

THE FRONT LINE SUPERVISOR



A SAFETY MANAGER'S FRIEND OR FOE

DO THESE THINGS REALLY JUST HAPPEN?



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FACT OR FICTION

- ☞ Safety First!
- ☞ Safety Is Our Number One Priority!
- ☞ Safety Is The Most Important Thing!
- ☞ Safety Is Our Number One Concern!
- ☞ Nothing Is More Important Than Safety – Not Even Production!
- ☞ We Will Do Nothing If We Cannot Do It Safely!

WHAT HAPPENS IF THOSE STATEMENTS ARE FACT?

- ✓ When an injury or near miss occurs, ALL work stops until the root cause has been identified & corrective action has been implemented.
- ✓ Equipment is purchased based on its safety features (i.e. guards, ergonomic design, etc.) & not on its ability to produce a quality part within a set cycle time.
- ✓ 100% attendance at safety training classes is mandatory. Production is set up around the training class schedule.
- ✓ There is no constraint on the budget for safety. If it is needed, you buy it no matter how expensive. Essentially, EHS has an open check book.
- ✓ No person (temporaries included) is permitted to operate any machine or process without first being thoroughly trained on the potential hazards of the machine or process and how to protect themselves from injury.
- ✓ Supervisors are evaluated more on the safety metrics (i.e. incident rate) in his or her department than the quality and timeliness of the products coming from the department.

SILO APPROACH TO BUSINESS

This model requires Safety & Health to COMPETE with the other business functions instead of being integrated into the other business functions

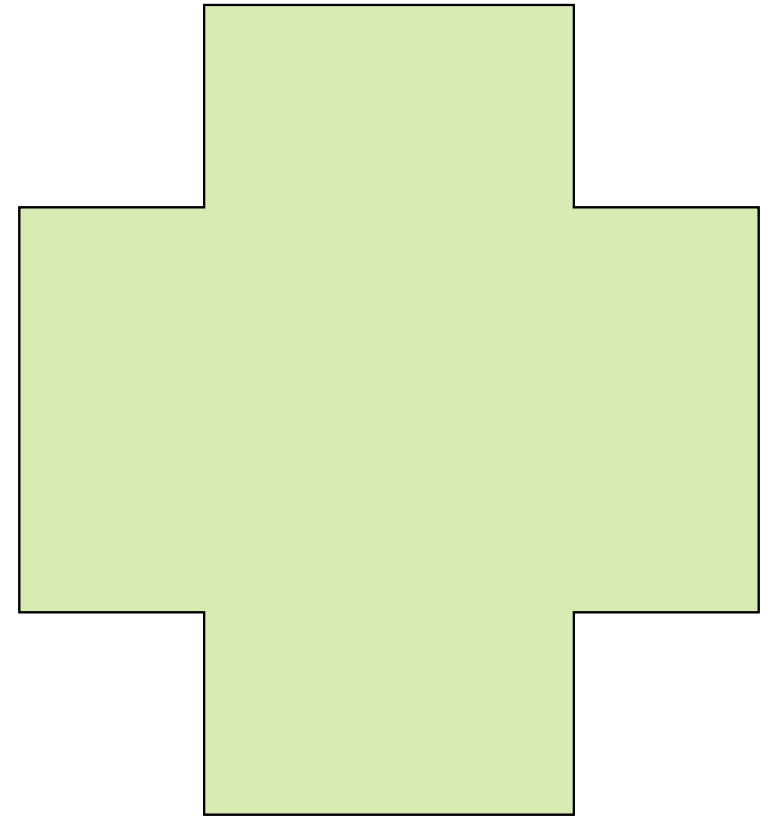


REALITY = SAFETY MUST BE AS IMPORTANT



SAFETY MUST BE AS IMPORTANT

- ∞ Safety must be integrated into each process at the supervisory level
- ∞ If supervisors perceive that safety is competing with the other business functions (i.e. quality) then it is easy to push aside
- ∞ To be fully integrated, supervisors must see that safety supports the other business functions
- ∞ Ideal Supervisor Perception
 - Safety in the process is necessary to accomplish and achieve the purpose of my department



DOES EHS REALLY NEED SUPERVISORS?

- ☞ Strong impact on employee perceptions
- ☞ Developers of employee skill sets on the job
- ☞ Maximize your time
- ☞ Allow safety to be more places at one time
- ☞ Supervisor-employee level is where things get done & fixed or fail to get done or fixed



EMPLOYEE PERCEPTIONS

- ∞ Employee job priorities are set by supervisors
- ∞ Employee perceptions of safety can be affected by supervisor's attitude & behavior toward safety
 - Is safety portrayed as getting in the way of achieving the priority?
- ∞ CULTURE - Supervisors can instill safety as a priority or as a nuisance or hindrance to accomplishing their tasks
- ∞ Imperative for supervisors to show safety as an integral part of achieving the priority (production)



BETARI BOX MODEL

Model that helps us understand the impact of our own attitudes & behaviors on the attitudes & behaviors of others around us



DEVELOPERS OF EMPLOYEE JOB SKILLS

- ☞ Job skills vs. SAFE job skills
 - Safe job skills must be taught, developed, & enforced
- ☞ Supervisors are critical to ensuring safety becomes an integral part of the job
- ☞ Supervisors have a significant impact on what safety skills & techniques are taught & developed
 - Lifting technique
 - LOTO



