

# Improving Supervisory Leadership

Construction management, in partnership with their employees, is responsible for ensuring that jobsite hazards are eliminated, or at least minimized. These partnerships are most effective when they exist within a positive safety climate.

**The safety climate on a construction jobsite refers to managements' and employees' shared perceptions about the extent to which safety is rewarded, expected, valued and reinforced. It the trades working on-site.**

Supervisors and foremen have the authority and ability to make changes and correct hazards on the jobsite. How they lead, act as role models, and communicate is important for creating a strong, positive safety climate. Which of the following best describes your company?

INATTENTIVE	REACTIVE	COMPLIANT	PROACTIVE	EXEMPLARY
There is no safety vision or safety leadership. Supervisors and foremen have no supervisory training and have little knowledge or understanding of regulatory requirements. Supervisors and foremen manage and punish using intimidation. The focus is on individual behavior without taking the process into account. Supervisors and foremen play the blame game when an incident occurs instead cause.	Supervisors and foremen ignore workers' input regarding potential hazards and close calls. Supervisors and foremen focus on individual behavior as a foundation for safety and do not consider underlying factors that can impact safety. The company becomes concerned with safety and the supervisor's or foreman's leadership skills only after an incident or regulatory action occurs.	Supervisors and foremen are trained and are guided by, and follow OSHA regulations, never going above or beyond.	Supervisors and foremen lead by participating in, and initiating, safety program activities that focus on continuous improvement. Supervisors and foremen seek advice from, and use, workers' input to improve safety.	Supervisors and foremen display a personal vision for, and a deep commitment to, creating a strong, positive project safety climate. They inspire and motivate workers to share their commitment. They establish clear safety-related roles and responsibilities, make safety a major component of all meetings, and instill a sense of safety ownership at all levels. Supervisors and foremen

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## Idea # 1 - Train supervisors and foremen

For most people, leadership skills must be aspects of a true leader. While one would use to evaluate where supervisors and foremen

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