

Accountability, performance, criteria, and consequences

When you hold someone accountable, performance is measured against a specific criteria or standard, and consequences are applied appropriate to the level or quality of performance.

AS SUPERVISORS, YOU ARE ACCOUNTABLE

FOR	TO
• Production	• Management
• Quality	• Employees and their families
• Safety	• Customers
• Morale	• Society

Is the unsafe behavior:

- Not deliberate**
- Inattention, distraction
 - Habit
 - Failure to recognize the danger ("No one told me.")
 - Accepted practice ("It was OK yesterday." "That's the way it's always done.")
 - System failure
 - Lack of training

- Deliberate**
- Productivity valued over safety
 - Self-image ("I don't want to be the geek in safety glasses.")
 - Win at all costs ("Our team is the fastest.")
 - Belligerent ("You can't tell me what to do.")
 - Boss/crew expectations
 - Indestructible attitude ("I'll be fine; don't worry about me.")

The type of unsafe behavior will determine the consequences.

How to measure safety

It is better to observe and take steps to stop unsafe behavior before it turns into an injury than to measure injuries or time-loss days. You can measure safe behavior directly through observation of the work being

performed. Standards to measure against can include your standard operating procedure, job hazards analyses, pre-task plans, job descriptions, or any other means that identify how the work should be performed safely.



Performance reviews

Performance reviews are one way to formally recognize work behaviors. Safety is just as important as production and quality and should be included in annual performance reviews. Behaviors you should evaluate include following: safe work rules, wearing personal protective equipment, and identifying unsafe situations.



How to observe

Examples of observation forms are available at [saif.com/supervisors guide](http://saif.com/supervisorsguide)

These forms include:

Observation record

Ladder safety observation

Lockout-tagout safety observation

Forklift operator safety observation

Also: see a preview of these forms on pages 4-7 of this section.

Prior to starting observations, make your employees aware of what you will be doing and why. Tell them you will be observing work behavior because you don't want anyone to get hurt. Use a checklist to record what's observed, and then share the form with employees and ask for input. The purpose of the observation is to achieve 100 percent safety, just like you strive for 100 percent quality or customer satisfaction.

Use the observation records provided in this guide, or modify them based on your own standards.

Take a few minutes to watch employees at work and record your observations on the

form. If an employee is working unsafely, intervene to understand why. You can say something like, "Joe, I see you're not wearing goggles. Why is that?"

Joe may respond by saying, "I went to the tool room to get goggles and was told we didn't have any." You would then check with the tool room to see why they aren't handing out goggles. Perhaps the tool room worker was not aware that they were in stock. Observations provide an opportunity for understanding at a deeper level.

Remember if you walk by an unsafe act and take no action to correct the situation, you have set the new standard.

The power of positive reinforcement

Everyone wants and needs to know when they are doing their jobs correctly. When people receive positive feedback that the work is correct, they are more likely to keep doing the work that way. A lack of feedback can lead to a drift towards unwanted behaviors in safety, production, or quality. Giving a simple thumbs up or verbal good job helps reinforce the behaviors you

want, and recognizing safe work behavior in performance reviews shows your commitment to employee safety.

Negative feedback only stops the undesired behavior and sets up a mentality of working just enough to stay out of trouble. Getting employees to go the extra mile thrives in a positive work environment.



**[Company name or log here]
Observation record**

Observer: _____ **Date:** _____

Safe behavior

Prepared	Yes	No	Comments/action taken
Worksite housekeeping	_____	_____	
Clear of slip hazards	_____	_____	
Clear of trip hazards	_____	_____	
Clear of fall hazards	_____	_____	
Equipment properly guarded	_____	_____	
Other (specify)	_____	_____	
_____	_____	_____	
_____	_____	_____	

Procedure

Standard operating procedures followed	_____	_____	
Equipment procedures followed	_____	_____	
General safety rules followed	_____	_____	
Lockout-tagout followed	_____	_____	
Other (specify)	_____	_____	
_____	_____	_____	
_____	_____	_____	

Protection

Head	_____	_____	
Hair	_____	_____	
Face	_____	_____	
Eye	_____	_____	
Hand	_____	_____	
Foot	_____	_____	
Respiratory	_____	_____	
Hearing	_____	_____	
Other (specify)	_____	_____	
_____	_____	_____	
_____	_____	_____	

Ladder safety observation

Observer name:

Date performed:

Date reviewed:

Behaviors	Acceptable	Unacceptable	Not Observed	N/A, remarks, or action taken
Correct ladder for the job or task				
Performs proper ladder inspection before use				
Ladder rating appropriate for the load				
Only one person at a time on the ladder				
Rungs and side rails free of grease, oil, mud, etc.				
No standing on the top two rungs of the ladder				
Ladder angle appropriate during use				
Ladder on solid base and protected from being struck by vehicles or employees				
Employee not over-reaching				
Employee grasps rungs instead of the rails when climbing or descending				
Employee uses tool belt or haul line when hands are full				
Three points of control maintained at all times				
Extension ladders are secured				
Clear of electrical hazards				
Employee puts the ladder back into the appropriate location for reuse				

Lockout-tagout (LOTO) safety observation

Observer name:

Date performed:

Equipment/process observed:

Behaviors	Acceptable	Unacceptable	Not Observed	N/A, remarks, or action taken
Were affected employees notified that LOTO is being performed?				
Can the authorized employees identify all hazardous energy sources for the equipment?				
Did the employee follow the written procedures, specific to that particular equipment?				
Did the employee release stored energy by draining, bleeding down, and applying grounds?				
When more than one employee works the equipment, a procedural lockout or “lock box” system is used so that each employee has to place only one lock.				
Does the lock include identifying tag or employee name?				
Are all locks, tags, and other lockout devices of types that are approved by the LOTO program?				
Did the employee block/jack/pin raised components and other potential mechanical energy sources?				
During shift change, did the employee use the direct hand-over method, supervisor hand-over, or duplicate key method?				
When removing jammed material, was the employee using proper safety procedures?				

Forklift safety observation

Operator’s name:

Date performed:

Observer:

Behaviors/task	Acceptable	Unacceptable	Not Observed	N/A, remarks, or action taken
Performs proper daily inspection				
Wears seatbelt or safety belt and tether line				
Travels with forks close to the ground and tilted back only slightly				
Looks in the direction of travel				
Secures load and checks load weight with truck’s capacity plate				
Carries loads properly (2 to 4 inches from the ground)				
Sounds horn at blind corners and intersections				
Slows down at corners or intersections, and on wet or slippery floors				
Operates at safe speeds				
Turns slowly and properly				
Yields right of way to pedestrians and emergency vehicles				
Never transports people on any part of the truck				
Stays clear of dock edge or other drop-offs; for example, bridge plate edge				
Follows procedures and wears appropriate PPE when changing cylinders				
Performs proper procedures for leaving truck unattended (put in neutral, lower carriage, set parking brake, turn key to off)				