MAXIMIZE YOUR TIME

- ☞ Supervisors actively engaged in safety will save EHS time
 - Enforcing rules
 - Accident investigations
 - Training
- ☞ Spend saved time on proactive initiatives designed to further safety & help supervisors
 - New equipment reviews
- ☞ Never give the impression you are pawning your work off on them
 - Accident investigations = they know their process better than you



IRONY = POLICING SAFETY IS JUST STEALING YOUR TIME

SAFETY MORE PLACES AT ONE TIME

- ☞ Reality is EHS cannot be everywhere so we need help
- ☞ Implementation of safety is more likely if there are more eyes watching & ears listening
 - Eyes & ears of safety
- ☞ Helps eliminate covert operations
 - Activities re-scheduled when EHS is not there
- ☞ Resources
 - Remember – Nothing is free
 - Relationships are two-way streets



SUPERVISOR — EMPLOYEE LEVEL

- ☞ Where the rubber meets the road
- ☞ Safe processes & procedures are implemented or fail to be implemented at this level
- ☞ Unsafe conditions or actions develop & are corrected or allowed to continue at this level
- ☞ Tone set for your safety culture



DO SUPERVISORS REALLY NEED SAFETY?

∞ Drivers of supervisory actions typically include:

- Production, quality, & delivery
- Cost
- Human element – right thing to do

∞ Safety can provide an avenue for:

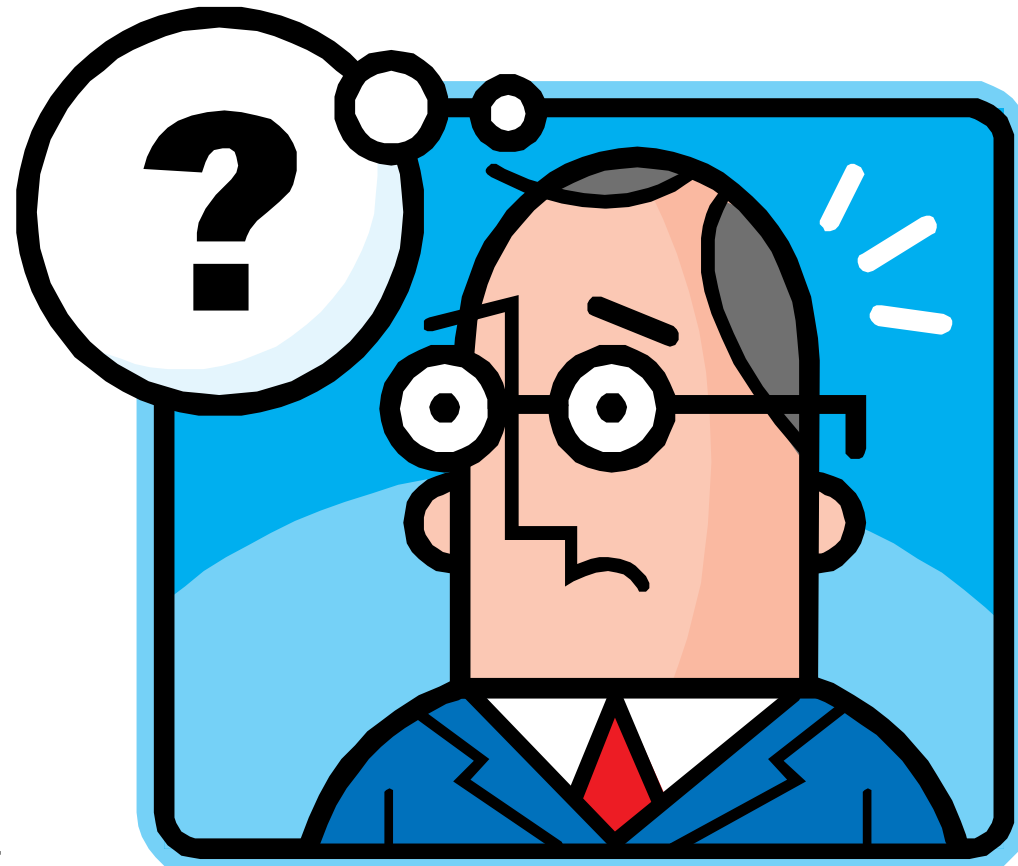
- Improved & more consistent production & quality
 - Decrease in turnover
- Reduction in operating costs
 - WC costs
 - OT costs
- Instilling employee commitment
 - Two way street



EHS professionals many times do not do a good job “selling” safety & its benefits to supervisors

WHY DO SUPERVISOR'S FAIL TO MANAGE SAFETY?

- ∞ Not a metric
- ∞ Don't understand the concept(s)
- ∞ Production, production, production – Not a priority
- ∞ “I'm too busy” syndrome
- ∞ Believe it is someone else's responsibility – don't recognize it as their responsibility



METRICS

- ☞ What gets measured gets done
 - Supervisor accountability for safety process being implemented in their department(s)

- ☞ Develop departmental safety metrics that can be used to provide a “scorecard” for supervisors
 - Supervisors’ annual performance appraisal should include safety performance

- ☞ Charge injury & illness costs back to the supervisor’s department to get attention & accountability



Example Metrics may include:

