipe and repair it in a timely manner. They estimate it will only take about 30-45 minutes from start to finish for the repair. The only piece of equipment not on hand is a trench box which is required to protect workers when working in this type of excavation. The trench box is back at the main maintenance facility which is about a 45-60 minutes away roundtrip.

Oh, by the way, it is now 3:30PM on a Friday afternoon of a three day weekend. The crew was in the process of shutting down the other project and many of them have made family plans for the weekend.

Triggers	Behavior	Outcomes
Sewage leaking Visitor complaints No trench box nearby Knowledge they can fix it quickly End of work shift Coworker pressure Leadership remarks about taking care of visitors No trench safety policy No disciplinary action ever taken	The choice to not observe proper trenching precautions	Job gets done Good for me Now Sure Visitors are happy Good for me Now Sure Approval of peers/supv. Good for me Now Sure  Disciplinary action Bad for me Later Unsure Accident Bad for me Now Unsure

**Triggers, Behaviors and Outcomes (cont.)**

**Notes**



**Changing Behavior With Triggers and Outcomes**

Identify a specific at risk behavior that you believe employees may be likely to choose. List the triggers and outcomes that are currently acting on the employees. List new triggers and outcomes that would reduce the likelihood that employees would choose that behavior in the future.

<b>Current Situation That May Encourage At Risk Behavior</b>		
<b>Triggers</b>	<b>Behaviors</b>	<b>Outcomes</b>

<b>New Situation To Discourage Choice of At Risk Behavior</b>		
<b>Triggers</b>	<b>Behaviors</b>	<b>Outcomes</b>

## Hallmarks of a Strong Safety Culture

## Notes

### What is Culture?

- Group norms
- Assumptions
- Beliefs

### How Does Culture Affect the Organization?

- It is the atmosphere that determines the way things are “really” done
- It “socializes” newcomers
- It comes from “core” values

### Culture Comes From Core Values

- Core values are a set of enduring guiding principles
- They are the integral traits of an organization

Examples:

#### **Walt Disney**

*Imagination and wholesomeness*

#### **Sony**

*Elevation of the Japanese culture, being a pioneer, doing the impossible*

### Hallmarks of a Strong Safety Culture

- Top management involved with safety
- Safety moves from a priority to a value
- Management expects and values the reporting of hazards
- Incident Investigations based on fact finding NOT fault finding
- Everyone feels responsible and pursues safety on a continual basis
- Employees go beyond the call of duty to identify hazards and feel comfortable reporting them
- Incentive programs foster safe behaviors and do not encourage non-reporting
- Employees intervene and coach one another

*Source – E. Scott Geller*

**Lagging and Leading Indicators****Notes****Lagging Indicators**

1. DART (Formerly Lost Time Accidents)
  - Days Away
  - Restricted Duty
  - Transfer
2. Workers' compensation costs
3. Continuation of pay costs

**Leading Indicators**

- What % of employees use the JHA process?
- How often are workplace safety inspections conducted?
- How quickly are identified hazards corrected?
- Are near miss incidents reported?

**Leading and Lagging Indicators**

Take a moment and list some of the leading indicators you can commit to using during the next 3-6 months in order to better manage safety in your workgroup.

Leading Indicators I Will Focus on During the Next 3-6 Months:

*"I'd rather see a sermon than hear one any day;  
I'd rather one should walk with me than merely tell the way."  
- Edgar A. Guest*

**Key Elements of an Effective Safety Program****Notes****Accountability**

- Do subordinates have safety elements in their performance plans?
- Is it used effectively to ensure employees follow the rules and they are actively engaged in safety activities?

**Safety Audits**

- Technical audits
- Management walkarounds

**Technical Audits**

- Checking for hazardous conditions
  - Landlord concept
  - NIOSH checklist

**Management walkarounds**

- Not done with clipboard
- Systematic observation of employee behaviors
- Engage employees in discussion about safety during the walkaround

**Hazard Control Planning**

- Modify the work to eliminate the hazard
- Substitute something less hazardous
- Establish engineering controls
- Establish administrative controls
- Provide personal protective equipment

**Incident Investigation**

- Eliminate reoccurrence of injury or accident
- Analyze immediate and root cause
- Develop corrective action
- Provides for management oversight
- Ensures reporting requirements are met

**Tools and Resources**

**Notes**

## **Appendix A: NPSafe - National Park Service Employee Safety and Health Implementation Plan (March 2004)**

### **Vision**

The NPS is widely recognized for providing world-class resource stewardship and visitor experiences. Just as the NPS excels at protecting natural and cultural resources and serving park visitors, the NPS can excel in providing our employees with a safe work environment. All employees deserve the opportunity to do their jobs safely and effectively so they can go home healthy at the end of the day to fully enjoy their lives and families.

