

**PUBLIC ALLIANCE INSURANCE
COVERAGES FUND**

**SUPERVISOR'S GUIDE
TO...**

**MANAGING THE WORK
FORCE SAFELY**

Managing a group of people is one of the hardest tasks we are asked to perform. Because everyone is different, we must be flexible in our methods of handling the people who work for us. No set way of supervising people will work for all your staff. It is necessary to evaluate those working for you to determine what works best for the individual. Some people require little supervision once you give them a job to do. Others need to be watched closely, and others still require a push. It is your call as to how you handle the people who work for you.

However, there are some basic principals that you should follow while applying whatever method you choose to use. Those principals are outlined in this guide for your information and use. Remember, you too, are an individual and your personality is unique and your job skills and knowledge are special. Use both of these to get the work done and use the principals outlined here of help you.

Step One in avoiding an injury to one of your staff on the job is **PROPER TRAINING**.

If you remember, when you first started working a new job, you were confused and had a lot of questions about the organization you were working for and just what was expected of you. If you had a good supervisor, everything was explained to you and your questions were answered. This may not have been done all at once, but eventually you got comfortable and learned the job.

If you were unfortunate and had to do some investigating on your own, then you had a tougher road to follow. You were also in jeopardy of getting hurt while you went through this process. If you survived, you got a handle on things.

Studies have shown that the first year on a new job is the most dangerous because you are in a strange place doing strange things.

Training starts with you knowing the job, and how it should be done properly and safely. You also have to know the person who is going to do the job for you. You have to know their skill level, intelligence level and work habits. That is not easy when dealing with a new employee.

You can try and gain that information by first reviewing their employment application and then talking to the individual.

Ask Human Resources to see the application the new employee filled out. Review the experience the individual has had. This is important to determine what he can be assigned in the way of work first.

Second, take the time to talk to your new employee. Ask about the experience they have had and what they like doing best. Ask about hobbies and anything else that will tell you about the person. Knowing your people is an important part of your job.

Training of new employees should include the following:

ORIENTATION SHOULD INCLUDE:

- **AN EXPLANATION OF WHAT YOUR ENTITY DOES. INCLUDE ALL THE DEPARTMENTS OF THE ENTITY IN THIS DISCUSSION. UNDERSTANDING OF ALL THE WORK DONE IN THE ENTITY ALLOWS THE INDIVIDUAL TO BEGIN TO UNDERSTAND THEIR ROLE AND KEEPS THEM FROM GETTING CURIOUS AND INTO TROUBLE ONCE THEY START WORKING.**
- **EXPLAIN IN DETAIL THE DUTIES OF YOUR DEPARTMENT AND HOW YOU GET THEM DONE. BE SURE TO INCLUDE HOW IMPORTANT THE WORK IS TO THE COMMUNITY. EVEN IF YOU THINK THIS IS OBVIOUS, DO IT FOR THE INDIVIDUAL'S SAKE. BE SURE TO STRESS THE PROBLEMS THAT RESULT IN THE COMMUNITY IF THE WORK DOESN'T GET DONE.**
- **SHOW THE INDIVIDUAL ALL OF THE EQUIPMENT AND TOOLS THE DEPARTMENT USES AND EXPLAIN WHICH ONES ARE NOT TO BE USED WITHOUT PROPER TRAINING. STRESS THAT WORKING SAFELY IS VERY IMPORTANT TO THEM AND TO YOU.**
- **EXPLAIN TO THE INDIVIDUAL THE IMPORTANCE OF THEIR JOB TO THE DEPARTMENT.**
- **GO OVER THEIR JOB DUTIES WITH THEM. USE THE JOB DESCRIPTION DEVELOPED FOR THE WORK. GIVE THEM A COPY OF THIS JOB DESCRIPTION FOR THEM TO KEEP.**
- **INTRODUCE THEM TO THE OTHER MEMBERS OF THE TEAM THEY WILL BE WORKING WITH. THIS CAN BE DONE INDIVIDUALLY OR AS A GROUP AT A MEETING.**