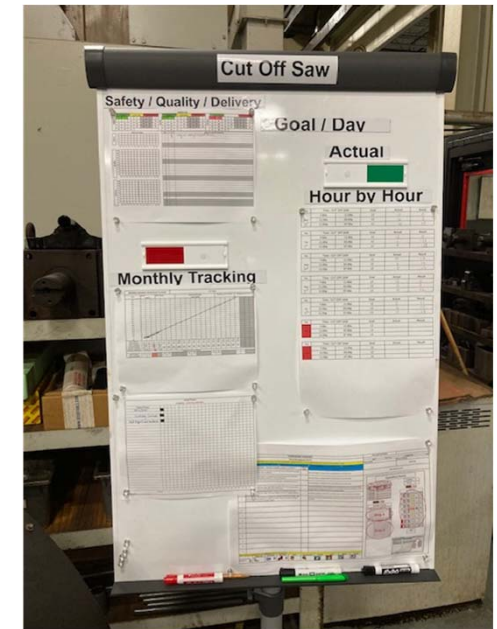
- Training timeliness
- Safety audit results
- Timeliness of corrective action
- Number of at-risk behaviors
- Employee safety contacts

SQD GEMBA BOARDS (C)

☞ Safety Quality Delivery tracked daily at each workstation

☞ Rolled up at the department and site level.

☞ Corrective Actions tracked on living pareto.



OBSERVATION & NEAR MISS TRACKING

Application used to track observations

Supervisors and team leads should looking to record at least two behavior based observations each month

Application used to track near misses

Inspector Month: 11 | 2021 | Region: | Interaction Location: |
 GI Group: | Supervisor: | Department: | Entered By: |
 Leader Level: | Interaction Type: |
 Description Codes: |
 Business Unit: | Site: |
 Education Other Compliance Safety Other
 Fulltime Other Fulltime

ID	GI	Place	Potential Hazard	Date	Personnel	Business Unit	Site	Severity	Description	Approved Action Description	Control By	Control Due
2021-10-20	N/A	Home	Hand Balance	10/20/21	APPT	Healthcare	MS	Low	Handing: There was color in the work area in the home department.	MS advised Team Lead to put a safety cone by the color and to clean up material as soon as possible.	Team Lead	2021-10-20
2021-10-20	N/A	Components	Safety Glasses - Employee	10/20/21	APPT	Healthcare	MS	Low	American Employee who often was working. Didn't have safety glasses on during final test.	MS advised employee of safety glasses. Employee stated it was an honest mistake and would be more mindful of using PPE in the building.	Brockman, Connor	2021-10-20
2021-10-20	N/A	Public	Face & Eye Protection - Cleaning	10/20/21	APPT	Healthcare	MS	Low	The associate was using a buffette without using team lead safety glasses.	MS advised the associate to use safety glasses and to use the buffette in the appropriate area.	Team Lead	2021-10-20
2021-10-20	N/A	Team Lead	Other	10/20/21	APPT	Healthcare	MS	Low	American team lead was not wearing high enough.	MS advised team lead to wear high enough and to check back more often to team from the observation.	Team Lead	2021-10-20
2021-10-20	N/A	Team Lead	Falling Objects	10/20/21	APPT	Healthcare	MS	Low	American team lead was holding up a 2nd phone.	MS advised team lead to hold up the 2nd phone. MS would be completely out and the associate would be holding up the phone. MS would be completely out and the associate would be holding up the phone.	Team Lead	2021-10-20
2021-10-20	N/A	Team Lead	Other	10/20/21	APPT	Healthcare	MS	Low	American team lead was holding up a 2nd phone.	MS advised team lead to hold up the 2nd phone. MS would be completely out and the associate would be holding up the phone. MS would be completely out and the associate would be holding up the phone.	Team Lead	2021-10-20
2021-10-21	N/A	Blow Up	Hand	10/21/21	APPT	Healthcare	MS	Low	American inspection should report that out.	MS advised team lead to report that out and to check back more often to team from the observation.	Team Lead	2021-10-21
2021-10-19	N/A	Team Lead	Safety Behavior	10/19/21	APPT	Healthcare	MS	Low	American new employee looking from all directions and going around corner.	MS advised team lead to report that out and to check back more often to team from the observation.	Team Lead	2021-10-21
2021-10-18	N/A	Blow Up	Awake Behavior	10/18/21	APPT	Healthcare	MS	Low	American hand truck being left in the aisle.	MS advised team lead to report that out and to check back more often to team from the observation.	Team Lead	2021-10-18
2021-10-19	N/A	Shop	Cutting or Sawing	10/19/21	APPT	Healthcare	MS	Low	American training new hire operator to install part. He asked for pair of gloves before handling with the crane. He said to working machine and got a new pair of gloves. I commented that he had gloves on his hands but they were not safety gloves. I commented that he had gloves on his hands but they were not safety gloves.	MS advised team lead to report that out and to check back more often to team from the observation.	Team Lead	2021-10-19
2021-10-12	N/A	LPC	Falling Objects	10/12/21	APPT	Healthcare	MS	Low	American person using large pallet using two crane hooks and straps. The lift was safety checked and was safe for lifting. The operator was at a safe distance from the load when lowering the pallet into the lift. Discussed the importance of inspecting each PPE strap and crane inspection each time.	MS advised team lead to report that out and to check back more often to team from the observation.	Team Lead	2021-10-12
2021-10-16	N/A	WFO	Tool	10/16/21	APPT	Healthcare	MS	Low	American taken to person cleaning up a coffee spill from the floor. This was a slip hazard and should be cleaned up immediately. The person was at a safe distance from the spill when cleaning it up. Discussed the importance of inspecting each PPE strap and crane inspection each time.	MS advised team lead to report that out and to check back more often to team from the observation.	Team Lead	2021-10-16
2021-10-14	N/A	Components	Choking	10/14/21	APPT	Healthcare	MS	Low	American lift associate brought up a question about being too close to a crane. MS advised team lead to report that out and to check back more often to team from the observation.	MS advised team lead to report that out and to check back more often to team from the observation.	Team Lead	2021-10-14
2021-10-17	N/A	Components	Safety Glasses - Contractor	10/17/21	APPT	Healthcare	MS	Low	American new associate started new walking through area with no glasses on and was not wearing a hard hat. MS advised team lead to report that out and to check back more often to team from the observation.	MS advised team lead to report that out and to check back more often to team from the observation.	Team Lead	2021-10-17
2021-10-08	N/A	Shop	Fall	10/08/21	APPT	Healthcare	MS	Low	American noticed operator stepping from a red platform and asked if the red floor might be slippery. He asked a supervisor to walk down that side again, so will have a supervisor to walk the red floor again where he was stepping. He got one at the slippery station and used it.	MS advised team lead to report that out and to check back more often to team from the observation.	Team Lead	2021-10-08