### **Beliefs**

- We believe that healthy productive employees are our most important resource, and employee safety is our most important value
- Injuries and occupational illnesses are unacceptable and all are preventable
- At risk behaviors can be eliminated
- Operating hazards and risks can be controlled
- Safety is everyone's responsibility
- Managing for safety excellence can enhance employee productivity, save millions of dollars in workers compensation costs, and improve overall management effectiveness.

### **Goals**

- 1) The NPS becomes the safest place to work in DOI.
- 2) Safety is integrated into all NPS activities.
- 3) The NPS organizational culture values employee safety as much as it values protecting resources and serving visitors.
- 4) Employees, supervisors, and managers demonstrate unwavering commitment to continuous improvement in employee health and safety.

## **Appendix A: NPSafe - National Park Service Employee Safety and Health Implementation Plan (March 2004)**

<b>Role: Division Chiefs</b>	
<b>Responsibilities</b>	<b>Timeline</b>
<ul style="list-style-type: none"> <li>Communicate vision clearly and continually</li> </ul>	Roll-out: April 04 – ongoing
<ul style="list-style-type: none"> <li>Monitor employee/unit performance, recognize successes, and take corrective actions when needed</li> </ul>	Begin June 04 – ongoing
<ul style="list-style-type: none"> <li>Incorporate safety as a critical result in all managers' and supervisors' performance plans</li> </ul>	October 05 – henceforth
<ul style="list-style-type: none"> <li>Incorporate safety into all decision-making processes</li> </ul>	Begin April 04 – ongoing
<ul style="list-style-type: none"> <li>Incorporate safety as a critical result in all employees' performance plans</li> </ul>	October 05
<ul style="list-style-type: none"> <li>Ensure requests are submitted for adequate funding of required safety programs and safety training</li> </ul>	Oct 04
<ul style="list-style-type: none"> <li>Integrate audit findings into existing performance management and training processes</li> </ul>	Begin audits Oct 05; Integration begins Oct 06 – ongoing
<ul style="list-style-type: none"> <li>Ensure all levels of employees understand their roles and responsibilities in implementing a safety program</li> </ul>	By August 04
<ul style="list-style-type: none"> <li>Ensure all employees are aware of and control their job hazards</li> </ul>	Program roll-out: June 05 – ongoing
<ul style="list-style-type: none"> <li>Reduce lost time incident and total incident rates below by 5% annually.</li> </ul>	By Jan 05

## **Appendix A: NPSafe - National Park Service Employee Safety and Health Implementation Plan (March 2004)**

<b>Role: Line Supervisors</b>	
<b>Responsibilities</b>	<b>Timeline</b>
<ul style="list-style-type: none"> <li>Monitor employee/unit performance, recognize successes, and take corrective actions when needed</li> </ul>	Begin June 04 – ongoing
<ul style="list-style-type: none"> <li>Incorporate safety into all decision-making processes</li> </ul>	Begin April 04 – ongoing
<ul style="list-style-type: none"> <li>Incorporate safety as a critical result in all employees' performance plans.</li> </ul>	October 05
<ul style="list-style-type: none"> <li>Develop and use employee safety and health orientation checklist identifying job specific hazards and safety concerns</li> </ul>	Begin Oct 05; Pilot programs & template development: ongoing; Complete by Oct 06
<ul style="list-style-type: none"> <li>Develop and continuously improve Job Hazard Analyses for all tasks</li> </ul>	Begin audits Oct 05; Integration begins Oct 06 – ongoing
<ul style="list-style-type: none"> <li>Integrate audit findings into existing performance management and training processes</li> </ul>	By Aug 04
<ul style="list-style-type: none"> <li>Ensure all levels of employees understand their roles and responsibilities in implementing a safety program</li> </ul>	Program roll-out: June 05 – ongoing
<ul style="list-style-type: none"> <li>Ensure all employees are aware of and control their job hazards</li> </ul>	April 04 - ongoing
<ul style="list-style-type: none"> <li>Investigate all accidents and near misses, and implement corrective actions for identified hazards</li> </ul>	Oct 04 and ongoing
<ul style="list-style-type: none"> <li>Reduce lost time incident and total incident rates by 5% annually.</li> </ul>	By Jan 05

