Contents

Preface v

1 Introduction
Where Are You Now? 2
The Executive 4
The Middle Manager 5
The Supervisor 7
The Worker 7

2 Background
Causation Theories 9
Employee Training 10
Supervisory Training 10
Records 10
Safety Media 11
Today's Safety Philosophy 13
The Real Formula 18
Where Do We Go From Here? 18

3 Change
External Environment 21
Internal Environment (Within an Organization) 22
Total Quality Management (TQM) Concepts 27
Behavior-Based Safety Management 30
Why Is Change Necessary? 31

4 Drivers
The Performance Model 34
Accountability Systems 37
Roles 44

5 The Supervisor’s Job
What is the Supervisory Job? 47
Your Responsibilities As A Supervisor 50
What Authority Do You Have? 52
Your Authority As A Supervisor 55
How Are You Measured? 57
Your Accountability As A Supervisor 59
Where Does Safety Fit Into Your Job? 59

6 The Safety Job
How Safety Gets Accomplished 65
The Supervisor’s Role in Safety 70
Safety Where There Is No Supervisor 71
Our Attempts To Date 74
Successful Teams 75
An Example 76

7 Key Safety Tasks
Investigating for Causes 83
Costs of Accidents 90
Inspecting for Hazards 93
Coaching 101
Motivating 104

8 The Dynamics of Supervision
Understanding Workers 107
The Sins of Supervision 107
Incongruency Theory 108
What Turns Them On 110
Dual Factor Theory 112
Attitudes 113
The Group 120
Discipline 128
The Problem Worker 134

9 Safety Techniques That Work:
Investigating for Accident Cause
Safety Sampling (SS) 141
Statistical Safety Control (SSC) 145
Technique of Operations Review (TOR) 148
The TOR System 148
Incident Recall Technique (IRT) 152
10 Safety Techniques That Work:  
Inspecting For Hazards  
Job Safety Analysis  157  
Hazard Hunt (HH)  161  
OSHA Compliance Check  163  
Ergonomic Analysis  169  

11 Safety Techniques That Work:  
Coaching  
Job Safety Observation (JSO)  175  
One-on-One Contacts  178  
Safe Behavior Reinforcement  179  
Stress Assessment Technique  180  

12 Safety Techniques That Work:  
Motivating  
Worker Safety Analysis  185  
Inverse Performance Appraisals  189  
Safety Improvement Teams (SITs)  189  
Climate Analysis  191  

Appendices  
Supervisory Self-Appraisal  195  
Stress Tests  207  
Safety and Health Law  219  

Index  229