New Near Miss

Near Miss Details

* Location:

Near Miss Location ID:

* Category: Human Factor Machinery Slip, Trips and Falls Training

* Date and Time of Incident:

* Near Miss Description:

* Potential Severity: 1 - High 2 - Medium 3 - Low

Suspected Cause:

Immediate Actions Taken:

* Reported By:

* Date and Time Reported:

TRAINING COMPLETION %

- ∞ LMS used to manage compliance training
- ∞ LMS trainings allow for training flexibility with supervisors
- ∞ Expectation is set that supervisors are responsible for ensuring their team is completing the required trainings.
- ∞ EHS assists supervisors with checking completion reports and sending reminders

Milacron Online Safety & Health Training

Assignments | History / Certificates | Admin

Assignments Listing

Your assigned courses are listed below. Click on a course to begin training.

Assigned Courses:

COURSE TITLE	COURSE ID	DUE DATE	STATUS	RESET?
Access to Employee Medical Records (No Sound)	AccesRecs	12/31/2022	Not started	
Hazard Communication	apshcom_vod	12/31/2022	Incomplete	Reset
MTO EAP ISO 14001 Awareness Training (No Sound)	MTOEAP1	12/31/2022	Incomplete	Reset
PPE: Your Last Layer Of Protection	erisspyll_vod	12/31/2022	Incomplete	Reset
Safe Use and Operation of Industrial Cranes	erissuoi_vod	12/31/2022	Incomplete	Reset

Recently Completed Courses:

COURSE TITLE	COURSE ID	LAST VIEWED
You have not completed any courses		

[Download MasteryNet Player](#)

USER	ASSIGNED CURRICULUM	ASSIGNED GROUP	COURSE TITLE	ID	COURSE ID	STARTED	LAST VIEWED	TIME SPENT	SCORE	DUE DATE	STATUS	COMPLETED	100%
[REDACTED]	Access to Employee Exposure & Medical Records	AFT	Access to Employee Medical Records (No Sound)	103641	AccesRecs	03/02/2022	03/02/2022	7m 43s		12/31/2022	Completed		
[REDACTED]	Afton EAP ISO 14001 Awareness	AFT	Afton EAP ISO 14001 Awareness Training (No Sound)		AftonEAP1	03/02/2022	03/02/2022	4m 41s		12/31/2022	Completed		
[REDACTED]	General Requirements - PPE	AFT	PPE: Your Last Layer Of Protection		erisspyll_vod	03/02/2022	03/02/2022	23m 58s	100	12/31/2022	Completed		
[REDACTED]	Hazard Communication APSSHCOM_VOD	AFT	Hazard Communication		apshcom_vod	03/02/2022	03/02/2022	17m 18s	100	12/31/2022	Completed		
[REDACTED]	July 2021 Mastery courses Cranes and PPE	AFT	PPE: Your Last Layer Of Protection		erisspyll_vod	03/02/2022	03/02/2022	23m 58s	100		Completed		
[REDACTED]	July 2021 Mastery courses Cranes and PPE	AFT	Safe Use and Operation of Industrial Cranes		erissuoi_vod	03/02/2022	03/02/2022	24m 2s	100		Completed		
USER	ASSIGNED CURRICULUM	ASSIGNED GROUP	COURSE TITLE	ID	COURSE ID	STARTED	LAST VIEWED	TIME SPENT	SCORE	DUE DATE	STATUS	COMPLETED	100%
[REDACTED]	Access to Employee Exposure & Medical Records	AFT	Access to Employee Medical Records (No Sound)	105158	AccesRecs	03/02/2022	03/02/2022	12m 48s		12/31/2022	Completed		
[REDACTED]	Afton EAP ISO 14001 Awareness	AFT	Afton EAP ISO 14001 Awareness Training (No Sound)		AftonEAP1	03/02/2022	03/02/2022	57m 4s		12/31/2022	Completed		
[REDACTED]	General Requirements - PPE	AFT	PPE: Your Last Layer Of Protection		erisspyll_vod	03/02/2022	03/02/2022	27m 46s	100	12/31/2022	Completed		
[REDACTED]	Hazard Communication APSSHCOM_VOD	AFT	Hazard Communication		apshcom_vod	03/02/2022	03/02/2022	20m 14s	100	12/31/2022	Completed		
[REDACTED]	July 2021 Mastery courses Cranes and PPE	AFT	PPE: Your Last Layer Of Protection		erisspyll_vod	03/02/2022	03/02/2022	27m 46s	100		Completed		
[REDACTED]	July 2021 Mastery courses Cranes and PPE	AFT	Safe Use and Operation of Industrial Cranes		erissuoi_vod	03/03/2022	03/03/2022	22m 49s	100		Completed		

UNDERSTANDING

In a laboratory, Eric and Carter apply a

$F_{\text{grav}} = 34.5 \text{ N}$ rightward force to a 4.52 kg cart to

accelerate it across a horizontal surface at

$F_{\text{net}} = 1.28 \text{ m/s}^2$. $1.28 \text{ m/s}^2 \times 4.52 \text{ kg} = 5.786 \text{ N}$

Determine the 5.786 N force acting upon
the cart.