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**Appendix A: NPSafe - National Park Service Employee Safety and Health Implementation Plan (March 2004)**

<b>Role: Employees</b>	
<b>Responsibilities</b>	<b>Timeline</b>
<ul style="list-style-type: none"> <li>Collaborate with supervisor on Job Hazard Analyses development and use of employee safety and health orientation checklist</li> </ul>	April 04 - ongoing
<ul style="list-style-type: none"> <li>Integrate audit findings into existing performance management and training processes</li> </ul>	Begin Oct 05; Pilot programs & template development: ongoing; Complete by Oct 06
<ul style="list-style-type: none"> <li>Incorporate safety into all decision-making processes and job tasks</li> </ul>	April 04 – ongoing
<ul style="list-style-type: none"> <li>Ensure all levels of employees understand their roles and responsibilities in implementing a safety program</li> </ul>	Program roll-out: June 05 – ongoing
<ul style="list-style-type: none"> <li>Ensure all employees are aware of and control their job hazards</li> </ul>	April 04 - ongoing
<ul style="list-style-type: none"> <li>Identify and report hazards to immediate supervisor or park management.</li> </ul>	Immediately and ongoing

## Appendix B Supervisor's Safety Excellence Action Plan

### GOAL FOR SAFETY EXCELLENCE:

CONDUCT MONTHLY **SAFETY MEETINGS** ON THE FOLLOWING SCHEDULE: (e.g., first Tuesday, last Friday, of the month, etc.):

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(CHOOSE ONE OR MORE SAFETY TOPIC(S) FOR EACH MEETING for example, machine guarding, electrical safety, flammable liquids, fire extinguisher use, etc.)

#### SAFETY TOPIC(S)

March

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April

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May

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June

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July

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August

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September

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October

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November

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December

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January

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February

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## **Appendix B Supervisor's Safety Excellence Action Plan**

PROMOTE SAFETY EXCELLENCE ON A **DAILY** BASIS BY: (e.g., tailgate safety meetings, safety discussion when work is assigned for the day, daily visits to the jobsite, etc.):

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CONDUCT A **TECHNICAL SAFETY AUDIT** AND ALSO EVALUATE THE NEED FOR **SAFETY AND HEALTH PROGRAMS/TRAINING** ON THE FOLLOWING SCHEDULE: (e.g., weekly, monthly, quarterly, etc.):

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**FOLLOWUP** ON TECHNICAL CORRECTIVE ACTIONS: (e.g., daily, weekly, monthly, etc.):

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**FOLLOWUP** ON ACQUIRING PROGRAMS/TRAINING ON THE FOLLOWING SCHEDULE: (e.g., daily, weekly, monthly, etc.):

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CONDUCT **MANAGEMENT WALKAROUNDS** EACH: (week, month, quarter, etc.):

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GIVE **SAFETY INSTRUCTIONS** TO EMPLOYEES ON THE FOLLOWING BASIS: (e.g., before each assignment, during safety audits, during management walkarounds, during daily safety interactions with employees):

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## **Appendix B Supervisor's Safety Excellence Action Plan**

GIVE PERSONAL **SAFETY INSTRUCTIONS** ON THE GOALS AND OBJECTIVES OF NPSAFE TO **NEW EMPLOYEES** ON THE FOLLOWING BASIS: (e.g., on their first day on the job, sometime during the first week on the job, etc.):

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COMPLETE A **JHA** WITH THE HELP OF EMPLOYEES ON THE FOLLOWING SCHEDULE: (e.g., weekly, monthly, quarterly, etc.):

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FOR JOBS WHERE A JHA IS NOT NEEDED, PREPARE WRITTEN **SAFE WORK PROCEDURES** WITH THE HELP OF EMPLOYEES ON THE FOLLOWING SCHEDULE: (e.g., weekly, monthly, quarterly, etc.):

