



JOB SITE FOREMAN – SAFETY RESPONSIBILITIES

INTRODUCTION

The key to success in any construction loss prevention program is its actual implementation on the job site. Field supervision is the main mechanism by which the loss prevention policy and procedures are implemented. The attitude of individual workers toward the company loss prevention program is dependent upon the attitude of their supervisor. The foreman's actions in directing the work are the critical link in delivering success. If foremen are given clear responsibilities for job site safety, and are held accountable through a performance review and reward system, the likelihood of accidents will be reduced helping to achieve greater construction quality, productivity, and worker safety.

Safe operations are practiced on the job site, not in the home office. Effective loss prevention programs are a result of the involvement and commitment of all members of the construction team, from the chief executive officer to the worker on the job site. However, in accomplishing the desired objectives, foremen play the most critical role. As the principal representative of management seen daily by the workers performing the actual construction work, a foreman has direct control of the activities of the workers.

The foreman must be thoroughly familiar with the duties and

responsibilities of all parties involved in the loss prevention program.

Foremen must understand the economic impact of accidents and incidents. The foreman who understands the mechanics of direct and indirect accident costs, as well as overhead implications for workers' compensation and other insurance coverages is in a better position to make intelligent decisions in directing the work activities. Increasing the awareness of the individual workers on the impact of their actions can greatly affect the business results.

In addition, it is also essential that the superintendent who has overall responsibility for the production, quality, cost, and scheduling of a project also be held principally accountable for job site safety.

FOREMAN RESPONSIBILITIES

The foreman is the primary project leader and must be held accountable for the project's safety performance. They must also be the principal implementers of the company loss prevention policy and procedures. The key roles and related responsibilities are outlined below:

- **Knowledge** – Have the knowledge to carry out all the training, site inspections, accident investigation, and recordkeeping roles defined below. Understand the principles of loss prevention as well as the company policies and procedures.

Have a thorough understanding of the operations and hazards expected, controls to be used, company policies, and legal safety standards, which apply to the hazard.

- **Site Safety Compliance** – Must be given full authority to require workers of all levels on the job site to comply with the established work rules and other applicable loss prevention procedures. They must also follow proper pre-job and pre-task planning procedures and establish specific elements of the loss prevention program.
- **Site Inspections** – Continually check the job site to determine the level of implementation of loss prevention procedures and to assess the practices and site conditions. Any unsatisfactory conditions should be promptly reported and corrected. Check the job frequently to determine if the proper procedures are being followed. Be sure that potential hazards are being safeguarded against and that no new hazards have developed. This includes verifying that personal protective equipment is being worn and used properly and that all other equipment is being properly used.
- **Communication** – Hold periodic group meetings and weekly toolbox talks and promote other means of communications with workers to ensure awareness of site safety. Reward outstanding performance and promote feedback and involvement of the workers in the loss prevention program. Communication must flow back to senior management to advise of areas where help is needed and areas where there was superior performance.
- **Recordkeeping** – Maintain job site performance records, training, inspections, investigations, statistics, and other means to assess the level of implementation. Take corrective action for potential problem areas. Report and record the performance of the crew and any problems with the implementation of any element of the loss prevention program.
- **Worker training** – Determine the level of knowledge and job requirements of each individual worker. If there is a gap, it is up to the foreman to assure the proper training or support is provided and maintained. Give special attention to new or inexperienced workers since they are most "at risk" on the job site. Conduct periodic safety training sessions (e.g., toolbox meetings) to familiarize crew members with safety performance indicators, lessons learned from previous accidents, and other pertinent information which will promote work safety.
- **Accident Investigation** – Require that all injuries and incidents be promptly reported and fully investigated to prevent future accidents. As the most knowledgeable individual working with the crew, the foreman is in the best position to determine what went wrong, why it happened, and how future occurrences can be prevented. This information must be shared with management so that recordkeeping requirements can be met, as well as benefits derived from the insight gained through the investigation.
- **Goal Setting** – Participate with upper management in the development of foreman safety goals. Some measurable goals include experience

modification reduction, incidence rates or days away from work reduction, training goals, inspection goals, and budgeting goals.

ACCOUNTABILITY AND PERFORMANCE MEASUREMENT

Safety programs and safety success require an active, motivated and knowledgeable foreman. In order to measure the level of performance periodic reviews should be undertaken to identify weaknesses and strengths of each foreman in carrying out his or her safety roles and responsibilities. An action plan to address areas for improvement should be outlined during the review and then monitored throughout the year. Feedback consistent with the level of achievement towards

reaching the action plan expectations should be provided.

The following is a suggested review process to evaluate and hold the foreman accountable for safety at the job site. This should be tailored to comply with your company or site specific safety program. Each foreman should be given this score card when hired so that they understand what is expected.

If the bargaining agreement disallows a formal performance review, the form could be used as a management guide to evaluate the individual followed by an informal meeting with the foreman to address strengths and weakness.

SCORING

Poor –	For the most part the foreman is not performing up to expectations. Remedial action is required.
Below Average –	Foreman occasionally takes responsibility and performs effectively but overall expectations are not being met. Retrain and instruct the employee on improvements needed to achieve at least an Average rating.
Average –	Meets expectations consistently. Additional training and expectations needed to achieve at an above average level should be discussed.
Above Average –	Exceeds expectations occasionally. With additional training and motivation could achieve excellent rating within one year.
Excellent –	Exceeds expectations consistently. Serves as a role model and training example for all other supervisory personnel.

SAFETY SCORE CARD

Rate the foreman in each category below based on the above scoring. Offer constructive comments as warranted.

1. Completes accident/incident reports on a timely, factual basis. Provides workable effective recommendations to prevent recurrence.	1 2 3 4 5	Comments:
2. Takes the initiative by communicating with management about status of job site safety and ideas for improvement.	1 2 3 4 5	Comments:
3. Knows the most significant exposures at the job site (i.e. material handling, falls, work zone safety, theft, alcohol/drug, housekeeping, safe driving) and keeps focused on controlling these.	1 2 3 4 5	Comments:
4. Takes charge of operations that are not routine to make certain good safety practices are followed.	1 2 3 4 5	Comments:
5. Performs regular inspections of job site exposures and program compliance. Informs employees and shop personnel of defects ensuring corrective action is taken.	1 2 3 4 5	Comments:
6. Takes the initiative in notifying management of persistent deficiencies.	1 2 3 4 5	Comments:
7. Makes no assumptions concerning employees' skills and performs new employee orientation and follows up with the new employee to ensure safe practices are adhered to.	1 2 3 4 5	Comments:
8. Takes corrective action when necessary to re-enforce safe job practices.	1 2 3 4 5	Comments:
9. Sets a good safety example for all employees.	1 2 3 4 5	Comments:
10. Consistently enforces company safety rules and if necessary uses the company disciplinary procedures to correct unsafe behavior. Works with each employee without favoritism.	1 2 3 4 5	Comments:
11. Conducts appropriate meaningful toolbox talks encouraging the employees to participate and offer suggestions.	1 2 3 4 5	Comments:
12. Is knowledgeable in OSHA compliance and continues to demonstrate a willingness to stay abreast of OSHA issues.	1 2 3 4 5	Comments:
13. Accident Experience Frequency – # of accidents _____ Severity – # of lost work days _____ Frequency – # of first aid cases _____	1 2 3 4 5	Comments:
14. Experience modification reduction	1 2 3 4 5	Comments:
ACTION PLAN:		

Date:	Company Name:	
Project Number/Name:	Meeting Location:	Person Conducting Meeting:

Items Discussed: _____

Problem Areas or Concerns: _____

Attendees: _____

Comments: _____