DON'T UNDERSTAND THE CONCEPT(S)

- ☞ Lack of understanding prevents a supervisor from managing safety in the department
 - LOTO
 - PPE

- ☞ Supervisors should be trained in a manner that allows them to be the safety expert for his/her area
 - Well versed on safety risks & control measures
 - Identify & correct hazards before injury

- ☞ Focus on departmental specifics not generalities to maximize time & effectiveness
 - Power presses vs. Confined spaces



Would you confront someone on the applicability of LOTO if you did not have a good understanding when it is required?

PRODUCTION, PRODUCTION, PRODUCTION

- ∞ Narrow focus many times associated with their boss or metrics

- ∞ Failure to correlate that healthy employees produce better
 - Temporary vs. experienced operator
 - Light duty vs. full duty

- ∞ EHS must sell how good safety benefits their priority (production)
 - Consistent production, quality, & efficiency
 - Increase in morale
 - Employees feel safe at work
 - Reduction in costs
 - OT & WC costs
 - Administrative time



Production vs. Safe Production

“I’M TOO BUSY” SYNDROME

- ∞ Crutch used to avoid dealing with a problem directly or in the correct way
- ∞ Failure to see the big picture
 - Glove warning vs. injury
- ∞ Rarely, if ever, hear this when associated with production, quality, or delivery
 - Indication safety is not as important
- ∞ Poor time management may need to be overcome when you hear this
 - Be creative – Help identify other resources
 - Maintenance
 - Safety committee members



NOT MY RESPONSIBILITY

- ☞ Worst statement a safety professional can hear is “This is Eric. He is responsible for safety.”
- ☞ Safety professionals need to establish themselves as an internal consultant
 - Resource, educator, & subject matter expert
- ☞ Supervisors must identify themselves as implementers & managers of the safety process in their area
- ☞ Safety professionals should be responsible for establishing the process & supervisors should be responsible for implementing the process within their department