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PUT IN PLACE A **SAFETY EXCELLENCE REPORTING SYSTEM** THAT ENCOURAGES EMPLOYEES TO BRING UP SAFETY EXCELLENCE **IDEAS** AND **CHALLENGES** BY (date):

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**ADDRESS** EACH IDEA AND CHALLENGE WITHIN: (time period- e.g., # of days, etc.):

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**REMIND** EMPLOYEES TO REPORT ALL **INCIDENTS**, INCLUDING NEAR-MISS INCIDENTS AT A: ( e.g., safety meeting, daily safety interaction):

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## Appendix B Supervisor's Safety Excellence Action Plan

**INVESTIGATE** ANY INCIDENT, INCLUDING A NEAR MISS INCIDENT AS SOON AS FEASIBLE BUT NOT LATER THAN (length of time):

\_\_\_\_\_ AFTER THE INCIDENT

WHEN APPROPRIATE, CONDUCT A **ROOT CAUSE** ANALYSIS OF INCIDENTS WITHIN THE FOLLOWING TIME FRAME:

\_\_\_\_\_ AFTER THE INCIDENT.

TAKE ACTION AFTER AN INCIDENT (e.g., report to upper management, perform necessary recordkeeping, develop JHA if appropriate, increase frequency of safety audits in that area, increase management walk-around frequency in that area, contact risk management for assistance, etc.) TO PROMOTE SAFETY EXCELLENCE AND **PREVENT FURTHER INCIDENTS** WITHIN THE FOLLOWING TIME FRAME:

\_\_\_\_\_ AFTER THE INCIDENT.

**REVIEW INCIDENTS** THAT ARE PUT INTO THE SMIS SYSTEM TO ASSURE THAT THE DATA IS COMPLETE, CORRECT, ACCURATE AND PROPERLY CHARACTERIZED ON THE FOLLOWING SCHEDULE (e.g., weekly, monthly):

\_\_\_\_\_

TAKE STEPS TO INDEPENDENTLY **ADVISE** THE PARK SAFETY OFFICER OF INCIDENTS PUT IN THE SMIS SYSTEM BY (e.g., direct contact, phone, e-mail, etc.):

\_\_\_\_\_

WITHIN THE FOLLOWING **TIME** FRAME (e.g., 48 hrs, etc.):

\_\_\_\_\_

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**Appendix C – Classification of Accidents**

Classification	Description	Who Investigates?	What Accident Investigation Report is Required?	Who Reviews the Accident Report?
Incident	Unplanned “near-miss” event involving National Park Service property, employees, volunteers, contractors, emergency fire fighters, the public or the environment that could have resulted in an injury, illness, or property loss, but did not.	First Line Supervisor	SMIS Entry	Safety Officer Superintendent
Minor accident	First-aid treatment only with no lost-days from work, and/or property damage less than \$1,000, no loss of consciousness.	First Line Supervisor	SMIS Entry	Safety Officer Superintendent
Recordable Accident Level #1	Result in injuries beyond first-aid, but NOT involving loss of consciousness, lost-days away from work, or restricted work activity,	First Line Supervisor	SMIS Entry	Safety Officer Superintendent
Recordable Accident Level #2	Result in injuries beyond first-aid, involving loss of consciousness, lost-days away from work, restricted work activity or transfer from the victim’s normal job.	Employee’s Division Chief or Other Division Chief Assigned to Investigate	Separate written report in addition to SMIS Entry	ARC Superintendent
Accidents with Property Damage But No Injuries	Accidents that incur property damage but do not involve employee injuries or fatalities are not reportable to OSHA. However, all accidents with property damage of more that \$1,000 but less than \$250,000 shall also be investigated.	Employee’s Division Chief or Other Division Chief Assigned to Investigate	Separate written report in addition to SMIS Entry	ARC Superintendent
Serious Accidents	Involve a fatality of an employee (NPS, VIP, volunteer), hospitalization of three or more employees from a single occurrence; and/or incidental damage to NPS property of \$250,000 or more.	Serious Accidents will be investigated by a Serious Accident Investigation Team (SAIT) as required by DM 485, Chapter 7, Section 5.8	Formal Report	Regional Director