SAFETY PROGRAM

- **MAKE SURE YOU HAVE A COPY OF THE ENTITY'S SAFETY PROGRAM. KEEP IT IN YOUR POSSESSION. IT IS IMPORTANT FOR YOU TO BE FAMILIAR WITH IT AND ALL THAT IS EXPECTED OF YOU AS A SUPERVISOR.**
- **MAKE SURE ALL OF YOUR PEOPLE KNOW THE SAFETY PROGRAM AND WHAT IS EXPECTED OF THEM. REVIEW PARTS OF IT WITH THEM AT MEETINGS TO INDICATE YOUR COMMITMENT TO IT.**
- **EXPLAIN TO ALL YOUR STAFF THAT YOU ARE RESPONSIBLE FOR THEIR SAFETY AND THAT YOU TAKE THAT RESPONSIBILITY SERIOUSLY. EXPLAIN FURTHER THAT THEY ARE ALSO RESPONSIBLE FOR THEIR SAFETY AND THE SAFETY OF THEIR FELLOW WORKERS.**
- **FREQUENTLY CHECK THE ACCIDENT RECORD OF YOUR DEPARTMENT FOR ANY TRENDS OR PROBLEM AREAS. IF ANY ARE NOTED, REVISE THE WAY YOU DO THINGS TO ELEMIMATE PROBLEMS. PASS ON ANY CHANGES IN PROCEDURE TO YOU STAFF AT A GENERAL MEETING SO QUESTIONS CAN BE ASKED.**
- **BECOME AN ENTHAUSTIC MEMBER OF THE ENTITY'S SAFETY COMMITTEE IF ASKED TO PARTICIPATE. IF NOT ACTIVE IN THIS AREA, THEN COMMUNICATE YOUR OBSERVATIONS AND SUGGESTIONS TO THE COMMITTEE.**
- **SET OBJECTIVES IN THE AREA OF SAFETY FOR YOURSELF AND YOUR STAFF. COMMUNICATE THESE OBJECTIVES AND GOALS TO YOUR PEOPLE.**
- **STRESS TO YOUR STAFF THE IMPROTANCE OF THE SAFETY PROGRAM AND WHAT IT MEANS TO THEM AS INDIVIDUALS AND TO THE ENTITY.**

HOW THE WORK IS TO BE PERFORMED

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- **POST THE GENERAL ENTITY SAFETY RULES WHERE ALL OF YOUR EMPLOYEES CAN SEE THEM.**
- **DEVELOP AND POST RULES/PROCEDURES FOR WORKING SAFELY WITHIN YOUR DEPARTMENT.**
- **DEVELOP AND PROVIDE TO YOUR STAFF, INDIVIDUAL JOB RULES.**
- **PERFORM JOB HAZARD ANALYSIS FOR ALL THE JOBS IN YOUR DEPARTMENT AS A FOUNDATION FOR THE INDIVIDUAL JOB RULES.**
- **PROVIDE HAZARD COMMUNICATION, RIGHT TO KNOW, CONFINED SPACE ENTRY, AND BLOODBORNE PATHOGENS TRAINING (IF APPLICABLE) TO YOUR STAFF OR ARRANGE FOR THIS TRAINING TO BE DONE BY OTHERS.**
- **HAVE ON HAND MATERIAL SAFETY DATA SHEETS FOR ANYTHING OF A CHEMICAL NATURE USED IN YOUR DEPARTMENT.**
- **DEVELOP STANDARD OPERATING PROCEDURES FOR WORK PERFORMED ON A ROUTINE BASIS BY YOUR DEPARTMENT. THESE PROCEDURES SHOULD INCLUDE:**
 - **THE WORK TO BE DONE.**
 - **EQUIPMENT TO BE USED**
 - **INSPECTIONS TO BE PERFORMED BEFORE PROCEEDING**
 - **REQUIREMENTS (QUALIFICATIONS) OF THE INDIVIDUAL PERFORMING THE WORK**
- **HOLD “TOOL BOX” MEETINGS WITH YOUR STAFF ON A REGULAR BASIS.**
- **ASK YOUR STAFF ON A REGULAR BASIS HOW THINGS ARE GOING. FEEDBACK IS VERY IMPORTANT IN RUNNING A SAFE OPERATION.**

PERSONAL PROTECTIVE EQUIPMENT

- **REVIEW, ON REGULAR BASIS, THE USE OF PERSONAL PROTECTION IN THE DEPARTMENT. TELL YOUR STAFF WHY IT IS NECESSARY TO WEAR SUCH EQUIPMENT. EXPLAIN TO THE STAFF THAT THERE ARE TO BE NO EXCEPTIONS TO THE RULES.**
- **WEAR THE PERSONAL PROTECTIVE EQUIPMENT YOURSELF! YOU MUST SET AN EXAMPLE FOR YOUR PEOPLE.**
- **INSPECT THE NEEDED PERSONAL PROTECTIVE EQUIPMENT ON A REGULAR BASIS TO MAKE SURE IT IS IN GOOD CONDITION & WELL MAINTAINED.**

COACH YOUR PEOPLE

- **EXPECT MISTAKES TO BE MADE BY THE PEOPLE WHO WORK FOR YOU. USE THESE OCCASSIONS TO REVIEW WITH THEM THE RIGHT WAY OF DOING THINGS. DON'T GET MAD! GO BACK AND SHOW THEM WHERE THEY WENT WRONG. SHOW CONFIDENCE IN THEM AND LET THEM GO BACK TO WORK.**
- **THOROUGHLY INVESTIGATE ANY ACCIDENT IN YOUR DEPARTMENT FOR THE ROOT CAUSE(S). DO NOT LOOK TO BLAME ANYONE FOR THE INCIDENT. TREAT IT AS A LEARNING EXPERIENCE.**
- **SHARE YOUR FINDINGS WITH THE PEOPLE WHO WORK FOR YOU SO THAT THEY ARE AWARE OF HAZARDS. DISCUSS IT AND ASK THEM FOR INPUT FOR WAYS OF AVOIDING SUCH INCIDENTS IN THE FUTURE.**
- **ENCOURAGE YOUR STAFF TO LOOK OUT FOR ONE AND OTHER WHEN PERFORMING WORK.**