THE BACKYARD THEORY



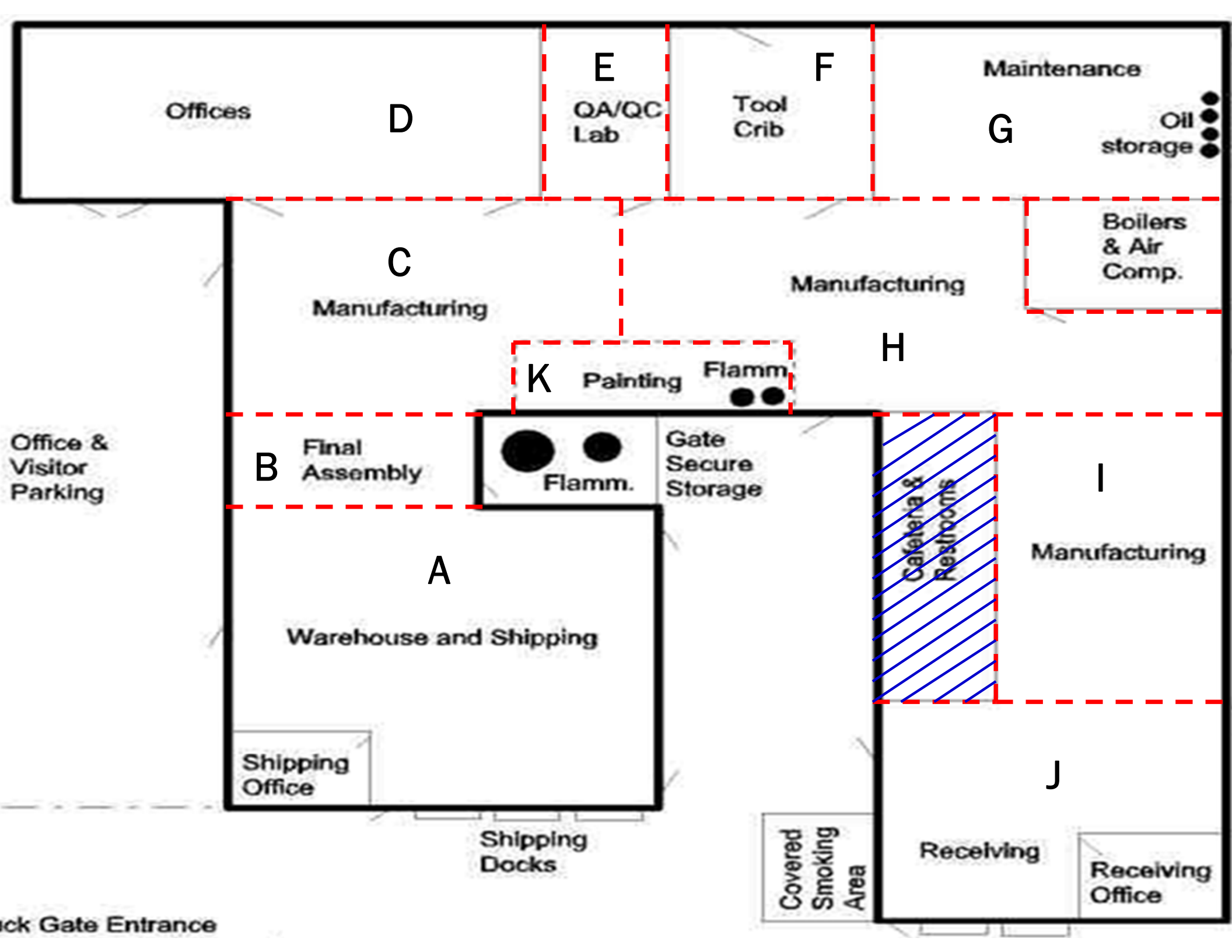
THE THOUGHT BEHIND THE THEORY

- ☞ If your neighbor is target shooting toward your yard where your child is playing, what do you do?
- ☞ Your teenager hosts a party in the backyard and the neighbor calls the cops to complain about the noise. Who is responsible?
- ☞ Your dog digs out from under the fence in your backyard and kills the neighbor's cat. Who is responsible?



A SUPERVISOR'S BACKYARD AT WORK

- ∞ Supervisor's department should be his/her back yard
- ∞ Supervisors should be accountable & responsible for what happens or does not happen in their department from a safety standpoint
- ∞ Supervisors should have responsibility & authority for ensuring the safety of all employees, visitors, & contractors in their "yard"
 - Should not matter who the employee reports to once they enter a supervisor's yard
- ∞ EHS must support a supervisor when he or she takes responsibility
- ∞ Implementation & Enforcement
 - Rules are mandatory & must be followed
 - Guidelines are voluntary & may be followed
 - Lack of enforcement turns a mandatory rule into a discretionary guideline



BUILDING BLOCKS OF SAFETY RELATIONSHIPS

- ∞ Be understanding & make yourself human
 - We have all done something unsafe at some point
 - Don't expect them to know safety like you do – prepare to coach

- ∞ Establish a “mutual aid” agreement & communicate
 - Mutual interest & benefit to providing a safe work environment
 - Safety is teamwork – You need each other

- ∞ Agree to disagree but you must Trust & Respect each other

- ∞ Supervisors are your customers
 - EHS should provide what is needed to successfully implement the safety process



ALL BACKYARDS ARE NOT THE SAME

- ⌘ Supervisors backyards are not the same
 - Different areas have different hazards associated with each area
 - Supervisors have different approaches and different breadth of knowledge when it comes to safety
 - EHS must evaluate the different hazard and risk with each supervisors backyard and formulate a plan to best fit their needs



- ⌘ Working with supervisors to identify and support needs assists with creating “mutual aid” agreement & communicating more effectively
 - Some supervisors may be data driven. Others may be compliance driven.

- ⌘ Supervisors are your customers
 - Find a way to create a customer centered solution
 - Site audits to evaluate hazards and risks
 - Be accessible!!! – Even if you don’t have a solution right away, Follow up and provide updates.

<p>Personal Protective Equipment Evaluation (PPEHA) PPE Hazard Assessment Worksheet</p> <p>Department: <u>All Departments</u> Process: _____ Job/Task: <u>Dynallit</u></p> <p>Job: _____</p> <table border="1"> <thead> <tr> <th>Task</th> <th>Hazard</th> <th>Control Measure</th> <th>Residual Risk</th> <th>Residual Risk</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	Task	Hazard	Control Measure	Residual Risk	Residual Risk											<p>Personal Protective Equipment Requirements (Specified Directly from PPE Hazard Assessment Worksheet)</p> <p>PPEHA#: <u>32</u> Job/Task: <u>Dynallit</u></p> <p><input checked="" type="checkbox"/> Check All That Apply</p> <p>FACE PROTECTION <input type="checkbox"/> Safety glasses or eye shields <input type="checkbox"/> Face Protection (Shield, Screen, or Face Guard) <input type="checkbox"/> Face Shield <input type="checkbox"/> Safety goggles or helmet <input type="checkbox"/> Helmets <input type="checkbox"/> Full Face Respirator <input type="checkbox"/> Minimum face shield <input type="checkbox"/> Safety glasses <input type="checkbox"/> Safety goggles</p> <p>HEAD PROTECTION <input type="checkbox"/> Hard Hat (Type I or II) <input type="checkbox"/> Hard Hat <input type="checkbox"/> Hard Hat <input type="checkbox"/> Safety Helmet <input type="checkbox"/> Safety Helmets <input type="checkbox"/> Safety Helmets <input type="checkbox"/> Safety Helmets <input type="checkbox"/> Safety Helmets <input type="checkbox"/> Safety Helmets</p> <p>HEARING PROTECTION <input type="checkbox"/> Earplugs <input type="checkbox"/> Earplugs <input type="checkbox"/> Earplugs <input type="checkbox"/> Earplugs <input type="checkbox"/> Earplugs <input type="checkbox"/> Earplugs <input type="checkbox"/> Earplugs <input type="checkbox"/> Earplugs <input type="checkbox"/> Earplugs</p> <p>RESPIRATORY PROTECTION <input type="checkbox"/> Respirator <input type="checkbox"/> Respirator <input type="checkbox"/> Respirator <input type="checkbox"/> Respirator <input type="checkbox"/> Respirator <input type="checkbox"/> Respirator <input type="checkbox"/> Respirator <input type="checkbox"/> Respirator <input type="checkbox"/> Respirator</p> <p>PROTECTIVE CLOTHING <input type="checkbox"/> Safety Vest <input type="checkbox"/> Safety Vest <input type="checkbox"/> Safety Vest <input type="checkbox"/> Safety Vest <input type="checkbox"/> Safety Vest <input type="checkbox"/> Safety Vest <input type="checkbox"/> Safety Vest <input type="checkbox"/> Safety Vest <input type="checkbox"/> Safety Vest</p> <p>PROTECTIVE FOOTWEAR <input type="checkbox"/> Safety Shoes <input type="checkbox"/> Safety Shoes <input type="checkbox"/> Safety Shoes <input type="checkbox"/> Safety Shoes <input type="checkbox"/> Safety Shoes <input type="checkbox"/> Safety Shoes <input type="checkbox"/> Safety Shoes <input type="checkbox"/> Safety Shoes <input type="checkbox"/> Safety Shoes</p> <p>PROTECTIVE GLOVES <input type="checkbox"/> Safety Gloves <input type="checkbox"/> Safety Gloves <input type="checkbox"/> Safety Gloves <input type="checkbox"/> Safety Gloves <input type="checkbox"/> Safety Gloves <input type="checkbox"/> Safety Gloves <input type="checkbox"/> Safety Gloves <input type="checkbox"/> Safety Gloves <input type="checkbox"/> Safety Gloves</p> <p>PROTECTIVE LINEN <input type="checkbox"/> Safety Linen <input type="checkbox"/> Safety Linen <input type="checkbox"/> Safety Linen <input type="checkbox"/> Safety Linen <input type="checkbox"/> Safety Linen <input type="checkbox"/> Safety Linen <input type="checkbox"/> Safety Linen <input type="checkbox"/> Safety Linen <input type="checkbox"/> Safety Linen</p>	<p>Problem Area: _____ Priority: _____ Area: _____</p> <p>Critical Considerations:</p> <p>1. PPE safety glasses with side shields, safety, face shield, and ear protection should be provided to the worker when working with or near equipment that is rotating or moving material.</p> <p>Equipment:</p> <p>1. _____ 2. _____ 3. _____</p> <p>Production Procedure:</p> <table border="1"> <thead> <tr> <th>Step</th> <th>Description</th> <th>Hazard</th> <th>Control Measure/Requirement</th> <th>Required PPE</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td>Check work area and make sure it is free from hazards.</td> <td>Slip/Trip/Fall Back Pain</td> <td>Prohibit work in areas where equipment work areas.</td> <td>Safety glasses with side shields</td> </tr> <tr> <td>2.</td> <td>Communicate with others in the area.</td> <td>Struck by Objects Falls</td> <td>Communicate with others working in the area about the location and extent of the hazard associated with the work.</td> <td>Safety glasses with side shields Safety glasses when handling equipment Safety glasses (not to be worn around rotating equipment)</td> </tr> <tr> <td>3.</td> <td>Control access to work area, include others from the hazard.</td> <td>Struck by Objects Falls</td> <td>Control access to work area, include others from the hazard.</td> <td>Safety glasses with side shields Safety glasses when handling equipment Safety glasses (not to be worn around rotating equipment)</td> </tr> </tbody> </table>	Step	Description	Hazard	Control Measure/Requirement	Required PPE	1.	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Prohibit work in areas where equipment work areas.	Safety glasses with side shields	2.	Respiratory	Respiratory irritation due to dust or fumes.	Communicate with others working in the area about the location and extent of the hazard associated with the work.	Safety glasses with side shields Safety glasses when handling equipment Safety glasses (not to be worn around rotating equipment)
Task	Hazard	Control Measure	Residual Risk	Residual Risk																																																	
Step	Description	Hazard	Control Measure/Requirement	Required PPE																																																	
1.	Check work area and make sure it is free from hazards.	Slip/Trip/Fall Back Pain	Prohibit work in areas where equipment work areas.	Safety glasses with side shields																																																	
2.	Communicate with others in the area.	Struck by Objects Falls	Communicate with others working in the area about the location and extent of the hazard associated with the work.	Safety glasses with side shields Safety glasses when handling equipment Safety glasses (not to be worn around rotating equipment)																																																	
3.	Control access to work area, include others from the hazard.	Struck by Objects Falls	Control access to work area, include others from the hazard.	Safety glasses with side shields Safety glasses when handling equipment Safety glasses (not to be worn around rotating equipment)																																																	
Priority	Area	Hazard	Control Measure	Required PPE																																																	
1.	Back	Back pain due to repetitive motion or heavy lifting.	Prohibit work in areas where equipment work areas.	Safety glasses with side shields																																																	
2.	Respiratory	Respiratory irritation due to dust or fumes.	Communicate with others working in the area about the location and extent of the hazard associated with the work.	Safety glasses with side shields Safety glasses when handling equipment Safety glasses (not to be worn around rotating equipment)																																																	

CUSTOMER FOCUSED

- ☞ Re-evaluate the purpose of the EHS function:
 - Who is my customer?
 - What do my customers' need?
 - What measurable value are you bringing to the "health" of the department?

- ☞ Use data (i.e. behavior observations) to identify & analyze your customers' needs & risks
 - Leading & lagging indicators

- ☞ Tailor your safety initiatives to each of your customers' needs so they can meet their objectives
 - Risk focused (i.e. Laceration initiative)

- ☞ Not being customer focused can make safety a competitor for some supervisors' time & efforts



CUSTOMER FOCUSED- WAREHOUSE RISK BASED INITIATIVE

- 70% of warehouse injuries were hand lacerations
- Led to risk focused laceration initiatives
- Supervisors coached on the hazards associated with using certain cutting tools
- Material handling and sling inspection initiative
- Machine guarding initiatives for machining sites



DEVELOPING THE RELATIONSHIP

- ☞ Make time to leave your office & interact with supervisors on their turf
- ☞ Make their concerns a priority
 - Follow-up = credibility
- ☞ Engage rather than dictate
 - Never identify a problem & walk away (“Problem Dumping”) – help fix it
 - Ask for their suggestions & include them in the decision making process
- ☞ Trust them with relevant duties
 - Training, enforcement, investigations, etc.
- ☞ Make safety palatable for them
 - What is the best time to schedule training for your department?
- ☞ Provide feedback which helps them improve
 - “I understand a guard is in place but this is why it is insufficient.....”
- ☞ It’s not all about the message – delivery counts
 - “Is this the safest way to do that?”
 - “I’m concerned with the way your employee is performing that task.”

ENSURING A SUPERVISOR'S SAFETY SUCCESS

- ☞ Provide customer focused tools
 - Trainings
 - Knowledge (i.e. EHS data)
- ☞ Don't allow stagnation
 - Continuously improve safety skills (hazard identification, training, etc.)
- ☞ Time management
 - Maximize quality safety time
 - Help them include employees in the safety process & them save time
- ☞ Communicate clearly with all organization levels
 - Managers know what you are asking of their supervisors
- ☞ Be willing to get involved
 - Upper management pressure
 - Employee complaints



DIFFICULT SUPERVISORS

NOT EVERYONE WILL DRINK THE KOOL AID

- ☞ Fact of Life = Not everyone will buy in & support your plan
- ☞ Part of the EHS job is meeting resistance and working through it
- ☞ You are doing a disservice to yourself & employees depending on you to champion safety if you fail to establish a **WORKING** relationship with all supervisors
- ☞ Remember - they don't have to like you but they must **TRUST & RESPECT** you or what you are trying to do if you hope to have a positive working relationship

DEALING WITH DIFFICULT SUPERVISORS

TECHNIQUE	CONSIDERATION
Identify their motivation	Is he opposed to safety training or is the schedule creating OT issues for him?
Stop talking & listen	Know your opposition - gather information you can use to get the person on your side
Be a problem solver & be willing to compromise	Once you understand their opposition, offer solutions, be flexible, and work with them to get a solution
Document, document, document	Create a paper trail. Send confirmation emails – “Per our recent discussion,”
Establish common ground	Identify something you can agree on and build from there

DEALING WITH DIFFICULT SUPERVISORS (cont)

TECHNIQUE	CONSIDERATION
<p>Separate from the issue, be soft on the person, but firm on the issue</p>	<p>“I understand you are very busy and I am asking a lot of you to close all sixty audit findings out in two weeks. If we don’t get them completed, someone will be injured. Let’s sit down with Maintenance and see which ones they can help you with so we can get a completion schedule developed.”</p>
<p>Pick your battles - identify & manage triggers then remain even keeled</p> <p>Continue to provide good support with a smile – don’t let them affect your work</p>	<p>Understand what sets them off, prepare for explosions, & don’t engage in unproductive arguments</p> <p>They are still your customer – keep providing good service – spite or holding a grudge will not improve the relationship</p> <p>Prioritize – is it really worth it? Save your energy if it is not</p>

DEALING WITH DIFFICULT SUPERVISORS (cont)

TECHNIQUE	CONSIDERATION
Position yourself on higher ground	<p>Use facts, data, citations, interpretation letters, common sense, etc. to establish a “higher ground”</p> <p>“I understand you believe LOTO is stupid and just slows down production. Please just send me an email to remind me that you have no intention of enforcing the use of it in case someone gets hurt. Please cc: the VP of Operations so we are all on the same page.”</p> <p>“I understand that you think wearing gloves on this job will slow down your employees down. Unfortunately, we had five recordable injuries on this job last quarter. Didn’t those injuries also slow you & cost you time & money?”</p>

QUESTIONS



Biographical Information

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Eric is the Manager of Process Safety for EHS Technology Group LLC located in Moraine, Ohio. Eric has over 25 years of experience in the field of environmental health and safety. Prior to joining EHS Technology, Eric was responsible for managing the environmental health and safety program for two manufacturing facilities in the automotive industry. In this capacity, Eric was responsible for managing the regulatory compliance, worker's compensation, and various risk management activities for his company. During his time in private industry, he developed and implemented numerous safety programs and injury reduction initiatives. In addition, he developed and conducted various safety training classes on a wide range of safety topics such as confined space, lockout/tagout. Since joining EHS Technology, Eric has been focused on providing safety, health, and environmental consulting services to clients in a wide variety of industries. Specifically, Eric has focused on helping clients with struggling safety and environmental programs achieve improved metrics while providing safer workplaces to their employees.

Eric is a graduate of Ohio University with a B.S. in Industrial Hygiene. Eric has been a Certified Safety Professional (CSP) since 2001 and has been a Certified Hazardous Materials Manager (CHMM) since 2014. Eric is a member of the American Society of Safety Professionals.

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Connor is the Regional EHS Manager for Milacron. Prior to joining Milacron in July 2020, he was the HS&E Specialist for Mubea in Florence, Kentucky. He's a safety practitioner with experience in construction and manufacturing settings and skilled in hazard identification, risk assessment creation, and control implementation. He has proficient knowledge of regulatory standards and EHS management systems. Connor received a Master of Science in Safety, Security & Emergency Management from Eastern Kentucky University with a concentration in Occupational Safety.